

GREATER LETABA MUNICIPALITY



2019/2020 REVIEWED INTEGRATED DEVELOPMENT PLAN

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

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LIST OF ACRONYMS

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

GLM	Greater Letaba Municipality
IDP	Integrated Development Plan
IWMP	Integrated Waste Management Plan
IGR	Intergovernmental relations
ISRDP	Integrated Sustainable Rural Development Programme
ITP	Integrated Transportation Plan
JOC	Joint Operational Centre
KPA	Key Performance Areas
KPI	Key Performance Indicators
LDA	Department of Agriculture and Rural Development
LED	Local Economic Development
LGDS	Limpopo Growth and Development Strategy
LM	Local Municipality(s)
LUMS	Land Use Management System
MDM	Mopani District Municipality
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPCC	Multipurpose Community Centre
MSA	Municipal Systems Act, 2000 (Act 32 of 2000)
MTEF	Medium Term Expenditure Framework
NEMA	National Environmental Management Act
NGO	Non-Governmental Organization
NKPI	National Key Performance Indicators
NSDP	National Spatial Development Perspective
OPMS	Operational Performance Management System
OTP	Office of the Premier

PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PPP	Public Private Partnership
PRP	Poverty Reduction Programme
RAL	Roads Agency Limpopo
RLCC	Regional Land Claims Commission
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Micro Medium Enterprise
SWOT	Strength Weakness Opportunities and Threats
VIP	Ventilation Improved Pit Latrine
WPLG	Water Paper Local Government
WSA	Water Service Authority
WSDP	Water Service Development Plan

Vision, Mission and Values

Vision

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

Mission

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

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

Slogan

“Maatla go Setšhaba”

Values

The values of Greater Letaba Municipality are as follows:

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

MAYOR'S FOREWORD



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

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

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

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

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

Cllr. MATLOU M.P

MAYOR

EXECUTIVE SUMMARY



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

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

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

It is the prerogative of the municipality to implement projects budgeted for in the 2019/2020 and ensuing financial years. The council must account to the community on successes and failures on implementing the SDBIP through the appropriate structures and mechanisms that have been put in place to ensure fulfillment of the constitutional mandate.

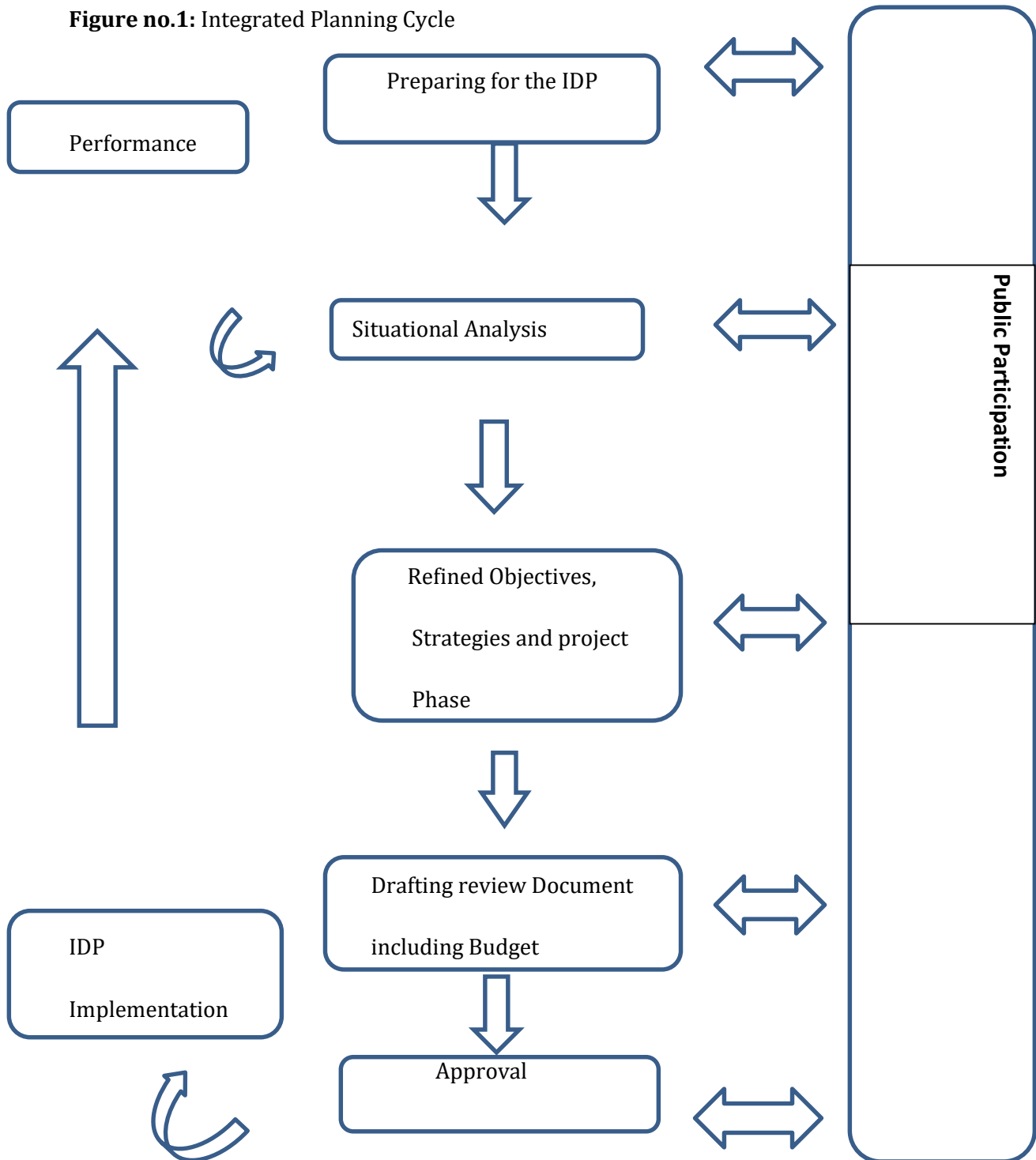
Dr. SIROVHA K.I

MUNICIPAL MANAGER

Integrated Planning Cycle

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

Figure no.1: Integrated Planning Cycle



Key Elements to be addressed during this Process

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

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

Strategic Objectives

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

Table no.1: Strategic Alignment

DPLG KPA	Outputs (Outcome 9)	Strategic Objective
Municipal Transformation and Organisational Development	Differentiate approach to municipal financing, planning and support	Improved quality of life Improved Human Resource
Basic Services and Infrastructure Development	Improved access to basic services Support Human settlement	Access to sustainable quality basic services. Integrated sustainable Human settlement
Local Economic Development and Spatial Rationale	Implementation of community work programme Land acquisition for low income and affordable housing	Improved and inclusive local economy Integrated sustainable development Integrated human settlement
Municipal Financial Viability and Management	Improve municipal financial and administrative capability	Sustainable financial institution
Good Governance and Public Participation	Refine ward committee model to deepen democracy Single coordination	Effective and efficient community development

Municipal Future Plans

- Ensure that all communities have access to clean portable water by 2019;
- Provide universal waste removal to all communities;
- Integrated Human Settlement in Ga-Kgapane and Mokgoba;
- Effectively deal with communicable and non-communicable disease;
- Strengthen community participation and IGR;
- Integrated planning and service provision in rural areas;
- Increase revenue base;
- Facilitation of economic activities in both urban and rural areas;
- Provide access to housing;
- Provide infrastructure that is conducive for economic development and growth;
- Create job opportunities and reduction of poverty;
- Ensure that all communities have access to electricity and
- Acquire more resources to provide and maintain the existing and proposed infrastructure.

Monitoring of the Progress

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

The SDBIP is an operational plan that clearly outlines Key Performance Indicators, Objectives, Timeframes, Outputs, Outcome and Strategies for each programme and projects. The SDBIP is informed by the IDP and Budget. Municipal System Act No.32 of 2000, Chapter 6 compels municipalities to establish performance management system that is:

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

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

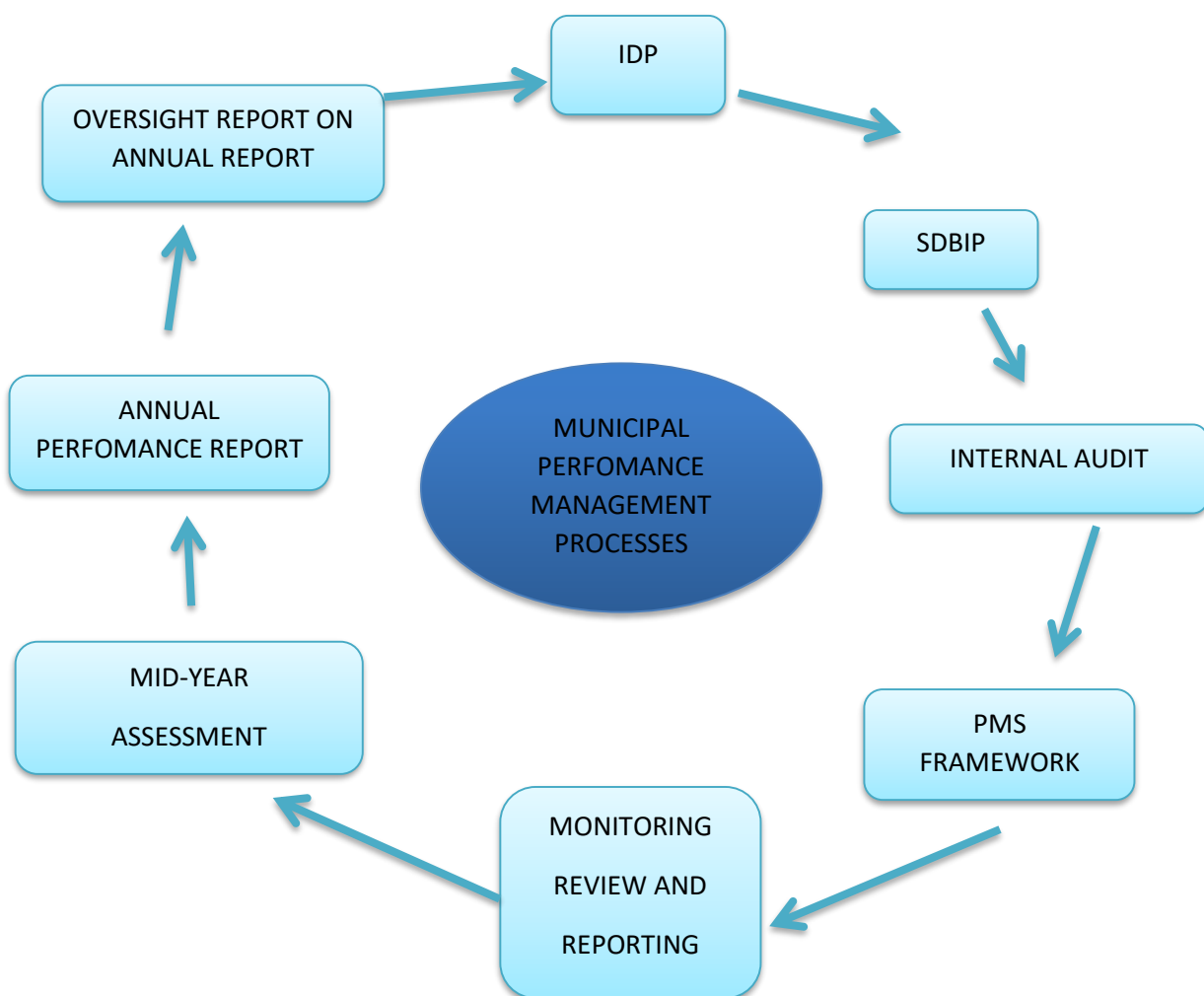


Figure no. 2: SDBIP system

1.PLANNING FRAMEWORK

1.1. Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2019/2020 IDP document is developed, (2) institutional arrangement that are in place to drive the IDP process, (3) process overview in terms of steps and events (4) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programme in the municipality.

1.2. Legislative Background

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

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

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

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

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

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

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

1.3. Framing the 2019/2020 IDP

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

1.4. The National Planning Context

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

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

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

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

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

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

1.5. The National Development Plan

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

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

NDP objectives are:

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

1.6. New Growth Path Framework

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

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

1.7. The Provincial Planning Context

The primary influencing factor in the provincial domain is the LEGDP. The LEGDP sees the competitive advantage of the province in mining, agriculture, tourism and manufacturing. Clustering is viewed as key to success in these sectors. In case of the district, the strategy

emphasis investments in agriculture, forestry, tourism and to a lesser extent, trade. In order to give effect to the strategic objectives, as spelled out in the electorate mandate of the ruling party (the African National congress).

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

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

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

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

1.8. The Local Planning Context

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

The 2019/20 IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period. This IDP also focuses on the presidential call around the alignment of the national spatial development perspective (NSDP), Limpopo Employment growth and development plan (LEGDP) and Municipalities IDPs.

1.9. Alignment between IDP, Budget and PMS

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

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

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

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

Budget provides the resources to achieve the municipal aims.

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

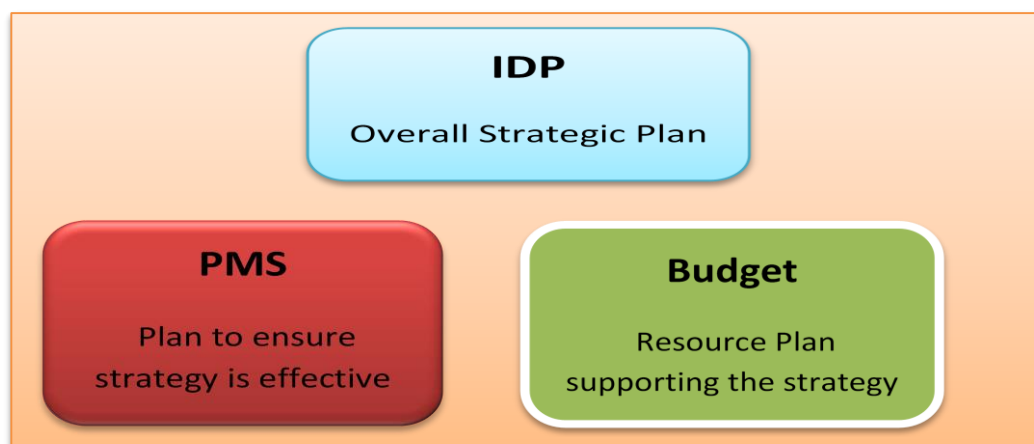


Figure no.3: Linkage of the IDP, PMS and Budget

1.10. Greater Letaba Municipality's Powers and Functions

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

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

2. IDP PROCESS PLAN

2.1. Introduction

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

2.2. Content of the IDP Process Plan

This plan outlines the following:

- Mopani District Municipality framework.
- Structures that manage/drive the IDP.
- IDP/Budget Activities scheduled July 2018-June 2019 Time scheduled for planning process.
- Roles and responsibilities.
- Public/community participation/involvement.

Stages/Phases of the IDP Process

IDP Phases	Activities
PREPARATORY July 2018	-Identification and establishment of stakeholders and structures and sources of information. -Development of the IDP Framework and process plan.
ANALYSIS PHASE July-September 2018	-Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE	-Reviewing the vision, mission, strategies and objectives.

Sept.-Oct. 2018	
PROJECTS PHASE October 2018-January 2019	-Identification of possible projects and their funding sources.
INTEGRATION PHASE January-February 2019	-Sector plans summary inclusion and programmes of action.
Approval phase March-May 2019	-submission of Draft IDP to Council -Road-show on Public participation and publication, -Amendments of Draft/IDP/Budget according to comments/inputs, -submission to council for approval and adoption.

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

2.3 Structures that manage/drive the IDP Process

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

Structure	Composition	Roles and Responsibilities
Council	Members of Council (Chair: Speaker)	• Adopt the IDP Framework and Process plan.
Executive Committee	Mayor, Portfolio Heads, Municipal Manager, Directors, and IDP Manager (Chair: The Mayor)	Provide political oversight in the development of the IDP Assign responsibilities to Municipal Manager. Deliberate and adopt IDP Framework and Process Plan. Responsible for the overall management, co-ordination and monitoring of the planning process and drafting process, as delegated to the Municipal Manager and the IDP Technical Team. Submit draft IDP to Council.
Portfolio Committee	Chairperson and members of Portfolio Committee	Manage the drafting of the IDP on behalf of the Executive Committee

	(Chair: Head of Portfolio Committee)	Provide political oversight.
Ward Committees	Ward councillors; Ward committee members; Local Area Planning Facilitators (LAPs); and Community Development Workers (CDWs). (Chair: Ward Councillor)	Collect, discuss and prioritise ward needs. Submit ward needs to IDP Unit Link the planning process to their respective constituencies, wards and Ward Committees. Responsible for organizing public consultation and participation. Ensure the annual business plans and municipal budget are linked to and based on the IDP. Ensure the IDP is aligned with provincial and national departments' budgets.
IDP Steering Committee	Mayor, EXCO, Municipal Manager, All Sec 56 Managers, IDP Manager, PMS Manager & Budget Manager. (Chair: Mayor)	Provide political oversight in the development of the IDP/Budget. Supervises the implementation of IDP/Budget planning process. IDP/Budget consultation with various sectors. Oversee that amendments made to the draft IDP/Budget are to the satisfaction of the Municipal Council. Be responsible for the submission of the IDP/Budget to EXCO (for recommendation to Council) and MEC for CoGHSTA (for alignment). Undertakes responsibilities, in response to proposals made by the MEC.
Municipal Manager	The Municipal Manager	Oversees the whole process and takes responsibility therefore
IDP Manager	IDP Manager	Managing the IDP process on a daily basis
Secretariat	Provided by the office of the Municipal Manager	Records proceedings on a daily basic Issue invites for all IDP meetings
IDP, Budget & PMS Representative Forum	Community structures, Non-profit making organisations, Traditional Leaders, Ward Councillors, Associations, Interest Groups, Government	Participate and ratify the completion of each phase of the IDP development and review process. Represent the communities at strategic decision-making level.

	departments, Church leaders, Ward Committee Members and Mopani Sector Departments and Parastatals (Chair: The Mayor)	
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Table no.3: IDP Structures, roles and responsibilities

2.4 IDP Process Overview

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

Table no.4: Process Overview: Steps and events

Month	Activities	Time Frame	
		GLM	MDM
July 2018	Preparatory Phase: Identification of and establishment of stakeholders and or structures and source of information	• July 2018	31 July 2018
July 2018	Analysis Phase: • Management meets to discuss IDP Analysis Phase • IDP Steering Committee: Analysis Phase • IDP Representative forum: Analysis phase	• 14 August 2018 • 23 August 2018 • 07 September 2018	31 July-30 September 2018 Engagement Session:11-12 September 2018
September 2018	• Management: Preparation for strategic planning session	• 11 September 2018	23 September 2018 to 28 November 2018
October 2018	• Strategic Planning Session: Strategies phase • Management: consolidate strategic session discussion • IDP Steering Committee: Strategic phase • IDP Rep Forum: Strategic Phase	• 10-12 October 2018 • 18 October 2018 • 30 October 2018	

		<ul style="list-style-type: none"> • 08 November 2018 	
January 2019	Projects Phase		January to March 2019
	<ul style="list-style-type: none"> • IDP Steering Committee :Projects phase 	<ul style="list-style-type: none"> • 10 January 2019 	
	<ul style="list-style-type: none"> • Management Meeting: Project phase 	<ul style="list-style-type: none"> • 14 January 2019 	
	<ul style="list-style-type: none"> • IDP Rep Forum: Project Phase 	<ul style="list-style-type: none"> • 24 January 2019 	
February 2019	Integration Phase		February 2019
	<ul style="list-style-type: none"> • IDP Integration 	<ul style="list-style-type: none"> • 21 February 2019 	
March 2019	(Draft IDP)		30 March 2019
	<ul style="list-style-type: none"> • Management meeting: Draft IDP 	<ul style="list-style-type: none"> • 06 March 2019 	
	<ul style="list-style-type: none"> • IDP Steering Committee: Draft IDP Discussion 	<ul style="list-style-type: none"> • 13 March 2019 	
	<ul style="list-style-type: none"> • EXCO: consideration of the oversight report, draft IDP and Budget 	<ul style="list-style-type: none"> • 19 March 2019 	
	<ul style="list-style-type: none"> • Council: Approval of the oversight report, draft IDP and Budget 	<ul style="list-style-type: none"> • 28 March 2019 	
April 2019	<ul style="list-style-type: none"> • Submission of draft IDP to COGSTA for analysis, Publication of the draft IDP documents for inputs 	<ul style="list-style-type: none"> • 12 April 2019 	
	<ul style="list-style-type: none"> • Public participation on draft IDP/ budget/ PMS 	<ul style="list-style-type: none"> • 15 April 2019 to 26 April 2019 	09 April-03 May 2019
April 2019	Approval Phase (Final IDP)		
	<ul style="list-style-type: none"> • IDP Steering committee: consideration of the inputs from the public participation process 	<ul style="list-style-type: none"> • 30 April 2019 	
	<ul style="list-style-type: none"> • Management : Effect changes to draft IDP and budget as per public comments and COGSTA 	<ul style="list-style-type: none"> • 08 May 2019 	
	<ul style="list-style-type: none"> • IDP Rep Forum : Consider final Draft IDP/Budget 	<ul style="list-style-type: none"> • 23 May 2019 	
	<ul style="list-style-type: none"> • EXCO: Final draft IDP/Budget 	<ul style="list-style-type: none"> • 16 May 2019 	
	<ul style="list-style-type: none"> • Council Sitting : Approval of the Final Draft IDP and Budget 	<ul style="list-style-type: none"> • 29 May 2019 	

June 2019	<ul style="list-style-type: none"> • Submit approved IDP/Budget CoGHSTA and District (within 10 working days after approval) 	<ul style="list-style-type: none"> • 06 June 2019 	
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2.5. Public Participation

Greater Letaba Local Municipality will be responsible for monitoring its own IDP/Budget Process plan and ensure that the Framework is being followed as approved.

Monitoring mechanisms will include monthly progress reports on IDP/Budget implementation as per the SDBIP, submitted to the Mayor and quarterly IDP implementation reports to Municipal Council.

2.6. Publication of the Final IDP

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

2.7. IDP Activity Flow

- The IDP Steering Committee shall be involved in the drafting of the Framework and IDP Process Plan
- The IDP Steering Committee shall submit the Framework and Process Plan to Portfolio Committee head of INDEP.
- The IDP Steering committee shall further submit the Framework to the IDP Representative Forum through the Directorate, INDEP

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

2.8. IDP Process Plan: Monitoring, Evaluation and Reporting

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

2.9. Inter-Governmental Relations

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

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

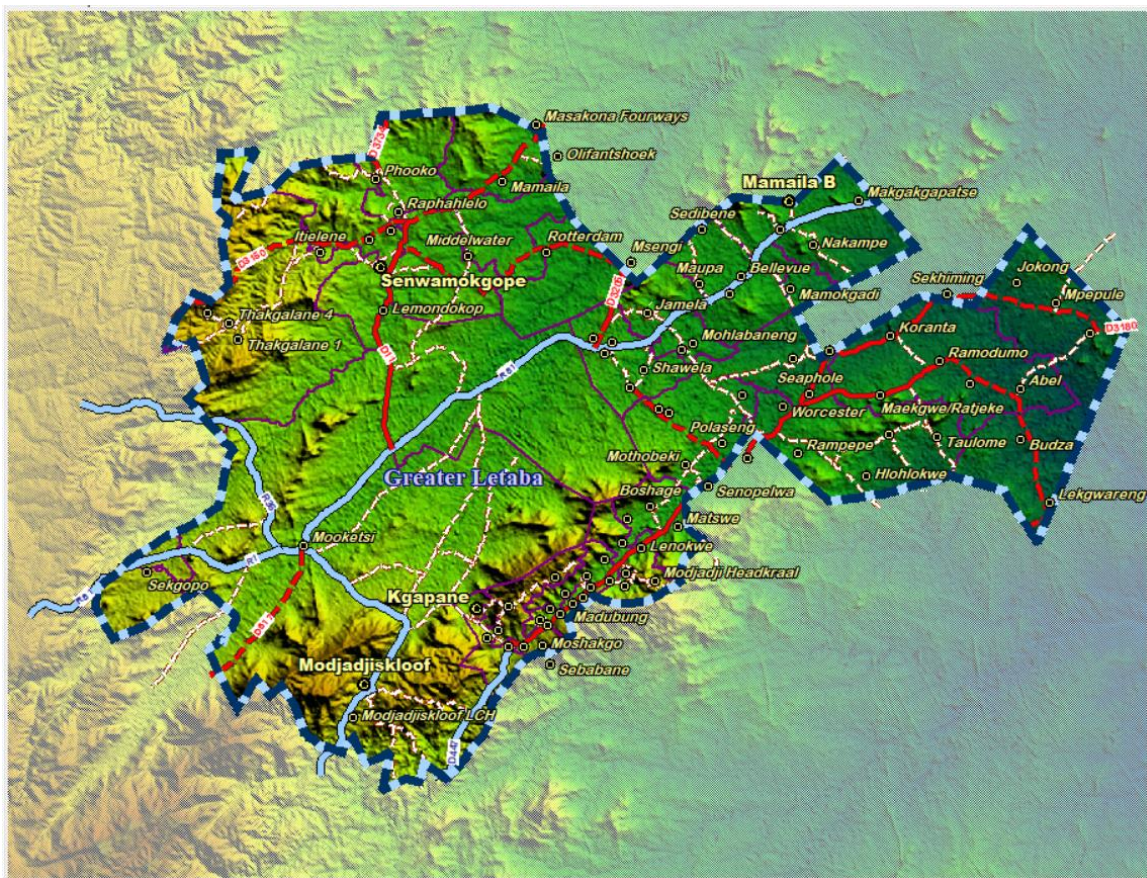
2.10. Conclusion

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

3. SITUATIONAL ANALYSIS

3.1 Description of the Municipal Area

The Greater Letaba Municipality (GLM) is situated in the north-eastern quadrant of the Limpopo Province within the Mopani District Municipality Area. Greater Letaba is bordered by Greater Tzaneen to the south, Greater Giyani to the east, Molemole to the west, and Makhado to the north. The “gates” to the municipal area are considered to be Sekgopo in the west and Modjadiskloof in the south, Mamaila Kolobetona in the North and Makgakgapatse in the East. The land area of Greater Letaba Municipality extends over approximately 1891km². The Greater Letaba Municipality incorporates the proclaimed towns of Modjadiskloof, 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 128 rural villages within the municipal area. The municipality consist of 30 wards.



Map: Greater Letaba Municipality Map

3.2 Demographic Profile

3.2.1 Population Trends

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

Table no 5: GLM Population

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

Source: (Census 2011)

Source : (Community survey, 2016)

Table no 6: GLM Household

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

Source: (Census 2011)

Source: (Community survey, 2016)

Table no 7: Below Depicts Population and Ward Gender

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

Ward 14	7648	3785	3862
Ward 15	7777	3419	4358
Ward 16	7449	3147	4302
Ward 17	7505	3186	4319
Ward 18	7604	3236	4368
Ward 19	7643	3436	4207
Ward 20	7737	3350	4387
Ward 21	7802	3376	4426
Ward 22	8731	3843	4888
Ward 23	7448	3270	4178
Ward 24	4498	1992	2506
Ward 25	7035	3048	4005
Ward 26	7020	3017	4003
Ward 28	4687	2010	2677
Ward 29	11632	6431	5201
Ward 30			

Source: (Census 2011)

Table no 8: Below Depicts Household per Ward

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

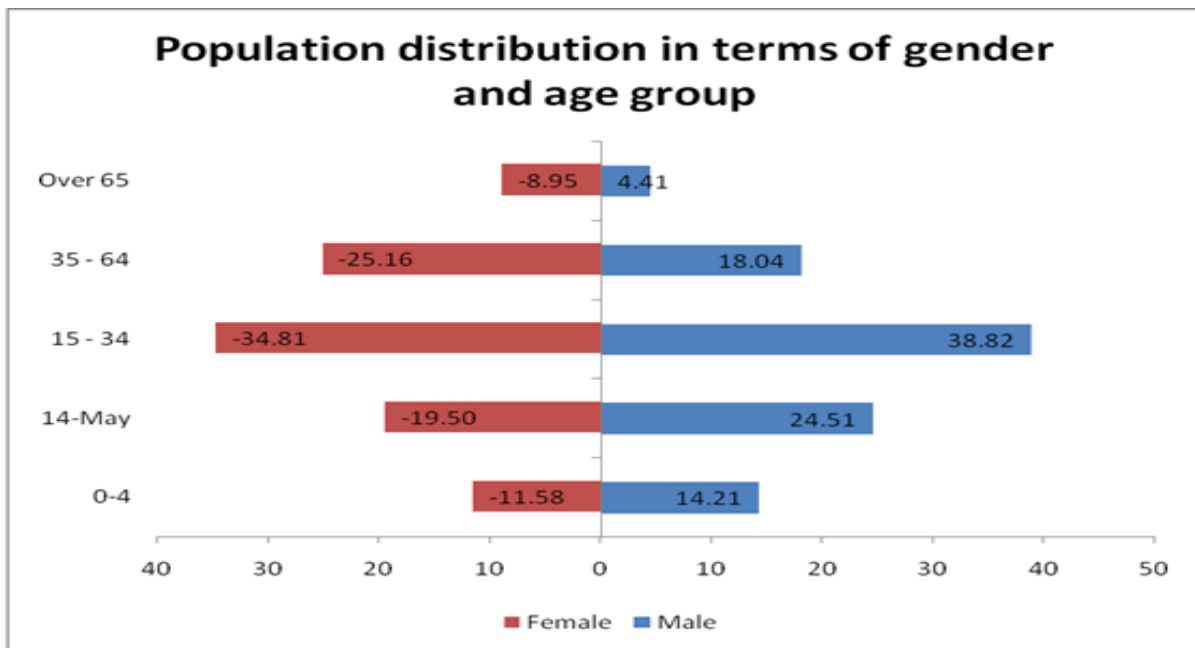
Ward 14	2224	3,8%
Ward 15	1949	3,3%
Ward 16	1972	3,4%
Ward 17	1902	3,3%
Ward 18	2051	3,5%
Ward 19	1980	3,4%
Ward 20	2086	3,6%
Ward 21	2194	4%
Ward 22	2328	4%
Ward 23	1959	3,4%
Ward 24	1254	2,2%
Ward 25	1895	3,3%
Ward 26	1884	3,2%
Ward 27	1584	2,7%
Ward 28	1276	2,2%
Ward 29	4807	8,3%
Ward 30		

Source: (Census 2011)

3.3 Age and Gender Distribution

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

Graph no 1: Age and Gender Distribution

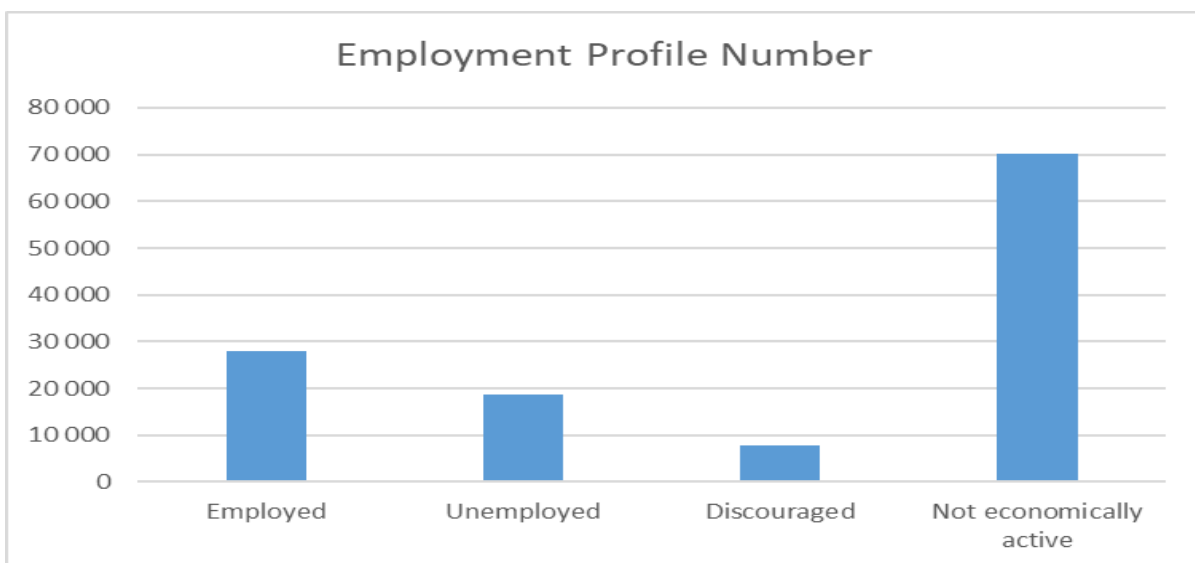


Source: (Census 2011)

3.4 Employment Profile

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

Graph no 2: Employment Profile



Source: (Census 2011)

3.4.1 Employment and Unemployment Rate

Employment rate-59.7

Unemployed rate-40.3

3.4.2 Household Income

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

Table no 9: Income per Household

Income	Households	%
No Income	8407	14.4
R1 – R4800	4928	8.5
R4801 – R9600	9260	15.9
R9601 – R19 600	15128	26
R19 601 – 38 200	12212	21
R38 201 – R76 400	3814	6.5
R76 401 – R153 800	2170	3.7
R153 801 – R307 600	1419	2.4
R307601 – R614 400	630	1.1
R614 401 – R1 228 800	132	0.2
R1 228 801 – R2 457 600	76	0.1
R2 457 601 or more	84	0.1
Unspecified	2	0.1
Total	58 262	100

Source: (Census 2011)

3.5 Level of Education

Table no 10: Level of Education.

Group	Percentage
No Schooling	16.8%
Some Primary	28%
Completed Primary	5.3%
Some Secondary	34%
Completed Secondary	11.7%
Higher Education	4%
Not Applicable	15%

Source: (Census 2011)

3.6 People with Disabilities in the Municipality

Table no 11: Disability by Gender

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

Source: (Census 2011)

4. SPATIAL RATIONALE

4.1 Purpose of Spatial Analysis

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

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

The Greater Letaba Municipal area has the following spatial characteristics:

- A land area of approximately 1 891 km²;
- A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and Modjadjiskloof;
- The incidence of rural settlements is evenly spaced along the northern boundary and a lesser concentration of villages along the south-eastern boundary of the Municipality;
- The southern part of the municipal area comprises mountainous terrain, which precludes urban development;
- Large tracts of arable land which are being used for intensive and extensive agricultural activities, these include tomatoes (central), timber (south and south east), game and cattle (central and north-west);
- Environmental degradation due to illegal dumping, inadequate sanitation facilities and overgrazing and
- Significant areas of land owned by the state under custodianship of tribal / traditional authorities.

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

4.2 Settlement Hierarchy

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

Table no 12: Settlement Hierarchy

Type	Characteristics	Area
1 st Order Settlement	<ul style="list-style-type: none"> • Growth points; • Settlement located relatively close to each other; • Meaningful economic and social activities; • Services are available for potential business and • Higher level of services. 	Modjadjiskloof, Ga-Kgapane and Senwamokgope
2 nd Order Settlement-	<ul style="list-style-type: none"> • This group of settlements are located close to each other; • Have virtually no economic base; • The area has no infrastructure services and • Have a substantial number of people residing in this area. 	Mokwakwaila
3 rd Order Settlement	<ul style="list-style-type: none"> • The areas exhibit development potential based on population growth; • The areas are traditionally rural areas; • Have more than 500 inhabitants; • They don't form part of the cluster; • Most of these areas are relatively isolated in terms of surrounding settlement; • The potential of self-sustained development growth is limited and • Lack development opportunities. 	Mapalle and Rotterdam

4 th Order Settlement	<ul style="list-style-type: none"> • The settlements are traditional rural area, whereby they are located in the manner that they are interdependent; • Settlements are linked together by social infrastructure e.g. (clinic, schools etc.) and • The settlements are small and they have less than 1000 people per village. 	
5 th Order Settlement	<ul style="list-style-type: none"> • All small settlements are mainly rural villages, which do fall under 4th order of settlement; • No economic base in this area 	Motlhele

4.3 Land Use Composition and Management Tools-LUS and GIS

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

4.4 Spatial Development Growth Points Areas

Table no 13: Spatial Development Growth Points Areas

Provincial	District	Municipal
Modjadjiskloof	Ga-Kgapane Township	Mokwakwaila Senwamokgope

4.5 Land Claims and their Socio-Economic Implications

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

Moreover; no development can take place on land that has been claimed until the claim is settled (unless such a claim has not been gazetted or if consent has been obtained from affected community(s); hampering development in all areas of the economy.

According to information received from the Land Claims Commissioner; only the land claim of the Pheeha and Tshwale Communities have been settled by providing alternative land. The status of other land claims in the area has been investigated and notable progress has been observed.

Table no 14: Status of Land Claims

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

Table no 15: Claims Settled

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

Table no 16: Illegal Land Occupation

Property Description	Land Ownership	Comment(s)
Meshasheng in Ga-Kgapane	Greater Letaba Municipality	About 31 people have built shacks.
Mokgoba in Modjadjiskloof	Greater Letaba Municipality	About 200 shacks has been built illegally in Mokgoba area

4.6 Spatial Challenges:

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

4.7 Spatial Opportunities

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

These may be summarized as follows:

- The availability of the Rain Queen (Queen Modjadji) which may influence tourism related development along the Ga-Kgapane-Mokwakwaila Development Corridor;
- The biggest Baobab tree in Africa located on the farm Platland neighbouring Ga-Kgapane Township. This may contribute to enhancement of tourism facilities such as the sale of indigenous crafts, accommodation facilities, convenience centres etc. in its vicinity;
- The African Ivory route that passes through Modjadjiskloof could bring unprecedented growth in both Modjadjiskloof as a town and the entire municipality.

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

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

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

4.8 Strategically Located Land within the Greater Letaba Municipality

Small businesses and new retail developments have been the focal point of new developments in Modjadjiskloof, Ga-Kgapane and Senwamokgope towns in recent years. Large space of land is utilized for agricultural purposes, i.e. growing tomatoes, timber, cattle farming, etc.

However, the mountainous area of Modjadji, 'the Rain Queen' can potentially be utilized for eco-tourism. There is a lack of private investment in certain places of the main town. This has led to the deterioration of these areas and underutilization of existing infrastructure.

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

- Farms to the West of Ga-Kgapane located on a slightly flat terrain suitable for mixed use development including commercial and industrial. These include the farm Platland and Driehoek;
- The area between Ga-Kgapane and Modjadjiskloof constitute of the farm Sprintsrand, Witkrans, Vrystaat and Hilldrop;
- The area between Modjadjiskloof and Mokgoba may serve as a proper link between Mokgoba and the town; thereby attracting further investment in terms of both residential and commercial development;

- Goudplaas and Nooitgedaght with a potential for a new township establishment, extensive agriculture and industrial development;
- The vacant land parcel in Senwamokgope between the built area and the college would be ideal for Shopping/ Convenience Centre development;
- Mokwakwaila area on the farm Worcester 200-LT given potential by its centrality in Bolobedu the municipality as a whole.
- Portions of the farms Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East and
- Mooketsi (area around the junction) which has a potential for growth as a convenience centre for tourism.

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

4.9 Spatial Development Consideration (Land Availability)

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

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

Strength	Weakness
<ul style="list-style-type: none"> • SPLUMA • SDF 	<ul style="list-style-type: none"> • Sparse rural settlement
Opportunities	Threats
<ul style="list-style-type: none"> • Growth points • Identifiable land use areas • Tourism 	<ul style="list-style-type: none"> • Illegal settlements and land occupation • Land disputes • Building of houses without building plans • Unavailability of land for development

Table no 17: Spatial Rationale SWOT Analysis

5. ENVIRONMENTAL ANALYSIS

5.1 Background

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.

5.2 Environmental Legislation:

5.2.1 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,
- Convention on International Trade in Endangered Species (CITES);
- RAMSAR Convention;
- World Summit on Sustainable Development (WSSD).

5.2.2 Legislation which regulates matters relating to environmental management:

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

Sources: South African Legislations

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

5.2.3 Veld and forest fires

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

5.2.3.1 Causes of veld and forest fire:

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

5.2.3.2 Extent of the problem:

- Destruction of grazing and affect livestock farming.

5.2.3.3 Areas affected by Veld/ forest fires:

- Meidingen; Thakgalang and Goudplaas.
-

5.2.4 Alien plant invaders

Alien plants are 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, Via wind, rivers and migration of birds from one country to another.

5.2.4.1 Causes of Alien plant

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

5.2.4.2 Areas affected by alien plants

- Thakgalang area (Ponelopele cattle farming farm); Modjadji Nature reserve; Sekgothi area; Ramaroka and almost Greater Letaba Areas.

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

There are different alien species i.e. Lantana, Morning glory potato bush, yellow poppies, bark weed, Casta oil, etc. In Sekgosese, there is another area called Thakgalang where is a farm project.

The alien that is found there is called lantana and it is about 783 hectares. The Municipality must assist on budgeting the pesticide and PPE for the people in clearing these alien plants. Awareness campaigns are held for informing people about the toxicity of these plants species and also the steering Committee for alien Plant has been initiated.

Sources: Working for Water and Department of Agriculture

5.2.4.3 Extent 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.

Source: Working for Water and Department of Agriculture

5.2.5 Deforestation

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

5.2.5.1 Causes of deforestation

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

5.2.5.2 Areas affected by Deforestation

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

5.2.5.3 Extent of deforestation

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

5.2.6 Soil erosion

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

5.2.6.1 Areas affected by soil erosion

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

5.2.6.2 Causes of soil erosion

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

5.2.6.3 Extent of soil erosion

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

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

Source: Department of Agriculture

5.2.6 Informal settlement

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

5.2.6.1 Areas affected by informal settlement:

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

5.2.6.2 Causes of informal settlement:

- Poverty; Unemployment; Population growth and urbanization.

5.2.6.3 Extent of informal settlement

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

5.2.7 Water pollution

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

5.2.7.1 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.

5.2.7.2 Causes of water pollution:

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

Sources: Department of Water and Sanitation

5.2.8 Drought and natural disaster

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

5.2.8.1 Areas affected by drought and natural disaster

- Kuranta; Rotterdam; Mothele; Mamanyoha and Shamfana.

5.2.8.2 Extent of drought and natural disaster

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

Sources: Mopani Disaster Section

5.2.9 Global warming/ climate change

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

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

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 and two-third is fairly absorbed by the earth.

5.2.9.1 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.

5.2.9.2 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).

➤ Biomass burning

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

➤ **Vehicle emission**

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

➤ **Industry**

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

➤ **Deforestation**

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

➤ **Dust**

- Unpaved road, Construction and other human activities.

5.2.9.3 Extent of the problem of global warming

- Greater Letaba Municipality farmers are affected in the form of production
- Increasing chances for floods, strong storms (e.g. hurricane Katrina in 2005), altered rainfall patterns;
- Reduction of access to portable water, threat to food security and health effects to poverty stricken communities;
- Emission of gases causing global warming could be scaled down by utilizing every space for plants.

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

5.3 Waste Management

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

5.4 Environmental Management

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

5.5 Waste disposal

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

5.6 Refuse removal

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

Municipality	No of villages	Villages served	Service provider	Comments
GLM	80	17	GLM	Maphalle markets, Mokwakwaila business centre, Modubung, Madumeleng, Mamphakhathi, Madibeng, Sekgopo, Mamaila whole sale taxi rank, Mamaila Kolobetona, Phooko, Raphahlelo, Matswi, Lenokwe, Mohlakamosoma, Rasewana and Jamela areas have been supplied with waste bins and the municipality is collecting them.

Table no 18: Refuse removal in rural areas

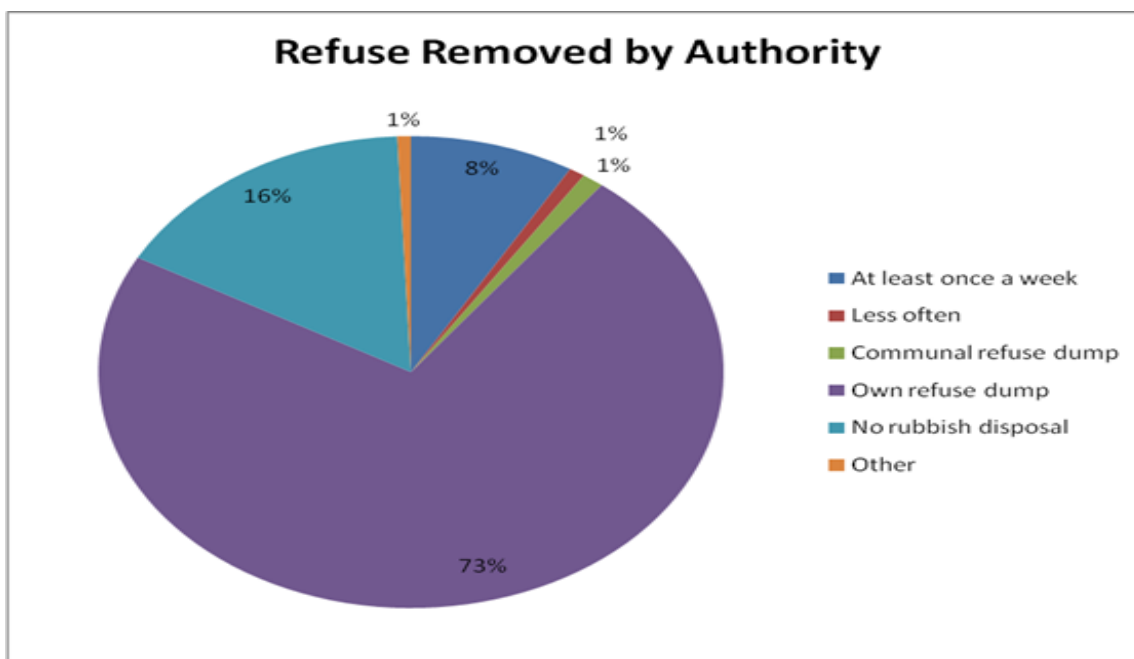
Refuse removal service by the municipality has been focusing in urban and some business, markets at rural area (towns, rural business, markets and townships).

5.6.1 Access to refuse removal

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

Source: Quantic 2008 (LA denotes local Authority)

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



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

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

5.7 Greater Letaba Municipality Waste Management Challenges

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

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

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

Table no 20: Improvement Measures

Status quo analysis	Implementing Agent or Oversight
GLM has to develop and adopt a river program, where women within some municipalities have been volunteering to clean natural resources e.g. rivers, streams, dams, valleys. E.g. Cemeteries	GLM; DEA and Mopani Bioregional Plan
The municipality is currently using the latest information and data to inform the environmental status quo analysis.	GLM; DEA and LEDET
Even in the IDP 2019/2020 will reflect more in the list of priority issues	GLM; DEA and LEDET
Development of Strategies, Programmes and Projects	
Also greening projects/ tree planting, Alien plants eradication, Enhancement and Beautification of Town Entrance. Adopt a river, Environmental Awareness programs	GLM; DEA and LEDET
Community Services organogram must be fully reflected in the IDP.	GLM; DEA and LEDET
Maphalle Landfill site is already done EIA; Ga Kgapanne new cemetery already issued EIA, Ga Kgapanne Parks below civic centre.	DEA; LEDET and GLM
High Level Sector Plans and Organizational Performance Management System	
Modjadji Cycads (<i>Encephalartos tranvenosus</i>) trees is part of the heritage must be included. The municipality is supporting these species by providing water at the nursery and also waste collection to keep the areas where these species are cleaned e.g. Madumeleng nursery, Modjadji nature reserve.	DEA; LEDET and GLM
EMP, IWMP has been developed in house, School Environmental Programs, Environmental awareness programmes and recycling projects, greening projects.	DEA, LEDET and GLM
Need attend more workshops on climate change mitigation and adaptation in order to develop it. Climate change issues must be linked with the IDP.	GLM, DEA, LEDET and CHOICE

Governance and Public Participation	
Environmental Forum has been established. Alien plants steering Committee also established.	GLM, Mopani Bioregional Plan; DEA and LEDET
Mechanisms to capacitate local communities on environmental issues need to be indicated. E.g. Awareness campaign, school environmental programs access to environmental information and celebration of environment days), Community radio talks e.g. SEKHO F.M when raising awareness, Municipal Brochures, Newsletter.	LEDET, DEA and GLM
National and Provincial Local Government Interventions	
DEA intervention in terms of human resource should also be highlighted into the IDP. Only Maphalle BBC that was funded by DEA. Need more funds from DEA on the development of Landfill site.	GLM; DEA and LEDET
Annual Operational Plan (Service Delivery and Budget Implementation Plan)SDIBP	
Yes, refer to budget 2019/ 2020.	GLM
Financial Strategy (Financial Plan)	
30 skip bins for 2019/2020 financial year, refer to budget.	GLM; DEA and LEDET
Organizational Performance Management System	
Environmental policy is not yet developed. Only EMP, IWMP that developed in house.	GLM; DEA and LEDET

6. BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

6.1 Background

The Constitution of the Republic of South Africa Section 152 (c) indicates that municipalities must “ensure the provision of service to communities in a sustainable manner”. The general state of water supply within the municipal area is not acceptable and therefore requires urgent intervention to improve the situation. The municipality often experiences unfortunate situation whereby communities are obliged to utilise contaminated water collected from natural sources like rivers and springs for domestic use, which is health hazardous.

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.

6.2 Water and Sanitation Analysis

6.2.1 Water Supply

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

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

There is a need to address shortage of bulk water through the upgrading of existing purification plants; refurbishment of some resources; provision of package plants and drilling or equipping of additional boreholes as a temporary relief measure.

6.2.2 Access to Water

Greater Letaba Municipality strives to ensure that its residents have unhindered access to water services in accordance with the norms and standard required by law. According to the

Census 2011, approximately 75% of the residents draw water from less than 200 m radius; which is the maximum required walking distance to tap water according to the RDP standards.

The statistics provided by StatsSA seem to be not reflecting the true picture because the municipality already supplies at least 30%-40% of the villages with water tanker per week.

The table below shows that 10.2% of households in the municipality have access to tap water inside the dwellings, while the average for the District Municipality is 16.8 %. The percentage of households with access to tap water inside the yard is 34.9 %, and is higher than that of the District at 33.6%. The table further shows that majority of the households have access to tap water on community stands, above the acceptable walking distance 200m as required by standards.

This results with desperate community members walking for a long distance to access water. It should also be noted that 9.3% of households in the Municipality have no access to tap water where the District Municipality percentage is 15.8%. It is worrying that 9.3% households in the Municipality still rely on springs, rain-water tanks, stagnant water or dams, rivers and vendors as primary sources of water which may cause health hazard to the residents.

Table no 21: Piped Water

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

Census, 2011

Community Survey, 2016

6.2.3 Sources of Water

Table no 22: Sources of Water

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

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

6.2.4 Access to Sanitation

According to Census 2011; about 75, 6% of the households within the municipality are either without sanitation facilities or have sub-standard toilets like those without ventilation; bucket system and chemical toilets. The 75, 6% figure might as well be translated into a backlog and that implies that progress in providing sanitation facilities is not satisfactory.

The municipality has collected own statistics in 2013 which reflected 4524 (8%) households were in need of sanitation units and this varies much from information provided by StatsSA.

Table no 23: Households Access to Sanitation

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

Source: (Census 2011)

Table no 24: Water and Sanitation Backlog

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

Source: (Census 2011)

6.2.5 Water and Sanitation Challenges

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

6.2.6 Free Basic Water and Free Basic Sanitation

The threshold for provision of Free Basic Water is a maximum of six (6) kilolitres per household per month. The municipality has 1203 households which reside in the proclaimed towns and they do not pay for the first 6kl of water as reflected in their service accounts.

There are a total of 132 villages which receive unmetered free water supply; which is presumed to be above the FBW threshold. In areas where there are deficiencies in water availability; water supply is supplemented by water tankers without cost.

Table no 25: Indigent Households receiving Free Basic Water and Sanitation

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

Source: Municipal Indigent Register

6.3 Energy and Electricity

6.3.1 Status of Electricity Network in Modjadjiskloof

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

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

The initiative is to install split prepaid meter on each and every household in 2018/2019 (resuming in 2016/17) was completed to minimize loss of electricity in town and will still be continued in other outstanding households and businesses.

The infrastructure is aged with equipment dating back to 1960s; this resulting with frequent power outages especially during storms and winter season. The customer base consists of 1023 domestic, 4 agricultural, 4 manufacturing and 23 commercial users. The municipality purchases

electricity from Eskom. The Notified Maximum Demand (NMD) is 3 000kVA. The recorded Maximum Demand of September 2016 was 2 966kVA.

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

6.3.2 Sources of Energy

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

6.3.3 Electricity Backlogs

Energy distribution has important economic development implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of environment.

The provision of electricity to households has been achieved to the larger extent. About 95,6% (64 116) of the households in Greater Letaba Municipality have access to electricity (*Community survey: 2016*).

Given its capacity of the figure above, Greater Letaba Municipality and the MTEF allocation it is clear that all households will have access to electricity except new household's extensions.

6.3.4 Free Basic Electricity

The maximum allowable consumption for Free Basic Electrification is 50kwh per qualifying household per month. The municipality has received 9 applications (for the municipality's licensed area) for FBE of which all beneficiaries are currently connected. Eskom administers applications and collection of FBE in areas under their distribution licence.

6.4 Roads and Storm Water

6.4.1 Road Networks

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

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

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

Table no 26: Classification of Roads in GLM

National Tarred Roads	
R36	Mooketsi-Modjadjiskloof-Politsi

Provincial Tarred Roads	
D9	Nwamangena-Mooketsi
D1034	D9-Jaghtpad-P43/2
D1308	Mooketsi-Morebeng
D447	P43/2-Kgapane-D848
D1380	Madumeleng –Modjadji
D3205	Maphalle-Blinkwater-Rotterdam

Provincial Gravel roads	
D617	Mooketsi-Valkrans
D569	P43/2-D1308
D3221	Lekgwareng-Abel
D3231	Mamaila-Cross No1
D3734	Ga-Phooko
D3160	Itieleng-Senwamokgope

D3211	Nakampe-Skimming
D3180	Mpepule-Modjadji
D3200	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe
D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225
D3225	D3195-D3200
Provincial Gravel roads	
D3196	D9-Ditshosing
D11	Wholesale-D9-Soekmekaar
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellevue-Mamokgadi
D3207	D3820-Sidibene
D3206	Sedibeng-Maupá
D3243	Jamela-D3242
D3242	D3205-D9

The following strategic roads are tarred:

Table no 27: Strategic Roads

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

Table no 28: Roads and Bridges Requiring Immediate Attention

Roads	Bridges
Road D1329 (near Rabothata) and bridge; Road D1331 (Polaseng-Mothobekgi); Road D3150 (Wholesale – Thakgalang -Maruleng); Road D3164 & D3205 (Sekgosese to Maphalle); Road D3734 (Raphahlelo); Road D3210 (Senwamokgope); Sekgopo – Moshate Road; Road D3200 (Rampepe - Hlohlokwe); Road D3196 (Ditshosing); Road D1350 (Matswi to Motupa); Road D3216 (Mamanyoha, Taolome);	Sephokhubje-Mamaila bridge; Sekgopo bridge; Shaamiriri bridge; Modjadjiskloof, Uitzecht street bridge; Rotterdam - Sephokhubje bridge; Rotterdam bridge; Polaseng-Matipane bridge; Abel – Shamfana bridge; Mapaana – Meidingeng bridge; Ramodumo-Kuranta bridge and Motsinoni-Mamakata bridge.

Road D3212 (Mamokgadi, Ga-Ntata); Road D3222 (Sephokhubje); Road D3213 (Ntata – Peterson); Expansion of R81; Road D3206 (Maupa-Sedibeng); Road D3207 (Bellevue –Shimauxu); Road D3242/1 (Jamela road); Phaphadi – Sekhimini road and Sekgopo/Setaseng road.	
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6.4.2 Road and Storm Water Drainage Backlog

The municipality has a backlog of storm water drainage in all gravel streets and roads. The backlog is estimated at 587 Km road including storm water drainage. And the upgrading of some internal streets from gravel to concrete paving blocks in various villages and township is continuous.

6.4.3 Public Transport

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

6.4.4 Types of Transport

Municipality have three types of transport mode:

- Taxis;
- Rail operations and
- Bus transport.

6.4.4.1 Bus Operations

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

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

6.4.4.2 Taxi Operations and Taxi Ranks

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

Table no 29: List of Taxi Ranks

Name of Taxi Rank	Location	Formal/ Informal	Facilities	Utilized route
Modjadjiskloof Taxi Rank	Modjadjiskloof-on street	Formal	Shelter, hawker facilities, loading bays, offices and ablution blocks	Tzaneen and Ga-Kgapane
Ga-Kgapane Taxi Rank	Ga-Kgapane-off street	Formal	Shelter, loading bays and ablution blocks	Tzaneen, Modjadjiskloof and Mokwakwaila
Mooketsi Taxi Rank	Mooketsi-off-street	Informal		Modjadjiskloof
Sekgopo Taxi Rank	Ga-Sekgopo on Polokwane-Modjadjiskloof road	Formal	Insufficient and in bad condition	Modjadjiskloof
Sekgosese Taxi Rank	Wholesale complex-off street	Formal	Shelter, ablution facilities, paving and fence	
Mokwakwaila Taxi Rank	Mokwakwaila Village-off-street	Formal	Shelter, loading bays and ablution facilities	Ga-Kgapane
Maphalle Taxi Rank	Giyani-Mooketsi road at Maphalle Village	Formal		Modjadjiskloof
Lebaka Taxi Rank	Giyani-Mooketsi road-off-street	Informal		Giyani and Mokwakwaila

Rotterdam Taxi Rank	T-junction of Maphalle road-on-street	Informal		Giyani-Rotterdam
Phaphadi Taxi Tank	Mamaila village-on-street	Informal		Giyani
Mamphakhathi Taxi Rank	Mamphakhathi Village on-street	Informal		Mokwakwaila
Kheshokhole Taxi Rank	T-junction Lebaka-Jamela	Formal	Shelter, ablution facilities, paving and fence	Modjadjiskloof and Giyani

6.4.4.3 Rail Operations

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

6.4.5 Public Transport Challenges and Opportunities

- No integrated transport system;
- Lack of transport by-laws;
- Railway if utilised could relieve the burden of road usage.

Table no 30: SWOT analysis

Strength	Weakness
<ul style="list-style-type: none"> • Refuse collected in townships and various villages • Most household have access to basic services such as electricity 	<ul style="list-style-type: none"> • Maintenance of infrastructure • Ageing water and sanitation infrastructure (Ga-Kgapane and Modjadjiskloof)
Opportunities	Threats
<ul style="list-style-type: none"> • Alternative energy source (solar) 	<ul style="list-style-type: none"> • In fighting among taxi operators for routes • Drought

7. SOCIAL ANALYSIS/ SERVICES

7.1 Background

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

The following is the socio-analytic reflection of GLM:

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

Table no 31: Type of Dwelling

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

Source: Census (2001/2011)

7.2 Housing Backlog

According to municipal information the current housing backlog exists in urban and rural area is estimated at 3600 households. The municipality has the Housing Chapter that outlines how the

backlog will be eradicated. However, there are integrated housing developments in Maphalle, Jamela and Mooiplaas.

7.3 Challenges

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

7.4 Informal Settlement

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

7.5 Health and Social Development

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

7.6 Health and Social Development Services Standards

The national standard for access to health services is at 5km radius. According to the Department of Health and Social Development there is 1 hospital, 2 health centre and 19 clinics within the Greater Letaba Municipal area.

Table no 32: Health Facilities

Village Name	Clinic Name	Hospital/Health Centre
Ga-Kgapane	Ga-Kgapane Clinic	Ga-Kgapane Hospital
Meidingen	Meidingen Clinic	
Sekgopo	Sekgopo Clinic	
Modjadjiskloof	Modjadjiskloof Clinic	Modjadjiskloof Health Centre
Shotong		Shotong Health Centre
Modjadji	Sekhutini Clinic	
Bolobedu	Bolobedu Clinic	
Matswi	Matswi Clinic	
Senopelwa	Senopelwa Clinic	

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

Source: Department of Health, 2016

7.7 Access to Health Care

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

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

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

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

Table no 33: Ga-Kgapane Hospital Beds Statistics

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

Source: Department of Health, 2016

7.8 Health Facilities Challenges

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

7.9 Prevalence of Range of Diseases

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

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

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

7.10 Community Lifestyle

In GLM community lifestyle as well contribute to health problems such as stress, high blood, heart attack, sugar diabetes and other health problems related to the lifestyle.

The rate at which the residents in GLM are attacked by the above mention diseases is high. Therefore, is a need for facilities such as outdoor gyms, sports complex, youth center and as well as the old age facilities. These facilities will go a long to promote healthy lifestyle within communities in the municipality.

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

7.11 Safety and Security

The South African Police Service (SAPS) is responsible for public safety and security in the municipality. Community Policing Forums (C.P.F) has been established within the municipality and work in partnership with the police to curb crime in communities. There is a need for police stations in Sekgopo.

Table no 34: Police Stations and Satellites

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

Source: Dept. of Safety & Security

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

Table no 35: Crime Hotspots

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

7.12 Education

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

Table no 36: Number of Existing Schools

Year	2017
Secondary	95
Primary	141
Combined Schools	2
Intermediate	-
LSEN	1
Total	239

Source: Department of Education, 2017

7.13 Early Childhood Development Centres

Greater Letaba Municipality has 40 ECD centres.

7.13.1 Challenges of ECD Centres

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

7.14 National School Nutrition Programme

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

7.14.1 Challenge for National School Nutrition Programme

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

7.15 Education Backlog

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

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

7.16 Literacy Level

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

Table no 37: Teacher/Learner Ratio

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

Source: Department of Education, 2016

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

7.17 Sports, Arts and Culture

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

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

The municipality has outdoor gyms in the following areas:

- Modjadjiskloof; Ga-Kgapane; Senwamokgope; Sekgopo; Maphalle; Ga-Kuranta and Ga-Abel.

The municipality has functional community halls in the following area:

- Sehlakong; Shotong; Ramaroka; Chris Hani; Thabo Mbeki; Ga-Kgapane; Itieleng; Mahekgwe; Mohlabaneng; Senwamokgope, Mokwakwaila, Matswi; Ward 2 and Mamaila-Kolobetona.

7.17.1 Sports, Arts and Culture Backlog

7.17.1.1 Libraries Facilities

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

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

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

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

7.17.1.2 Stadiums and Gravel Play Grounds Facilities

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

7.18 Heritage Sites

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

- Modjadji Cycad Forest;
- The Rain Queen White House;
- Lebjene Ruins;
- Manokwe Cave;
- Baobab Tree;

- Khelobedu Dialects and
- Mamatlepa Kgashane Grave.

7.19 Thusong Centre Services

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

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

The following organizations provide services in the centres:

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

7.20 Post Office and Telecommunications

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

7.20.1 Rural Broadband

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

7.21 Number of Post Offices

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

7.22 Network Infrastructure Challenges

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

WARD	VILLAGE	CHALLENGES OF NETWORK (Radio, TV reception, Cellphone & Post office)
12	Thakgalang Itieleng Goedplaas	All Cellphone Network All Cellphone Network All Cellphone Network
13	Senwamokgope Itieleng Chabelane	VODACOM MTN MTN
16	Tshamahansi Sephokhubye	MTN VODACOM TV STATIONS NOT WORKING
14	Lemondekop	MTN
23	Sefotse Belview Sedibeng	All Cellphone Network All Cellphone Network All Cellphone Network
9	Sekgopo Moshate Mokganya Morekeleng Marotholong Mogano	All Cellphone Network All Cellphone Network All Cellphone Network All Cellphone Network All Cellphone Network
19	Jamela Mohlabaneng	VODACOM MTN TELKOM
28	Rotterdam	VODACOM MTN
29	Mokgoba	MTN
15	Phooko Raphahlelo	MTN
11	Matshwi	MTN VODACOM

1	Khetlhakoni and surrounding villages	MTN,VODACOM,CELL C,TELKOM
3	Maapana Tshabelamatswale	MTN.VODACOM
7	Mohlakamosoma Khekhuting Madiokong	MTN ,VODACOM,VODACOM
18	Roerfontein Sephokhubje Tykline Newstands	MTN VODACOM
26	All villages	MTN VODACOM

Table no:38 Icasa communication challenges

7.23 Post Office and Telecommunications Backlogs

7.23.1 Post office

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

7.24 Fire and Rescue Services, Disaster and Risk Management

7.24.1 Background Information

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

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

Table no 39: Major Disaster Risks Prevalent in the Municipality

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

8. LOCAL ECONOMIC DEVELOPMENT

8.1 Introduction

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

8.2 A Broad Economic Overview of South Africa

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

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

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

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

The second economy emerged during the long period of colonialism and apartheid as a result of the deliberate imposition of social, political and economic exclusion of the African majority by a racist state.

Whilst exacerbated by the imperatives of globalization, the restructuring of the economy also reflects, to some degree the response of capital to the extension of citizenship and economic rights to previously disenfranchised.

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

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

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

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

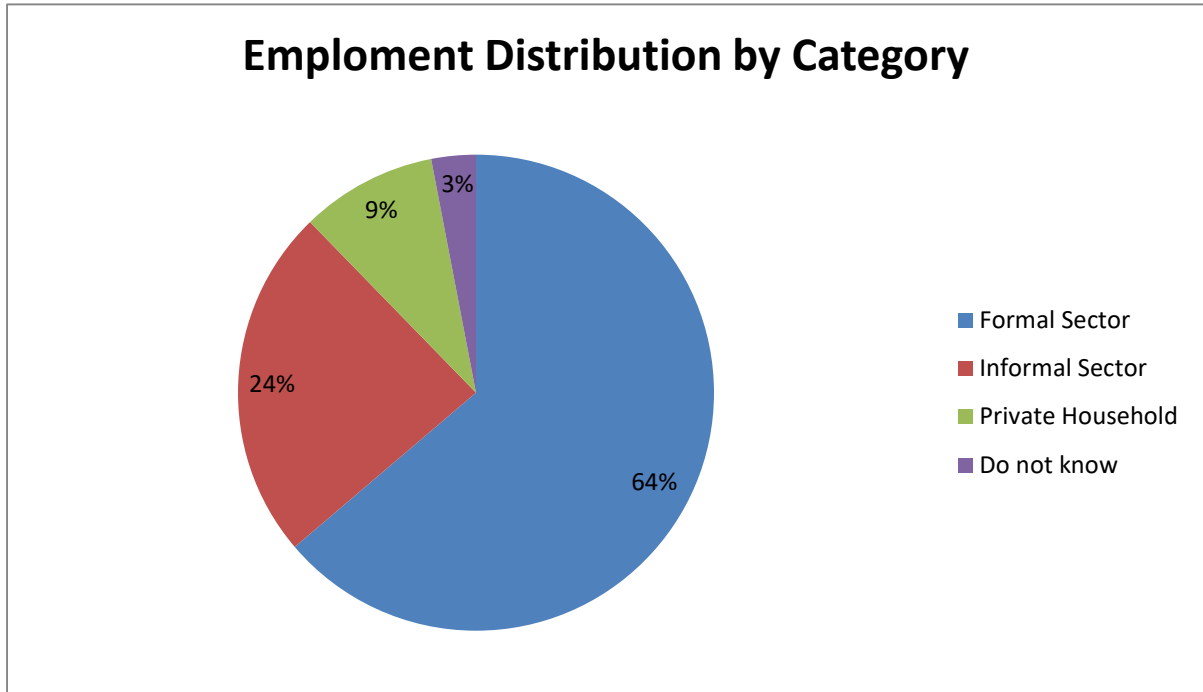
This includes the street traders and hawkers who sell basic commodities to the poor, memorabilia to the tourists and food to urban workers.

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

8.3 Local Economic Profile

8.3.1 Employment Distribution by Category

Graph no 4: Employment Distribution by Category



Source: (Census 2011)

Table no 40: Employment Distribution by Type of Sector

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

8.4 Comparative and Competitive Advantage of Greater Letaba Municipality

8.4.1 Agricultural Sector

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

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

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

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

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

8.4.2 Forestry Sector

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

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

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

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

8.4.3 Tourism Sector

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

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

- Makepisi tomato plantation;
- Grootbosch;
- Manokwe Caves;
- Modjadji Museum and
- Nehakwe Mountains Lodge.

8.4.4 Retail Sector

8.4.4.1 Formal Trading Activities

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

Table no 41: Expanded Public Work Programme, Community Work Programme and LED jobs created

Type Of Job	Number Employed	Gender		Youth	Adults
		Male	Female		
Community Work Programme	1029	401	628	445	55
		EPWP	300		
LED Projects					
CWP	1200	70	1130	1100	100
Letsepe Mpolaye Programme	22	15	7	4	18

Table no 42: Jobs Created by Private Sector

Name of Company	Male	Female	Total no. Employed
Shoprite	15	30	45
Boxer	8	14	22
KFC	7	11	18
Ned Bank	5	7	12
FNB	4	6	10
Capitec Bank	4	8	12

Pep Store	5	9	14
Roots Meat Market	7	8	15
Spar Super Market	15	17	32
U-save Super Markets	7	9	16
Khulani Timber	60	45	105
Sewatumong Cash Loan	35	50	85
Rethabile Wholesalers	4	8	12
All Joy Tomato Processing	15	20	35

8.4.4.2 Informal Trading Activities

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

8.5 Opportunity for Economic Growth and Employment

Greater Letaba Municipality has the following major economic pillars:

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

8.6 Local Skill Base

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

8.7 Strategically Located Land for Economic Development

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

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

8.8 Challenges in the Municipal Economic Development

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

8.8.1 Land Claims

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

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

8.8.2 Lack of Funding or Financial Support

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

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

8.8.3 Lack of Skills

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

Municipality has agricultural and tourism opportunities to tap in. In this respect, there are particular challenge in terms of the transfer of skills and mentorship from successful business people to entrepreneurs and small business owners.

Many of the small-scale farmers are illiterate to some extent or lack the knowledge in respect of writing business plans for their businesses. This is also the case for tourism development, where no sufficient practical support is given to emerging tourism entrepreneurs or SMMEs in terms of pre-feasibility, feasibility and business planning.

8.8.4 Access to Markets

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

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

8.8.5 Lack of Adequate Water

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

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

8.8.6 Lack of Industrial Estate

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

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

8.8.7 Lack of Tourism Infrastructure

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

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

8.9 SWOT Analysis: Economic Development

Table no 43: Economic SWOT Analysis:

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> • Functioning Agriculture, Tourism Forum and • Proactive LED staff. 	<ul style="list-style-type: none"> • Majority of people located far away from economic viable areas; • General shortage of skills in three priority sectors: agriculture, tourism and retail; • General infrastructure backlog which hampers new infrastructure development; • Economic dependence on government for employment and revenue and • Non-existence of LED forum.

	<ul style="list-style-type: none"> • Insufficient funds to maintain existing infrastructure.
Opportunities	Threats
<ul style="list-style-type: none"> • Growing retail opportunities; • Tourism sector opportunities; • Agricultural sector. 	<ul style="list-style-type: none"> • High unemployment and high proportion of discouraged workers; • Excessive reliance on un-qualified ground water resources; • Poor coordination of activities and planning within various sectors; • HIV afflicting the economically irrational active people and governance structures; • Shortage of water and economically irrational allocation of water;

9. FINANCIAL VIABILITY

9.1 Introduction

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

9.2 Financial Management System

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

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

9.2.1 Review of Credit Control and Debt Collection Procedures/Policies

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

9.2.2 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.

9.2.3 Revenue Enhancement Strategy

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

9.2.4 Investment Policy

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

9.2.5 Tariffs policies

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

9.2.6 Indigent policies

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

9.2.7 Rates policy

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

9.2.8 Writing Off of Irrecoverable Debt

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

9.2.9 Inventory and Assessment Management

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

9.2.10 Cash flow Management

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

9.2.11 Expenditure Management

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

9.2.12 Supply Chain Management

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

9.3 Financial Sources of the Municipality

The Municipality has the following sources:

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

9.4 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.

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

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

9.6 Corrective Measures on Auditor General Reports

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

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

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

10. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

10.1 Background

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

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

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

10.2 Municipal Council and Committees

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

10.3 Relationship with Traditional Leaders

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

10.4 Inter-governmental Relations

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

10.5 Community Input

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

10.6 Ward Committees

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

10.7 Community Development Workers

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

10.8 Oversight Committee

10.8.1 Municipal Public Account Committee (MPAC)

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

10.8.2 Municipal Council Committees

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

10.9 Audit, Anti-Corruption and Risk Management

10.9.1 Internal Audit

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

10.9.2 Anti-Corruption

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

10.9.3 Public Service Anti-Corruption Strategy

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

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

10.10 Risk Management

The municipality has identified the following as major risks:

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

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

10.11 Supply Chain Committees

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

10.12 Complaints Management System

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

10.13 Audit Outcome for the Past Five (5) Financial Years

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

Table no 44: Municipal Audit Outcomes from 2014/2015 to 2018/2019

2014/15	2015/2016	2016/2017	2017/2018	2018/2019
Qualified	Qualified	Qualified	Qualified	Unqualified

Source: Auditor General

10.14 Public Participation Programme

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

10.15 Communication System

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

10.16 Special Programme for Council

The special programmes of council are namely:

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

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

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

10.17 Organizational Structure and Alignment to Powers and Functions

The municipality had developed an organogram which has been adopted by council. The total composition of the staff establishment is 340 with 264 posts filled. This indicates a vacancy of 76 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.

10.18 Special Groups

10.18.1 Youth and Children

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

Table no 45: 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

10.18.2 Women and Elderly

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

Table no 46: Needs and Challenges of Women and Elderly

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

Table no 47: 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

10.19 HIV/AIDS Mainstreaming in the Housing Sector

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

Some of the connections between housing and HIV/AIDS:

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

11. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

11.1 Background

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

11.2 Political Structure

11.2.1 Political Component

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

11.2.3 The Executive Committee

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

Table no 48: Executive Committee Members

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

Table no 49: MPAC Committee Members

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

Greater Letaba Municipality Organogram

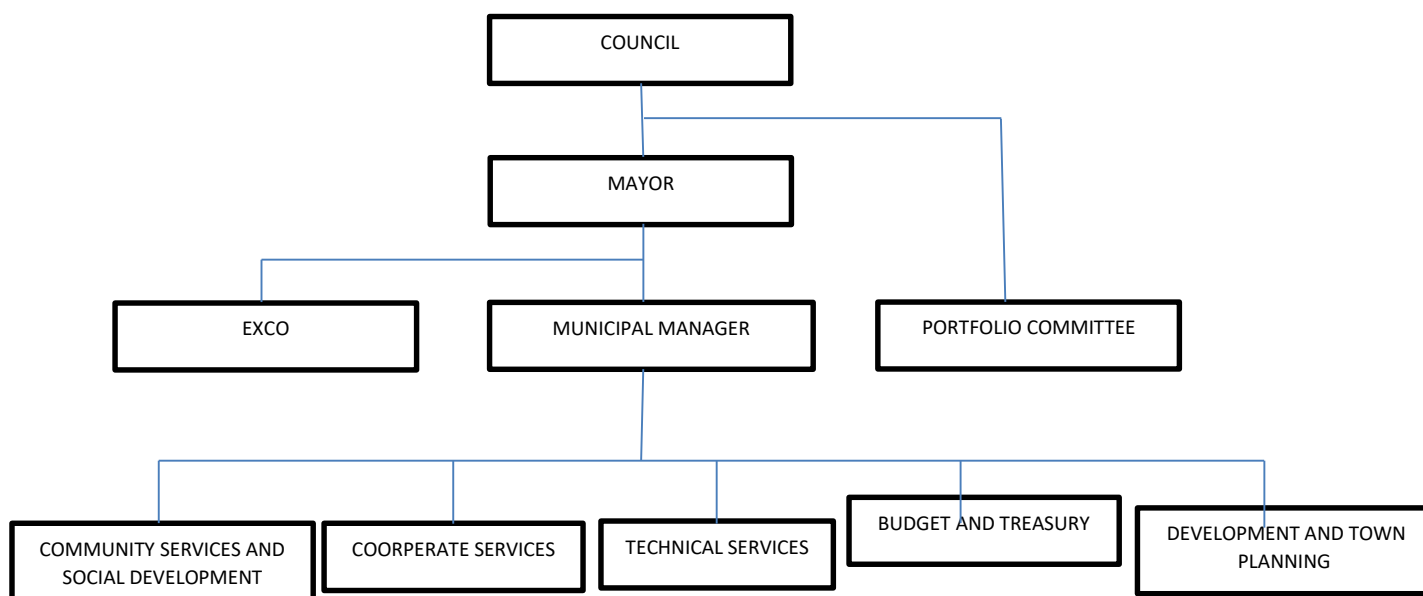


Figure no:4 GLM Organogram

11.3 Greater Letaba Municipality Employment Equity

The Employment Equity Plan and targets for Greater Letaba municipality was approved by the council. The plan was implemented with effect from 1 July 2016 and it deals with identified

employment barriers as well target to achieve demographic representation. The plan is reviewed annually.

Table no 50: Employment demographics

Occupational level	Male		Female		TOTAL
	African	White	African	White	
Top management (section 57)	01		0	0	01
Senior management(level 02)	03		02		05
Professionally qualified and experienced specialist and mid management (level 03)	22	01	16	01	40
Skilled technical and academically qualified workers ,junior management,supervisors, foreman, and superintendents	20	0	18	0	38
Semi-skilled and discretionary decision making	38	0	29	0	67
Unskilled and defined decision making	55	01	57	0	113
Total	139	02	122	01	264

11.4 Greater Letaba Municipality's Powers and Functions

- The provision and maintenance of child care facilities;
- Development of local tourism;
- Municipal planning;
- Municipal roads and public transport;
- Administer public regulations;
- Administer billboards and display of advertisements in public areas;

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

11.5 Administrative Component

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

Five (5) directorates in the municipality namely:

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

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

Table no 51: Municipal Directorates and their Functions

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

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

11.16 Management System Information

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

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

11.17 Community Participation

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

Mechanisms used by the municipality to involve communities are:

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

11.8 Human Resource Management System

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

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

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

11.9 Employment Equity Plan and Challenges

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

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

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

11.10 Vacancy Rate within the Municipality

The vacancy rate of Greater Letaba Municipality is at 76 posts (22%).

11.11 Skills Needs within the Municipality

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

11.12 Performance Management System

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

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

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

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

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

- Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996);
- White Paper on Local Government 1998;
- Municipal Systems Act, 2000 (Act No. 32 of 2000);
- Municipal Finance Management Act, (Act No. 56 2003);

- Regulation 393 of 2009: Local Government Municipal Finance Management Act Municipal Budget and Reporting Regulation;
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager (2006);
- Municipal Planning and Performance Management Regulations (2001) and Batho Pele Principle

12. Prioritization

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

12.1 Priorities of Greater Letaba Municipality

The following are the priorities of the municipality:

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

12.2 Community Priorities

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

Table no. 52: Ward Priority Needs

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

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

13. STRATEGIES PHASE

13.1. Introductions

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

13.2. SWOT Analysis

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

Table no: 53 Strategic SWOT Analyses

Strength	Weakness
<ul style="list-style-type: none"> • Qualified and motivated staff • Financial discipline • Political stability • Functional municipality • Good governance • Sound labor relations 	<ul style="list-style-type: none"> • Inadequate monitoring and supervision of staff • Inadequate record management • Low revenue collection • Improper budgeting costing • Poor infrastructure
Opportunity	Threats
<ul style="list-style-type: none"> • Tourism attraction areas • Availability of natural resources Existence of agro processing plant Availability of land 	<ul style="list-style-type: none"> • Ageing infrastructure Land invasion • Land claims and counter land claims Service delivery protests • Illegal connections on water and electricity Poor

<ul style="list-style-type: none"> • Job creation through EPWP 	<p>intergovernmental relations</p> <ul style="list-style-type: none"> • High prevalence of HIV/AIDS • Low investor confidence
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13.3 Developmental Strategies

13.3.1. Strategic Intent of Greater Letaba Municipality

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

13.3.2. The Greater Letaba Municipality Vision

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

The vision of the municipality is therefore as follows:

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

13.3.3. The Greater Letaba Municipality Mission (Aim)

According to Ehlers and Lazenby (2005:51), the mission statement is an enduring statement of purpose that distinguishes an organisation from other similar organisations. They further argue that it identifies the scope of the organisation's operations in terms of product, market and technology.

In the context of municipalities, it means that the mission statement must assist to differentiate municipalities based on issues such as the purpose considering their environment, the strategic intent, competitive edge and the organisational culture. Therefore, the mission statement for Greater Letaba Municipality was captured as follows:

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

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

13.3.4 Greater Letaba Municipality's Values

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

Table no. 54: Values

VALUES	DESCRIPTION
Teamwork	Mean that Greater Letaba Municipality representatives will cooperate, using their individual skills and providing constructive feedback, for the achievement of the municipality vision and mission. Is a combined effort, or the actions of a group, to achieve a common purpose or goal
Commitment	The state or quality of being dedicated to a cause or activity. Willingness to give time and energy to the municipality activities
Integrity	Living this value means that Greater Letaba Municipality representatives will display behaviour, attitudes and actions informed by honesty, commitment to the company, its policies, procedures and processes.
Value for money	Living this value means that Greater Letaba Municipality representatives ensure that the municipality has obtained the maximum benefit from the goods and services it both acquires and provides, within the resources available to it

Consultation	Living this value means Greater Letaba Municipality representatives will seek and give advice, information, and/or opinion, usually involving a consideration
Transparency	The obligation to act in an open and transparent manner.
Accountability	The obligation to account. To take responsibility for one's actions.
Courtesy	The obligation to show politeness in one's attitude and behaviour towards others
Innovation	Living this value means that Greater Letaba Municipality representatives should translate ideas or invention into a goods or services that creates value for the municipality and the community it serves

13.4 Key Performance Areas – Greater Letaba Municipality

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

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

13.5. Strategic Objectives

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

- **Improve quality of life**

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

- **Improved and Inclusive local economy**

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

- **Integrated sustainable development**

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

- **Financially Sustainable institution**

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

- **Improve governance and organisational excellence**

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

- **Access to sustainable quality basic services**

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

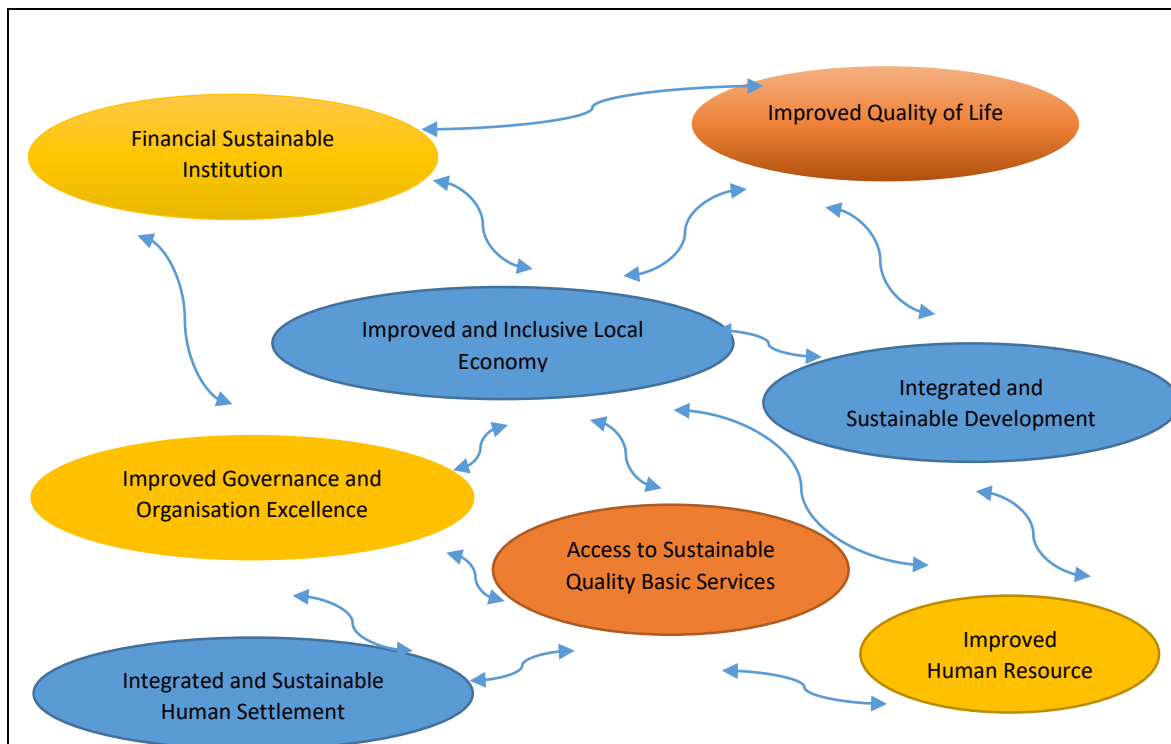
- **Integrated human settlements**

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

- **Improve human resource**

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

13.6 Strategic Map (Figure no 5)



13.7. Alignment with Provincial and National Priorities/Strategies

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

13.7.1. National Priority Areas

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

13.7.2. National Outcomes

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

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

13.7.3. The National Development Plan Chapter

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

13.7.4. Provincial Objectives

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

13.7.5. Outcomes

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

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

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

Table no. 55: Outcomes

13.8. Operational Strategies

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

13.8.1. Programmes/Projects, KPI's and Targets

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

KPA: SPATIAL RATIONALE

Strategic Objectives: Integrated Human Settlements

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Land invasion and informal settlement	Lack of land invasion strategy	To ensure that municipality has land invasion strategy	Development of land invasion strategy	Development and implementation of land invasion strategy by 2020	1	Development & Town Planning (DTP)
Acquisition of land for development	Shortage of land for development and residential for low and middle income in Ga-Kgapane and Senwamokgope	Ensure that the municipality set aside an amount from its budget for the acquisition of land in Ga-Kgapane and Senwamokgope for development	Acquire land for development and residential	# of land parcels acquired for development	1	DTP
Township establishment/demarcation of sites		Ensure that sites are demarcated	Demarcation of sites and township establishment	# of sites demarcated and serviced	2	DTP
SPLUMA	Non-implementation of SPLUMA	To ensure that SPLUMA is implemented	Appointment of human resource	# of SPLUMA policies and by-laws approved and implemented	1	DTP

Table 56: Strategic Programmes

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
RDP housing beneficiary policy	Implementation of housing beneficiary policy	To ensure efficient allocation of housing units	Develop RDP housing beneficiary policy	# of housing beneficiary policy approved and implemented	1	DTP
RDP's	Beneficiary list	To ensure that the RDP housing beneficiary list is developed, approved and implemented	Develop RDP housing beneficiary list	# of RDP housing beneficiary list approved and implemented	1	DTP
Spatial Development Framework	Out-dated spatial development framework	To ensure that planning and development is done according to the SDF	Review of Spatial Development Framework	# of SDF approved and implemented	1	DTP

KPA: BASIC SERVICE DELIVERY

Strategic Objective: Improved Quality of Life

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Water and sanitation	Shortage of water and sanitation rural areas as well as in urban areas.	To ensure that all households have access to water and sanitation.	Liaise with the Mopani District Municipality to replace ageing infrastructure. Liaise with the MDM to provide water in a cost effective as well as maintaining and upgrading.	# increase of households with access to water and sanitation.		Technical Services
Free basic services	Majority of people live below poverty line.	To ensure that all qualified households have access to free basic services.	Continuous update of indigent register.	# increase of indigent households that have access to free basic services		Finance
Road and storm water drainage	Development and Implementation of storm water projects	To maintain and upgrade road and storm water services.	Develop roads and storm water management system to assist in managing the provision of road infrastructure.	% increase to access to road with proper storm water system	Road master plan	Technical services

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Public transport	Inaccessibility of public transport.	To ensure that people have access to reliable public transport.	Establishment of partnership with private taxi and bus owners through strengthening of local public transport forum.	# of people having access to public transport.	1	Community services
Electricity	Households without access to electricity.	To ensure that households have electricity.	Develop strategies and liaise with Eskom on how electricity will be provided to all households	# of households having access to sustainable, cost-effective and affordable electricity.	1	Technical services
	Modjadjiskloof town: Ageing electricity assets.	To ensure that households in Modjadjiskloof have electricity.	Replacing the ageing electricity infrastructure.	Improve quality of electricity in Modjadjiskloof.	1	Technical services
Maintenance and upgrading of municipal buildings	Operation and maintenance of municipal infrastructure	To ensure that municipal infrastructure is operational and maintained	Allocation of funds for operation and maintenance	% budget allocated for operation and maintenance	3	Technical Services
	Dilapidated and unused municipal buildings.	To ensure that there is sufficient office space for employees.	Office space need analysis	% decrease of office backlog.	3	Technical services

Strategic Objective: Access to Sustainable Basic Services

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Waste management	Refuse removal in rural areas still a challenge	To ensure that both urban and rural households have access to refuse removal.	Develop plans to ensure that all households have access to waste removal.	# increase in households that have access to waste removal	500	Community services
	Lack of landfill site	To ensure that there is a landfill site within the municipality	Development of the landfill sites	# of landfill sites operational and generating revenue	1	Community services
Project management	Infrastructure planning and development	To ensure that infrastructure are developed and implemented	Improve infrastructure planning and development	# of infrastructure plan reviewed and implemented	1	Technical services
	Under costing for infrastructure projects		Improve on budgeting for infrastructure	% improvement on project design and costing	50	Technical services
Environmental management	Unavailability of by-laws on environmental management.	Ensure that environmental regulations are implemented.	To conduct environmental awareness	# of Environmental Awareness conducted	1	Community services

KPA: LOCAL ECONOMIC DEVELOPMENT

Strategic objective: Improved and Inclusive Local Economy

Specific priority issue	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Local economic development	Marketing of the municipality	To promote the municipality in South Africa and international	Develop the marketing strategies to promote the municipality	% increase in investment in the area	1	DTP
	No jobs created through tourism	To eradicate poverty through tourism activities	Intensify the functionality of tourism forum. Develop tourism strategy	# of jobs created through tourism activities	5	DTP
	No jobs created through agriculture	To eradicate poverty and to improve local economy	Develop partnership with Agricultural business. Develop strategies to assist the emerging farmers	# of jobs created through agricultural activities	20	DTP
	Training of SMME's	To eradicate poverty through SMME's initiatives	Training of SMME's in business management	# of SMME's training conducted	1	DTP
	Outdated LED strategy	To ensure that the LED strategy is reviewed	Review and implement LED strategy	% increase allocated budget to review and implement the LED strategy		DTP

KPA: FINANCIAL VIABILTIY

Strategic objective: Sustainable Financial Institution

Specific issue	priority	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Revenue management		Poor revenue collection	To improve on revenue collection	Revenue Enhancement strategy Ensure that rates and tax policies are implemented.	% increase in revenue collected.	50	Finance
			Improve in debt collection	Implement pre-paid meter as a measure to reduce municipal debts.	% debt collection	100	Finance
Expenditure management		Spending more than budgeted. Unrealistic projected number of projects.	To ensure that expenditure is per budget	Develop and review cash-flow projections	# of cash-flow projections approved and implemented	1	Finance
Supply chain management		Non-compliance to SCM.	To ensure compliance	Development of demand management strategy and plan	% of awards confirmed 21 days of tender closure	100	Finance

Specific priority issue	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Fleet management	Non-compliance with fleet management policies.	To ensure that municipal fleet is managed effectively.	Fleet management plan	% cost effectiveness of fleet management	100	Finance
Billing, rates and taxes	Non-payment of services.	To ensure increase in revenue collection.	Implement by-laws to enforce payments.	% decrease in variances.	100	Finance
Investment and resource mobilisation	Low revenue base	To ensure that investment is made with credible financial institutions	Continuous investment after utilization of the investment for infrastructure.	Amount of money generated from investment.	R2 000 000	Finance
Asset management	GRAP 17	To manage, maintain and upgrade assets in terms of GRAP 17.	Updating of assets register in terms of legislation. Conversion to be GRAP 17 compliance. Regular verification of office equipment and furniture against asset register.	% assets GRAP 17 complaints.	100	Finance

Specific priority issue	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2019/2020	Directorate
Cost recovery and debt collection	Non-payments of municipal services.	To ensure increase collection rate and reduction in outstanding debts.		% increase in collection rate.	100	Finance
MIG Expenditure	Spending	To ensure that MIG is spend accordingly	Forward planning Monitoring of projects	% MIG budget allocation spent	100	Technical services

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objective: Improved Governance and Organisational Excellence

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Information technology	IT infrastructure not upgraded. IT infrastructure not up to standard (Old).	Ensure IT is up to the required standard.	Develop and implement IT plans and programmes.	% functional of information technology system.	100	Cooperate services
Risk management	Slow implementation of mitigation plans.	Ensure the effectiveness of risk management processes.	Review and update strategic risk register	# of risk register approved and implement	1	Cooperate services
Internal audit	Slow rate in the implementation of audit findings.	Ensure improved audit outcome.	Develop the turnaround strategy for the execution of belated projects	# of projects completed	2	Cooperate services
Public participation and ward committee	Lack of attendance of youth and educated people.	Ensure effective and structured community participation.	Conduct stakeholder awareness. Development of public participation programme.	# increase public attendance to public participation.	1	Cooperate services
		Ensure effective ward committees	Ward committee capacity building	# training session conducted	1	Cooperate services

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Inter-governmental relation	Non-participation of some sector departments to municipal strategic meetings.	To establish and develop sound-governmental relations.	Identify and engage prospective partners.	% increase in the sustainable cooperative governance.	100	Cooperate services
Communication	Newsletter	To ensure that newsletters are developed	Development and distribute newsletters	# of newsletters developed and distributed	1200	Mayor's office

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic objective: Improved Human Resource

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Human resource	Delay in filling of posts.	Ensure that all positioned are filled.	Filling of the general workers posts.	# of general worker position filled.	50	Cooperate services
		Ensure that the organisational structure is reviewed and implemented	Review organisational structure	% of reviewed structure	100	Cooperate services
PMS	Non-compliance to PSM regulation.	To promote accountability and compliance.	Conduct regular reporting, assessment, review and capacity building on PMS management.	% to compliance to PMS regulation.	100	Municipal manager
Labour relations	Unhealthy relationship with management.	Ensure sound labour relations.	Functional and effective local labour forum.	Reduced conflict with management.		Cooperate services
Occupational and healthy safety		To ensure safe working environment.	Review and update the OHS assessment report	# of OHS report approved and implemented	1	Cooperate services

Strategic objective: Improve governance and organisational excellence

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Integrated Development Plan	Projects not implemented as per IDP.	Ensure planning and development is done per the IDP and also in accordance to the SDF	A continuous IDP monitoring through PMS.	% of project implemented as per IDP.	100	Mayor's office
Legal services	Delay in finalization of cases.	To ensure that the municipality have SLA with all service providers.	Develop the contract management framework	% signed SLA's relevant and appropriate	100	Cooperate services
	Outsourcing		Develop a structure for the usage of attorneys	# fee structure approved and implemented	1	Cooperate services
	By-laws		Develop and gazette by-laws	# by-laws gazetted	10	Cooperate services
Skill development	No bursary scheme for employee.	Ensure skilled and capacitated workshops.	Developed training programme. Budget for employee bursary Scheme.	% increase in skilled workshop.		Cooperate services
Employment equity	Inability to attract suitably qualified people.	Ensure compliance to employment equity plan.	Head-hunting.	# of people in three levels from Employment Equity Plan.		Cooperate services

SPECIAL PROGRAMMES

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Disability development	Non-participation of people with disability in community and government activities	Ensure the participation of disability	Intensify the involvement of people with disability in initiatives and programmes	% increase in participation by people with disability		Mayor's office
Gender Equity	Limited participation of women in government activities	To ensure that gender equity is promoted through government initiatives	Support and promote gender equity	% increase in participation of community in gender initiatives and mainstream programmes		Mayor's office
Youth development	Effective participation of youth in government programmes	Ensure quality of live for youth through government initiatives	Intensify the involvement of the youth in the initiatives and programmes	% increase in participation by youth in in municipal initiatives and mainstream programme		Mayor's office
Elderly	Effective participation of elderly people in government	Ensure that elderly people are taken care of	Support and promote elderly programmes	% increase in participation by the elderly in municipal initiatives and mainstream		Mayor's office

Specific priority issue	Problems/issue	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Housing	Housing backlog	Ensure that all households have access to housing	Liaise with COGHSTA to eradicate housing backlog	# increase of households to RDP standardised housing		DTP
HIV/AIDS programmes	High rate of HIV/AIDS	Promote mainstreaming of HIV/AIDS issues in the programmes of the municipality	Mainstreaming of HIV/AIDS issues in all municipal programmes	% increase in HIV/AIDS programmes in the municipality		Mayor's office
Sports, Art and culture	No SLA with the Department of Sports, Art and Culture	To promote a healthy lifestyle	Development of SLA with the Department of Sport, Art and Culture	Number of meetings to be held		Community services
Education	Dilapidated and shortage of educational infrastructure	To ensure the provision of infrastructure	Liaise with the Department of Education to provide educational infrastructure	% decreasing educational facilities backlog		Community services
Safety and security	Shortage of police facilities and personnel	Ensure the safety of communities and visitors	Liaise with the Department of Safety and Security to provide facilities and implementation of safety programmes	% reduction in crime in the municipality		Community services

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Health services	Shortage of health facilities	Ensure accessible and affordable health services	Liaise with the Department of Health to provide health services	# of health facilities in the municipality		Community services
Social development services	Access of social development services	Ensure accessibility of social development services	Liaise with the Department of Social Development	# increase of beneficiaries in social development initiatives		Community services

DISASTER MANAGEMENT

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2019/2020	Directorate
Disaster risk	Disaster vulnerable municipality.	To prevent loss of lives and infrastructure damages due to disaster	Implementation of disaster risk management plan.	% reduction of disaster risks		Community services

14. PROJECT PHASE

14.1 Introduction

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

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

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

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

14.2 PROJECTS

Summary of Operational Budget

	Budget Year 2019/20	Budget Year 2020/21	Budget year 2021/2022
Revenue By Source			
Property rates	R17 740 177.67	R18 698 147.27	R19 707 847.22
Service charges - electricity revenue	R25 738 908.66	R27 128 809.72	R28 593 765.45
Service charges - refuse revenue	R8 672 053.45	R 9 140 344.34	R9 633 922.94
Rental of facilities and equipment	R1 006 551.25	R1 060 905.02	R1 118 193.89
Interest earned - external investments	R4 754 530.24	R5 011 274.88	R5 281 883.72
Interest earned - outstanding debtors	R20 2277 491.24	R21 319 775.77	R22 471 043.66
Fines, penalties and forfeits	R1 262 400.00	R1 330 569.60	R1 402 420.36
Licences and permits	R23 864 624.88	R25 153 314.62	R26 511 593.61
Agency services	R2 289 167.08	R2 412 782.10	R2 543 072.33
Transfers and subsidies	R281 624 000.00	R300 105 000.00	R321 890 000.00
Other revenue	R9 277 134.88	R 9 778 100.17	R10 306 117.58
Withdrawal from investment		-	
Income : Awards	-	-	
Gains on disposal of PPE	R607 004.00	R639 782.22	
Debt Collection Services	R2 104 000.00	R2 217 616.00	
Revenue from outdoor adverts	R1 262 400.00	R1 330 569.60	

Table no 57: Projects

	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/2022
Revenue By Source			
Ga-Kgapane EXT 5 (LOAN ACCOUNTS)	R2 104 000.00	R2 217 616.00	R2 337 367.26
Total Revenue (excluding capital transfers and contributions)	R402 534 443.36	R427 544 607.30	R456 211 346.09
Capital transfers			
MIG	R57 608 000.00	R60 783 000.00	R65 351 000.00
INEP	-	R7 000 000.00	R7 000 000.00
Total Revenue (including capital transfer)	R460 142 443.36	R495 327 607.30	R528 562 346.09
Expenditure By Type			
Employee related costs	R107 636 136.03	R115 063 029.41	R123 002 378.44
Remuneration of councillors	R24 071 901.07	R25 371 783.73	R26 741 860.05
Debt impairment	R2 058 364.44	R2 169 516.12	R2 286 669.99
Depreciation & asset impairment	R6 251 206.59	R6 588 771.75	R6 944 565.42
Repairs and maintenance	R24 093 399.46	R21 394 443.03	R22 765 742.95
Bulk purchases	R17 985 579.89	R18 956 801.20	R19 980 468.47
Contracted services	R19 459 626.09	R20 510 445.90	R21 618 009.98
Other expenditure	R107 032 009.65	R99 450 522.45	R104 671 432.66
Total Expenditure	R308 588 223.23	R309 505 313.60	R328 011 127.97

KPA: SPATIAL RATIONALE**Strategic Objective: Integrated Sustainable Human Settlement**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Township Establishment on Farm Uitspan 172-LT	GLM	R1 750 000			GLM
Township Establishment Meidingen 398 LT	GLM	R1 750 000			
Implementation of Land Use Scheme	GLM	R526 000.00	R554 404.00	R584 341.82	GLM
Review of Spatial Development Framework	GLM	R1 100 000.00			GLM

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

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Establishment of RA and DLTC	Mokwakwaila	R200 000.00			GLM
Cubicles Kgapane DLTC	Ga-Kgapane	R150 000.00			GLM
Road Block trailer	GLM	R300 000.00			GLM
4 Ton truck with half tent	GLM	R800 000.00			GLM
2 Traffic patrol Vehicles	GLM	R600 000.00			GLM

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

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Low Level Bridge	GLM	R298 000.00			GLM
Kgapane Pedestrian Bridge	Ga-Kgapane	R700 000.00			GLM
Bakkie (4x2) Road and stormwater	GLM	R350 000.00			GLM
3 x Bakkie (4x2) (Plumbing Team in Mskloof and Kgapane	GLM	R1 050 000.00			GLM
3x Tipper trucks 6m3 (Bellevue, senwamokgope and Mokwakwaila clusters)	GLM	R2 500 000.00			GLM
Water Tankers (3) Bellevue, Senwamokgope and Mokwakwaila clusters	GLM	R2 500 000.00			GLM
Mechanical Broom Machinery (street sweeping)	GLM	R600 000.00			GLM
TLB (2) Mokwakwaila and Senwamokgope clusters	GLM	R1 500 000.00			GLM
Rehabilitation of Modjadjiskloof streets Phase 2	GLM			R5 500 000.00	GLM

Rehabilitation of Ga Kgapanne streets Phase 3	GLM	R3 000 000.00		R4 200 000.00	GLM
Makhutukwe street paving (planning)	GLM	R3 000 000.00	R10 000 000.00	R3 000 000.00	GLM
Moshakga street paving (planning)	GLM	R5 700 000.00			GLM
Paving-Mokwasele cemetery (planning)	GLM	R3 000 000.00	R10 000 000.00		GLM
Refurbishment of Modjadjiskloof Taxi Rank	GLM	R800 000.00			GLM
Itieleng-Sekgosese street paving - Construction	GLM	R7 178 993.78	R7 644 260.61		GLM
Lemondokop street paving	GLM	R3 600 000.00	R8 454 525.14	R4 000 000.00	GLM
Mamokgadi street paving	GLM	R400 000.00	R5 600 000.00	R5 500 000.00	GLM
Mapaana street Paving	GLM	R300 000.00	R12 332 072.00	R4 000 000.00	GLM
Khethothoane street paving	GLM	R300 000.00	R12 332 072.00	R4 000 000.00	GLM
Senwamokgope street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Ward 5 (Malematsa) street paving	GLM	R400 000.00	R2 500 000	R7 500 000.00	GLM
Ward 9 (Sekgopo) street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Maupa Street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Mokgoba street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Ramoroka street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Ward 15 phase 2 street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM

Senwamokgope street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Ramoadi street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Sephukhubye street paving	GLM	R400 000.00	R2 500 000.00	R7 500 000.00	GLM
Mohlabaneng street paving	GLM	R400 000.00	R6 600 000.00	R4 500 000.00	GLM
Motsinoni street paving	GLM	R400 000.00	R6 600 000.00	R4 500 000.00	GLM

Priority Issue: Electricity

Refurbishment of Doreen 11 KV Line	GLM	R2 000 000.00				GLM
4X4 Cherrypicker truck	GLM	R2 300 000.00				GLM
Silent Mobile Generator 50 KVA with Trailer	GLM	R350 000.00				GLM
Replacement of aged Low Voltage Meter Boxes in Modjadjiskloof	GLM	R650 000.00				GLM
500KVA mini Sub	GLM	R1 200 000.00				GLM
315KVA Pole transformer	GLM	R500 000.00				GLM
200KVA pole transformer	GLM	R300 000.00				GLM
Crane Truck bucket	GLM	R50 000.00				GLM
Streetlights metering points	GLM	R750 000.00				GLM
LED Highmast Modjadjiskloof	GLM	R600 000.00				GLM
Municipal Building Metering points (workshop, library, Kgapane and Senwamokgope	GLM	R300 000.00				GLM

Refurbishment of LV network	GLM	R2 800 000				GLM
Highmast Lights in various villages	GLM	R3 300 000.00				GLM

Priority Issue: Waste and Environmental Management

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Beautification of town entrance	GLM	R700 000.00			GLM
Chain saws	GLM	R120 000.00			GLM
Skip Bins (x30)	GLM	R1 500 000.00			GLM
Fire Extinguisher	GLM	R300 000.00			GLM
Modjadjiskloof transfer station	GLM	R700 000.00			GLM
Boreholes at Kgapane Community Services with 2 Jojo tanks	Ga Kgapane	R300 000.00			GLM
Tractor	GLM	R800 000.00			GLM
Skip Truck	GLM	R1 500 000.00			GLM
Environmental Programmes	GLM	R177 722.62	R187 319.64	R197 434.90	GLM
Truck (Passengers)	GLM	R850 000.00			
Industrial Lawn mower (5)	GLM	R280 000.00			GLM

Priority Issue: Recreation and Other Facilities

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Mamanyoha Sports Complex	Mamanyoha	R10 902 226.35			GLM
Rotterdam Sports Complex	Rotterdam	R4 500 000.00			GLM
Madumeleng/Shotong sports complex	Madumeleng		R5 500 000.00		GLM
Aircons 12 BTU for Community halls	GLM	R1 500 000.00			GLM
Ward 5 Community Hall	Ward 5	R3 100 000.00	R3 900 000.00		GLM
Thakgalane Sports complex	Thakgalang		R3 250 000.00		GLM

KPA: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective: Improved and Inclusive Local Economy

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Support of SMME	GLM	R200 000.00	R210 800.00	R222 183.00	GLM
Review LED Strategy	GLM	R900 000.00			
Letsepe Mpolaye Programme	GLM	R838 950.00	R884 253.30	R932 002.98	GLM

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

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Diesel Tanker with readings	GLM	R500 000.00			GLM
Building Municipal Washing Bay	GLM	R800 000.00			GLM
Vehicle	GLM	R350 000.00			
Money Note Counter with Detector (x4)-Finance and Traffic	GLM	R50 000.00			GLM

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**Strategic Objective: Improved Human Resource**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
POE Switches replacement	GLM	R450 000.00			GLM
Laptop Replacement x 15	GLM	R350 000.00			GLM
Desktop PC Replacement x 20	GLM	R 250 000.00			GLM
Wifi Connection	GLM Sub-Office	R200 000.00			GLM
Vehicle	GLM	R400 000.00			GLM

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective: Effective and Efficient Community Development

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Imbizos	GLM	R500 000.00	R527 000.00	R555 458.00	GLM
Mayor's Excellence Awards	GLM	R300 000.00	316 200.00	R333 274.80	GLM
Public Participation	GLM	R1 500 000.00	R1 581 000.00	R1 666 374.00	GLM
Capacity Building	GLM	R272 913.00	R287 651.30	R303 184.47	GLM
Youth Desk Activities	GLM	R115 720.00	R121 968.88	R128 555.20	GLM
Gender and Women Caucus	GLM	R121 453.40	R128 011.88	R134 924.53	GLM
Disability Desk Activities	GLM	R214 607.47	R226 196.28	R238 410.88	GLM
HIV/AIDS Desk Activities	GLM	R113 616.00	R119 751.26	R126 217.83	GLM
Women Caucus	GLM	R200 000.00	R210 800.00	R222 183.20	GLM
MPAC Activities	GLM	R107 672.20	R113 486.50	R119 614.77	GLM
Vehicles (executive)	GLM	R500 000.00			

PROJECTS FROM MIG

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Kgapane Stadium Phase 3	Kgapane	R8 233 189.06			MIG
Thakgalane Sports Complex	Thakgalane	R10 000 000.00	R14 681 858.07	R11 325 141.93	MIG
Madumeleng/Shotong Sports Complex	Madumeleng/Shotong	R10 000 000.00	R15 151 030.59	R10 355 969.41	MIG
Jokong street paving	Jokong	R9 861 763.79	R14 002 125.25	6 113 110.96	MIG
Ramodumo Street Paving	Ramodumo		R600 000.00	R15 458 044.80	MIG
Mamokgadi Street Paving	Mamokgadi		R600 000.00	R15 700 000.00	MIG
Rampepe Access Bridge(Designs)	Rampepe	R1 000 000.00	R4 000 000.00	R2 400 000.00	MIG
Manningburg street paving	Manningburg	R8 000 000.00			MIG
Rasewana and Lenokwe street paving	Lenokwe	R7 000 000.00	R8 000 000.00		MIG

SECTOR DEPARTMENTS PROJECTS

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Lebaka Land Restoration	Lebaka (Mohlabaeng)	R10 000 000			DEA
Kgapane Hospital: Upgrade neonatal facilities (Phase B)	Kgapane	R600 000			DoH
YCOP Projects	GLM	R58 800			Community Safety
CPF	Sekgosese, Modjadiskloof, Bolobedu, Mokwakwailai	R166 600			Community Safety
Electricity Household Connections	GLM		R7 000 000.00	R7 000 000.00	INEP

Kgapane Ext1000 sites township establishment (Layout plan and general plan)	Kgapane	R2 000 000.00			MDM
LUS Development	GLM	R2 000 000.00			MDM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Thakgalane 1000 sites Township Development	Thakgalane	R2 000 000.00			MDM
Modjadji water scheme	Iketleng	R5 684 900.00	R2 265 100		WSIG
Modjadji Scheme	Mokwasele	R4 000 000	R2 000 000.00		WSIG
Middle Letaba Water Bolobedu NW	Makgakgapatse	R3 150 000.00	R4 000 000.00		WSIG
Kuranta and Senakwe Upgrading of Bulk Water Reticulation and Borehole Equipping	Kuranta	R3 605 100.00			WSIG
Senwamokgope Village/Township Sewer Bulkline Reticulation	Senwamokgope	R4 000 000.00			WSIG

Ramoroka Village Bulk Water Supply Upgrade	Ramoroka		R4 000 000.00		WSIG
Refurbishment of Kgapane Waste Water Treatment Plant	Kgapane	R4 000 000.00	R4 000 000.00	R10 000 000.00	WSIG
Mediengeng Rufurbishment, Rehabilitation and upgrading of Internal Water Reticulation	Mediengeng			R10 000 000.00	WSIG

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Sekgogosese Water Scheme	Sekgosese	R20 000 000.00	R20 000 000.00	R15 000 000.00	MIG
Bolobedu Moshate Water Supply	GLM		R10 000 000.00	R10 000 000.00	MIG/MDM
Ga Kgapane Water Works and Replacement of AC pipes	GLM			R28 092 350.00	MIG/MDM
Ga-Kgapane Regional Bulk Water Scheme	Ga-Kgapane			R15 000 000.00	MIG/MDM
Modjadji Regional Bulk Water	Modjadji			R20 000 000.00	MIG/MDM
Sefotse to Ditshosine bulk water supply/ Ramahlatsi bulk & reticulation	Sefotse, Ditshosine, Lebaka, Bellevue, Maupa,	R43 060 013.14			MIG/MDM

	Jamela, Maphalle Mohlabaneng				
Politsi scheme capital and refurbishment (Refurbishment of settling tanks and filters)	Politsi	R1 000 000	R1 500 000	R500 000	LNW
Politsi scheme capital and refurbishment (Upgrade of VSD, motor and pumps)	Politsi	R1 000 000		R1 000 000	LNW
Politsi scheme capital and refurbishment(Security at reservoirs)	Politsi	R500 000		R500 000	LNW
Politsi scheme capital and refurbishment (Refurbishment of reservoirs)	politsi	R6 500 000			LNW
Politsi scheme capital and refurbishment (Concrete manhole rings and covers	Politsi	R400 000			LNW
Politsi scheme capital and refurbishment (Sealing of Kgapane pressure brake tank)	Kgapane	R1 000 000			LNW
Politsi scheme capital and refurbishment(Upgrade instrumentation)	Politsi	R250 000	R150 000		LNW

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Modjadji scheme capital and refurbishment (Ground water augmentation)	Modjadji	R3 000 000	R1 500 000	R1 500 000	MDM
Modjadji scheme capital and refurbishment (Refurbishment of settling tanks and filters)	Modjadji	R1 200 000			MDM
Modjadji scheme capital and refurbishment (Upgrade of filters)	Modjadji		R850 000		MDM
Modjadji scheme capital and refurbishment (Air conditioners)	Modjadji	R75 000	R75 000		MDM
Modjadji scheme capital and refurbishment (Lime lifting equipment)	Modjadji		R850 000		MDM
Modjadji scheme capital and refurbishment (Sealing of fore bay)	Modjadji	R1 500 000			MDM
Modjadji scheme capital and refurbishment (Upgrading of VSD panels)	Modjadji	R300 000		R300 000	MDM

Modjadji scheme capital and refurbishment (Fencing of reservoirs)	Modjadji	R450 000		R500 000	MDM
Modjadji scheme capital and refurbishment (2 x vehicles)	Modjadji		R390 000		MDM
Modjadji scheme capital and refurbishment (Upgrade of valves, automation of critical valves and manholes)	Modjadji	R500 000	R150 000	R200 000	MDM
Modjadji scheme capital and refurbishment (Upgrading of recycling system, sludge lagoon)	Modjadji	R1 000 000	R1 000 000		MDM
Modjadji scheme capital and refurbishment(Upgrading of instrumentation equipment)	Modjadji	R250 000	R150 000		MDM
Modjadji scheme capital and refurbishment (Installation of high mast)	Modjadji	R250 000		R300 000	MDM
Flood damaged project: reconstruction of two damaged bridges.	Ga-Ntata	R3 039 615			RAL
D3200 in Mopani district	GLM	R5 000 000			RAL
Babangu to Ndhengeza to Noblehoek to Maphalle	GGM, GLM	R16 167 709	R17 308 586	R25 000 000	RAL
Phase A (D3200 upgrading gravel to Bituminous surface) of road from Mokwakwaila to Mawa	Mokwakwaila , Mawa	R20 000 000			RAL

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Construction of 10 housing units	Maekgwe	R1 155 670			CoGHSTA
Construction of 10 housing units	Hlohloikwe	R1 155 670			CoGHSTA
Construction of 20 housing units	Rotterndam	R2 311 340			CoGHSTA
Construction of 10 housing units	Mabulana	R1 155 670			CoGHSTA
Construction of 10 housing units	Boshakge	R1 155 670			CoGHSTA
Construction of 10 housing units	Tlatji	R1 155 670			CoGHSTA
Construction of 10 housing units	Mamakata	R1 155 670			CoGHSTA
Construction of 10 housing units	Makhurupetsi	R1 155 670			CoGHSTA
Construction of 10 housing units	Bodupe	R1 155 670			CoGHSTA
Construction of 10 housing units	Makaba	R1 155 670			CoGHSTA
Construction of 10 housing units	Khetoni	R1 155 670			CoGHSTA
Construction of 10 housing units	Madibeng	R1 155 670			CoGHSTA

Construction of 10 housing units	Shotong	R1 155 670			CoGHSTA
Construction of 10 housing units	Rampepe	R1 155 670			CoGHSTA
Construction of 20 housing units	Iketleng	R2 311 340			CoGHSTA

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Construction of 15 housing units	Matshwi	R1 733 505			CoGHSTA
Construction of 15 housing units	Makgakgapatse	R1 733 505			CoGHSTA
Construction of 10 housing units	Bellevue	R1 155 670			CoGHSTA
Construction of 10 housing units	Sefotse	R1 155 670			CoGHSTA
Construction of 10 housing units	Maupa	R1 155 670			CoGHSTA
Construction of 15 housing units	Sedibeng	R1 733 505			CoGHSTA
Construction of 10 housing units	Mamanyola	R1 155 670			CoGHSTA
Greater Letaba SDF	GLM	R500 000			DRDLR
Senatlala	GLM	R6 000 000			DRDLR
Lamondokop primary maize cooperative	Lamondokop	R4 500 000			DRDLR

Mmakgomo primary coop	GLM	R2 000 000			DRDLR
Aganang Ntata fresh produce	Ntata	R1 500 000			DRDLR
Maintain Nature Reserves Infrastructure	Hans Merensky, Wolkberg, Modjadji Nature Reserve	R479 000			LEDET
Connection of 62 H/H	Seapole	R1 354 700,00			ESKOM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2019/2020	2020/2021	2021/2022	
Connection of 42 H/H (Sosolomane)	GLM	R1 397 132,70			ESKOM
Connection of 61 H/H	Mohlaka/khekhutini/Raselaka	R1 866 666,20			ESKOM
Connection of 120 H/H	Mamaila	R2 702 500,00			ESKOM
Greater Letaba 5B	GLM	R517 500,00			ESKOM
Greater Letaba Infills	GLM	R2 225 250,00			ESKOM
Greater Letaba Pre Engineering	GLM	R538 034,40			ESKOM
Connection of 23 H/H	Tibeng/Maolwe	R502 550,00			ESKOM
Connection of 20 H/H	Sehlomotheka	R437000,00			ESKOM
Connection of 90 H/H	Masenkeng/Meshasheng (GLM)	R1 966 500,00			ESKOM
Connection of 120 H/H	Mandela Park	R2 622 000,00			ESKOM

Connection of 55 H/H	Goudplaas	R1 201 750,00			ESKOM
Connection of 125 H/H	Tlabeleni/Matswi	R2 731 250,00			ESKOM

15. INTERGRATION PHASE

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

15.1 Status of the Plans

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

Table no 58: Status of the Plans

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

- Integrated waste management plan;
- Spatial development framework, which proposes a broad spatial development for the municipal area and demonstrates compliance of the Greater Letaba IDP with spatial principles and strategies;
- Poverty reduction and equity programme, which demonstrates compliance of the Greater Letaba IDP with policy guidelines related to poverty and gender specific monitoring;
- Integrated Environmental Management Plan which demonstrates compliance of the IDP with environmental policies and contributes towards environmental impact monitoring through an awareness of legislative requirements for environmental impact assessment;

- Local Economic Development Plan, which provides an overview of measures to promote economic development and employment generation within the Greater Letaba Municipal area;
- Integrated HIV/AIDS plan, which illustrates the extend of the epidemic and the proposed efforts and actions of the municipality to address the problem;
- Municipal Institutional Plan, which will spell out the management reforms and organizational arrangements the municipality intends implementing in order to achieve the development goals of the IDP;
- Disaster Management Plan, which will outline the preparedness of the municipality; and finally;
- Integrated Performance Management System, comprising key performance indicators, activity related milestones, and output targets.

15.2. Sectoral Plans and Programmes

15.2.1. Integrated Waste Management Plan (IWMP)

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

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

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

15.2.2. Spatial Development Framework

Municipal Systems Act, 32 of 2000) requires a municipality to compile a Spatial Development Framework (SDF) for its area of jurisdiction to serve as a core component of its IDP. The Spatial Development Framework (SDF), which forms part of the Mopani District Municipality in the Limpopo Province, was approved by the council in 2009/2010 financial year and is therefore being considered for review in line with the requirements of the Spatial Planning and Land Use Management Act, 2013. The SDF is also an essential component for the formulation of an appropriate land use management system.

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

- A land area of approximately 1891 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 Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

- That development initiatives such as housing projects, business or industrial development, extension of infrastructure networks, be used to normalize distorted spatial patterns;

- The adoption and implementation of policies / design criteria to achieve integration diversity of land uses and densification of development;
- The consideration of the environmental impact of development initiatives to minimize environmental degradation;
- The consideration of the land reform potential of each development initiative and the extension of strategies and projects to incorporate this dimension;
- Active intervention by Council with reference to land availability for settlement purposes;
- Facilitation of tenure through interaction with role-players.

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

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

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

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

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

- Placement/redirection of housing allocations to places with development momentum;
- The utilization of housing allocations to unlock further allocations;
- Promotion of industrial development in proximity to Ga-Kgapane;

- Promotion of the development of complementary business functions at Ga-Kgapane and Modjadjiskloof;
- The development of secondary service nodes within the rural areas;
- The promotion of Senwamokgope as service centre for the north-western part of the municipal area; and
- Limited formal and informal business and industry at lower-order nodes.

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

15.2.3. Employment Equity Plan

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

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

Attempts will be made in order to ensure that the work force is a true reflection of the demographics of the municipal area, the province and the country. The plan is also aimed at ensuring that South Africa fulfils her obligations as a member of the International Labor Organization.

15.2.3.1. Objectives

- To do away with all forms of unfair discrimination with regard to employment practices and policies;
- To develop and communicate a sexual harassment policy that is in line with the code of conduct on sexual harassment;

- To eradicate all barriers that may hamper the advancement of the designated groups;
- To create a corporate culture that affirms and exploits workplace diversity;
- To ensure that management is actively committed to implement equity;
- To create IDP related strategies that can be employed to make reasonable and serious progress on employment equity on all occupational levels and categories.

15.2.4. Integrated Environmental Management Plan

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

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

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

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

15.2.4.1. Key Focus Areas (Guidelines)

- Waste and Pollution Management (WMP=Waste Management Plan);
- Air Quality, Energy Efficiency and Noise Pollution;
- Water and Surface Pollution Management Plans;
- Sanitation Programs (Sewage & disposal);
- Bio-diversity Management (Nature);

- Land use planning/Spatial development management;
- Cultural heritage protection;
- Eco-system protection and
- Environmental/Public Health Education.

15.2.5. Legislative Framework:

15.2.5.1. Environmental Conservation Act (Act 73/1989)

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

15.2.5.2. National Environmental Management Act (Act 107/1998)

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

15.2.6. Local Economic Development Plan

The Local Economic Development is aligned to the National Development Plan (NDP), New Growth Path, Limpopo Employment, Growth and Development Plan (LEGDP), Mopani LED strategy, GLM IDP and other national, provincial and local plans that guide development within the Republic of South Africa. The Local Economic Development Plan for Greater Letaba proposes the implementation of a consistent and conducive set of measures to promote viable local economic activities by the judicious manipulation of municipal projects and programmes to benefit the local population by the creation of direct and indirect employment.

The local economy within Greater Letaba has the following characteristics:

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

15.2.7. Integrated HIV/AIDS Plan

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

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

- Poverty, gender inequality and orphanage;
- Rapid urbanization and cultural modernization;
- Cross border gates and national routes;
- Dynamics of growing economy;
- Increased in the commercialization of sexual activities;

- High employment rate;
- Low literacy rate;
- Alcohol and substance abuse and
- High crime rate

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

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

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

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

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

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

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

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

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

15.2.8. Municipal Institutional Plan

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

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

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

15.2.9. Workplace Skills Plan

The municipality have developed the Workplace Skills Plan which is approved by Council. The Workplace Skills Plan aims to capacitate the municipality's personnel in line with the Skills Development Act of 97 of 1998. GLM recognizes that the competence of its human resources is a critical factor for its future progress and prosperity especially in the face of global competition. It further recognizes that in order to meet the skill challenges in the Municipality, it is strategically necessary to invest in the education, training and skills development of its employees.

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

Amongst others the following challenges were identified as critical:

- Supply chain management;
- Engineering;

- Agriculture;
- Tourism;
- Information technology and
- Finance.

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

15.2.10. Succession and Retention Plan

GLM has realized the municipality's inability to attract and retain human capital. The phenomenon has a potential to frustrate and disable the municipal efforts toward the attainment of the municipal strategic objectives as depicted in the municipality's integrated development plan. It is on this premise that the municipality developed the strategy that seeks to address the long term goals of the municipality as reflected in the IDP. The municipality has developed the strategy to recruit and retain staff members whose services are regarded as critical to the achievement of the municipality's long term goals.

The following are the objectives for the HR Strategy:

- To position GLM as an Employer of choice;
- To increase the grading or category of the municipality
- To attract and retain human capital especially those whose skills are crucial to the municipality achievement of strategic objectives;
- To enhance career development and retention of key personnel whose service are regarded as crucial;
- To identify the employees' potential for assuming a higher degree of responsibility, nurturing and cultivating it;
- To classify roles of managers' / line managers with regard to staff retention;
- To strengthen employees' health and wellness programmes;
- To ensure employees participation in all processes of staff retention;

- To reduce costs associated with staff loss and brain-drain through creation of a conducive and harmonious working environment for the workforce;
- To position Greater Letaba Municipality as an employer of choice.

15.2.11. Disaster Management Plan

Although disaster management is essentially a function of the Mopani District Municipality, it is required that GLM, as an important component of the Disaster District, actively participates in, and slots into plans and strategies towards preparedness for emergencies and/or natural disasters. The following generic disaster management plan, compiled by the Mopani District Management, has been adopted by GLM.

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

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

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

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

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

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

The following are also components of the Disaster Management Plan

15.2.11.1. Risk Analysis:

- The timely identification of potential emergencies/disasters;
- Their impact thereof must be completed by each department;
- Should the department be unable to cope with the emergency, the Joint Operational Centre (JOC) will assume responsibility and
- The evaluation and risk analysis should be completed in conjunction with the relevant departments and Disaster Management.

15.2.11.2. Reporting Procedures

- This principle of the utmost importance as the management of any emergency situations starts here;
- When a department identifies a problem that they cannot deal, with the JOC will assume responsibility;
- All detail and incoming information must be made available to Disaster Management, JOC and Management;
- Disaster Management will activate the role players within the joint operational center and
- The Disaster Management offices will act as the information center and help desk for the duration of the disaster.

15.3. Communication

The effectiveness of any relief activities will be seriously restricted without effective communication. Thus JOC will require the use of all radios etc., within the Council. Each department shall make available any requirements related to communications.

15.4. Public Relations (Media Coordinator)

- The public will be informed at all times regarding pending and immediate dangers as well as all actions underway.
- The office of the Municipal Manager will assume full responsibility for all press releases and related communications and assisted by the JOC and
- VIP's will be briefed by JOC.

15.5. Control and Cordoning at the Scene

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

15.6. Documentation

This is essential to the effective management of any situation. JOC will ensure that all aspects are documented during and after the event.

The office of Corporate Services is responsible for taking minutes of all meetings and assist in the documentation preparation and control. Such documentation will be required in an evaluation after the event.

15.7. Emergency Medical Post

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

15.8. Recovery and Rehabilitation

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

15.9. Resource Management

Each Functionary will be in control of his own resources, but a central resource list must be kept by the Joint Operational Centre.

This will ensure about that all resources will be managed centrally. Each functionary will be responsible for the maintenance of equipment and support personnel.

15.10. Introduction and Usage of Joint Operational Centre

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

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

15.11. Communications Manager - JOC Communication Room

The communications Manager will be responsible for:

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

- Maintenance of a map(s) containing vital information relative to the emergency.

15.12. Organizational Performance Management Systems (OPMS)

15.12.1. Introduction

Performance Management is introduced to municipalities through legislation to, amongst others, achieves the Objects of Local Government (S152) of the Constitution, which is the following:

- Democratic and Accountable Governance;
- Sustainable services;
- Social and Economic Development;
- Safe and Healthy environment and
- Encourage Community Involvement.

The Municipal Structures Act s19 (1) also stipulates that a municipal council must strive within its capacity to achieve objectives set out in s152 of the Constitution and s19 (2) and it must review its overall performance annually. The Executive Committee must ensure an evaluation of the progress on implementation of the Strategies, Programmes and services, KPI's of the municipality and also to review its performance in order to improve on its economy, efficiency and effectiveness, credit control, revenue and debt collection.

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

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

15.13. Other Important Documents:

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

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

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

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

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

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

The implementation, management, monitoring and evaluation of the IDP is done through the Service Delivery Budget Implementation Plan (SDBIP). Performance management, IDP and SDBIP is a total integrated system. The IDP is the strategic plan of the municipality and the SDBIP is the operational plan of how the municipality is going to deliver on its strategic plan.

Organisational Performance Management is about monitoring, assessment, measurement, evaluation, review and reporting on the municipality's performance. This is necessary for the following reasons:

- To ensure that the municipality delivers on its commitment of service delivery to the community within allocated financial and other resources
- To detect early warning signs where service targets and budgets are not met in order to implement corrective measures to rectify non- or poor performance
- To identify achievements in performance to ensure future results.

15.14. Methodology

The Balanced Scorecard is used for the implementation of the performance management system. The benefits of implementing the Balanced Scorecard are that it brings strategic focus and direction to the organization, improves governance and accountability, promotes alignment and transparency, and improves management effectiveness.

A strategic and an institutional Balanced Scorecard take into account service delivery indicators and perspectives of the IDP and SDBIP. The strategic and institutional Balanced Scorecard can be cascaded into different levels of the municipality (top, functional and operational management).

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

The design approach of the Balanced Scorecard was customized to meet the needs of the Municipality. With an emphasis on the word "balanced", the municipal Scorecard is intended to follow the traditional design approach promulgated by Kaplan and Norton, Financial, Customer, Internal Processes and Learning and Growth.

The measurement of developmental outcomes will be useful in informing the municipality whether policies and strategies are having the desired development impact, as per the following perspectives:

- Customer (citizens, communities) Perspective – Managers must know if the Municipality is meeting the community’s needs. This relates to services and products (outcomes and outputs) the Municipality should achieve. They must determine the answer to the question: Is the Municipality delivering the services the community wants?
- Financial Perspective – Managers must focus on how to meet service delivery needs in an economic, efficient and effective manner. They must answer the question: Is the service delivered at a good price?
- Internal Processes Perspective – Managers need to focus on those critical operations that enable them to satisfy the electorate, citizens and community. Managers must answer the question: Can the Municipality improve upon a service by changing the way a service is delivered?
- Learning and Growth (Employee Development) Perspective – An organisation’s ability to improve and meet community demands ties directly to the employees’ ability to meet those demands. Managers must answer the question: Is the municipality maintaining technology and employee training for continuous improvement?

The strategic balanced scorecard will provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic (IDP) priorities. The Municipal Manager and Section 57 Managers will use it after review, as a basis for reporting to the Executive Committee, Council, and the public.

The institutional scorecard is the interface between the strategic and departmental scorecards, between the IDP and SDBIP where the IDP is cascaded to the SDBIP and an interface approach is adopted and integration is developed between the different departments on the outputs and outcomes. Departmental balanced scorecards will capture the performance of each department and will provide a comprehensive picture of the performance at that level. Departmental balanced scorecards will be comprised of the key components highlighted in the customized municipal balanced scorecard system. The strategic and institutional scorecards are depicted further on in the document.

15.15. Implementation of the Performance Management System

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

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

15.16. Planning and Review

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

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

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

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

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

15.17. Strategy and Priority Setting

This strategic approach should correlate with the IDP review process, and will also integrate with the development of the SDBIP and budgetary implementation plan for the year.

Strategic direction setting from a performance driven point of view is important to drive the organization in a performance-oriented way.

The strategic approach entails setting the vision and strategic direction of the Council. This is reflected in setting up of the municipal scorecard in the performance management system to encapsulate the strategic intent of the organization in a focused manner. See the Guidelines (par. 5.1.2) “Consistent with the event-centered approach in the IDP guide, the IDP should deliver the following products:

- An assessment of development in the municipal area, identifying development challenges, marginalized and vulnerable citizens and communities;
- A long-term development vision for the municipal area that overcomes its development challenges;
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area;
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realization of the development vision;
- Additional projects identified which contribute to the achievement of the above objectives;
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality;
- A spatial development framework;

- Disaster management plans and
- Operational strategies.

During the IDP process, the municipality identifies a set of service delivery priorities and objectives, a set of internal transformation strategies, identified projects that contribute to the achievement of the above objectives and a financial plan. The strategic intent is captured according to the Balanced Scorecard methodology. This constitutes the premise of a good performance management system for the Municipality in order to enhance service delivery efforts. Priorities should then be clustered into five KPAs, which represent the broad development mandate of local government. These five main KPAs are described as follows in the Performance Management Guidelines for Municipalities, Draft II, followed by the description as given by CoGTA in brackets:

- Infrastructure and Services (KPA 1: Basic Service Delivery);
- Social and Economic Development (KPA 2: Local Economic Development and spatial rationale);
- Institutional Transformation (KPA 3: Municipal Transformation and Organizational Development);
- Democracy and Governance, and (KPA 4: Good Governance and Public Participation) and
- Financial management (KPA 5: Municipal Financial Viability and Management)

The priorities are, in essence, the issues that a municipality intends to focus on in order of importance to address the needs. These will vary from one area to the other. They may include programmes for water delivery, electrification, sanitation and so forth. Although the clustering on the priorities is not an easy task, it begins with the aligning of priorities with objectives and also to simplify the reporting process in terms of the strategic attainment as well as achievement of the five main KPAs.

15.18. Housing Chapter

Table below reflects the proposed housing strategy for the Greater Letaba Municipality. At the moment the current backlog of 39 000 in rural villages will have to be addressed there, something which will prove to be a challenge seeing that the landscape is not conducive. The municipality has also indicated that they are in a process of accessing the strategically situated land where they intend to develop mixed income housing development.

This is the vacant piece of land situated between Ga-Kgapane and Modjadjiskloof town. Should this succeed, such a development would go a long way in integrating the two areas. On the other hand, it will also help in addressing the backlog in the Ga-Kgapane and Mokgoba areas.

Table no. 59: Greater Letaba Housing Delivery Strategy

		1	2	3	4	5	6		
	PROJECTS	Ga-Kgapane	Khumelone	Senwamokgope Ext	Rural Villages			TOTAL	DEFICIT (-)
SETTLEMENT NAME		300	319	300				919	
Ga-Kgapane	700	300						300	-400
Mokgoba	120							0	-120
Senwamokgope	40			40				40	0
Rural villages	39 000				39 000			39 000	0
TOTAL ALLOCATED	39 860	300	-	40	39 000			39 340	-520
SURPLUS (+)		0	319	260				38 421	

15.19. Proposed Priority Projects

Following from the above information, the proposed priority housing projects for Greater Letaba Municipality can be summarized as follows:

- Senwamokgope – 300 units;
- Ga-Kgapane – 300 units;
- Rural villages – 39 000.

15.20. Conclusion on Housing Chapter

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

From the information at hand, it is apparent that the Greater Letaba Municipality has not yet grasped how to deal with the issue of housing provision within its jurisdiction.

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

- There is not sufficient allocation to address the backlog in the short term;
- The fact that these units will be constructed in the rural villages, will continue to perpetuate the apartheid planning in that it will not encourage any densification in the urban areas, as well as the eradication of buffer zones;
- The areas where this backlog exists are the ones that are already experiencing huge backlog in bulk infrastructure delivery – therefore adding to the current service delivery challenges; and
- Given the topography, in the rural villages, especially those in the north-eastern areas, it is also doubtful if the entire backlog can be addressed in these areas.

Another challenge that the municipality has is that of accessing well located within the urban edge so that it can help address the high demand of housing within its jurisdiction.

15.21. Land Use Management Scheme

The Land Use Management Scheme has been developed to give effect to the spatial vision. Unlike the SDF, the Land Use Management Scheme is tighter and only amended where required for a particular development. The SDF therefore informs the content of the LUMS, rather than to act as a direct source of rights and controls itself

In the rural context it will be necessary also to deal specifically with natural resource management issues, land rights and tenure arrangements, land capability, subdivision and consolidation of farms and the protection of prime agricultural land.

The purpose of the LUMS is not to infringe upon existing land rights but to control land uses. The LUMS comprises of basically the following parts systematically:

- Part I: General.
- Part II: Definitions.
- Part III: General Conditions applicable to all properties.
- Part IV: Interpretation of use zones and use of land and buildings.
- Part V: Specific conditions and development criteria applicable to use zones.
- Part VI: Special, written and temporary consent of the local municipality.
- Part VII: Application of the scheme and powers of the local municipality.

15.22. Energy Master Plan

Greater Letaba Municipality has developed its own master plan and is currently providing electricity in Modjadjiskloof and Ga-Kgapane, Senwamokgope and rural areas are provided by Eskom.

15.22.1. Purpose:

- To distribute electricity efficiently and cost effectively and
- To meet the anticipated developments in Modjadjiskloof and as well as the surrounding areas and farms.

15.23. Integrated Road and Transport Plan

Greater Letaba Municipality has developed its own Integrated Roads and Transport plan that maps the strategic transportation vision and growth path of the municipality by reducing private vehicles trips and the demand for road space, whilst at the same time maximizing the effective utilization and operation of road infrastructure, as well as developing strategies that support smart growth initiatives that stimulate local economic activities.

15.23.1. Objectives:

The objective of the IRTP for the Greater Letaba Municipality is to develop an IRTP that:

- Responds to growth opportunities and development challenges currently being faced by the GLM while at the same time ensuring its alignment with the national, provincial and

district plans, strategies and programmes, especially relating to land use strategies, socio-economic and tourism development;

- Responds to the transport needs of the GLM;
- Align with the vision, mission and strategic objectives of the GLM;
- Align with the spatial development framework of the GLM and the Mopani District municipality;
- Investigate the demand for transport and growth trends in the GLM;
- Describes the current and future public transport system and its associated characteristics;
- Develops a public transport operating license strategy and policy for the GLM;
- Develops a public transport enforcement strategy and
- Investigates the role of road safety, traffic management and traffic control.

From a Public Transport perspective, the GLM is mainly served by the bus and taxi operations with a dominant “home-to-work” travel pattern linking dispersed settlements to major towns such as Modjadjiskloof, Ga-Kgapane and Senwamokgope where work opportunities are predominant.

With regards to Strategic Roads, the GLM identifies the following strategic road corridors:

- Modjadjiskloof to Tzaneen;
- Giyani to Mooketsi;
- Modjadjiskloof to Ga-Kgapane;
- Modjadjiskloof to Giyani;
- Ga-Kgapane to Mokwawaila;
- Mooketsi to Sekgosese and
- Sekgosese to Bungeni.

15.24. Education Plan

Greater Letaba Municipality is providing bursaries to students who are intending to enrol at the tertiary institution. The policy is reviewed annually and administered by the office of the mayor. These bursaries cater for people from needy and disadvantaged families.

15.24.1. Purpose:

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

15.24.2. Requirements:

The following courses are required:

- Agriculture;
- Science and
- Engineering.

15.25. Health Plan (Occupational Health and Safety Policy)

The municipality recognizes the need to create and maintain a reasonable healthy and safety workplace for its employees. Efforts shall be made by the municipality to develop and implement health and safety procedures. The municipality commits to comply with health and safety legislation. The OHS Act 85 of 1993, requires the employer to maintain a work place that is reasonably safe and without risk to the health of workers.

15.25.1. Scope of Application

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

15.25.2. Objectives:

- To implement the provisions of the OHS Act 85 of 1993 and regulations promulgated there under;
- To conduct regular health and safety inspections in order to assess or evaluate risks attached to certain tasks, remove or reduce hazards in work areas and supply personal protective equipment where necessary;

- To accurately report and investigate incidents of injury on duty in order to determine the cause thereof with a view to prevent the reoccurrence of similar incidents;
- To conduct training of employees with emphasis to identify hazard in their work environment;
- To compile health and safety statistics this will enable objectives measures of health and safety performance to highlight problem area and
- To make it the responsibility of every council employee to work safely at all times.