GREATER LETABA MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN 2025-2026

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LIST OF ACRONYMS

ABET	Adult Basic Education and Training
ABP	Area Based Planning
AG	Auditor General
ASGISA	Accelerated Shared Growth Initiative of South Africa
BBBEE	Broad Based Black Economic Empowerment
CBD	Central Business District
CBO	Community Based Organization
CBP	Community Based Planning
CDW	Community Development Workers
COGHSTA	Cooperative Governance, Housing and Traditional Affairs
CFO	Chief Financial Officer
CPF	Community Policing Forum
DBSA	Development Bank of Southern Africa
DEA	Department of Environmental Affairs
DLA	Department of Land Affairs
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;*
- *Provision of sustainable and affordable services and*
- *Ensuring a compliant, safe and healthy environment.*
- *Utilisation of smart technology*

Slogan

"Maatla go Setšhaba"

Values

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

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

VALUES	DESCRIPTION
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

MAYOR'S FOREWORD

It is a journey worth travelling, having to realize that with commitment, hard work and consistency, a lot can be achieved as local government.

The realization of President Nelson Mandela's dream of a democratic country free for all in terms of fair treatment and delivery of service has kept us on our toes.

We continue to spearhead the call for change when it comes to economic emancipation, full access to government services and the freedom to understand the long road still ahead in achieving all of that.

We still say that Integrated Developmental Plan is an overarching tool to guide planning, development and decision-making processes of our municipality. With the powers entrusted in me by the community of Greater Letaba Municipality holding the helm in having the advantage to make immense contribution in the lives of residents of this municipality through provision of government services.

Our greatest call is making sure that the Integrated Development Plan is able to guide development and respond to the plight of our people through implementation of the plans. We continue to serve our people as they still regard us to be the correct leaders to steer them in the direction of complete access to services due to them.

Proper coordination that includes planning, budgeting, implementation, and monitoring will see our people get a fair slice of our hard work. Having properly laid out the IDP document that syncs perfectly with the SDBIP and translates into budget will see this administration resonate positively with the needs on the ground.

We cannot shy away from the limited resources we have, hence realizing our vision and mission will confirm correct usage of government resources. We still need to come up with innovative ways to properly prioritize on projects and programmes that will have positive spin offs for our people.

Regular engagement with community members will assist in making sure that the IDP document is aligned with the needs on the ground.

As we move forward to implement our plans, we call upon all stakeholders to help us realize our goals by moving in the same direction with us.

Cllr. MAMANYOHA T.D

MAYOR

EXECUTIVE SUMMARY

Legislative framework and Section 25 of the municipal systems Act 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 2025 IDP review is conducted in line with the MTDP and also respond to the material changes happening in the society. The IDP encompasses the analysis phase which depicts the current state of socio-economic circumstances of the municipality and strategy phase that determines the strategies which needs to be developed to respond to the needs of the municipality.

There structures that have been put in place to prioritize projects that are espoused in the IDP as informed by people's priorities and to deliver quality services as enshrined in the mission of the municipality.

It is the responsibility of the municipality to implement projects budgeted for in the 2025/2025 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 performance and fulfillment of the constitutional mandate.

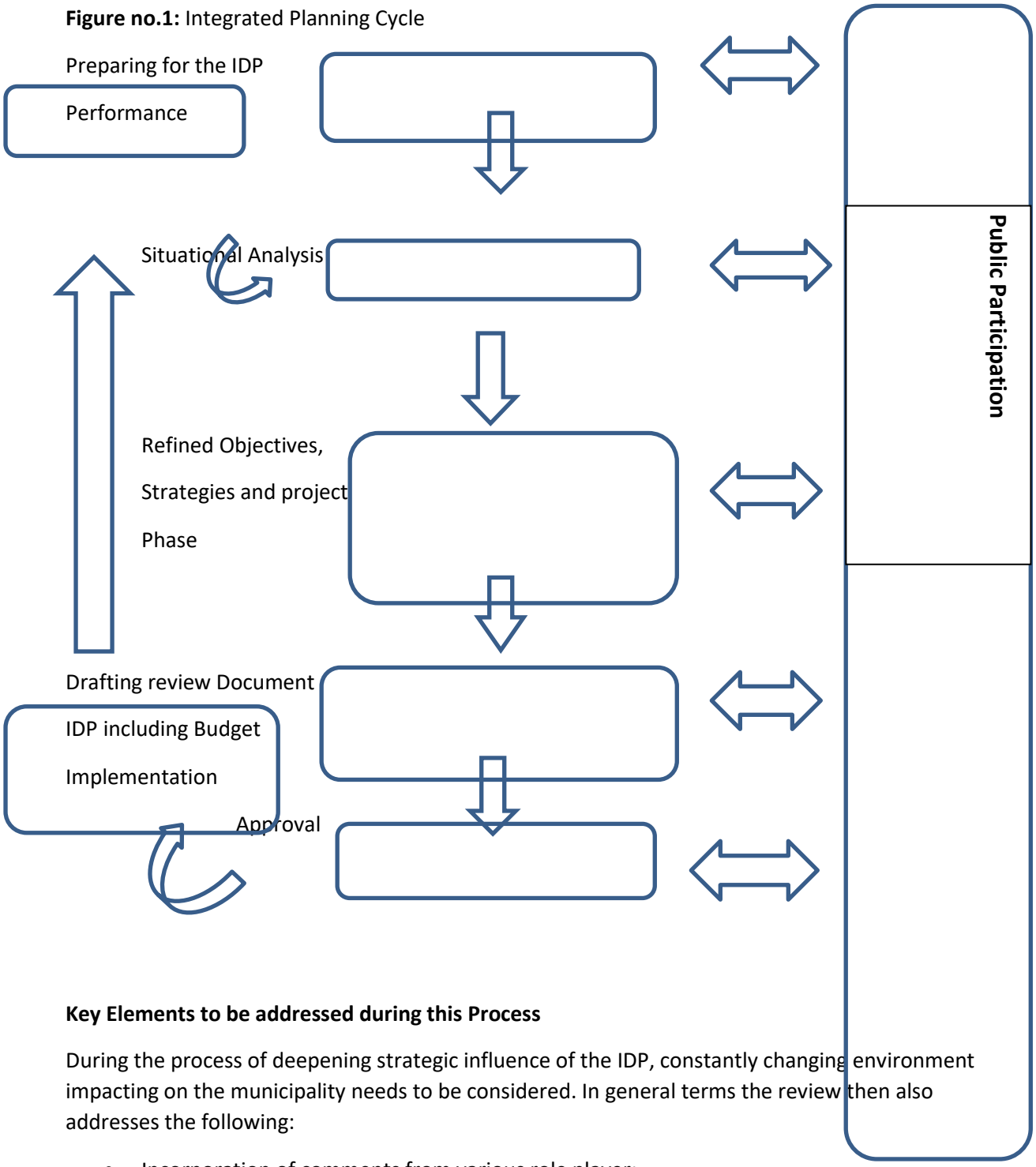
SEWAPE M.O

MUNICIPAL MANAGER

Integrated Planning Cycle

Greater Letaba Municipality IDP process takes 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

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 2025/2026;
- Provide universal waste removal to all communities;
- Integrated Human Settlement in Ga-Kgapane and Mokgoba;
- Effectively deal with communable and non-communable disease;
- Strengthen community participation and IGR;
- Integrated planning and service provision in rural areas;

- Increase revenue base;
- Facilitation of economic activities in both urban and rural areas;
- Provide access to housing;
- 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:

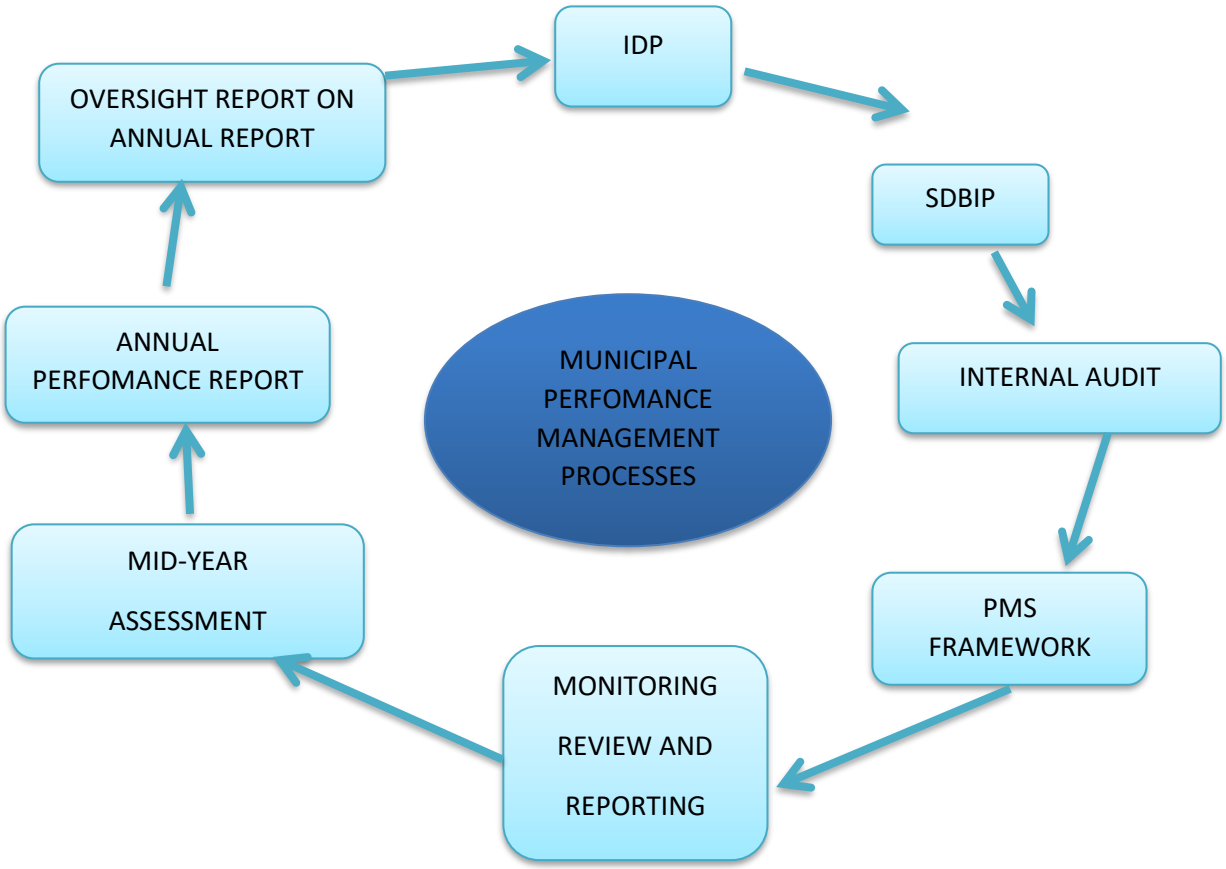


Figure no. 2: SDBIP system

1. PLANNING FRAMEWORK

1.1. Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2025/2026 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 protects 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 functions 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 0f 1987 and
- Disaster management Act no: 57/2002.

1.3. Framing the 2025/2026 IDP

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

1.4. The National Planning Context

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

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

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

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

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

As decided by Cabinet around aligning the NSDP, LEGDP and IDPs the keys to this activity is ensuring that the three spheres of government use the common platform of ‘’need/poverty’’ and ‘’developmental potential’’ as espoused in the NSDP to analyse the space economy of their areas of

jurisdiction. In addition to this decision it requires for the role of the IDPs of the municipalities in determining and structuring public investment and development spending to be drastically strengthened. This means that municipalities should play a greater role in determining priorities and resources allocation to respond to the triple challenge of poverty, inequality and unemployment. The IDPs have to become far more decisive on the areas of need and development.

1.5. The National Development Plan

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

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

NDP objectives are:

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

1.6. New Growth Path Framework

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

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

1.7. The Provincial Planning Context

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

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

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

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

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

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

1.8. The Local Planning Context

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

The 2025/26 IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period. This IDP also focuses on the presidential call around the alignment of the national spatial development perspective (NSDP), New District Development Model, Limpopo Employment growth and development plan (LEGDP) and Municipalities IDPs.

1.9. Alignment between IDP, Budget and PMS

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

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

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

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

Budget provides the resources to achieve the municipal aims.

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

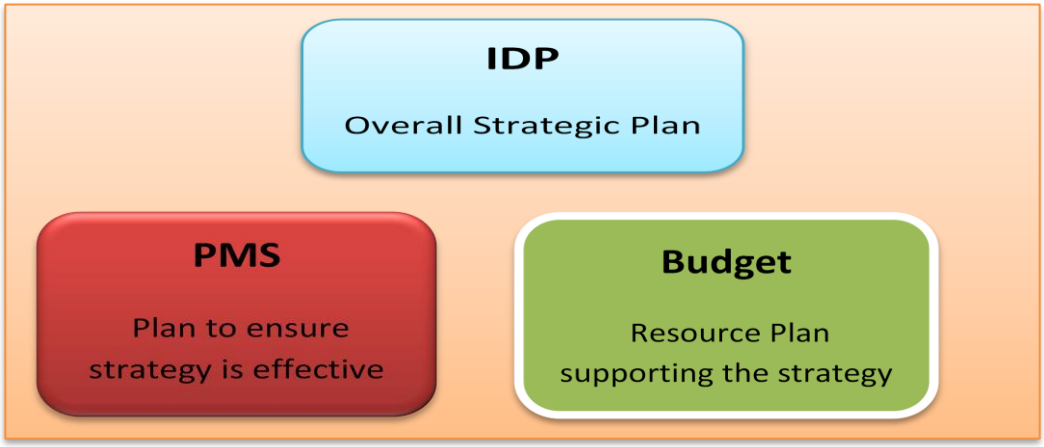


Figure no.3: Linkage of the IDP, PMS and Budget

1.10. Greater Letaba Municipality's Powers and Functions

- The provision and maintenance of child care facilities;
- Development of local tourism;
- Municipal planning;
- Municipal roads and public transport;
- Administer public regulations;
- Administer billboards and display of advertisements in public areas;
- Administer cemeteries, funerals parlours and crematoriums;
- Cleansing;
- Control of public nuisances;

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

2. IDP PROCESS PLAN

2.1. Introduction

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

2.2. Content of the IDP Process Plan

This plan outlines the following:

- Mopani District Municipality framework.
- Structures that manage/drive the IDP.
- IDP/Budget Activities scheduled July 2025-June 2026
- Time scheduled for planning process.
- Roles and responsibilities.
- Public/community participation/involvement.

1. Stages/Phases of the IDP Process

IDP Phases	Activities
PREPARATORY July 2024	-Identification and establishment of stakeholders and structures and sources of information. -Development of the IDP Framework and process plan. IDP Representative forum :
ANALYSIS PHASE July-September 2024	-Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE Sept.-Oct. 2024	-Reviewing the vision, mission, strategies and objectives.
PROJECTS PHASE October 2024-February 2025	-Identification of possible projects and their funding sources.

INTEGRATION PHASE January-February 2025	-Sector plans summary inclusion and programmes of action.
Approval phase March-May 2025	-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.1: Stages/Phases of the IDP Process

2. 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 **(Chair: Head of Portfolio Committee)**	Manage the drafting of the IDP on behalf of the Executive Committee Provide political oversight.
Ward Committees	Ward councillors; Ward committee members; Local Area Planning Facilitators (LAPs); and	Collect, discuss and prioritise ward needs.

	Community Development Workers (CDWs). **Chair: Ward Councillor)**	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 departments, Church leaders, Ward Committee Members and Mopani Sector Departments and Parastatals	Participate and ratify the completion of each phase of the IDP development and review process. Represent the communities at strategic decision-making level.

	(Chair: The Mayor)	

Table no.2: IDP Structures, roles and responsibilities

3. IDP Process Overview for 2023-2024

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

Table no.3: Process Overview: Steps and events

Month	**Activities**	**Time Frame**	
		GLM	**MDM**
July 2024	**Preparatory Phase:** Identification of and establishment of stakeholders and or structures and source of information	• July 2024	29 July 2024
August/September 2024	**Analysis Phase:** • Management meets to discuss IDP Analysis Phase	• 14 August 2024	29 July-30 September 2024 Engagement Session:12-13 September 2024
	• IDP Steering Committee: Analysis Phase	• 26 August 2024	
	• IDP Representative forum: Analysis phase	• 19 September 2024	
October 2024	• **Strategies Phase** • Management: Preparation for strategic planning session	• 10 October 2024	23 September 2024 to November 2024
October 2024	• Strategic Planning Session: Strategies phase	• 29-31 October 2024	Engagement Session 5 November 2024
	• Management: consolidate strategic session discussion	• 04 November 2024	
	• IDP Steering Committee: Strategic phase	• 11 November 2024	
	• IDP Rep Forum: Strategic Phase	• 19 November 2024	
January 2025	**Projects Phase** • IDP Steering Committee :Projects phase	• 10 January 2025	January to March 2025
	• Management Meeting: Project phase	• 15 January 2025	

	• IDP Rep Forum: Project Phase	• 7 February 2025	Engagement Session 6 February 2025
February 2025	**Integration Phase** • IDP Integration	• 21 February 2025	February 2025
March 2025	**(Draft IDP)** • Management meeting: Draft IDP	• 07 March 2025	28 March 2025
	• IDP Steering Committee: Draft IDP Discussion	• 14 March 2025	
	• EXCO: consideration of the oversight report, draft IDP and Budget	• 20 March 2025	
	• Council: Approval of the oversight report, draft IDP and Budget	• 27 March 2025	
April 2025	• Submission of draft IDP to COGSTA for analysis, Publication of the draft IDP documents for inputs	• 04 April 2025	
	• Public participation on draft IDP/ budget/ PMS	• 22 April 2025 to 2 May 2025	29 April- 13 May 2025
May 2025	**Approval Phase (Final IDP)** • IDP Steering committee: consideration of the inputs from the public participation process	• 29 April 2025	29 May 2025
	• Management : Effect changes to draft IDP and budget as per public comments and COGSTA	• 06 May 2025	
	• IDP Rep Forum : Consider final Draft IDP/Budget	• 20 May 2025	
	• EXCO: Final draft IDP/Budget	• 21 May 2025	
	• Council Sitting : Approval of the Final Draft IDP and Budget	• 30 May 2025	
June 2025	• Submit approved IDP/Budget CoGHSTA and District (within 10 working days after approval)	• 03 June 2025	

2.5. Public Participation

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

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

2.6. Publication of the Final IDP

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

2.7. IDP Activity Flow

- The IDP Steering Committee shall be involved in the drafting of the Framework and IDP Process Plan
- The IDP Steering Committee shall submit the Framework and Process Plan to Portfolio Committee head.
- The IDP Steering committee shall further submit the Framework to the IDP Representative Forum through the Directorate
- The Portfolio Committee head of shall further submit the Framework and Process Plan to Executive Committee.
- Exco shall submit the Framework and Process Plan to Council
- The Municipal Manager shall facilitate the Steering Committee in the drafting of the IDP in all phases.
- Director Development and Town Planning and the Municipal Manager shall monitor the planning in all phases, ensuring involvement of communities and adherence to time frames throughout.
- The Draft IDP/Budget and PMS shall be submitted to the Portfolio Committee for oversight.
- The Draft IDP shall be submitted to EXCO for consideration.

- The Mayor shall submit the Draft IDP/Budget/PMS to the Council through the Portfolio head.
- The Mayor shall approve the SDBIP 28 days after the adoption of the Final IDP, Budget and PMS.

2.8. IDP Process Plan: Monitoring, Evaluation and Reporting

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

2.9. Inter-Governmental Relations

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

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

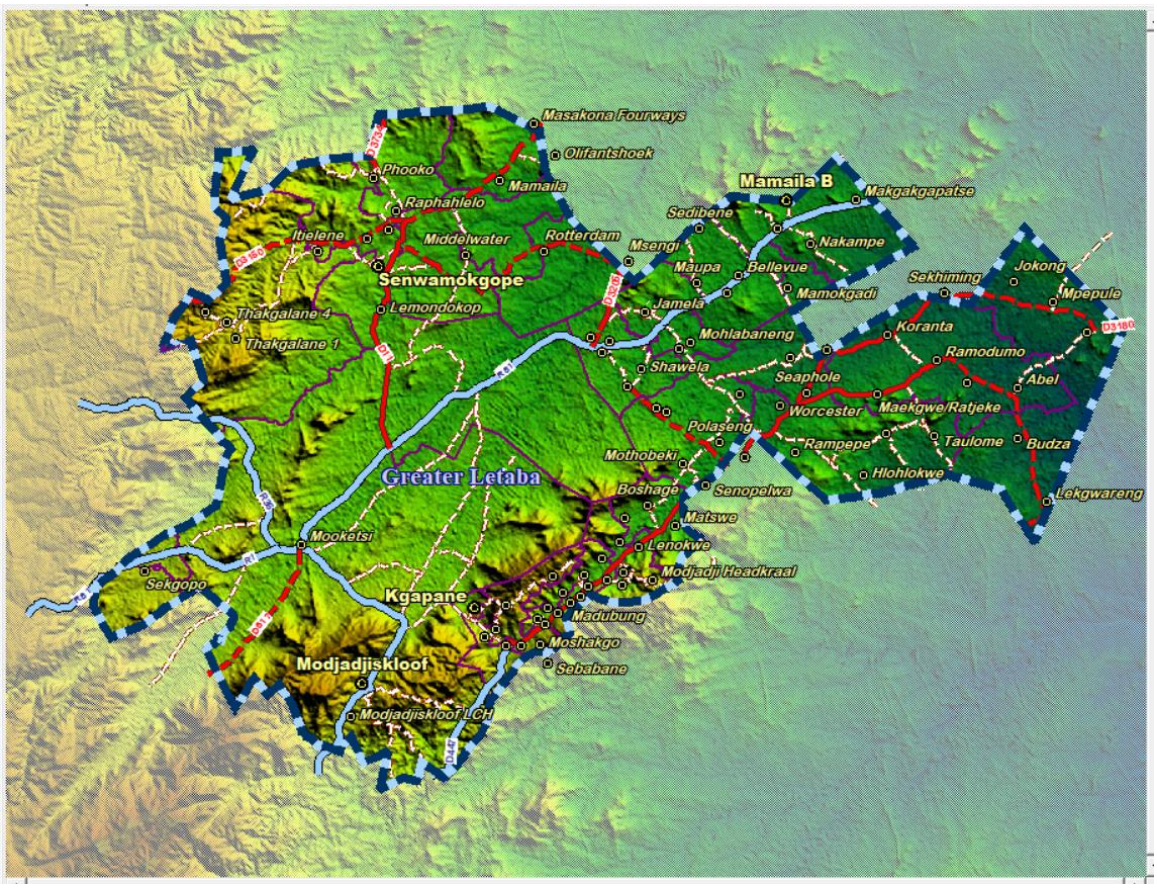
2.10. Conclusion

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

3. SITUATIONAL ANALYSIS

3.1 Description of the Municipal Area

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



Map: Greater Letaba Municipality Map

3.2 Demographic Profile

3.2.1 Greater Letaba Key Statistics

Name	2022	2011
Total population	261 038	213 932
Young children (0-14 years)	35,1%	34,5%
Working age population (15-64 years)	57,6%	58,5%
Elderly (65+ years)	7,4%	6,9%
Dependency ratio	73,7	70,8
Sex ratio	82,3	81,1
No schooling (20+ years)	23,7%	27,0%
Higher education (20+ years)	6,5%	5,8%
Number of households	65 220	58 612
Average household size	4,0	3,6
Formal dwellings	94,4%	91,8%
Flush toilets connected to sewerage	20,0%	10,2%

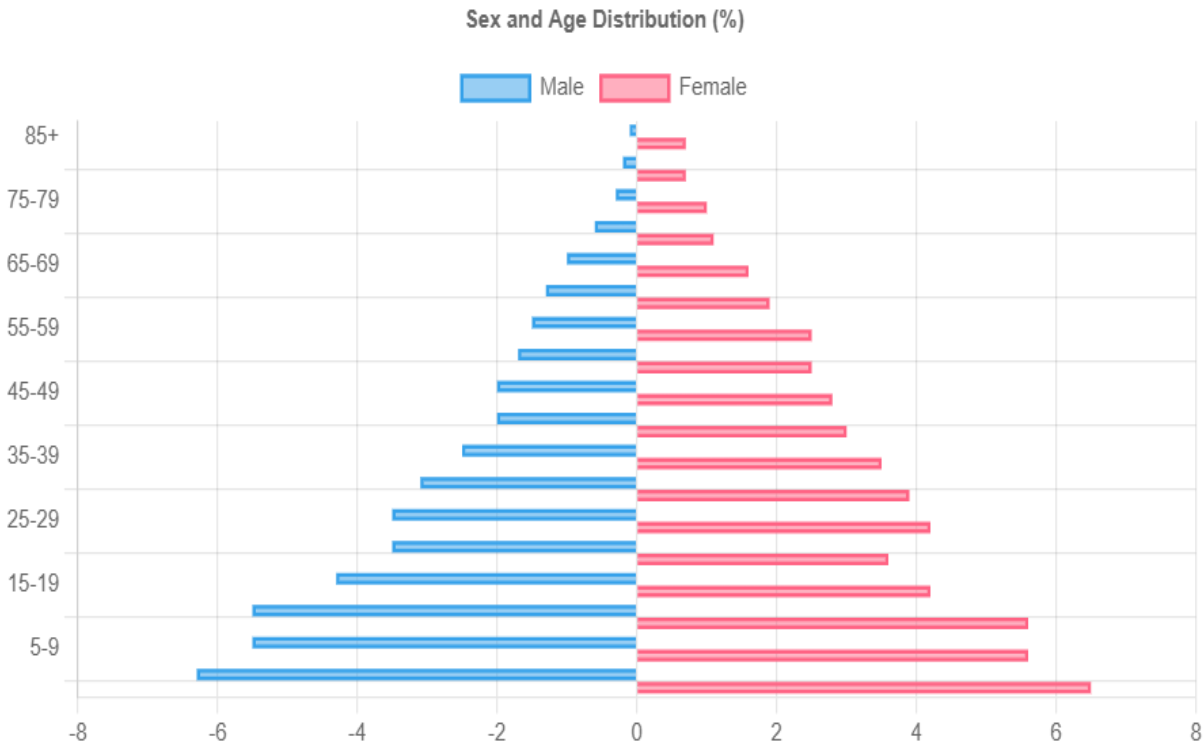
Name	2022	2011
Weekly refuse disposal service	17,4%	8,5%
Access to piped water in the dwelling	20,7%	10,1%
Electricity for lighting	97,0%	90,8%

Source: (Census 2022) ***Source: (statistics South Africa)***

3.2

3.3 Age and Gender Distribution

Graph no 1.: Sex and Age Distribution



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

There are three proclaimed towns within the Greater Letaba Municipal area, namely Modjadjiskloof, Ga-Kgapane and Senwamokgope. There is a process to develop Mokwakwaila to become the fourth township and that would increase economic development opportunities. There is an opportunity for the municipality to start exploring possibility of expanding development in these townships but also assess areas where new township establishments can be established such as Modjadjiskloof Ext 4 , Panorama and Kgapane.

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

	• 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.	
4th Order Settlement	• The settlements are traditional rural areas, 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.	
5th Order Settlement	• 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

The table below indicates the growth points within the municipality

Table no 13: Spatial Development Growth Points Areas

Provincial	**District**	**Municipal**
Modjadjiskloof	Ga-Kgapane Township	Mokwakwaila Senwamokgope

4.5 Land Claims and their Socio-Economic Implications

Greater Letaba has by far the majority of land claims (196); covering a land area of approximately 91812ha. At the moment 48% of the total area in the municipality is subjected to land claims. The extent of land claims in the municipality and the potential impact it may have depending on the outcome of investigations is quite substantial and may impact heavily on the Spatial Development Framework and other strategic plans.

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

According to information received from the Land Claims Commissioner; only the land claim of the Pheeha,Rakwadu 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	3
Hectors restored	91812.01ha
Households Benefited	1923
Beneficiaries	17234
Outstanding claims	97284.02ha

Table no 15: Land Claims Settled

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

Table no 16: Illegal Land Occupation

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

4.6 Spatial Challenges:

- Large area in Modjadjiskloof town is privately owned and these create a challenge in terms of upgrading and expansion of the town;
- There's illegal settlements and land occupation in areas such as Mokgoba and Meshasheng and legal processes are underway to address such challenges.
- 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:

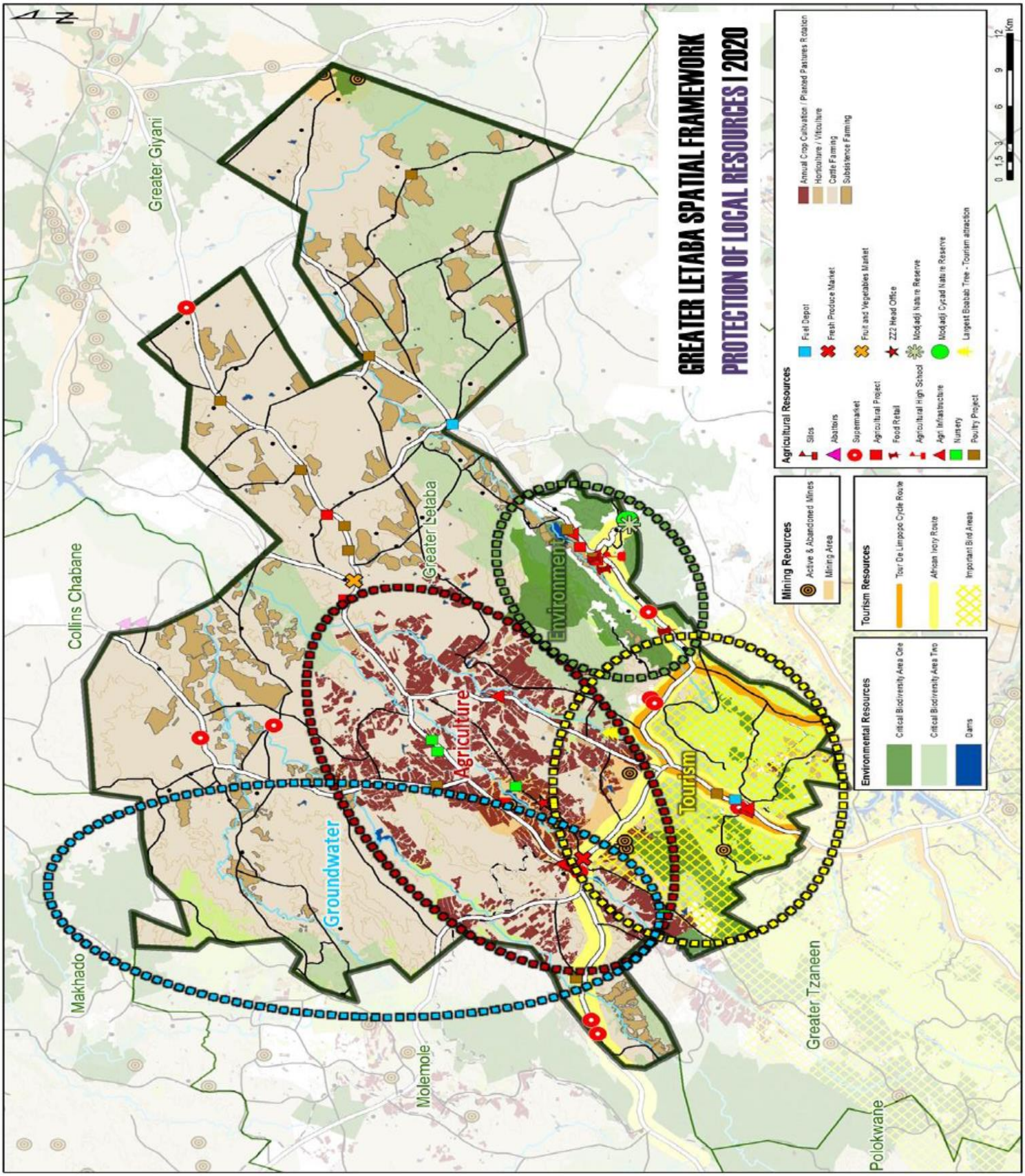
- The availability of the Rain Queen (Queen Modjadji) which may influence tourism related development along the Ga-Kgapane-Mokwakwaila Development Corridor;
- The African Ivory route that passes through Modjadjiskloof could bring unprecedented growth in both Modjadjiskloof as a town and the entire municipality.

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 Transvernosis 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;
- Shidila Lodge and Nahakwe Mountain Lodge.
- Lebjene Reins
- Senopelwa / Matipane Showgrounds
- Modjadji Royal White House
- Township Establishment at Modjadjiskloof ext 4

4.8. Greater Letaba Spatial Economy



4.9 Strategically Located Land within the Greater Letaba Municipality

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

However, the mountainous area of Modjadji, 'the Rain Queen' can potentially be utilized for eco-tourism. The availability of the palace can also be one of the opportunities for Tourism attraction given the Modjadji dynasty and heritage. There is a lack of private investment in certain places of the main town and this has led to the deterioration of these areas and underutilization of existing infrastructure.

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

- Farms to the West of Ga-Kgapane located on a slightly flat terrain suitable for mixed use development including commercial and industrial. These include the farm Platland and Driehoek;
- The area between Ga-Kgapane and Modjadjiskloof constitute of the farm Spritsrand, Witkrans, Vrystaat and Hilldrop;(Modjadjisklook Ext 4)
- 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 Convenience Centre development;
- Mokwakwaila area on the farm Worcester 200-LT given potential by its centrality in Bolobedu and the municipality as a whole.
- Portions of the farms Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East

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

It is worth noting that the above areas are under the ownership of private individuals with the exception of the farms Worcester, Vaalwater and Roerfontein which are state owned. The Municipality should conduct land audit in order to locate and unlock municipal land that can be used for development.

4.10 Spatial Development Consideration (Subject to Land Availability)

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

- Proposed establishment of extension 11,12 and 13 of Kgapane
- Township establishment (286 sites) on the farm Vrystaat, covering 67 hectares: Portion 14;
- Township Establishment (600 sites) on farm Nooigedatcht 342-LT;
- Township Establishment (279 sites): Modjadjiskloof Extension 1 and 2
- Township Establishment (4900 sites): Makhabeni Extension 1 on the farm Altydmooi 379-LT;
- Shopping Centre/ Mall on the farm Schoongelegen: Portion 01;
- Township development and Mall at Mokwakwaila
- Shopping Centre/Mall in Senwamokgope;
- Extension of Ga-Kgapane Shopping Centre
- Shopping Centre of Mamaila Mphotwane

Swot analysis

Strength	**Weakness**
• SPLUMA • SDF	• Sparse rural settlement
Opportunities	**Threats**

• Growth points • Identifiable land use areas • Tourism • Township establishment	• Illegal settlements and land occupation • Land disputes • Building of houses without building plans

Table no 17: Spatial Rationale SWOT Analysis

5.ENVIRONMENTAL ANALYSIS

5.1 Background

Greater Letaba municipality is faced with environmental risks and threats that lead to environmental degradation. National legislation and various international protocols gives guidance as to how the municipality should ensure safer and sustainable environment for the residence. In order to ensure that development activities carried out by Greater Letaba Municipality are sustainable, the IDP of Greater Letaba Municipality had considered environmental and socio-economic issues in an integrated manner in decision making, project planning and implementation.

A summary of environmental analysis of Greater Letaba Municipality will provide an outline of various challenges faced within the environmental space of the municipality.

5.2 Environmental Legislation:

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

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

5.2.2 Legislation which regulates matters relating to environmental management:

- National Environmental Management Act No 107 of 1998;
- National Environmental Management Biodiversity Act No 10 of 2004;
- Air Quality Act NO 39 of 2002;

- National Environmental Waste Act No 59 of 2008.
- Mopani Climate Change Response Plan

Sources: South African Legislations

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

5.2.3 Veld and forest fires

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

5.2.3.1 Causes of veld and forest fire:

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

5.2.3.2 Extent of the challenges:

- Destruction of grazing and affect livestock farming

5.2.3.3 Areas affected by Veld/ forest fires:

- Meidingen; Thakgalang and Goudplaas.

5.2.4 Alien plant invaders

Alien plants are the foreign plants which are not originated in South Africa and they are either brought deliberately here in South Africa or Greater Letaba Municipality because of their commercial values or transport through natural means, Via wind, rivers and migration of birds from one country to another. GLM is conducting alien and invasive species awareness campaigns with working for water and South African Biodiversity Institute (SAMBI). Furthermore, alien, and invasive steering committee has been established by the municipality (Environmental Unit), for the progress of eradication by working for water, SAMBI and Department of Agriculture and Rural development.

5.2.4.1 Causes of Alien plant

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

3.2.4.2 Areas affected by alien plants

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

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

5.2.4.3 Extent to the challenges

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

Drying arable land and destroying indigenous plant; Aggravating wildfire; Poisonous to livestock.
Source: Working for Water and Department of Agriculture 2021

5.2.5 Deforestation

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

5.2.5.1 Causes of deforestation

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

5.2.5.2 Areas affected by Deforestation

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

5.2.5.3 Extent of deforestation

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

5.2.6 Soil erosion

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

5.2.6.1 Areas affected by soil erosion

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

5.2.6.2 Causes of soil erosion

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

5.2.6.3 Extent of soil erosion

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

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

Source: Department of Agriculture

5.2.6 Informal settlement

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

5.2.6.1 Areas affected by informal settlement:

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

5.2.6.2 Causes of informal settlement:

- Poverty; Unemployment; Population growth and urbanization.

5.2.6.3 Extent of informal settlement

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

5.2.7 Water pollution

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

5.2.7.1 Areas affected by water pollution

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

5.2.7.2 Causes of water pollution:

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

Sources: Department of Water and Sanitation

5.2.8 Drought and natural disaster

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

5.2.8.1 Areas affected by drought and natural disaster

- Kuranta; Rotterdam; Mothele; Mamanyoha and Shamfana.

5.2.8.2 Extent of drought and natural disaster

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

Sources: Mopani District Risk Profile

5.2.9 Global warming/ climate change

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

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

Greater Letaba Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the municipality. Furthermore, GLM has established the Environmental Forum, with different stakeholders for the aim of becoming a climate change prepared Municipality. Moreover, it is still developing Climate change response strategies to detect the emissions from different sources and develop climate change action plan and educating the community to stop practicing activities that are causing it. Those activities that are contributing in emissions generations. Mopani District Municipality has therefore prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan.

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.

- **Dust**

  - Unpaved road, Construction and other human activities.

5.2.9.3 Extent of the problem of global warming

- Changes in climate are predicted to result in the shifting of bioregions across South Africa. In the Mopani District Municipality, it is projected that with the warmer temperatures that there will be a replacement of grassland biome with savanna. A large amount of grassland and grassland related species will be lost.
- Greater Letaba Municipality farmers are affected in the form of lower production .
- Increasing chances for floods, strong storms (e.g. hurricane Katrina in 2005), altered rainfall patterns;
- Reduction of access to portable water, threat to food security and health effects to poverty stricken communities;
- Emission of gases causing global warming could be scaled down by utilizing every space for plants.

Using alternative forms of energy (e.g. solar panel, wind turbines heat, power plants) and put strict control against deforestation. It is clear that individuals, communities and government need to come up with programmes to bring awareness on the causes and effects of global warming and strategies on control measures for decreasing emission of the gases that exacerbate temperature increase in the atmosphere.

5.3 Waste Management

GLM is collecting waste in Modjadjiskloof, Ga-Kgapane and Senwamokgope. The Municipality has extended the collection of waste to Mokgoba, Meidingen, Raphahlelo, Phooko, Mamaila-Kolobetona, Sekgopo, Jamela, Mamphakhathi, Madumeleng, Modubung, Madibeng, Kheshokholwe, and Matswi, Mooketsi market, Maphalle markets, Sekgosese area and Mokwakwaila business centre and various areas within the municipality. There are three compactor trucks, 2 skip trucks and refuse tractor which are used for the collection of waste in various areas. Over 120 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 and one drop off centre for disposing garden waste at Modjadjiskloof. One major challenge is also that the municipality has no established land fill site and currently depending on Tzaneen Local Municipality for dumping purpose. The municipality has acquired a land at Maphalle Village to establish a landfill and scm processes are underway to commence with phase 2 of the Landfill site.

5.4 Environmental Management

The Municipality has developed environmental planning tools in house such as IWMP assisted by stakeholders i.e., LEDET, DEFF, DWS, and Dept. of Agriculture. Environmental Management Plan (EMP), Education and awareness strategy, Recycling and waste minimization strategy are still being developed. The Integrated Waste Management Plan (IWMP) and Environmental Management Plan (EMP) has been approved by the council and endorsed by the MEC of LEDET. Greater Letaba municipality as part of the Local Environmental Forum also plays a vital role in addressing issues of environment and awareness also in the form of newsletters and community radio.

5.5 Waste disposal

The Municipality has placed waste bins in town, villages and townships to address waste disposal challenges. Townships have also been provided with refuse bins in households to deal with issues

of waste disposals. There are recycling projects identified and progress at Jamela and Maphalle. The construction of a buy-back centre has been completed but not yet operational.

5.6 Refuse removal

Some rural communities in Greater Letaba Municipality do not have access to wastes removal services. GLM still need to purchase more skip bins to establish rural drop of centres and extension for communal refuse collection in various villages within the municipality

Municipality	No of villages	Villages served	Service provider	Comments
GLM	80	40	GLM	Maphalle markets, Mokwakwaila business centre, Modubung, Madumeleng, Mamphakhathi, Madibeng, Sekgopo, Mamaila whole sale taxi rank, Mamaila Kolobetona, Phooko, Raphahlelo, Matswi, Lenokwe, Mohlakamosoma, Rasewana and Jamela areas have been supplied with waste bins and the municipality is collecting them.

Table no 18: Refuse removal in rural areas

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

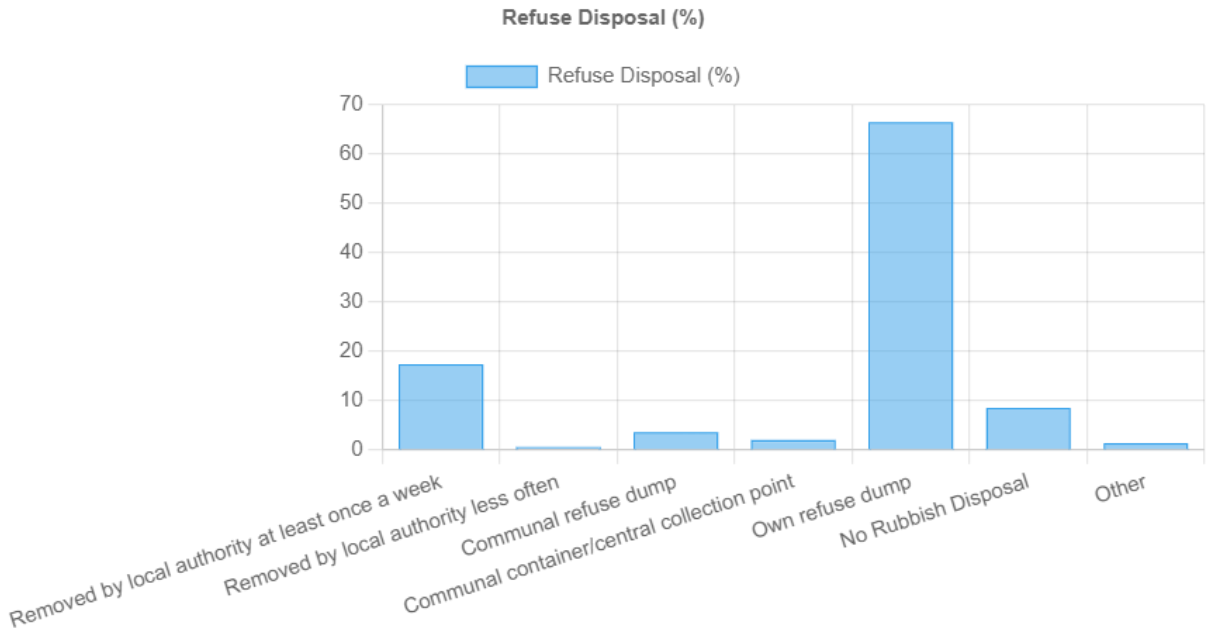
5.6.1 Access to refuse removal

In terms of the municipal refuse removal, the current stats are as follows

Removed by the authority	Frequency	%
Removed by local authority at least once a week	11 355	17,4%
Removed by local authority less often	365	0,6%
Communal refuse dump	2 357	3,6%

Communal container/central collection point	1 315	2,0%
Own refuse dump	43 355	66,5%
No Rubbish Disposal	5 543	8,5%
Other	932	1,4%

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



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

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. The municipality has set aside R10 million for the year 2024/2025 to commence with the process of implementing the landfill site project in Maphalle.

6. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

6.1 Background

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

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

6.2 Water and Sanitation Analysis

6.2.1 Water Supply

Greater Letaba Municipality and Mopani District Municipality have signed a Water Services Provider (WSP) contract which allowed GLM to undertake operation and maintenance function limited to reticulation network. The WSP agreement with Mopani has been signed and implementation of it will be monitored.

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. Currently 367 boreholes in GLM, 282 working, 85 not working, 56 needs to be electrified and 19 vandalised.

6.2.2 Access to Water

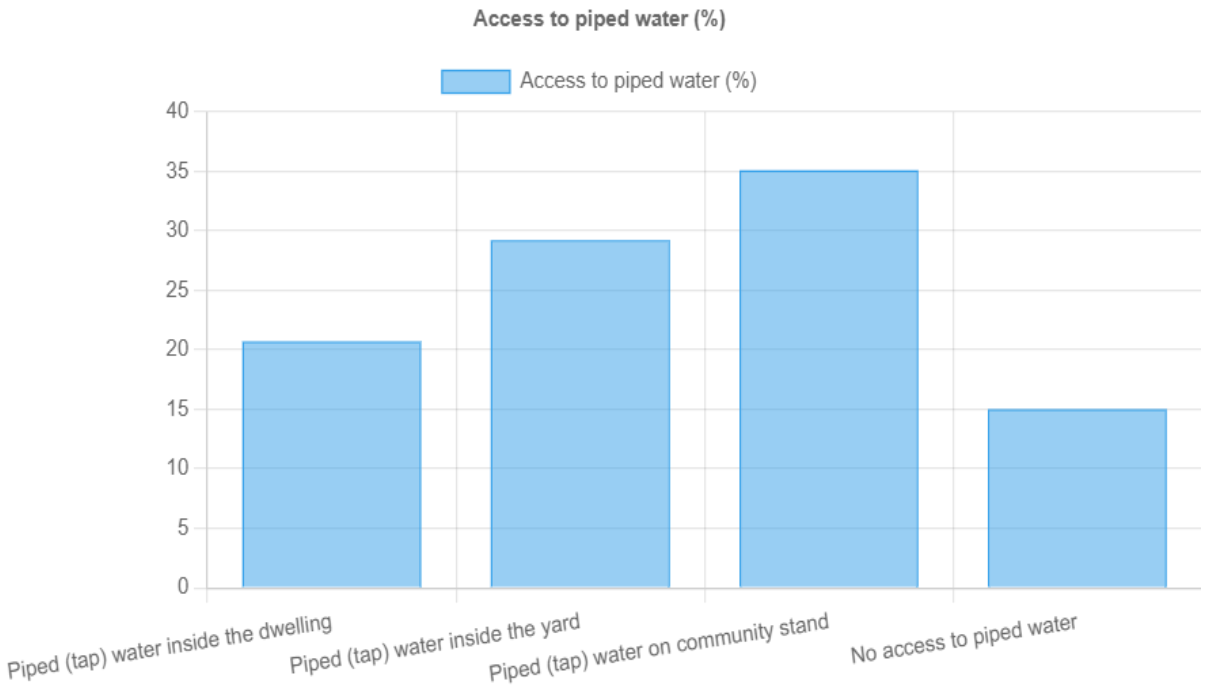
Greater Letaba Municipality strives to ensure that its residents have unhindered access to water services in accordance with the norms and standard required by law. According to the Census 2022, approximately 75% of the residents draw water from less than 200 m radius;

which is the maximum required walking distance to tap water according to the RDP standards. The municipality already supplies at least 30%-40% of the villages with water tanker per week to address issues of water scarcity.

The table below shows that 20.7% 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 29.2 %. 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.

The challenge of water results with desperate community members walking for a long distance to access water. It should also be noted that 15% of households in the Municipality have no access to tap water where the District Municipality percentage is 15.8%. It is worrying that some households in the Municipality still rely on springs, rain-water tanks, stagnant water or dams, rivers and vendors as primary sources of water which may cause health hazard to the residents.

Table no 20: Piped Water



Census 2022

6.2.3 Sources of Water

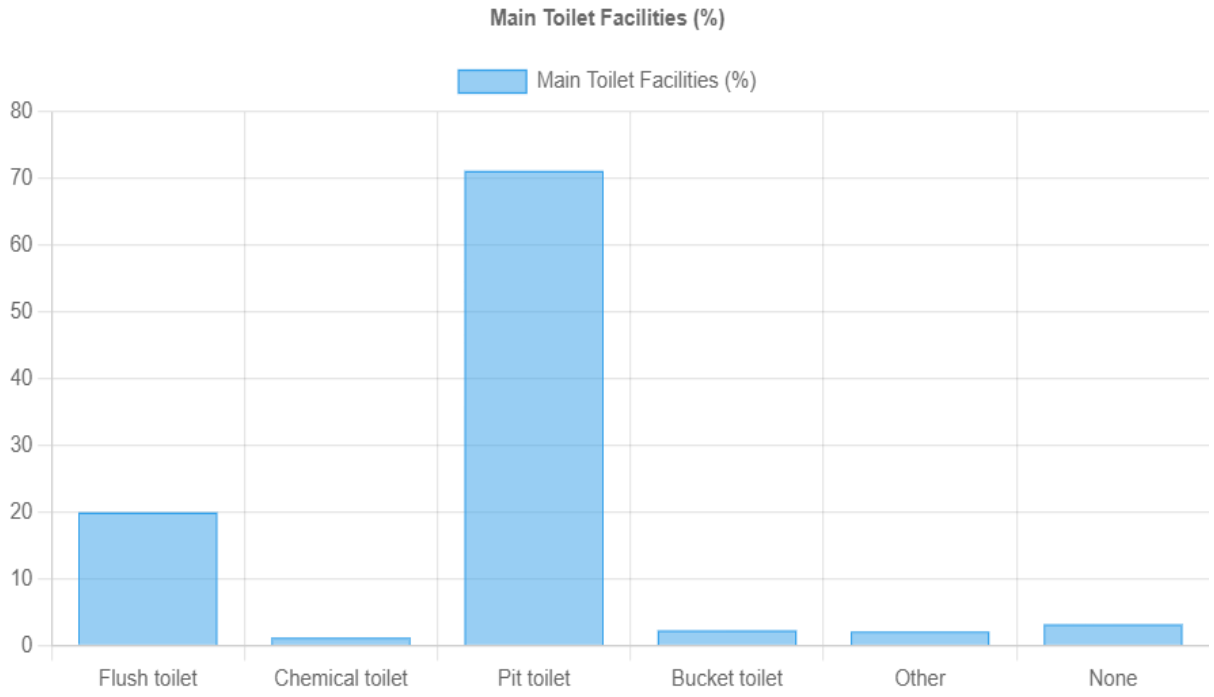
Table no 21: Sources of Water

Source	Benefiting Areas
Tzaneen/Modjadjiskloof Water Scheme	Politsi, Mokgoba, Modjadjiskloof, Ga-Kgapane and surrounding farms
Modjadji RWS Water Scheme	Mamphakhathi, Bodupe, Moshakga, Motsinoni, Ramphenyane and Mokwasele, Ga Modjadji (Sehlakoni), Sekhuting, Modubung, Motsinoni, Malematja, Mokwasele, Motlhakong, Ga Kgapane, Medingen, Madibeng, Ramphenyana, Koope, Ga Matswi, Ga Mabulana,
Middle Letaba RWS -Magoro Water Scheme	Sephukhubje, Ga Phooko, Ga Raphahlelo, Tshabelane, Khomanani, Masakona
Worcester Water Scheme	Polaseng, Mokwakwaila, Mothobekhi, Ramaroka, Femane, Senakwe ,Mohokoni ,Ga Ntana, Maekgwe and other surrounding
Lower Molototsi Rural water Supply scheme	Jokong, Mpepule, Thlothlokwe, Motlhele, Kuranta, Ramodumo, Buqa, Abele, Taulome and the surrounding villages.
Middle Letaba Babangu water scheme	Rotterdam
Sekgosese Water Scheme	Sekgosese
Middle Letaba Bolobedu Water Scheme	Sedibeng Maphalle, Mohlabaneng, Jamela, Sefofotse, Bellevue, Mamaila Mphotwane, Nakampe, Refilwe and Makgakgapatse, Molototsi,Nakampe,Mamokgadi, Ditshoseng, Mohlabaneng, Swawela,
Sekgopo Rural Water Supply Scheme	Sekgopo comprises of 15 villages of which solely depend on ground water. No bulk water Supply, the entire area depend on ground water supply

6.2.4 Access to Sanitation

According to Census 2022; about 71% 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 71% figure might as well be translated into a backlog and that implies that progress in providing sanitation facilities is not satisfactory.

Table no 22: Households Access to Sanitation



Source: (Census 2022)

6.2.5 Water and Sanitation Challenges

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

- Poor quality of drinking water.
- Shortage of water because of drought
- Continuous boreholes breakdowns;

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

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

Table no 24: Indigent Households receiving Free Basic Water and Sanitation

Service	No. Indigent Households	Access	Backlog
Water	28	28	0
Sanitation	28	28	0

Source: Municipal Indigent Register

6.3 Energy and Electricity

6.3.1 Status of Electricity Network in Modjadjiskloof

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

ESKOM is responsible for distributing electricity to other areas except in Modjadjiskloof and Mokgoba village which is an extension of Modjadjiskloof where prepaid meters have been connected to address also issues of illegal connection.

The infrastructure maintenance is important to address issues of power outrages especially during storms and winter season. High voltage and low voltage electrical network lines are still having challenges in terms of ageing although the municipality is still busy with refurbishment. The municipality purchases electricity from ESKOM. The Notified Maximum Demand (NMD) is 3 000kVA. The recorded Maximum Demand of June 2021 was 2 979kVA.

The GLM has applied to ESKOM for MND to increase to 5000KVA due to the over usage of the what the municipality has leading to penalties. The Greater Letaba Municipality has upgraded electrical network as per National Energy Regulator (NERSA) standards in substation sites and mini substations.

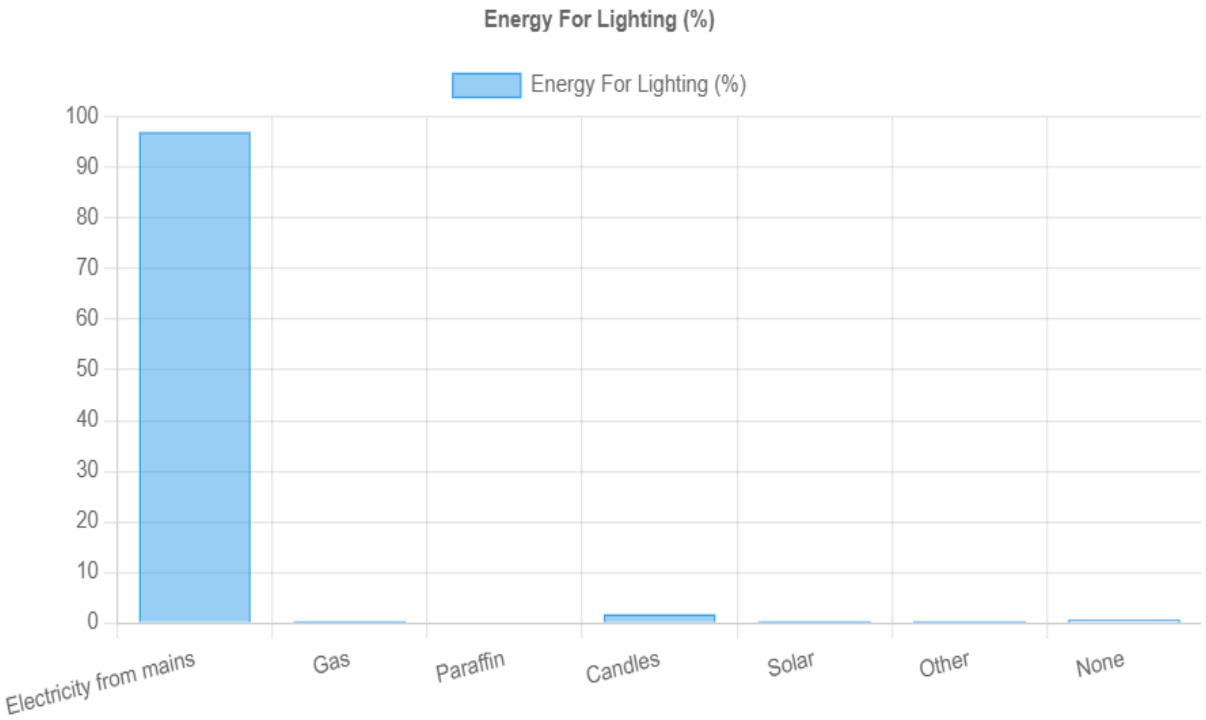
6.3.2 Sources of Energy

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

6.3.3 Electricity Backlogs

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

The provision of electricity to households has been achieved to the larger extent. About 96,6% of the households in Greater Letaba Municipality have access to electricity. See figure below:



Access to electricity (Source: Census 2022)

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 144 beneficiaries (for the municipality's licensed area) for FBE of which all beneficiaries are currently connected. ESKOM administers applications and collection of FBE in areas under their distribution licence.

6.4 Roads and Storm Water

6.4.1 Road Networks

Transportation infrastructure makes a major contribution to the facilitation of economic activities. The assessment of Municipal Road Network completed by the Department of Transport in 2020 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 91.08km streets have been paved through concrete interlock paving blocks and this has reduced the backlog to 696.08km.

Table no 25: Classification of Roads in GLM

National Tarred Roads	
R36	Mooketsi-Modjadjiskloof-Politsi
R81	Sekgopo-Mooketsi-Makgakgapatse

Provincial Tarred Roads	
D1034	R81-Jaghtpad-P43/2
D1308	Mooketsi-Morebeng

D447	P43/2-Kgapane-D848
D1380	Madumeleng –Modjadji
D3205	Maphalle-Blinkwater-Rotterdam
D3200	Lebaka Cross – Hlohlokwe
D11	R81- Mamaila Kolobetona
D3212	Mamatlepa-Ntata
D3180	Mpepule-Modjadji
D3150	Wholesale-Morebeng

Provincial Gravel roads	
D617	Mooketsi-Valkrans
D569	P43/2-D1308
D3221	Lekgwareng-Abel
D3231	Mamaila
D3734	Ga-Phooko
D3160	Itieleng-Senwamokgope
D3211	Nakampe-Skimming
D3242	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe

D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225
D3225	D3195-D3200
D3196	R81-Ditshosing
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellevue-Ntata
D3207	Bellevue-Sidibene
D3206	Sedibeng-Maupa
D3243	Jamela-D3242
D3242	D3205-R81

The following strategic roads are tarred:

Table no 26: 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 27: Roads and Bridges Requiring Immediate Attention

Roads	**Bridges**
Road D1329 (near Rabothata) and bridge; Road D3212 (Bellevue - Ga-Ntata); Road D1331 (Polaseng-Mothobekgi); D3179 (Rapitsi to Malematja) Road D3150 (Wholesale – Thakgalang -Morebeng); Road D3164 & D3205 (Sekgosese to Blinkwater); D3180 (Modjadji to Mpepule) Road D3734 (Raphahlelo To Phooko); Road D3210 (Senwamokgope); Sekgopo – Moshate Road; Road D3200 (Mokwakwaila - Hlohlokwe); Road D3196 (Ditshosing) to R81; Road D3216 (Mamanyoha - Taolome); Road D3222 (Lomondokop -Sephokhubje); Expansion of R81; Road D3206 (Maupa-Sedibeng); Road D3207 (Bellevue –Shimausu); Road D3242/1 (Jamela road); R81 – Sekhimini road Sekgopo/Setaseng road -R81. D1034 (R81 to R36) Jaagpat road	Sephokhubje-Mamaila bridge; Sekgopo (bridge to moshate; Shaamiriri bridge (mpepule to shamfana); Rotterdam - Sephokhubje bridge; Rotterdam bridge; Abel – Shamfana bridge; Mapaana – Medingen bridge; Ramodumo-Kuranta bridge and Motsinoni-Mamakata bridge. Setaseng – Moshate bridge Polaseng-Matipane bridge; Mokwasele – Rabothata bridge Mabulane to Mothobekhi bridge

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 696 Km road including storm water drainage. And the upgrading of some internal streets from gravel to concrete paving blocks in various villages and township is continuous.

6.4.3 Public Transport

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

6.4.4 Types of Transport

Municipality have three types of transport mode:

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

6.4.4.1 Bus Operations

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

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

6.4.4.2 Taxi Operations and Taxi Ranks

In Greater Letaba Municipality and the district, taxis form a major high percentage of public transport. In Greater Letaba Municipality alone, there are 10 taxi ranks. Some of the taxi ranks are informal and therefore do not have the necessary facilities. There are plans to improve Modjadjikloof taxi rank in order to meet township standards

Table no 28: List of Taxi Ranks

Name of Taxi Rank	**Location**	**Formal/ Informal**	**Facilities**	**Utilized route**
Modjadjiskloof Taxi Rank	Modjadjiskloof-on street	Formal	Shelter, hawker facilities, loading bays, offices and ablution blocks	Tzaneen and Ga-Kgapane
Ga-Kgapane Taxi Rank	Ga-Kgapane-off street	Formal	Shelter, loading bays and ablution blocks, hawkers facilities	Tzaneen, Modjadjiskloof and Mokwakwaila
Sekgopo Taxi Rank	Ga-Sekgopo on Polokwane-Modjadjiskloof road	Formal	Shelter, loading bays and ablution blocks	Modjadjiskloof and Polokwane
Sekgosese Taxi Rank	Wholesale complex-off	Formal	Shelter, ablution facilities, paving and fence	Modjadjiskloof, Polokwane; Makhado and Morebeng

Mokwakwaila Taxi Rank	Mokwakwaila Village-off-street	Formal	Shelter, loading bays and ablution facilities, hawkers.	Ga-Kgapane
Maphalle Taxi Rank	Giyani-Mooketsi road at Maphalle Village	Formal	Shelter, loading bays and ablution facilities	Modjadjiskloof and Giyani
Khosothopa Taxi Rank	Giyani-Mooketsi road-off-street	Formal	Shelter, loading bays and ablution facilities	Giyani and Mokwakwaila
Phaphadi Taxi Tank	Mamaila village-on-street	Informal		Giyani
Mamphakhathi Taxi Rank	Mamphakhathi Village on-street	Informal		Mokwakwaila
Kheshokhole Taxi Rank	Matswi village on-street	Formal	Shelter, ablution facilities, paving and fence	Kgapane, Mokwakwaila

6.4.4.3 Rail Operations

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

Public Transport Challenges and Opportunities

- Integrated transport plan not reviewed.
- Lack of transport by-laws;
- Infighting among taxis operators for routes

- Railway if utilised could relieve the burden of road usage.

6.4.6 SWOT Analysis

Table no 29: SWOT analysis

Strength	**Weakness**
• Refuse collected in townships and various villages • Most household have access to basic services such as electricity • Water awareness campaigns	• Maintenance of infrastructure • Low applications of free basic service and water
Opportunities	**Threats**
• Alternative energy source (solar)	• In fighting among taxi operators for routes • Ageing water and sanitation infrastructure

7. SOCIAL ANALYSIS

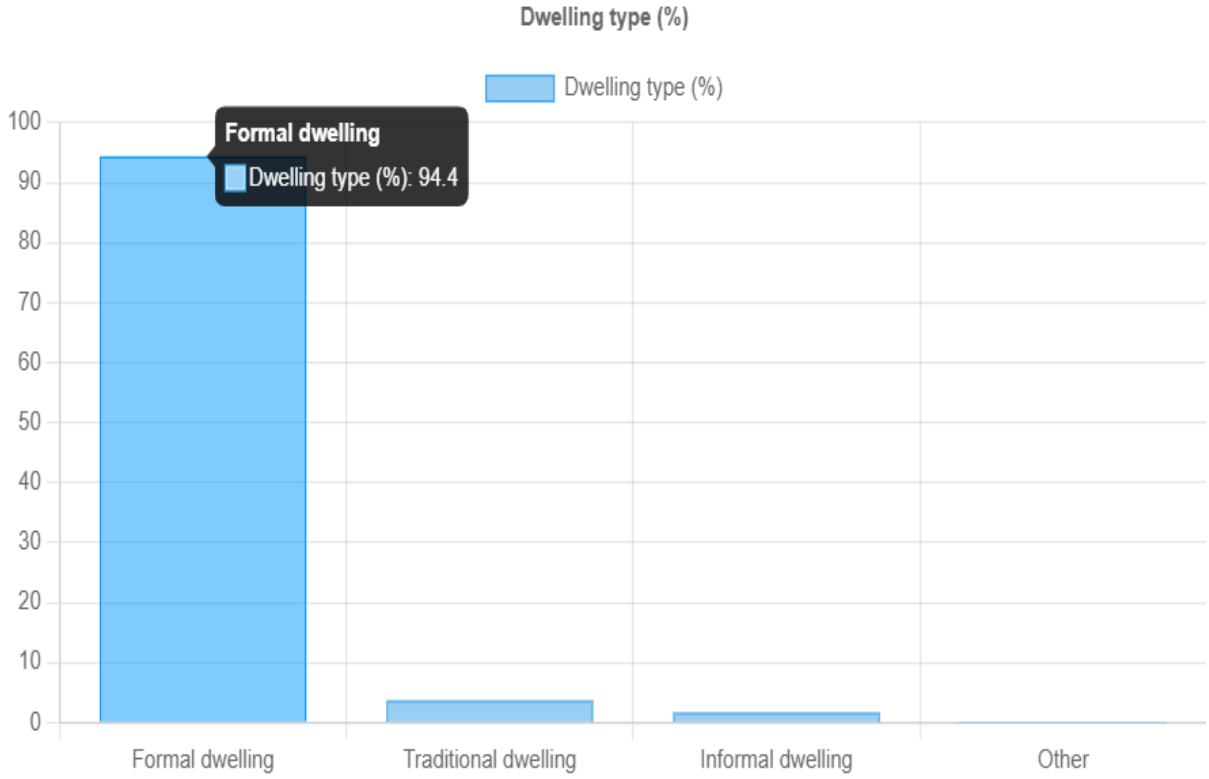
7.1 Background

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

The following is the socio-analytic reflection of GLM:

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

Table no 30: Type of Dwelling



Source: Census (2022)

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 Charter that outlines how the backlog will be eradicated. However, there are integrated housing developments in Maphalle and

Jamela. There are also development proposals in Modjadjiskloof Ext 4, Kgapane in order to address issues of housing.

7.3 Challenges

There is a need to unlock challenges of housing provision in Kgapane and Senwamokgope as well as unblocking of various projects in villages.

7.4 Informal Settlement

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

7.5 Health and Social Development

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

7.6 Health and Social Development Services Standards

According to the Department of Health and Social Development there is 1 hospital, 2 health centre and 20 clinics within the Greater Letaba Municipal area.

Table no 31: Health Facilities

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

Matswi	Matswi Clinic	
Senopelwa	Senopelwa Clinic	
Seaphole	Seaphole Clinic	
Ramodumo	Ramodumo Clinic	
Mamanyoha	Mamanyoha Clinic	
Lebaka	Lebaka Clinic	
Maphalle	Maphalle Clinic	
Raphahlelo	Raphahlelo Clinic	
Mamaila	Mamaila Clinic	
Middlewater	Middlewater	
Thakgalang	Pheeha Clinic	
Rotterdam	Rotterdam Clinic	
Bellevue	Bellevue Clinic	
Mpepule	Ratanang Clinic	
Total	**20**	**2**

Source: Department of Health, 2023

7.7 Access to Health Care

Report from StatsSA indicates that within the GLM area, 42% of communities reside within 20 km of a hospital, 4% of communities reside within 10 km of a Health Centre and 91% of communities live within 5 km of a clinic with additional of 165 mobile clinics. With the exception of the very low Health Centre statistic, GLM compares favourably with the other local municipalities in the Mopani District.

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

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

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

Table no 32: Ga-Kgapane Hospital Beds Statistics

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

Source: Department of Health, 2025

7.8 Health Facilities Challenges

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

7.9 Prevalence of Range of Diseases

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

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

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

7.11 Community Lifestyle

In GLM community lifestyle as well contribute to health problems such as stress, hypertension**,** heart diseases, diabetes and other health problems related to the lifestyle.

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

Other prevalent diseases in the community are Diarrhea; Pneumonia; Tuberculosis; Malaria; Sexual Transmitted Infection and Cholera

7.12 Safety and Security

The South African Police Service (SAPS) is responsible for public safety and security in the municipality. Community Policing Forums (C.P.F) has been established within the municipality, although not fully functional, working in partnership with the police to curb crime in communities. There is a need for police station in Sekgopo and active Community safety forums

Table no 33: 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. This is one area that the district needs to prioritize. The highest crimes in this municipality which are still posing challenges to communities are theft, burglary and assault.

Table no 34: Crime Hotspots

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

The following areas need satellites police station:

- Rotterdam
- Mothlele

7.13 Education

GLM has a number of existing schools and their condition leaves much to be desired. The maintenance and improvements of the schools in the municipality needs attention with libraries, adequate toilets and infrastructure.

Table no 35: Number of Existing Schools

Schools	ECD	Primary	Secondary	Independent	
	99				
Mopani East		81	57	4	142
Mopani West		42	24	4	70

Learner Ratio Primary ; 1:40

Secondary; 1:35

- Grade R-12 who travel 5 km and above per single trip to the nearest public school
- Learners who reside outside the determined radius may be provided with transport.
- Every learner has access to minimum set of text books

Source: Department of Education

7.14 Early Childhood Development Centres

Greater Letaba Municipality has 40 ECD centres.

7.14.1 Challenges of ECD Centres

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

7.15 National School Nutrition Programme

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

7.15.1 Challenge for National School Nutrition Programme

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

7.16 Education Backlog

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

7.17 Literacy Level

In terms of Census 2022, the statistics shows decline in the level of illiteracy below 15 %. Although the progress is therefore satisfactory, but 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.

With regard to the teacher/leaner ratio for primary Schools, GLM needs to be facilitated in order to comply with the norms and standard as well as the secondary school is within the framework of the national norms and standard, therefore the situation has areas that needs to be monitored to ensure compliance. The performance of primary schools in terms of annual assessment is not satisfactory as learner cannot read and write, this has a long-term impact on Grade 12 results.

7.18 Sports, Arts and Culture

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

- Mokwakwaila Stadium is complete;
- Senwamokgope stadium is complete;

- Ga-Kgapane stadium is currently being upgraded;
- Shaamiriri sports complex is complete;
- Sekgopo sports complex is complete
- Lebaka sports complex is also complete
- Madumeleng sports complex is currently under construction
- Rotterdam sports complex is complete
- Thakgalang sports complex is complete
- Mamanyoha sports complex is complete

The municipality has outdoor gyms in the following areas:

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

The municipality has functional community halls in the following area:

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

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

7.18.1 Sports, Arts and Culture Backlog

7.18.1.1 Libraries Facilities

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

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

The library facilities have been completed in the following area:

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

7.18.1.2 Gravel Playgrounds Facilities

In terms of the playgrounds, there are also backlogs in relation to play grounds in areas where there are no stadiums and there's a need for the municipality to embark on the programme of developing playgrounds in rural areas or to upgrade the existing ones to the acceptable standards. There is a need to look into areas like Bodupe, Thakgalang and other mountainous areas to assist them with grading for playgrounds. One other important factor to consider is the maintenance of the existing infrastructure.

7.19 Heritage Sites

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

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

7.20 Thusong Centre Services

The Municipality has one Thusong Centre which is currently operational at Mokwakwaila. The Mokwakwaila thusong centre has been awarded the Most Improved Centre Nationally and the Center Manager also received the Best Center Manager Award for the year 2023/2024. This is positive indication in terms of how the municipality continues to serve communities with various stakeholders involved.

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

The following organizations provide services in the centres:

- SAPS;
- Post Office;
- Social Development;
- Early childhood development centre;
- Scrapyard;
- Youth centre;
- Greater Letaba Municipality and
- Electricity Utility.

7.21 Post Office and Telecommunications

The telecommunication infrastructure plays an important role in the development of other socio-economic sectors. An effective telecommunication infrastructure that includes universal access is essential to enable the delivery of basic services and the reconstruction and the development of the deprived areas. Guest Wi-Fi services are available at all GLM offices for public to have access.

7.21 Number of Post Offices

GLM have several post offices which include Moeketsi,Modjadjiskloof, Sekgopo, Sehlakong; Ga-Kgapane post office and Soetfontein post office in Sekgosese area. 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	Sefofotse 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
3	Maapana Tshabelamatswale	Mtn.Vodacom
7	Mohlakamosoma Khekhuting Madiokong	Mtn ,Vodacom,Vodacom
18	Roerfontein Sephokhubje Tykline Newstands	Mtn Vodacom
26	All villages	Mtn Vodacom

Table no: 37: Icasa communication challenges

7.23 Post Office and Telecommunications Backlogs

7.23.1 Post office

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

7.24 Fire and Rescue Services, Disaster and Risk Management

7.24.1 Background Information

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

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

Table no 38: Major Disaster Risks Prevalent in the Municipality

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

8. LOCAL ECONOMIC DEVELOPMENT

8.1 Oerview of the Local Economic Development

The constitution is the overarching legislation in South Africa and all other policies, legislation and strategies have to align to it. It mandates all levels and spheres of government, to promote social and economic development.

Section 152 of the Constitution relates to economic development by stating the following objectives of local government:

- To promote social and economic development.
- To promote democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation.

Key Greater Letaba LED goals include:

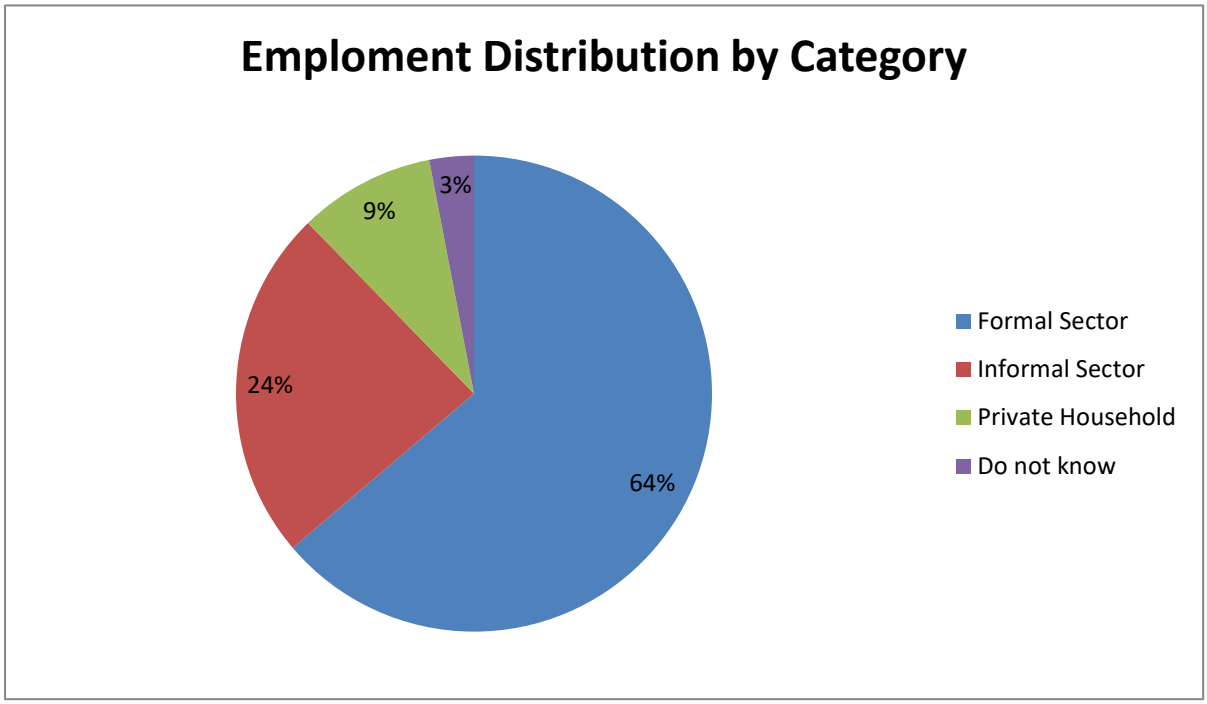
- Ensuring that the local investment climate is functional for local businesses;
- Supporting small and medium sized enterprises (SMMES;
- Encouraging the formation of new enterprises,
    - Enhancing coodination with agriculture and tourism sectors
- Attracting external investment (nationally and internationally);
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;

- Targeting particular parts of the city for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses;
    - Business Registry and Compliance (LIBRA)

8.2 Local Economic Profile

8.3.1 Employment Distribution by Category

Graph no 4: Employment Distribution by Category



Source: (Census 2022)

Table no 39: Employment Distribution by sector

Type of Sector	No of people employed
Agriculture	3 421
Mining (Sand)	664
Manufacturing	2 673
Electricity	350

Construction	2 476
Transport	1 584
Trade	11 258
Finance	2 112
Community Services	8 730
Household	1 228

8.4 Comparative and Competitive Advantage of Greater Letaba Municipality

8.4.1 Agricultural Sector

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

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

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

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

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

8.4.2 Forestry Sector

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

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

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

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

8.4.3 Tourism Sector

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

- Rain Queen (Queen Modjadji);
- The African Ivory route that passes through Modjadjiskloof;
- Modjadji Nature reserve, with the Modjadji (Encephalartos Transverse Cycad Forestry only found here);

- Modjadji Lodge (Lebjene);
- Vast tomato plantations of ZZ2;
- Shidila Lodge
- Modjadjiskloof waterfalls;
- Modjadjiskloof Lodge and caravan Park;
- Walking trails;
- Grootbosch;
- Manokwe Caves;
- Nehakwe Mountains Lodge.
- The Modjadji Royal White House

8.4.4 Retail Sector

8.4.4.1 Formal Trading Activities

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

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.
- The Limpopo business registration centre will also go a long way in assisting small businesses and promote entrepreneurs.

8.6 Local Skill Base

Greater Letaba Municipality should concentrate on three priority sectors namely agriculture, tourism, manufacturing 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. The municipality is an agricultural and tourism based potential and skills can be invested in those sectors.

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 also because of its centrality.

8.8 Challenges in the Municipal Economic Development

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

8.8.1 Land Claims

Vast majority of the land in greater letaba is privatelty onwed and subjected to land claims. There is progress in terms of other claims that have been settled but much can be done so that opportunities can be unlocked to develop the municipality. The process of land claims is a lengthy one and has as yet not been resolved by the Land Claims Commission.

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

8.8.2 Lack of Funding or Financial Support

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

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

8.8.3 Lack of Skills

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

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

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

8.8.4 Access to Markets

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

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

8.8.5 Lack of Adequate Water

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

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

8.8.6 Lack of Industrial Estate

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

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

8.8.7 Lack of Tourism Infrastructure

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

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

8.9 LED Projects in Greater Letaba Municipality

The municipality is embarking on various LED projects with the aim of growing the economy through identifying and assisting various SMMEs within the municipality to be self-sustaining and create employment. In the past financial year, the municipality was able to assist local farmers through farming inputs (seeds, boreholes, fencing, fertilizers, water tanks, drips). The LED section continues to monitor and work with various local business within the LED forums to address issues around economic development in the municipality. The LED section plans to rejuvenate the tourism sector, trade and industry and agriculture sector for the municipality to attract employment and capital investment and unlock hidden haritage sites. Manokwe Cave, Mokwakwaila factor business center, operationalisation of Senopelwa Showground, Caravan Park are some of the plans the municipality will embark on in the 2025/26 financial year. In terms of Tourism, the municipality plans to have tourism signage in all tourism establishment.

8.10 SWOT Analysis: Local Economic Development

STRENGTH	**WEAKNESSES**
• Functioning Agriculture, Tourism Forum and • Proactive LED staff. • LED Forum	• 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 • Insufficient funds to maintain existing infrastructure.
Opportunities	**Threats**
• Growing retail opportunities;	• High unemployment and high proportion of discouraged workers;

• Tourism sector opportunities; • Agricultural sector. • Limpopo business Registration centre	• 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;

Table no 42: Local Economic Development SWOT Analysis:

9. FINANCIAL VIABILITY

9.1 Introduction

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

9.2 Financial Management System

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

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

9.2.1 Credit Control and Debt Collection Procedures/Policies

The municipality has a credit control policy which outlines methods and procedure for debt collections in terms of non-compliance. 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 which enables the municipality to collect revenue.

9.2.3 Revenue Management

The municipality has mechanisms in place to ensure revenue enhancing capacity within the municipality. Due to reliance on grants and low collection on rates and services, the municipality has developed the revenue enhancement strategy to assist the municipality to effectively generate income. The purpose of the strategy is to stabilize the financial and economic sustainability of the municipality to broaden the income base and increase revenue and reduce proportionally high costs to affordable levels and to Create an environment which enhances development, growth and service delivery. There is a need for the municipality to embark on collections in different properties owned by the municipality but services not being paid by the people utilising these properties.

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.

9.2.5 Tariffs policy

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

9.2.6 Indigent policy

In terms of the municipality's indigent policy, households with a total monthly gross income as determined by Council qualifies to a subsidy on property rates and services charges for sewerage and refuse removal and will additionally receive 6kl of water per month free of charge. The free basic electricity households are also covered in the Indigent policy. The policy gives priority to the basic needs of the community, promote the social and economic development of the community and ensure that all residents and communities in the municipality have access to at least the minimum level of basic municipal services.

9.2.7 Rates policy

The Rates policy allows the municipality to exercise their power to impose rates within a statutory framework which enhance certainty, uniformity and simplicity across the nation, and which takes account of historical imbalances and the burden of rates on the poor. The objective of this policy is to give effect to the implementation of the Rates policy as contemplated in Section 6 of the Municipal Property Rates Act.

9.2.8 Writing Off of Irrecoverable Debt

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

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

To set clear guidelines in respect of the following:

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

9.2.9 Inventory and asset Management

The main function of asset management unit is to ensure the efficient management of municipal assets and address issues of internal controls. The Municipality is conducting stock count on quarterly and annual basis to account for inventory.

9.2.10 Cash flow Management

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

9.2.11 Expenditure Management

Creditors are paid within 30 days from the date of submission of invoices.

9.2.12 Supply Chain Management

The municipality has formulated and implemented a Supply Chain Management Policy legislative requirement. The municipality has supply chain management policy which is implemented as per MFMA and other relevant legislations and prescripts.

9.3 Financial Sources of the Municipality

The Municipality has the following sources:

- Equitable share;
- Financial Management Grant;
- Municipal Infrastructure Grants (MIG);
- Integrated National Electrification Programme (INEP)
- Expanded Public Works Programme (EPWP)
- Agency fees from the Department of Transport;
- Revenue from exchanged transactions such as service charges electricity and refuse;
- Licences and permits and
- Traffic fines.

- Agency fees from Mopani District Municipality
- Energy Efficiency site demand management

9.4 Budget and Treasury Management

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

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

The municipality also adheres to the stipulated timeframes with regard to submission of financial statements and addresses audit raised timeously.

9.6 Corrective Measures on Auditor General Reports

Audit action plan was developed to address findings raised by Auditor General. The Audit Steering committee was also established to track progress during audit and monitor implementation of the AGSA's matters.

10. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

10.1 Background

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

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

- Public participation;
- IDP representative forum;
- Imbizos;
- Quarterly meeting of Traditional leaders;
- Inter- governmental forum at local level;
- Community input through wards committee and
- Environmental-Forum.

10.2 Municipal Council and Committees

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

10.3 Relationship with Traditional Council

GLM has a good relationship with the 10 traditional council. These traditional leaders sit in the council of the municipality. The municipality has established a Traditional Leader's Forum which sits on quarterly basis with the Mayor.

10.4 Inter-governmental Relations

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

10.5 Community Input

The municipality will appoint ward committees in all wards that assist the municipality in getting community inputs.

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

10.6 Ward Committees

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

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

10.7 Community Development Workers

The municipality has 18 CDW's against 30 wards, meaning some of these CDW's are allocated in more than one ward. These impacts on the effectiveness of their operation.

10.8 Oversight Committees

10.8.1 Municipal Public Account Committee (MPAC)

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

10.8.2 Municipal Council Committees

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

10.9 Audit, Anti-Corruption and Risk Management

10.9.1 Internal Audit

Risk based audits are conducted and reports are submitted to management and audit committee. The municipality has its own audit committee which performs its responsibility in terms of Sections 165 and 166 of the MFMA.

10.9.2 Antifraud-Corruption Strategy

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

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

10.10 Risk Management

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

STRATEGIC RISK 2023/2024				
No	**Strategic objective**	**Risk**	**Root causes**	**Action Plan**

1	Access to sustainable quality basic services.	Basic services disruptions	Critical damage to infrastructure due to vandalism or natural disaster Ageing infrastructure Inadequate maintenance of infrastructure Ineffective inter-governmental relation Inadequate of service delivery by-laws Inadequate access to communication networks lack of service delivery standards Illegal strikes Unavailability of electricity supply Poor quality of project deliveries by emerging SMME's (Small medium, and micro enterprise)	Installation of solar and inventor system Implementation of Electricity infrastructure maintenance plan Implemenatatino of road mainteanance plan Implementation of road maintenance plan Ensure functionality of the local IGR Gazetting of By-laws (Property rates, Credit and debt management, environmental management and electricity by-laws) Monitoring of SMMES through SLA with engineers Review of institutional service delivery standards

2	Improved quality of life	Unsafe working environment and conditions	Workplace congestion Non-compliance with occupational and health safety procedures Non-functional OHS committee Lack of experience working with heights devices	Training of employees on standard operating procedures for OHS Training of employees on fall arrester system Procurement of fall arrester system Ensure the functionality of OHS Committee Conversion of municipal houses into offices
3	Improved governance and organization excellence	Fraud and corruption	Inadequate fraud detection procedures Non compliance to ethical standards Inadequate internal control review Lack of consequence management	Ongoing financial interest disclosure Pre-employment screenings Review of fraud prevention plan Conduct fraud and ethics risks assessment Employee induction programmes (integrity, ethics and conduct) Investigation of fraud and corruption cases reported Implementation of consequence management Implementing system generated receipts

4	Sustainable financial institution	Inability to raise sufficient revenue	Limited revenue streams Lack of implementation of revenue enhancement strategy Poor financial health Unavailability of cashflow	Finalisation infrustructure funding agreements Increase revenue collection (Billing Vs Collection: 95%) Review of detailed revenue enhancement strategy Implementation of revenue enhancement strategy
5	Improved quality of life	Inadequate response to current and future climate change impacts	Climate change leads to extrene weather events, natural disasters Inadequate assessment of vulnerability to climate change	Development of climate change response strategy Implementation of climate change response strategy Intergrate climate change to institutional policies Conducting cliamate change awareness Maintenance of infrastructure damaged by natural disasters
6	Improved human resource	Ineffective human resource management	Poor management and negligence Non-compliance regulations and laws. Non compliance to ethical standards	Effective implementation of training program Implementation of organisational structure with clear roles and accountabilities Implementation of code of ethics and fair labour practices.

				Effective communication with employees Cascading PMS to Managers and Deputy Managers level
7	Improved governance and organization excellence	Cyber attack and phishing	Lack of investment in cyber security Poor knowledge of cyber threats Use of personal devices on municipal network Connecting municipal devices to external network Inadequate information security controls	Conducting vulnerability test assessment Information security awareness campaigns Licensing of security controls(firewall and unti-virus software)
8	Sustainable financial institution	Inability to continue as a Going Concern	Inadequate implementation of credit control policy Inaccurate and incomplete billing of customers Lack of property rates and debt collection by-	Implementation of credit control policy inclusive of Government Departments/ entities Gazetting of property rates and debt collection by-laws Conducting of data cleansing Review of Debt Collection

			laws Inability to collects debt	mechanism regarding the parked accounts (Inactive accounts) Finalise transfer of tittle deeds for properties that are still in the name of the municipality and yet they are occupied (Extension 5)
9	Integrated sustainable development	Non-alignment of IDP, Budget and SDBIP	Lack of database for all stakeholders. Non-Implementation of IDP Review process plan. Lack of feedback on planned projects Lack of coordination between IDP, Budget and SDBIP	Utilisation of Munsoft to align IDP, Budget and SDBIP Consideration of plans (IDP,budget and SDBIP) by technical rep forum Review of Plans by IA and AC Utilisation of Munsoft system to align the plans
10	Improved and inclusive local economy	Uncoordinated informal and street trading	Inadequate implementation of LIBRA. Unavailability of Street Trading by-law	Conduct door to door campaigns for unregistered businesses. Implementation Street trading by-Laws

11	Integrated sustainable Human settlement	Land invasion	Lack of land invasion strategy Population growth and rural-urban migration Inadequate implementation of by-laws Delay in eviction of land invaders Reluctance of landowners to release land for economic development Lack of buy-in from sector departments	Implementation land invasion strategy Implementation of SPLUMA by-laws Implementation of land invasion court orders Effective communication with land owners
12	Sustainable financial institution	Insufficient cash reserves to cover short - term creditors/commitments.	Current assets are less than current liabilities. Adoption of unfunded budget Tariffs not cost reflective. Theft of money collected	Development of financial recovery plan Implementation of cost containment measures Improvement of the municipality's cash coverage ratio Reduction of non-core expenditure Review of costing structure

10.11 Supply Chain Committees

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

10.12 Complaints Management System

The municipality has established a complaints management system in order to address service delivery related complaints. Through this system the municipality is able to attend and address issues concerning the municipality. The municipality has established the batho pele committee The premier complaints forum and the presidential hotline are also in place are also in place.

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

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

Table no 43: Municipal Audit Outcomes from 2018/2019 to 2022/2023

2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

Source: Auditor General Report

10.14 Public Participation Programme

The municipality has developed an annual public participation programme. The programme targets all wards and specific villages. These meetings afford politicians opportunity to report back on progress made and direct contact with ordinary community members. The municipality will conduct IDP/Budget public participation during the month of April 2025. These meetings were 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 has a Communication unit. These initiatives have improved communications amongst stakeholders around key municipal activities and programmes.

10.16 Special Programme for Council

The special activities of council are namely:

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

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

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

10.17 Organizational Structure and Alignment to Powers and Functions

The municipality had developed an organogram which has been adopted by council. The total composition of the staff establishment is 321 with 279 posts filled. This indicates a vacancy of 56 posts which is 17%. The filling of posts is done in terms of the need that is informed by the IDP and Budget. The organogram was done in line with the powers and functions of the municipality. All the positions are aligned to the powers and functions.

10.18 Special Groups

10.18.1 Youth and Children

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

Table no 44: Needs and Challenges of Youth and Children

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 about over 55% of the general population. Elderly women are as well regarded as vulnerable group in the society and they are faced with serious challenges.

Table no 45: Needs and Challenges of Women and Elderly

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 46: 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	Unavailability of assistive devices

10.19 HIV/AIDS Mainstreaming in the Housing Sector

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

Some of the connections between housing and HIV/AIDS:

- Evictions and homelessness
- Overcrowding
- Stretched household budgets.

11. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

11.1 Background

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

11.2 Political Structure

11.2.1 Political Component

GLM is a category B type municipality and is graded at Level 3. It has an executive committee system. The political component of the municipality comprises of 60 councillors, 30 of them are ward councillors with each representing their constituencies. The Mayor is the political head of the municipality. The Speaker presides over the council. By comparison, there is a political stability in the municipality.

11.2.3 The Executive Committee

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

Table no 47: Executive Committee Members

Cllr. Mamanyoha T.D	The Mayor
Cllr. Lebeko F	Corporate and Shared Services
Cllr. Kgapane T.J	Budget and Treasury
Cllr. Ramaremela M.J	Economic Development, Housing and Spatial Planning
Cllr. Mangena M.S	Environment Affairs
Cllr Mohlele M	Public Transport and Roads
Cllr. Baloyi R.G	Infrastructure
Cllr. Selowa M.G	Water and Sanitation Services
Cllr. Mosila M.R	Community Services
Cllr. Ramaano K.E	Sport, Recreation, Arts and Culture

Table no 48: MPAC Committee Members

MPAC Chairperson	Cllr. Makhurupetse M.M
Committee Members	Cllr. Mohale R.W Cllr. Lekitima M.V Cllr. Mohale M.J Cllr. Monyela K.B Cllr. Selowa D.L Cllr. Ramapuputla L Cllr. Ndima B.H Cllr. Mabidilala E Cllr. Mangena M.S

Greater Letaba Municipality Organogram

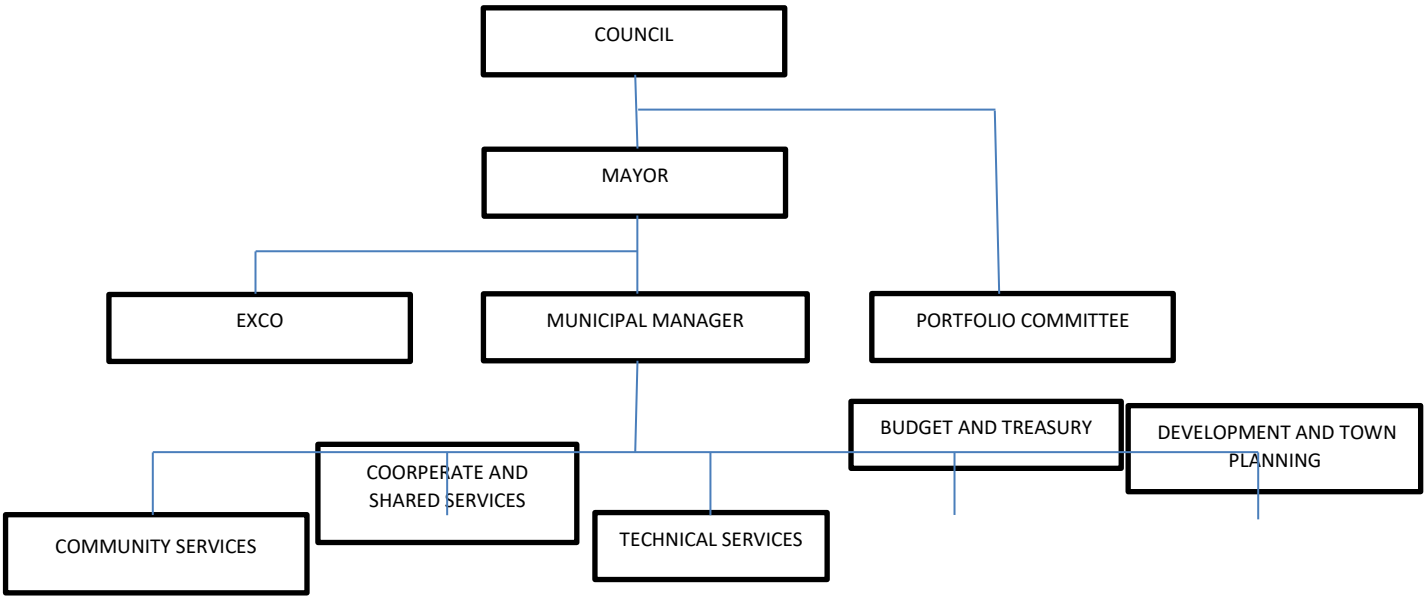


Figure no:1 GLM Organogram

11.3 Greater Letaba Municipality Employment Equity

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

Table no 49: Employment demographics

Occupational level	**Male**		**Female**		**TOTAL**
	African	**White**	**African**	**White**	
Top management (section 57)	01		00	0	01
Senior management(level 02)	03		02		05
Professionally qualified and experienced specialist and mid management (level 03)	38	1	11	01	44
Skilled technical and academically qualified workers	27	0	21	0	48

,junior management, supervisors, foreman, and superintendents					
Semi-skilled and discretionary decision making	47	0	32	0	79
Unskilled and defined decision making	40	01	51	0	97
Total	**157**	**01**	**120**	**01**	**279**

11.4 Greater Letaba Municipality's Powers and Functions

- The provision and maintenance of child care facilities;
- Development of local tourism;
- Municipal planning;
- Municipal roads and public transport;
- Administer public regulations;
- Administer billboards and display of advertisements in public areas;
- Administer cemeteries, funerals parlours and crematoriums;
- Cleansing;
- Control of public nuisances;
- Control of undertakings that sell liquor to the public;
- Ensure the provision of facilities for the accommodation, care and burial of animals;
- Fencing and fences;
- Licensing and dogs;
- Licensing and control of undertakings that sell food to public;
- Administer and maintenance of local amenities;

- Development and maintenance of local sport facilities;
- Develop and administer markets;
- Development and maintenance of municipal parks and recreation;
- Regulate noise pollution;
- Administer pounds;
- Development and maintenance of disposal;
- Administer street trading;
- The imposition and collection of taxes and charges on fees as related to the municipal's function;
- Receipt and allocation of grants made to the municipalities;
- Imposition and collection of other taxes, levies and duties as related to the municipalities functions and
- Refuse removal, refuse dumps disposal.

11.5 Administrative Component

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

Six (6) directorates in the municipality namely:

- Municipal manager and Mayors office
- Budget and Treasury Office;
- Technical Services;
- Corporate and Shared Services;
- Community Services and Social Development
- Development and Town Planning.

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

Table no 50: Municipal Directorates and their Functions

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

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

11.6 Management Information System

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

The following policies are approved by the Council:

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

11.7 Community Participation

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

Mechanisms used by the municipality to involve communities are:

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

11.8 Human Resource Management System

The focus of human resource management in the municipality is to develop the necessary capacity internally so that the organisation can execute its developmental mandate.

The following human resource policies are approved by the Council:

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

- Recruitment and selection policy;
- Protective clothing allowance policy;
- Smoking policy;
- Subsistence allowance policy;
- Succession planning policy;
- Travel allowance policy for councillors;
- Telephone management policy;
- Anti-fraud and corruption policy;
- Whistle blowing policy;
- Car allowance policy;
- Career management and retention policy;
- Transport control policy and
- Sports policy.
- Leave management policy
- Ward committee policy
- EPWP policy
- Danger allowance policy
- Covid-19 policy

11.9 Employment Equity Plan and Challenges

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

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

People with disability are not represented at the management level. However, there are challenges in terms of achieving employment targets which include amongst others the reluctance by members of the designated groups to apply for positions at management level

despite the management efforts encouraging them to apply during advertisement. When they have applied the issue of capacity becomes a challenge.

11.10 Vacancy Rate within the Municipality

The vacancy rate of Greater Letaba Municipality is at 15% (48 vacant posts).

11.11 Skills Needs within the Municipality

Greater Letaba Municipality has a need for skills such as Finance, Tourism Engineering and Built Environment, and Information Technology

11.12 Performance Management System

Performance Management is a tool that is 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 the organisation.

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 municipality's Performance Management Framework was guided by different pieces of legislations which include amongst others the following:

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

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

12. Prioritization

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

12.1. Priorities of Greater Letaba Municipality

The following are the priorities of the municipality:

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

12.2. Community Priorities

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

Ward Priority Needs

Focus Area	Sub-Focus Area	Priorities	Comments and Projections
Spatial Development	Shortage of land for development	Land for development and human settlement in Ga-Kgapane and Modjadjiskloof (Ext 4) and Sekgosese Mokwakwaila Development Land Audit	Need to address land invasion around Kgapane - Enforce Court orders Modjadjiskloof Ext 4 -Liaise with Coghsta and MDM on funding and support they will provide Prioritise Mokwakwaila development Need for Land Audit Budget

	SDF	Implementation of SDF in all wards	Adopted by Council
Infrastructure Development	Water	• Water reticulation in all villages • Maintenance of boreholes and pump water in all villages	• MDM to intervene • Strategic Planning Resolved for the Municipality to meet with MDM on issues of water • Currently 367 boreholes in GLM, 282 working, 85 not working, 56 needs to be electrified, 19 vandalised
	Sanitation	• Replacement of the ageing sewer system in Ga-Kgapane, Modjadjiskloof, Senwamokgope • VIP toilets in all villages (Reported about 7000 Needs across ward • Connection of sewer system from Mokgoba to Modjadjiskloof	• MDM to intervene on issues of sewer

	Bridges and Storm water	• Low level bridge across various wards ,over 100 reported • Technical to assess for costing • Grading and rehabilitation of streets	• **Currently 13 bridges that need intervention namely:** • Sekgopo (bridge to moshate ; • Motsinoni-Mamakata bridge. • Boshakhe bridge • Sephokhubje-Mamaila bridge; • Shaamiriri bridge (mpepule to shamfana); • Rotterdam - Sephokhubje bridge; • Rotterdam bridge; • Abel – Shamfana bridge; • Mapaana – Medingen bridge; • Ramodumo-Kuranta bridge • Setaseng – Moshate bridge

			• Polaseng-Matipane bridge; • Mokwasele – Rabothata bridge • Mabulane to Mothobekhi bridge The following low-level bridges will be constructed through the MDRG (Municipal Disaster Response Grant) in the current fy 2023/24: • Tshamahansi low-level bridge • Mokwasele low-level bridge • Sekgopo Ramoadi low-level bridge • Ramaroka low-level bridge

	Roads and Pavements	• **Bemuda Roads** 1. Sekgopo Street Paving ph2 (2km)(Public Works) 2. Mokgoba Street paving Ph2 (500m) 3. Moshakga/Makaba Street Paving Ph2 (2,5km) 4. Itieleng Street Paving Ph2 (600m) 5. Thakgalang Street Paving 6. Mapaana Street Paving Ph2 **Flat terrains (Moderate)** 1. Matshelapata Street Paving Ph2 (500m) 2. Refilwe street paving (500m)	There is a backlog of 696km of roads that need intervention. Other roads to be prioritised for Regraveling programmes 5.6km of Critical Backlog pavements

		3. Matshwi Street Paving Ph2 (500m) 4. Mamaila Phaphadi Street(500m) 5. Jamela Street Paving Ph2(900m) 6. Mapaana Street Paving **Flat terrains (Critical)** 1. Masakhaneng Street paving • **Gravel Roads in need of paving: Mountainous Terrains** 1. Upgrading of Burkina Faso Access (2km) 2. 1,2 Access road at Itieleng (Ward 3)	2,9km moderate pavements that need attention 4.9km of Critical roads with backlog of pavements

		3. Upgrading of 600m at Tlhabeleng access road • **Gravel Roads in need of paving: Flat Terrain** 1. Upgrading of 600m access road to cemetery at Mamaila Mphotwane 2. Upgrading of 1.8km road from Mphebatho to the borehole 4. Upgrading of 800m access road at Kwetane Village 5. Upgrading of 500m via Mmola street at Lemondokop	

		6. Upgrading of 500m access road passing over the low level bridge at Mothobekhi 7. Upgrading of 900m access road at Mamatlepa 8. Upgrading of 1,5km access road at Rampepe 9. Upgrading of 800m Joe - Smiley Street 10. Upgrading of 1,8km access road Mpepule 11. Mogano Section 800m Access Road (Sekgopo)	Over 11km of roads that require attention

	Electricity	• Electrification of the remaining households • High mast lights in all wards (167 in total so far) • Maintenance of existing high mast lights in all wards • Street lights in junctions • Free Basic Electricity	In terms of High Mast backlog Bodupe, Hlobola, Kotana, Shawela B,, Sefofotse,Tsatsa and Sekgothi have no High mast installed. Maphalle, Matshwi, Rapitsi, Manningburg, Mamaila, Whole Sale, Sephokubje, Ntata have high rate of Housebreaking and theft and

			High mast should be prioritised. Total High mast Across wards is 167
Economic Development	Local Economic Development	• Unlock Agriculture Opportunities • Exploiting existing economic opportunities e.g. Caravan park (Leasing), Waterfalls Manokwe Cave Agro Processing In GLM Mokwakwaila has a potential in terms of its centrality Tourism and Accommodation Modjadji Nature Reserve and Modjadji Nursery Modjadji Queenship and Development of a palace	Need to increase SMME Support Programme in order to create jobs and grow the economy Economy Letaba TVET College as a Key Stakeholder in Skills development Improve relations with ZZ2

		Refurbishment of the market stalls in Maphalle, Kgapane Taxi Rank, Wholesale in Sekgosese.	
Environmental and Waste Management	Refuse removal	• Removal of waste in all wards • Additional Skip bins in areas of backlog (About 70 Across wards) • Landfill site	• Currently 80 skip bins across wards, There is a backlog across other outstanding villages but attention needed for extra skip bins around Modjadjiskloof, Kgapane, Madumeleng, Mokwakwaila, Maphalle, Senwamokgope ,ZZ2, Shoprite Usave Sekgopo, Matswi uSave, Mamaila Usave, Mamaila Mall ,All Joy ,Mooketsi Drive Through (22 skip bins with potential for revenue) , this are areas with economic activities and as a results of flee markets and other

			factors bins regularly needs to be collected
Social Services	Housing	• RDP houses and completion of the blocked RDP houses in all wards • Backlog of 3800 • Over 10000 Reported across wards	• 106 Allocation
	Communities Facilities	• Maintenance and building of community facilities in all wards • 21 Community Halls • 8 Stadia and 6 Libraries	• Community services has put aside budget to continuously maintain facilities • Service providers for maintenance on advert
	Health	• Mobile clinics • Additional new clinics • 24 Hour clinic operational	•
	Transport, Safety and Security	• Satellites police stations	• Sekgopo needs Police station

		• Mokwakwaila and Senwamokgope DLTC	• Rotterdam and Mohlele need satellite Station
	Education	• Establishment of new school in Goudplaas and other needy areas • Institution of higher learning e.g. TVET • Extra classrooms and additional blocks in needy schools • Resourcing of Libraries	

Ward 1								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements	Koope to Khebefe Thibeni to Madumeleng Lenokwe to Matswi Majakaneng to cemetery Majakaneng to Sehlomamotheka Mabusana to Mahowa Pakong to Mabosana Thibeni to Maolwe Mabusana to Matswi Paeng to Masalanabo Sehlomamotheka Sehlakoni to Thibeni	Thibeni to Madumeleng design done, under Thibeni Street Paving- Budget link for construction Makhuthukwe Street Paving under construction The major problem in the area is storm water drainage control and management as a result of mountainous terrain				
2	Access to sustainable quality basic services	Regravelling	All Villages	Road leading to public facilities like schools, cemeteries are prioritised	Opex	Opex		Regraveling done ongoing process
3	Improved quality of life	Boreholes/Water	Need for operating boreholes across ward	Currently providing water using water tankers	MDM	MDM		
4	Integrated human settlement	Housing/RDP	X240 RDP Houses Across ward X300 VIP toilets	Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation	MDM	MDM		

5	Access to sustainable quality basic services	Electrification Public Lights	Electrification of Koope/ Khebefe High mast Ketlakoni High Mast Rasodi High Mast at Koope High Mast Maolwe High mast Lenokwe	Contractor on-site at Koope/ Khebefe There's a budget allocated for High mast in Various villages. Lenokwe, Koope, and Maolwe villages have not yet benefited in the ward				Contractor on-site at Koope/ Khebefe, awaiting energization date for transformer zones before installation of house connections
6	Integrated human settlement	Shoping Complex	Madumeleng	Priority noted and will be considered also with relevant stakeholders				
7	Integrated human settlement	Police Station	Mabumeleng	Priority noted and will be considered also with relevant stakeholders				
8	Access to sustainable quality basic services	Sports amenities	Madumeleng Sport Complex	Contractor on-site at Madumeleng Sport Complex				

Ward 2								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	

1	Access to sustainable quality basic services	Pavements	Mohlakong to Makaba (2km) (phase 2) Bodupe 2 to 4 km (phase 2) Main Road to Selomo (Moshaka Motsinoni (Senamela to Dingaan, 2km)	Area is mountainous and hilly and as results need to be prioritised. Designs for Motsinoni Street Paving done				
2	Access to basic sustainable quality basic services	Regraveling	All villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritised				
3	Access to sustainable quality basic services	Electrification Public Lightning	Motsinoni and Mahlakong Village Electrification backlog list High mast Moshaka High mast Bodupe x2	Moshaka and Bopupe has not benefitted in terms of high mast and will be prioritised in the allocation				
4	Improved quality of life	Borehole/Water	Motsinoni and bodupe village don't have functional borehole	To be addressed with the relevant stakeholders, currently providing water using water tankers				
5	Improved quality of life	Houses/RDP	Mohlakong x 150, x120 toilets Bodupe x100 Toilets x100 Mabaka x50, toilets x50 Moshaka x100, toilets x100	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				

			Motsinoni x100, x100 toilets					
6	Access to sustainable quality basic services	Speed humps	Moshaka	Noted and to be addressed with the relevant stakeholders				
7	Improved quality of life	Skip Bins	2 Moshaka 2 Mohlakong 1 Bodupe 1 Mabaka	Prioritised				
8	Bridge	Bridge	2 low level bridge needed at moshakga					
9	Health	Health	Moshakga village need mobile clinic	Priority will be referred to relevant stakeholders				

Ward 3						
Priority	**Strategic Objective**	**Priority**	**Priority and Location**	**Departmental Response to priority**	**Budget Linkage**	**Departmental Response Update**

					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Itieleng Paving (Priority) Road maintenance in the ward is key Maapana to Mokgato Paving to Sekhukhumele high school Tshabela-Matswale Street Paving	The area is a mountainous The priority for paving has been noted and will be prioritised based on available budget Tshabela-Matswale Completed				
	Access to sustainable quality basic services	Low level bridges	Bridge between Home 2000 to Mesopothamia. Bridge between W.M Kgatla and Park Town. Bridge Home 2000 and Ga Rapitsi ext. Seretseng. Tshabelamatswale to Makgalemele (Priority) Moseamedi and Ngobeni	The priority for low level bridges has been noted and will be prioritised based on available budget. No designs developed currently				Meloding Storm Water Canal budget Allocated
2	Access to sustainable quality basic services	Regraveling	All ward	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
3	Improved quality of life	Water	Water infrastructure and boreholes 8 boreholes needed	Water supplied through Politsi Bulk water scheme. Other areas depends on Water tankers, eg Itieleng, Mapaana, Las Vegas				

4	Access to sustainable quality basic services	Sewage	Sewage system 200 toilets	Priority noted and will be referred to relevant stakeholders Technical department to facilitate				
5		Skip bin	Across ward	4 skip pins needed				
6	Access to sustainable quality basic services	Electrification	No household backlog list received 1 High mast across each village in the ward	 There is no current registered backlog and additional will be prioritised				
7	Improved quality of life	RDP	250 Across ward Shortage of land a challange	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation Technical department to facilitate				

Ward 4									
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Reported Year**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Respons0e Update**
						2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements	Masakhaneng Newtown Between court & Sassa Molailai to Sekhukhumela Paving Behind hotel Paving at meshasheng, street behind hotel, magistrate & Newtown Patching of potholes	2006,2011,2016,2021	The area is flat and accessible. Priority will be noted based on available budget				
	Access to sustainable quality basic services	Speed humps	Speed humps requested in the 10 years Need speed humps next kgapane hospitals, wm kgatla and kgapane high intersection requested in the past 12 years	**2011,2016,2021**					

2	Access to sustainable quality basic services	Bridges and low-level bridges	Mesophothamia and Home 2000 Mesophothamia and Kgaphamadi Between Meshasheng and Plaza Masakhaneng Ext 05 also Shidila Bridge behind ZCC church Khutsong Las Vegas to Mapaana There is collapsing bridge next to shell The bridge to plaza past 10 years budget withdrawn it twice Removal of soil on paved road Ext 08	2001,2006,2011,2016,2021	The priority for low level bridges has been noted and will be prioritised based on available budget. No designs developed currently				
3	Integrated human settlement	Housing	Fixing Dilapidated old 4 room at Mapolankeng RDP Houses in the ward Fix the incomplete RDP Land for housing is needed Delapitated houses at mapolankeng and loss my cherry	**2011,2016,2021**					
4	Improved quality of life	Sanitation	Replacement of old flush toilets	2011,2016,2021	Priority noted and will be referred to relevant stakeholders				

			Unblocking ext 7 Sewage blockage (over 10 years reported) Construction of storm water channels (SL Hardware)		Old flush toilet reported to MDM for intervention and not response currently				
5	Access to sustainable quality basic services	Electricity	Solar Geyzers Kgapane Street lights (Mooiplass, Kgapane Entrace, Modjadji Plaza) Fixing of flood light between meshasheng & plaza, stadium and ext 05	2011,2016,2021	Street light priority will be followed up and prioritised based on the available budget				
6	Access to sustainable basic services	Library	Fully resourced library ward 4 Wifi needed at the youth centre Need sport competitions back	2011,	Engagements with relevant stakeholder to commence				
7	Access to sustainable basic services	Education Admin Block Mamatlepa Primary	Re Opening Modjadji College School for disable people is needed Classrooms are needed at kgapane high Kgapane	2011,2016,2021	Department of education to be engaged to consider the priority				
	Improved quality of life	Politsi Plant final Phase	Politsi	2012,2015,2016,2021	Dispute on the Water use licence				
8	Improved and inclusive local economy	SEDA and NYDA Offices	Kgapane	2011,2016,2021	Consultations with SEDA and NYDA				

9	Improved and inclusive local economy	Flee Markets Market Stalls	Kgapane Handover market stalls to beneficiaries Need flea market with 100 stalls Hawker's path behind plaza Stimulars packages for SMMEs	2011,2016,2021	LED Directorate to look into the priority based on the available budget				
10	Improved and inclusive local economy	State of the art theatre	Kgapane	2011,2016,2021	Arts and Culture Department to be consulted with the proposal				
11	Improved and inclusive local economy	Swimming Pools	Kgapane	2010,2011,2016,2021	Priority be considered based on the available budget				
12	Integrated human settlement	Police station	Kgapane	2012	Currently under construction				
13	Integrated human settlement	Fire Station	Kgapane	2011,2016,2021	MDM to be consulted				
14	Integrated human settlement	New cemetery	Kgapane	2011	New cemetery establishment completed and functional				
15	Improved quality of life	Skip bin	Kgapane Closure of illegal dumbing next to choy	2011	22 bins at ward 04				

Ward 5								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Rapitsi to Lebala 3 Km in Medingen Mandela Park, Kgapane, Maboreketla, Majonini, Manyeleti, Malaeneng, Mosholomi, Maduma, Modumelana to Cemetery, Malematja (Primary school), Lebala to Manokwe high and sports ground,Rapitsi to Lebala and Sidewalks ,From Rabothata cemetery, Modumelelana cemetery, Maraka to Mosata	The area is mountainous and need to be prioritised Malematja Street Paving registered for MIG and designs have been developed				
	Access to sustainable quality basic services	Bridges	Rabothata and Mokwasele Bridge	Bridge critical and needs attention. No designs and matter to be followed up with department of public works				
2	Access to sustainable quality basic services	Regraveling	Mandela park to Lebala, Sethaseng , Ramatse, New Castle, Open Half,Manyeleti,Maboreketla, Majoninni, Maduma,Makhubidung, Mosholomi, Malaeneng, Rabothata, Malematja	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
3	Improved quality of life	Water and Boreholes	4 Boreholes needed	Currently providing water through water tankers				Matter to be escalated to MDM for prioritisation.

4	Access to sustainable quality basic services	Electricity and High Mast	New castle backlog list lack capacity after Eskom verification process adverse finding 7 High masts needed 98 combined Houses need post connections from four various villages	Areas to be prioritised after addressing backlog of places that have not benefited To be followed up with ESKOM Technical department to facilitate				GLM to follow-up on capacity status of New Castle village to make way for electrification
5	Access to sustainable quality services	Community Hall and recreational facility	Rabothata Community Hall. Mandela Park Sports centre Recreational facility in the ward	Priority noted and budget availability				Exorbitant cost for foundation and earthworks at Rabothata Community Hall in excess of over R4 million
6	Integrated human settlement	Safety	Satellite station and active CPF	SAPS to be engaged to investigate the priority				
	Improved quality of life	Houses and Toilets	300 Toilets needed 350 Houses needed	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
7	Improved and inclusive local economy	LED	Development of Manokwe Cave	LED currently busy with proposals to look into the priority, Site visited and assessed				LED budget allocation to be Considered for this project
8	Access to sustainable quality basic services	Skip bins	Ward 5: 2 skip bins	Community service to address backlog based on available budget				

Ward 6								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements	Mokwasele primary to Modubung, New stands, Shotong to Mokhotlane cemetery, Shotong primary to Nakene graveyard, Main road via Madibeng to moshaka to section, Shotong Tolwane bridge to Mmadiokong joing Shotong paving.	Mokwasele, Modubung have benefitted on street pavements and Shotong village has not benefitted. Shotong Street Leading to Community Hall shall be prioritised based on available budget				
2	Access to sustainable quality basic services	Speed humps, Road marking and Road signs	Mokwasele, Modubung, Next to Modika High	Priority noted and will be referred to relevant stakeholders				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	Water Reticulation needed Modubung, Nakana, Raseemela Section,Madibeng, Shotong village, Replace 2 boreholes at Madibeng Section, Incomplete boreholes at Mokwasele,	Priority noted and will be referred to relevant stakeholders Currently receiving water through boreholes and water tankers				

			2 Boreholes needed at Modubung, Back up generators at Modubung.					
5	Improved quality of life	Houses and toilets	Mokwasele 80 houses Modubung village 300 houses Shotong Village 150 Houses Madibeng 200 houses Modiokong 20 houses Mokwasele 100 Houses Khethotong 15 Houses Ramphenyane 35 Houses Modubung village 200 VIP toilets Shotong village 100 VIP Toilets Madibeng village 200 vip toilets Modiokong 20 vip toilets Mokwasele 80 vip toilets Khetothong 15 vip toilets	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				

			Ramphenyane village 30 Vip toilets					
6	Access to sustainable quality basic services	Bridges	Mokwasele to Rabothata Bridge, Ramphenyane and Mokwasele, Mokwasele to Modubung, Madibeng next to community hall	Priority noted, affected areas shall be prioritised for designs and future projects allocations Mokwasele to Modubung Bridge designs completed, construction shall be considered based on budget availability				
7	Improved quality of life	Skip bins	1 skip bin in each village					
8	Access to Sustainable quality of basic services	Electrification Public lights	Modubung electrification All new extension need electrifications 2 high mast madubung 1 High mast Modiokong	Under GLM priority list Ramphenyane and Modubung are areas that have not yet benefitted and need attention.				
9	Improved quality of life	Health	Improve conditions at clinic,Security systems,24 hours. Increase staff members to avoid waiting for long	Department of health to be engaged on the priority				
10	Access to sustainable quality basic services	Education	Complete Library	Continuous consultations with the relevant department				

11	Improved and Inclusive local Economy	SMMES	Across wards	LED to look into priority and assess based on the available budget				
12	Improved quality of life	Security	Visibility of CPF Elected members still waiting for induction	SAPS consultation necessary to address the issue of CPF				
13	Access to sustainable quality basic services	Skip bins	**Ward 6: 4 skip bins** **2 skip bins needed urgently**	Community service to look into the priority and address based on the available budget				

Ward 7								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements	Makhurupetji to Rabothata, Maraka to Seatlaleng, Rasodi to Mohlakamosoma, Khekhutini to Cemetery, Mohlakamosoma , Molelema village	Area relatively not mountainous however stormwater control is required. Priority to be considered based on available budget				
2	Access to sustainable quality basic services	Speed humps,Road marking and Road signs	Along Main Road to Mokwakwaila	To be escalated to the relevant stakeholders for intervention				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	Mollong village, Maraka, molloni, mohlakamosoma And jojo tanks are needed at maraca, molloni, mohlakamosoma	Currently receiving water through water tankers Issue of borehole noted and to be referred to relevant stakeholders				

5	Improved quality of life	Houses and toilets	X 250 VIP toilets 300 RDP houses					
6	Access to sustainable quality basic services	Bridges	Motsinoni to Mamakata Maraka to Modubung Maraka to Iketleng Low level bridge Iketleng to Mollong low level bridge Setlaleng To Raselaka Low level bridge	Priority noted and will be attended to. Designs not yet done				
7	Improved quality of life	Skip bins	Each bin across ward villages					
8	Access to sustainable quality basic services	Electrification Public lights	 Post connection Rabothata (70 households) High mast , 1 Raselaka , 1 Mohlakamosoma, Iketleng 1, 1 Rasodi, kekhutini 1 , rabothata 1 ,molelema 1	Makhurupetji contract is still going. High mast has been installed and will be prioritised when other areas with backlog have been addressed				
9	Improved quality of life	Health	Clinic Needed at Mollong/ Setlaleng					
10	Access to sustainable quality basic services	Skip bins	**Ward 7: 3 skip bins** **4 skip bins needed at kekhutini,rasodi,makhurupetsi**	Community service to address backlog based on the available budget				

Ward 8								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements	Mamphakhathe and Rapitsi Paving Maintenance at Mamphakhathe and Rapitsi, Burkina Faso	Area is mountainous and need to be prioritised Burkina Faso street designs budgeted for 2024				
2	Improved and inclusive local economy	LED and Education	SMMEs support, Bursaries	LED section to look into the priority based on the available budget Mayor's bursary adopted to also address issues of needy student				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	3 x Rapitsi 2 Mamphakhathi 3 Burkina Faso	Priority noted and will be escalated to relevant stakeholders. Currently they receive water through other boreholes and water tankers				

5	Improved quality of life	Houses and toilets	900 toilets Across the ward 250 house across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Access to sustainable quality basic services	Bridges	Low level bridges Burkina faso x 2 Mamphakhathe x 2 Rapitsi x 2	Currently no designs have been done for the low-level bridges and priority will be attended to				
7	Improved quality of life	Health	Mobile clinic needed at Rapitsi and Mamphakhathe	Department of Health to be consulted on the priority				
8	Access to sustainable quality basic services	Electrification	2 High mast needed at Rapitsi 2 High mast needed at Mamphakhathe Free basic Electricity	Both areas will be attended after high mast backlog has been addressed. There is streetlights in some part of the ward				
9	Access to sustainable quality basic services	Sports	Grounds and sports activities across the ward	Technical to look into the priority based on the schedule for grader				
10	Access to sustainable quality basic services	Skip bins	**Ward 8: 2 skip bins**	Community service to look into the priority based on the available budget				

Ward 9							
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**		**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements	Moshate road pavement phase 2 need to be completed Malatji to Marotholong street pavement Setaseng to R81 Road pavement Bolobedu street pavement Mogano to tamogakwa street pavement Makola street pavement Mailula to Headkraal pavement	Sekgopo Moshate Street Paving budget allocated The streets are badly eroded and require storm water management				

			Headkraal to Chicago pavement Maphata to Dropping centre					
2		Education	Sekgopo primary school extra blocks and toilets, Mohumi sec school 5 blocks, Matswidikanye P School, toilets, Maladuma P School one block and hall, and fence, Lebowaganyane P School (block and fence), Motseudi High school, Munnik P school toilets					
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	Borehole,Storage, /Resevior and reticulation required in the following places Moshate village next to Haefele Motswidikanye Primary school,Morekelene Mosate, Makola storage, Setaseng Morekelene, Bolobedu, Ramogakwa central, Marotholong	The area does not have bulk water supply and depend on boreholes and supply of water through water tankers				

			central, Marotholong Mshongo, Marotholong Mapatha, Marotholong Tipen, ,Water pump machine at Moshate					
5	Improved quality of life	Houses and toilets	300 Across ward					
6	Access to sustainable quality basic services	Bridges	Moshate village Chigaco next to Mootane, Makola Shimango Moshonko village, Mogano Balobedu village next to Makoti, Malatji to Munnik connect, Ramogakwa to bolobedu, Setaseng to Moshate, Headkraal to Chicago, Marotholong to Maphata Dropping centre	Priority noted, affected areas shall be prioritised for designs and future projects allocation Sekgopo (Moshate) Low Level Bridge designs completed during 2020/21 Fy. Construction shall be considered based on budget availability				
7	Improved quality of life	Health	Health centre needed The clinic is operating from Monday to Friday so they need the clinic to operate 24/7	Department of health to be consulted on the priority				
8	Access to sustainable quality basic services	SAPS	Police station needed	SAPS to be consulted on the priority and the urgency				
	Access to sustainable quality basic services	Skip bins	**Ward 9: 3 skip bins**	Community service to look into addressing backlog based on the available budget				
9	Access to sustainable quality basic services	Electrification	High mast lights at Moshongo, Mosate	All villages have benefitted on high mast lights				

			Chicago, Headkraal, Setaseng, Ramogano - Mogano, Marotholong central, Marotholong Tipen, Marotholong Sekgopo community hall, Electrification of units at Malatjie village ,Tipen 40 houses,Mosate Morekelene 30 houses, Albert park 100 houses(ga Koroboi),Mogano ext 25 houses	however the lamination does not cover the entire area Additional masts shall be considered based on budget availability Priority to be given when backlog submitted				
10	Improved and inclusive local economy	LED and Housing	Demarcation of sites, 100 sites RDP houses in ward 9, Funding of agriculture projects about 7 youth projects involved in agriculture in ward 9, about 5 women need funding for projects in ward 9	LED to look into the priority , profile the projects involved and where budget can be allocated				

Ward 10								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements	Lebjelola and Sports Complex Morakong to Mam Makhabeni dropping centre Via tribal office (Motseketla) Lehlareng and Morakong to Mameriri	The area is flat, Re-gravelling shall be considered Priority to be considered based on available budget				
2	Improved and inclusive local economy	LED and Social	Youth centre needed Lebjalola Day care centre Farmer support	LED to look into the priority and identify projects involved and where necessary refer to relevant stakeholder				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Access to sustainable quality basic services	Sports	Ground at Mabulana, Sekgoni,	Technical to address the matter through grading				

5	Access to sustainable quality basic services	Hall Maintenance	Lebjelola	Assessment needed and consider the priority based on the available budget				
6	Improved quality of life	Health	Clinic Lebjelola	Department of Health to be consulted on the priority				
7	Improved quality of life	Boreholes/Water	Water reticulation or borehole across the ward Electrification of borehole at Makhabeng and Morakong	Priority noted, shall be referred to MDM for intervention The area depends on borehole and water tankers				
8	Improved quality of life	Houses and toilets	300 RDP Houses across ward 300 toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
9	Access to sustainable quality basic services	Bridges	Motseketla, Lehlareng, Maobing	Priority noted, affected areas shall be prioritised for designs and future projects allocation				
10	Integrated human settlement	Township Establishment	Altyd Mooi Frm	Town planning to make assessment and report back				

11	Integrated human settlement	Fencing cemetery	Makhabeni	Community service to make assessment				
12	Access to sustainable quality basic services	Electrification /High mast	Lehlareng Makhabeng Motsheketla	Lethlareng will benefit on INEP Project Other Priority noted				
		Skip bin	Ward 10: 3 skip bins					

Ward 11								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Low level bridges	Between Mosate wa Matswi to Puding, Between Pre-school to Moseamakoma, Between Lenokwe to Puding, Between Tlhabeleni to Mponeng, Between Mponeng to Molai Jubile primary school, Matswi Hlobola next to Mafa shop	Priority noted				

2	Access to sustainable quality basic services	Pavements	Matswi road to Moshate Rathelele to Moshate wa Tlhabeleni From Pre school to Puding Moroatshehla to Itieleng	Priority to be considered based on available budget Areas mostly not accessible during rainy seasons				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	X4 Jojo tanks for the old borehole,Resevior needed at Itieleng,Hlobola borehole, Borehole at Mponeng,	Priority noted, shall be referred to MDM for intervention Currently received water through Bulk supply and boreholes				
5	Improved quality of life	Houses and Toilets	Across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Access to sustainable quality basic services	Electrification	1 High mast Each Village in the ward	Hlobola to receive high mast based on the priority				

			Electrification of new stands	Electrification project on progress Itieleng				
7		Ward	Ward 11: 2 skip bins					

Ward 12								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Itieleng, Dinkateng (D3232) need maintenance,Speed humps at Thakgalane Thakgalane 2 to Takgalane 4 Tribal Office to Madibete and Manatshohle section,Malebala Primary to Manyorong, Tribal office Mathoro section, Concrete paving to cemetery,Mohale section, Makelle primary	Area mostly mountainous and with without proper drainage system. Priorities to be considered based on the available budget.				RAL project underway from Morebeng to Sekgosese

			Goudplass,Goutplass community hall					
2	Access to sustainable quality basic services	Bridges	Manatsohle section to Mmangoako,Mathoro, Arcadia section,Madibete, Manyorong section	Priority noted, Areas affected will be prioritised for designs and future projects allocations				Thakgalang Low Level Bridge completed during 2018/19 Fy
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Resevior needed at Thakgalane, ,Seokeng,Thakgalane 4 and 2, Borehole Thakgalane 2 and Jojo tank, Transformer Itieleng, Need for electrical Machine,Borehole Goudplass community hall	Priority noted, shall be referred to MDM for intervention Currently received water through water tankers and boreholes				

5	Improved quality of life	Houses and Toilets	Across ward and Renovations of other RDP houses Itieleng RDP Houses at Goutplass Residential sites on farm Blinkwater	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
	Access to sustainable quality basic services	Skip bins	Each across ward villages					
6	Access to sustainable quality basic services	SAPS	Satellite needed Budget for CPF	SAPS to be consulted to look into the priority				
7	Improved quality of life	Health	24 hour clinic Hospital around Sekgosese	Department of health to be consulted to look into the priority				
8	Access to sustainable quality basic services	Electrification	Thakgalane 2 high mast Itieleng High mast Manatsohle high must not working	Request done to hire mobile crane to fix the high mast, Additional high mast will be considered after backlog has been addressed				
9	Access to sustainable quality basic services	Education	High school Goudplass Renovations of classes at Lephai, Pheeha combined school Librrary around Goudplass or Itieleng	Department of education to be engaged on the priority. Goudplass has been having a challenge for a while				
10	Improved and inclusive local economy	LED	Support of SMMES, farmers and cooperatives	LED to consider based on the available budget				
11		Skip bins	Ward 12: 2 skip bins					

Ward 13								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Completion of phase 2	1,8 Km Itieleng Street Paving paved The access is mostly flat and other section mountainous. Regraveling could be convenient for the area				
2	Access to	Bridges	Itielene needed, Kwatane low level bridge needed, Tshabelane 3 low level bridges needed in Lebepane and 2 needed in Maruatona	Priority noted, affected areas shall be prioritised for designs and future projects allocations				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	1 borehole in Itielene, 1 borehole in Kwatane,2	Currently no bulk water.				

			borehole in tshabelane,2 borehole and reticulation in Lebepane, 2 borehole and reticulation in Maruatona	Priorities to be escalated to relevant stakeholders. Currently the area receive water through water tankers and boreholes				
5	Improved quality of life	Houses and Toilets	Prepaid Smart meter reader 300 low-cost housing in Senwamokgope,50 RDP Houses in Itielene, 80 RDP Houses in Kwatane, 50 RDP Houses in Tshabelane, 50 RDP Lebepane, VIP toilets in Maruatona Section VIP toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Access to sustainable quality basic services	Skip bins	Itielene 2 skip bins, 1 skip bin in Kwatane, 2 skip bins in Tshabelane	There is currently 2 skip bins in the ward				
7	Access to sustainable quality basic services	Health and disaster	EMS at Senwamokgope, Fire fighter/ Disaster office Senwamokgope Hospital					

8	Access to sustainable quality basic services	Electrification	Electrification of new stands	Lebepane will benefit for 2022/23 financial yar on electrification				
9	Access to sustainable quality basic services	Education	TVET College at Senwamokgope, Sports Complex at Itieleng and Library	Priority to be referred to relevant stakeholders or possibility of investors. The plan for TVET has been raised several times				
10	Improved and inclusive local economy	Shopping Complex	Shopping complex	LED and planning to look into the priority based on places to consider for development				

Ward 14								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Vaalwater 2 to Mabitleng section to Lebepane section	Priority to be considered and noted Area is rocky and needs attention				
2	Access to sustainable quality basic services	Bridges	Lemodokop, Vaalwater 2, Makanya	Priority noted, affected areas shall be prioritised				Lemondokop Low Level Bridge completed during 2020/21 Fy

				for designs and future projects allocations				
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Lemondokop,Vaalwater 2	Priorities to be escalated to relevant stakeholders. Currently the area receive water through water tankers and boreholes				
5	Improved quality of life	Houses and Toilets	400 RDP HousesAcross ward And toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
	Improved and inclusive local economy	LED	Market stalls and 200 EPWP needed	LED and Community service to look into the priority based on the available budget				
8	Access to sustainable quality basic services	Electrification	Phazirini section , Jacop Zuma section, Lebepane and Phatudi Section Vaalwater	Electrification planned for financial year 2022/23 at Iketleng 1		R1 180 000 R1 500 000		Vaal Water 2 INEP 2024 Nahakwe INEP

9	Access to sustainable quality basic services	Education	Renovation of Phetole High	Department of Education to be consulted on the priority				
		Skip bin	Ward 14: 1 skip bin					

Ward 15								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	From Mphebatho to Raphahlelo Royal House, Starting from Thabanatshwana linking ward 18 and ward 15 joining tar road to Wholesale, Access Road for Orlando ,Sebelaolo view and Mountain View Street paving needed, Makhwibidung Section main street, Lepepane	Raphahlelo / Phooko street paving currently there's progress				

			village street establishment, Nkei SectionItieleng Street establishment, Setaseng new site street establishment, Makhwibidung section, Sephahlane, Mokgolotli River Bridge Connecting to Pavement street					
2	Access to sustainable quality basic services	Bridges	Orlando X5, Mountain View X3, Makhwibidung X2, Monatshotle next to the dipMokotli Bridge next to Matsena Giant killers linking Makhwibidung to Kwatane, 3 small bridges connecting Sebelaolo view section, Machepelele and Tsekere street and small bridge, Street to Lebepane Graveyards, Street Connecting Staseng village to the new sites, Soetfontein main road to graveyard	Priority noted, affected areas shall be prioritised for designs and future projects allocations				Phooko Low Level bridge currently under construction

3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Two big resevior for Phooko and Raphahlelo Commnunities,Raphahlelo community dam for farmers, Sebelaoloview Water Pump and reticulation, Mountain View Water Reticulation, Lebepane water Reticulation, Makhwibidung Water Pump	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	X150 Across ward 200 VIP Toilets	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	EPWP needed (x100), Community Market centre, Agricultural Hub, Skills development centre, SRDA Community Hall Renovation	LED to investigate the priority and address based on available budget				

7	Access to sustainable quality basic services	Electrification	Electrification of Orlando Sebalaolo view & Mountain view (x350), Maruatona Residential Electrification, Lebepane residential	To be prioritised when Backlog submitted				
8		Skip bins	Ward 15: 6 skip bins					

Ward 16								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Street Paving from Foma to Manyaga to Rotterdam library	Priority noted and will be attended subject to available budget				
2	Access to sustainable quality basic services	Bridges	5 Low level bridges Sephukhubje and Rotterdam	Priority noted, affected areas shall be prioritised for designs and future projects allocations				

				Sephukubje low level bridge designs completed construction shall be considered based on budget availability				
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	At least 10 boreholes for both villages Water Reticulation for Orlando Sebelaolo view and Mountain view	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	600 RDP Houses 1000 VIP toilets	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	Water catchment for local farmers Irrigation Equipment for farmers	LED to investigate and address based on available budget				

7	Access to sustainable quality basic services	Electrification	High mast for both villages	To be prioritised after eradicated backlog from villages that never benefitted. Mabitleng to be prioritised based on available budget				
8		Skip bins	Ward 16: 2 skip bins					

Ward 17								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Extension of Road D11 From Mamaila Primary school towards happy stars section Mamokeng section (Apostolic faith Mission towards Mabhemane section (From the main road Jealous Street via Mabhemane to Church, Cemetery Mosimatsidi	The ward is relatively flat Priority noted and will be considered based on available budget Paving was previously done leading to Moshate. Road D11 currently under rehabilitation				RAL D11 Maintenance

			Paving covering about 5 sections from the main road					
2	Access to sustainable quality basic services	Bridges	Mabhemane , Mamaila kolobetona Mmonatsohle and Carel Garden MosomaTsiditsi ,Ga Ramatse, Setsekane Primary Low level bridge to Lekgolo primary school	Priority noted, affected areas shall be prioritised for designs and future project allocations				Low level Mamaila was completed in the 2020/21 fy
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Bulk water supply from Middle Letaba Mamaila Kolobetona,Electrification of boreholes at Mamaila, Carel Gardens, Naledi Borehole at Community Hall	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers Technical department to facilitate				

			Mamaila Mall Water					
5	Improved quality of life	Houses and Toilets	200 RDP houses 350 VIP toilets	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	Enhance Sickle bush cutting, Support of SMMEs	LED to investigate and look how the priority can be addressed based on available budget				
7	Access to sustainable quality basic services	Electrification	New sections, Carel Gardens 1 and 2 High mast at Carel Garden, Mabhemane, Citizen, Mosamatshiditsi,Setaseng, Carel Garden 2	To be considered in 2023/24 allocation as deferred from 2022/23 when replaced by Lekgwareng				Carel Gardens INEP
8	Access to sustainable quality basic services	Education	Library at Mamaila	Priority to be referred to relevant stakeholder				
9	Access to sustainable quality basic services	Skip Bins	Extra bins at Mamaila Kolobetona and across ward **Ward 17: 3 skip bins**	Skip bins for the mall needed				

10	Access to sustainable quality basic services	Health Care Centre	Mamaila	Department of Health to be consulted based on the priority				
11	Access to sustainable quality basic services	Community Hall	Maintenance and Facility at Mamaila	Priority to be addressed based on the available budget				

Ward 18								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Machipi street via Malapane and Phosa (Tlou tswala / Mphebatho) Street Paving at Chief Ramosibudi street Paving to Machethe Dingani to Madiagole at Merejeni section	Priority noted and will be considere based on the available budget Sephukubje 1.8km was previously done.				
2	Access to sustainable quality basic services	Bridges	2 Low level bridges at Sebelaolo (Tlou Tswala / Mphebatho section 2 low level bridges and one needs to be fixed at Ramosibudi section 2 small bridges at Merejeni section	Priority noted, affected areas shall be prioritised for designs and future projects allocations. Roerfontein bridge designs completed during 2020/21 Fy. Construction shall be considered based on budget availability				
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities				

				like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	2 boreholes and 4 jojo tanks (Tlou Tswala Section/Mphebatho section and 75mm Pipe line Jojo Tank at Ramosibudi section Extension of water pipes at Khudugane and borehole in new stands Extension of pipeline at Merejeni section Bohehole in new stands of merejeni section Borehole with jojo tanks in new stands in Siphukubje Water reticulation a priority	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	200 VIP Toilets 200 RDP Houses	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				

6	Improved and inclusive local economy	LED	Support Of SMMEs	LED to investigate the priority based on the available budget				
7	Access to sustainable quality basic services	Electrification	New stands Electrification needed in all sections of the ward and post connections in new stands 1 high mast between machipi street (Tlou Tshwala /Mphebatho Section 1 High mast at Tanana plan next to Usave at Khudugane 1 High mast in Merejeni section 2 high mast in New stands 1 at new stands and 1 at Tickiline	To be prioritised when backlog submitted To be prioritised after eradicated backlog from villages that never benefitted.				Khudugane Eletrification from INEP
8	Access to sustainable quality basic services	Education	Library at Khudugane	Relevant stakeholder to be consulted on the priority				
9	Access to sustainable quality basic services	Skip Bins	1 Skip bin at Mphebatho / Tlou tshwala 3 Skip bins at new stands Ward 18: 3 skip bins					

10	Improved and inclusive local economy	Youth Centre Dropping Centre	Ramosibudi	Relevant stakeholder to be consulted on the priority				
11	Access to sustainable quality basic services	Community Hall	Sephukubje	Priority to be considered based on the available budget				

Ward 19								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Phase 2 Jamela Maupa pavement	The area is generally flat with rocky sections 1.8km streets paved at Jamela				Maupa pavement currently under construction

				Priority noted and shall be considered based on available budget				
2	Access to sustainable quality basic services	Bridges	Low level bridges across the ward	Priority noted and other affected areas shall be prioritised for designs and future project allocations				Jamela Low Level Bridge completed during 2018/19 Fy Mohlabaneng bridge constructed under Mohlabaneg Street Paving (bridge completed)
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Maupa Jamela and Mohlabaneng new stands	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	250 RDP Houses across 300 VIP Toilets	Housing Priority to be considered based on allocation from CoGHSTA				

				Toilets to be forwarded to MDM for Allocation				
6	Improved and Inclusive local economy	LED	SMME support	LED to consider priority based on available budget				
7	Access to sustainable quality basic services	Electrification	High mast at Mohlabaneng,High mast at Jamela, Maupa Electrification of new stands across	To be prioritised after eradicated backlog from villages that never benefitted Electrification in progress at Mohlabaneng				
8	Access to sustainable quality basic services	Education	Library Jamela	Relevant stakeholder to be consulted on the priority				
9	Access to sustainable quality basic services	Skip Bins	Ward 19: 3 skip bins					

Ward 20								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Speed humps at Pipa school to Maphalle Cemetery	The area is flat with certain sections that are rocky 1.8km paved at Ditshosing				

			Completion of Ditshosing paving, Street paving connecting Nyaelane Section to cemetery Shawela Bush paving, Nokane primary and Realedisha, Sethabaneng to Naledi Section	Shawela pavement requires maintenance Roads conditions noted and will be prioritised based on available budget				
2	Access to sustainable quality basic services	Bridges	Bridge to Shawela Maintenance of Bridge to Ramaroka Low Level bridge Connecting 2 Maphalle school Low level bridge to the Cemerety at Maphalle	Priority noted, affected areas shall be prioritised for designs and future projects allocations				Ditshosing Low Level Bridge completed in 2018/19FY
3	Access to sustainable quality basic services	Regravelling		Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				

4	Improved quality of life	Boreholes/Water	Aging Water infrastructure at Maphalle Water Reticulation Maphalle, shawela and dichosing Electrification of Borehole at Maphalle, Tranformer at Shawela, Borehole electrification Ditshosing	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	300 RDP houses across 400 VIP toilets across	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Access to sustainable quality basic services	Electrification	High mast each village across all ward Electrification of new stands	To be prioritised after eradicated backlog from villages that never benefitted. To be prioritised based on allocation				
7	Access to sustainable to basic quality services	Skip Bins	Ward 20: 3 skip bins					

Ward 21								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	To Femane Primary Khepharatleni Road Femane Road To Ramaolwane high school, Mashao main road ,Monwana section, Manonyaneng section, Dishosing Kgoro road	Priority classified under roads no streets. To be addressed with the relevant stakeholder Ditshosini 1.8km paved Ramaroka street paving for 2024 Femane no pavement and shall be considered				
2	Access to sustainable quality basic services	Bridges	Femane to Ntata,Needed at Femane, Ramaroka (x2) to the cemetery, Mohlabaneng (x8) & Dishising (x4)	Priority noted, affected areas shall be prioritised for designs and future project allocations Ramaroka Low Level bridge designs completed in 2020/21 FY, construction shall be considered based on budget availability				

3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Ditshosing need borehole	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers Technical department to facilitate				
5	Improved quality of life	Houses and Toilets	600 VIP Toilets Across ward 1000 RDP houses across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Access to sustainable quality basic services	Sports	Sports complex or grounds at Ramaroka and Ditshosing	Priority to be considered based on the available budget				
7	Access to sustainable quality basic services	Electrification	Post connection across ward	To be referred to Eskom				Ramaroka INEP Allocation

			1 high mast each village across ward	To be prioritised after eradicated backlog from villages that never benefitted.				
8	Access to sustainable quality basic services	Education	Mobile classes needed at Ramaolwane school Mobile classes at Manonyaneng	Priority to be referred to relevant stakeholder				
9		Skip bin	Ward 21: 2 skip bins					

Ward 22								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	R81 to Bochabelo **Mamaila** needed at Tseana High school street Paving needed from Malaka to graveyard	The area or ward is flat, therefore not critical. Roads conditions noted and will be prioritised based on available budget				No budget available to deal with issues of pavement in the ward

			Paving needed from Tribal to Tshamahantsi **Nakampe** Kgatla to Rabapane Mokhiwa to Sibitlheng Mokutu Sec to Mabina Ramapuputla to Mabulane Tepanyeka to Lejou **Makgakgapatse** Makganya to Ramphaka Mafenela to Graveyard Ultramel to greenhouse Makhaka to Main street Gandlanani to Main street **Refilwe** From graveyard to church From scrapyard to tar Road From Monareng to Nakampe a small piece to be completed Paving not connecting to R81	Makgakgapaje and Nakampe areas without street paving				
2	Access to sustainable quality basic services	Bridges	From Nakampe to R81 Leshabane to Water borehole Refilwe From Zone 1 to Zone 3B From Zone 3A to Zone 2 From Zone 1 to R site	Priority noted, affected areas shall be prioritised for designs and future project allocations				Nakampe Low Level bridge completed in 2020/21 FY

			X3 bridges at Makgakgapatse, 3x Mamaila, X3 Nakampe					
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	2X Mamaila 3x Nakampe 2X Refilwe 3x Makgakgapatse Borehole at Refilwe R site, Malekutu Ext, 1 Nakampe, 2 At Refilwe	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	350 RDP Houses Across ward 400 VIP Toilets Across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	SMME Support	LED to assess the priority in the ward based on the available budget				
7	Access to sustainable quality basic services	Electrification	R Site and Malekutu electrification, Nakampe	New stands recently electrified and priority will				Makgakgapatse INEP

			ext, High Mast at Refilwe and other villages across Tshamahase high mast (1)	be looked at again based on the available budget				High mast refilwe and new stands
8	Access to sustainable quality basic services	Education	Library needed	Relevant stakeholder to be consulted on the priority				
9	Access to sustainable quality basic services	Skip Bins	Ward 22: 3 skip bins					
10	Improved quality of life	Health	Clinic in the ward					

Ward 23								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Road to cemetery From R81 to Ga Letlaka Maupa to Kheodi	Roads conditions noted and will be prioritised based on available budget Sefofotse 1.8km completed				

			Bellevie Motolla to clinic road	Sedibeng 1.8km pavement completed Belleview and Maupa no street paving Maupa street paving				
2	Access to sustainable quality basic services	Bridges	Bellview road to cemetery	Priority noted, affected areas shall be prioritised for designs and future project allocations				Sefofotse Low Level bridge completed in 2018/19 FY
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Extra boreholes at Masenamela area Water Reticulation Jojo tank Sedibeng,Water Reticulation Sefofotse Maupa Kheodi	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				

5	Improved quality of life	Houses and Toilets	250 RDP Houses across ward 300 Toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	SMME support Sickle bush project	LED to investigate the priority on the ward based on available budget				
7	Access to sustainable quality basic services	Electrification	Electrification of new section	To be prioritised when backlog submitted				
8	Access to sustainable quality basic services	Education	Library needed at Belleview	Priority to be referred to relevant stakeholder				
9	Access to sustainable quality basic services	Skip Bins	Ward 23: 2 skip bins					
10	Improved quality of life	Health	24 Hours Belleview clinic	Priority to be referred to relevant stakeholder. Matter reported in a number of times				

Ward 24								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Connecting Ntata road to R81 Potholes at Mamatlepa and Seaphole, Mamatlepa and Seaphole street paving	The area is generally flat 1.8km internal streets paved at Ga-Ntata. Road connecting Ga-Ntata to R81 shall be considered with relevant stakeholder Mamatlepa does not have pavement Priorities noted for street paving and shall be considered based on budget availability				Mamokgadi Paving under construction for 2.5km
2	Access to sustainable quality basic services	Bridges	Low level bridges across villages	Priority noted, affected areas shall be prioritised for designs and future project allocations				Seaphole Low Level bridge completed in 2018/19 FY
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				

4	Improved quality of life	Boreholes/Water	Water Reticulation at Ramathithi	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	Extra toilets 50 across ward 100 RDP houses across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	Support of Farmers and SMMEs	LED to assess the priority based on available budget				
7	Access to sustainable quality basic services	Electrification	Electrification of Ntata and Completion of Mamokgadi electrification High mast at Ramathithi, Seaphole and Mamatlepa	Electrification at Ntata energized Mamokgadi electrification on progress To be prioritised after eradicated backlog from villages that never benefitted.				Ntata INEP

8	Access to sustainable quality basic services	Skip Bins	Ward 24: 2 skip bins					
9	Improved quality of life	Health	24 hours clinic	To be referred to the relevant stakeholder				

Ward 25									
Priority		**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departm Update**
						2025	**2026**	**2027**	
1		Access to sustainable quality basic services	Pavements and Roads	Tar Road needed from Lekgwareng to Mohokoni via Mahekgwe & Ratjeke All main streets to be paved at Abel village , Mohlele ,Boqa, and Taolome	The area is flat with stormwater drainage challenges during rainy seasons and some sections are rocky and badly eroded Abel Street Paving registered for MIG funding and designs have been developed (incomplete)				
2		Access to sustainable quality basic services	Bridges	Low level bridges connecting villages 5 Low level bridge at Abel village needed 3 Low level bridges needed at mohlele village 3 Low level bridges needed at Taolome village 3 Low bridges needed at Boqa village 3 Low level bridges needed at lekgwareng village	Priority noted, affected areas shall be prioritised for designs and future project allocations Buqa Low Level bridge designs completed in 2020/21 FY, construction shall be considered based on budget availability Immediate attention needed in regard with collapsed bridge between Boqa and Lekgwareng				
3		Access to sustainable quality basic services	Regravelling	All Villages **Regravelling from the community to the cemeteries in all villages.**	Ongoing process, Regraveling of Roads leading to public facilities				

				Regravelling from Mahekwe Ramodumo cross to Taolome Construction of the bridge between Taolome and Mokhwathi road Construction of all bridges from Mohlele to Lekgwareng	like schools, cemeteries are prioritised Taolome calvets need to be closed as they pose danger to the society				
4		Improved quality of life	Boreholes/Water	Water reticulation in all villages, Connection of Nkambako Babanana Bulk water supply from Taolome to Mohlele, Mokgwathi to Lekgwareng. Sand water extraction at Abel Additional boreholes needed Taolome and Mohlele and Boqa Jojo tanks needed at Taolome, Mohlele and Boqa All jojo tanks should be connected to the pipelines in all villages Rehabilitation of a reservoir at Mohlele village	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5		Improved quality of life	Houses and Toilets	400 VIP Toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA				

				500 RDP houses across ward	Toilets to be forwarded to MDM for Allocation				
6		Improved and inclusive local economy	LED	SMMES Support and farmer support. Road to Mabodyane fresh produce project needed	LED to look intro the priority based on the available budget				
7		Access to sustainable quality service delivery	Electrification	New extensions across ward and post connection 1 High mast and Transformer needed at Lekgwareng 5 High mast needed at newsstands across all villages	To be prioritised when backlog submitted				
8		Access to sustainable quality basic services	Skip Bins	**Ward 25: 1 skip bin** **2 :skin bins per village needed**					
9		Improved quality of life	Health	Clinic or health centre needed	Priority to be referred to relevant stakeholder				

Ward 26								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Maintenance of road from Sekhiming to Mpepule & from Sekhiming to Mpepule Mpepule and ramodumo street paving Maintenance of Shamfana Street paving from Mookoni to Lekwareng	The area is flat with rocky sections 1.8km streets paved at Shamfana Ramodumo pavement registered for MIG funding and designs have been developed Priorities to be considered based on budget availability				Ramodumo Street Paving MIG UNDERWAY
2	Access to sustainable quality basic services	Bridges	Ramodumo and Koranta Shamfana and Abel Low level bridge across ward	Priority noted, affected areas shall be prioritised for designs and future project allocations				
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				

4	Improved quality of life	Boreholes/Water	Water Reticulation at Mpepule, Ramodumo, Jokong and Shamfana	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	200 Toilets Across ward 200 RDP Houses across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Access to sustainable quality services	Electrification	High mast Jokong Electrification of new stands	To be prioritised after eradicated backlog from villages that never benefitted. To be prioritised when backlog submitted				Mpepule INEP Allocation
7	Access to sustainable quality services	Maintenance	Mpepule sports complex	Priority to be assessed based on the available budget				
8	Access to sustainable quality services	Skip Bins	Ward 26: 1 skip bin					
9	Improved quality of life	Health	Clinic needed	Priority to be referred to relevant stakeholder				

Ward 27							
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**		**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Street paving needed at Mamanyoha, Hlohlokwe (phase 2), rampepe, Mohokone & Mahekwe	The area is generally flat with some rocky sections 1.8km has been paved at Thlothlokwe 1.8km streets paved at Ratjeke Bridge construction at Rampepe underway Priorities noted and shall be considered based on budget availability				
2	Access to sustainable quality basic services	Bridges	Culverts needed at Mamanyoha, Hlohlokwe, rampepe, Mohokone, Rajeke & Mahekgwe	Priority noted, affected areas shall be prioritised for designs and future project allocations				

3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Water reticulation needed across ward About 5 boreholes needed, Hlohlokwe and Other villages	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	350 VIP toilets 300 RDP Houses	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
6	Inclusive and improved local economy	LED	Youth Employment	LED to look into the priority based on the available budget				
7	Access to sustainable quality basic services	Electrification	High mast Mahekwe, New extension post connection across ward	Priority considered once the backlog has been submitted				Tlhotlhokwe INEP Allocation

8	Access to sustainable quality basic services	Education	Mookoni Primary classroom New combined school	Department of Education to be consulted to look into the priority				
9	Access to sustainable quality basic services	Skip Bins	Ward 27: 2 skip bin	80 Skip bins provided so far across wards, no budget for skip bins 2022/23				
10	Integrated human settlement	Shopping Complex	For the ward					

Ward 28								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Extension of Street paving at Mahunsi Paving next to Duvula Mahuntsi high school to Rotterdam sports complex From main road to Mawila Tuck shop via Sam Mtileni, Zoro,Nwamayenyani,	Rotterdam Mahuntsi 1,5km paved Rotterdam Duvula 1,5km paved The area is flat Priority noted and shall be prioritised based on budget availability.				**RAL Budget for road**

			Manyama to Ka Xindhengezani From Berea Assembly of God to graveyard	Re-gravelling program can assist a temporary measure				
2		Bridges	aringe and Manyunyu next to Mahove Between Maringe and Daniel Malambhani Between Ka Ngwagawula and Amies Between Xi Monene and Honoka next to Mkhari Between Dumani and Manganyi next to Mathonsi Between Abby Mabasa and Josephine Macevele next to the Stadium Between Sam Mtileni and Martha Khovani Between Giyani Hlungwani and Florah Mkhari Between Morris Marhambhani and Magazine Between December Mashele and the Rock church	Priority noted, affected areas shall be prioritised for designs and future project allocations				Rotterdam Low Level Bridge at New Stand to Ximonele completed during 2018/19 Fy

			Between Anneta Makaringe and Piet Mabasa Between Daniel Ravimbi and Mahuntsi Pre School					
3	Access to sustainable quality basic services	Regravelling	Vuxungu via Bosman Road, Xikhalichani , Rhena until Midhavuki, Tribal office via Nwancamango to Nwafakazi, From Mahuntsi section via Newstands Malume Swafiya la S, Ximonele, via graveyard to Vuxungu	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Boreholes needed at ward 28 and Jojo Tanks at Barcelona Section, Mikhiligombo section, Masengani Section, Khomisani Sweso section plus 2 jojo tanks Next to Mhangwani	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	400 RDP house 350 VIP toilets	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				

6	Improved and inclusive local economy	LED	SMMEs	LED to assess the Priority				
7	Access to sustainable quality basic services	Electrification	High mast Duvula Xikhulu section, Rock section Deepeleven and Khomisani sweso ka Mhangwani Post connection needed (72 houses)	Electrification to be implemented at Rotterdam				
8	Access to sustainable quality basic services	Education	Library	Relevant stakeholder to be consulted on the priority				
9	Access to sustainable quality basic services	Skip Bins	Ward 28: 2 skip bins	80 Skip bins provided so far across wards, no budget for skip bins 2022/23				
10	Access to sustainable quality basic services	Stadium	Completion of Stadium	Priority to be considered based on the available budget				

Ward 29								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	
1	Access to sustainable quality basic services	Pavements and Roads	Rehabilitation of Modjadjiskloof town streets Reviving street signage at modjadjiskloof Side walks and grass cutting Mokgoba Paving Sekgopo Matlou Ramoadi street paving Moshate paving Potholes	Resealing of Modjadjiskloof (Panorama) completed in 2021/2022 FY Street Naming Signage Eugene street 2024				Sekgopo Moshate Street Paving MIG
2	Access to sustainable quality basic services	Bridges	Low level bridges around Sekgopo	Priority noted, affected areas shall be prioritised for designs and future project allocations Sekgopo (Ramoadi) Low Level bridge designs completed in 2020/21 FY,				

				construction shall be considered based on budget availability				
3	Access to sustainable quality basic services	Regravelling	Ramakgolo	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Water reticulation at Ga Sekgopo Mantsha Address boreholes at Sekgopo Sewer system Mokgoba(Critical) Need for Water Modiokong	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers Sewage a crisis				
5	Improved quality of life	Houses and Toilets	20 X Toilets Mokwakwaila farm, Ramakgolo, 300 RDP houses across ward and farms	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				

6	Integrated human settlement	Land	Land for residential at Mokgoba Sites at Modjadjiskloof Shopping Complex	Planning to make assessment and report accordingly				
7	Access to sustainable quality basic services	Electrification	High hast at Sekgopo,Modiokong Electricity installation Electricity installation Mokwalakwala farm, 2 high mast Modiokong, 1 High mast Ramakgolo, Electrification of new stands Sekgopo	To be prioritised after eradicated backlog from villages that never benefitted. Electrification will be implemented at Design stage				
9	Access to sustainable quality basic services	Skip Bins	Ward 29: 9 skip bins	80 Skip bins provided so far across wards, no budget for skip bins 2022/23				
10	Access to sustainable quality basic services	Health	Modjadjiskloof clinic infrastructure					

Ward 30								
Priority	**Strategic Objective**	**Priority**	**Location/Priority**	**Departmental Response to priority**	**Budget Linkage**			**Departmental Response Update**
					2025	**2026**	**2027**	

1	Access to sustainable quality basic services	Pavements and Roads	Sekgothi (Ga Mampeule to Boshakga) Mabulana to Tlatja Mothobekhi to the cemetery Polaseng Matshelapata Kgopong	The area is generally flat with rocky sections 1.8km streets paved at Mothobekhi 1.8km streets paved at Matshelapata which is not connecting to the main road (Bermuda Road) Priorities noted and shall be considered based on budget availabilty				
2	Access to sustainable quality basic services	Bridges	D1330 Boshake to Koope D1331 Molototsi (Matipane to Polaseng) Mokwakwaila to Polaseng D1331 Mabulana to Polaseng Sekgothi to Boshake Senopelwa to Mothobekhi	Priority noted, affected areas shall be prioritised for designs and future projects allocations Boshakhe bridge designs have been allocated budget Ward is critical in terms of connecting bridges				

			Mabulana Matshelapata to showground Boshake road to the cemetery X2, Sekgothi X3, Tlatja (8), Kgopong x 4, Mabulana x 6, Mothobekhi x 3 , Polaseng x 3					
3	Access to sustainable quality basic services	Regravelling	All Village Grading of Sports Ground across ward	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Lepelle pipeline to supply Boshakge, Sekgothi, Tlatja, Kgopong, Mabulana and reservoir, Borehole across ward	Priority noted and shall be referred to MDM for intervention. The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	RDP Houses needed at Kgopong and Matselapata 300 X RDP houses across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				

			300 x VIP toilets needed across ward					
6	Improved and Inclusive local economy	LED	EPWP, CWP , Farmer support	LED to prioritize based on the available budget				
7	Access to sustainable quality services	Electrification	X96 Post connection 6 Transformers for boreholes 6 high mast across ward	Priority to be considered based on the available budget and also referred to relevant stakeholder				
8	Access to sustainable quality services	Education	Mothobekhi primary school shortage of classrooms Makhaela primary classroom and educators shortage Gradering of Makhaela Primary school sportsfield Library needed Sekgothi village	Relevant stakeholder to be consulted				
9	Access to sustainable quality basic services	Skip Bins	Ward 30: 2 skip bins	80 Skip bins provided so far across wards, no budget for skip bins 2022/23				
10	Integrated human settlement	Showground	Infrastructure at Matipane Showground	LED to look into the priority based on the available				

				budget, the matter had been pending for a while				

13. STRATEGIES PHASE

13.1. Introductions

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

13.2. SWOT Analysis

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

Table no: 52: Strategic SWOT Analyses

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

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

13.3 Developmental Strategies

13.3.1. Strategic Intent of Greater Letaba Municipality

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

13.3.2. The Greater Letaba Municipality Vision

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

The vision of the municipality is therefore as follows:

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

13.3.3. The Greater Letaba Municipality Mission (Aim)

According to Ehlers and Lazenby (2005:51), the mission statement is an enduring statement of purpose that distinguishes an organisation from other similar organisations. They further argue

that it identifies the scope of the organisation's operations in terms of product, market and technology.

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

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

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

13.3.4 Greater Letaba Municipality's Values

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

Table no. 53: Values

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 :

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

13.5. Strategic Objectives

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

- **Improve quality of life**

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

- **Improved and Inclusive local economy**

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

- **Integrated sustainable development**

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

- **Financially Sustainable institution**

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

- **Improve governance and organisational excellence**

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

- **Access to sustainable quality basic services**

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

- **Integrated human settlements**

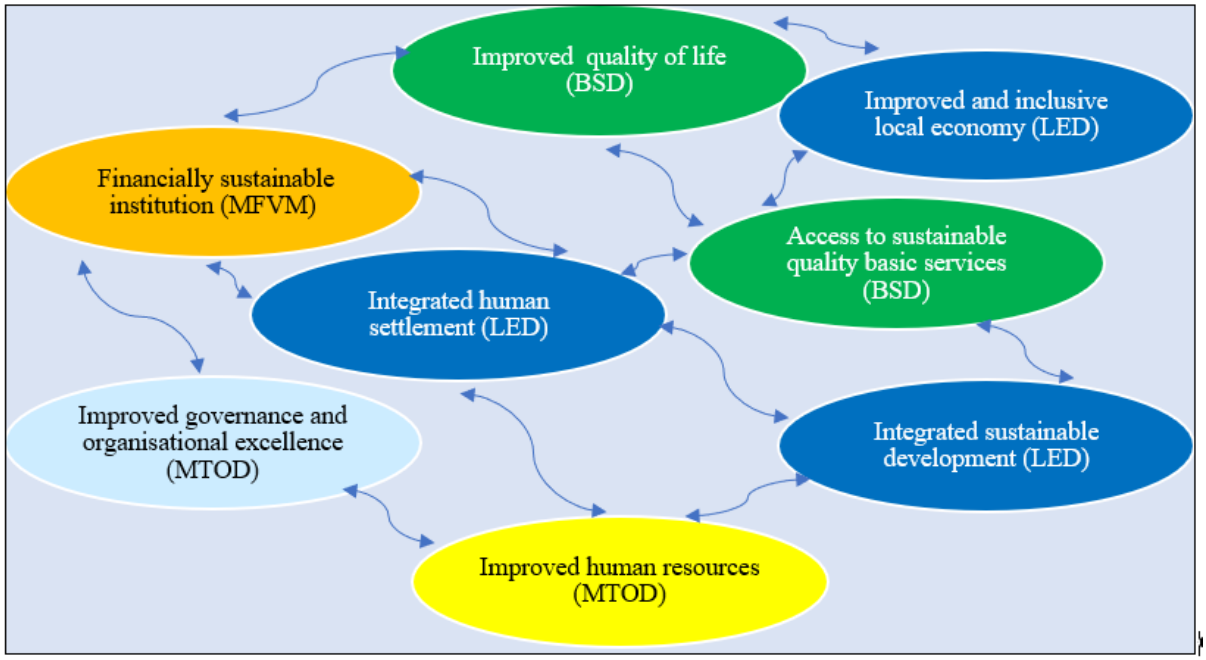
There is a need for the municipality to plan for future human settlement development so that we address the injustices of the past.

- **Improve human resource**

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

13.6 Strategic Map (Figure no 5)

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



13.7. Alignment with Provincial and National Priorities/Strategies

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

13.7.1. National Priority Areas

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

13.7.2. National Outcomes

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

13.7.3. The National Development Plan Chapter

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

- Building safer communities;
- Building a capable and development state and
- Transforming society and uniting the country.

13.7.4. Provincial Objectives

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

13.7.5. Outcomes

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

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

COGTA KPA	Outcome 9	GLM Strategic Objectives
KPA 1: Municipal transformation and Organisational Development	Implementation of differentiated approach to planning, financial and administration. Administrative and financial capability	Improved human resources
KPA 2: Municipal Financial Viability and Management	Administrative and financial capability	Financially sustainable institution
KPA 3: Basic Service Delivery and Infrastructure Development	Improve access to basic services	Access to sustainable quality basic services Improved Quality of life
KPA 4: Good governance and public participation	Deepen democracy through refined ward committee system	Improved governance and organisational excellence
KPA 5: Local Economic Development & Spatial Rationale	Community work programme Land acquisition for low income and affordable housing	Improved and inclusive local economy Integrated and sustainable development

COGTA KPA	Outcome 9	GLM Strategic Objectives
		Integrated human settlement

Table no. 54: Outcomes

13.8. Operational Strategies

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

13.8.1. Programmes/Projects, KPI's and Targets

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

KEY PERFOMANCE AREA - SPARTIAL RETIONALE

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	**Medium Term**	**Long Term**	
Integrated human settlement	Implementation of Land invasion strategy	Illegal occupation of municipal land	Issuing of non-compliance notices	Securing of court interdicts and court orders	Well-coordinated integrated human settlement	# of land invasion incidence reported
	Building inspection	Non-Compliance with building regulation	Issuing of non-compliance notices	Securing of court interdict and court orders	Well-coordinated integrated human settlement	% of building inspection conducted
Integrated human settlement	Implementation of SPLUMA	Illegal occupation of municipal land	Issuing of non-compliance notices	Securing of court interdict	Well-coordinated integrated human settlement	# of SPLUMA Tribunal sittings
	Processing of land use applications	Uncoordinated rural settlement	Receiving and processing all land use applications	Contribution to the well-coordinated rural land	A well-coordinated rural settlement	# of land use application processed
Integrated human settlement	Processing of Building plans	Building without approved building plans	Issuing of Non-Compliances notices	Take legal actions for non-compliance	Ensure compliance with the building regulations and safe human settlement	# of Building Plan Processed
	Land audit report	Unaudited land parcels owned by the municipality	Report on land parcels owned	To make land available for development	Optimum utilisation of municipal land	# of land audit report development

			by the municipality			
Integrated human settlement	Housing Beneficiary Policy	Disorganized allocation of housing units	Approved housing beneficiary policy	Well-coordinated implemented housing allocation	Well-coordinated allocation of human settlement to the marginalised	# of Housing Beneficiary Policy development

KEY PERFOMANCE AREA – LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	**Programme**	**Challenge / Issue**	**Recommended Solutions / Strategies**			**Strategic KPI**
			Short Term	**Medium Term**	**Long Term**	
Improved and Inclusive Local Economy	LED Strategy	Outdated LED Strategy	LED strategy reviewed.	A reviewed LED Strategy that responds to the economic conditions of our Municipality.	LED strategy that contribute to the growth of the economy of the municipality	Review of LED Strategy
	Business Registration	Non-Compliance of Businesses	Formalisation of businesses	Creation of the data base of all existing businesses in the municipality	Well-coordinated and formalised business sector in the municipality	Business Compliance and Enforcement
	LED Forums	Non-coordination of business Stakeholders	Coordination of the business activities and organising of	Strengthen relations between business and government stakeholders for the growth of the Municipal Economy	Organised business and government stakeholders to promote economic growth and development.	# of LED Forum conducted

			the business sector			
	Marketing Initiative	Lack of exposure to Markets	Attending various Expos and Exhibitions	Exposure of businesses to various market opportunities	Exposure of businesses to various market opportunities	Number of Marketing Initiative conducted
Inclusive Local Economy	SMME Support	Poverty and Unemployment	Financial and Non-Financial Support to SMMEs	Expanding support to reach more SMMEs	Improved economic opportunities and increased employment	Report on Jobs created through LED initiatives
Inclusive Local Economy	SMMEs Training	Lack of business skills	Providing training to SMMEs	Forging partnerships with government and other stakeholders for provision of various training needs	Sustainable and well-trained business sector	# of SMME's training conducted
Inclusive Local Economy	Report on Revival of Heritage and Tourism Sites	Neglected heritage and tourism attractions	Identify Tourism and Heritage sites for resuscitation.	Resuscitation of viable tourism attractions	Attracting more tourists into our heritage sites and attracting investment opportunities.	Revival of Heritage & Tourism attraction areas
Inclusive Local Economy	Business Compliance	Mushrooming of illegal and non-compliant businesses	Business registration, Inspection and Compliance	Increase the number of compliant businesses	Organised and compliant business sector in the Municipality	# of Blitz conducted on registration and compliances
Inclusive Local Economy	Development of the Economic	Fragment economic	Approved economic identity report	Supporting the development of the identified products	Specialising on the products which the Municipality has a	# of Economic Identity Report developed

	Identity Report	activities in the Municipality			competitive advantage	

KEY PERFOMANCE AREA – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective	**Programme**	**Challenge / Issue**	**Recommended Solutions / Strategies**			**Strategic KPI**
			Short Term	**Medium Term**	**Long Term**	
Improved Governance	Community Satisfaction Survey	Service Delivery Protests	Analyse, share and implement Community Satisfaction Survey report/results	Normalisation of the relations with stakeholders and communities	Having developmental municipality	Community Satisfaction Survey report
Improved Governance	Electronic Record Management System	Loss of information/data	To procure the Electronic Record Management System	Implementation	Monitoring and review	Electronic Record Management System
Improved Governance	Internal Audit Action Plan	Unresolved Internal Audit Findings	Improve implementation of the Internal Audit Findings	100% implementation of the Internal Audit Findings	100% implementation of the Internal Audit Findings	Internal Audit Findings Register

	External Audit Action Plan	Recurring AG findings	Resolve all recurring AG findings	100% implementation of the AG Action Plan	100% implementation of the AG Action Plan	AG Action Plan Register
	IDP Process Plan Approved	Non-adherence to the IDP Process plan	Approved IDP Process plan	Municipal IDP 5yrs Plan in terms of the legislation	Municipal IDP 5yrs Plan in terms of the legislation	Process plan Approved Process Plan
	Approved IDP	Non-adherence to the IDP Process plan	Approved IDP	Municipal IDP 5yrs Plan in terms of the legislation	Municipal IDP 5yrs Plan in terms of the legislation	IDP Approved in terms of the Legislation
Improved Governance	Municipal by laws (electricity & housing)	Inability to enforce regulations and municipal policies	Develop the electricity and housing by-laws, council adoption and public consultation	Awareness and implementation of the Gazetted by-laws	Monitoring and review of the Gazetted by-laws	# Gazetted By-laws (electricity & housing)
	Municipal by-laws (waste management, credit control & debt collection, property and Libra)	To give effect to the implementation of municipal by-laws	Conduct public awareness of the Gazetted by-laws	Implement the Gazetted by-laws	Monitoring and review of the Gazetted by-laws	% Monitoring of Gazetted by-laws (waste management, credit control & debt collection, property and Libra)
Improved Governance	Fraud and corruption	Lack of accountability	Review Anti-Fraud & Corruption Strategy	Implementation of the Anti-Fraud and corruption Strategy	Eradication of the Fraud & corruption cases in the municipality	# Reviewal of Fraud & Corruption Register

Improved Governance	Risk Management	Municipal risks not mitigated	Conducting risks assessments and ensure effective mitigating factors	Conducting risks assessments and ensure effective mitigating factors	Conducting risks assessments and ensure effective mitigating factors	# Risk Register
	Public participation	Poor attendance of public meetings	Development of public participation policy, inclusive of all channels of public participation	Implementation of public participation policy	Monitoring and review of the public participation policy	# Public Participation Policy
	Stakeholders Management Framework	Lack of Stakeholders relations management	Development of the Stakeholders Management Framework	Implementation	Monitoring and review	# Stakeholders Management Framework

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	**Medium Term**	**Long Term**	
Improved Human Resource	Training and Development Interventions	Non-compliance to the Work Skills Plan	Incorporation of skills analysis/audit and Personal Development Plans (PDPs) into WSP	Implementation of the WSP and compliance	Monitoring compliance to the WSP and review	% Compliance with Work Skills Plan
Improved Human Resource	Legal Services	Municipality involved in number of litigations	Make assessments of all litigations	Make out of court settlement on unwinnable cases	Reduced municipal litigation cases	# Litigations Register
Improved Human Resource	Oversight	Lack of effective oversight roles by portfolio committees	Identify trainers and training needs for portfolio committees	Implement capacity building program.	Effective oversight roles by councillors	#Capacity building program

KEY PERFOMANCE AREA – FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	**Medium Term**	**Long Term**	
To improve on revenue collection	Revenue management	Low Revenue Collection	implementation of credit control and debt management policy. Data cleansing Implementation of Revenue Enhancement Strategy Awareness campaign	Automated statements, payments and letter of demands on the financial system	Issuing summons and listing the defaulting customers to the credit bureau.	1.% of Revenue collection vs billing (95%) 2. % of Revenue Collection vs Debt Book (10%) 3. Data cleansing (50/100 of our costumers annually) 4. Cut-off and Disconnection of defaulting account holder(No of cut-offs per quarter for people owing more than 90days-Modjadjiskoof) 5. Revenue enhancement Strategy implementation (no of meeting held by the committee per quarter)
Reduction of maintenance costs	Fleet Management	High maintenance cost. Misuse of Municipal vehicles	Implementation of the fleet Management policy Apply consequence management	Lease of motor vehicle from service provider	Disposal of assets that are high in maintenance cost	1.Number of inspection reports conducted (per quarter) 2. Report on use of municipal vehicle (per quarter)

Existence of municipal assets	Assets Management	Movement of assets without informing assets office	Implementation of the asset management policies and asset management plan	Implementation of the asset management policies and asset management plan.	Implementation of the asset management policies and asset management plan	1.Number of asset verification conducted (bi-annual)
Full implementation of the procurement plan	Procurement plan	Non adherence to procurement plan. Low revenue collection on internally funded Late submission of specification Late advertising of bids	Submission of specification with the budget inputs by Department	Submission of specification with the budget inputs	Submission of specification with the budget inputs	1.Number of bids and quotations awarded as per procurement plan
Supply Chain Management	Bids	Bid committees not convening timeously	Quarterly reports	Quarterly reports	Quarterly reports	% bids awarded within 90 days after advertisement
Ensure Compliance with MSCOA	MSCOA compliance	Non implementation of Assets and Scm module	Implementation of the two outstanding modules	Continuous	Continuous	% on implementation of the modules (quarterly)

KEY PERFOMAANCE AREA: BASIC SERVICES DELIVERY

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			SHORT TERM	**MEDIUM Term**	**LONG TERM**	
Improve access to sustainable and affordable services	Electricity Infrastructure	Ageing Electricity Infrastructure	Preventative maintenance	Implementation of Electricity Infrastructure Maintenance Plan	Creating sustainable electricity network	Electricity Infrastructure Maintenance Plan
Improve access to sustainable and affordable services	Roads and Stormwater	Ageing Roads & Stormwater Infrastructure	Preventative maintenance	Implementation of Roads and Stormwater Maintenance Plan	Sustainable roads and stormwater infrastructure	Roads and Stormwater Maintenance Plan
Improve access to sustainable and affordable services	MIG Implementation Plan	Implementation of projects beyond 3 year	Implementation of the MIG Implementation Plan	Implementation of the MIG Implementation Plan	Eradicating Infrastructure Backlog	3-year MIG Implementation Plan
Improve access to sustainable and affordable services	INEP Implementation Plan	Households without access to electricity	Implementation of INEP implementation Plan	Implementation of INEP implementation Plan	Universal access to electricity	INEP Implementation Plan
Improve access to sustainable and affordable services	Energy Efficiency Demand Side Management	Excessive electricity bill	Implementation of Energy Efficiency Demand Side Management	Implementation of EEDSM Program	Reduce electricity consumption	EEDSM Implementation Plan

			(EEDSM) Program			

LAW ENFORCEMENT SERVICES

Strategic Objective	**Programme**	**Challenge / Issue**	**Recommended Solutions / Strategies**			**Strategic KPI**
			Short Term	**Medium Term**	**Long Term**	
Improve Community Safety and Law Enforcement	Road Safety Awareness Campaigns	High accident rate	Conducting Road Safety Awareness Campaigns	Conducting Road Safety Awareness Campaigns	Reduction of road accidents	Number of Road Blocks Conducted
Improve Community Safety and Law Enforcement	Vehicles and Drivers Compliances	Non-Compliance with the Road Traffic Act	Ensuring continuous visibility of Law Enforcement Officers	Ensuring continuous visibility of Law Enforcement Officers	Ensuring compliance with the Road Traffic Act.	Number of vehicles stopped and checked
Improve access to sustainable and affordable services	Public Libraries Functionality	Accessibility and maintenance of the Libraries	Implementation of the SLA	Implementation of the SLA	Implementation of the SLA	SLA signed and implemented (Dept of Sports, Arts & Culture)
Improve access to sustainable	Re-Purposing	Unused Municipal Libraries	Re-Purpose Municipal Libraries	Re-Purpose Municipal Libraries	Devise sustainable use for Municipal Libraries	Number of Unused Municipal Libraries re-purposed

and affordable services						
Improve Community Safety and Law Enforcement	Integrated Transport Plan (ITP)	Uncoordinated Transport Development	Review the Integrated Transport Plan(ITP)	Implementation of the Integrated Transport Plan (ITP)	Implementation of the Integrated Transport Plan (ITP)	Approved Integrated Transport Plan (ITP)
Coordinate key government services closer to the people	Thusong Service Centres	Essential Government services far from deep rural communities	Maintain current service and continue supporting Mokwakwaila TSC	Embark on a plan to establish Thusong Service Centre in Sekgosese area.	To have Thusong Service Centres in all Clusters of the Municipality	Number of Key Departments in the Centre.
Improve access to sustainable and affordable services	Establishment of Disaster Management Reporting System	Timeous reporting disaster incidence to MDM	Improve Disaster Management Incidence reporting	Procurement of Disaster Management System	To have Disaster Management System	Number of incidences reported to MDM

WASTE MANAGEMENT

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			SHORT TERM	**MEDIUM Term**	**LONG TERM**	
Access to sustainable Quality Basic Services	Provision of Skip Bins	Illegal dumping sites and littering	Provision of skip bins in strategic areas	Provision of extra Skip Bins	To have a clean and healthy environment	Number of skip bins placed in strategic areas
Access to sustainable Quality Basic Services	Implementation of Waste B y-Law	Illegal dumping sites and littering	Number of compliance inspection visit	Number of compliance inspection visit	Reduction of Illegal dumping and littering	Number of Inspection
Access to sustainable Quality Basic Services	Provision of clean environment	Unmaintained cemeteries	Maintenance of Cemeteries	To have clean cemeteries.	To have clean cemeteries.	Number of cemeteries Maintained.
Access to sustainable Quality Basic Services	Waste Collection	Uncollected waste and illegal dumping in township	Provision of waste collections to all proclaimed areas.	Provision of waste collections to all proclaimed areas.	Provision of waste collections to all proclaimed areas.	Number of households with access to kerbside waste collection
Improved quality of life	Service delivery protest	Inaccessible roads due to erosion	Blocking or roads and infrastructure vandalism	Roads and stormwater management	Implementation of Roads and stormwater maintenance plan	Road and stormwater maintenance report

Improved quality of life	Climate Change	Inadequate response to current and future climate change impacts	Assess climate change impacts	Assess climate change impact and strategies response	Development of climate change response strategy	Climate change response strategy
Access to sustainable Quality Basic Services	Number of Environmental Awareness campaigns	Illegal dumping and littering	Reduce and prevent littering and Illegal dumping sites	Reduce and prevent littering and Illegal dumping sites	To have clean and healthy living environment	Simple count of the number of environmental awareness campaigns held

14. PROJECT PHASE

14.1 Introduction

During the strategy phase, strategic objectives where 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.

REVENUE SUMMARY

BUDGET FOR 2025/2026					
Description	**Budget 2024-25**	**Adjusted Bududget 2024-25**	**Budget 2025-26**	**Budget 2026-27**	**Budget 2026-28**
Revenue By Source					
Property rates	- 21 522 447.00	- 21 522 447.00	- 22 469 434.67	- 23 458 089.79	- 24 490 245.74
Service charges - electricity revenue	- 28 080 072.00	- 28 080 072.00	- 31 646 241.14	- 33 038 675.75	- 34 492 377.49
Service charges - water revenue					
Service charges - sanitation revenue					
Service charges - refuse revenue	- 6 355 741.00	- 6 355 741.00	- 6 635 393.60	- 6 927 350.92	- 7 232 154.36
Sales of Goods and Rendering of Services	- 2 106 386.00	- 2 106 386.00	- 2 199 066.98	- 2 295 825.93	- 2 396 842.27
Rental of facilities and equipment	- 261 418.00	- 261 418.00	- 272 920.39	- 284 928.89	- 297 465.76
Interest earned - external investments (Bank)	- 4 888 492.00	- 4 888 492.00	- 5 103 585.65	- 5 328 143.42	- 5 562 581.73
Interest earned - outstanding debtors	- 3 934 544.00	- 3 934 544.00	- 4 107 663.94	- 4 288 401.15	- 4 477 090.80
Interest earned - Propert rates debtors	- 2 725 739.00	- 2 725 739.00	- 2 845 671.52	- 2 970 881.06	- 3 101 599.83
Fines, penalties and forfeits	- 628 653.00	- 628 653.00	- 656 313.73	- 685 191.54	- 715 339.96
Licences and permits	- 23 626 958.00	- 23 626 958.00	- 24 666 544.15	- 25 751 872.09	- 26 884 954.47
Agency services	- 3 532 839.00	- 3 532 839.00	- 3 688 283.92	- 3 850 568.41	- 4 019 993.42
Transfers and subsidies	- 423 528 200.00	- 416 302 365.00	- 410 348 250.00	- 398 459 350.00	- 416 479 900.00
Other revenue	- 336 458.00	- 336 458.00	- 351 262.15	- 366 717.69	- 382 853.26
Gains on disposal of PPE	- 839 200.00	- 839 200.00	- 876 124.80	- 914 674.29	- 954 919.96
Total Revenue (excluding capital transfers and c	**- 522 367 147.00**	**- 515 141 312.00**	**- 515 866 756.64**	**- 508 620 670.94**	**- 531 488 319.06**
Capital Grant	**- 68 593 800.00**	**- 80 904 615.00**	**- 77 125 750.00**	**- 73 441 650.00**	**- 76 815 100.00**
Total Revenue (including capital transfers and c	**- 590 960 947.00**	**- 596 045 927.00**	**- 592 992 506.64**	**- 582 062 320.94**	**- 608 303 419.06**

GRANTS SUMMARY

Grants and Subsides			
	Budget 2024/2025	**Budget 2025/2026**	**% increase/decrease**
Local Government Equitable Share	385 877 000.00	385 207 000.00	- 0.17
Municipal Infrastructure Grant	72 204 000.00	81 185 000.00	12.44
Finance Management Grant	2 000 000.00	2 000 000.00	-
Expanded Public Works Programme	1 874 000.00	2 003 000.00	6.88
Energy Efficiency Demand Management	5 000 000.00	5 000 000.00	-
Intergrated National Electrification Program	17 170 000.00	12 079 000.00	- 29.65
Municipal Disaster Response Grant	7 997 000.00	-	100.00
	492 122 000.00	**487 474 000.00**	**- 0.94**

EXPENDITURE SUMMARY

BUDGET FOR 2025/2026					
Description	**Budget 2024-25**	**Adjusted Bududget 2024-25**	**Budget 2025-26**	**Budget 2026-27**	**Budget 2026-28**
Description					
Expenditure By Type					
Employee related costs	151 911 520.00	152 061 520.00	161 175 383.65	165 936 074.65	169 652 892.77
Remuneration of councillors	32 821 353.00	32 821 353.00	34 265 492.53	35 807 439.70	36 702 625.69
Debt impairment	-	14 000 000.00	45 250 000.00	47 286 250.00	48 468 406.25
Depreciation	27 003 864.00	27 003 864.00	61 470 500.00	64 236 672.50	65 842 589.32
Finance charges	81 121.00	81 121.00	1 200 000.00	1 254 000.00	1 285 350.00
Bulk purchases	22 614 587.00	22 614 587.00	25 486 639.55	26 633 538.33	27 299 376.79
Other materials - Inventory	12 546 516.00	12 396 516.00	12 941 962.70	13 524 351.03	13 862 459.80
Contracted services	114 984 416.00	126 611 371.00	126 934 101.27	121 693 580.83	122 592 420.35
Transfers and subsidies					
Other expenditure	89 609 418.00	93 211 723.00	95 547 854.92	99 825 008.39	101 808 133.60
Irrecoverable Debts written off	15 955 164.00	1 955 164.00	2 041 191.22	2 133 044.82	2 186 370.94
Loss on disposal of PPE					
Total Expenditure	**467 527 959.00**	**482 757 219.00**	**566 313 125.84**	**578 329 960.24**	**589 700 625.50**

DRAFT ANNUAL BUDGET 2025/26: EXPENSES AS PER CONSUMER PRICE INDEX AND ECONOMIC ANALYSIS

- Employee related cost increased with 4.3% from R152 million to R161 million in 2025/26FY.
- Remuneration of councillors increased by 4.3% CPI inflation as per National Treasury circular no.130.
- Depreciation increased from R27 million to R61.4 million in 2025/2026 FY, the municipality has been under budgeting for depreciation for the past financial years as it a non-cash item but after benchmarking with other municipalities the municipality was able to budget for it accurately in the 2025/2026FY.
- Debt impairment also increased from R14 million to R45.2 million, it is also due to municipality was always under budgeting for it as a non-cash item.
- Bulk purchases increased by 11.32% as per NERSA tariff increase for municipalities. The municipality will submit the cost of supply study to NERSA for approval for 2025/2026 FY.
- Contracted services increased from R126.6 million to R127.9 million.

14.2 Projects

KPA: SPATIAL RATIONALE

Strategic Objective: Integrated Sustainable Human Settlement

Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
Integrated Sustainable Human Settlement		Township Establishment (Modjadjiskloof ext 4	Designs for Town Establishment at Ext 4 Modjadjiskloof Vrystaat Farm	Capex	R 1 000 000		

KPA: BASIC SERVICES

Strategic Objective: Access to sustainable quality Services

Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
Access to sustainable quality basic services	Office facilities	Road Marking Machine X1	Procurement of Road Marking Machine X1	Capex	R70 000		

Access to sustainable quality basic services	Office facilities	Chain Saw X1	Procurement of Chain Saw X1	Capex	R20 000		
Access to sustainable quality basic services	Office facilities	Stop Watches X10	Procurement of Stop watches X10	Capex	R10 000		
Access to sustainable quality basic services	Office facilities	Brush Cutting Machine X3	Supply and Delivery of Brush Cutting Machine X3	Capex	R60 000		
Access to sustainable quality basic services	Office facilities	Drive-on Lawn mower Machine X1	Supply and Delivery Drive-on Lawn mower Machine X1	Capex	R250 000		
Access to sustainable quality basic services	Office facilities	Municipal Offices - Designs (Main Office)	Municipal Offices - Designs (Main Office)	Capex	R2 000 000		
Access to sustainable quality basic services	Office facilities	Extension of Municipal Offices	Municipal Offices	Capex		R3 000 000	R7 000 000

Access to sustainable quality basic services	Roads	Construction of Madumeleng/Shotong Sports Complex	Construction of Madumeleng/Shotong Sports Complex (Multi-year)	Capex	R 3 000 000	R5 000 000	
Access to sustainable quality basic services	Roads	Upgrading of Mamanyoha Sports Facilities	Upgrading of Mamanyoha Sports Facilities	Capex	R10 000 000		
Access to sustainable quality basic services	Roads	Construction of Sekgopo Moshate Paving PH2 - 4.3km	Construction of Sekgopo Moshate Paving PH2 - 4.3km (Multi-year)	Capex	R 1 000 000		
Access to sustainable quality basic services	Roads	Construction of Boshakge Bridge	Construction of Boshakge Bridge	Capex	R 2 000 000	R4 000 000	R7 000 000
Access to sustainable quality basic services	Roads	Construction of Ramphenyane Bridge	Construction of Ramphenyane Bridge	Capex (MIG)	R 890 450	R6 000 000	R9 000 000
Access to sustainable quality basic services	Roads	Construction of Thibeni street Paving 2.3Km	Construction of Thibeni street Paving 2.3Km(Multi year)	Capex	R 3 000 000	R1 000 000	

Access to sustainable quality basic services	Roads	Construction of Burkina Faso street paving (2km) and 4 culvert bridges	Construction of Burkina Faso street paving (2km) and 4 culvert bridges	Capex (MIG)	R 20 826 683	R5 210 568	
Access to sustainable quality basic services	Roads	Construction of Ramaroka Street Paving 3.4km	Construction of Ramaroka Street Paving 3.4km	Capex (MIG)	R 9 000 000	R15 935 912	R7 040 686
Access to sustainable quality basic services	Roads	Construction of Maupa Street Paving (4.9 km)	Construction of Maupa Street Paving (4.9km) Multi year	Capex (MIG)	R 22 414 290	R3 893 512	
Access to sustainable quality basic services	Roads	Rehabilitation of Eugene street and stormwater management	Rehabilitation of Eugene Street and stormwater management	Capex	R 5 000 000	R6 600 000	
Access to sustainable quality basic services	Roads	Construction of Masakhaneng Street Paving (3.1 km) and pedestrian bridge	Construction of Masakhaneng Street Paving (3.1 km) and pedestrian bridge	Capex (MIG)	R 8 017 994		

Access to sustainable quality basic services	Roads	Road Maintenance	Road Maintenance	Opex	R 9 966 672,32	R 10 415 172,58	
Access to sustainable quality basic services	Electricity	Installation Meter unit at Eskom Incomer	Installation Meter unit at Eskom Incomer	Capex	R 1 500 000		
Access to sustainable quality basic services	Electricity	Pole Replacement HT 11 KV line (Modjadjiskloof to Mokgoba)	Pole Replacement HT 11 KV line (Modjadjiskloof to Mokgoba)	Capex	R1 000 000		
Access to sustainable quality basic services	Waste Disposal	Construction of Maphalle Land Fill Site Ph2	Construction of Maphalle Land Fill Site Ph2 (Multi-year)	Capex (MIG)	R 8 976 333		
Access to sustainable quality basic services	Electricity	Tshwele (Goedplaas) Electrification	Tshwele (Goedplaas) Electrification- (54)	*Opex (INEP)*	R1 323 000		

Access to sustainable quality basic services	Electricity	Mothele Electrification	Mothele Electrification (70&	*Opex (INEP)*	R 1 715 000		
Access to sustainable quality basic services	Electricity	Khethomamotheka Electrification	Khethomamotheka Electrification (75)	*Opex (INEP)*	R 1 837 500		
Access to sustainable quality basic services	Electricity	Ga-Sekgopo Phase 2 Electrification	Ga-Sekgopo Phase 2 Electrification (120)	*Opex (INEP)*	R 2 940 000		
Access to sustainable quality basic services	Electricity	Maphalle Phase 2 Electrification	Maphalle Phase 2 Electrification (120)	*Opex (INEP)*	R 2 940 000		

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Objective: Access to sustainable basic services

Priority Issue: Municipal Facilities, Assets and Offices

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
Head office	Improved governance and organisational excellence	Information Technology	ICT Domain Server Upgrade	ICT Domain Server Upgrade	Capex	R 260 000		
Head office	Improved governance and organisational excellence	Information Technology	Camera	Procurement of Camera	Capex	R 250 000		
Head office	Improved governance and organisational excellence	Information Technology	Office furniture	Supply and Delivery of office furniture	Capex	R 3 000 000		

KPA: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective: Improved and Inclusive Local Economy

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
	Improved and inclusive local economy	Local Economic Development	Integrated Transport Plan	Integrated Transport Plan	Opex	R2 000 000		
	Improved and inclusive local economy	Local Economic Development	SMME Support	SMME Support	Opex	R 1 044 000,00	R1 090 980,00	

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective: Effective and Efficient Community Development

Region/ Ward	Strategic Objective	Programme	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
Head Office	Effective and Efficient Community Development	Imbizo	Opex	R 475 757,06	R 497 166,13	

Head office	Effective and Efficient Community Development	Bursary	Opex	R2 891 327,72	R 3 021 437,47	
Head office	Effective and Efficient Community Development	Gender Activities	Opex	R231 911,03	R 242 347,02	
Head Office	Effective and Efficient Community Development	HIV/AIDS Desk Activities	Opex	R 480 037,46	R 501 639,15	
Head Office	Effective and Efficient Community Development	MPAC Activities	Opex	R 1 390 830,37	R 1 453 417,74	

KPA: MUNICIPAL FINANCIAL VIABILITY

Strategic Objective: Financially Sustainable Institution

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
Head office	Financially sustainable institution	Fleet Management	Supply and Installation of Petrol Pump (Stores)	Supply and Installation of Petrol Pump (Stores)	Capex	R 200 000		

SECTOR DEPARTMENTS PROJECTS

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
GLM	Access to sustainable quality basic services		Borehole Electrifications	Borehole Electrifications	MDM	R45 000 000		
Kgapane	Access to sustainable quality basic services	Repairs and Maintanance - Kgapane WWTW	Repairs and Maintanance - Kgapane WWTW		MDM			
	Access to sustainable quality basic services	Sekgosese Water Scheme	Sekgosese Water Scheme	Sekgosese Water Scheme	MDM	R60 000 000	R63 000 000	R66 150 000
	Access to sustainable quality basic services	Rural Household Sanitation (Greater Letaba LM)	Rural Household Sanitation (Greater Letaba LM		MDM	R25 000 000	R26 250 000	

15. INTEGRATION PHASE

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

15.1 Status of the Plans

Sector Plans	Date of Approval	Last Date of Review	Current Status
SDF	2010	2023	Approved, awaiting Gazetting
Employment Equity Plan	2017	30/09/2022	Review Process
LED Strategy	2013		Reviewed and approved
Workplace Skills Plan	2005	30/04/2024	approved
Disaster Management Plan		2019	Reviewed process
Housing Chapter		Annual	Annual
Audit Plan		Annual	Annual
Institutional Plan & HR Policies	2012	15/05/2023	Reviewed 2024
Integrated Transport Plan		2020	Review Process
Anti-Corruption Plan		Annual	Reviewed 2023
Risk Management Plan		Annual	Reviewed 2024

Table no 57: Status of the Plans

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

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

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

15.2. Sectoral Plans and Programmes

15.2.1. Integrated Waste Management Plan (IWMP)

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

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

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

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 2022 financial year and is therefore being considered for gazetting in line with the requirements of the Spatial Planning and Land Use Management Act, 2013. The SDF is also an essential component for the formulation of an appropriate land use management system.

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

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

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

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

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

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

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

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

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

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

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

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

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

15.2.3. Employment Equity Plan

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

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

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

15.2.3.1. Objectives

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

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

15.2.4. Integrated Environmental Management Plan

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

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

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

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

15.2.4.1. Key Focus Areas (Guidelines)

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

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

15.2.5. Legislative Framework:

15.2.5.1. Environmental Conservation Act (Act 73/1989)

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

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

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

15.2.6. Local Economic Development Plan

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

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

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

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

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

15.14. Methodology

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

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

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

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

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

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

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

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

15.15. Implementation of the Performance Management System

The performance management system is implemented through monitoring, evaluation, reporting and review. This phase is guided by the following extract from the Performance Management Guidelines for Municipalities (2001: Ch. 5)[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.

There is a backlog of housing across villages and that should be addressed through allocation of housing and also provision of sites for development in the municipality. There are measures in Kgapane to establish township, also in Uitspan portion to address the housing issues. 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 developments. The table below indicates a number of Allocation planned for 2024/2025 by Coghsta.

Housing allocation for the financial year 2025/2026 per ward per village.

Village/Township	Rural/ Urban	No. of Units	Housing Typologies 12			Family types in the household			
			Mud	Shacks	Blocked/milestone	Disabled	Disaster	Child headed/Orphan	Pensioner
Iketleng Raselaka Mohlakamosoma Maraka Rabothata Molelema Kekutine	Rural	04 01 02 01 01 01 01 Total: 11						04 01	05 04
Mapalle Shawela Dichosing	Rural	08 06 06 Total: 20	00	00 01		00 00 01	08	00 02 01	00 04 03

Boshakge **Sekgothi** **Hlatsa** **Kgopong** **Mabulana** **Polaseng** **Matselapata** **Mothobeki**	**Rural**	03 03 03 02 03 03 02 01 **Total: 20**	**01** **02** **01** **01** **01** 	**01** **01** **02** **01** 		**00** **01** **01** **01** **01**	 **01** 	**00** **01** **01** **01** 	**01** **01**

Total allocation for the Greater Letaba Municipality during the financial year 2024/2025 sits at 51 Housing Units

15.19. Conclusion on Housing Chapter

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

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

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

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

15.20. Land Use Management Scheme

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

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

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

- Part I: General.

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

15.21. Energy Master Plan

Greater Letaba Municipality has developed its own master plan and is currently providing electricity in Modjadjiskloof and Ga-Kgapane, Senwamokgope and rural areas are provided by Eskom. The Energy Master Plan Should be reviewed in order to address the current challanges

15.21.1. Purpose:

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

15.22. Education Plan

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

15.22.1. Purpose:

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

15.22.2. Requirements:

The following courses are required:

- Agriculture;
- Science and
- Engineering.

15.23. Health Plan (Occupational Health and Safety Policy)

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

15.23.1. Scope of Application

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

15.23.2. Objectives:

- To implement the provisions of the OHS Act 85 of 1993 and regulations promulgated there under;
- To conduct regular health and safety inspections in order to assess or evaluate risks attached to certain tasks, remove or reduce hazards in work areas and supply personal protective equipment where necessary;
- To accurately report and investigate incidents of injury on duty in order to determine the cause thereof with a view to prevent the reoccurrence of similar incidents;
- To conduct training of employees with emphasis to identify hazard in their work environment;
- To compile health and safety statistics this will enable objectives measures of health and safety performance to highlight problem area and
- To make it the responsibility of every council employee to work safely at all times.