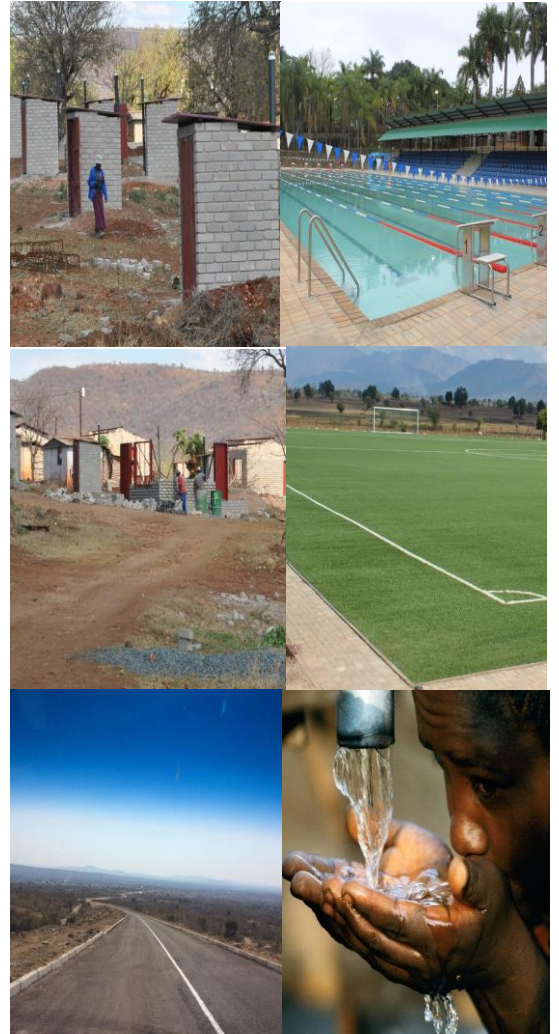


GREATER TZANEEN MUNICIPALITY



VISION

*"A Green, Prosperous and United Municipality
that Provides Quality Services to All"*



FINAL IDP 2017/18

Table of Content	Page
-------------------------	-------------

MAYOR'S FOREWORD.....8

EXECUTIVE SUMMARY.....9

PLANNING FRAME WORK.....10-27

POWERS AND FUNCTIONS.....22

STRATEGIC INTENT OF THE GREATER TZANEEN MUNICIPALITY7

ANALYSIS PHASE.....7-203

KPA 1: SPATIAL RATIONALE 32-51

Spatial Rationale..... 32-47

Environmental Health Management..... 47-52

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT 52-120

Water and Sanitation..... 52-57

Energy and Electricity..... 57-67

Roads and Stormwater Drainage 67-83

Waste Management 84-95

Public Transport 95-99

SOCIAL ANALYSIS/ SERVICES99-120

Human Settlements/ housing 99-103

Education 103-104

Health and Social Development 104-106

Safety and Security 106-109

Fire and Rescue services, Disaster and Risk Management 109-110

Post Office and Telecommunication 110-111

Sports Parks, Arts and Culture 111-117

Library Services 118-120

KPA 3: LOCAL ECONOMIC DEVELOPMENT **120-131**

Local Economic Profile..... 120-126

Tourism..... 126-127

Agriculture..... 127-129

GTEDA..... 129-131

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION **132-139**

Public Participation 132-134

Special Programmes..... 134-136

Internal Audit..... 137-138

Risk Management..... 138-139

KPA 5: FINANCIAL VIABILITY AND MANAGEMENT	140-148
Overview of Budget Funding.....	141-142
Grants Allocation.....	142
Operating and Expenditure Budget for.....	143
Property Valuation rates tariffs and other charges.....	146
Financial Challenges.....	148
KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	149-158
Legislative and Policy Requirement.....	149
Type of Municipality.....	149
Powers and Functions.....	149-150
Organizational Structure.....	150-152
Human Resource Management.....	149-158
Administration and Record Management.....	155
Municipal SWOT Analysis.....	159-160
COMMUNITY NEEDS	162-203
STRATEGIES PHASE.....	204-227
Developing of the Strategic Blueprint.....	204
Vision, Mission and Values.....	204
Key Strategic Thrusts.....	205
IDP Strategic Objective Map.....	205
Alignment of National, Provincial and Local Government Strategic Objectives.....	206
The Strategic Map and the Balance Scorecard.....	208
Balance Scorecard Perspective.....	2081
Alignment of Perspective and Strategic Objectives.....	208-221
Results, Indicators and Projects.....	208
Strategic Balanced Scorecard.....	208 - 221
Operational Strategies.....	222-227
PROJECT PHASE.....	228-287
INTEGRATION PHASE.....	288-341
APPROVAL PHASE.....	342

ACRONYM AND ABBREVIATION

ABET	Adult Basic Education and Training
AG	Auditor General
CASP	Comprehensive Agricultural Support Programme
CBD	Central Business District
CDF	Community Development Facilitator
CDW	Community Development Workers
CFO	Chief Financial Officer
CS	Community Services
COGHSTA	Cooperative Governance, Human Settlement and Traditional Affairs
COGTA	Cooperative Governance and Traditional Affairs
DBSA	Development Bank of Southern Africa
DGP	District Growth Point
DORA	Division of Revenue Act
DoRT	Department of Roads and Transport
DSAC	Department of Sport, Arts and Culture
DWA	Department of Water Affairs
EAP	Employee Assistance Programme
EE	Electrical Engineering
EECF	Employment Equity Consultative Forum
ELMDP	Executive Leadership Municipal Development Programme
EPWP	Extended Public Works Programmes
ES	Engineering Services
EXCO	Executive Committee
FIFA	Federation of Internationale de Footbal Association
GIS	Geographic Information System
GDP	Gross Domestic Product
GTEDA	Greater Tzaneen Economic Development Agency
GTTA	Greater Tzaneen Tourism Association
GTM	Greater Tzaneen Municipality
HCRW	Health Care Risk Waste
HIV	Human Immunodeficiency Virus
HR	Human Resource
HRD	Human Resource Development
IDC	Industrial Development Cooperation
IDP	Integrated Development Plan
IGR	Intergovernmental Relation
INEP	Integrated National Electrification Programme
IPMEF	Integrated Performance Management and Evaluation Framework
KV	Kilovolts
LED	Local Economic Development
LEDET	Economic Development, Environment and Tourism
LEGDP	Limpopo Employment, Growth and Development Plan
LRAD	Land Redistribution for Agricultural Development
LUMS	Land Use Management Scheme
MDM	Mopani District Municipality
MFMA	Municipal Finance Management Act
MFMP	Municipal Finance Management Programme
MGP	Municipal Growth Point
MIG	Municipal Infrastructure Grant
MIS	Management Information System
MM	Municipal Manager
MPAC	Municipal Public Accounts Committee
MOU	Memorandum of Understanding
MTAS	Municipal Turnaround Strategy
MTEF	Medium Term Expenditure Framework
MVA	Mega Volt Ampere
NDP	National Development Plan

NDPG	Neighbourhood Development Partnership Grant
NERSA	National Energy Regulator of South Africa
NT	National Treasury
OHS	Occupational Health and Safety
PED	Planning and Economic Development
PGP	Provincial Growth Point
PFMA	Public Finance Management Act
PT	Provincial Treasury
PTO	Permission to occupy
RDP	Reconstruction and Development Programme
RHIG	Rural Household Infrastructure Grant
SANS	South African National Standard
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAPS	South African Police Service
SAQA	South African Quality Assurance
SCADA	Supervisory Control and Data Acquisition
SEDA	Small Enterprise Development Agency
SETA	Sector Education and Training Authority
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small medium and micro-sized enterprises
VCT	Voluntary Counselling and Testing
VEP	Victims Empowerment Programme
WSP	Workplace Skills Plan
MSCOA	Municipal Standard Chart of Accounts

1. Powers and functions
2. Institutional arrangements
3. Phases of the IDP
4. Mopani District IDP Framework
5. IDP/ BUDGET Process Plan 2016/2017
6. Performance Management 2016/2017
7. Population and households per ward
8. Statistics per Language GTM
9. GTM income levels
10. Annual household income
11. Highest education level
12. Proposed settlement cluster for the GTM area
13. Dominating Industry activities within Mopani
14. Energy usage for heating by municipalities
15. Water sources, quality and water services infrastructure
16. Water sources
17. Financial summary
18. List of major roads within the district
19. Provincial and District roads services levels
20. Backlog level of waste management, plans and cost for 3years
21. Minibus and Taxi facilities
22. List of Mopani circuit offices
23. Statistics information on crime
24. GTM Major Disaster risks
25. Labour force estimates for Mopani District and Greater Tzaneen Municipality
26. Gross value added at basic prices per sector in MDM
27. Gross value added at basic prices per sector in GTM
28. Employment status by gender in GTM 2013/2014
29. Summary of 2007 GTM thrusts and programmes
30. Social and environmental challenges
31. Tourism development challenges
32. SWOT analysis for Local Agriculture
33. Members of MPAC
34. Needs and challenges of the Youth & Children
35. Needs and challenges of Disabled persons
36. Needs and challenges of women and aged
37. Types of disability and Stats info
38. Employment Equity Representation
39. GTM Vacancy rate

LIST OF GRAPHS

1. GTM Population
2. GMT gender heads of households
3. GTM age of households heads
4. GTM employment status
5. Disability prevalence
6. Marital Status info
7. Self care info
8. GTM Settlement pattern
9. The scope of practice for Environmental Health
10. Average % of food handling premises per inspection area
11. Blue drop certification
12. Households access to Energy or fuel lighting
13. Organogram

Vision

"A Green, Prosperous and United Municipality that Provides Quality Services to All"

Mission

The Greater Tzaneen Municipality is committed to provide quality services to its economy by:

*“Promoting social and economic development;
Providing and maintaining sustainable services;
Ensuring efficient and effective utilization of all available resources;
Ensuring Promoting Environmental sustainability;
Promoting effective stakeholder and community participation.”*

Values:

*Commitment
Integrity
Accountability
Innovation
Professionalism
Transparency
Consultation*



CLLR MG MANGENA: MAYOR

FOREWORD BY THE MAYOR

It is my pleasure to present the Integrated Development Plan 2017/18. This is the first version of the current Council. The Integrated Development Plan remains the supreme document which guides planning at local government level. It is a five year plan of the municipality which details all the developmental projects that must take place within the municipal space.

We want to take this opportunity to thank the preceding Council (2011-2016) for laying our foundation for the current Council (2016-2021). The current Council came as a culmination of the 2016 Local Government Elections. Our people gave us a clear mandate as to what we need to deliver in our term of office.

Throughout the manifesto, the IDP strategic session and the recent Public Participation Process, we have identified the following priorities for the next five years:

- **Social cohesion through Integrated Human Settlement and Spatial development.**
- **Job creation through Public, Private, Participations and Expanded Public Works Programme as anchor LED programmes.**
- **Acceleration of Basic Service Delivery through upgrading and maintenance of internal streets, Provision of electricity and major infrastructural projects.**
- **Maintenance and improvement of Audit Opinion through Good Governance & public participation.**
- **Sustained and viable finance management through revenue enhancement and Expenditure management.**
- **Skilled, Knowledgeable and Transformed Human Resource.**

We are saying it can no longer be business as usual. We call on our Councillors, leaders of Traditional Authorities, employees, communities and organised stakeholders to work together to fight the triple challenges of Inequality, Poverty and Unemployment. Working together in Unity We Can Do More.

I thank you

Cllr Maripe Godfrey Mangena

Mayor



**MR.B.M MATHEBULA
ACTING MUNICIPAL MANAGER**

EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

The Municipal Systems Act, 32 of 2000, provides that the municipality must develop its Integrated Development Plan. This will be a guiding principal document for development of the IDP 2017-2022.

The Integrated Development Plan present the synopsis of the situational analysis in our municipality. It gives an indication of strengths we have as an insitution and where we can bank on to provider better services to our communities. It further highlights the weakness which we need to improve or rectify to gain a compentetive advantage. The IDP also identifies the oppotunities presented by the environment as well as the threats which we must mitigate.

Key to the IDP are the strategies that we have undertaken to resolve these challenges. These strategies have been converted into implimentable programmes permitted by the limited resources that we have. We have budgeted for capital and operational projects after looking into our resources.

The IDP also incorporates the sectoral plans that informs our short and long term projects and programmes. We are busy finalising the review of our Spatial Development Framework, the Integrated Transport Plan, the Roads & Stormwater Management Plan and the Local Economic Development Strategies. Council has also adopted a host of policies and by-laws as enforcement instruments.

We welcome the Council, led by the Mayor and the Speaker whom we need to give support, and thank also want ot thank our management and communities. We there fore call our management to urgently implement this IDP in order to better the lives of our communities.

I thank you!!

Mr. B.M Mathebula
Acting Muniipal Manage

1. PLANNING FRAMEWORK

1.1. Introduction

The Integrated Development Plan (IDP) process is a process through which the municipalities prepare strategic development plans for a five-year period. An IDP is one of the key instruments for local government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. In order to ensure certain minimum quality standards of the IDP Review process and proper coordination between and within spheres of government, municipalities need to prepare IDP Review process plan and formulate budget to implement the IDP.

1.2. Legislative Background

The preparation of the IDP and Budget processes are regulated by the Municipal Systems Act, No 32 of 2000 and the Municipal Finance Management Act, No 56 of 2003. This is to ensure certain minimum quality standards of the integrated development planning and budget process and proper coordination between and within the spheres of government.

As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local level. The Municipal Systems Act, No 32 of 2000 (as amended) and the Municipal Finance Management Act, No 56 of 2003 confer the responsibility on the Executive Mayor to provide political guidance over the budget process and the priorities that must guide the preparation of the annual budgets.

In terms of section 53 of the Municipal Finance Management Act the Mayor must also coordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purpose of the budget. The Municipal Systems Act further requires the following regarding the IDP process:

Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicate that:

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which:

- a. Links integrates and coordinates plans and takes into account proposals for the development of the municipality;
- b. Aligns the resources and capacity of the municipality with the implementation of the plan;
- c. Complies with the provisions of this Chapter; and
- d. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

In terms of the core components of the integrated development plan, Chapter 5 and Section 26 of the Municipal Systems Act (2000) indicate that:

An integrated development plan must reflect a:

- a. The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- b. An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- c. The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d. The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- e. A spatial development framework which must include the provision of basic guidelines for land use management system for the municipality;
- f. The council's operational strategies;
- g. Applicable disaster management plans;

- h. A financial plan, which must include a budget projection for at least the next three years; and
- i. The key performance indicators and performance targets determined in terms of section 41.

Section 27 stipulates that:

1. Each district municipality, within a prescribed period after the start of its elected terms and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole;
2. A framework referred to in subsection (1) binds both the district municipality and the local municipalities in the area of the district municipalities;
3. The framework must ensure proper consultation, co-ordination and alignment of the IDP Process of the district municipality and the various local municipalities.

1.3. Alignment between IDP, Budget and PMS

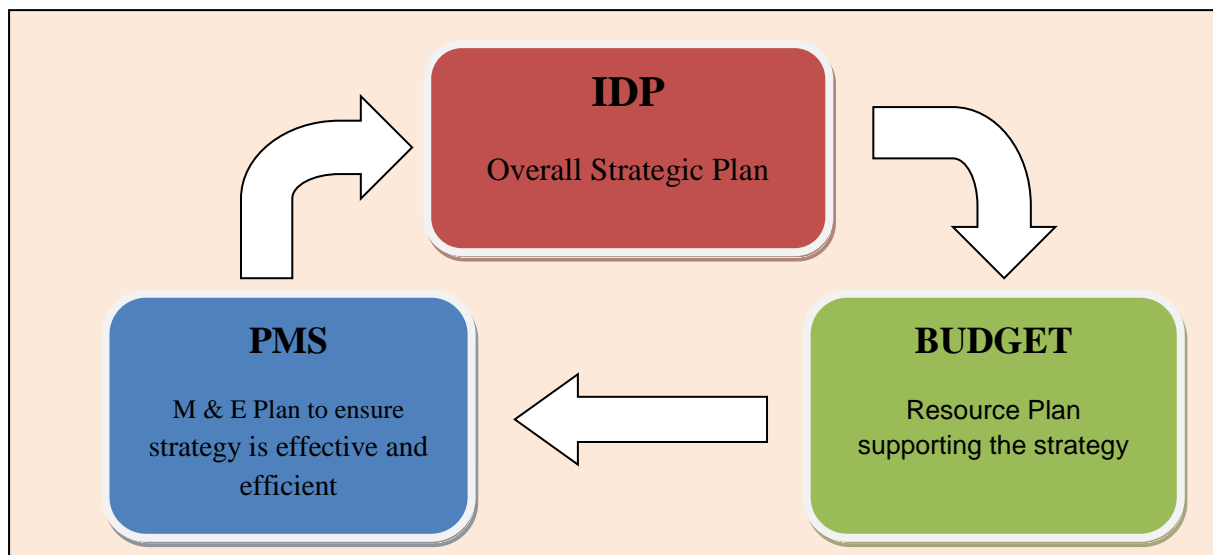
In terms of the Municipal Systems Act, municipalities are required to prepare organisational performance management system that must be linked to the IDP. Tremendous progress has been made with the process of aligning the IDP, Budget and Performance Management System (PMS). Every endeavour is made in the 2010-11 financial year to link and integrated these three processes to an even greater extent through the Process Plan. It should however, be noted that the PMS on its own requires an in-depth process comparable to that of the IDP.

Such PMS is tightly linked and guided by the IDP and Budget processes. The PMS process will address the following issues:

- Alignment of the PMS, Budget and IDP processes;
- Implementation of individual performance management system at managerial level.

The IDP, performance management systems (PMS) and budget are all components of one overall development planning and management system. The IDP sets out what the municipality aims to accomplish, how it will do this. The PMS enables the municipality to check to what extent it is achieving its aims. The budget provides the resources that the municipality will use to achieve its aims. As indicated earlier, every attempt has been made in this process plan to align the IDP and PMS formulation and/or review, and the budget preparation process.

The linkages of the three processes are summarized in the following diagram:



1.4. Basis for the IDP Review Process

1.4.1 National Planning Context

Greater Tzaneen Municipality take cognizance of the fundamental challenges facing the country as a whole and the electoral mandate for the next four years. The ruling party identified the following five 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

Alignment of our national programmes and plans with our IDP becomes very important. Closer interact and cooperation between the three spheres of government is critical during the planning process.

1.4.2 Provincial Planning Context

After the April 2014 General Elections, Limpopo Provincial Government embarked on a process to align our growth and development direction to conform with the objectives and priorities of the manifesto of the ruling party.

The Limpopo Development Plan was developed to guide the provincial planning for the next five years. The LDP contextualized ten priority areas as contained in the Medium Term Strategic Framework (MTSF) as follows:

- 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 a better world and better Africa
- Sustainable resource management and use, and
- A developmental state, including improvement of public services

Consideration will have to be given to the above provincial LDP priorities throughout our IDP process.

1.4.3 Local Planning Context

At local level, a number of fundamental issues impact on the planning processes of the Greater Tzaneen Municipality. The municipality is informed by National Priorities. Provincial and District programmes such as NDP, New Growth Path, NSDP, LEGDP and District Growth and Development Plans are key plans to be considered by our municipality in the process of planning.

IDP Structures, Roles and Responsibilities

Structure/ Stakeholder	Composition	Roles & Responsibilities
Executive Committee	Mayor, Portfolio Chairpersons and Directors	<ul style="list-style-type: none"> • Manage the drafting of the IDP, Budget and PMS Process Plan • Co-ordinate the annual revision of the IDP, Budget and PMS in terms of section 34 of the Municipal Systems Act • Monitoring of the IDP, Budget and PMS process. • Assign responsibilities in this regard to the Municipal Manager • Make recommendations to Council for the adoption and approval of the Draft and Final IDP and Budget.
Council	All Councillors	<ul style="list-style-type: none"> • Final decision making structure on the IDP, Budget and PMS • Consider and approve the IDP, Budget and PMS Process Plan • Approval of the Reviewed IDP, Budget and SDBIP • Monitors the conclusion of management performance agreements
Municipal Manager	Municipal Manager	<ul style="list-style-type: none"> • Accounting Officer on the management of the IDP, Budget and PMS process • Identify and appoint officials in charge of different roles. • Ensure that the contents of the IDP, Budget and PMS satisfy the legal requirements and the requirements as stipulated by various legal statutes. • Ensure that all relevant stakeholders are appropriately involved in the drafting of the IDP, Budget and PMS. • Submission of draft SDBIP to the Mayor within 14 days after approval • The submission of the Annual Financial Statements to the AG within two months after the end of the Financial Year. • Submission of the Draft and Final IDP to COGHSTA and Treasury within 10 days after approval
IDP/PMS Officer	IDP/ PMS officers	<ul style="list-style-type: none"> • Day to day management of the IDP and PMS process • Ensure that the contents of the IDP and PMS satisfy the legal requirements and the requirements of the District Framework • Consolidate inputs from various stakeholders to the IDP and PMS • Provide secretariat and administrative support to all relevant meetings
IDP Steering (Technical)Committee	Municipal Manager Directors Managers	<ul style="list-style-type: none"> • Serve as a working committee of the IDP, Budget and PMS • Ensure integration between the IDP, PMS

Structure/ Stakeholder	Composition	Roles & Responsibilities
	IDP & PM Officers National and Provincial Departments	and Budget by adhering to process plan <ul style="list-style-type: none"> • Ensure alignment with Provincial Departments and District Municipality plans
IDP Representative Forum	Mayor Executive Committee Members Councillors Management Traditional Authorities Ward Committees Representatives of organised Groups Sector Departments & Parastatals Mopani Distric Municipality	<ul style="list-style-type: none"> • Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders inclusive of all spheres of governance; • Ensure communication between all the stakeholder representatives inclusive of all spheres of governance and • Monitor the performance of the planning and implementation process.
Municipal Public Accounts Committee	Members of MPAC	<ul style="list-style-type: none"> • To monitor the implementation of the IDP and Budget; • To ensure accountability on non compliance
Ward Councillors and Ward Committees	All Ward Councillors	<ul style="list-style-type: none"> • Link the planning process to thir wards and assist the organisation of public consultation and participation.

1.5. Process Overview

1.5.1 Phases of the IDP

<i>Phase 0: Planning</i>
During Phase 0 of the IDP the municipality have to develop an IDP Process Plan that is in line with the District IDP Framework. All organizational arrangements for the development of the IDP should be put in place during this phase.
<i>Phase 1: Analysis</i>
The Analysis phase is aimed at establishing the current developmental status of the municipal area. This will be done by comparing community needs with statistical information that is available to be able to identify priority areas, jointly with the community.
<i>Phase 2: Strategies</i>
During the Strategies phase the developmental priorities identified during the analysis are used as the basis for developing a vision and a mission for the municipality. Thereafter strategic objectives and strategies are developed to ensure that the vision is achieved.
<i>Phase 3: Projects</i>
During the Projects phase projects are identified in line with the strategies developed during phase 2. These projects have to be prioritized.
<i>Phase 4: Integration</i>
During the integration phase all sector plans and programmes are developed e.g. Spatial Development Framework. Only summaries of these sector plans are included in the IDP document.
<i>Phase 5: Approval.</i>
During the Approval phase of the IDP the IDP document has to be advertised for 21 days to enable all stakeholders and members of the public to give inputs. Thereafter the IDP has to be adopted by council before the start of the new fiscal year

Table 2: Phases of the IDP

1.6. Mopani District Municipality IDP Framework for July 2017 – June 2018

IDP PHASES	TIME FRAMES
Preparatory phase	By the 31 st August 2017
Analysis Phase	By the 30 th September 2017
Strategies Phase	By the 31 st October 2017
Project Phase	By the 30 th November 2017
Integration Phase	By the 31 st January 2018
Approval Phase (Draft IDP/BUDGET)	By the 31 st March 2018
Approval Phase (Final IDP/ BUDGET)	By the 30 th May 2018

Table 3: Mopani District Municipality IDP Framework

8. IDP, BUDGET PROCESS PLAN.

8.1. IDP and Budget Time Table for July 2017 – June 2018

TARGET DATES	ACTIVITIES	CONVENER	STAKEHOLDERS
Planning Phase			
July - August	Development of the IDP, Budget and PMS Process Plan	IDP Office	IDP, Budget and PMS Offices
08 Aug 2017	IDP Steering Committee (Process Plan and Vision 2030)	MM	MM, Directors and Managers, Sector Departments
15 Aug 2017	Executive Committee (Process Plan and Vision 2030)	Mayor and EXCO	Mayor, EXCO, Speaker, Chief Whip, MM, Directors and Managers
17 Aug 2017	Briefing Councillors (Process Plan and Vision 2030)	Mayor and EXCO	Mayor, EXCO, Speaker, Chief Whip, MM, Directors and Managers, All Councillors.
24 Aug 2017	Rep Forum meeting (Process Plan)	Mayor and EXCO	Mayor, EXCO, Speaker, Chief Whip, MM, Directors, Managers and external stakeholders, Sector Departments.
28 Aug 2017	Finance Cluster meeting (Process Plan)	Cluster Chairperson and CORP	Finance Cluster Committee
31 Aug 2017	Table the Process Plan to Council	Mayor	Members of Council
Analysis Phase			
July- August 2017	Ward needs analysis	Ward Cllrs	Community stakeholders
August 2017	Cluster meetings – Priority needs	Cluster Chairpersons	Cluster chairperson, Ward Cllrs and ward committee members)
05 Sep 2017	IDP Steering Committee (Analysis Phase)	MM	MM, Directors and Managers
12 Sep 2017	Executive Committee (Analysis Phase)	Mayor and EXCO	Mayor, EXCO, MM, Directors and Managers
19 Sep 2017	Briefing Councillors (Analysis Phase)	Mayor and EXCO	Mayor, EXCO, MM, Directors and Managers
22 Sep 2017	Rep Forum meeting (Analysis Phase presentation)	Mayor and EXCO	Mayor, EXCO, All Councillors, Senior officials, Sector Dept. NGO's, Ward Committees etc.

TARGET DATES	ACTIVITIES	CONVENER	STAKEHOLDERS
Strategies Phase			
01 Sep 2017	Review Financial position	CFO	MM & Directors
15 Sep 2017	Draft initial allocations to functions: Budget	CFO	MM & Director
14 Sep 2017	IDP Steering Committee (Preparation for the Strategic Session)	MM	MM, Directors and Managers, Sector Departments
11-13 Oct 2017	IDP/Budget/PMS Strategic Planning Session	Mayor and MM	Mayor, Speaker, EXCO, All Cllrs, MM, Directors, Managers and external stakeholders
16 Oct 2017	Start preparing draft budget and plans for the next 3 years	All Directors	MM, Directors and Managers
23 Oct 2017	IDP Steering Committee (Strategies Phase presentation)	MM	MM, Directors and Managers and Sector Departments
24 Oct 2017	Executive Committee (Strategies Phase presentation)	Mayor and EXCO	Mayor, EXCO, MM and Directors
24 Oct 2017	Briefing Councillors Strategies Phase presentation)	Mayor and EXCO	Mayor, EXCO, All Cllrs, MM, Directors and Managers
27 Oct 2017	Rep Forum meeting (Strategies Phase)	Mayor and EXCO	Mayor, EXCO, All Councillors, Senior officials, Sector Dept. NGO's, Ward Committees etc.
Project Phase			
TARGET DATES	ACTIVITIES	CONVENER	STAKEHOLDERS
October 2017	Preparations and submission of 3 - 5 Years proposed Projects	All Directors	Directors, Managers and all officials
13 Nov 2017	IDP Steering Committee (Project Phase – Internal projects)	MM	MM, Directors and Managers and Sector Departments.
21 Nov 2017	Executive Committee (Project Phase – Internal projects)	Mayor and EXCO	Mayor, EXCO, MM and Directors
22 Nov 2017	Briefing Councillors (Project Phase-Internal Projects)	Mayor and EXCO	Mayor, EXCO and Councillors
12 Jan 2018	Submit 6 months actual figures to Directors	CFO	MM & Directors
19 Jan 2018	IDP Steering Committee (Project Phase- External Projects)	MM	MM, Directors and Managers and Sectors Departments
09Feb 2018	Budget Steering Committee meeting to Discuss 2017/18 Draft Budget and 2016/17 Adjustment Budget.	Chairperson of Budget Steering Committee	Budget Steering Committee
14 Feb 2018	Executive Committee (Project Phase – External projects)	Mayor and EXCO	Mayor, EXCO, MM and Directors
14 Feb 2018	Briefing Councillors (Project Phase-External Project)	Mayor and EXCO	Mayor, EXCO and Councillors
25-27 Jan 2018	*Adjustment Budget meetings with Directors and Managers *Draft Budget meetings with Directors and Managers	CFO	Directors & Managers
1 Feb 2018	Submit Adjustment Budget Requests to CFO and MM for consideration	CFO (Manager Financial Services)	CFO & MM

TARGET DATES	ACTIVITIES	CONVENER	STAKEHOLDERS
06 Feb 2018	Finalise Adjustments, Discussed on Directors meeting	CFO	MM,CFO & Directors
06 February 2018	Present adjustments to be included in Adjustment Budget (Budget Steering Committee)	CFO	Mayor, Speaker, Finance Chairperson, MM & CFO
February 2018	Draft Adjustment Budget	CFO	Mayor, EXCO, MM and Directors
25-27 Jan 2018	Budget request submitted to Chief Financial Officer and MM	Directors	CFO
18 Feb 2018	Finalize detailed IDP projects, PMS and Sector plans for next 3 years.	CFO, Managers, Financial Services	MM, Directors & Managers
18 Feb 2018	Rep Forum meeting (Project Phase)	Mayor and EXCO	Mayor, EXCO, All Councillors, Senior officials, Sector Dept. NGO's, Ward Committees etc.
16 Feb 2018	Approval of adjustments by Budget Steering Committee	Budget Steering Committee	Budget Steering Committee
22 Feb 2018	*Finalise adjustment Budget Report and present to Budget steering committee *Submit Budget Requests to Budget Steering Committee. Finalise projects to be included in the Draft Budget	CFO (Manager Financial services & Rep	CFO
23 Feb 2018	Finance cluster meeting to Discuss Adjustment Budget	Cluster Chairperson	Finance Cluster Committee
28 Feb 2018	Special EXCO and Council to adopt Adjustment Budget	Mayor & EXCO	EXCO and All Councillors
Integration Phase			
TARGET DATES	ACTIVITIES	CONVENER	STAKEHOLDERS
07 March 2018	IDP Steering Committee (Integration Phase and Draft IDP)	MM	MM, Directors and Managers and Sector Departments
09 March 2018	Executive Committee meeting (Integration Phase and Draft IDP)	Mayor and EXCO	Mayor, EXCO, MM and Directors
09 March 2018	Briefing Councillors (Integration Phase and Draft IDP)	Mayor and EXCO	Mayor, EXCO, MM and Directors
16 March 2018	Present Draft Budget to Budget Steering Committee	CFO	Budget Steering Committee
20 March 2018	Finalise Draft Budget Report and Schedules	CFO, Manager Financial Services	CFO
17 March 2018	Rep Forum meeting (Integration and Draft IDP)	Mayor	Mayor, EXCO, All Councillors, Senior officials, Sector Dept. NGO's, Ward Committees etc.
21 Mar 2018	Finance Cluster meeting (Integration and Draft IDP and	Cluster Chairperson and CORP	Finance Cluster Committee
Approval Phase			
29 Mar 2018	Special EXCO & Council Adopts the Draft IDP & Budget	Mayor and EXCO	EXCO and All Councillors
April 2018	Public Participation On Draft IDP and Budget	PPP, IDP & Budget	Community and Stakeholders
07 April 2018	Publish Preliminary Budget and Draft IDP in newspapers and make it available on Councils website	CFO	Communication

TARGET DATES	ACTIVITIES	CONVENER	STAKEHOLDERS
07 April 2018	Submit Draft IDP and Budget to National Treasury, Provincial Treasury, COGHSTA and Mopani District Municipality	CFO	National Treasury, Provincial Treasury, COGHSTA and Mopani District Municipality
10 May 2018	IDP Steering Committee (Final IDP and Budget)	MM	MM, Directors and Managers and Sector Departments
12 May 2018	Briefing EXCO and Councillors (Final IDP and Budget)	Mayor and EXCO	Mayor, EXCO, MM, Directors and Managers
18 May 2018	Representative Forum Meeting (Final IDP and Budget)	Mayor and EXCO	Mayor, EXCO, All Councillors, Senior officials, Sector Dept. NGO's, Ward Committees etc.
19 May 2018	Present final Budget to Budget Steering Committee	CFO	Budget Steering Committee
22 May 2018	Finance Cluster meeting (Submit Final IDP/Budget changes to finance Study Group for consideration)	Cluster Chairperson and CORP	Finance Cluster Committee
31 May 2018	Special EXCO and Council to approve Final Budget and IDP	Mayor and EXCO	EXCO and All Councillors
05 June 2018	Publish final Budget and IDP in newspaper and Website	IDP, Communication	Communities
05 June 2018	Submit IDP and Budget to National Treasury, Provincial Treasury, DPLG and Mopani District Municipality	MM & CFO	IDP Officer and Budget Manager

Table 4: IDP/Budget process plan 2018/ 2019 Review

8.2 Performance Management Calendar for July 2017-June 2018

Qtr.	Activity	Due Date	Responsible Agent
1	Place current year SDBIP on the website	1-Jul	PMO
	Current year SDBIP Delivered to NT, PT & CoGHSTA	4-Jul	PMO
	B2B statistical report for June submitted to CoGTA	8-Jul	PMO
	Back to Basics Action Plan revised and submitted to CoGHSTA	8-Jul	Directors
	Annual Performance Agreements for MM & Directors signed	8-Jul	PMO
	Annual Performance Agreements for MM & Directors on website	15-Jul	PMO
	4th Qtr. SDBIP Electronic reporting System closure	18-Jul	Directors
	Individual Performance Reporting System Closure	18-Jul	Directors
	Draft Annual Performance Report circulated to Directors	5-Aug	PMO
	B2B statistical report for July submitted to CoGTA	10-Aug	PMO
	Draft Annual Performance Report presented to Audit Committee	25-Aug	PMO
	Annual Performance Report presented to Council	30-Aug	MM

Qtr.	Activity	Due Date	Responsible Agent
	Annual Performance Agreements for MM & Directors submitted to Council	30-Aug	MM
	Annual Performance Report submitted to AG & COGHSTA	31-Aug	PMO
	B2B statistical report for Aug submitted to CoGTA	9-Sep	PMO
	Annual Performance Assessments (MM & Directors)	12-16 Sept	MM & Directors
	Annual Performance Report presented to Representative Forum	30-Sep	Mayor
	Annual Employee Assessment report to Council	30-Sep	Directors
2	B2B statistical report for Sept submitted to CoGTA	10-Oct	PMO
	1st Qtr. SDBIP Electronic reporting System closure	17-Oct	Directors
	1st Qtr. Individual Performance Reporting System Closure	17-Oct	Directors
	Circulate Annual Report template to Directors	4-Nov	PMO
	1st Quarter Informal assessments: MM assessing Directors	11-Nov	Mayor & MM
	B2B statistical report for Oct submitted to CoGTA	10-Nov	PMO
			MM
	1st Quarter SDBIP Report to Council	29-Nov	
	1st Quarter SDBIP Report to Rep Forum	30-Nov	Mayor
	B2B statistical report for Nov submitted to CoGTA	9-Dec	PMO
3	B2B statistical report for Dec submitted to CoGTA	10-Jan	PMO
	2nd Qtr. SDBIP Electronic Reporting System Closure	16-Jan	Directors
	2nd Qtr. Individual Performance Reporting System Closure	16-Jan	Directors
	Draft Annual Report ready for Audit Committee	13-Jan	Directors
	Mid-year Performance Report (SDBIP) to Council & COGHSTA, AG, PT & OP	25-Jan	Directors
	Draft Annual Report to Council	31-Jan	Directors
	Annual Report on Website & circulated to public	5-Feb	IT, PPP
	Annual Report submitted to COGHSTA, AG, PT & MDM	7-Feb	PMO
	Advertise Draft Annual Report for public comments	7-Feb	MPAC
	B2B statistical report for Jan submitted to CoGTA	10-Feb	PMO
	Adjustments to SDBIP completed	28-Feb	PMO
	Audit on Mid-year Assessment PoEs concluded	19-Feb	Internal Audit

Qtr.	Activity	Due Date	Responsible Agent
	Mid-year 2nd Qtr. SDBIP Report to Council	28-Feb	MM
	Mid-year Performance Report on website	28-Feb	PMO
	Mid-year Performance Report to REP Forum	26-Feb	Mayor
	Adjusted SDBIP to Council along with budget	28-Feb	Directors
	Adjusted SDBIP advertised for the public to note	7-Mar	PMO
	Mid-year Performance Assessments (MM & Directors)	7-10 Mar	MM & Directors, AC
	B2B statistical report for Feb submitted to CoGTA	10-Mar	PMO
	Mid-year Employee Assessment report to Council	31-Mar	PMO
	Oversight Report on Final Annual Report to Council	31-Mar	MPAC
4	Annual Report & Oversight report to COGHSTA, AG & PT	7-Apr	MPAC
	Annual Report & Oversight report placed on website	7-Apr	MPAC
	B2B statistical report for Mar submitted to CoGTA	8-Apr	PMO
	3rd Qtr. SDBIP Electronic Reporting System Closure	17-Apr	Directors
	3rd Qtr. Individual Performance Reporting System Closure	17-Apr	Directors
	3rd Quarter Informal Employee Assessment: MM to assess Directors	10-May	Mayor & MM
	B2B statistical report for April submitted to CoGTA	10-May	PMO
	3rd Quarter SDBIP to Council	31-May	MM
	3rd Quarter Performance Report to REP Forum	31-May	Mayor
	Draft SDBIP ready (submitted to Council with final budget)	31-May	PMO
	B2B statistical report for May submitted to CoGTA	9-Jun	PMO
	Draft Performance Agreements to Mayor	14-Jun	MM
	SDBIP (next financial year) approved by Mayor	30-Jun	PMO

Table 5: Performance Management process Plan 2017/2018

1.9. Implimentation of the IDP, Budget and PMS Process Plan for 2016/17

The Process Plan did not unfold as initially adopted by Council in August 2016. The main challenges remained the postponement of meetings due to inavailbilty of key stakeholders. The other important issue to note was the election of new Council on 3 August 2016. This process further delayed the implementation of the Strategies phase particulatly the Strategic Planning session that only took place in December as opposed to October. The Budget processes were also delayed due to the late conclusion of the subsequent project phase. The PMS was however implemented as planned except to the issues raised above. However we have been able to table the draft IDP before end of March 2016 as required by legislation.

The summary of implementation key timeframe is as follows:

IDP Phases	Planned Date	Implimented Date
Preparatory phase	By the 30 st August 2016	30 th August 2016
Analysis Phase	By the 22 nd September 2016	06 th October 2016
Strategies Phase	By the 29 th October 2016	06 th February 2017
Project Phase	By the 28 th February 2017	24 th March 2017
Integratation Phase	By the 09 st March 2017	24 th March 2017
Approval Phase (Draft IDP/BUDGET)	By the 22 nd Mach 2017	31 st March 2017
Approval Phase (Final IDP/BUDGET)	By the 25 th May 2017	25 th May 2017

1.9.1 Public Participation Outcome

The 2016/17 Public Participation unfolded as follows: After the adoption of the Draft IDP and Budget on the 31st of March 2016, the draft was placed on our website for public comments. The Public participation programme was advertised in the media which invited communities to come to the community engagement meetings. Our municipality has done Public participation in all the 35 wards. Interested groups also commented by writing letters to the Office of the Speaker through the IDP Office. The public participations highlighted the following top needs:

- Water
- Grading of Internal streets and streets to graveyards
- Borehole installations and refurbishments
- Grading and maintenance of sports and recreation facilities
- Renovations of schools
- Street lights and strategic lights
- Apollo lights
- Electricity post connections and new extensions.
- Repairs and maintenance of roads and electricity.
-

The community inputs were taken into account when finalising the IDP and Budget. Most of the comments were raised as new needs and have been captured into the IDP section of community needs. The budget was revised into includes major inputs such Apollo lights, Repairs and Maintenance, Disaster Recovery equipment, EPWP etc. Our services Departments have resume with catering for requests which are operational.

1.10. External Institutional Arrangements for the IDP Process

1.10.1 District IDP Representative Forum and Planning Forum

Greater Tzaneen Municipality will attend the District IDP Representative Forum meetings in order to ensure the alignment of its processes, Spatial Development Framework and Strategies with that of Mopani District Municipality.

1.10.2 Provincial Planning Forum

Greater Tzaneen Municipality will attend the Provincial Planning Forum meetings in order to ensure the alignment of its processes, Spatial Development Framework and Strategies with that of the Province.

1.11. Powers and Functions

The Greater Tzaneen Municipality has the following powers and functions assigned to it in terms of section 84 (2) of the Local Government Municipal Structures Act, 1998 (Act No 117 of 1998):

POWERS AND FUNCTIONS	
<ul style="list-style-type: none"> • The provision and maintenance of child care facilities. • Development of local tourism. • Municipal planning. • Municipal public transport.(District) • Municipal public works relating to the municipality’s functions. • Administer trading regulations. • Administer billboards and display of advertisements in public areas. • Administer cemeteries, funeral parlours and crematoria. • Cleansing • Administer pounds • Development and maintenance of public places • Refuse removal, refuse dumps disposal. • Administer street trading • The imposition and collection of taxes and surcharges on fees as related to the municipality’s functions. • Imposition and collection of other taxes, levies and duties as related to municipality’s functions 	<ul style="list-style-type: none"> • 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 of dogs. • Licensing and control of undertakings that sell food to the 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 • Receipt and allocation of grants made to the municipality. • Provision of Electricity

Table 6: Powers and Functions

1.12. MEC COMMENTS FOR FINAL IDP 2016/2017

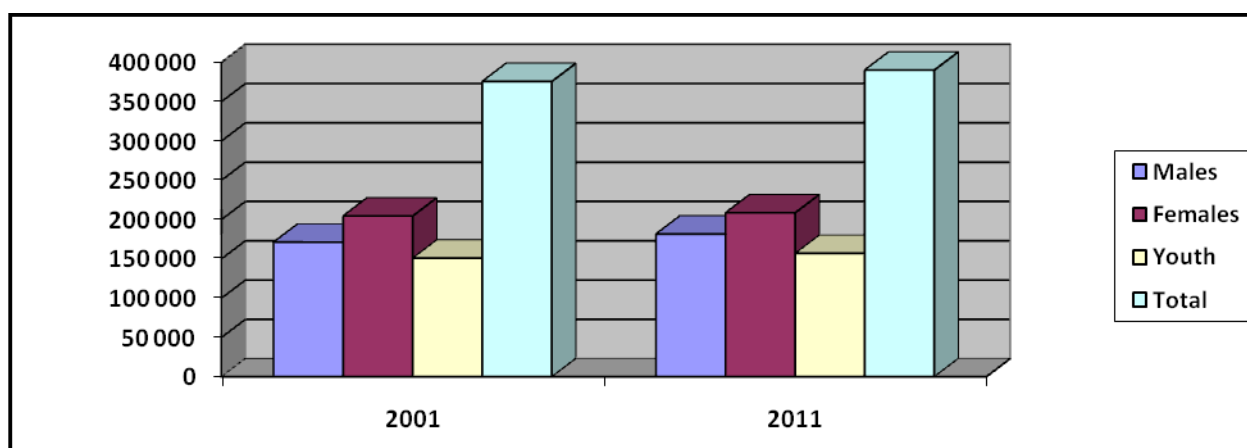
The Integrated Development Plans for all Municipalities in Limpopo was assessed by the MEC of Cooperative Governance Human Settlements and Traditional Affairs. The final assessment report indicated a High rating on Assessment but a Low rating on alignment. This means that our IDP is prepared according to the relevant format and processes as outlined by various legislations. However the challenge remains aligning the Budget and SDBIP to the IDP. The resource constraints is the most contributing factor to this. Going forward we need to budget according to the priorities of communities as outlined in the IDP.

2. MUNICIPAL PROFILE

SITUATIONAL ANALYSIS

2.1 Population of the Greater Tzaneen Municipality

According to the South African Statistics Census 2011, the Greater Tzaneen Municipality has increased its population from **375 588** to **390, 095** (an increase of **14 504**) comprising of **181 558** males (Census 2001, **171 119**) and **208 536** females (Census 2001, **204 469**). Females still outnumber males as they comprise 53% of the population (54% during Census 2001). Young people between the ages of 14 – 35 constitute 40% (**156 900**) of the total population of the municipality. It must also be noted that the Community Survey 2016 concluded that the population stands at **416 488**. The slow growth maybe attributed to various factors such as migration, birth and death rates, etc. the tables below indicates the population statistics in terms of Census 2011



Graph 1: GTM Population

(Source: Stats SA 2011 Census)

2.2 Population and households per ward

Voting District and Ward no	Population	Households
93303001: Ward 1	11 459	3 271
93303002: Ward 2	10 455	2 830
93303003: Ward 3	11 335	3 119
93303004: Ward 4	11 364	3 111
93303005: Ward 5	13 526	3 429
93303006: Ward 6	10 253	2 743
93303007: Ward 7	10 781	2 792
93303008: Ward 8	9 062	2 187
93303009: Ward 9	17 930	4 175
93303010: Ward 10	6 246	1 476
93303011: Ward 11	7 719	2 096
93303012: Ward 12	11 228	2 721
93303013: Ward 13	13 239	4 551

Voting District and Ward no	Population	Households
93303014: Ward 14	13 831	5 925
93303015: Ward 15	6 053	1 979
93303016: Ward 16	17 609	6 385
93303017: Ward 17	12 936	3 679
93303018: Ward 18	12 765	3 384
93303019: Ward 19	8 319	2 229
93303020: Ward 20	12 050	3 248
93303021: Ward 21	14 356	4 077
93303022: Ward 22	9 123	2 487
93303023: Ward 23	9 174	2 716
93303024: Ward 24	10 368	2 849
93303025: Ward 25	11 573	3 381
93303026: Ward 26	9 441	2 613
93303027: Ward 27	11 563	3 047
93303028: Ward 28	11 253	2 944
93303029: Ward 29	15 588	4 268
93303030: Ward 30	7 124	1 695
93303031: Ward 31	12 080	3 169
93303032: Ward 32	12 163	3 125
93303033: Ward 33	16 046	4 097
93303034: Ward 34	12 079	3 129
93303035: Ward 35	Not yet aggregated	Not yet aggregated
TOTAL 35	TOTAL 390 095	TOTAL 108 926

Table 7:Population and Households per ward GTM **Source:** Stats SA (Census 2011)

It is evident from the table that population statistics for Ward 35 is not shown. This is because Ward 35 has just been re-demarcated in 2016. The Community Survey could aggregate to Ward level.

2.3 Statistics per Languages GTM

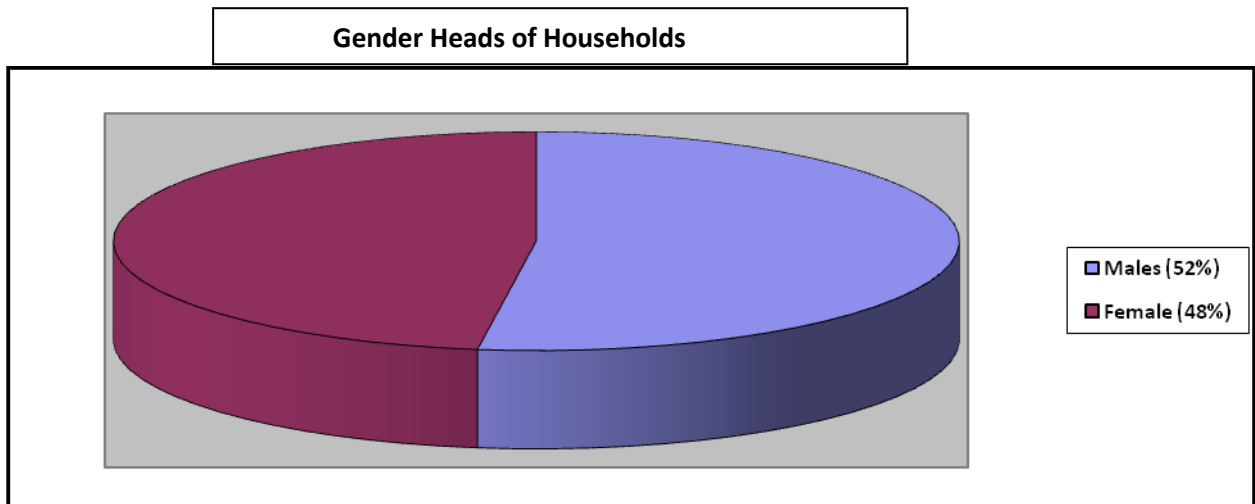
The following are the languages found in the Greater Tzaneen Municipality according to the 2011 Census:

Language	Total no. of people
Afrikaans	10, 063
English	6, 129
IsiNdebele	946
IsiXhosa	384
IsiZulu	1, 713
Sepedi	179, 572
Sesotho	16, 815
Setswana	972
Sign Language	600
SiSwati	658
TshiVenda	1, 675
Xitsonga	159, 074
Other	9, 964
Not applicable	1, 529
Grand Total	390, 092

Table 8:Statistics per Languages GTM **Source:** Stats SA (Census 2011)

2.4 Heads of Households

The graph below represents the gender heads of households within the municipality. According to the Statistics South Africa Census 2011, the municipality comprises of 108 926 households (Stats Census 2001, 89,831) this represents an increase of 19 092. Males constitute 56,884 of heads of households whereas female constitute 52 052. The above information shows a shift of gender heads of households to males from females.

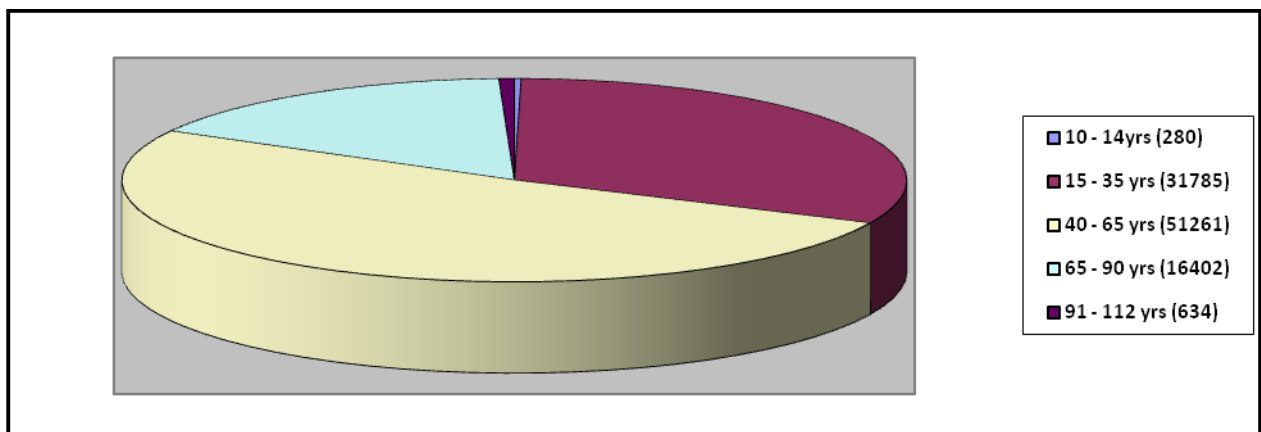


Graph 2: GTM Gender Heads of Households

Source: Stats SA Census 2011

2.5 Age of Households Heads

Greater Tzaneen Municipality has a worrying trend of households headed by orphans (10 - 14 years) and older people (90 - 112 years). The graph below represents statistical information of heads of households according to different age's brackets:



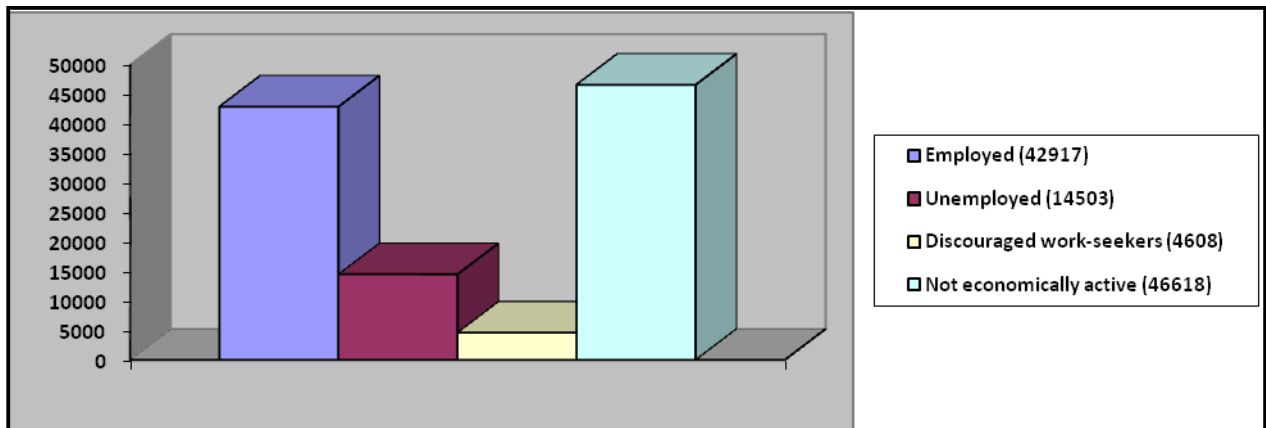
Graph 3: GTM Age of Household Heads

Source: Stats SA Census 2011

2.6 Employment Status

The employment status within Greater Tzaneen Municipality according to the Stats SA Census 2011 shows a not impressive situation. We still have the majority of our people in our households comprising of the unemployed, discouraged work-seekers and those who are not economically active. Our LED strategy and other

related programmes should begin to be geared towards decreasing these figures through the creation of decent work for our people.



Graph 4: GTM Employment status

(Source: Stats SA Census 2011)

2.7 Individual Monthly Income levels

The figure below show that 160 254 individuals, who makes 41% of the total population in the municipality do not have any source of income. While the rest of the individuals do have sources of income, 45% of them earn an income below the minimum living levels, that is R 9,600 per annum or lower than R 1,600.00 as defined by Statistics South Africa. This then requires concerted and integrated efforts by the municipality to create decent work and sustainable livelihoods for the people. It is also worth noting that only 0.2% of individuals earn above R50, 000 per annum within our municipality.

Individual monthly income level	Total
No Income	160 254
R 1 - R 400	105 823
R 401 - R 800	15 004
R 801 – R 1, 600	56 634
R 1 601 – R 3 200	15 148
R 3 201 – R 6 400	8 057
R 6 401 – R 12 800	7 793
R 12 801 – R 25 600	5 779
R 25 601 - R 51 200	1 507
R 51 201 – R 102 400	367
R 102 401 – R 204 800	226
R 204 401 or more	190
Unspecified	11 785
Not applicable	1 529
Total	390 095

Table 9: GTM Income Levels

(Source: Stats SA 2011 Census)

2.8 Annual Household Income

Household Annual income level	Total Households
No Income	14 573
R 1 - R 4800	7 647
R 4801 - R 9 600	12 995
R 9 601 – R 19 600	27 206
R 19 601 – R 38 200	23 922
R 38 201 – R 76 400	9 614
R 76 401 – R 153 800	5 474
R 153 801 – R 307 600	4 227
R 307 601 - R 614 400	2 285
R 614 001 – R 1 228 800	594
R 1 228 801 – R 2 457 600	200
R 2 457 601 or more	188
Unspecified	1
Not applicable	1 529
Total	108 926

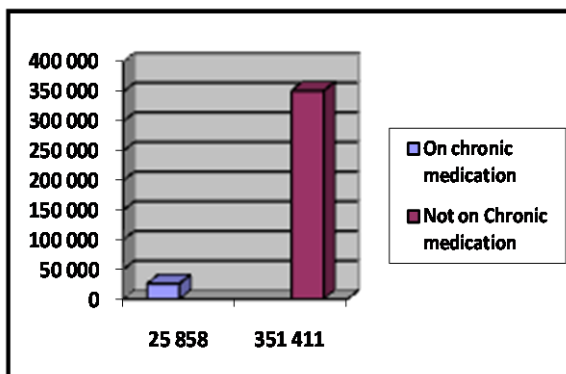
Table 10: GTM Household Annual Income

(Source: Stats SA 2011 Census)

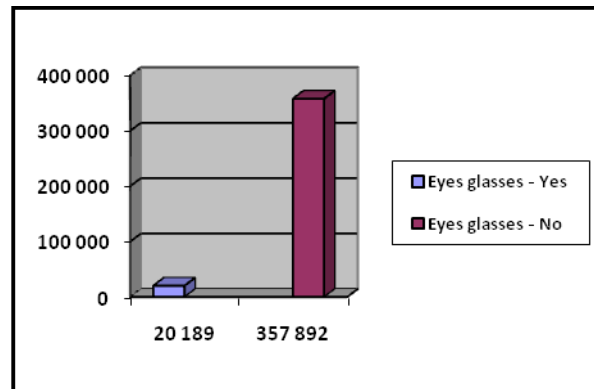
The Table 10 above show that 14 573 households, who makes 4% of the total households in the municipality do not have any source of income. The majority of employed households (about 10%) earn between R 9 601 – R 19 600. This then requires that our planning and programmes should respond to the 4% of our households who do not have any source of income. It is also worth noting that only 0.5% of households earn above R1, 000, 000 per annum within our municipality.

2.9 Disability Prevalence

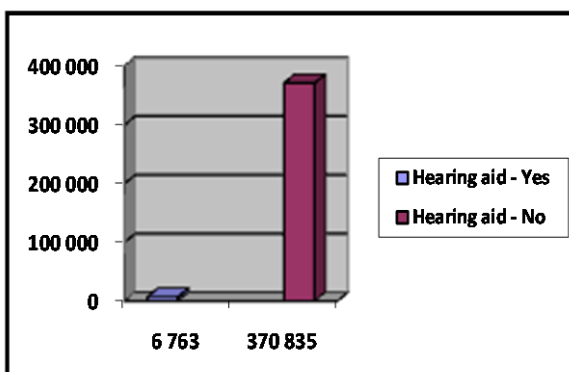
(a) Persons: Chronic medication



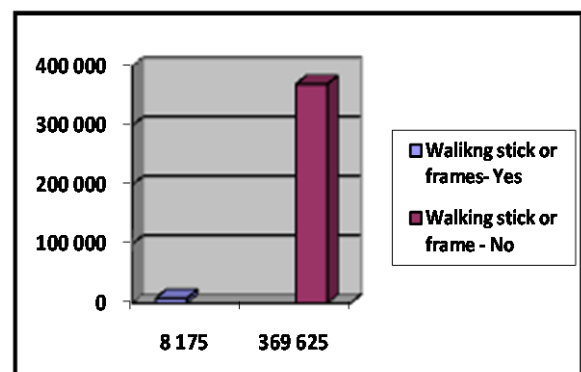
(b) Persons: Eye glasses



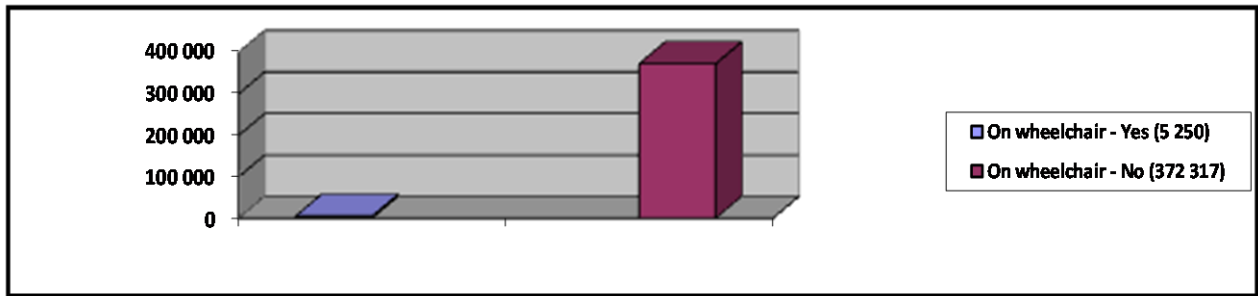
(c) Persons: Hearing aid



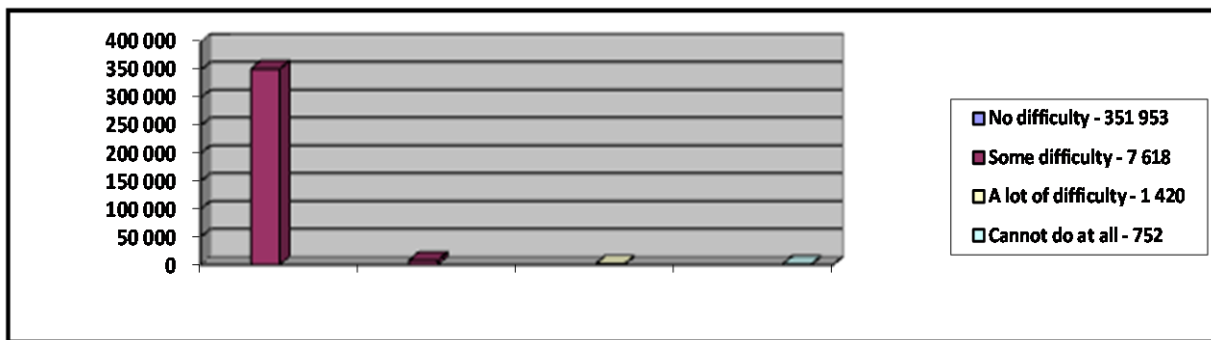
(d) Persons: Walking stick or frame



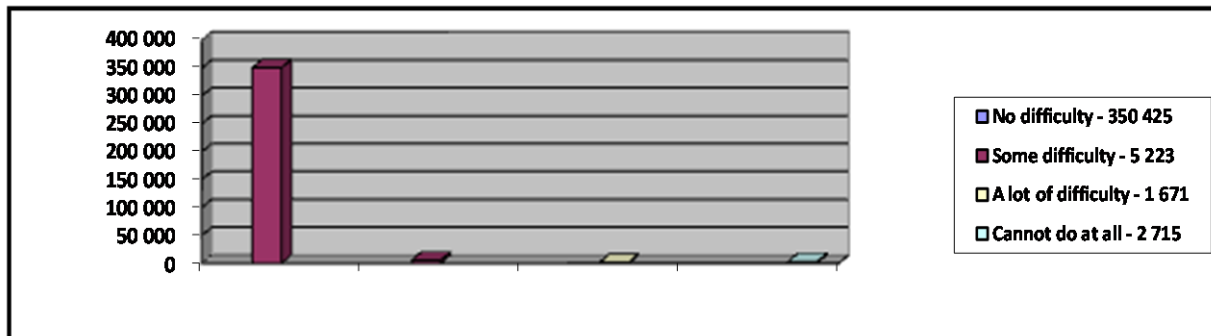
(e) Persons: On wheelchair



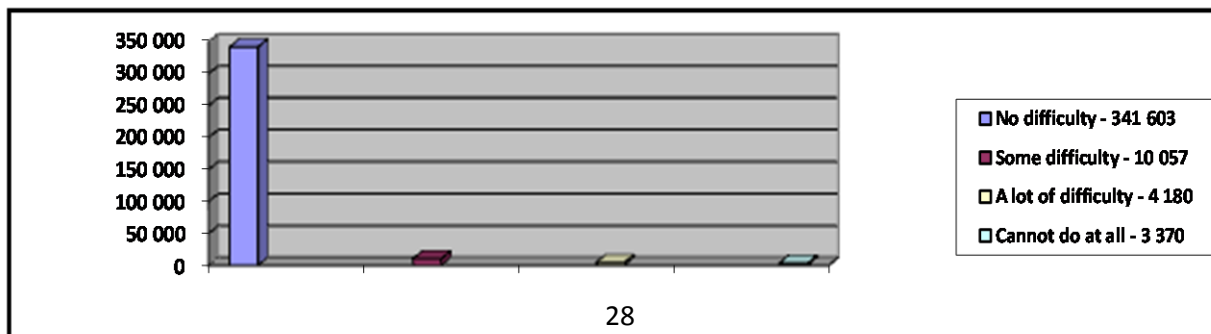
(f) Persons: Hearing



(g) Persons: Communication



(h) Persons: Concentrating



(i) Persons: Seeing



(j) Persons: Walking or climbing stairs



Graph 5: GTM Disability Prevalence

(Source: Stats SA 2011 Census)

The above graph illustrates the local disability prevalence within the municipality. People with disabilities have often been overlooked during planning processes of government at all levels. These graphs clearly demonstrate the fact that we have people with various disabilities with the municipality. This then requires the municipality to put a special focus to mainstream this section of the community in all planning and budgeting processes.

2.10 Highest Educational Level

This results below illustrates a decline of education after Grade 12/Std 10 within the municipality. Access to higher education remains a challenge not only locally, but nationally as well. The large number of people with no schooling must be a course for concern within the municipality.

Therefore our planning must seek to address and respond to these realities through interaction with the local Further Education and Training institutions within and without the municipality and the department of education.

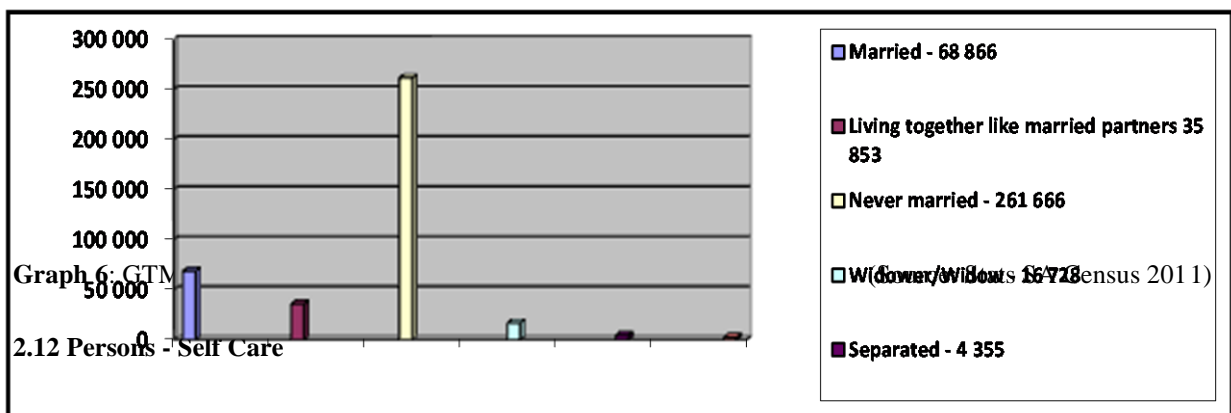
Highest Educational Level	Figure
Grade 0	13 038
Grade 1/Sub A	11 383
Grade 2/Sub B	11 374
Grade 3/Std 1/ABET 1 Khari Gude	12 685
Grade 4/Std 2	13 949
Grade 5/Std 3/ABET 2	14 628
Grade 6/Std 4	14 705
Grade 7/Std 5/ABET 3	18 885
Grade 8/Std 6/Form 1	24 818
Grade 9/Std 7/Form 2/ABET 4	24 518
Grade 10/Std 8/Form 3	31 688
Grade 11/Std 9/Form 4	31 847
Grade 12/Std 10/Form 5	51 433
NTC I /N1 /NIC /V Level 2	540
NTCII /N2 /NIC /V Level 3	472
NTC III /N3 /NIC /V Level 4	450
N4 /NTC 4	325
N5 /NTC5	231
N6 /NTC 6	544
Certificate with less than Grade 12/Std 10	367
Diploma with less than Grade 12 /Std 10	380
Certificate with Grade 12/ Std 10	3 450
Diploma with Grade 12/Std 10	4 322
Higher Diploma	3 841
Post Higher Diploma Masters/Doctoral Diploma	628
Bachelors Degree	2 638
Bachelors Degree and Post graduate Diploma	948
Honours Degree	1 375
Higher Degree Masters/Phd	673
No schooling	44 075

Table 11: GTM Highest Educational Level

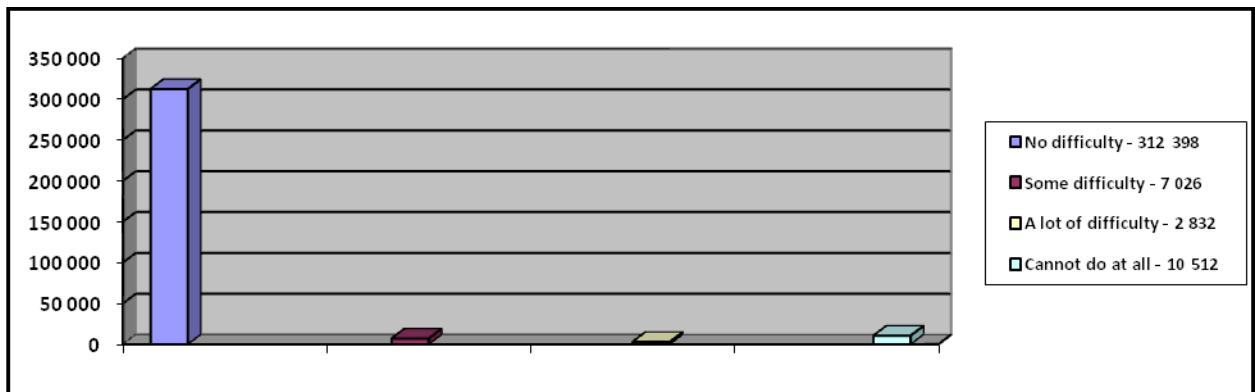
(Source: Stats SA Census 2011)

2.11 Marital Status

The graph below shows a worrying trend of people living together like married partners and those who never married.



The graph below shows a worrying trend of people who need care.



Graph 7: GTM Self Care info

(Source: Stats SA Census 2011)

1. MUNICIPAL PRIORITIES

The IDP and Prioritization Committee through Council provide the development paradigm that promotes economic development, environmental sustainability and poverty eradication. It is also the foundation for Capital expenditure allocation in the Municipality. The Greater Tzaneen Municipality has the following priorities in order to make service delivery to the communities:

- 1.LED Support
- 2.Land Purchases
- 3.Township Establishment
- 4.Roads & Stormwater
- 5.Electricity Capacity
- 6.Low Level bridges
- 7.IT Equipment
- 8.Furniture and Equipment
- 9.Renewal Repairs and Maintenance
10. Sport and Recreation Facilities
11. Apollo and Streetlights
12. Buildings, Ablution Facilities

KPA 1: SPATIAL RATIONALE

2. SPATIAL ANALYSIS

LEGISLATIVE FRAMEWORK

The Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) came into operation on 1 July 2015 as well as the regulations, Land use Management and General Matters. From hereafter abbreviated as “**SPLUMA**”. The Act replaces the plethora of planning legislations viz.

- *Physical Planning Act,*
- *Development Foundation Act, 1985,*
- *Less Formal Township Development Act, etc.*

The objective of SPLUMA is:

“To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith”.

To date the Municipality has made significant stride in streamlining the process leading towards full implementation of via.”**SPLUMA**”:

- *Establishment of a District Planning Tribunal.*
- *The bylaw has now been gazetted on the 29th July 2016.*
- *Establishment a Technical Task Team to formulate Municipal By-Laws*
- *Delegation resolution was adopted by Council October, 2015 to deal with category 2 applications as alluded I SPLUMA.*
- *The planning Tribunal is placed only pending gazetting buy Mopani District Municipality, which process is anticipated to be completed by end of October 2016.*
- *Resolution to establish a district appeal tribunal has also been passed by council.*
- *The Municipality is currently engaged in the review of its Spatial Development Framework, which process is likely to be completed in the 6 months.*

Clearly from the objectives elaborated in the preceding paragraph, it is evident that the legislation seeks to address the historical imbalances in areas of *racial inequality, segregation and unsustainable settlement patterns.*

The Guidelines also provide for establishment of a “Spatial Development Forum”, which primary objective is to ensure comprehensive participation of all stakeholders in Land Development matters.

2.1. Purpose of Spatial Analysis

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

- Spatial constraints, problems, opportunities, trends and patterns;
- The necessity for spatial restructuring;

- The need for land reform; and
- The spatial dimension of development issues.
- To review the targets and access progress made pertaining to backlogs.
- Align the policy prescript to those of Province and National

Spatial challenges with regard to Land Use Management Tools

The municipality is facing various challenges with regard to the LUMS tools. Our SDF was not reviewed for a very long time and that created spatial planning gaps. Some of the challenges with regard to the Land Use Management systems include the following:

- The land use management tools are not yet in place because the SPLUMA has not yet been fully implemented.
- The SDF is currently under review and will be finalised by middle of 2017.
- The municipality has not yet finalised the bylaws.
- After the finalisation of the by-laws the municipality will have to create the new land use management schemes. The projects to do this will be done in the 2016/17 financial year.

2.2. Settlement Patterns and Development

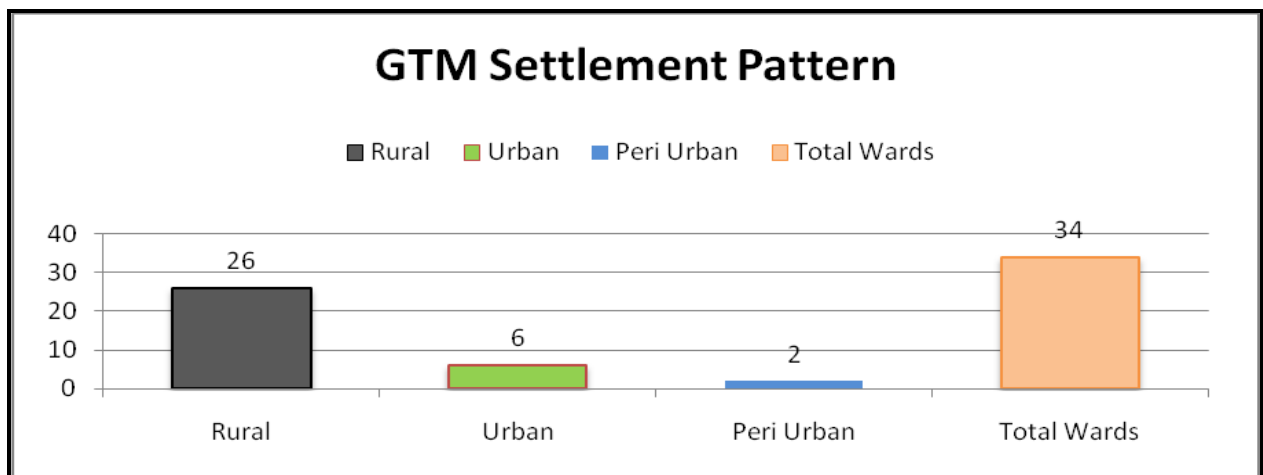


Table 7: GTM Settlement Pattern(Source: GTM Spatial Development Framework)

Challenges for Settlement and Development

- The patterns is highly rural
- Unemployment
- High crime rate
- Emigration
- Underdevelopment
- Lack of Poverty alleviation projects
- Occupation of grazing land

2.3. Informal Settlements and Land Invasions

Nine (9) areas were identified as informal settlements in the jurisdiction of the Greater Tzaneen Municipality, according to the pre-feasibility study conducted by the Housing Development Agency (HDA) survey in 2013. The respective areas are the following;

- Mokgolobotho
- Mapolankeng
- Burgersdorp Extension
- Pulaneng
- Mbambamencisi
- Mohlaba Cross
- Kuwait

Nkambako general plan has been finalised pending approval by the Minister of Department of Rural Development & Land Reform.

The Housing Development Agency recommended that G.T.M Council approves the future upgrading of 8 of the 9 informal settlements (Mogkolobotho, Mapolankeng, Burgersdorp Extension, Nkambako, Pulaneng and Mbambamencisi).

Challenges

- Deeply rural
- Lack of access roads
- There are no internal streets
- Sporadic building of shacks
- No space to build amenities like schools, clinics, community hall, sports facilities

2.4. Land invasions on state land under Traditional Council.

There is a mushroom of land invasions. People invade land which is not occupied. Most of the land fall within the jurisdiction of the state under the trust of Traditional leaders. Some of these areas are wet land, some earmarked for business development.

Other illegal occupations identified by the Greater Tzaneen Municipality took place at the following areas;

- Morokolotsi, near the atchar processing firm
- Dan Extension 2
- Runnymede and
- Lenyenye, adjacent to the Lydenburg road
- Tzaneen Ext 11 (Talana)
- Mafarana-Lydenburg road
- Burgersdorp.

Challenges

- Wetlands
- Flood lines
- Lack of electricity and water
- Criminal activities
- Difficulty and high cost of formalisation

2.5. Opportunities (i.e. Land availability of the Municipality)

The following are spatial opportunities existing within the municipality:

2.5.1 Capital Investment Framework

The compilation of a capital investment framework for the implementation of the Spatial Development Framework is comprised of the following cost components:

- Purchase of Land
- Geotechnical Survey
- Environmental Impact Assessment
- Township Establishment
- Land Survey
- Legal Work

The capital investment framework could be extended to include the provision of infrastructural services. The costs to this component are extremely variable as proximity and capacity of bulk services and the level of services impact on the end cost per unit.

2.5.2 Land vacancy

- The municipality has a lot of vacant land on state land under Traditional Council which could be used for development
- The municipality must work together with the Traditional leaders to utilise the land
- High vacancy rate of land attracts illegal occupation and breeds opportunity of crimes

2.5.3 Migration

- The municipality has been experiencing migration pattern which is a good sign in terms of availability of labour

2.5.4 Planned Bulk Infrastructure

The Mopani District Municipality National Council of provinces Report of 10 September 2014 identified a number of planned bulk infrastructure projects that are on tender and those that have already started and reached a certain level in terms of progress. These bulk infrastructure projects are the following;

- Joppie Mawa bulk water supply
- Lephephane bulk water supply

- Mopani Rural Household sanitation phase 5 (Greater Tzaneen and Giyani Municipalities)
- Upgrading of Nkowankowa sewage works
- Lenyenye sewage plant
- Municipal building (Tzaneen)

2.5.5 Private sector investments

- The private sector has been responding well by investing within our area through the development of shopping malls in town and rural areas

2.5.6 Provision of planned integrated human settlements

Greater Tzaneen municipality is spearheading the provision of planned integrated human settlements such as;

- Tzaneen extension 78 (Proclaimed)
- Tzaneen extension 89
- Tzaneen extension 103 (Proclaimed)
- Talana (Ptn 292 & 293, Pusela) and;

2.5.7 Basic planning of arterial and provincial roads

- Both the national and provincial departments of roads and transport are busy with improvement of strategic roads within our municipality. The Mopani district Municipality's National council of Provinces report of 10 September 2014 listed a number of arterial roads that have been identified for future upgrades as follows;
- Agatha Street (Only investigations concluded)
- Claude Wheatly (Completed)
- Mafarana to Sedan Tar (6km) (Completed)
- Thapane to Moruji tar (Completed)
- Sapekoe drive (Only investigations concluded)
- Bankuna street (Only investigations concluded)

2.6 Land use management tools

Regulations and policies are primary **toolsforland-use** and development **management**.

- Spatial Development Frameworks
- IDP
- Tzaneen Town Planning Scheme 2000
- Town Planning and Townships Ordinance 15 of 1986
- Spatial Planning and Land Use Management Act

Land Claims

The following communities has lodged various land claims.

- Kgatle community
- Berlyn Community
- Bathlabine BaMogoboya Land claim (Phase 1)
- Bathlabine BaMogoboya Land claim (Phase 2)
- Bathlabine BaMogoboya Land claim (Phase 3)
- Bathlabine BaMogoboya Land claim (Phase 4)
- Maitjene Community
- Maitjene Community (Phase 2)
- Bakgaga Ba Maake Tribe (Phase1)
- Valoyi Traditional Authority (Phase 1)
- Mapaana Community
- Letsoalo SM

2.7 Degradation of the Natural resources.

The Greater Tzaneen Municipalities has a variety of natural resources in the form of fauna and flora. Water remains the source of life and is obtained from various catchment areas. There are plenty of fish which are found in both the dams and rivers. Haenertzburg boast a large number of species which attract tourists. The Mopani trees is also found in some areas within our jurisdictions. If these natural resources are not cared for the following challenges will be prevalent.

Challenges

- Fish in danger due to the recent drought.
- Water is being depleted.
- Environmental impact of underground water
- Lack precious metals.
- Endangered species around Haenertzburg area.

2.8 Growth points

According to the Mopani Spatial Development perspective (2007) a Growth Point is a town/village where some form of economic, social and institutional activities and substantial number of people is usually found. These growth points seem to have a natural growth potential, but do not develop to their full potential due to the fact that capital investments are made on an ad hoc basis without any long term strategy for the area as a whole.

The GTM Spatial Development Framework (2009) identified the following growth points of G.T.M

Traditional Authorities land-Southern area:

- Mohlaba Cross/Sasekani
- Mulati Village
- Galedikela Village
- Kgampakga and Mangweni Village
- Petanenge
- Mokotlo Village
- Burgersdorp/Ramalema/Sunnyside/Myakayaka area
- Mogoboya/Longvalley/Craighead Villages
- Dan Extension/Nkowankowa
- Letsitele

Traditional Authorities' land-Northern area:

- Jokong village
- Semarela/Seopeng Villages
- Botludi Village
- Runnymede and Serolorolo
- Lwandlamuni/Fofoza/Nwamitwa/Mandhlakazi villages

The Demacon Market studies of 2010 identified nodal growth points on the eastern part of G.T.M with economic potential as follows;

- Tzaneen
- Nkowankowa
- Dan and
- Lenyenye

The G.T.M area has a dualistic economy with a highly developed commercial sector existing next to an informal subsistence sector, according to the Greater Tzaneen Municipality SDF (2009). The commercial sector has established itself largely in accordance with the spatial location of the production sector. Due to the nature of the informal sector, very little accurate information is readily available on the level of the various activities

Challenges

- Fish in danger due to the recent drought.
- Water is being depleted.
- Environmental impact of underground water
- Lack precious metals.
- Endangered species around Haenertzburg area.

2.9 Hierarchy of settlements (i.e. PGP, DGP, LSC or 1st to 5th order settlements within municipal area)

The proposed settlement hierarchy is as follows:

First order Settlements (Growth Points) – which are further divided into three categories, viz.:

- Provincial growth point (PGP);
- District growth point (DGP); and
- Municipal growth point (MGP).
- Second Order Settlements (Population Concentration Points)
- Third Order Settlements (Local Service Points)
- Fourth Order Settlements (Village Service Areas)
- Fifth order Settlements (Remaining Service Areas)

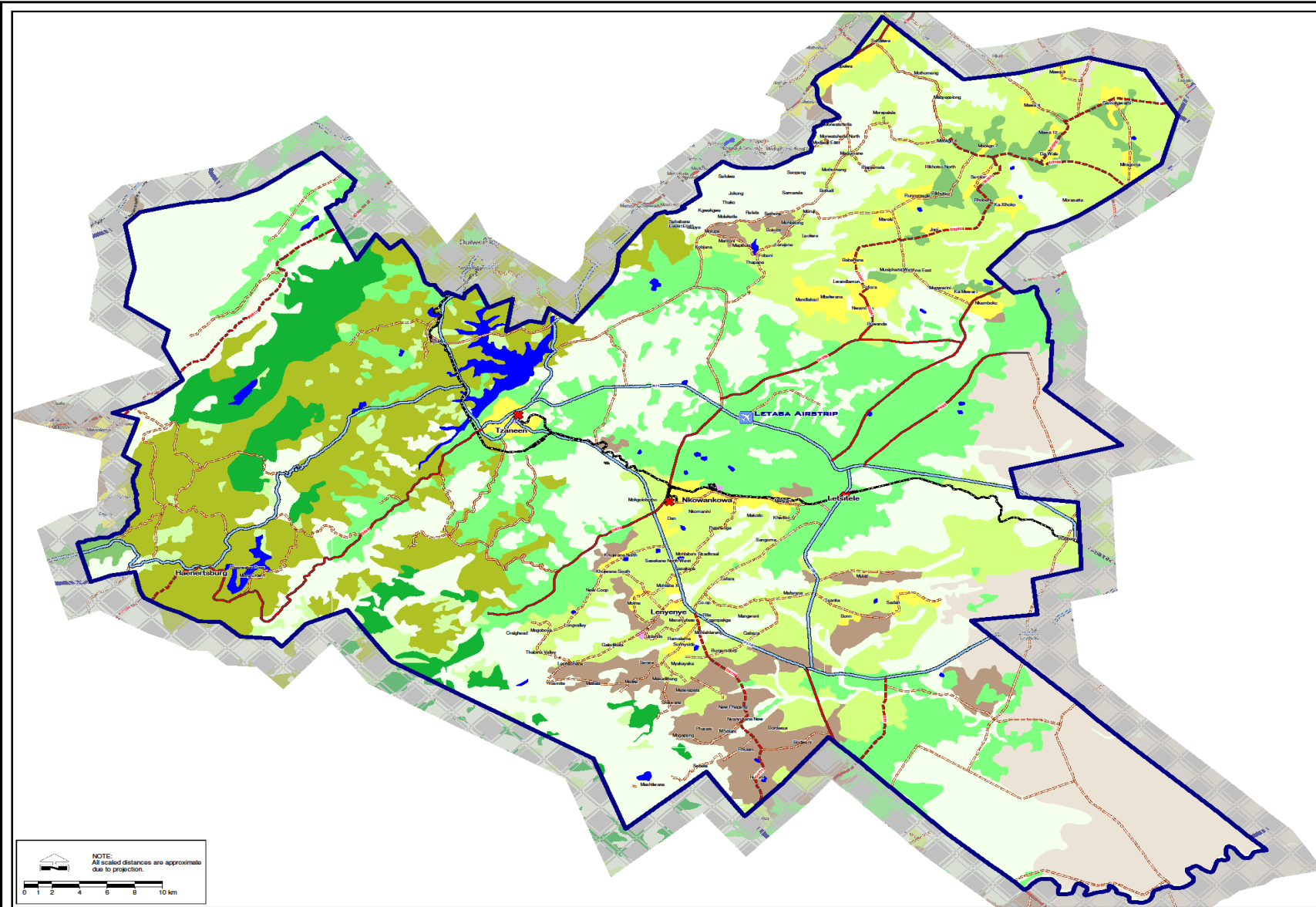
	Development Area	Designation	Affected Towns & Villages	Function	Development Focus
1.	1st Order Growth Points: High Potential for development. Have sizeable economic Sector providing jobs. Has regional function and large number of social and institutional facilities. High population	Tzaneen (Provincial Growth Point)	Tzaneen	Residential, business, industries, institutional	To sustain the area as primary development area through receiving first priority for provision and encouragement of residential, formal business, industrial, infrastructural, social and economic development. Acquisition of land and township establishment to timeously provide for serviced sites. Transfer of Portion 292 and 293, Pusela 555-LT from Dept. of Public Works priority to provide for social housing and to prevent the illegal occupation of vacant land, especially river beds. Adams farm (Tzaneen Ext 78) as integrated human settlement development. First priority for tourism development (Tzaneen Dam, Tourist Information Centre. Construction of Provincial by-pass road to receive priority.
2.		Nkowankowa Lenyenye (District Growth Point)	Nkowankowa, Dan, Mokgolobotho, Mohlaba Headkraal, Petanenge, Lenyenye, Sasekani, Mohlaba, Moime	Residential, business, industries, institutional	To become the primary development area which attracts people from the region or beyond, through the creation of a conducive environment for business, industrial and institutional development. Unlocking the development potential of the towns to attract investors and retain spending. Acquisition of land and township establishment to timeously provide for serviced sites. Prevention of illegal settlement. First priority to provide and encourage residential, formal business, industrial, infrastructural, social and economic development. Revival of Bindzulani centre and the Nkowankowa industrial area. Formalization of informal settlements and prevention of urban sprawl. Community and village tourism development. First priority for provision of a cemetery at Lenyenye and Nkowankowa extension.

					Upgrading of R36 of high priority.
3.		Burgersdorp (Municipal Growth Point)	Burgersdorp, Maake, Gabaza, Ramalema, Rita, Myakayaka, Makhwibidung, Co-op, Matselapata, Shiluvane.	Residential, business, industries, institutional	<p>Second priority for residential, infrastructural, social and economic development.</p> <p>Development of community hall.</p> <p>1st priority for development of filling station with taxi rank and hawker facilities.</p> <p>First priority for development of Maake Shopping Centre.</p> <p>First priority for provision of a cemetery.</p> <p>Community Prevention of indiscriminate settlement.</p> <p>Community and village tourism development.</p>
4.		Moleketla / Mandlakazi (Municipal Growth Point)	Moleketla, Mopye, Motupa, Jokong, Thako, Moruji, Sethone, Relela, Bokuta, Fobeni, Lerejene, Thapane, Mapitlula, Marinoni, Kobjana, Mandlakazi, Mbekwana, Nwamitwa, Fofosa, Lwandlamuni, Babanana, Rwanda	Residential, business, industries, institutional	<p>Second priority for residential, infrastructural, social and economic development.</p> <p>Development of community hall.</p> <p>1st priority for development of filling station with taxi rank and hawker facilities.</p> <p>First priority for development of Nwamitwa Shopping Centre.</p> <p>Prevention of indiscriminate settlement.</p> <p>Community and village tourism development</p>
5.		Letsitele (Municipal Growth Point)	Letsitele, Mariveni, Makotlo, Khwitini	Residential, business, industries, institutional	Third priority for residential, infrastructural, social, and economic development. First priority Tourism development.

Table 5: Proposed Settlement Cluster for the GTM area.

2.10 Strategically located Land

- All the vacant land on the periphery of **Tzaneen, Nkowanokwa** nodes of which most of them have already been seeded to the municipality
- Opportunities exists in **Nkowanokwa** and **Tzaneen** factory sites
- The Valoyi Tribal Authority vacant land for shopping mall



**MAP 5
Economic Activities**

- LEGEND :**
- Tzaneen Local Municipality
 - Land Cover**
 - Built-up Land: Commercial
 - Built-up Land: Residential
 - Cultivated Land: Commercial
 - Cultivated Land: Subsistence
 - Degraded: Forest and Woodland
 - Degraded: Thicket and Bushland
 - Exotic Plantations
 - Grassland
 - Indigenous Forest
 - Mines and Quarries
 - Thicket and Bushland
 - Waterbody
 - Woodland
 - Road**
 - District Roads**
 - Gravel Roads
 - Paved Roads
 - National Roads**
 - National Roads
 - Provincial Roads**
 - Paved Roads
 - Gravel Roads
 - Railway
 - Letaba Airstrip
 - Formal Business Areas

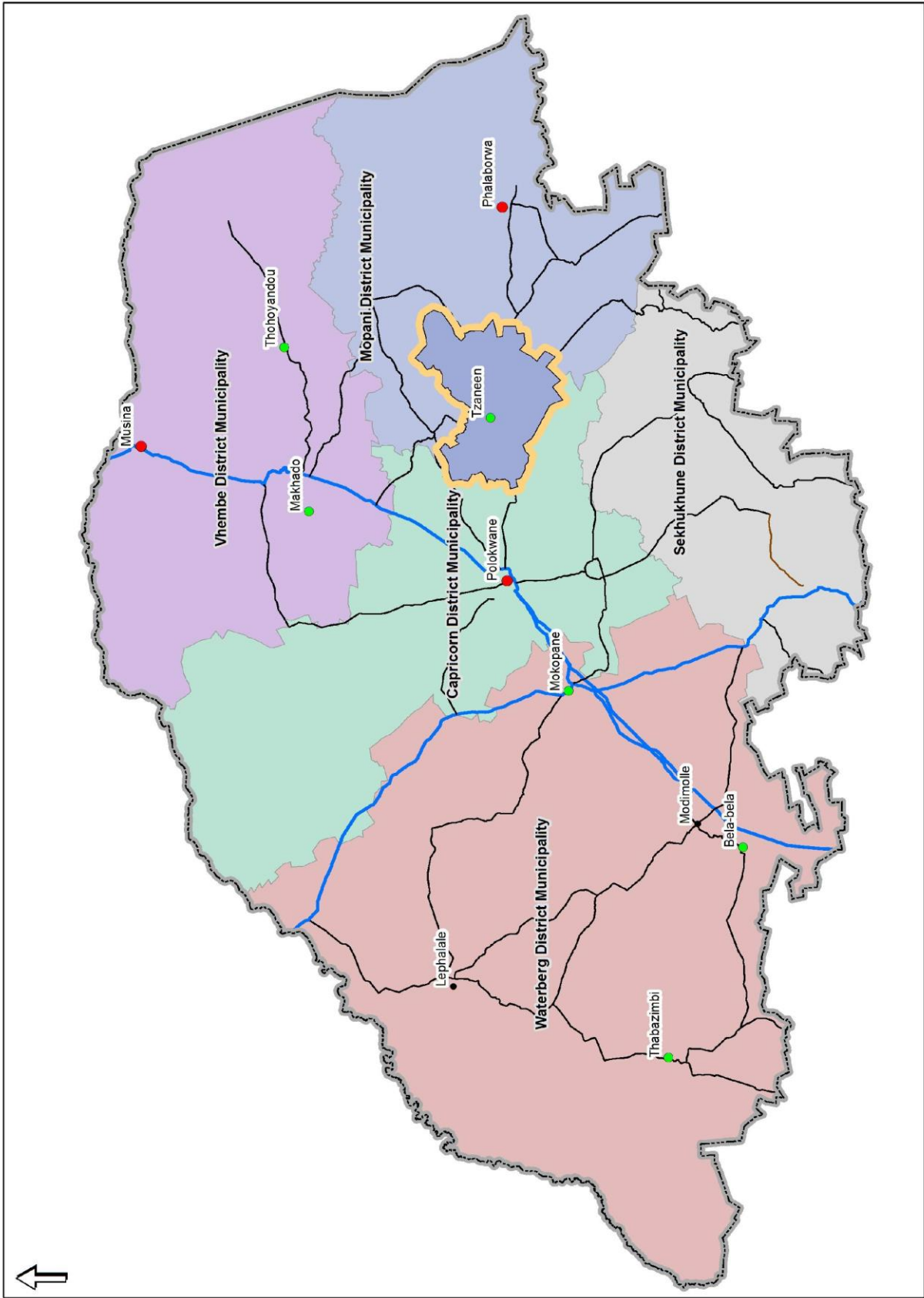


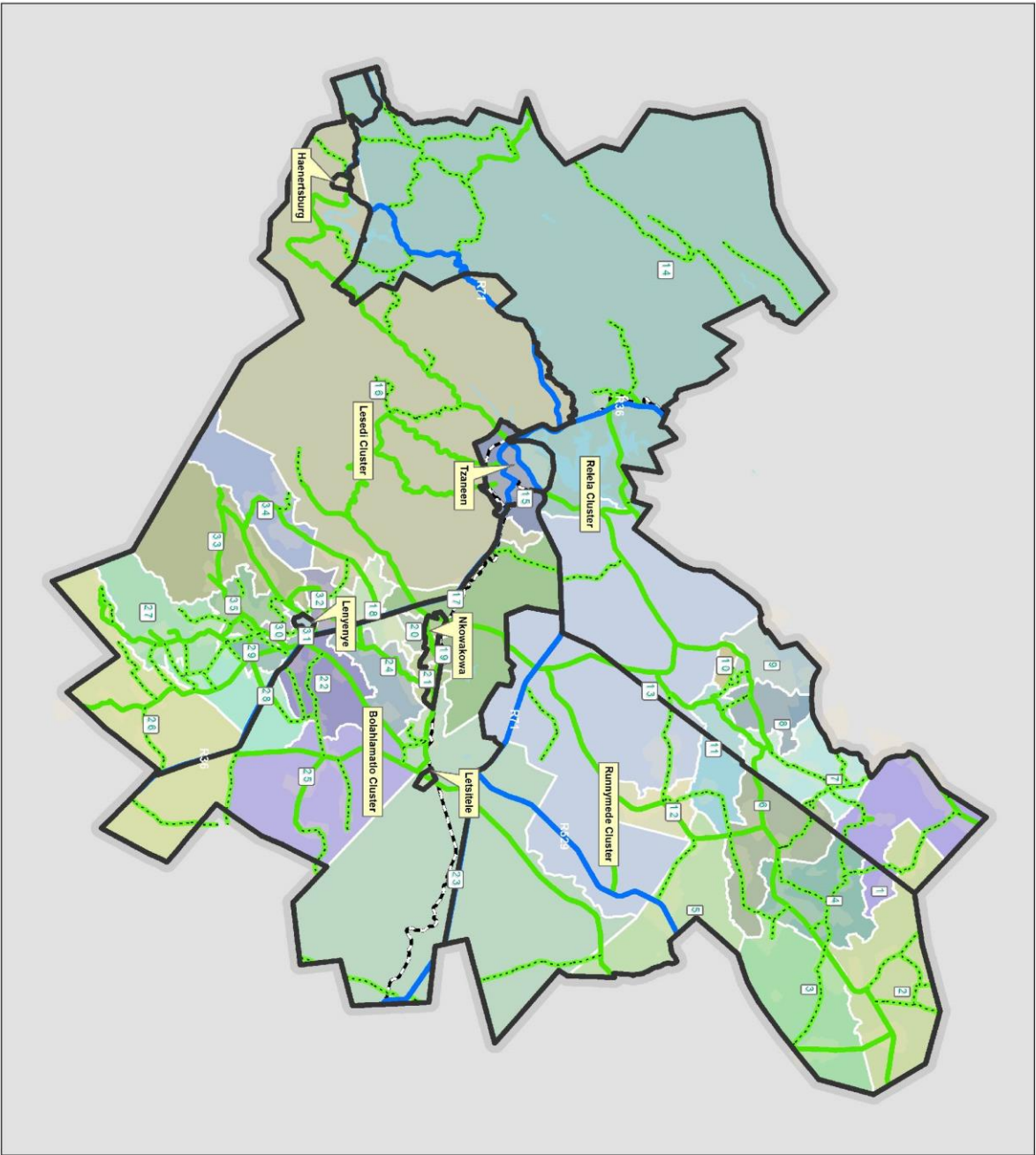
Projection: Geographic (Latitude/Longitude)
 Spheroid: WGS 84
 Disclaimer:
 The delineation of all boundaries on this map should not be considered as authoritative.
 The consultants cannot be held responsible for the quality and accuracy of the data presented in the maps.

ID11072901 (GTM - IDP Maps) **August 2011**

The map above indicates that Agricultural activities dominate spatially within the G.T.M municipality. The co-ordinates of the municipality is -23.8291776846248 latitude and 30.15877604898 longitude. The table below from the Mopani District Municipality National Council of Provinces' Report of 10 September 2014 indicates that within the district of Mopani, Agriculture is the second highest creator of jobs after Social and infrastructure projects.

Industry	TOTAL NUMBER OF JOBS CREATED FOR NUMBER OF PERSONS		
	Temporary	Permanent	Total
Agriculture	785	763	1548
New Agriculture projects	500	56	556
Manufacturing projects	0	178	178
New Manufacturing projects	14	28	42
Tourism	165	14	179
Social and Infrastructure Projects	7049	205	7254
New Social and Infrastructure Projects	7099	205	7304
TOTALS	15612	1449	17061





GREATER TZANEEN MUNICIPALITY ROADS AND STORMWATER MASTER PLAN	
MAP TITLE Maintenance Areas & Wards	
AREA Greater Tzaneen Municipality	
LEGEND	
	SANRAL Road
	RAL Gravel Road
	RAL Paved Road
	GTM Paved Road
	GTM Unpaved Road
	Rail
	River
	Dam
	Maintenance Cluster
	Ward Number
Data Source: SANRAL, RAL & GTM	
MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY Royal HaskoningDHV Infrastructure Support Agency	
	Not to Scale

2.11 Land Claims

Our municipality has quite a number of parcels of land under claims by different communities. The issues of land claims impact negatively to our spatial planning in our municipality as there cannot be any form of development on land under claims.

2.12 Dispensed settlements

- The population densities of settlements illustrate the scale of displacement of settlements from each other as well as the location of nodal points.
- Approximately 125 settlements varying in size are scattered throughout the GTM municipal area (see Map 3). This spatial pattern was mostly determined by political rather than economic processes and forces.
- Almost all these settlements have no or a very small economic base and function as dormitory settlements.
- Many of the residents are therefore also dependant on subsistence agriculture and/or from money, which is sent home from family members working as migrants elsewhere in primarily the metropolitan areas (Gauteng Province).
- Economic and political processes and forces are undoubtedly the two most important development determinants for spatial development in the GTM Municipality area. These two processes and forces, which shaped the existing spatial pattern, will most definitely also be the most important influencing factors to guide spatial development in the future.

2.13 Land ownership

- The higher percentage of commercially viable land is in hand of private sector and is located in close proximity to urban centre's.
- Approximately 66% of the total land area is privately owned while 33% of the total land area is owned by the state mainly in Traditional Authority areas. A negligible extent is municipal commonage. Map 6 indicates land owned by the state versus land owned privately.

2.14 Land restitution and redistribution

- Land restitution and land redistribution are all part of the Government's policy on land reform. Land restitution is a programme to restore land to people who were dispossessed since 1913. It is a precious resource that forms the basis of a nation's wealth, security, pride and history. It is a major resource on which all spatial development proposals are based.
- Land and its ownership and use play an enormous role in shaping the political, economic and social processes. The importance of land claims and land redistribution in the compilation of a spatial plan for the Greater Tzaneen Municipality cannot be over-emphasized.

2.15 Illegal settlements and occupation of land

The following are some of the illegal occupation of land within our municipality in addition the ones mentioned on point number 4:

- a) Talana Hostel there's lot of illegal shacks behind each house, the Municipality has appointed Talana Attornyes to evict those illegal occupants
- b) Illegal car washes along Mariven Road, Land & Human Settlement Division issue notices to illegal business, we also inform the Engineering Dept. to cut off water supply to the illegal business.

- c) Lenyenye Taxi Rank, there's illegal structure and car washes, we have issue letters of illegal occupation to the owners but they do not adhere to the notices.
- d) Illegal activities along Lydenburg road (Tilly Ramphala) who is doing brickyard just before entrance to Lenyenye from Town, we served him with letter of illegal occupation, these includes all people who were given by Bakgaga to occupy the portion opposite to Lenyenye entrance, including Lenyenye entrance however Chief Mhlava has appointed Steven Van Rensburg Attornyes to evict the occupants, this include the illegal structure after Lenyenye bridge, fortunately some of them has been vacated voluntarily.

2.16 Engineering Infrastructure Constraints

- Inadequate and fragile infrastructure is a challenge within the municipality
- The challenge is compounded because we have to deal with inherited shortcomings of existing infrastructure regarding age, access, and an unprecedented demand for new infrastructure driven by rapid urbanization

2.17 Incoherent Public Transportation

- The Integrated Transport Plan with municipal chapters is being developed.
- There is generally only one mode of public transport (buses and taxis)
- The other challenge is that not all areas are serviced by this mode of transport
- Other areas within the municipality also experience transportation through bakkies (Vans) which is risky and unreliable.

2.18 Environmental Constraints

- There are areas within the municipality where there is a serious environmental constraints such as mountainous areas etc.

2.19 Land Use Management System

Currently there is no system to regulate LUMS in the municipality. However the Land Use Management Scheme is beign developed in the 2016/17 financial year.

2.20 Greater Tzaneen Spatial Challenges

The municipality is faced with several spatial challenges that are not necessarily unique to Greater Tzaneen but a common phenomenon in most towns and cities in South Africa due to the apartheid policy of planning which advocated for separate development.

ENVIRONMENTAL ANALYSIS

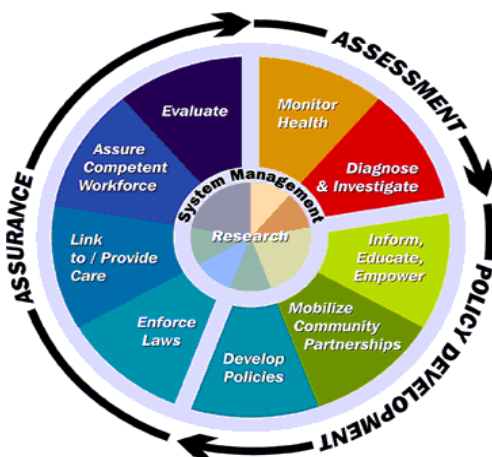
3.1 ENVIRONMENTAL HEALTH

The following acts/legislations regulate all matters relating to Environmental Management in our country:

Legislation	Summary/Scope of Legislation
National Environmental Management Act no 107 of 1998	To provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state;
National Environmental Management: Biodiversity Act No 10 of 2004	To provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act; The protection of species and ecosystems that warrant national protection; The sustainable use of indigenous biological resources; The fair and equitable sharing of benefits arising from bio prospecting involving indigenous biological resources; The establishment and function of a South African National Biodiversity Institute
National Environment Management: Air Quality Act No 39 of 2004	To reform the law regulating air quality in order to protect the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development while promoting justifiable economic and social development; To provide for national norms and standards regulating air quality monitoring, management and control by all spheres of government; for specific air quality measures

3.1.1 The Scope of Practice for Environmental Health

Environmental Health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling and preventing those factors in the environment that can potentially affect adversely the health of present and future generations



Graph 9: The scope of practice for Environmental health

3.1.2 Environmental Health Services includes performance of the following:

- 1) Water quality monitoring;
- 2) Food control;
- 3) Waste management;
- 4) Health surveillance of premises;
- 5) Surveillance and prevention of communicable diseases, excluding immunisations
- 6) Vector control;
- 7) Environmental pollution control;
- 8) Disposal of the dead; and
- 9) Chemical safety

3.1.3 Water quality monitoring:

Water that is unsafe for human consumption poses serious health risks and those at greatest risk of waterborne disease are infants and young children, the elderly and those individuals whose immune systems are compromised and living under unsanitary conditions. Safe drinking-water is required for all usual domestic purposes, including drinking, food preparation and personal hygiene. Water samples are collected on a monthly basis at strategic points to ensure that water for domestic, industrial and food production is safe in respect of its microbiological, chemical and physical quality. A total of 284 water samples were taken during the period July 2013 to June 2014. With only 14.52%. There is 100% compliance to water quality.

3.1.4 Water samples taken in 2015- 2016

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Complying	24	25	27	25	27	27	26	26	26	28	24	28
Not complying	4	0	2	4	0	1	1	2	0	0	3	0

% of samples complying 94.8

% of samples not complying 4, 2

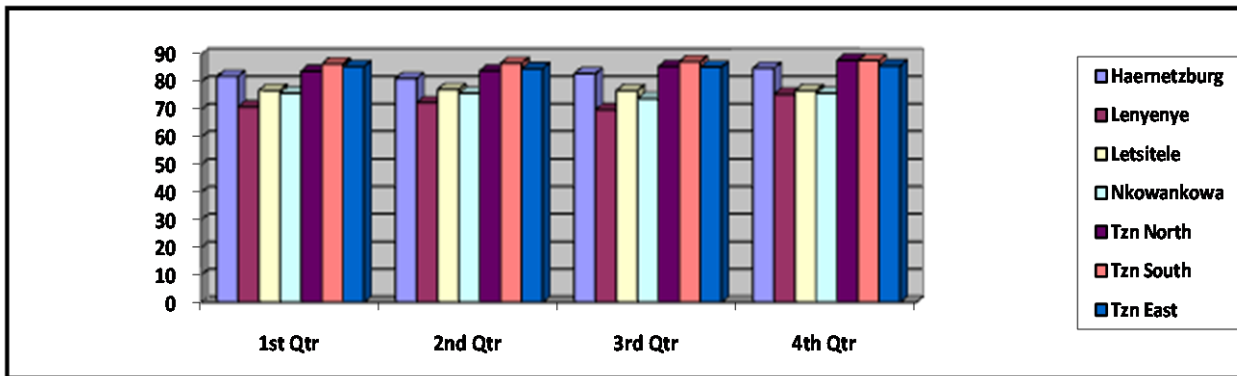
3.1.5 Environmental pollution control

This entails conducting Environmental Health Impact Assessments on proposed developments, advising on projects which require Environmental Authorizations and commenting on Environmental Impact Assessment Applications. A total of 21 pre-assessment committee applications have been commented on, 12 Environmental Impact Assessment applications have been commented on. Monitoring of industrial premises and any other facility which might give rise to a health hazard has been done.

3.1.5 Food control

This entails evaluating food handling premises to ensure food safety in respect of acceptable microbiological and chemical standards, quality of all food for human consumption and optimal hygiene control throughout the food supply chain from the point

of origin, all primary raw material or raw products production, up to the point of consumption. There are a total of 356 formal food handling premises including accommodation facilities in our area of jurisdiction. As Greater Tzaneen Municipality EHS, we are currently serving 164 food premises and 13 accommodation facilities. In the period under review we have seen an increase in the volumes of foodstuff that had to be declared unfit for human consumption. There is an increase in home industries and spaza shops. The spaza shops are rented out to foreign Nationals, in most instances there is a language barrier which makes health education ineffective.



Graph 10: Average % of food handling premises per inspection area for the 2013/14 financial year.

3.1.6 Biophysical Environment

We have one of the highest levels of biodiversity in the country and in particular our municipal area. We have thirteen areas which fall under the Kruger to Canyon bio-sphere. These are:

- Lenyenye
- Rita
- Burgersdorp
- Shilubane
- Mogapeng
- Rhulani
- Pharare
- Haenertsburg
- Nyanyukani
- Solani
- Hovheni
- Ga-Masoma
- Hweetsi

3.1.7 Global warming and climate change

Greater Tzaneen Municipality has both an urban and rural setting within its area of jurisdiction. Its main economic driver is agriculture followed by tourism then rest is made up of various sectors including the informal sector. Intense weather events such as flash floods in the urban area with associated infrastructural damage may lead to the spread of water borne diseases. Crop failure for both commercial and subsistence farmers will impact on food security. Malaria was endemic in the area; increased temperature and erratic wet weather create an environment conducive for the breeding of malarial mosquitoes. We are a signatory to the Durban Adaptation charter on Climate change.

3.1.8 Air Quality

To prevent air pollution and ecological degradation, the municipality is mandated to develop an Air Quality management Plan. This will set out mechanisms and systems to attain compliance with ambient air quality standards. The main source of air

pollution is the burning of fossil fuels for energy. The table below lists the various types of sources of energy in use by residents within municipalities in Mopani

Type	GGM	GLM	GTM	BPM	MLM	MDM
	HOUSE HOLDS					
Electricity	12433	13160	34802	20353	6353	87101
Gas	0	242	80	149	175	646
Paraffin	303	1119	2031	1741	180	5374
Wood	43866	44586	50672	11285	17645	168054
Coal	59	122	286	60	0	527
Animal dung	0	0	0	0	0	0
Solar	0	0	187	0	0	187
Other	876	310	1773	203	237	3399

Table 14: Energy usage for heating by municipalities **Source:** Community Survey, 2007, STATSSA

3.1.9 Waste Management

Monitoring is done to ensure that approved methods of waste collection, storage, transportation and disposal are adopted and implemented. The collection, storage and disposal of general waste, must be managed in accordance with the requirements as specified in *Part U of the National Building Regulations and Section 2-5 of the Norms and Standards for Waste Management*. Most major centres have an approved refuse area for the storage of all refuse pending removal.

Waste collection in rural areas

Greater Tzaneen Municipality has developed a comprehensive rural waste minimization programme. The rural areas have been divided into different zones. The schools in the rural areas have been identified as Drop Off centres. There are litter bins which have been placed around the schools. Communities collect their waste and drop them in the nearby schools into the litter bins. These bins are collected regularly and the waste transported to the central place where they are sorted. Disposable waste is disposed off and the recyclable are stored and recycled accordingly. There is a challenge of funding. The programme is currently co-funded through Expanded Public Works Programme.

3.1.10 Overgrazing

Subsistence farming; and small scale cattle ranching are part of economic activity in the rural area. Development in the rural areas has resulted in the encroachment of residential area onto grazing land. Grasslands are diminishing due to overgrazing. The negative impact of overgrazing is loss of bio diversity of the land. It displaces habitats and lead to erosion

3.1.11 Veld fire

The South African Weather Services regards the period from June to October as a fire season. Our municipal area is affected by veld fires which in the recent year were catastrophic. Land use patterns are changing rapidly under the influence of diverse factors, including the expansion of towns and cities, causing an expanding urban-rural interface, and exposing more assets to the hazard of wildfires. The areas which are affected are: Hasivuna, Lushof, Broederstroom drift, and Yarmona and Adams farms.

3.1.12 Heritage sites

Section 27 of the National Heritage Resources Act (NHRA) of South Africa provides for places of historic or cultural importance to be designated National heritage sites. A State of the Heritage study needs to be undertaken in order to document the rich heritage of our area. There are land marks, natural and man-made which in terms of the act need to be preserved.

3.1.13 Natural Water bodies and wetlands

Greater Tzaneen municipal area falls within the Letaba/Levubu and the Olifants catchment areas. Due to the topography of our area; we have a lot of drainage areas which develop into wetlands.

3.1.14 Chemical Spills

We have had major one major chemical spillage which occurred at the temporary asphalt plant set up during the reconstruction of the Magoebaskloof pass. An emergency response team involving various stake holders has been set up to deal with incidents of chemical spillages. A significant occurrence was the mushrooming of bush mechanics along the Letaba River.

3.1.15 Informal Settlement

The establishment of informal settlements has along with it associated health risks. The informal settlement around Talana Hostel is a classical example. In the face of re-emerging diseases, its location and lack of basic services may lead to a quick spread of communicable diseases in the event of an outbreak.

3.1.16 Integrated Waste Management Plan

The Municipality has reviewed its Integrated Waste Management Plan in the year 2015/16. The IWMP provides details for the processes regarding Waste Management within the Municipality.

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE SERVICES

4. WATER AND SANITATION

4.1 Legislative Framework

The following acts/legislations regulate all matters relating to water and sanitation in our country:

Legislation	Summary/Scope of Legislation
Constitution of the Republic of South Africa, Act 106 of 1996, Chapter 2, section 27 (1) (b)	Everyone has the right to sufficient food and water;
Water Services Act 108 of 1997	To provide for the rights of access to basic water supply and basic sanitation; To provide for the setting of national standards and of norms and standards for tariffs; To provide for water services development plans; To provide a regulatory framework for water services institutions and water services intermediaries; To provide for the establishment and disestablishment of water boards and water services committees and their powers and duties; To provide for the monitoring of water services and intervention by the Minister or by the relevant Province; To provide for financial assistance to water services institutions;
National Water Act 36 Of 1998	To provide for fundamental reform of the law relating to water resources; to repeal certain laws
SANS 241:2011	Provides for monitoring of drinking Water and setting of minimum and maximum levels of determinants.
Water and Wastewater by-laws	Provides for regulation of water and wastewater use as well as its relevant management requirements.
ISO 17025:2005	Specifies the general requirements for the competence to carry out tests and/or calibrations, including sampling by water laboratory.

4.2 POWERS AND FUNCTIONS

4.2.1 Water Service Authority

- Mopani District Municipality MDM has been assigned as Water Services Authority.

4.2.2 Water Service Provider

- Mopani District Municipality MDM has been assigned as Water Services Authority.

4.3 Water catchment areas

Greater Tzaneen municipality

4.4 Water sources and quality and Water services Infrastructure

Greater Tzaneen Municipality is supplied through these systems:

No	Area Served	Plant/Water Source	Capacity	Managed by	Quality
1	Letsitele	Letsitele WW	1.4 MI/day	GTM	Class 1
2	Lenyenye	Thabina WW	12 MI/day	MDM	To be confirmed
3	Tzaneen	Georges Valley WW Tzaneen D WW	9.0 MI/day 6.5 MI/day	GTM GTM	Class 1 Class 1
4	Nkowankowa	Ritavi WW	24 MI/day	Lepelle N Water	Class 1
5	Haenerstburg	Ebernezer WW	50 MI/day	Lepelle N Water	Class 1
6	Bolobedu	Thapane WW	4.5 MI/day	MDM	To be confirmed
7	N'wamitwa	Nkambako WW	12 MI/day	MDM	To be confirmed
8	Ward 1	Modjadji WW	12 MI/day	Lepelle N water	Class 1
9	Politsi	Politsi WW	5.5 MI/day	Lepelle N water	Class 1
10	Tours	Tours WW	4.5 MI/day	MDM	To be confirmed
11	Rural Segments	Boreholes (280 plus)	Variation	MDM and GTM	To be confirmed

Table 15: GTM Water sources and quality and Water services Infrastructure

4.5 Water Sources

Source of water	Percentage
Regional/Local water scheme (operated by municipality or other water services provider)	44,1%
Borehole	18,8%
Spring	2,8%
Rain water tank	0,7%
Dam/Pool/Stagnant water	11,2%
River/Stream	8,8%
Water vendor	6,1%
Water tanker	2,3%
Other	5,2%

Table 16: Water sources Source: Statssa census 2011

4.6 Increase on Water quota

Our application for an increase in water allocation by DWA is still hanging as their latest report was that both Tzaneen and Ebenezer Dams are over allocated. Options given are:

- Introduction of Water Demand Management Systems
- Raising of Tzaneen Dam level which will increase water availability
- Revisiting of other unused water allocated to farmers and negotiates with them for transfer.

DWA is manning the “Groot Letaba River Water Development Project” which includes construction of Nwamitwa Dam and rising of Tzaneen Dam level by three meters (3m) with the aim of increasing the yield of the dam. However it must be emphasized that GTM must implement Water Demand Management System which will ensure that the available allocated water is used sparingly.

4.7 Blue Drop Water System Award

The Greater Tzaneen Municipality has retained its Blue Drop (Drinking Water Quality) status for the third year running. The award which was handed over by Minister of Water Affairs, Edna Molewa at the Cape Town International Convention Center (ICC) on the 30th of June 2012 is for the Tzaneen and Letsitele Systems. GTM is one of the two local municipalities to be certified blue drop in Limpopo and one of the 98 countrywide. The systems (starting from abstraction to the tap) which produce a combine 25 mega million litres had to meet the following requirements.

1. Water Safety Plan Process and Incident Report Management
2. Process Control, Maintenance and Management Skill
3. Drinking Water Quality Monitoring Programme
4. Drinking Water Sample Analysis Credibility
5. Submission of Drinking Water Quality Results
6. Drinking Quality Compliance
7. Publication of Drinking Water Quality Management Performance
8. Drinking Water Asset Management

The award is an indication of GTM’s high level of professionalism, performance and compliance.

The award will also boost GTM’s tourism prospects and investment. The Blue Drop status is recognised globally and has a potential to allay tourists fears of contacting disease. High Water quality is also essential for the production of food and beverages, hence ensuring GTM’s commitment to ensuring a quality of human life.

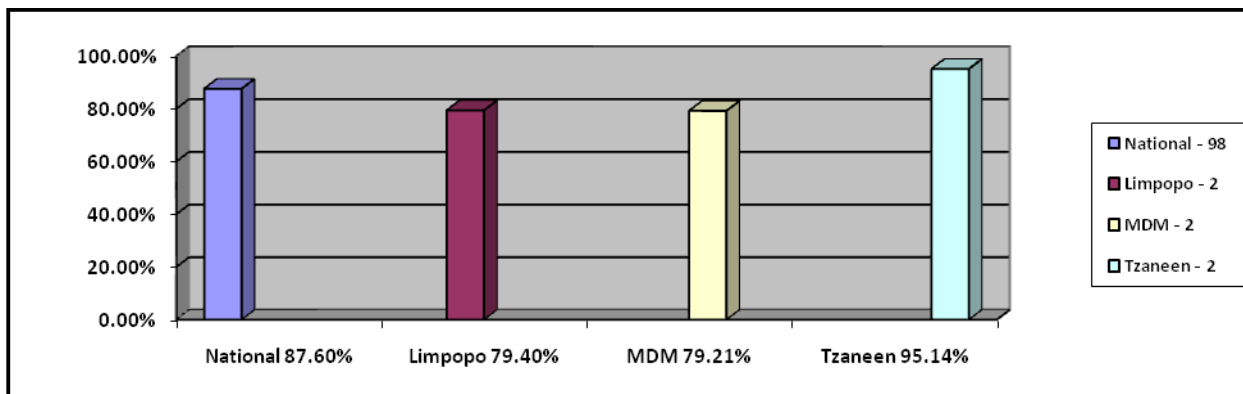


Table 16: GTM Blue Drop Certification Assessment 2011

Please provide the latest

Performance Area	Tzaneen 2011	Tzaneen 2012	Letsitele 2011	Letsitele 2012
Water Safety Plan	95	90	95	89
Process Control & Maintenance competency	100	100	100	100
DWQ compliance	94	100	94	100
Management Accountability	93	84	93	84
Data Submission to DWA	100	88	100	88
Bonus Score		2.09		2.13
Penalties		0		0
Blue Drop Score + trend	95.08	95.14	95.05	95.02

Table 17: Blue Drop Performance Records for Tzaneen and Letsitele Systems

4.8 Water challenges

Water supply challenges is being experienced in the entire municipality especially where boreholes are dysfunctional due to lack of regular maintenance, theft of electrical cables while others being that they never operated from the time of construction. Some

water schemes initially designed to cater certain number of households are unable to supply due to increase in demand while those schemes were not upgraded.

Water tankers are being used to supply the villages without water and this exercise is exerting extreme stress on financial situation of the municipality. Our current budget cannot cater for those areas and these results in overspending or compromise other responsibilities to cater for these community needs.

GTM Challenges	Mopani District Challenges
<ul style="list-style-type: none"> • Ageing and lack of maintenance on water and wastewater works and boreholes. • Lack of water reticulation in villages • Vandalism and illegal water connections by communities, leaving huge water loss in the system • Lack of cost recovery plans in rural areas especially when water supply is consistent and reliable. • Lack of Water Master Plan. • Lack of Water Demand Management System. • Insufficient electricity for completed water projects • Water Services Supply constraints 	<ul style="list-style-type: none"> • Inadequate bulk water supply • Over – reliance on boreholes • Illegal connections, theft and vandalism • Ageing water infrastructure • Water rights and allocation • Skewed water supply • Quality of drinking supply • Inadequate funding

4.9 Sanitation challenges

- Huge backlog against small allocation making it difficult to reduce or close the backlog.
- Increase on number of household which also need the services in areas where there are no services.
- Wastewater works not big enough to cater for rapid increase of households who need to be connected. (Funds needed for upgrading of treatment works)
- Huge sanitation backlog caused by construction of many RDP houses without VIP’s or sanitation.

4.10 Indicate FREE basic water and sanitation

4.10.1 Water

- Number of Households with access to Free basic Water in Greater Tzaneen Municipality **2273** and number of backlogs **85475**.

4.10.2 Sanitation

- Number of Households with access to Free Basic sanitation in Greater Tzaneen Municipality **1360** and number of backlogs **86388**

4.12 HIV/AIDS mainstreaming on Water and Sanitation

The following are challenges to be addressed in order to mainstream HIV/AIDS in relation to water and sanitation in our municipality:

- People affected by HIV/AIDS are often marginalized by society and face extraordinary difficulties in accessing safe water and sanitation, while both is vital to their health.

- Diseases related to poverty, such as diarrhoeal and skin diseases, are the most common for people suffering from HIV/AIDS. Moreover, access to improved Water, Sanitation and Hygiene services is also important for health and livelihoods in general, helping to prevent exposure to infection.
- That there is general risk of women and children being raped due to the location of standpipe, rivers and toilets.
- Limited or no access to water and sanitation Increases the disease burden and presents challenges to providing care; and how do HIV-positive mothers mix infant formula?
- Mothers cannot mix infant formula if there is no clean water, instead of adhering to bottle feeding can also give breast feeding.
- Availability of water plays an important role in doing their home garden for vegetables.

4.13 Gender mainstreaming on Water and Sanitation

- Women and girls, far more than men and boys, face difficult issues of privacy, safety and health in finding spaces to relieve themselves.
- Sanitation facilities should be improved at the household and community levels to mitigate safety, convenience, and hygiene issues in our municipality.
- The need to construct separate and appropriate latrines for boys and girls in schools is also an urgent issue
- In our rural areas, it is generally women and especially girls who are more affected than men by inadequate provision of water because they have the responsibility for collecting water, often queuing for long periods in the process and often having to get up early or go late at night to get the water.
- Poor sanitation can cause spread of infection through water pollution.

4.14 Disability mainstreaming on Water and Sanitation

- The needs of most disabled people can be met by ordinary facilities and services. Minor changes can enable them to be included in regular water and sanitation service provision. This would make a great difference to a group of people who are often excluded from access and who are particularly vulnerable to the causes and consequences of poverty.
- Improving disabled people's access to and use of the domestic water cycle could assist in restoring the social integration and dignity of the individual disabled person. It would reduce the burden of personal care placed on family members and release valuable time, enabling disabled people and their families to apply more effort to improving income and reducing poverty.

5. Energy and Electricity

5.1 Legislative Framework

The following acts/legislations regulate all matters relating to energy and electricity in our country:

Legislation	Summary/Scope of Legislation
Occupational Health and Safety Act 85 of 1993	To provide for the Health and Safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory Council for Occupational health and Safety; and to provide for matters connected therewith.
National Energy Regulator Act no 40 of 2004	To establish a single regulator to regulate the electricity, piped-gas and petroleum, industries; and to provide for matters connected therewith.
National Energy Act no 34 of 2008	To ensure that diverse energy resources are available, in sustainable quantities and at affordable prices, to the South African economy in support of economic growth and poverty alleviation, taking into account environmental management requirements and interactions amongst economic sectors; To provide for energy planning, increased generation and consumption of renewable energies, contingency energy supply, holding of strategic energy feed stocks and carriers, adequate investment in, appropriate upkeep and access to energy infrastructure;

	To provide measures for the furnishing of certain data and information regarding energy demand, supply and generation; to establish an institution to be responsible for promotion of efficient generation and consumption of energy and energy research;
White paper on Renewable Energy 2003	To bring about integration of renewable energies into the mainstream energy economy; To ensure that the renewable energy resources are used optimally; To ensure renewable energy for rural communities, far from the national electricity grid, remote schools and clinics, energy for rural water supply and desalination, and solar passive designed housing and solar water heating for households in urban and rural settings and commercial applications
Eskom Conversion Act no 13 of 2001	To provide for the conversion of Eskom into a public company having a share capital incorporated in terms of the Companies Act;
Electricity Regulation Act no 4 of 2006	To establish a national regulatory framework for the electricity supply industry; To make the National Energy Regulator the custodian and enforcer of the national electricity regulatory framework; To provide for licences and registration as the manner in which generation, transmission, distribution, trading and the import and export of electricity are regulated

5.2 Powers and Functions

The Greater Tzaneen Municipality is a licensed service provider for electricity within the proclaimed towns and townships (Tzaneen, Letsitele, Haenertsburg, and Gravelotte).

5.3 Distribution Area

The Greater Tzaneen Municipality is one of the largest non-Eskom distributors (in terms of distribution area size) of electricity in the country. The municipality currently distributes, under License, to an area approximately 3500 km² in extent.

The distribution area does not correspond with the municipality's jurisdiction area. The two main areas of difference is the general areas of Nkowankowa, Lenyenye and Southern most areas, which are serviced by Eskom, but fall within the Tzaneen Municipal area. The Municipality has bulk supply points to these areas at Nkowankowa and Lenyenye T-Off.

The second general area of difference is that of Letsitele (farming area), Eland and Gravelotte, which forms part of the Ba-Phalaborwa Municipality, but has electricity supplied to it by the Greater Tzaneen Municipality. GTM has also bulk supply points to Eskom's licensed distribution area at Spitzkop (Segwashe – Polokwane Municipality) and Three (3) at Selwane (Ba-Phalaborwa Municipality).

Electricity is currently being distributed to areas including Letaba Ranch, Eiland, Waterbok, Gravelotte, Letsitele, Letaba, Deerpark, Tzaneen, Haenertsburg, Politsi, Magoebaskloof and bulk supplies to Nkowankowa, Lenyenye, whilst all the in between farming areas are also part of the distribution area.

Income from the electricity supply to the above areas amounts to almost 68% of the total Council's operating income.

5.4 Electricity infrastructure

The bulk electricity supply from Eskom with a firm capacity of 120 MVA, is supplied through 3 x 60 MVA, 132/66 kV transformers at Tarentaalrand substation. Five other main substations (66/33 kV and 66/11 kV) comprising of the Tarentaalrand T-off, Letsitele Main, Tzaneen Main, Western Substation, Rubbervale and Letsitele Valley serve as main distribution substations.

The main distribution network (66 kV primary) consists of the following:

- 3 x 60 MVA, 132/66 kV transformers with outdoor switchgear at Tarentaalrand substation which is the main bulk intake point from Eskom.
- 4 x 10 MVA 66/33 kV transformers with outdoor switchgear at Letsitele substation.
- 2 x 15 MVA and 1 x 10 MVA, 66/11 kV transformers with indoor switchgear at Tzaneen substation (Town feed).
- 3 x 10 MVA, 66/33 kV transformers with outdoor switchgear at Tzaneen substation (Rural feed)
- 2 x 1.6 MVA, 66/11 kV transformer with outdoor switchgear at Letsitele Valley.
- 1 x 10 MVA, 66/33 kV transformer with outdoor switchgear at Rubbervale Substation.
- 1 x 5 MVA, 66/11 kV transformer with outdoor switchgear at Tarentaalrand T-off Switchyard.
- 2 x 20 MVA, 66/11 kV transformers with indoor switchgear at Western Substation (Town Feed).

The 33/11 kV rural network consists of more than 40 transformers with a total capacity exceeding 60-MVA. The rest of the network is 33/0.400-kV and 11/0.400-kV which forms a bulk of end-use consumer points. The total length of the overhead power lines is estimated at exceeding 2000-km.

The 11-kV urban network consists of 41 substations and 97 mini-substations in the 4 towns of Haenertsburg, Tzaneen, Letsitele and Gravelotte. The 11-kV cable network in towns is estimated at 133-km. (*Greater Tzaneen Municipality: Status Quo Survey Report; 2003*)

5.5 Electrical Distribution System Capacity

A combination of phenomenal growth and insufficient capital reinvestment had culminated in the entire Tzaneen distribution area not having sufficient electrical capacity to allow any further growth. This was a major concern for Council and consequently applications for funding to the tune of R162 million (for Tzaneen capacity), R247 million (for Tzaneen and other 4 towns capacity)) and R408 million (infrastructure and capacity, total area) were submitted to various government departments during the first part of 2007.

A loan of R30 million and R15 million for system capacity was approved for the 2010/11 financial year and financed by the DBSA and ABSA respectively. A further R8.5 million was budgeted for the 2011/12 financial year and phase1 of the project completed in December 2011. Phase1 of the project consisted of a 40MVA substation behind Unicorn Primary school and strengthening of the cable network up to the new Church Switching Station area. Phase II of the project consisted of a cable ring from Prison substation to the new Church substation in Aquapark and was completed in October 2013 for the total amount of R11.3 million. It is estimated that the total cost to reinforce the cable network back to Tzaneen main substation is in the region of R16.5 million and will have to be budgeted for in phases from 2017/18.

5.6 Tzaneen Town Distribution Network

The firm 11-kV capacity at Tzaneen main substation is 25 MVA, and the new Western Substation is 20 MVA. Tzaneen substation consists of 1 x 10 MVA and 2 x 15 MVA transformers and the Western substation consists of 2 x 20 MVA transformers. The maximum recorded network demand at Tzaneen Main Substation is 26,31 MVA, thus exceeding the firm capacity by 1.31-MVA or 5.24%. A master plan study was commissioned to detail the requirements for the alleviation of the problem over a short term and long term periods.

Although the capacity project has been initiated, there is a need to ensure all the projects phases are completed. The existing and outdated sections of the town distribution system will not be able to handle the increased electrical demand as a result of the increased development. There is a need to attend to:

- Upgrading/replacement of existing cable network.
- Upgrading/refurbishment of existing substations.

5.7 Rural Distribution Network

Also historically neglected, the rural system capacity also needs urgent attention. Certain substations are already overloaded. The following substations need to be attended to:

- Agatha (New 2 MVA substation),
- Riverside (Autoreclosers and Capacitor Banks)

5.8 Electrical Distribution System Status

a) Status of the urban network

The infrastructure in Greater Tzaneen Municipality is generally older than 25 years which exceeds the life expectancy of a cable, especially in light of the fact that most cables are being utilized at more than 100% capacity. Old switchgear technology combined with the age of the switchgear is of great concern to safety of both the workers and the public. Tzaneen town has grown with a very consistent percentage each year and the infrastructure couldn't handle the expected growth.

b) Status of the rural network

Along with a sudden and pronounced increase in demand due to surging development, the Electrical Engineering Department has recently experienced increased power outages and customer complaints due to various reasons regarding continuous power supply and the quality of supply. Measures were implemented to log customer complaints and power outages to determine the extent of the problem. Instructions were also given to "maintenance" personnel to report on the state of the system.

It transpired from the findings that the system has deteriorated to unacceptable levels which will ultimately cause the total and imminent collapse of some parts of the network, unless drastic and immediate intervention is undertaken. There are also increased incidences of lines falling to the ground during storms because of old and rotten poles.

The implications of these problems are:

- Potential negative impact on development.
- Loss of revenue due to unnecessary power outages.
- Possible sanctions by NERSA for non-compliance.
- Dissatisfied customers.
- Increased power losses in the system.
- Increased maintenance costs and overheads
- De-motivated and overworked employees due to recurring breakdowns and overtimes.
- Increased wages caused by unplanned overtime due to recurring breakdowns.
- Unsafe conditions for both public and private property (fires, electrocution, etc.)

The following salient factors also need to be highlighted:

- Some parts of the network ($\pm 50\%$) exceeded the end of their projected lifespan. Indicators are the rotten poles and breaking of overhead conductors due to aging. It should also be noted that rotten poles are the main cause for the need to rebuild lines.
- Sometime ago a decision was made in the Electrical Department that all 'old technology' steel earth wires used as conductors should be replaced by 0.05" ACSR (aluminium conductor steel reinforced) conductor. The reason is that the steel wire is old and breaks easily because it becomes brittle with aging and overload. The steel lines also breaks easily if a tree falls on the line during storms, a common event especially during the rainy season. The length of steel line in the system is estimated at $\pm 20\%$ of the total length in the 11 kV network.
- A high percentage of existing auto re-closers ($\pm 40\%$) are not in good working condition. Not only is this due to them being old generation technology, but in most instances counters are not even working and it is therefore not possible anymore to determine their number of operations, or monitor their efficiency. Not only must the old auto re-closers be replaced, but the number of units in the system needs to be increased. An initial 20 of the most critical auto re-closers have to be replaced, with an additional 6 per annum thereafter.

It is also obvious that it is not possible to conduct follow-up investigations of power outages due to the frequency with which breakdowns occur. Recurring problems can thus not be adequately addressed and eliminated.

- More than 70% of the rural personnel's man-hours are used for breakdowns. Concerted efforts should be made to reverse the situation so that more than 70% is used for planned maintenance and less than 30% for breakdowns.
- Some of the distribution transformers have exceeded their life-span and loading capacity and must be replaced by new transformers.

5.9 Overhead Power lines

In order to address the neglected state of the system and the future maintenance of the system, distinction has been made between the two main aspects of remedying the situation. Addressing backlogs, this entails either the refurbishing or total rebuilding of overhead lines, which are regarded as severely neglected. The following is applicable:

Lines rebuild : +200km
Remaining Backlog : +380km

Lines Refurbished : +146km
Remaining Backlog : +154km

5.10 Electrification

a) Integrated National Electrification Programme

In accordance with the White Paper on Energy Policy for the republic of South Africa, published in December 1998, government through the Department of Minerals and Energy took responsibility for the electrification programme. The Integrated National Electrification Programme (INEP) commenced during the year 2002. The programme, which is within the Department of Energy, was aimed at eliminating electrification backlogs of household dwellings and schools and clinics in South Africa.

Funds are made available as part of the Medium Term Expenditure Framework of National Government budgeting process on the line budget of the Department of Energy. The implementing agencies for the programme are the licensed distribution entities, i.e. Eskom and municipalities.

Municipalities' involvement with Eskom's programme is through the Integrated Development Plans (IDP) which guides the implementation priorities. Progress and annual connections achieved depend on the allocated funds and cost per connection as determined by Eskom.

b) Electrification Backlog and Free Basic Electricity

The Greater Tzaneen Municipality (GTM) benefits from the INEP through both Eskom's programme and direct applications by the municipality.

The municipality has more than 125 villages, with an estimated 108,926 households. All villages have access to electricity. The only recorded households without access to electricity are in newly established settlements or extensions to existing villages. A total number of 4,775 out of 108,926 households in the municipality receive Free Basic Electricity.

c) Electrification in GTM licensed distribution areas

Farm Labour housing projects, funded by the Department of Energy (DoE), were initiated in 2004/2005 financial year. The Municipality is responsible for the management of the programme as well as the design and implementation of electrification projects. The backlog is dependent on applications received from farmers and no applications were received since 2012/13.

d) Pre-Paid metering in GTM licensed area

The Electrical department embarked on a project to develop a smart pre-paid system with the main focus on revenue enhancement. This project entails the conversion of domestic customers in town areas to pre-payment metering. This project kicked off as a pilot project in 2005/2006 and since then 650 meters were installed on 4 rural pilot sites and Tzaneen Town. The project is now being fully rolled out to all qualifying households.

5.11 Solar Energy

Municipalities have a significant role in climate mitigation and promotion of the green economy. As electricity distributors responsible for managing the interface with domestic and industrial consumers of power, municipalities have critical role to play in the rollout of renewable energy programmes. As planners and local regulators municipalities can also crucially influence and enable the development of renewable energy projects by private developers. Furthermore, municipalities own and operate infrastructure that have significant renewable energy potential, such as landfills and sewage treatment plants.

Greater Tzaneen Municipality can also begin to plan towards rolling out the renewable energy programme within our area of jurisdiction as part of our contribution towards the promotion of the green economy. Some of the renewable energy supply sources that could be looked upon are as follows:

- a) Biogas
- b) Concentrated solar power
- c) Landfill gas
- d) Solar water heaters, and
- e) Solar photovoltaic

5.12 System Performance

a) Metering

A total number of 34 substations (33-kV / 11-kV substations) need 33-kV metering. We currently have 30 metering units and a backlog of 4 metering units.

b) System Protection

We currently have around 100 auto re-closers in the system. The need for auto re-closers is done on an ongoing basis with changes in the system configuration. Substation protection relays are also being replaced on an ongoing basis during substation refurbishment or upgrading

c) Main rings

The building of main rings is necessary to enable the department to minimize the number of consumers without power during outages or maintenance and also to allow the shifting of loads when networks become over-loaded due to seasonal or other reasons. This is done on an ongoing basis.

d) Management Information System (MIS)

To a large degree this department finds itself in a crisis situation due to the lack of a comprehensive MIS system. Unbelievably, use is still made of a manual paper system to record customer complaints and queries. Lack of monitoring systems make it very difficult to track the systems performance. In order to bring us into line with the minimum acceptable standards, there is a to install, implement and populate a comprehensive MIS system at an estimated short term cost of around R 2 500 000.00.

e) Quality of supply

Suitable test equipment such as fault locating equipments and quality of supply monitoring equipment were procured in the 2010/2011 financial year. SCADA systems, modern line building equipment and vehicles are a necessity if we are to maintain the system at a high standard over the next few decades. These requirements are also short term and are estimated to cost around R10, 000,000.00.

5.13 New Developments

Tzaneen town is currently experiencing a massive growth in residential and business units. This trend is mirrored in the surrounding GTM towns and farming areas, an occurrence which clearly defines the investor and developer confidence as extremely positive, whilst Greater Tzaneen Municipality is often praised and highlighted as a leader and example of a South African success story.

The phenomenal growth and expansion coupled with the unfortunate occurrence of our predecessors to insufficiently financially invest in the maintenance and expansion of our distribution system has placed us in a crisis situation.

As food for thought and for the sake of adding some perspective, it needs to be noted that the Tzaneen electrical distribution system is not only one of the most expansive (3500 square kilometres) in the country, but our electrical loading compares to that of Polokwane. The maximum demand metered for Tzaneen was 121-MVA, whilst Polokwane registered just over 150-MVA during the corresponding period. Comparing the electrical budgets of the two electrical departments will indicate the severe and unrealistic financial challenges faced by the Greater Tzaneen Municipality and will clarify just how the Electrical Engineering Department found itself in this crisis.

Serious financial intervention into the electrical infrastructure is required to ensure that the Tzaneen area retains its position as preferred and prime development area.

Short-term funding of **R 161,949,066.00** and long-term funding of **R 247,035,000.00** will not only resolve the crisis facing our electricity, it will also place us in an ideal position to meet the future demands of the Developers whom are flocking to Tzaneen because of the beauty of the area, the friendliness of our people, the strength of our Municipality and the drive and pride of its officials to excel.

The current replacement value of the Electrical Engineering Department and related equipment is around R700 million. The upgrading and/or refurbishment of the electrical infrastructure in terms of the minimum NERSA or EDI reinvestment benchmarks is beyond the financial capability of the Council. External funding is the only possible solution to eliminate the current backlogs.

It needs to be noted that as far as personnel capacity, drive, commitment and passion is concerned, the GTM has sufficient resources, albeit external outsourcing of specialised services.

5.14 Energy Master Plan Study

On informally hearing of developers intending to build many varied and large developments, the department took a proactive step and in July 2006 procured the services of Africon Engineering International Energy and Industrial Consulting Services to conduct a study with the purpose of compiling a long term (15 years) Electrical Master Plan for the electrical distribution network, to account for the expected growth, expansion and necessary reinforcements or refurbishment thereof.

An amount of R400 000 was budgeted for the review of the Energy Master Plan in the 2016/17 financial year. It consists of a short term plan (5 years) to strengthen the reticulation system and a long term plan (15 years) to ensure capacity and sustainability of the distribution system.

DIVISION	SHORT TERM (Urgent)	MEDIUM TERM
Rural	R 33,060,000.00	R 132,600,000.00
Urban	R 105,000,000.00	
Strategic light and streetlights	R 5,400,000.00	R 15,000,000.00
Miscellaneous requirements	R 12,500,000.00	
Total	R 155,960,000.00	R 147,000,000.00
Grand Total		R 303,560,000.00

Table 18: Financial Summary

5.15 Energy Efficiency and Demand Side Management

This project is a material response from the DOE to reduce the electricity demand on the National grid. This entails the installation of the latest energy efficiency technology on street lights, buildings and pump stations on municipal assets. This project began in the 2013/2014 financial year with a budget of R15 million funded by the DOE over a 3 year period.

15.16 Household Access to Energy or fuel for lighting

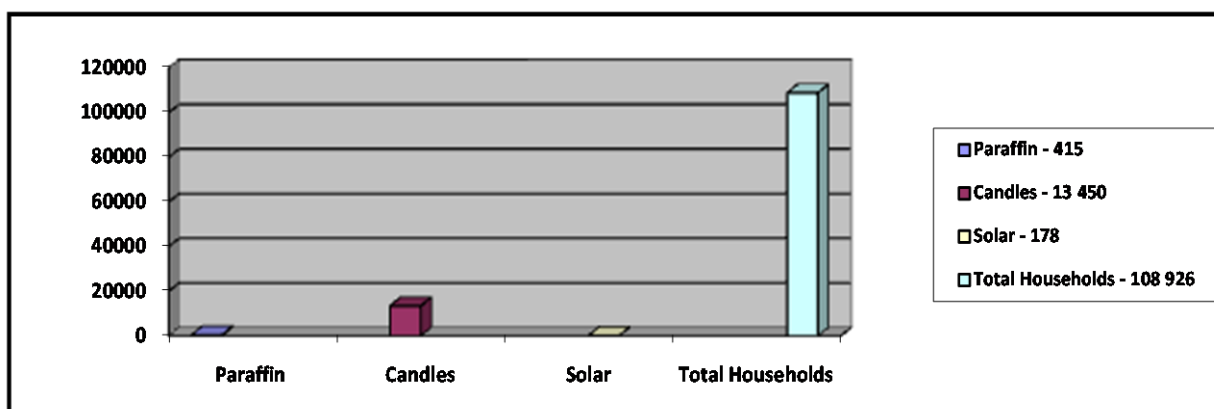
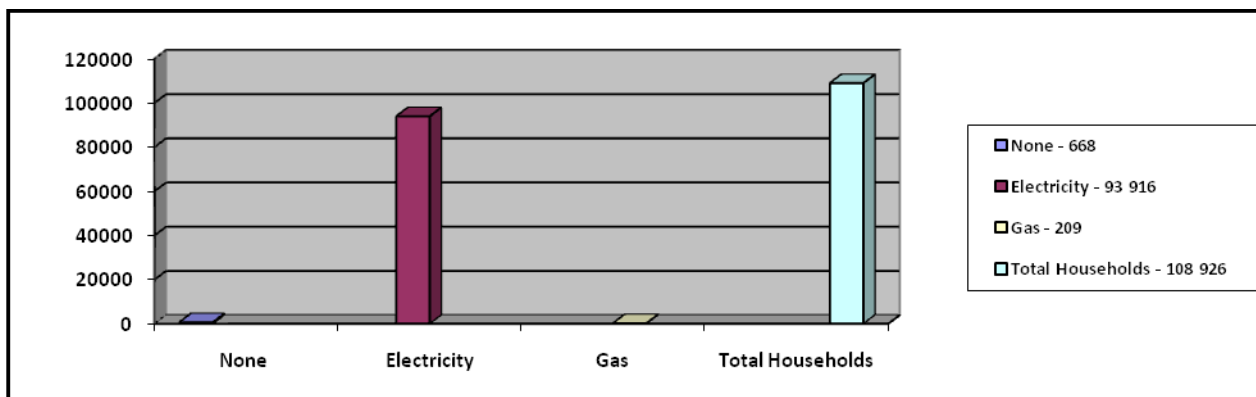


Table 19: GTM Household Access to electricity

(Source: StatsSA Census 2011)

5.17 Challenges

- Expansion & Strengthening of electrical network and related auxiliary services
- Operations & Maintenance of electrical network and related auxiliary services
- Customer and retail services
- Quality of supply and quality of service

5.18 HIV/AIDS mainstreaming on Energy and Electricity

In modern medicine, electricity provides the backbone for any functional medical center. In a country where the infection rates of HIV and tuberculosis (TB) are extraordinarily high, electricity is essential for medical technologies such as lab analysis, medical equipment, and diagnostic testing at hospitals and clinics.

The provision of reliable electricity to our health facilities and communities is critical for the provision of quality health care for our people.

5.19 Gender mainstreaming on Energy and Electricity

- As a sphere related to technology, energy is a highly male dominated issue. Because of the predominating division of labour by gender, women are represented marginally in this domain.
- Moreover, energy is considered as dangerous and risky, in terms of the risks of nuclear power, as well as for electricity in private households. Boys are expected to face and master these dangers. Whereas they are encouraged to get acquainted with electricity step by step, girls are kept away not only from electric power but also from the power of knowledge.
- As a result of this socialization, a clear gender separation is found as regards energy equipment and environmental friendly energy use in private households: Men are primarily considered to be responsible for the technical side and the investments in thermal insulation of homes, boilers, and hot water installations.
- In contrast to this, women are expected to save energy based on behaviour, and to communicate the necessary rules of conduct to the rest of the family, such as abstaining from the use of electric applications, reasonable loading of washing machines and dishwashers, etc., similar to other environmental fields

5.20 Disability mainstreaming on Energy and Electricity

- The provision of basic services such as electricity could assist in restoring the social integration and dignity of the individual disabled person in our communities.
- Whilst it is easy for able bodied persons to access other forms of cooking and boiling water such as fire woods, for the disabled persons it becomes a burden.
- Hence it is very important to prioritize households with disabled persons in the provision of electricity in our communities

6. ROADS AND STORM WATER DRAINAGE

6.1 Legislative Framework

The following acts/legislations regulate all matters relating to roads and storm water in our country:

Legislation	Summary/Scope of Legislation
National Roads Act no 7 of 1998	To make provision for a national roads agency for the Republic to manage and control the Republic’s national roads system and take charge, amongst others, of the development, maintenance and rehabilitation of national roads within the framework of government policy; for that purpose to provide for the establishment of The South African National Roads Agency Limited, a public company wholly owned by the State; To provide for the governance and management of that company (“the Agency”) by a board of directors and a chief executive officer, respectively, and to define the Agency’s powers and functions and financial and operational accountability, and regulate its functioning; To prescribe measures and requirements with regard to the Government’s policy concerning national roads, the declaration of national roads by the Minister of Transport and the use and protection of national roads;
Constitution of South Africa act no 108 of 1996, Schedule 5B	Make provision for maintenance local roads

6.2 POWERS AND FUNCTION

6.2.1 Powers and function on Roads and Storm water

- Greater Tzaneen Municipality is responsible for providing and maintaining local roads as stated in Schedule 5B of the Constitution of the Republic of South Africa.

6.2.2 Powers and function of other institutions (national, Provincial, district roads) within GTM

- All the Provincial and District roads are maintained by Department of Roads and Transport.
- All the Provincial and District roads are rehabilitated and upgraded by RAL
- All the National roads are the responsibility of SANRAL

6.3 State of Roads and Storm Water drainage

The planning capacity of the Municipality is impaired due to lack of information regarding the conditions, state and exact length of our road network. At present there is no inventory / data base that can accurately profile and identify upgrading and maintenance needs as and when required. Prioritization for upgrading and maintenance of roads is a problem due to lack of proper information, more especially on the conditions of the pavement, surfacing drainage structures, signage and other road accessories. We are waiting for the development of the Roads Master Plan in order to have well informed.

The road network of Greater Tzaneen Municipality consist of an estimated 2 300 km (< 200 km surfaced tar and > 2100 km of gravel / dirt roads are in rural segment of Greater Tzaneen Municipality). The maintenance of gravel roads has since placed an enormous burden on the Greater Tzaneen Municipality maintenance budget, as almost 94% of the road infrastructure consists of gravel / dirt road. Officials are constantly pressurized by politicians and residents to provide full standard roads, but with the current funding level this dream can only become reality over the next 100 years.

6.4 Road Network

Greater Tzaneen Municipality manages ± 2984 km of municipal road network. This network comprises of district / connector and municipal / access roads in terms of road classification.

The municipality is tasked with the planning, design, maintenance, construction and usage of these roads. It is also required to prevent the deterioration of surfaced roads by conducting preventative maintenance, control of storm water and provision of drainage structures and to surface priority roads.

6.5 Maintenance of rural gravel roads

- We have four (3) graders which are operating in all clusters namely: Relela, Runnymede, Lesedi and Bulamahlo.
- Greater Tzaneen Municipality managed to purchase two graders which are grading the streets in all the clusters .One grader have been deployed to the municipality by Mopani District Municipality and 2 x TLB,2 x Bomag rollers,2 x Water tankers and 4 x Tipper trucks have been purchased to assist with re-gravelling.
- Due to large numbers of funeral roads requests on a weekly basis we sometimes start to attend to them on Mondays and Tuesdays.
- Every week Monday and Tuesday they are grading internal streets in villages as per programme and Wednesday to Friday they are assisting with funeral roads.

6.6 Classification of road network

Within our Municipality jurisdiction we only have the following roads:-

- **Internal streets municipality** – GTM roads
- **District Roads** - Roads and Transport
- **Provincial Roads** - Roads and Transport
- **National Roads** - SANRAL

6.7 Lists of roads infrastructure within Greater Tzaneen Municipality

6.7.1 Lists of major roads within Greater Tzaneen Municipality

List of major roads within Greater Tzaneen Municipality		
ID	Corridor	Description
1	Tzaneen to Nkowankowa and Lenyenye	Along road R36 south-west of Tzaneen through Nkowankowa up to Lenyenye
2	Tzaneen to Boyne	Along road R71 west of Tzaneen up to Boyne and Polokwane
3	Tzaneen to Modjadjiskloof	Along road R36 north-west of Tzaneen to Road R529
4	Tzaneen to N'wamitwa	Along a road east of Tzaneen to road R529
5	Nkowankowa to Letsitele	Nkowankowa through east to Letsitele

Table 20: list of major roads within the district

6.7.2 National Roads in Greater Tzaneen Municipality

The following are national roads under the custodianship of South African National Roads Agency Limited (SANRAL):

- R36: From outside Morebeng to junction R71 & R36 (junction Makgobaskloof & Modjadjiskloof roads)
- R71: From Haenertzburg to Gravelotte (junction R40 & R71 roads)

All roads works in these sections of the roads are the responsibility of SANRAL and so far maintenance is quality controlled.

6.7.3 Provincial and District Roads Services Levels

Municipality	Tarred roads (km)	% Tarred	Gravel roads (km)	% Gravel	Total
Greater Tzaneen	419,6	40,7	611,85	59,3	1031,45

Table 21: Provincial & District roads service levels

Source: Road Management Systems (RAL, 2007)

6.7.4 Lists of Greater Tzaneen Municipality internal streets/roads.

Order (General by Ward)	Project Number	Village	Project
1	1.1.1	Senopelwa Village	Stormwater damaged main streets to be regravelled in Senopelwa to Masopha Senior Secondary School
2	1.1.2	Senopelwa Village	Stormwater damaged main streets to be regravelled in Senopelwa
3	1.1.3	Senopelwa Village	Main connector road between the four villages to be paved (Senopelwa, Matswa, Palana, Senakwe)
4	1.2.1	Mantswa Village	Main street in Mantswa to be regravelled
5	1.2.2	Mantswa Village	Matswa Village internal streets to be regravelled
6	1.3.1	Pelana Village	Pelana Village main street to be regravelled
7	1.3.2	Pelana Village	Pelana Village internal streets to be regravelled
8	1.4.1	Senakwe Village	Senakwe Village main street to be regravelled
9	1.4.2	Senakwe Village	Senakwe Village internal streets to be regravelled
10	1.4.3	Senakwe Village	Senakwe Village require traffic calming due to high accident rate on D3195 near the Mokwakwaila Post Office (RAL)
11	1.5.1	Maunatlala Village	Maunatlala Village main street to be regravelled

12	1.5.2	Maunatlala Village	Maunatlala Village internal streets to be regravelled
13	1.6.1	Moloko Village	Moloko Village internal street to be regravelled
14	1.6.2	Moloko Village	Moloko Village main streets to be regravelled
15	1.7.1	Patamedi Village	Patamedi Village main streets to be regravelled
16	1.7.2	Patamedi Village	Patamedi Village internal streets to be regravelled
17	1.8.1	Morapalala Village	Morapalala Village main streets to be regravelled
18	1.8.2	Morapalala Village	Morapalala Village internal streets to be regravelled
19	1.R.1	Morapalala Village	Link road between Ezakaya/Patamedi and Morapalala from D3198 to D3237 has drainage issues due to relief and requires stormwater drainage
20	1.SW.1	Senakwe Village	Low Water Bridge needed to link villages (Mantswa with Palana and Senakwe) near Senakwe Primary School
21	1.SW.2	Senopelwa Village	Low Water Bridge needed to link villages (Mokope with Senopelwa)
22	1.SW.3	Senopelwa Village	Low Water Bridge needed to link villages near Masopha Senior Secondary (Senopelwa with Mantswa)
23	1.SW.4	Senopelwa Village	Low Water Bridge needed to link villages (Mokope with Senopelwa)
24	1.SW.5	Senopelwa Village	Low Water Bridge needed to link villages near Senobela Clinic (Mokope with Senopelwa)
25	1.SW.6	Senopelwa Village	Low Water Bridge needed to link villages (Mokope with Senopelwa)
26	1.SW.7	Senopelwa Village	Low Water Bridge needed to link villages (Senopelwa with Mantswa)
27	1.SW.8	Senopelwa Village	Low Water Bridge needed to link villages (Mokope with Senopelwa)
28	2.1.1	Mawa	D3200 from Mokwakwaila to Mawa Road to be paved from D3187 up to Khewethwane High School and on to Mawa Primary School (RAL)
29	2.1.2	Mawa	D3229 from D3200 at Mawa Block 8 to Mawa Block 9 to be paved up to D3227 and Masefora Primary School (RAL)
30	2.1.3	Mawa	D3187 to be paved from Mokgwati Clinic eastwards to Lekwareng via Mashooro High School
31	2.1.4	Mawa Block 9	Cemetery in Mawa Block 9 access road to be regravelled
32	2.1.5	Mawa Block 8	Road from Mawa Block 8 to Mawa Block 5 regravelling and construction of a culvert.
33	2.1.6	Mawa Block 9	Require bridge on D3189 (RAL)
34	2.R.1	Mawa Block 8	D3198 from Mokwakwaila to Mawa Road to be paved (RAL)
35	3.1.1	Ga-Wale Village	Road from Mathabeni to Ramoshinyadi to be regravelled D3198 (RAL)
36	3.1.2	Ga-Wale Village	Road from Sethabe to Mawa Block 12 to be regravelled for the graveyard
37	3.1.3	Ga-Wale Village	Road from Bosetsi Joyce to Malatji Lawrence to be regravelled.
38	3.1.4	Ga-Wale Village	Road from Malatji Matome to Lekgowa Creche to be regravelled
39	3.1.5	Ga-Wale Village	Road from Ebeneze Lounge to Masedi Steyn to be regravelled.
40	3.1.6	Ga-Wale Village	Road from Makobo to Modidima to be regravelled
41	3.1.7	Ga-Wale Village	Road from Ooghoek School to Ramathoka to be regravelled.
42	3.1.8	Ga-Wale Village	Road from ZCC Church to main paved road to be regravelled
43	3.1.9	Ga-Wale Village	Road from Mawilies to Old graveyard to the paved road to be regravelled
44	3.1.10	Ga-Wale Village	Road from Steve Kapa to Mosina to be regravelled

45	3.1.11	Ga-Wale Village	Road from Ga-Wale/Ooghoek to Morwatshehla/Wale to be regravelled
46	3.2.1	Miragoma Village	Construction of bridge/culvert to Ramotshinyadi (D3198) (RAL)
47	3.2.2	Miragoma Village	Silver Street to be regravelled and crossing over the Merekome River
48	3.2.3	Miragoma Village	Road from Papala to Malapane Peter to be regravelled
49	3.2.4	Miragoma Village	Road from Masetla to Mabobe/Ramothwala to be regravelled
50	3.3.1	Radoo Village	Road from Xihoko taxi rank to Joppe to be regravelled. RAL D3252
51	3.3.2	Radoo Village	Road to Albert Mohale to Mochabi to be regravelled.
52	3.3.3	Radoo Village	Road from Danie Ngobeni to Matsebetsebe to be regravelled
53	3.3.4	Radoo Village	Road from Mooi Kahle to Shai Tarven to be regravelled
54	3.3.5	Radoo Village	Road fro Maimela to Mthombeni to be regravelled
55	3.3.6	Radoo Village	Road from Nkuna to Chomna Chop Spaza to be regravelled
56	3.3.7	Radoo Village	Road from Nkuna Lounge to Ndzungulwana School to be regravelled
57	3.SW.1	Ramotshinyadi	Low-water bridge/stormwater culverts required in Miragoma (Ramotshinyadi)
58	4.1.1	Nwamungololo	Road D3186 from Nwamungololo to D3198 to be paved. Damaged bridge to be repaired or new bridge constructed. (RAL)
59	4.1.2	Nwamungololo	Road from Nwamungololo (D3186) to Mookgo Block 6 via Seruluru to be paved, road signs to be installed and speed control to be installed.
60	4.2.1	Mookgo Block 7	Mookgo Block 7 road from Molokwane Primary School to Mamoding High School to be regravelled
61	4.2.2	Mookgo Block 7	Mookgo Block 7 road from Mamoding High School to Xiburi graveyard to be regravelled
62	4.2.3	Mookgo Block 7	Mookgo Block 7 internal road to be regravelled
63	4.3.1	Mookgo Block 6	Road to Raolane Spaza to Nkuna to be regravelled
64	4.3.2	Mookgo Block 6	Road to sport ground to be regravelled
65	4.4.1	Nwamungololo (Rikhotso) Village	Road from Mathebula Iris to Mahlaweto be regravelled
66	4.4.2	Nwamungololo (Rikhotso) Village	Road from Malatji Werewere to Marata Street to be regravelled.
67	4.4.3	Nwamungololo (Rikhotso) Village	Road from January Mdaka to Sebashe Café to be paved, road signs to be installed and speed control.
68	4.5.1	Xihoko Village	Road from taxi rank to white house to be regravelled.
69	4.5.2	Xihoko Village	Tapi Road to Peter Cross to be regravelled.
70	4.5.3	Xihoko Village	Road from tribal office to Mayimela to be paved, road signs and speed control installed.
71	4.5.4	Xihoko Village	Matlou Road at Day by Day to be regravelled
72	4.R.1	Xihoko Village	D3198 from Mokwakwaila to Mawa Road to be paved (RAL)
73	4.SW.1	Nwamungololo	D3186 bridge north of Nwamngololo requires stormwater damage repairs (RAL)
74	4.SW.2	Nwamungololo	D3186 require a bridge over donga just north of Nwamngololo (RAL)
75	5.1.1	Mosiphane Village	Road to Munyunyu Primary School in Mosiphane Village to be regravelled
76	5.1.2	Mosiphane Village	Teegees Street via East extension in Mosiphane Village to be regravelled
77	5.1.3	Mosiphane Village	Road from Manchester Sports Ground to Munyunyu School in

			Mosiphane Village to be regravelled
78	5.1.4	Mosiphane Village	Main Street from Raulph Street to Sithole Street in Mosiphane Village to be regravelled
79	5.1.5	Mosiphane Village	Mugodeni Clinic access street in Mosiphane Village to be regravelled
80	5.1.6	Mosiphane Village	Monyela Street up to Ngomana Street in Mosiphane Village to be regravelled
81	5.2.1	Mugwazeni Village	January Street in Mugwazeni Village to be regravelled
82	5.2.2	Mugwazeni Village	Moses Letseparela Street in Mugwazeni Village to be regravelled
83	5.2.3	Mugwazeni Village	Anania Street in Mugwazeni Village to be regravelled
84	5.2.4	Mugwazeni Village	Engine Street in Mugwazeni Village to be regravelled
85	5.2.5	Mugwazeni Village	Derrick Ngobeni Street in Mugwazeni Village to be regravelled
86	5.2.6	Mugwazeni Village	Zahel Street in Mugwazeni Village to be regravelled
87	5.2.7	Mugwazeni Village	Mathebula Spaza access street and new village extension road in Mugwazeni Village to be regravelled
88	5.2.8	Mugwazeni Village	Malubana Primary School to cemetery in Mugwazeni Village to be regravelled
89	5.3.1	Akanani Village Extension	Road from Nkambako Primary School to Akanani School and new village extension. Requires culverts.
90	5.3.2	Akanani Village Extension	Road from Bingo Spaza to Ngomana construction of new culvert/bridge
91	5.3.3	Akanani Village Extension	Akanani School Street from Mojoloba Spaza to Akanani North Extension regravelling
92	5.3.4	Akanani Village Extension	Malubana Primary School to cemetery to be regravelled
93	5.4.1	Maweni Village	Machete Street in Maweni Village to be regravelled
94	5.4.2	Maweni Village	Nkambako Supermarket to Majoloba Spaza via Maweni Cemetery to be regravelled
95	5.4.3	Maweni Village	Road from Maweni Clinic to Mathebula Street (Question Mark Ground) regravelling
96	5.4.4	Maweni Village	Road from Malubani Cemetery to Lucas Spaza via Shining Stars Sports Grounds regravelling
97	5.4.5	Maweni Village	Magwahwa High School to Akanani Primary School. To be regravelled
98	5.5.1	Malubani Village	Headman Malubani Street regravelling
99	5.5.2	Malubani Village	Vhulakanjani Primary School to Monyela Farm, Janeth Tavern, ZCC Church and PP Church to be regravelled in Malubani Village
100	5.5.3	Malubani Village	Nkasha Street (to Maheda Sports Ground, Rampedi Tavern) regravelling
101	5.5.4	Malubani Village	Mamitwa Street (to Alone and Jack Scrapyrd) regravelling
102	5.5.5	Malubani Village	Road from Meshack Spaza to Gubuza Farm regravelling
103	5.5.6	Malubani Village	Low water bridge required. Difficult for learners during rain season
104	5.6.1	Mackery Village	AFM Church to Headman Mackery regravelling
105	5.6.2	Mackery Village	Road from Malubani School to Xipodzo bridge regravelling
106	5.6.3	Mackery Village	Road from Malubani Cemetery to Ten Ten Supermarket regravelling
107	5.6.4	Mackery Village	Buddrick Street to Suprice Driving School regravelling
108	6.1.1	Joppe Village	Joppe internal street via Gorshel to be regravelled
109	6.1.2	Joppe Village	Road from Nwamugewu to Staff Zitha to be regravelled
110	6.1.3	Joppe Village	Road from Mavabaza Primary School to D3252 to be regravelled.

111	6.1.4	Joppe Village	Road from Riswa John to Taxson Mkhavana to be regravelled
112	6.2.1	Mavele Village	Mavele Main Street to be regravelled
113	6.2.2	Mavele Village	Road from Baloyi Café to Magirigamba Street to be regravelled
114	6.2.3	Mavele Village	Mashere Street to the bottle store to be regravelled
115	6.2.4	Mavele Village	Road from Mavele Primary to the graveyard to be regravelled
116	6.2.5	Mavele Village	Road from the reservoir to Tlarihami Creche to be regravelled
117	6.3.1	Pjapjamela Village	Pjapjamela Main Street to be regravelled
118	6.3.2	Pjapjamela Village	Sakajan Street to Hitekani Gard to be regravelled
119	6.3.3	Pjapjamela Village	Former Councillor Baloyi Street to Zoo Tavern to be regravelled
120	6.3.4	Pjapjamela Village	Road from Windus to Nelson Ngobeni to be regravelled
121	6.3.5	Pjapjamela Village	Bingo Street to Frederic Mkhathswa to be regravelled
122	6.3.6	Pjapjamela Village	Hendry Ntimbani Street to Phides Street to be regravelled
123	6.4.1	Runnymede	Road to Runnymede Primary School to be regravelled
124	7.1.1	Seopeng	Paved road to two schools (Kheophene Primary School and Semarela Secondary School) has potholes and has to be resurfaced (steep gradient)
125	7.1.2	Seopeng	Road at Motarapana in Seopeng to be regravelled
126	7.2.1	Mathomeng	Road to Modipe Secondary School in Mathomeng to be regravelled
127	7.3.1	Morwasetla	Road D1350 from Madumane to Morwasetla to be paved. (RAL)
128	7.SW.1	Seopeng	D1350 stormwater issues through Seopeng at Botludi Primary School (RAL)
129	7.SW.2	Seopeng	Stormwater at Botludi Primary School through Seopeng at Botludi Primary School (RAL)
130	8.1.1	Semarela Village	Main road from Morutji to Semarela Village to be paved
131	8.1.2	Semarela Village	Regravel Sengange Street in Semarela Village
132	8.1.3	Semarela Village	Regravel ZCC Street in Semarela Village
133	8.1.4	Semarela Village	Schuping Street regravelling
134	8.1.5	Semarela Village	Rasetelo Street regravelling
135	8.1.6	Semarela Village	Maletere Street regravelling
136	8.2.1	Sethone Village	Road from Mmarakeng to Ramawela regravelling
137	8.2.2	Sethone Village	Road from Fruitshop to Sports Ground regravelling
138	8.2.3	Sethone Village	Road from Bus Stop to Kgorong regravelling
139	8.2.4	Sethone Village	Road from Bus Stop to Mogobi regravelling
140	8.2.5	Sethone Village	Road from Spiro to Sethone Primary School regravelling
141	8.3.1	Relela Village	Pave Main Road from Bus Stop to Relela Cemetery
142	8.3.2	Relela Village	Pave road from Mailula Reuben to Mathibela and Mabje A Kgoro Primary School
143	8.3.3	Relela Village	Road from Makete to Mapula Mawai regravelling
144	8.3.4	Relela Village	Road from Manaleng to Letsie regravelling
145	8.3.5	Relela Village	Road from Gideon to Rihlamfu regravelling and construction of a bridge/culvert.

146	8.3.6	Relela Village	Road from Bus Stop to Motrousi and Montopi regravelling
147	8.3.7	Relela Village	Road from Two for Joy to Mission Centre regravelling
148	8.3.8	Relela Village	Road from Ngobeni to Mokwena regravelling
149	8.3.9	Relela Village	Road from Sebopetsa to Shabri regravelling and realigning around electric pole within the road reserve/repositioning the electric pole
150	8.3.10	Relela Village	Road from Sebopetsa to Mmola regravelling
151	8.3.11	Relela Village	Road from Bus Stop to Ramatsoma regravelling
152	8.3.12	Relela Village	Main Road from Bus Stop to Ramatsome High School regravelling
153	8.3.13	Relela Village	Mable a Kgoro ro Manareng Day Care to be regravelled
154	8.4.1	Ramphelo/Seeteni Village	Road from Selepe to Mphatasediba regravelling
155	8.4.2	Ramphelo/Seeteni Village	Road fro Madiba to Ramatshie regravelling
156	8.R.1	Ramphelo/	Pave road to improve access to school (Mabje A Kgoro Primary School)
157	8.SW.1	Bokhuata	Adress stormwater issues in area between Relela and Sethome (Ward 8)
158	8.SW.2	Semarela Village	Adress stormwater issues in area around Mapitula
159	8.SW.3	Ramphelo	Upgrade low water bridge to improve access to school (Mabje A Kgoro Primary School)
160	8.SW.4	Relela Village	D3175 adress stormwater issues in Relela (RAL)
161	8.SW.5	Ramphelo	Upgrade low water bridge to improve access to school (Mabje A Kgoro Primary School)
162	8.SW.6	Relela Village	Adress stormwater issues in Relela to cemetery
163	8.SW.7	Relela Village	D3175 adress stormwater issues in Relela (RAL)
164	8.SW.8	Relela Village	Adress stormwater issues in Relela east of Mabje a Kgoro Primary School
165	9.1.1	Mopje Village	Pave road to Mopye High School and Tlhapedi Primary School in Mopye Village
166	9.1.2	Mopje Village	Tlapedi Primary School to Eskom via Cemetery regravelling
167	9.1.3	Mopje Village	Road from Headman Rabothata to Mopje High School regravelling
168	9.1.4	Mopje Village	Road from Rabothata to Khoza regravelling
169	9.1.5	Mopje Village	Road from Ramalepe to Mafoho regravelling
170	9.1.6	Mopje Village	Road from Tlapedi to Gezi regravelling
171	9.1.7	Mopje Village	Magigiyela Road regravelling
172	9.1.8	Mopje Village	Road from Motupa to Maake regravelling
173	9.1.9	Mopje Village	Road from Thabo Spaza to Headman regravelling
174	9.1.10	Mopje Village	Road to graveyard to be regravelled
175	9.2.1	Sebabane Village	Road from Moretli to Headman Kgatla (via cemetery) regravelling.
176	9.2.2	Sebabane Village	Road from Moretli to Sebabane (Mopje High School) regravelling
177	9.3.1	Kgwekgwe Village	Road from Sekholomela to Kelekeshe (via Makgomola) regravelling
178	9.3.2	Kgwekgwe Village	Road from Maenetja to Kelekeshe (via Motsai) regravelling
179	9.3.3	Kgwekgwe Village	Road from Khethapoye Primary School to Pastor Lekota regravelling
180	9.3.4	Kgwekgwe Village	Road from Khethapoye bus stop to Kgwekgwe (via Moyaba) low level bridge at Sefote.

181	9.3.5	Kgwekgwe Village	Bridge upgrade
182	9.4.1	Thako Village	Pave earth road to Thako Sefolwe Primary School and Malemela Primary School due to steep gradient and slippiryness when wet
183	9.4.2	Thako Village	Road from Sophe Spaza to Lebepe Church (via Tipeni) regravelling
184	9.4.3	Thako Village	Road from Mooshapoko to Kgwekgwe regravelling
185	9.4.4	Thako Village	Road from Mokhubidung to Jokong Assembles of God regravelling
186	9.4.5	Thako Village	Bridge required
187	9.5.1	Moleketla	Road from Lelope to Moshakgatepeng regravelling
188	9.5.2	Moleketla	Road from Selokela to Makola Dimpompini regravelling
189	9.5.3	Moleketla	Road from Kelekeshe to Mputlu regravelling
190	9.R.1	Motupa Village	Pave earth road to Tlhapedi Primary School due to steep gradient and slippiryness when wet
191	9.R.2	Motupa Village	Pave earth road to Tlhapedi Primary School due to steep gradient and slippiryness when wet
192	10.1.1	Marirone	Leoka to Mokgwathi Main Road to be paved
193	10.1.2	Marirone	Mamokhere village to Malatji Street stormwater damage to be repaired
194	10.1.3	Marirone	Road to Marirorone Cemetery to be regravelled
195	10.1.4	Marirone	Mamporte Street to be regravelled
196	10.1.5	Marirone	Mathipa village to Lebea Street to be regravelled
197	10.1.6	Marirone	Eketleng Street to be regravelled
198	10.1.7	Marirone	Molekane Street in Ramawela to be regravelled
199	10.1.8	Marirone	Road to Pholoahlaba Primary School to be regravelled
200	10.2.1	Kubjane Village	Road to Kubjane Cemetery to be regravelled
201	10.2.2	Kubjane Village	Mpope Street to be regravelled
202	10.2.3	Kubjane Village	Momamo Street to be regravelled
203	10.3.1	Motupa Village	Balepeng Street to be regravelled
204	10.3.2	Motupa Village	Molewa to English Street to be regravelled
205	10.3.3	Motupa Village	Hoshane Street to be regravelled
206	10.3.4	Motupa Village	Mohlaphone Street to be regravelled
207	10.3.5	Motupa Village	Motupa Kgomo Street to be regravelled
208	10.SW.1	Mapitula	Address stormwater issues in Mapitula around Mapitlula Primary and D1327 (stonepitching and shaping road and side drains) (RAL and GTM)
209	10.SW.2	Mapitula	Address stormwater issues in Mapitula at Stanley Mopai Secondary School
210	10.SW.3	Mapitula	Low water bridge Required in Mapitula
211	11.1.1	Ward11	D3175 RAL regravel road
212	11.1.2	Ward11	RAL D1327 to pave
213	11.1.3	Ward11	Regravel all link roads to schools
214	11.1.4	Ward11	Fobene to Bukhuata regravel
215	11.1.5	Ward11	Fobene to Mandlakzi regravel

216	11.SW.1	Ward11	Improve stormwater drainage (Add culverts) on gravel road linking Fobene with Babanana
217	12.R.1	Nwamitwa, Mandlhazi	Regravel road to Mandlhazi cemetery from D3247
218	12.SW.1	Nwamitwa, Mandlhazi	Regravel road and address stormwater issues in Mandlhazi
219	13.1.1	Mbekwani Village	Road from Mbekwana to Mandlakazi to be regravelled
220	13.1.2	Mbekwani Village	Mother Street to be regravelled
221	13.1.3	Mbekwani Village	Banda Street to be regravelled
222	13.1.4	Mbekwani Village	Mfeyisi School Road to be regravelled
223	13.1.5	Mbekwani Village	White House Street to be regravelled
224	13.1.6	Mbekwani Village	Puyi Spaza Shop Street to be regravelled
225	13.1.7	Mbekwani Village	Willemina Street to be regravelled
226	13.1.8	Mbekwani Village	Dudu Street to be regravelled
227	13.1.9	Mbekwani Village	Gift Khosa Street to be regravelled
228	13.1.10	Mbekwani Village	Bampi street to be regravelled
229	13.1.11	Mbekwani Village	Silese Street to be regravelled
230	13.1.12	Mbekwani Village	Vhelemu Supermarket Street to be regravelled
231	13.2.1	Mandlakazi extension	Gomu Tarven Street to be regravelled
232	13.2.2	Mandlakazi extension	Devilious Street to be regravelled
233	13.2.3	Mandlakazi extension	Mholombo Street to be regravelled
234	13.2.4	Mandlakazi extension	Headman Madumelani Street to be Regravelled
235	13.2.5	Mandlakazi extension	Mnisi/Kapela Street to be regravelled
236	13.2.6	Mandlakazi extension	Ndlovu/Manyangatsani Street to be regravelled
237	13.3.1	Mandlakazi old settlement	Africa Street to be regravelled
238	13.3.2	Mandlakazi old settlement	Tsakani Primary Street to be regravelled
239	13.3.3	Mandlakazi old settlement	Risaba Street to be regravelled
240	13.3.4	Mandlakazi old settlement	Mageza Street to be regravelled
241	13.3.5	Mandlakazi old settlement	Mabata Street to be regravelled
242	13.3.6	Mandlakazi old settlement	Road from Nwanyembula to Seda Street to be regravelled
243	13.3.7	Mandlakazi old settlement	Pinaar Street to be regravelled
244	13.R.1	Nwamitwa	Regravel road and address stormwater issues on earth road linking Nwamitwa and Fofeza
245	13.SW.1	Mandlakazi	Address stormwater issues in Mandlakazi
246	13.SW.2	Mandlakazi	Add sidedrains on D3248 in Mandlakazi to relay stormwater away from 13.SW.1 between Tsakani and Fofeza (RAL)
247	14.1.1	Tzaneen	Repair potholes and overlay Deerpark Road (D978) and Tarentaal Rand Intersection (RAL)
248	14.1.2	Tzaneen	Install speedhump on Aqua Street between John Smit and Maritz Street In Tzaneen Ward 14
249	14.1.3	Tzaneen	Resolve fountains and subsoil drainage issues between Voortrekker Road and Maritz Street
250	14.1.4	Tzaneen	Reseal roads in Tzaneen Ext 6

251	15.1.1	Tzaneen	Resolve stormwater issues at Tzaneen Taxi Rank
252	15.1.2	Tzaneen	Rehabilitate R36 through Tzaneen (Sepekoe, Circle, Claude Wheatley) (SANRAL 2017)
253	15.1.3	Tzaneen	Resolve stormwater issues in Tzaneen CBD (Messer/Kew) due to fountains
254	15.1.4	Tzaneen	Resolve stormwater issues at Tzaneen in Kew Street
255	15.1.5	Tzaneen	Install speedhump on Billy Maritz Street In Tzaneen Ward 15
256	15.1.6	Tzaneen	Van Velden Street from R36 to Tooley Street: Rehabilitate paved road and address fountain/subsoil water issues (truck use road as alternative to R36 through town)
257	15.1.7	Tzaneen	Rehabilitate Sapekoe/Plantasie Street in Tzaneen Industrial Area
258	15.1.8	Tzaneen	Rehabilitate Impala Street in Tzaneen Industrial Area
259	15.1.9	Tzaneen	Reseal roads in Tzaneen
260	15.1.10	Tzaneen	Rehabilitate Agatha Street main road into Tzaneen CBD via Tzaneen Laerskool
261	16.1.1	Haenertsburg	Pave road to Haenertsburg cemetery
262	16.1.2	Haenertsburg	Pave road to Haenertsburg refuse site (RAL)
263	16.2.1	George's Valley	Repair potholes at bridge at the Hub along Georges Valley Road (D1286) (RAL)
264	16.3.1	Topana Village	Regravel road (D3762) from Khujwana to Lenyenye (RAL)
265	16.3.2	Topana Village	Serorobebe Secondary School Road Regravelling
266	16.3.3	Topana Village	Thabeng Primary School Road Regravelling
267	16.3.3	Topana Village	Road to Sikhathi Primary School regravelling
268	16.4.1	Sagabeni	Road to Joseph Mantja Junior Primary School to be regavelled
269	16.4.2	Sagabeni	Road to Topana graveyard regravelling and a low level bridge
270	16.5.1	Khujwana Village	Road to Khujwana graveyard paving and stormwater drainage.(RAL)
271	16.5.2	Khujwana Village	Road to Khujwana Primary School to be regavelled
272	16.5.3	Khujwana Village	Road to Khujwana Dam regravelling and low level bridge
273	17.1.1	Mokgolobotho	Road through Mokgolobotho to be paved (Rain washes road away)
274	17.1.2	Dan Village	Fix Potholes along main road through Dan (alternative to R36)
275	17.R.1	Mokgolobotho	Regravel earth road through Mokgolobotho to give alternative route for taxis to pick up people than using R36
276	17.R.2	Mokgolobotho	Pave road through Mokgolobotho to give alternative route for vehicles to bypass the congested R36/D673 intersection
277	17.R.3	Mokgolobotho	Regravel road through Mokgolobotha from R36 via Sebone Primary School
278	18.1.1	Khujwana Village	Stormwater measures needed for flooding of road in Khujwana
279	18.2.1	Mohlaba Cross	Stormwater measures needed for flooding of roads in Mohlaba Cross
280	18.3.1	Dan Village/Makgolobotho	Road to graveyard in Dan Village to be regavelled
281	18.3.2	Dan Village/Makgolobotho	Regravel roads in Dan village and address stormwater issues
282	18.3.3	Dan Village/Makgolobotho	Low level bridge required
283	18.SW.1	Petanenge	Low level bridge required to connect Petanenge with Dan Village

284	18.SW.2	Mbambamencisi	Mbambamencisi stormwater repairs on various streets
285	19.1.1	Nkowankowa	Road from Kulani to Mondlane Section (via the Brickyard) repair/resurfacing
286	19.1.2	Nkowankowa	Regravel Kaya Street in Nkowankowa
287	19.1.3	Nkowankowa	Regravel road from Plaza to Chodesa in Nkowankowa
288	19.1.4	Nkowankowa	Regravel Nyandayeye Street from Codesa to Testing grounds
289	19.1.5	Nkowankowa	Rehabilitate road D5011 from Hoxani to Mariveni by RAL
290	19.R.1	Nkowankowa	Rehabilitate (asphalt overlay and base reconstruction) of main road (D5011) through Nkowankowa (RAL)
291	20.1.1	Dan Village	Main Road to R36/Build It/P&L hardware via Dan Village requires pothole repairs
292	20.1.2	Dan Village	Road to Dan Village cemetery regravelling and stormwater drainage
293	20.1.3	Dan Village	Road from Dan Village to Ka-Mohlaba low level bridge
294	20.1.4	Dan Village	Ka-Mohlaba internal streets stormwater drainage and regravelling
295	20.1.5	Nkowankowa	Rehabilitate (asphalt overlay and base reconstruction) of main road through Mbambamencisi and Nkowankowa
296	20.1.6	Nkowankowa	Rehabilitate (asphalt overlay and base reconstruction) of main road through Dan Village (also taxi route)
297	20.1.7	Nkowankowa	Rehabilitate (asphalt overlay and base reconstruction) shortcut from D5011 to Dan Village
298	21.1.1	Nkowankowa Block B	Gwayimana Street regravel
299	21.1.2	Nkowankowa Block B	Makgoro Street regravel
300	21.1.3	Nkowankowa Block B	Magatla Street regravel
301	21.1.4	Nkowankowa Block B	Mangatlo Street regravel
302	21.1.5	Nkowankowa Block B	Mangatlo Street regravel
303	21.1.6	Nkowankowa	Regravel internal roads and resolve stormwater issues in Nkowankowa to Bombeleni Primary School (Road 1)
304	21.1.7	Nkowankowa	Regravel internal roads and resolve stormwater issues in Nkowankowa to Bombeleni Primary School (Road 2)
305	21.2.1	Nkowankowa Block C	Regravel street to UPC Church
306	21.2.2	Nkowankowa Block C	Regravel street from Nkwashu scrapyard to Masungulo School
307	21.2.3	Nkowankowa Block C	Regravel street to Shikwambana Spaza Shop
308	21.2.4	Nkowankowa Block C	Regravel street to Nazareth Church
309	21.2.5	Nkowankowa Block C	Regravel street to Section C taxi rank
310	21.2.6	Nkowankowa Block C	Regravel street to indoor sports centre
311	21.2.7	Nkowankowa Block D	RAL D5011 Regravel street from Hoxani to Mariveni
312	21.3.1	Nkowankowa Block D	Rehabilitate (asphalt overlay and base reconstruction) of main road (Dr Mongwe Road) between Section D and Section C of Nkowankowa
313	21.3.2	Nkowankowa Block D	Regravel street to Madiba Tuckshop
314	21.3.3	Nkowankowa Block D	Regravel street to Pastor Maluleka Church.
315	22.1.1	Khoho	Complete paving of road D3767 to graveyard in Khoho (RAL) (Contract has stopped)
316	22.1.2	Khoho	Regravel Old Malaria Street in Khoho
317	22.2.1	Rita	Regravel road to Rita graveyard

318	22.2.2	Rita	Regravel connector road between RAL roads (D3767 and R36) in Rita
319	22.3.1	Mangweni	Construct low water bridge in Mangweni on road to cemetery
320	22.4.1	Lefara	Pave road to school
321	22.4.2	Mafarana	Regravel D3767 to Mafarana cemetery (RAL road to be done by GTM)
322	23.1.1	Mariveni	Pave road - Houses get a lot of dust
323	23.1.2	Mariveni	Road to clinic - fix potholes, regravel
324	23.1.3	Mariveni	Road with rail crossing, Flooding/muddy when it rains
325	23.1.4	Mariveni	Stormwater measures
326	23.1.5	Mariveni	Community unhappy with quality of road construction 2015, Soil blows onto tar Poor (RAL)
327	23.1.6	Mariveni	Bridge required learners walk to school
328	23.1.7	Mariveni	Water pipes leak and damage road
329	23.1.8	Mariveni	Road to be regravelled due to rain damage in Mariveni
330	23.1.9	Mariveni	Road to be regravelled due to rain damage in Mariveni
331	23.1.10	Mariveni	Install culverts to improve cross drainage and regravel
332	23.1.11	Mariveni	Regravel entrance road to Mariveni C
333	23.1.12	Mariveni	Road slippery when wet, improve stormwater measures and regravel
334	23.1.13	Mariveni	Road in poor condition, poor intersection. Regravel road and upgrade intersection
335	23.1.14	Mariveni	Road requires a culvert
336	23.1.15	Mariveni	Road to graveyard requires culverts and reshaping/stormwater measures as water ponds after rain
337	23.1.16	Letsitele	Pothole repairs and reseal internal roads in Letsitele
338	23.1.17	Letsitele	New road in Letsitele from garage to hill
339	23.2.1	Letsitele	Upgrade D8 through Letsitele (RAL)
340	23.2.2	Letsitele	Pothole repairs in Letsitele
341	23.SW.1	Shipungu	Address stormwater issues on D3986 near Shipungu (RAL) and regravel road
342	24.1.1	Sasekane	Road to Tinghitsi Primary School in Sasekane to be regravelled
343	24.2.1	Mohlaba Head Kraal	Road to graveyard in Mohlaba Head Kraal to be regravelled
344	24.3.1	Petanenge	Internal road in Petanenge from taxi rank to be regravelled
345	24.3.2	Petanenge	Road to Marito Combined Primary School in Petanenge to be regravelled
346	24.3.3	Petanenge	Road to graveyard in Petanenge to be regravelled
347	24.4.1	Makotlo	Internal road in Makotlo to Malwandla Primary School to be regravelled
348	24.4.2	Makotlo	Road linking Sangoma with Makotlo to be reshaped and attention to stormwater
349	24.4.3	Makotlo	Road from D3766 to Zangoma Clinic be regravelled
350	25.1.1	Tsanko	Road to Nyantshiri Primary School to be regravelled
351	25.1.2	Mulati	Road D3768 to Library to be regravelled (RAL)
352	25.1.3	Sedan	Internal road in Sedan to D3767 to be regravelled

353	25.1.4	Mulati	Road to cemetery in Mulati to be regravelled
354	25.1.5	Mafarana	Road to schools in Mafarana to be regravelled
355	25.1.6	Sedan	Address stormwater issues inside Sedan village
356	25.5.1	Bonn	Road to drop-in centre and Mbangwa Primary School in Bonn to be regravelled
357	25.SW.1	Sedan	Upgrade low-water bridge on D3767 through Sedan (RAL)
358	26.1.1	Hweetji	D3896 to be regravelled (RAL)
359	26.1.2	Ward 26	Road D3772 from Julesburg to old Bordeaux to be regravelled (RAL)
360	26.1.3	Rhulani	Road from Julesburg to Rhulani Primary School to be regravelled
361	26.1.4	Rhulani	Regravel all internal roads within Rhulani
362	26.SW.1	Ward 26	Replace existing low water bridge with bridge
363	27.1.1	Malekeke	Road from D3893 to D3890 to be regravelled
364	27.1.2	Malekeke	Road from Bokgaga High School to Malekeke and D4132 to be regravelled
365	27.1.3	Shiluvane	Road to Shiluvana Hospital from D4132 in Shiluvane to be regravelled
366	27.1.4	Malekeke	Road from D4122 to Khataza High School in Shiluvane to be regravelled
367	27.1.5	Pharare	Road from Malatji to Mmasathwana via Nyesa in Pharare to be regravelled
368	27.1.6	Pharare	Road from Cell C to Phepeni to be regravelled
369	27.1.7	Pharare	Road to church in Pharare to be regravelled
370	27.1.8	Shiluvane	Road to Shiluvane graveyard to be regravelled
371	27.1.9	Malekeke	Road from Shiluvane to Shoromone village via Shiluvane west to be regravelled
372	27.1.10	Malekeke	Road from Sonkwa Magret to Mahhlo via Chipa in Mogapeni to be regravelled
373	27.1.11	Myakayaka	Regravel internal roads in Myakayaka
374	28.1.1	Burgersdorp	Regravel road to Carlotta HIV Clinic in Burgersdorp between D3769 and R36
375	28.1.2	Burgersdorp	Road to Timangeni School to be regravelled
376	28.1.3	Burgersdorp	Address stormwater issues on D3769 through Burgersdorp to reduce flooding in town (RAL)
377	28.2.1	Gabaza	Road to Gabaza/Moime graveyard to be regravelled and stormwater issues addressed
378	28.3.1	Phephene	Road to Phephene graveyard to be regravelled
379	28.3.2	Phephene	Road D3892 from D3770 to 2 schools (Phephene L&H Primary School and Molati Primary School) to be regravelled (RAL)
380	28.4.1	Pharare	Drift Floods - fix stormwater issues in Pharare
381	28.R.1	Gabaza	Address stormwater issues on gravel road D3769 (RAL)
382	29.1.1	Sunnyside	Rehabilitate D3770 through Sunnyside (RAL)
383	29.1.2	Burgersdorp	Grading and regraveling of all internal streets (Sunnyside/Burgersdorp)
384	29.1.3	Burgersdorp	Road to Phepheni graveyard to be regravelled
385	30.1.1	Ramalema	Road to Mabushe High School in Ramalema to be regravelled
386	30.1.2	Ramalema	Road to Malesa cemetery in Maselapata to be regravelled

387	30.1.3	Ramalema	Road to Phiriyanka cemetery to be regravelled
388	30.1.4	Ramalema	Road to Nelson Ramodike Secondary School in Ramalema to be regravelled
389	30.1.5	Ramalema	Road from Ramalema to Maselepate to be regravelled and stormwater issues addressed
390	30.1.6	Ramalema	Regravel internal roads in Ramalema
391	30.R.1	Ramalema	Road from Ramalema to Lenyenye to be paved and stormwater issues to be addressed
392	30.R.2	Ramalaema	Regravel Road D3881 (RAL)
393	31.1.1	Moime	Road to Moime/Lenyenye graveyard and Mogoboya Ramodike Primary School to be regravelled
394	31.1.2	Moime	Regravel internal road in Moime and address stormwater issues to link D4157 with D3881
395	31.1.3	Lenyenye	Regravel internal road and address stormwater issues in Lenyenye south of Matsetseu Combined School and Lenyenye Sport Stadium
396	31.1.4	Lenyenye	Regravel internal road and address stormwater issues in Lenyenye to Marumogase Primary School
397	31.1.5	Lenyenye	Regravel internal road and address stormwater issues in Lenyenye south of Matsetseu Combined School and Lenyenye Sport Stadium and R36
398	32.1.1	Moime	Road between Bridgeway and Moime to be paved
399	32.1.2	Moime	Regravelling of internal streets at Moime
400	32.1.3	Moime	Regravelling of internal streets at Muhlaba Cross
401	32.1.4	Moime	Regravelling of internal streets at Shikwambana
402	32.1.5	Moime	Regravelling of internal streets at Wisani
403	32.1.6	Moime	Road to Moime graveyard to be regravelled
404	32.1.7	Xikwambana	Upgrade gravel access road D4157 to paved road from R36 to Xikwambana (RAL)
405	32.SW.1	Ward 32	Current bridge to be checked
406	33.1.1	Ward 33	Road to Thabina Cemetery in Moime to be regravelled
407	33.1.2	Ward 33	Road from Mhlava Cross to Moime to be regravelled
408	33.1.3	Ward 33	Road from Lenyenye to Mmashile to be regravelled
409	33.1.4	Ward 33	Road D3880 from Lenyenye to Thabina to be regravelled (RAL)
410	33.1.5	Ward 33	Main Road D3880 to Thabina to be regravelled (RAL)
411	33.1.6	Ward 33	Road from Thabina to Rasebelane to be regravelled
412	33.1.7	Ward 33	Road from Leolo to Bokgaga to be regravelled
413	33.1.8	Ward 33	Road from Mmashile to graveyard to be regravelled
414	33.1.9	Ward 33	Mmaphala to graveyard to be regravelled
415	33.1.10	Ward 33	Road to Mmaphala graveyard to be regravelled
416	33.1.11	Ward 33	Road from Ramoraqa to Ramoba to be regravelled
417	33.1.12	Ward 33	Road from Mosorone to Tribal to be regravelled
418	33.1.13	Ward 33	Road from Maake to Serare to be regravelled
419	33.1.14	Ward 33	Road from Maake to Dipatsene to be regravelled.
420	33.1.15	Ward 33	Road from tribal to graveyard to be regravelled

421	33.1.16	Ward 33	Road to private graveyard in Yosmit to be regravelled
422	33.1.17	Ward 33	Road to private graveyard in Yosmit to be regravelled
423	33.1.19	Moime	Stormwater measures required
424	34.1.1	Khopho/Longvalley	Road D3873 from Lephaphane to Dipeng regravelling (RAL)
425	34.2.1	Lephaphane/Mahlongwe	Road from Mmarakeng to Craighead regravelling
426	34.2.2	Lephaphane/Mahlongwe	Road from Matapa to Ga-Majele bottlestore regravelling
427	34.3.1	Rasebalane	Road to Mogabe Primary School and Mahlane High School in Lephepane to be regravelled
428	34.3.2	Rasebalane	Mogabe Road to Ga-Pendah - low level bridge
429	34.3.3	Mogoboya	Internal roads in Mogoboya to be regravelled
430	34.4.2	Mogoboya	Regravel road to Lehphpane Primary School
431	34.4.3	Khopo	Regravel road to Mokhapa High School
432	34.4.4	Khopo	Regravel road to Maje Primary School
433	34.SW.1	Khopo	Low water bridge in Khope
434	34.SW.2	Mogoboya	Low water bridge in Mogoboya
435	35.1.1	Tshidinko	Road from Tsidinko to Ga-Rashiveshele/Semana Cemetery regravelling and a bridge/culvert at Mogabe River.
436	35.1.2	Tshidinko	Crossing to graveyard - culvert required
437	35.3.1	Sepopo	Road from Maake Clinic to Bessie Maake High School and Majakaneng cemetery regravelling and bridge/culvert next to Ga-Titos General Dealer
438	35.3.2	Sepopo	Road from Rasemana High Sschool to Lenyenye and Nelson Ramodike High School upgrading and installation of stormwater drainage with two culverts.
439	35.3.3	Sepopo	Road from Sefatene to Maake Clinic Main Street upgrading and installation of stormwater drainage.
440	35.4.1	Ramalema	Semana primary School to Dr. CN. Phathudi hospital link road link streets upgrading, installation of stormwater drainage and two culverts.
441	35.4.2	Ramalema	Road from Tsidinko to Makhubidung upgrading, installation of storwater drainage and a bridge at Semana river.
442	35.5.1	Shiluvane	Topana Scrapyard to Semana Cemetery access road upgrading and installation of stormwater drainage and one culvert.
443	35.6.1	Masepalata	Culvert required
444	35.7.1	Sunnyside	Mokhomotji to Ba-Tlabine brick yard regravelling and a bridge /culvet next to The Real Tavern
445	35.R.1	Maselapa	Pave link road between Maselapata and Mokomotsie to link D3890 with D3881

Source: GTMRoads and Storm water Master Plan (Draft) 2016/17

6.8 Roads and Storm water Challenges

- Insufficient funding for re-gravelling and tarring of municipal roads
Insufficient funding for storm water control
- Insufficient funding for maintenance of municipal gravel roads and internal streets
- There are no enough labourers to construct stone pitching, wing walls and other maintenance related tasks which need to be done by Labourers.
- One old grader needs to be maintained and R200, 000.00 is needed for its refurbishment.

- The municipality is sometimes forced to maintain roads which need to be attended to by the Department of Roads and Transport as they take too long to maintain them. This has a negative effect on our programme and budget.

6.9 Solutions for challenges

- Road management system to help with maintenance of all surfaced / paved roads estimated at R1, 5 million.
- Priority be given to areas where there's potential for cost recovery and these areas are already receiving 24 hour water service places like Dan, Khujwane, Mariveni and Muhlava villages
- These areas are strategic growth points of the municipality and have a high potential for cost recovery on services.
- Employment of general workers for roads and storm water maintenance

6.10 Roads and Storm water backlogs

- There is a backlog on roads and storm water since that a lot of roads are still gravel and some of the tarred roads need rehabilitation
- Due to non- availability of roads master Plan we don't have the actual backlog figures.

6.11 HIV/AIDS mainstreaming on Roads and Storm water

- The provision of quality and accessible roads in our communities is critical for the provision of quality health care for our people.
- The provision of workplace HIV and AIDS education interventions to construction workers on site will also increase levels of HIV knowledge and responsibility

6.12 Gender mainstreaming on Roads and Storm water

- The municipality should begin to look at a gender perspective in the design of rural roads operations to improve the quality of both roads and road maintenance, promote overall entrepreneurial capacity, and increase job opportunities for women.
- Increasing women involvement in small-scale contracting also adds to their income-generating options. However, there are constraints on their involvement in labour-based works. These include' negative perceptions by men, both within the household and the community as well as contracting procedures that may inadvertently exclude women. Male prejudice must be reduced and provisions that ensure that contractors comply with measures to ensure gender equality must be enforced.
- The municipality must stimulate the development of female-owned construction enterprises by defining more flexible criteria for selection of enterprises to be trained as small and medium rehabilitation contractors, thus removing the present bias towards firms led by technically qualified male degree holders.

6.13 Disability mainstreaming on Roads and Storm water

- The provision of basic services such as quality and accessible roads infrastructure could assist in restoring the social integration and dignity of the individual disabled person in our communities.
- The design of our roads should be in such a way that disabled persons have easy access such as pedestrian crossings, parking's, pavements etc.

7. WASTE MANAGEMENT

7.1 LEGISLATIVE FRAMEWORK

The following acts/legislations are only a few most important ones to regulate matters relating to Waste Management in our country:-

Legislation	Summary/Scope of Legislation
A. National Environmental Waste Management Act (Act 59 of 2008)	<ol style="list-style-type: none">1. To reform the law regulating waste management in order to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development;2. To provide for institutional arrangements and planning matters;3. To provide for national norms and standards for regulating the management of waste by all spheres of government; to provide for specific waste management measures;4. To provide for the licensing and control of waste management activities;5. To provide for the remediation of contaminated land; to provide for the national waste information system;6. To provide for compliance and enforcement;
B. Environmental Management Act (Act 107 of 1998)	<ol style="list-style-type: none">1. To provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state;
C. Environmental Conservation Act (Act 73 of 1989)	<ol style="list-style-type: none">1. To provide for effective protection and controlled utilization of the environment
D. Greater Tzaneen Municipality Solid Waste By-Law, Notice no 12 of 1990	<ol style="list-style-type: none">1. To regulate management of storage and collection of solid waste

7.2 POWERS AND FUNCTION ON WASTE MANAGEMENT

- 1) The mandate of GTM is to provide all households with a basic removal service to protect the environment for the benefits of future and present generations through legislative and other measures to prevent pollution and ecological degradation promote conservation to secure sustainable development
- 2) Section 84 read with Section 85 of the Municipal Structures Act 117 of 1998; determine the division of powers and functions between and such require Landfill-site to be a district function for more than one municipality
- 3) The Department of Environmental Affairs already resolved that a process of Landfill "REGIONALIZATION" must be pursued, which is aligned with Sec. 84 (1) (e) (iii) of the above-mentioned Act
- 4) International Guidelines / Prescriptions
 - a) The Rio declaration
 - b) The Agenda 21 principles
 - c) Kyoto protocol
 - d) The recent Copenhagen agreement
 - e) 19 x other International agreements
- 5) The National Context
 - a) The Bill of Rights (Section 24) of the National Constitution provides as follows:-
 - i) "Everyone has the right to an environment that is not harmful to their health or well-being"
 - b) The Environmental Management Act (Act 107 of 1998)
 - c) The Environmental Waste Management Act (Act 59 of 2008)
 - d) Environmental Conservation Act (Act 73 of 1989)
 - e) The Solid Waste By-Laws (Notice 12 of 1990)
 - f) The Waste Management Policy

7.3 DESCRIPTION OF THE REFUSE COLLECTION FUNCTIONS

1) Waste Minimization

a) Key Issues

i) Recycling

- (1) Recycling at source from business & industrial premises is undertaken in all formal suburbs via:-
 - (a) Tzaneen
 - (b) Nkowankowa
 - (c) Lenyenye
 - (d) Letsitele
 - (e) Haenertsburg
- (2) Collection and transportation of recyclable materials is being undertaken by a licensed Section 25 “Transporter-of-Waste” as follows via:-
 - (a) Domestic recycling is collected at Schools partaking in the recycling programme, where residents on voluntary basis deliver the materials at such School Drop-of-Facilities
 - (b) Business- & Industrial premises are being motivated via the tariff-methodology... **recycle more and reduce your municipal-bill**

ii) Composting

- (1) Organic waste (garden) is treated at a basic technology composting site, which effectively contribute towards:-
 - (a) Saving airspace in extending the life-span of the Landfill-site
 - (b) Mitigation of the formation of methane-gas (Greenhouse-gas) from the Landfill-site
- (2) No tub-grinder is available, which place a limitation on the texture of bulky organic-waste to be composted
- (3) Collection and transportation of organic- materials is being undertaken by a licensed Section 25 “Transporter-of-Waste” as follows via:-
 - (a) Composted materials is being transported to another “Permitted Compost-site where further processing take place suitable for the agricultural markets

iii) Re-use

- (1) Re-use of firewood (tree-stumps and -logs) from the Landfill are delivered to various rural D.o.C.s for utilization
- (2) Re-use of firewood (tree-stumps and -logs) from the Landfill contribute towards:-
 - (a) Saving airspace in extending the life-span of the Landfill-site
 - (b) Mitigation of the formation of methane-gas (Greenhouse-gas) from the Landfill-site
 - (c) Mitigation of deforestation-practices

iv) Rural Waste Management

- (1) 33,600 (31%) H/h`s in rural-areas receive a basic removal service or level 2- service via:-
 - (a) ***Community transfer to central collection point (medium density settlements) {10 - 40 x dwellings /ha}***
- (2) 66,550 (61%) H/h`s using communal dump + own refuse dump and do not receive EVEN a level 3-service being defined as follows via:-
 - (a) ***On-site appropriate and regularly supervised disposal in areas designated by the municipality (mainly to remote rural areas with low density settlements and farms supervised by a Waste Management Officer) { ≤ 10 x dwellings /ha}***
- (3) The procurement of a minimum of 16 x W.D.W.`s (Waste-Development-Workers) to do awareness activities are URGENTLY required as follows via:-
 - (a) Awareness- & clean-up campaigns at various W.S.A.`s (Waste Service Areas)
 - (b) Activate the operationalization of 98 x rural D.o.C.s which were erected but at present became dysfunctional
 - (c) It is anticipated that it will become "White Elephants "if dedicated intervention are not implemented i.t.o. the National B.R.R.-Policy
- (4) The skips have been provided for in central collection points in the following rural areas: Xihoko, Nkambako, Runnymede, Relela,

b) Intervention

i) Recycling

- (1) The registration of 2 x Section 25 T.o.W.'s (Transporters-of-Waste) was finalized to collect & transport recyclable-materials via;-
 - (a) MGK Box @ Tzaneen
 - (b) Protonka @ Modjadjiskloof
 - ii) Composting
 - (1) The registration of a Section 25 T.o.W.'s (Transporters-of-Waste) was finalized to collect & transport organic-materials
 - (2) The procurement of a M.S.P. with appropriate equipment to operate compost-making, as part of Landfill management was finalized
 - iii) Rural Waste Management
 - (1) Declaration of demarcated localities for BRR Services
 - (a) That Council (Town planning) ensures the demarcation of W.S.A.s (Waste Service-Areas) indicating settlement densities to enable the Waste Division to determine a collection, transportation & disposal-methodology
 - (2) Financing basic refuse removal services
 - (a) Council via the C.F.O. ensure to:-
 - (i) Investigate an appropriate tariff- & billing-system for non-indigent households in rural areas
 - (ii) Investigate the allocation of sufficient E.S.G. (Equitable Share Grant) to ensure BRR-services to all indigent households in the area of jurisdiction
 - (iii) Investigate other funding mechanisms as proposed in the National Policy via:-
 1. Other taxes and/or Cross-subsidies
 2. Additional fixed waste-rates
 3. E.P.W.P.-grant allocations
 4. M.I.G.-grant allocations
 - (iv) Establish an updated and reconciled Indigent-register, inclusive of the Rural-Area
 - (3) Institutionalization of BRR service
 - (a) Council via Corp. Services (H.R.) ensure to:-
 - (i) Develop the necessary staff-establishment on the organizational layout of the Community Services Department (Waste Management Division) to enable the Waste Division to render BRR-services via:-
 1. Storage
 2. Collections & transportation
 3. Treatment
 4. Disposal
 5. Education & Awareness raising
 - (b) That Council re-confirm the appointment of W.D.W.'s (Waste Development Workers)
 - (4) I.D.P. projects registration
 - (a) Council via C.S.D. & I.D.P.-Office ensure to:-
 - (i) To register 66 x projects as I.D.P.-projects & subsequent prioritization
 - (ii) That appropriate project-prioritization be conducted to ensure dedicated implementation of the programme in all un-serviced areas
 - (5) Appointment of Service-Providers from Communities
 - (a) Council via S.C.M.U. ensure to:-
 - (i) Develop appointment-procedures to ensure "Community Empowerment" in the different W.S.A.'s for the collections & transportation
 1. 1 x T.o.W. each in all 66 x W.S.A.'s
 2. M.S.P./-s for "bulk-removals" to the Landfill-site
 - (6) Implementation
 - (a) Council via C.S.D. ensure to:-
 - (i) To implement the Rural Waste Minimization Programme as soon as possible after final approved I.D.P. // Budgets
- 2) Collection & Transportation
 - a) Key Issues

- i) Kerbside collections is rendered at the following suburbs (represents only 8% of all households) via:-
 - (1) Nkowankowa
 - (2) Lenyenye
 - (3) Letsitele
 - (4) Haenertsburg
 - (5) Tzaneen
- ii) 92% of all households representing \pm rural households do not receive a FULL kerbside collection
 - (1) The cost to address the service in full (urban & rural) with immediate effect, will be approximately \pm R138,000,000-00 p.a.(Source: Stats SA Census 2011)
- iii) Litter Picking
 - (1) Urban streets, main roads & urban taxi / bus ranks are cleaned on a regular and period schedule from all debris and solid waste
 - (a) 48,192 m³ are collected monthly-show a SHARP increase since 2014/15 (29,021 m³) mainly because of a higher influx of daily commuters to Tzaneen suburbs
 - (2) Roads and streets @ rural areas are not yet FORMALLY being attended to due to budget-constraints
- iv) Vehicle replacements
 - (1) Replacement on a 5 x year schedule s had to be implemented by the Mechanical Workshop
 - (2) BIG backlogs in service-standards exist due to the SLOW rate of repair-& maintenance programme
- v) H.C.R.W. removals
 - (1) The service is at present being rendered by a M.S.P. satisfactorily
- b) Intervention
 - i) See paragraph 7.3 (iv) above at Rural Waste Management
 - ii) Cost recovery for rural removals had to be debited against the relevant accounts
 - iii) Appointment of staff for Rural Waste Management
 - iv) Replacement programme of vehicles which had to commenced in 2014/15 must be strictly adhered to
 - v) Repair- & maintenance programme of vehicles must be strictly adhered to
- 3) Treatment & Disposal
 - a) Key Issues
 - i) One 11 x ha permitted landfill classified as a G.M.B- site, are managed in compliance with specifications ,with an expected life-span of the site is \pm 15 x years
 - ii) Lack of weather-proof entrance & internal roads @ Landfill & D.o.C.s
 - iii) Drop-of Centers (D.o.C.s) each situated at via:-
 - (1) Nkowankowa
 - (2) Lenyenye
 - (3) Letsitele
 - (4) Haenertsburg
 - (5) 6m³ skips utilized for this purpose and are cleaned on a daily basis at the Tzaneen Landfill.
 - (6) All D.o.C.s are managed by a Service Provider
 - b) Intervention
 - i) Engagement by Top-Management with the M.D.M. to initialize the establishment of a District Landfill in accordance with the National Waste Sector Plan
 - (1) Section 84 read with Section 85 of the Municipal Structures Act 117 of 1998; determine the division of powers and functions between and as such require Landfill-site to be a district function for more than one municipality
 - (2) Landfill "REGIONALIZATION" must be pursued as part of the national Waste Management Strategy (aligned with Sec. 84 of the above-mentioned Act)
 - ii) Civil Engineering to address Roads & Storm water maintenance at the Landfill & D.o.C.s
- 4) Pollution Control
 - a) Key Issues
 - i) 9 x public toilet blocks managed as follows via:-
 - (1) 6 x blocks at Tzaneen
 - (2) 1 x block at Nkowankowa
 - (3) 1 x block at Letsitele

- (4) 1 x block at Haenertsburg
 - (5) 1 x block at Lenyenye (partly operational)
 - (6) Occupation of toilet-block
 - (a) There is a shortage of toilets as follows due to occupation-ration via:-
 - (i) 6 x blocks at Tzaneen= ± 117 x toilets
 - (ii) 1 x block at Nkowankowa = ± 10 x toilets
 - (iii) 1 x block at Letsitele = ± 5 x toilets
 - (iv) 1 x block at Haenertsburg = 0 x toilets
 - (v) 1 x block at Lenyenye = ± 5 x toilets
 - ii) Law Enforcement
 - (1) Appointment of 2 x Environmental Law Enforcement Officers delayed due to lack of Workload-assessment & organizational layout
 - iii) Awareness
 - (1) Lack sufficient number of W.D.W.'s in Rural Waste Programme
 - (2) Law Enforcement Division to address the issue of appointments
 - b) Intervention
 - i) E.S.D. to ensure structural operationalization & extension of blocks as per above shortages
 - ii) Appointment of 2 x dedicated E.M.I.s (Environmental Management Inspectors) at Waste Division
 - iii) Deployment of W.D.W.s for Rural-Awareness-Projects
- 5) Management, Administration, Communication & Logistics
- a) Key Issues
 - i) Administrative support due to a lack of “Workload” assessment
 - ii) Insufficient budget-provision
 - iii) M.I.S.- Lack of integrated applications software
 - iv) Networking-Lack of network at “outside” offices
 - v) Lack of electronic “Data-capturing”
 - vi) Lack of O&D interventions by H.R.
 - b) Intervention
 - i) Annual requests to relevant Depts. & Divisions during budget cycle

7.4 THE MUNICIPAL MANDATE

- 1) The Mandate
 - a) The mandate of GTM is to provide all households with a basic removal service to protect the environment for the benefits of future and present generations through legislative and other measures to prevent pollution and ecological degradation promote conservation to secure sustainable development to achieve the International & National goals
- 2) Integrated Waste Management Plan
 - a) The I.W.M.P. 's objectives is to:-
 - i) To provide all households with a basic removal service
 - ii) To protect the environment for the benefits of future and present generations
 - iii) To prevent pollution and ecological degradation
 - iv) To promote conservation to secure sustainable development
- 3) Analyses

	<u>Actual</u>	<u>Target</u>
1. <u>Personnel associated with refuse removal</u>		
1.1. Divisional Waste Management Officer	1	1
1.2. Regional Waste Management Officer	2	4
1.3. Waste Management Officers (W.D.W.s)	0	16
1.4. Admin Officer	0	1
1.5. Administration Clerk	1	1
1.6. Secretary/Typist	0	1
1.7. Snr. Team leaders	12	66
1.8. Snr. Labourers	121	1745

2. <u>Households receiving removal services</u>	<u>Number</u>	
2.1. Residential premises serviced	8,537	
2.2. Business & Industrial premises serviced	795	
2.3. Own removals at Rural Areas	100,150	
3. <u>m³ of refuse received at the Landfill-site</u>	<u>Total</u>	<u>Projected</u>
3.1. Domestic & Commercial	71,929 m ³	+ 10%
3.2. Garden	18,179 m ³	+ 10%
4. <u>Details of Landfill-site/s</u>	<u>Capacity</u>	<u>Lifespan</u>
4.1. 1 x G.M.B.- site for (G) waste	711,000m ³	15 x years
5. <u>Total operating cost</u>	<u>Value</u>	
5.1. Operating cost of collections & disposal	R 35.1 milj	
5.2. Operating cost of litter picking	R 23,1 milj	
5.3. Operating cost of public toilet	R 9.8 milj	
5.4. Total	R 68,0 milj	

7.5 KEY PERFORMANCE AREAS

1. <u>Waste Minimization</u>	<u>Actual</u>	<u>Target</u>
1.1. Recycling project @ Landfill	1	1
1.2. Recycling projects @ source	2	5
1.3. High tech-compost plant	0	1
1.4. Firewood re-use	1	1
2. <u>Collection & Transportation</u>	<u>Actual</u>	<u>Target</u>
2.1. Rural Waste Service Areas serviced (EPWP)	28	66
2.2. Kerbside collections	100%	100%
2.3. Bulk removals	100%	100%
2.4. H.C.W. removals	100%	100%
2.5. Litter picking-routes-schedules	100%	100%
2.6. Replacement/stand-by vehicles	100%	100%
3. <u>Treatment and Disposal.</u>	<u>Actual</u>	<u>Target</u>
3.1. % disposal @ permitted landfill	100%	100%
3.2. % disposal H.C.R.W. @ permitted facility	100%	100%
3.3. % disposal of fluorescent tubes	100%	100%
3.4. Operation of urban D.o.C.s	5	5
4. <u>Pollution control</u>	<u>Actual</u>	<u>Target</u>
4.1. Operations public toilet-blocks	100%	100%
4.2. Effective law-enforcement	0%	100%
5. <u>Management & I.C.T. - Systems</u>	<u>Actual</u>	<u>Target</u>
5.1. Electronic capturing	0	1
5.2. R-c value of un-funded projects	R 0.00	R130 milj
5.3. M.I.S. info-systems.	0	1
5.4. I.C.T. Networking to all sub-offices	80 %	100 %
5.5. Solid waste information distribution.	100 %	100 %
5.6. Sufficient monetary provision	35 %	100%
5.7. Total operating costs	R 68.0 milj	R198.0 milj

7.6 MANAGEMENT, ADMINISTRATION, COMMUNICATION & LOGISTICS

- 1) Key Issues
 - a) Administrative support due to a lack of “Workload” assessment
 - b) Insufficient budget-provision
 - c) M.I.S.- Lack of integrated applications software

- d) Networking-Lack of network at “outside” offices
 - e) Lack of electronic “Data-capturing”
 - f) Lack of O&D interventions by H.R.
- 2) Intervention
- a) Annual project approvals during IDP/Budget cycle

7.7 GEOGRAPHIC DISTRIBUTION

- 1) The jurisdiction area is divided by the main roads from Politsi via Tzaneen, Tarentaalrand, Letsitele and Trichardtsdal, in a Northern and Southern service region
- 2) Waste Management Services @ 108,687 (100%) households are executed as follows via:-
 - a) 8,537 (8%) urban H/h`s receive a full kerbside service or Level 1-service via:-
 - i) ***Organized transfer to central collection points and/or kerbside collection (high density settlements) $\{ \geq 40 \times \text{dwellings /ha} \}$***
 - b) 33,600 (31%) H/h`s in rural-areas receive a basic removal service or level 2- service via:-
 - i) ***Community transfer to central collection point (medium density settlements) $\{ 10 - 40 \times \text{dwellings /ha} \}$***
 - c) 66,550 (H/h`s using communal dump + own refuse dump and do not receive EVEN a level 3-service being defined as follows via:-
 - i) ***On-site appropriate and regularly supervised disposal in areas designated by the municipality (mainly to remote rural areas with low density settlements and farms supervised by a Waste Management Officer) $\{ \leq 10 \times \text{dwellings /ha} \}$***

7.8 LITTER PICKING

- 1) Urban streets, main roads & urban taxi / bus ranks are cleaned on a regular and period schedule from all debris and solid waste
- 2) 48,192 m³ are collected monthly-show a SHARP increase since 2014/15 (29,021 m³) mainly because of a higher influx of daily commuters to Tzaneen suburbs
- 3) Roads and streets @ rural areas are not yet FORMALLY being attended to due to budget-constraints

7.9 TREATMENT AND DISPOSAL (LANDFILL SITE)

- 1) Key Issues
 - a) One 11 x ha permitted landfill classified as a G.M.B- site, are managed in compliance with specifications ,with an expected life-span of the site is $\pm 15 \times$ years
 - b) Lack of weather-proof entrance & internal roads @ Landfill & D.o.C.s
 - c) Composting
 - i) $\pm 11,264 \text{ m}^3$ organic waste (garden) is treated at a basic technology (no tub-grinder is available) composting site
 - ii) Bulky organic waste cannot be composted
- 2) Intervention
 - a) Engagement by Top-Management with the M.D.M. to initialize the establishment of a District Landfill in accordance with the National Waste Sector Plan
 - i) Section 84 read with Section 85 of the Municipal Structures Act 117 of 1998; determine the division of powers and functions between and as such require Landfill-site to be a district function for more than one municipality
 - ii) Landfill "REGIONALIZATION" must be pursued as part of the national Waste Management Strategy (aligned with Sec. 84 of the above-mentioned Act)
 - b) Civil Engineering to address Roads & Storm water maintenance at the Landfill & D.o.C.s
 - c) Composting Intervention
 - i) Procurement of a M.S.P. with appropriate equipment to operate appropriate-technology compost plant, as part of Landfill management

7.10 DROP-OF CENTRES (D.O.C.S)

- 1) Drop-of Centers (D.o.C.s) each situated at via:-
 - a) Nkowankowa
 - b) Lenyenye
 - c) Letsitele
 - d) Haenertsburg
- 2) 6m³ skips utilized for this purpose and are cleaned on a daily basis at the Tzaneen Landfill.
- 3) All D.o.C.s are managed by a Service Provider

7.11 POLLUTION CONTROL (PUBLIC TOILETS)

- 1) Key Issues
 - a) 9 x public toilet blocks managed as follows via:-
 - i) 6 x blocks at Tzaneen
 - ii) 1 x block at Nkowankowa
 - iii) 1 x block at Letsitele
 - iv) 1 x block at Haenertsburg
 - v) 1 x block at Lenyenye (partly operational)
 - vi) Blocks are open for 12 hours daily, cleaning and disinfecting of blocks done every 2.5 hours and provision of toilet paper to public free
 - vii) Occupation of toilet-block
 - (1) There is a shortage of toilets as follows due to occupation-ration via:-
 - (a) 6 x blocks at Tzaneen= ± 117 x toilets
 - (b) 1 x block at Nkowankowa = ± 10 x toilets
 - (c) 1 x block at Letsitele = ± 5 x toilets
 - (d) 1 x block at Haenertsburg = 0 x toilets
 - (e) 1 x block at Lenyenye = ± 5 x toilets
 - b) Law Enforcement
 - i) Appointment of 2 x Environmental Law Enforcement Officers delayed due to lack of Workload-assessment & organizational layout
 - c) Awareness
 - i) Lack sufficient number of W.D.W.'s in Rural Waste Programme
 - ii) Law Enforcement Division to address the issue of appointments
- 2) Intervention
 - a) E.S.D. to ensure structural operationalization & extension of blocks as per above shortages
 - b) Appointment of 2 x dedicated E.M.I.s (Environmental Management Inspectors) at Waste Division
 - c) Deployment of W.D.W.s for Rural-Awareness-Projects

7.12 WASTE QUANTITIES AND CHARACTERISTICS

- 1) Waste Quantities and Characteristics
 - a) (G) General Waste received at the Landfill-site
 - i) Per annum = 53,363 m³ or 10,673 tons
 - ii) Per day = 205 m³ or 41 tons
 - iii) Airspace utilized for 2014/15 = ± 13,341m³
 - b) Health Care Waste collected at source
 - i) Per annum = 160 m³
 - ii) Per day = 0,5 m³
 - c) Garden Waste received @ the Landfill
 - i) Per annum = 7,269 m³ (1,454 t)
 - (1) The decrease to landfill-site (from 18,179 m³ at 2014/15) was due to a composting-site that was opened at Manorvlei smallholdings which received the bulk of garden refuse
 - ii) Per day = 28 m³ or 5,6 tons

d) Recycling

i) @ Source = 11,901 m³

ii) @ Landfill = 1,812 m³

7.13 BACKLOG LEVEL OF WASTE MANAGEMENT, PLAN AND COST FOR THREE YEARS

Waste Management	Backlog	Plan	Cost
Waste Minimization (Recycling)	No collection at source at present due to withdrawal of the Recycling-company as a result of their own financial constraints	Formal recycling system to be FULLY implemented via Section 25 T.o.W. system	No cost involved as the Section 25 T.o.W. must do it for his own financial benefit
Waste Minimization (Composition)	Low technology composting plant exists adjacent @ the Landfill without tub-grinding undertaken as result of tender-price (Contractor must do it as part Landfill Management)	Formal recycling system to be FULLY implemented via Section 25 T.o.W. system	No cost involved as the Section 25 T.o.W. must do it for his own financial benefit
Waste Minimization (Rural waste)	On-going WISE-UP-ON-WASTE AWARENES training to be implemented at schools	Tender specifications to be advertised for:- WISE-UP-ON-WASTE Awareness Bulk-removals	1st year= R 7,1 milj 2nd year=R13,3 milj 3rd year=R 27,5 milj
Waste Minimization (Rural waste collections)	Collections at Waste Service Areas	Budget allocations for W.S.A. collections and transportations Bulk-removals	1st year= R 40,0 milj 2nd year=R 80,0 milj 3rd year = R128,5 milj
Collection and Transportation (Vehicle replacements)	No backlogs yet but replacements to start @ 2014//15	Needs analyses submitted to C.E.M. annually during budget cycle	1st year = R 5,0 milj 2nd year= R 6,7 milj 3 rd year= R 9,2 milj
Treatment and Disposal (New Landfill development)	No site selections being done yet	Involve M.D.M. in development of future Regional Site	1st year= R 7,0 milj 2nd year= R10,0 milj 3 rd year= R 16,0 milj
Treatment and Disposal (Closure of Landfill)	No closure investigations done [permit issued 1/12/2004] until the construction & design plan will be finalized	Finalization of design & construction plan to determine the remaining life-span	1st year= R 0,9 milj 2nd year= R 3,0 milj 3 rd year= R 4,0 milj
Treatment and Disposal (Landfill operations)	Insufficient budget for new tender allocations	Awarding of new tender & costing on landfill budget	1st year= R 12,0 milj 2nd year=R 12,6 milj 3rd year= R 14,9 milj
Treatment and Disposal (Roads and storm water maintenance at access roads)	Insufficient budget for roads and storm water maintenance	Annual needs analyses to C.E.M. during budget cycle	By C.E.M.
Pollution Control (Toilet block management)	Shortage of toilet blocks at urban taxi-& bus stops as per annual stats report	Needs analyses to C.E.M. annually during budget cycle	Cost for construction t.b.d by C.E.M. Cost for operations:- 1st year= R 8,0 milj 2nd year= R 10,6 milj 3rd year= R 12,9 milj

7.13 BACKLOG LEVEL OF WASTE MANAGEMENT, PLAN AND COST FOR THREE YEARS

Waste Management	Backlog	Plan	Cost
Pollution Control (Enforcement actions)	2 x vacancies for “Green Scorpions” at Traffic Division	Filling of vacancies	By Traffic Division
Pollution Control (Awareness Actions @ Schools)	No institutional capacity to implement the Rural Waste Programme	Filling of vacancies	1st year= R 7,1 milj 2nd year= R 13,3 milj 3 rd year= R 27,5 milj
Management & I.C.T.- System	M.I.S. Lack of operational software Telephones at sub-offices I.T. @ remote-offices	Budget provision	Budget support

Table 22: Backlog level of Waste Management, Plans and Cost or 3 Years

7.14 EXISTING WASTE MANAGEMENT PRACTICES

- 1) Waste Minimization
 - a) Recycling project @ Landfill
 - b) Recycling projects @ source
 - c) High tech-compost plant
 - d) Firewood re-use
- 2) Collection & Transportation
 - a) Rural Waste Service Areas serviced (EPWP)
 - b) Kerbside collections
 - c) Bulk removals
 - d) H.C.W. removals
 - e) Litter picking-routes-schedules
 - f) Replacement/stand-by vehicles
- 3) Treatment and Disposal.
 - a) % disposal @ permitted landfill
 - b) % disposal H.C.R.W. @ permitted facility
 - c) % disposal of fluorescent tubes
 - d) Operation of urban D.o.C.s
- 4) Pollution control
 - a) Operations public toilet-blocks
 - b) Effective law-enforcement
- 5) Management & I.C.T. - Systems
 - a) Electronic capturing
 - b) R-c value of un-funded projects
 - c) M.I.S. info-systems.
 - d) I.C.T. Networking to all sub-offices
 - e) Solid waste information distribution.
 - f) Sufficient monetary provision

7.15 WASTE MANAGEMENT CHALLENGES

- 1) Development of a new Landfill site
- 2) Rural waste Programme
- 3) Waste Minimization

- 4) Collection and Transportation
- 5) Disposal and Treatment
- 6) Pollution Control
- 7) Management and ITC Information

7.16 HIV/AIDS MAINSTREAMING AT WASTE MANAGEMENT

- 1) The provision of reliable waste management services in our communities is critical for the provision of quality health care and the management of HIV/AIDS.
- 2) Improper disposal of medical waste is also a health hazard in RURAL Waste Service Areas

7.17 Integrated Waste Management Plan

The Municipality has reviewed the Integrated Waste Management Plan in the year 2015/16. The IWMP provides details for the processes regarding Waste Management within the Municipality.

7.8 GENDER MAINSTREAMING ON WASTE MANAGEMENT

- 1) Ineffective solid waste management might create highly unsanitary conditions in areas with environmental threats to all residents via:-
 - a) Can cause spread of cross infection to the community.
 - b) Can cause Communicable diseases e.g. HIV
- 2) To mitigate possible epidemics a RURAL programme is at present operational to register Sec. 25 " T.o.W. (Transporters of Waste) in rural areas to operationalize Rural Waste Management (e.g. Collections; to do recycling at source & to use organic waste for compost) is at present being implemented as follows via:-
 - a) 33,600 (31%) H/h's in rural-areas receive a basic removal service or level 2- service via:-
 - i) *Community transfer to central collection point (medium density settlements) {10 - 40 x dwellings /ha}*
- 3) The procurement of a minimum of 16 x W.D.W.'s (Waste-Development-Workers) to do awareness activities are URGENTLY required as follows via:-
 - a) Awareness- & clean-up campaigns at various W.S.A.'s (Waste Service Areas)
 - b) Activate the operationalization of 98 x rural D.o.C.s which were erected but at present became dysfunctional
 - c) Train un-employed residents-females (who spend more time inside homes/settlements- either in home based occupations or as home makers) on these health risk from unsanitary environments
- 4) Rural Waste Management is monitored via Ward Committees and Traditional Authorities to sustain the programme
- 5) Backlogs in Rural programmes
 - a) 66,550 (61%) H/h's using communal dump + own refuse dump and do not receive EVEN a level 3- service being defined as follows via:-
 - i) *On-site appropriate and regularly supervised disposal in areas designated by the municipality (mainly to remote rural areas with low density settlements and farms supervised by a Waste Management Officer) { ≤ 10 x dwellings /ha}*

8. PUBLIC TRANSPORT

8.1 Legislative Framework

The following acts/legislations regulate all matters relating to Transport and Public Transport in our country:

Legislation	Summary/Scope of Legislation
National land Transport Transitional Act no 22 of 2000	To provide for the transformation and restructuring of the national land transport system of the Republic

National Land Transport Act no 5 of 2009	To provide further the process of transformation and restructuring the national land transport system initiated by the National Land Transport Transition Act, 2000 (Act No. 22 of 2000)
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The Integrated Transport is being reviewed by Aurecon who have been appointed by Department of Transport. The Integrated Transport Plan is expected to be completed during the year 2016/17. The following are issues as raised in the current Transport Plan.

8.2 Powers and Function on Public Transport

- The District municipality has powers (Constitution of the Republic of South Africa Act no 106 of 1996), schedule 5, Part B) to manage Public Transport within its area of jurisdiction.

8.3 Mode of public transport

- Buses
- Taxi's
- Maxi – Taxi's

8.4 Public Transport Scheduled Services

a) Bus operations

- All bus operations run on schedules be it for private hire purposes, or for ferrying passengers on subsidized coupons like workers, or ordinary coupons so used, not excluding taxis who also schedule their operation on either fixed routes they operate, or on private trips.
- Unscheduled services will include taxi services running between two destinations in order to retain their position after returning from a trip, and they both are operated in our Municipality.

Other operations to and from other neighbouring Municipalities are:-

- Bus and taxi operations to and from Tzaneen/Greater Letaba Municipality.
- Taxi operations from/to GTM Greater Giyani Municipality.
- Taxi operations to/from Maruleng Local Municipality (Acornhoek)
- Taxi operations to/from Capricorn District Municipality and
- Taxi operations to/from Ba-Phalaborwa

8.5 Public Transport Scheduled Services

a) Facilities and Infrastructure in place will include:-

- Tzaneen Mall taxi facility which houses taxis to Giyani, Bolobedu, Ga-Kgapane, JHB/PTA, Polokwane, Acornhoek, Phalaborwa, Mamitwa.
- The Tzaneen Crossing facility that caters for taxis to The Oaks, Metz, Mogoboya, Masoma, Lephepane, Nkowankowa, Burgersdorp, Julesburg
- The Letsitele ranking facility that caters for Tzaneen, Mafarana, Rita, Sedan etc.

8.6 Minibus taxi facilities

In the Greater Tzaneen area there are 24 taxi facilities, of which only two that are in Tzaneen Town are formal and the rest are informal.

Taxi Facility	Description
1. Burgersdorp Minibus taxi rank	<ul style="list-style-type: none"> ✓ Situated in Burgersdorp on road reserve along the R36 Tzaneen Lydenburg Road. ✓ Informal with no facilities
• 2. Gabaza Minibus taxi rank	<ul style="list-style-type: none"> ✓ Situated in Gavaza opposite Burgersdorp on road reserve along the R36 Tzaneen Lydenburg Road.

Taxi Facility	Description
	✓ Informal with no facilities
• 3. Lenyenye Minibus taxi rank •	✓ Situated in Lenyenye entrance ✓ Informal with no facilities
• 4. Leolo Minibus taxi rank •	✓ Situated in Leolo Settlement ✓ Informal with no facilities
• 5. Lephephane Minibus taxi rank •	✓ Lephephane near the market place on the road reserve ✓ Informal with no facilities
• 6. Letsitele Minibus taxi rank	• Situated in Letsitele CBD area ✓ It is a formal minibus taxi rank occupying an area of about 475m ² . There are 7 platforms without shelters for loading purposes. There is an office and toilets that are provided and maintained by the Tzaneen Local Municipality
• 7. Letaba Cross Minibus taxi rank •	✓ Situated near the intersection between the roads D673 and R36 on the Lydenburg/Tzaneen road. ✓ Informal with no facilities
• 8. Letaba Hospital (E) Minibus taxi rank	✓ Situated opposite Letaba Special School on road reserve D673. ✓ Informal with no facilities
• 9. Letaba Hospital (W) Minibus taxi rank •	✓ Situated on the entrance of Letaba Hospital utilizing the public parking area meant for visitors to the hospital. The area is paved and has 30 demarcated parking bays. ✓ Informal with no facilities
• 10. Mafarana Minibus taxi rank	✓ Situated on the entrance of Mafarana on road reserve at an intersection of roads D8 ✓ Informal with no facilities
• 11. N'wamitwa Minibus taxi rank	✓ Situated in N'wamitwa near the N'wamitwa Head Kraal ✓ It is a formal minibus taxi rank
• 12. Madumane Minibus taxi rank	✓ Situated in Madumane ✓ Informal with no facilities
• 13. Moime Minibus taxi rank	✓ Situated on the South entrance of Moime Village ✓ Informal with no facilities
• 14. Mokgwathi Minibus taxi rank	✓ Situated on the Mokgwathi at the T-Junction of the road from Merekome and D31 ✓ Informal with no facilities
• 15. Motupa/Relela Minibus taxi rank	✓ Situated at Motupa village ✓ Informal with no facilities
• 16. Nkambako Minibus taxi rank	✓ Situated at Nkambako Risaba junction on the road reserve ✓ Informal with no facilities
• 17. Nkowankowa Minibus taxi rank	✓ Situated at the Nkowankowa business area ✓ It is an on street informal type of minibus taxi rank with no facilities
• 18. Nwamahori Minibus taxi rank	✓ Situated in Khujwana ✓ Informal with no facilities
• 19. Petanenge Minibus taxi rank	✓ Situated on the entrance of Petanenge ✓ Informal with no facilities
• 20. Maake Plaza taxi rank	✓ Situated at Maake Plaza ✓ Formal with facilities
• 21 Khopo taxi rank	✓ Situated on the turn off to Letsitele via Lefaro/Zangoma from the R36 road ✓ Informal with no facilities
• 22. Thapane Minibus taxi rank	✓ Situated at Thapane ✓ Informal with no facilities
• 23 Tzaneen Sanlam Centre Minibus taxi rank	✓ Situated next to Sanlam Centre shopping area occupying an area of about 3934 m ² . ✓ There are 11 loading platforms with shelters

Taxi Facility	Description
<ul style="list-style-type: none"> 24. Tzaneen Pick ‘n Pay Minibus taxi rank 	<ul style="list-style-type: none"> ✓ Situated next to Pick ‘n Pay shopping mall occupying an area of about 4763 m² ✓ There are two separate loading areas in the minibus taxi rank

8.7 Busses

- All bus operations are centralized at the Tzaneen Mall bus ranks, destination-wise spreading to places including Bonn, Julesburg, Lenyenye, Mamitwa, Bolobedu, Lephapane, Masoma, Dan/Nkowankowa.
- Infrastructure-wise, we have the Tzaneen-Lydenburg Road, Letsitele, Modjadjiskloof, Mamitwa, Giyani, Phalaborwa, Lephepane

8.8 Public Transport challenges

- Public Transport disputes
- The municipality is unable to collect revenue from the taxi operators and their use of transport facilities within our area of jurisdiction
- Challenges with regard to public transport is that not all public transport is properly catered for in terms of ranking facilities, shelters and platforms that Council provides for these taxis/busses do not cover all users.
- The road condition at these ranking facilities are not conducive to healthy transport system, with damages in pot holes, little availability of parking spaces especially during peak times of month ends and festive seasons.
- Continued congestion due to the design of GTM infrastructure manpower to cater for all needy areas at any given time and place in town.
- The Public Transport by-law has not yet been Gazetted.

8.9 Public transport backlogs

- Shelter at Taxi ranks (Lenyenye, Mogoboya, Burgersdorp, Bolobedu South & Risava)
- Ablution facilities at all Taxi Ranks within GTM area

8.10 HIV/AIDS and Public Transport

- Transport has a crucial role to play as we come in to contact with millions of people every day and some of the people working in our sector are in the highest risk groups for exposure to infection by HIV/AIDS.
- With almost half of the country's population using public transport, commuters have become a large mobile audience for interactive HIV/AIDS prevention campaigns.
- Every truck driver, taxi driver, bus operator, commuter and passenger should be an active role player in spreading the HIV/AIDS prevention messages

8.11 Truck Drivers:

- It is generally accepted and well-documented that long distance truck drivers have been and remain one of the key forces in the spread of HIV/AIDS pandemic across the African continent. The role of truck drivers in the transmission of HIV/AIDS and other sexually transmitted diseases is rooted in the lifestyle that comes with the profession, as well as the broader social and economic societal factors.
- Truck drivers are highly mobile and spend long hours on the road away from their families. Their need for entertainment and female companionship, coupled with relative solvency compared to the rest of the population, makes them very likely to use the services of commercial sex workers in stop-over towns near major transportation routes.

8.12 Gender mainstreaming and Public Transport

- Transport plays such a vital role in most women’s daily routines. Major differences in the basic mobility needs of women and men are grounded in the gender-based division of labour within the family and community.
- Men’s stereotypical role in almost all societies is the one of the income-earning breadwinner, who leaves the house for work in the morning and comes back in the evening.
- Women, however, usually perform triple roles as income earners, home-makers, and community-managers. Women’s complex household and caretaking responsibilities usually force women to make multiple stops. Women also frequently carry shopping bulky loads and are accompanied by children or elderly relatives
- Gender analysis needs to be incorporated into all transport planning, so that gender impacts are studied and considered before project implementation

8.13 Disability mainstreaming and Public Transport-Gaveni

- There is lack of accessible public transport for the physically challenged, the visually impaired and hearing impaired people, which makes it extremely difficult for them to travel to places of employment and health facilities.
- Our Public Transport planning should take cognizance of the needs of disabled persons.

7 SOCIAL ANALYSIS

9.1 HUMAN SETTLEMENTS/ HOUSING

9.1.1 Legislative Framework

The following acts/legislations regulate all matters relating to Housing in our country:

Legislation	Summary/Scope of Legislation
Constitution of the Republic of South Africa, Act 106 of 1996, Chapter 2, section 26 (1)	Everyone has the right to have access to adequate housing.
Housing White Paper, 1994	To provide a framework for future provision of sustainable housing in the country
Housing Act no 107 of 1997	<ul style="list-style-type: none"> • To provide for the facilitation of a sustainable housing development process; For this purpose to lay down general principles applicable to housing development in all spheres of government, • To define the function of national, provincial and local governments in respect of housing development; • To provide for the establishment of a South African Housing Development Board, the continued existence of provincial boards under the name of provincial housing development boards and the financing of national housing programme.

9.1.2 Powers and Function

- The provision of houses remains the function of the Provincial Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA).
- The role of the municipality is mainly to coordinate the identification of sites, beneficiaries and monitoring the construction process

9.1.3 State of housing in the municipality

- 12 960 units build to date and the backlog still stand at 12 590 according to municipal housing database.
- 333 units were allocated in 2012/13 financial years.
- No allocation for 2013/14 financial years due to challenges experienced by Provincial Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA) the province in general.
- 600 units were verified and captured on the Housing Subsidy System (HSS) for 2013/14 financial year but no allocation yet.
- 100 units allocated for 2014/15.
- We are told that all projects will be rolled over to 2015/16 financial years.

9.1.4 Current National Housing Programmes

- Integrated Residential Development Programme.
- Upgrading of Informal Settlements
- Provision of Social and Economic Facilities
- Housing Assistance in Emergency Circumstances
- Social Housing Programme
- Institutional Subsidies
- Community Residential Units Programme
- Individual Subsidy Programme
- Rural Subsidy : Communal Land Rights
- Consolidation Subsidy Programme
- Enhanced Extended Discount Benefit Scheme
- Rectification of Certain Residential Properties Created Under the Pre-1994 Housing Dispensation

9.1.5 Housing Consumer Educations

- Housing Consumer Education was conducted to all wards which benefitted for **2012/13** financial year and those to benefit for **2013/14** financial year though no allocation was made. The total number of beneficiaries targeted was **933**.
- Two officials from National Department of Human Settlement visited the province and municipal officials conducted the workshop.
- The first workshop was conducted at Xihoko Tribal Authority on the 30th October 2012 for **50** beneficiaries. On the 31st October 2012 it was held at Bulamahlo Cluster Hall for beneficiaries from ward 27 and **42** beneficiaries were trained. On the 1st of November 2012 and 14 August 2013 was conducted at Relela community hall **124** beneficiaries trained. second round of workshop was held at Mamitwa Tribal hall and the target number of beneficiaries was **100**, at Khujwana Nduna Magwaza for **100** beneficiaries and the last one was held at ward 26 from the 19th to 22nd of August 2014 and **306** beneficiaries were trained.
- **333** beneficiaries were trained in Housing Consumer Education for 2012/13 financial year.
- In 2013/14 financial year **591** beneficiaries were trained though there was no allocation.

9.1.6 New Developmental Areas

Extension 60, 70, 78, Dan Ext 1. Portion 14 and 34 of farm Dwarsfontein in Politsi, Talana, Pusela 6 and Erf 1628 Nkowankowa. Mix development of National Housing Programmes. eg. Community Residential Units. Social Housing and Middle Income Housing.

Housing challenges

- Allocation of houses from the department versus the demand of the Municipality does not meet the Municipality demands.
- No delegated powers for the Municipality on the provision of housing
- Pioneers Old Age home, there are sixty five (**87**) people on the waiting lists and only 37 units which are occupied.
- Insufficient land for development
- Land grab on tribal land/unauthorised demarcation of land.

9.1.7 Housing Backlogs

- Municipality housing backlog is standing at twelve thousands, five hundred and ninety (**12 590**) pending the review of beneficiaries for **2012 to 2015**.
- Middle Income backlog is standing at one thousand five hundred and sixty three (**1 613**)

9.1.8 Backlog in the provision of housing in the municipality

- The back log still stand on **12 590** due to the challenge experienced by COGHSTA and no allocation was made for 2013/14 financial year.
- The untouched blocked project standing at **70 units**.
- Touched blocked project are standing at **196 units**.

9.1.9 HIV/AIDS mainstreaming in the Housing sector

- Poor housing and infrastructure affects persons with HIV/AIDS and those with HIV/AIDS in turn affect the production of housing, the ownership status of the houses, repayments and the sustainability of the concerned institutions;
- The links between inadequate living conditions and HIV and AIDS are multiple and complex. Actors in the Human settlements sector are increasingly recognizing the impact of HIV and AIDS on their efforts to provide safe and sustainable housing in communities. Likewise, an important determinant of health for those affected by HIV and AIDS is housing conditions.
- Some of the connections between housing and HIV and AIDS:
 - **Evictions and homelessness:** How do you provide home-based care when there is no home?
 - **Overcrowding:** Increases risk of opportunistic infection and exposes children to sexual activity very early
 - **Stretched household budgets:** Funds to pay rent, housing charges and micro-loans for land or housing are diverted to ARVs and medical care.

9.1.10 Gender mainstreaming in the Housing sector-Philly

- Housing is important in that it provides a place to live and a shelter for human beings. Traditionally, it is a place of work for women and more recently a place for home-working for women and men in the labour market.
- Factors such as men and women employment patterns can and do affect access to housing for women. Low incomes, part time employment and lower pensions mean that many women may have limited access to housing. Evidence also shows that homelessness is experienced in a different way by men and women with different causes and outcomes
- The cost of housing, whether owner occupied or rented, relative to people's income, is a significant issue for women. A number of factors may mean that they experience greater difficulties in accessing finance
- A range of issues around home ownership, provision of social infrastructure such as transport, shopping and leisure facilities need to be viewed through a gender lens in order to mobilise policies around the strategy to mainstream gender equality in the housing sector.
- The issue of discriminatory inheritance practices also puts women and children in the streets

9.1.11 Disability mainstreaming on the Housing sector-Gaveni

- Disabled people are twice as likely to be social housing tenants, less likely to own their own homes and more likely to live in 'non-decent' homes.
- There is a need to ensure that the housing requirements, aspirations and experiences of disabled people are reflected in during the housing provisioning processes;.
- Lobby for the need to introduce the supply and efficient use of accessible housing in our municipality
- A need to prioritize disabled persons in the provision of housing in our municipality.

9.2 PROPERTY

9.2.1 Legislative Framework

The following acts/legislations regulate all matters relating to Property in our country:

Legislation	Summary/Scope of Legislation
Constitution of the Republic of South Africa, Act 106 of 1996, Chapter 2, section 25 Municipal property rates act 6 of 2004 and Act 12 of 2007	<ul style="list-style-type: none"> To provide for the management of property in the country To regulate the power of a municipality to impose rates on property.

9.2.2 Powers and Function

- The role of the municipality is the management of Council property through lease and sale.
- Power to levy rates i.t.o chapter 2 of the MPRA 6 of 2004

9.3 LAND

9.3.1 Legislative Framework

The following acts/legislations regulate all matters relating to Land in our country:

Legislation	Summary/Scope of Legislation
Restitution of Land Rights Act no 20 of 1994.	<ul style="list-style-type: none"> To provide for the restitution of rights in land in respect of which persons or communities were dispossessed under or for the purpose of furthering the objects of any racially based discriminatory law; To establish a Commission on Restitution of Land Rights and a Land Claims Court

9.3.2 Transfer of Land

Land transferred to Greater Tzaneen Municipality by Public Works	<ul style="list-style-type: none"> Pusela 292 and 293 Pusela 6
Land transferred to Greater Tzaneen Municipality by Dept. of Rural Development and Land Reform	<ul style="list-style-type: none"> Portion 37 Farm Hamawasha 567LT
Land transferred to Greater Tzaneen Municipality by COGHSTA	<ul style="list-style-type: none"> Portion 9 and 39 of the Farm Hamawasha 542LT
Possible Land to be transferred to Greater Tzaneen Municipality	<ul style="list-style-type: none"> Haenersburg Town and Town land Portion 149 of the Farm Tzaneen Portion 23 Farm Gelukauf 497LT
HDA in a process of appointing a service provider for town planning service.	<ul style="list-style-type: none"> Portion 37, 9, 38, 292, 293 and part of portion 6

Table ?:

19.3.3 Land Analysis

Greater Tzaneen Municipality comprises of land area of approximately 3240 km² and extends from Maribethema in the West, to Rubbervale in the East, and from South of Modjadjiskloof in the North to Trichardsdal /Julesburg in the South.

The municipality is predominantly rural in nature, with vast areas of land is the state land on the Trust of Traditional Authorities thus: Modjadji Traditional Authority, Baloyi Traditional Authority, Nyavana

Traditional Authority, Bakgaga Traditional Authority, Mokgoboya Traditional Authority, Bankuna Traditional Authority and part of Mmamabolo Traditional Authority.

The space- economy land of the Greater Tzaneen Municipality is dominated by the five proclaimed towns which include Tzaneen Town, Nkowankowa, Letsitele, Lenyenye and Haenertsburg. In addition to the aforementioned towns, approximately 125 settlements of varying size are scattered system. These are mainly concentrated within the North-Eastern and South- Eastern extends of the Municipality.

a) Lenyenye

- Lenyenye is land locked.
- Extension 3 , 4, 5 and 6 are not yet transferred to Greater Tzaneen Municipality.
- The Municipality only owns Parks, Municipal Offices, Taxi rank and Stadium.
- HAD has been requested to intervene due to delay by Public works and DRDL, meeting held on 4 August 2016

b) Nkowankowa

- The Town is landlocked which prevent future development however the remainder portion of 567LT Muhlaba's location on the Northern part can be used for extension of the boundary of the township.
- The Municipality owns few pieces of land with the majority being zoned parks and schools, which some of them can be rezoned for development of residential and commercial/business.
- Thirty (30) sites in Nkowankowa A1 Industrial are available for development and Erf 1628 Nkowankowa A earmarked for Community Residential Units.

c) Letsitele

- Letsitele is also landlocked by privately owned land and Berlin Farm which is under land claim.
- Council has budgeted R3m to purchase Novengilla farm. The shortfall may be provided by COGHSTA or HAD failing which Council will have to accommodate it during adjustment budget process.
- The owner of Novengilla farm is negotiating to contribute a million toward the extension of units for his employees.

d) Haenertsburg

- The town is not yet transferred to Council is still a property of the National and provincial Department of Public Works.
- There are consensus to transfer portion of the land to GTM Council however there is a delay. We have sought intervention of HDA

e) Tzaneen town

- Tzaneen Town is a Provincial Growth Point.
- Industrial and Business Development is concentrated in Tzaneen Town. According to SDF, residential, formed business, industrial, infrastructural, social and economic development should be encouraged in Tzaneen Town.
- Bulk infrastructure, insufficient water and electricity supply presents a serious threat to the new development.

f) Politsi

Portion 14 and 34 of the farm Dwarsfontein 541LT was purchased by Council for the purpose of farm worker housing. We have requested HDA to assist with the planning process.

8 EDUCATION

8.17 Categories of schools

There are two categories of schools around the Greater Tzaneen Municipal area:-

- Public Schools
- Independent / private schools

There are 10 Circuit offices under Mopani Circuit

Circuit Offices	Public schools	Private/ Independent school
Tzaneen	20	4
Thabina	23	1
Mafarana	24	No independent/ Private
Xihoko	19	No independent/ Private
Shiluvane	23	1
Khujwana	19	1
Nwanedzi	24	No independent/ Private
Nkowankowa	26	2
Motupa	31	1
Mawa		

9 HEALTH AND SOCIAL DEVELOPMENT

Population Estimates for 2014

Total Population	Uninsured Population	% Uninsured
402 152	369980	92%

The majority of population is between the ages 20-24 years, there are more females than males, followed by under 5 years and 10-14 years. We need to strengthen women's health, maternal, child health and youth and adolescent health programmes.

Unemployment rate ranges from 36.9 to 47.1% which may contribute to increased risk of malnutrition, therefore nutrition security projects and health promotion will be prioritized. Access to sanitation ranges from 5.8% to 93.8% and leads to increased risk of diarrheal disease. Municipalities will be engaged and health promotion strengthened.

11.1 Health facilities

- 1 Regional Hospital
- 2 District Hospitals
- 4 health centres
- 30 Clinics
- 10 Mobile Clinic

11.2 Shortage/ backlogs

There are no backlogs with regard to health facilities

11.3 Top 10 Causes of Death in Mopani

2012/13	2013/14	2014/15
TB	Gastroenteritis	Tuberculosis
Pneumonia	Tuberculosis	Pneumonia
Gastro - enteritis	Pneumonia	Gastroenteritis
Diabetes	Diabetes	Congestive cardiac failure
Cancer	Congestive cardiac failure	Cardiac Vascular Accident
Renal failure	Cardiac Vascular Accident	Renal failure
Cardiovascular accident	Renal failure	Diabetes
Anaemia	Retroviral Diseases	Cancer

Congestive cardiac failure	Cancer	Anaemia
Meningitis.	Anaemia	Liver failure

Narratives:

HIV/AIDS related diseases (TB, Pneumonia, Gastro enteritis) are the main causes of deaths; and the high prevalence of HIV and opportunistic infections strengthening of HAST programme. Chronic diseases of lifestyle (diabetes, congestive cardiac failure cardiovascular accident and cancer) are the second major causes of death; hence there is a need to strengthen health promotion and community mobilization.

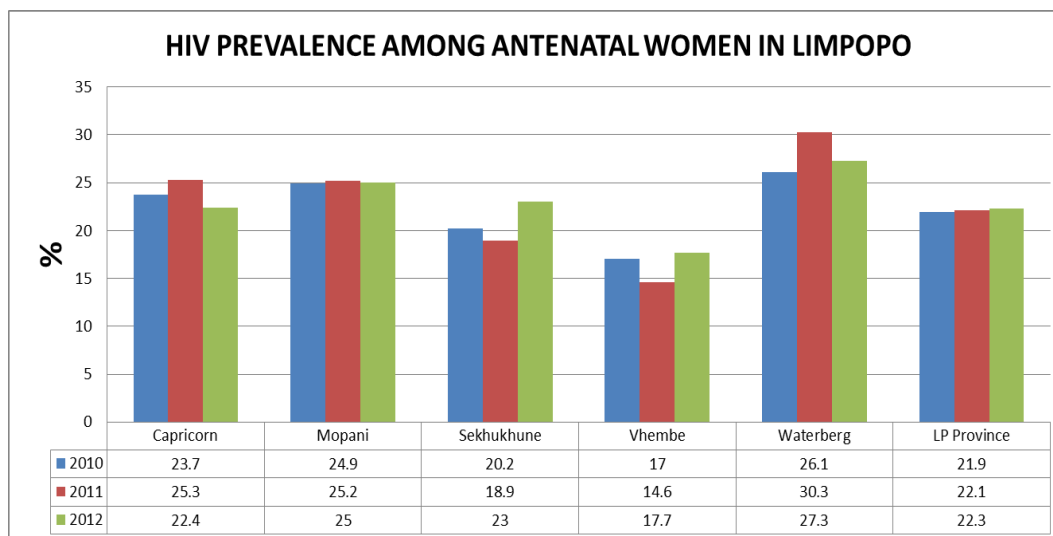
11.4 State of prevalence of range of diseases including, HIV/AIDS and TB

11.4.1 TB PROFILE IN MOPANI DISTRICT

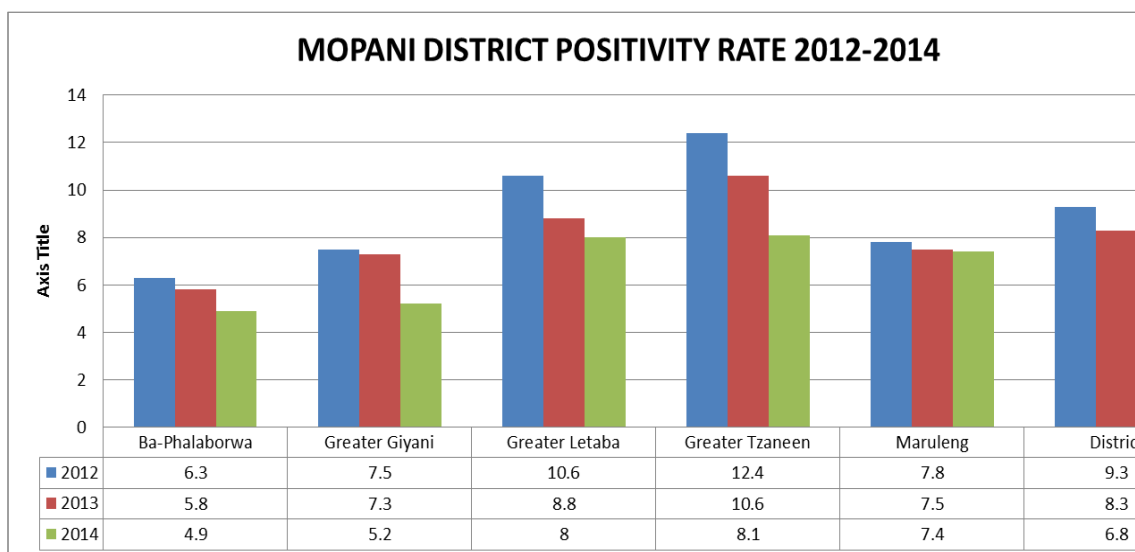
<u>Year</u>	<u>Sub-district</u>	<u>New cases</u>	<u>Cure rate</u>	<u>Defaulter rate</u>	<u>Death rate</u>
<u>2014/15</u>	<u>Ba-Phalaborwa</u>	<u>379</u>	<u>69.1%</u> <u>150/217</u>	<u>2.8%</u> <u>6/217</u>	<u>6.5%</u> <u>14/217</u> -
	<u>Greater Giyani</u>	<u>747</u>	<u>78.3%</u> <u>271/346</u>	<u>6.4%</u> <u>22/346</u>	<u>5.8%</u> <u>20/346</u> -
	<u>Greater Letaba</u>	<u>522</u>	<u>69.5%</u> <u>228/328</u>	<u>5.2%</u> <u>17/328</u>	<u>6.7%</u> <u>22/328</u> -
	<u>Greater Tzaneen</u>	<u>1369</u>	<u>76.9%</u> <u>415/540</u>	<u>5.6%</u> <u>30/540</u>	<u>7%</u> <u>38/540</u>
	<u>Maruleng</u>	<u>358</u>	<u>85.2%</u> <u>161/189</u>	<u>1.1%</u> <u>2/189</u>	<u>9.5%</u> <u>18/189</u>
	<u>Mopani</u>	<u>3375</u>	<u>75.6%</u>	<u>4.8%</u>	<u>6.9%</u>

- The number of new cases has increased from 3090 in 2013/2014 to 3375 in 2014/15, this still indicates at high incidence rate of 302/100 000 population in the district. The TB incidence rate is high in Greater Tzaneen. Facilities affected are as follows: Carlota clinic, Mugodeni Grace CHC, Lenyenye clinic, Dan and N'wamitwa clinic under Greater Tzaneen. TB Screening needs to be strengthened in high risk areas like farms in order to identify people with signs of TB and promote early presentation to health facilities
- Informal settlements and farms remain the major driving causes of the spread of TB in the district.
- Health promotion to be strengthened on prevention of the spread of TB focusing on informal settlements and farms. Partners like AgriAid will be involved to assist on prevention of the spread of TB on farms. Community stakeholders like traditional leaders and practitioners, faith based organizations and families of TB patients will be involved.
- Mopani District TB Cure rate for 2013\14 was 79.9% and 75.6% in 2014/15, indicating a decrease of 4.3
- Our facilities has high defaulter rate e.g Mogapeng, Khujwana, Dan and Motupa clinics.
- Migration, cross boarder issues and lack of resources contributes to high defaulter rate.
- The district TB Mortality rate has decreased from 7% by 0.1% to 6.9% in 2014/15

11.4.2 HIV/AIDS PREVALENCE



- The figure above shows that Mopani district is recording a stable prevalence in the province ranging from 24.9% in 2010, 25.2% in 2011 to 25% in 2012. It is recorded the second highest following Waterberg District.



- The figure above indicates that Greater Tzaneen recorded a high positivity rate, even though reduced significantly by 2.5 in 2013 to 8.1 in 2014. Affected facilities with positivity that is above 10%, are Motupa, Lenyenyene, and Carlota in Greater Tzaneen. The high positivity rate is associated with Migration, farms, taverns shebeens and other social determinants. HCT and condom distributions services will be strengthened with partners. HTA will be identified and advocacy communication and social done.

12 SSAFETY AND SECURITY

12.1 Legislation

- The Constitution, 1996 (act 108 of 1996)
- South African Police Services Act, 1995 (Act 68 of 1995)
- Private Security Industry Regulatory Act, 2001 (Act 56 of 2001)
- Criminal Procedure Act, 1977 (Act 51 of 1977)
- Control of Access to Public Premises and Vehicles Act, 1985 (Act 53 of 1985)
- Liquor Act, 2003 (Act 59 of 2003)

12.2 Safety and security facilities

South African Police Services Stations

1. Tzaneen SAPS
2. Haenertsburg SAPS
3. Ritavi SAPS
4. Letsitele SAPS
5. Maake SAPS
6. Bolobedu SAPS

12.3 Shortage/ Backlogs of Safety and Security

- Training of ward safety and security officers
- Training of Community Safety Forum by stakeholders
- Conducting safety and security Audit of the municipality
- Conducting Crime Prevention Programmes with the SAPS

12.4 Crime categories

- Contact Crime – Murder, attempted Murder, Sexual Offenses, Assault GBHB, Common Assault, Robbery Aggravating and Common robbery (with sub – categories such as what is deemed TRIO crime which is Robbery Residential and Other Premises / Business and Carjacking
- Contact Related Crime – Arson, Malicious Damage to Property
- Property Related Crime – Housebreaking Residential, Housebreaking Other Premises, Theft of Motor Vehicle / Cycle, Theft out of and from Motor Vehicle and Stock Theft.
- Crimes Dependent on Police Action for Detection – Illegal Possession of Firearms and Ammunition, Possession of Drugs and Driving under the influence of Drugs and Alcohol
- Other Serious Crime – Ordinary Theft (other theft), Fraud related (Commercial Crime) and Shoplifting

12.5 Statistics

Precinct: Tzaneen
Province: Limpopo

Type of crime	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Contact crimes (Crimes against a person)										
Murder	12	9	13	12	10	12	10	18	7	12
Total sexual crimes	131	121	120	96	84	72	92	79	85	555
Attempted murder	32	17	23	11	7	3	8	7	8	7
Assault with the intent to inflict grievous bodily harm	444	349	361	378	263	269	197	176	225	266
Common assault	724	657	557	518	370	249	193	148	244	226
Common robbery	131	134	93	109	51	45	47	42	53	50
Robbery with aggravating circumstances	157	173	191	170	60	46	52	73	77	83
Contact – Related crimes										
Arson	8	16	18	20	16	7	4	10	4	19
Malicious damage to property	264	211	182	212	145	107	130	100	101	129
Burglary at non - residential premises	154	151	209	121	87	86	104	119	114	114
Burglary at residential premises	459	327	395	344	215	269	250	299	236	254
Theft of motor vehicle and motorcycle	71	78	42	45	22	16	13	7	31	31
Theft out of or from motor vehicle	506	394	454	438	190	185	223	192	188	203
Stock – Theft	10	11	1	5	6	3	8	11	9	15
Crimes heavily dependent on police action for detection										
Illegal possession of firearms and ammunition	11	5	20	6	10	9	43	14	6	3
Drug – related crime	51	65	128	96	162	129	105	71	48	8
Driving under the influence of alcohol or drugs	31	37	27	36	82	70	101	78	104	124
Other serious crimes										
All theft not mentioned elsewhere	1288	1199	1251	1157	809	524	589	659	723	675
Commercial crime	109	107	97	107	134	215	259	198	248	402
Shoplifting	594	544	497	527	342	460	457	347	363	353
Hijacking	3	6	5	3	0	4	3	2	3	6
Truck Hijacking	0	0	0	0	0	0	1	0	1	0
Robbery at residential premises	10	52	73	38	15	11	20	26	11	17
Robbery at non - residential premises	4	4	10	6	7	9	6	11	20	8
Other crimes categories										
Culpable homicide	26	20	23	17	26	27	28	18	14	19
Public violence	0	0	0	0	2	1	0	0	0	1
Crime injuria	136	128	124	95	43	36	35	47	45	36
Neglect and ill – treatment of children	2	3	1	3	0	1	2	5	1	0
Kidnapping	2	5	2	2	2	0	2	0	3	2

12.6 Safety and Security challenges internally and external

- Shortage of personnel – only one official for the division. This makes it difficult to provide adequate service delivery.
- Non filling of vacant positions affect provision of services at Thusong Services.
- Lack of resources for Community Safety Forum (CSF) which include transport costs, communication tools, training amongst others.
- Lack of funds for the division which hamper Crime Prevention Programmes.

12.8 Disability mainstreaming on Safety and Security

- Disabled people are at greater risk of experiencing violence or hostility than the wider population. This includes violence or hostility which might be perceived as a 'hate crime'.
- Violence, in particular rape can be a daily experience in the street, at work, at home in hospitals and places of care for disabled women.
- The municipality has a responsibility together with relevant stakeholders, to initiate programmes that would respond to such challenges as mentioned.
- Safety and security policies and legislations should be in place to advocate for the safety of disabled people in communities
- Primary caregivers for disabled people should at all times ensure the safety of disabled people by always securing their homes, and facilities caring for disabled people should also strengthen their security systems

13 DISASTER AND RISK MANAGEMENT & FIRE AND RESCUE SERVICES

13.1 Status on fire and rescue

- Fire and Rescue is the competency of the Mopani District Municipality.
- Mopani District Municipality assist the municipality in case of any incident relating to fires both veld and structural fires.
- Assist our municipality in case of any incident relating to rescue e.g. drowning, spillage and rescuing.
- Alerting the municipality in case of veld and forest fires.
- Extinguishing unwanted fires in the municipal area of jurisdiction.
- The Municipality is a full member of Letaba Fire Protection Association.

13.2 Challenges on fire and rescue

- Fire and Rescue is stationed in (Tzaneen) town of which it is impossible to reach in communities in time when there are fires
- Under-staffed, i.e. during fire season is difficult for them to extinguish 3 or more fires at different places.

13.3 Status on Disaster Management

- The division do among other things:
- Do risk identification, analyses, response with relief
- Do disaster awareness campaigns to various places in the municipality e.g. schools, communities and to different groups (CWP) of the community.

- Training of ward committees and councillors.
- Responding to any incidents relating to disaster.

13.4 Disaster Management Challenges

- Late reporting of incidences during emergency.
- Late responding to incidents during emergency and during rainy season

13.5GTM Major Disaster risks:

Type	Risk
Floods	Communities building within flood lines.
Fires	Plantation, forests, grass, house and shack fires and electrical breakdowns in communities.
Severe Storms(Wind and Hail)	Flooding, uprooting of trees, house roofs blown away collapsing of mud houses in and electrical power breakdowns in communities a
Transportation	Accidents, Heavy Duty Transport, Volume of traffic,(Lydenburg road, Georges Valley road, Magoebaskloof road are accident prone areas) Hazardous material spillage(Road and Rail)

14 POST OFFICE AND TELECOMMUNICATION

14.1 Network infrastructure

- There are a total of 25 outlets in the Greater Tzaneen municipal jurisdiction.

14.2 Network challenges

- No funding
- Shareholder subsidy stopped to expand the networks
- Delayed approval processes within the organization.

14.3 Number of Post Offices

- 11 Fully operational Post Office's
- 14 Retail Post Office Agencies
- 1 Approved Mobile Post Office service to be introduced and in full service within the current financial year (Tzaneen Area),
- 1 proposed new Post Office in the Relela area to be established (still to be approved).

14.4 Post office challenges

- Poor status of Rural businesses prevent South African Post Office from embracing leasing process with Land Lord in areas where services are non-existent
- Infrastructure in not so good condition or not available
- dirt roads make accessibility difficult for Post Office vehicles
- No Telkom line facility
- Water supply is poor
- Sewer reticulation

- Eskom take long time to supply/ connect electricity to the office
- Some Post offices are situated at high risk areas creating security concerns.

14.5 Post office backlogs

- For the current financial year due to the budgetary constraints, the Infrastructure Rollout programme has been put on hold until further indication from the Shareholder and the Department of Communications.

15. SPORTS, ARTS AND CULTURE

15.1 Legislative Framework

The following acts/legislations regulate all matters relating to Sport, Arts and Culture in our country:

Legislation	Summary/Scope of Legislation
National Sport and Recreation Act no 110 of 1998	<p>To provide for the promotion and development of sport and recreation and the co-ordination of the relationships between the Sports Commission, national and recreation federations and other agencies;</p> <p>To provide for measures aimed at correcting imbalances in sport and recreation;</p> <p>To promote equity and democracy in sport and recreation;</p> <p>To provide for dispute resolution mechanisms in sport and recreation;</p> <p>To empower the Minister to make regulations</p> <p>To provide for the role of municipalities on sport and recreation</p>
National Arts Council Act no. 56 of 1997	<p>To establish a juristic person to be known as the National Arts Council; To determine its objects, functions and method of work;</p> <p>To prescribe the manner in which it is to be managed and governed;</p> <p>To regulate its staff matters and financial affairs</p>
South African Geographical Names Council Act no 118 of 1998	<p>To establish a permanent advisory body known as the South African Geographical Names Council to advise the Minister responsible for arts and culture on the transformation and standardisation of geographical names in South Africa for official purposes;</p> <p>To determine its objects, functions and methods of work;</p>
Cultural Promotion Amendment Act no 59 of 1998	To amend the Culture Promotion Act, 1983, so as to further regulate the powers of the Minister of Arts, Culture, Science and Technology
National Heritage Council Act no 11 of	To establish a juristic person to be known as the National Heritage

1999	<p>Council;</p> <p>To determine its objects, functions and method of work;</p> <p>To prescribe the manner in which it is to be managed and governed;</p> <p>To regulate its staff matters and financial affairs</p>
National Heritage Resources Act No.25 of 1999	<p>To introduce an integrated and interactive system for the management of the national heritage resources; to promote good government at all levels, and empower civil society to nurture and conserve their heritage resources so that they may be bequeathed to future generations;</p> <p>To enable the provinces to establish heritage authorities which must adopt powers to protect and manage certain categories of heritage resources;</p> <p>To provide for the protection and management of conservation-worthy places and areas by local authorities;</p>
Cultural Institutions Act No 119 of 1998	<p>To provide for the payment of subsidies to certain cultural institutions; To provide for the establishment of certain institutions as declared cultural institutions under the control of councils;</p> <p>To establish a National Museums Division</p>

15.2 Powers and Function on Parks, Sports, Arts, Culture and Cemeteries

- The municipality has powers (Constitution of the Republic of South Africa Act no 106 of 1996), schedule 5, Part B) to establish, develop and maintains parks within its area of jurisdiction;
- In terms of the National Sport and Recreation Act no 110 of 1998, section 3 (a), a municipality may carry out sporting or recreational activities or activities relating to physical education, sport and recreation, including training programmes and development of leadership qualities.
- The municipality has got the powers (Constitution of the Republic of South Africa Act no 106 of 1996), schedule 5, Part B) to establish, develop and maintains cemeteries within its area of jurisdiction.

15.3 Current status

- Parks Division have developed and undeveloped parks, allocated sites.
- Greater Tzaneen has 2 soccer Teams which are on Vodacom League and 1 ladies soccer which is on SASOL Leagues, this indicates that Tzaneen needs to have playable fields and must support these teams as their needs are growing as they get promoted. Musiphane Barcelona was promoted to SAFA SAB League after winning Greater Tzaneen Local Football Association play offs.
- GTM has 22 Coaches that were placed at 9X schools at Nkowankowa to assist with Sport Development by NDGP and schools responded very well. Currently they not employed and 4 of them are voluntary assisting community with aerobics at the indoor sport centre from Monday to Friday for an hour a day.
- The Sport, Arts and Culture Parks division supports the activities that are initiated by the Department of Sport Arts and Culture for district and national as per MOU signed by the GTM and the Department of Sport Arts and Culture. The division also organizes the activities such as Indigenous games, Club development, Visual and Performing Arts and SAFA activities that are done from clusters level of GTM and the Mayors Cup annually.
- The Greater Tzaneen Municipality participates in the SAIMSA games annually.

- The GTM has a Museum but is privatized to Curator Witt. The new Museum is needed.
- The division has need for a Senior Team Leader for Area 1 to supervise Lenyenye, Julesburg, Burgersdorp sport facilities and rural areas as indicated in the organogram, currently one person is overloaded due to lack of budget for the post and is compromising service delivery.
- The sport office needs a senior sport officer as it is also indicated in the revised organogram.
- GTM is an affiliate of the Institute of Environment and Recreation Management

15.4 Sport and recreation facilities

- Nkowankowa Stadium which will be upgraded in 2017/2018 financial year
- Nkowankowa Club House
- Lenyenye Stadium is under renovation through MIG
- Julesburg stadium
- Burgersdorp artificial stadium
- Runnymede Sport Centre is under construction
- Relela Community Hall is also under construction
- ERF 345: Indoor sport Centre is at C Section at Nkowankowa is complete
- Olympic swimming pool is complete
- Golf course is privatised
- Bowling green is also privatised
- Tennis courts at Tzaneen -part is privatised
- Community sport grounds in all Wards are graded once a year

Sport infrastructure projects submitted to department of sport arts and culture, to be considered and be provided with budget for development by sport and recreation, national office

- 1. Work to be done in the project: Construction of change rooms with ablution facilities, Construction of artificial soccer field, drilling of bore hole, volley ball, net ball, basketball, tennis court, sitting pavilion, Apollo light.**

Area/Ward: Relela Cluster, Lerejeni stadium ward 11

- 2. Work to be done in the project: Construction of synthetic track and indoor sport center**

Area/Ward: Lesedi Cluster, Lenyenye stadium Ward 31

- 3. Work to be done in the project: Upgrade of tennis courts to basket-ball and volley ball /development of sport center at Politsi (MIG not for town)**

Area/Ward: Lesedi, Tzaneen, Ward 15

- 4. Work to be done in the project: Indoor Sport Centre to be developed**

Area/Ward: Bulamahlo, Shiluvane, Ward 27

15.5 Sports, Arts and culture Challenges

- Julesburg needs upgrading
- Burgersdorp needs upgrading
- Community grounds in all wards needs more soil and to be compacted than just grading, budget.
- Part of netball courts in Tzaneen needs upgrading.
- Nkowankowa synthetic track needs upgrade
- Machines such as specialised grass cutting machines, field Markers are needed
- Sport Officers offices have no land line and it is hard to get info to the sport Council and Ward Committee members.
- Lack of swimming pools at rural
- Lack of personnel or PPP to operate the Sport center or swimming pool

15.6 HIV/AIDS and Sport and Culture

- Within sport there exists a risk of injury and subsequent bleeding. Accordingly, there is a possibility, albeit small, of risk of HIV infection during participation in certain physical activities. This is particularly true in the case of high-risk combat sports, such as boxing, wrestling, and the martial arts, where open bleeding wounds tend to occur quite often, especially during competition.
- Accordingly, all participating sportspersons, coaches, and administrators should be appropriately informed about the inherent risk that sport presents
- Sport role models have a big influence on their fans. Sport and Recreation Council should use this influence for good by letting these role models speak about HIV/AIDS at major events.

15.7 Gender mainstreaming and Sport and Recreation

- Women's participation in sport has a long history. It is a history marked by division and discrimination but also one filled with major accomplishments by female athletes and important advances for gender equality and the empowerment of women and girls
- Women were often perceived as being too weak for sport, particularly endurance sports, such as marathons, weightlifting and cycling, and it was often argued in the past that sport was harmful to women's health, particularly their reproductive health
- The participation of women and girls in sport challenges gender stereotypes and discrimination, and can therefore be a vehicle to promote gender equality and the empowerment of women and girls. In particular, women in sport leadership can shape attitudes towards women's capabilities as leaders and decision-makers, especially in traditional male domains. Women's involvement in sport can make a significant contribution to public life and community development.
- Currently GTM has ladies soccer Team which was in ABSA Woman's League and recently promoted to SASOL Woman's League from Ward 6.

15.8 Disability mainstreaming and Sport and Recreation

- People with disabilities experience the same need for sport, including competitive sport and recreation as their non-disabled peers Sport is generally regarded as one of the vital components in the integration of people with disabilities into society. It is also often a vital component in the successful rehabilitation of people with disabilities.
- Sports can also be used as a tool for development of personalities while at the same time integrating and encouraging social contact between people diverse abilities. Sport, leisure and other recreational activities are as important for people with disabilities as they are for the able-bodied persons.
- Again, the benefits of sport to people with disabilities are immense. It can be used as means of treatment, leisure, hobby, therapy and rehabilitation.
- Therefore, there is need for policy objective to develop and extend sporting activities for people with disabilities in both mainstream and special facilities so that they can participate in sport for both recreational and competitive purposes.
- GTM available sport facilities and facilities to be constructed need to be made disability friendly.

16. PARKS

16.1 Parks Status

a) Nkowankowa Parks

- Nkowankowa has two upgraded parks by NDGP i.e. 944 will be Indigenous Games Park, Park 2065 is children friendly but still accommodates parents because of barbecue facilities constructed there. River Park is also upgraded.

b) Tzaneen

- MiniTzanie was upgraded during Mandela Week 2013 through partnership with Business Chamber, GTEDA and others.
- Park at Maritz Street is dilapidated; wooden structure is removed because it could not be fixed the park currently looks empty.
- Flora Park (extension 13), park needs upgrading

c) Lenyenye

- Lenyenye has one children's play park that needs upgrading too
- Site No 2061 is potential site for community park development
- Open space on the side of the Municipal offices is also potential space.

d) Letsitele

- Letsitele has one children's play park that needs upgrading too

e) Haenertzburg

- Haenertsburg has a small park that needs upgrading

f) Rural Areas

- There is absolute lack of community parks at all 135 villages
- One (1) park in each of the four Clusters is planned if funds becomes available

16.2 Challenges facing parks

- River Park is vandalised.
- Water availability is a challenge, not able to water
- The 2065 is used by thugs who brakes the gates if they locked in the evenings- reported to Police for patrol.
- Not all parks are in the maintenance contract because when the contract was appointed, other parks were under upgrade and maintenance through NDGP
- Personnel who worked during NDGP complained that they were not paid all what was due to them, GTM paid according to what was submitted by the Consultant.

16.3 Developed parks and gardens which are maintained daily by contractors

1. Jetty 3 and Marits Street park	11. Four way stop, Danie Joubert
2. Pioneer Flats	12. Sapekoe Drive
3. Minitzani	13. Skirving
4. Waterfall Park and First Ave	14. Central Cemetery and in front of
5. King Edward Drive and Adams circle	15. Boxer
6. Nkowankowa Hall and Town managers offices	16. Agatha Street Entrance of town
7. Letsitele Gardens	17. Information Centre
8. Cnr. Sapekoe and Plantation Street.	18 Adams farm
9. Library and Civic Centre areas	19. Ext 13 Park
10. Kudu Street plant boxes	

16.4 Challenges facing gardens

Gardens need to be redone, no nurseries on data base to purchase plants

16.5 Grass cutting at parks demarcated sites and side walks

- Is done in all proclaimed towns by municipality officials and contractors at separate routes.

Challenges

- Insufficient machinery and equipment. Brush and Bush cutters were procured and the appointed services providers failed to deliver the service due to underquoting in 2013. The funds were lost and the machines were never procured till today.
- Lack of grass cutting Mechanic to repair machines since he went on pension and the other got promotion more than a year ago.

Open Spaces

- Open spaces used to be hand-slashed by contractors and other route by Municipality personnel with bush cutters.
- Insufficient machinery and equipment. Brush and Bush cutters were procured and the appointed services providers failed to deliver the service due to underquoting in 2013. The funds were lost and the machines were never procured till today.

Challenges

- No contractor to do bush clearing, since it was refused re-advertisement by former MM.
- GTM personnel have no bush cutters, they all broken, needs to be replaced to work on their route
- Open spaces are infested with Invader weeds which is contrary to NEMA and they poses community to danger.
- Fire hazard to neighbourhood.

16.6 Trees donations:

- Trees were received from DAFF and indigenous trees were donated to schools for arbour week 2016 and fruit trees at RDP Houses at Ward 17,21,23
- Beneficiaries were work-shopped on how to plant and look after trees

Challenges

- Lack of water to water trees
- Animals are eating trees. It is encouraged that during community meetings it be a standing item to remind the community members to look after their trees and use grey water for watering.
- Dangerous trees needs to be cut and removed
- Community members cutting indigenous trees for fire wood
- Community fear that thugs will hide

17. CEMETERIES

17.1 Development of new Cemeteries

- Greater Tzaneen Municipality have 137 cemeteries
- Currently there is need for extension of full cemeteries, fencing and construction of ablution facilities.
- Nkowankowa cemetery has just received final Community resolution for extension.
- Tzaneen Agatha cemetery is currently under-going various studies to allow extension.
- Lenyenye cemetery land for extension, negotiations have started.
- There is need for Regional cemetery

17.2 Challenges

- Lack of budget for cemetery extensions, fencing, construction of ablution facilities and development of new cemeteries as the community requests.
- Construction of graves inside consumes future burial space
- Construction of huge tomb stones consumes space too, enforcement of implementation of cemetery by laws is needed.
- There are volunteers which are cleaning some of the cemeteries. The plan is to have 10 volunteers in each Ward to keep CLEAN and GREEN all cemeteries in Wards. There is need implementation of EPWP start-up budget for stipend of grave diggers and volunteers so reports can be submitted for funding.

18. LIBRARIES

18.1 Legislative Framework

The following acts/legislations regulate matters relating to Library Services in South Africa.

Legislation	Summary/Scope of Legislation
The National Library of South Africa Act no 92 of 1998	To provide for the National Library of South Africa; for collecting, preserving, making available and promoting awareness of the national documentary heritage
South African Community Library and Information Services Bill, 2010	To provide for the promotion and development of community libraries and the provision of library and information services; To promote co-operative governance and co-ordination of responsibilities and mandates for the provision of library and information services; To provide measures aimed at correcting uneven and unequal provision of resources for library and information services; To provide for essential minimum uniform norms and standards required for the rendering of library and information services; To empower the Minister to make policy and regulations for community libraries and library and information services.
National Council for Library and Information Services Act, no 06 of 2001	To establish the National Council for Library and Information Services; To provide for its objects, functions, composition, meetings, committees and annual report

18.2 Powers and Functions of Library Services

- Library Services is the joint responsibility of Municipal authorities and the Dept. of Sport, Arts and Culture.
- South African libraries are not mentioned in the Municipal Structures Act. Nevertheless, municipalities countrywide have entered into Service Level Agreements with their respective Provincial Library Services.
- The Greater Tzaneen Municipality has entered into a Service Level Agreement with the Limpopo Provincial Library Services, Dept. Sports, Arts and Culture. In terms of the Service Level Agreement the municipality is responsible for all operational costs re library services. The Provincial Library Services is responsible for building new libraries and supplying furniture, equipment and reading material.
- A manual from the Limpopo Provincial Library Services is used as a policy guideline for all Community libraries in the Limpopo Province. The manual guides matters such as cataloguing, shelving, the lending function and mending of books. A copy of the manual is available in the Tzaneen Library.
- In addition, the GTM Library By-Laws detail rules and regulations specific to the GTM libraries.

18.3 Status of libraries

The Greater Tzaneen Municipality runs library services in the following areas:

- Tzaneen (Main library)
- Haenertsburg (Branch library)
- Letsitele (Branch library)
- Shiluvane Library (Branch library)
- Mulati (Branch library)

The Department of Sport, Arts and Culture have committed to building a new library for the GTM in Runnymede.

- Communities from all over the Greater Tzaneen Municipality area and beyond use the Greater Tzaneen Municipal libraries. The Tzaneen and Shiluvane libraries are two of only three municipal libraries in the Limpopo Province that are open on Saturdays.
- The Greater Tzaneen Municipality libraries all offer full library services, including the following:
 - Access to balanced book collections
 - Lending services
 - Information services, with the emphasis on school project help
 - User education
 - Holiday programmes and book-related arts and craft events, including an annual reading competition.
 - Room to study.
 - Free public access to the Internet and free Wi-Fi
 - Assistance to schools

The high level of service should be maintained and extended, as the demand for quality library services is high.

18.4 Library challenges

- The ever increasing demand for learning material, the lack of school libraries in the area, the poor service delivery at libraries outside of the GTM area, the slow delivery of books via the Provincial Library Services and the high cost of establishing and operating new municipal libraries are the main challenges facing the GTM Library Services.
- Delays in personnel provisioning at the GTM has caused a serious lack of cleaning personnel at the Letsitele, Shiluvane and Mulati libraries.
- Infrastructure of new libraries built through the Department of Sport, Arts and Culture is faulty resulting from poor workmanship. This results in huge costs to the municipality and difficulties in service delivery. An example is the Shiluvane Library where water provision is sporadic. Another example is the faulty air conditioners at both the Shiluvane and Mulati libraries.
- Payment for electricity at the new libraries is done by the Department of Sport, Arts and Culture. At times payment is slow resulting in the electricity being cut off and serious interruption in service delivery.
- The Department of Sport, Arts and Culture communicates very little regarding the National Library Grant to municipalities. Planning is made difficult when municipalities are not informed about what may be expected from its list of requirements.

18.5 Library backlogs

- Library services are needed within reach of all towns, villages and communities. Establishing a library in Nkowankowa and in each of the municipal clusters would be a practical way of ensuring accessible library services to all. The Runnymede and Lesedi cluster areas do not yet have libraries. The Runnymede Library site has been approved at the Runnymede Training Centre. The next project will be done in Lesedi.
- The estimated cost of building and furnishing a proper library with sufficient books and study space is 8 million Rands. In order to function optimally, and to open for extended library hours, including Saturdays, each library would need a staff complement of 6, including 2 librarians and 4 library assistants. Operational costs would be an estimated two million Rands per new library per year.

18.6 Recommendations:

- That the Tzaneen, Letsitele, Haenertsburg, Shiluvane and Mulati libraries be maintained and improved.
- That operational costs for the Shiluvane and Mulati libraries is budgeted for.
- That the establishment of school libraries be encouraged.
- That the establishment of new libraries at Nkowankowa and in all the municipal clusters be supported.

18.7 Disability mainstreaming of Library Services

- Libraries play an important role in the lives of people with disabilities as books and information empower all people equally.
- The Tzaneen, Letsitele and Haenertsburg libraries are wheelchair accessible in terms of accessing library materials and information services. The new libraries at Shiluvane and Mulati are accessible to wheel chairs and include toilets which are wheelchair accessible.
- People with disabilities are welcome to engage with the GTM Library Services as their opinion of, and suggestions for library infrastructure, collection development, programmes and facilities are highly valued and seriously considered.
- Braille publications should be made available and accessible in all municipal libraries for the visually impaired people. The SA Library for the Blind will be extending its services to the GTM libraries from 2016/17

18.8 Gender mainstreaming of Library Services

- All genders are treated with equal respect and information is free to all.

18.9 HIV/AIDS mainstreaming of Library Services

- Authoritative books on HIV/AIDS are available in the GTM libraries

KPA 3: LOCAL ECONOMIC DEVELOPMENT

19. ECONOMIC ANALYSIS

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

19.1 Legislative and Policy Framework

The following acts/legislations regulate all matters relating to Economic Development in our country:

Legislation	Summary/Scope of Legislation
The Constitution of South Africa 1996, Sec 153	“A Municipality must structure and manage its administration, budgeting and planning process to give priority to the basic needs of the community, and to promote the social and economic development of the community.”
National Development Plan – Vision 2030	The policy proposes for the rise in specific targets in terms of unemployment rate, labour force, the Growth Domestic Products.
New Growth Path	The new growth path is intended to address unemployment, inequality and poverty in a strategy that is principally reliant on creating a significant increase in the number of new jobs in the economy, mainly in the private sector. Is a broad framework that sets out a vision and identifies key areas where jobs can be created
Limpopo Employment, Growth and Development Plan (2009 – 2014)	Provides a framework for the provincial government, municipalities, the private sector and all organs of civil society to contribute toward pursuing the strategic priorities as encapsulated in the Medium Term Strategic Framework.
A Co-operative Development Policy for South Africa, 2004	This policy statement deals with an important variant of economic enterprise, namely co-operatives and outlines the government’s approach to defining the cooperative enterprises as well as the policy instruments that will be utilized to achieve our objectives.
Broad-based Black Economic Empowerment Act no.53 of 2003	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council
National Framework for Local Economic Development (LED), 2006 – 2011	To shift towards a more strategic approach to the development of local economies and overcome challenges and failures in respect of instances where municipalities themselves try to manage litany of non-viable projects or start ups. To support local economies in realising their optimal potentials and making local communities active participants in the economy of the country. To elevate the importance and centrality of effectively functioning local economies in growing the national economy. To improve community access to economic initiatives, support programmes and information. To improve the coordination of economic development planning and implementation across government and between government and non-governmental actors.
Mopani District LED Strategy	The Strategy has developed seven (7) strategic thrusts for economic development in the District. Priority projects were identified based on job creation, skills development, community involvement, SMME development and overall economic impact in the district.

19.2 Powers and Functions

Whilst the Vision of the Municipality is retained as follows: ‘To become the most prosperous economy in the Country where communities are integrated and have access to sustainable basic service’, the 2012 – 2016 LED Strategy thus proposes five anchor projects as a basis to proceed with the relevant interventions. The five anchor projects have been selected to achieve a target of 12,500 new jobs during this five year planning period.

The National Development Plan and the New Growth Path set specific targets for the economy for 2020 such as halving unemployment rate and increasing labour force participation. The Greater Tzaneen Municipality will thus make its required contribution to the achievement of these targets.

LOCAL ECONOMIC PROFILE

19.3 Economic Employment

The latest labour force survey by Statistics South Africa (first quarter 2012) indicates that unemployment in Limpopo has deteriorated from 19.3% in March 2011 to 21.9% in March 2012. During this period the number of discouraged work seekers increased from 415,000 (March 2011) to 424,000 in March 2012. This is the strict definition of unemployment, which excludes discouraged work seekers. The unemployment rate will be worse if discouraged work seekers are included. Unfortunately these official statistics are not available at the district or the municipal level.

The only estimates at the municipal level that are available are from commercial statistical service providers, such as Quantec.

The table below reflects the Quantec labour force estimates for Greater Tzaneen Municipality from 2011 to 2013 in comparison to those of Mopani District

Quantec Regional Economic Database: 2014

	2011	2012	2013
Mopani District			
PT00:Total population	1141054	1141054	1141054
Employed Formal and Informal	243516	263051	284762
Employed Formal	156080	166376	174447
Employed Informal	87436	96675	110315
Unemployment rate	19,4%	19,0%	18,8%
Labour force participation rate	41,8%	43,4%	45,6%
Greater Tzaneen Municipality			
	2011	2012	2013
Total population	390095	390095	390095
Employed –Formal and Informal	81222	87241	94962
Employed Formal	49892	52718	55570
Employed Informal	31330	34523	39392
Unemployment rate	21.2	21.0	20.8
Labour force participation rate	42.3	43.7	46.0

Table 32: Labour: Mopani District and Greater Tzaneen Local Municipality

Quantec Regional Economic Database: 2014

Economic Sector	2011	2012	2013
Agriculture, forestry & fishing	1302	1400	1400
Mining and quarrying	8044	7750	7857
Manufacturing	1194	1204	1216
Electricity, gas & water	1405	1645	1811
Construction	723	767	813
Wholesale & retail trade; catering & accommodation	4826	5351	5856
Transport, storage & communication	2974	3103	3238
Finance, insurance, real estate & business services	5395	5861	6333
Community, social and other personal services	1682	1817	1929
General Government	6800	7290	8058
Total	34344	36188	38512

Table 33: Gross Value added at basic prices, Rm Mopani District Municipality**Sources: Quantec Regional Economic Database: 2014**

Economic Sector	2011	2012	2013
Agriculture, forestry & fishing	520	557	555
Mining and quarrying	218	215	202
Manufacturing	461	492	478
Electricity, gas & water	523	604	664
Construction	318	340	363
Wholesale & retail trade; catering & accommodation	1443	1553	1667
Transport, storage & communication	944	977	1011
Finance, insurance, real estate & business services	2097	2258	2425
Community, social and other personal services	578	620	653
General Government	1778	1896	2087
Total	8880	9512	10105

Table 34: Gross Value added at basic prices, Rm Greater Tzaneen Local Municipality

19.4 Economic Production: to be updated no latest info available

Greater Tzaneen Municipality has a large economy by Limpopo standards, with a total value of production of R7 billion in 2010 at constant 2005 prices. Finance, insurance, real estates and business services is the dominant sector, significantly influenced by the high imputed rent value of land.

19.5 Employment and Unemployment statistics in proportion to Gender (2015/2016)

The graph below is a representation of employment and unemployment statistics within Greater Tzaneen Municipality in proportion to gender:

	Male	Female	Grand Total
Employed	39855	33627	73482
Unemployed	17572	24965	42537
Discouraged work-seeker	5147	8274	13421
Other not economically active	49253	64903	114156
Grand Total	111827	131769	243596

Source: Quantec Regional Economic Database:

2014

19.6 Employment and Unemployment statistics in proportion to Age (2013/2014)

The graph below is a representation of employment and unemployment statistics within Greater Tzaneen Municipality in proportion to gender:

	Male	Female	Grand Total
Employed	39855	33627	73482
Unemployed	17572	24965	42537
Discouraged work-seeker	5147	8274	13421
Other not economically active	49253	64903	114156
Grand Total	111827	131769	243596

Source: Quantec Regional Economic Database:

2014

19.6 Levels of current economic activities – dominant sectors and potential sectors

The latest labour force survey by statistics SA (first quarter 2012) indicates that unemployment in Limpopo has deteriorated from 19,3% in March 2011 to 21,9% in March 2012. During this period the number of discouraged work seekers increased from 415,000 to 424,000. Unfortunately these official statistics are not available at the District or the Municipal level.

19.7 Job creation initiatives by the municipality (e.g. local procurement, Extended Public Works programme – EPWP) 2015/2016

The Community Works Programme (CWP) was established in 2011 in communities which have low income or no household income at all. The programme has to create 2000 jobs with a view to expand to the entire Municipal area.

19.8 Local skills base and Job market

- Skills training within GTM should be concentrated on the three priority sectors, namely agriculture, tourism and processing.
- The intention of this intervention is to improve the employability of the economically active persons within the GTM area so that these persons will qualify for the new jobs that are expected to be created through the project proposals that are contained. SETAs that are particularly relevant to GTM are Tourism and Hospitality (THETA), Primary Agriculture (PAETA), Local Government and Water (LGWSETA) and the Wholesale and Retail Education and Training Authority (WRSETA).
- A Skills Development Project Team was established comprising the relevant municipal officials with representatives from the Tzaneen Labour Centre and the Limpopo Office of the Department of Labour. This

team will obtain project application forms from the SETAs that are mentioned above as a starting point to facilitate the flow of levies back to employers. Applications for taxi-driver training will also be included under the auspices of the Transport Education and Training Authority. The Skills Development Forum needs to be formalized and regular meetings need to be ensured.

19.9 Numbers of jobs created in your municipality through LED initiatives in the past year (2015/2016)

LED has no direct projects funded, however projects that of local economic nature emanate from MIG and other Municipal outsourced services like in consultation.

19.10 Comparative and competitive advantage of the Municipality:

- In terms of Agriculture, Greater Tzaneen Municipality generate the majority of the districts GDP which accounts for 43% followed by Letaba Municipality which contributes 23%. This is evident by the high employment sector in Greater Tzaneen as Agriculture by 40% followed by Letaba with 25%. Thus the Municipality has a competitive advantage in Agriculture within the district followed by Manufacturing which contributes 38%, 3% of the local Municipality to the district.
- The highest GDP contribution per sector in the Greater Tzaneen Municipality is Community services by 31, 7 % followed by Finance and Trade by 23, 8% and 10, and 2% respectively. Agriculture contributes only 7, 6% in the local Municipality with the least in Construction and Manufacturing by 1.7% and 3, 7 respectively. Community services, has therefore a competitive advantage in the local Municipality as compared to agriculture. The figures shows that manufacturing and Construction have a comparative advantage as sectors for economic growth within the Municipality.

19.11 Sectors with local economic potential

The following are sectors which have an economic potential within our municipality:

- a) Agriculture
- b) Tourism, and
- c) Agro-Processing

19.12 Opportunities for LED:

The 2012 LED strategy identified five sets of anchor projects to proceed with relevant initiatives that were previously identified and to incorporate new development imperatives. These five anchor projects are thus summarised as follows:

- Improved Municipal Service Delivery
- Community Development
- Nodal Development
- Unlocking Resource Potential
- Informal Sector Development Support

The five sets of anchor projects have been selected to achieve a target of 12,500 new jobs in the Municipality over the five year period, which translates to an average of 2,500 per year. This is also informed by the local natural resource potential and by the local development conditions. Agriculture, Tourism and Industrialization still remains the main source of economic development in Tzaneen Local Municipality.

19.3 Social and Environmental Challenges

Social	Environmental
Poverty	Climate change
HIV and AIDS	Pollution
Cultural Diversity	Illegal occupation of land
Political Climate	Veld fires
Xenophobia	Exploitation of Natural Resources
	Land Redistribution/Restitution

Table 36: Social and Environmental Challenges

19.4 Challenges and Constraints for LED

- Lack of coordinated marketing strategy for the entire Municipal area
- Delayed restitution processes
- Lack of coordination of the value chain
- Business and trade needs to be diversified for retention and sustainability purposes
- Large concentrations of population settlement and purchasing power still present opportunities for more retail/shopping centres.
- Lack of incentives for private sector driven development
- Informal sector shows substantial growth which needs to be part of the organized/Formal business

20. TOURISM

20.1 Legislative Framework

The following acts/legislations regulate all matters relating to Tourism in our country:

Legislation	Summary/Scope of Legislation
Tourism Act no 72 of 1993.	To make provision for the promotion of tourism to and in the Republic; Regulation and rationalization of the tourism industry; Measures aimed at the maintenance and enhancement of the standards of facilities and services hired out or made available to tourists; The co-ordination and rationalization, as far as practicable, of the activities of persons who are active in the tourism industry; with a view to the said matters to establish a board with legal personality which shall be competent and obliged to exercise, perform and carry out certain powers, functions and duties; To authorize the Minister to establish a grading and classification scheme in respect of accommodation establishments, the membership of which shall be voluntary; To make provision for the registration of tourist guides; To prohibit any person to act for gain as a tourist guide unless he has been registered as a tourist guide in terms of the Act; to authorize the Minister to make regulations
Tourism Second Amendment Act no 70 of 2000	To amend the Tourism Act 1993, so as to insert certain definitions; to further provide for the training and registration of tourist guides; To make provision for a code of conduct and ethics for tourist guides;
Tourism BEE Charter	To provide for the empowerment and transformation of the tourism sector and its commitment to working collectively to ensure that the opportunities and benefits of the Tourism Sector are extended to black South Africans as well

20.2 Powers and Functions

- The municipality has powers (Constitution of the Republic of South Africa Act no 106 of 1996), schedule 5, Part B) to manage local tourism within its area of jurisdiction.

20.3 Local Tourism sector

- As outlined in the Provincial Economic Strategy analysis, tourism has been identified as a sector having competitive advantage. This sector reflects strengths, unique characteristics and a potential for growth and development
- Whilst the municipal area has tremendous natural and heritage potential for development, the performance of the trade sector (wholesale, retail, catering and accommodation) has tended to show slow growth rates. There appears to be general consensus that tourism demand is well below what would be expected from an area with such outstanding natural potential.

20.4 Tourism Development Opportunities

The following opportunities have been identified in the revised tourism strategy:

• Revive interest in agri-tourism and farm visits	• Spearhead an official approach to the Department of Water Affairs and Forestry to create tourism zoning plans around each dam and to permit appropriate water-based activities on the dams.
• Runnymede community garden tours	• Tourism facilities at Ebenezer, Magoebaskloof and Tours Dams
• Backpacker chalets in Haenertsburg	• Debengeni Waterfall tourism plan
• Adventure tourism camp at Tours dam	• Special interest pamphlets
• Training Centre for Culture, Nature and Adventure guides	• Determine value of Tzaneen Museum
• Tourism facilities at Tzaneen Dam	• Determine state of Old Public Works building and tourism value
• Expanded day-visitor facilities at Tzaneen Nature Reserve	• Maintenance and interpretation at all monuments
• Haenertsburg Grasslands declared a site of Natural Importance	• Formal relationship between GTM and the Village Tourism Trust
• Active involvement of tourism operators in the Tourism Development Agencies	• Create 'route forums'
• Acceptable tourism branding for the GTM destination	• More effective liaison with neighbouring destinations
• A Marketing Plan and a strategic marketing alliance at a regional or district level	• The Introduction of Tourism Awareness programmes at local schools

The revised tourism strategy is based on the following broad opportunities:

- Agri-tourism opportunities
- Adventure and sports tourism opportunities
- Nature-based tourism opportunities
- Cultural heritage tourism opportunities
- Events and Routes opportunities
- General - organizational and marketing requirements

21. AGRICULTURE

21.1 Status Agriculture

- Agriculture constitutes the main source of employment of the majority of our poor people in our municipality
- The area has a dual agricultural economy, with both well-developed commercial farming and more subsistence-based production in the deep rural areas.
- It has fertile land, access to labour, local farming expertise and a sub-tropical climate, which favours the primary production of various agricultural products.
- Currently a lot of fresh produce from our area is still being sent to Johannesburg only to be sold back in processed form back to large chain stores in and around Tzaneen.

21.2 Agricultural Programmes

The following programmes forms the basis of agricultural development in the municipality:

- Livestock improvement, processing and support
- Forestry development and processing
- Agriculture diversification

21.3 SWOT Analysis of Local Agriculture

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Transport is accessible • Plenty of retail outlets (fresh produce) • There is plenty of agricultural water • Availability of farm inputs within reasonable distance • Abundance of unskilled labour • Availability of farm service e.g. ploughing, harvesting, pruning • There is fertile land and favourable climate • Emerging farmers are getting well institutionalized • Vibrant hawkers market serves as good local distributor 	<ul style="list-style-type: none"> • Uncoordinated agricultural production • High costs of commercial transport • Inconsistent markets make farmers to switch to other enterprises that may seem convenient • Poor irrigation infrastructure e.g. service roads, fences • Not sufficient CASP funding only a few benefiting • Poor/lack of technical or management skills • LRAD – long processes of acquiring land • Expensive skilled labour (few experienced but expensive to keep) • Poor access of information (farmers don't know how to tap into governments opportunities) • High costs of farms service/lack of access to services (related to lack of finance) • Tenure – PTO only conducive for cash crops or other short term production • High competition with commercial farmers (there is a wrong perception on quality of products that commercial farmers' product is always good) • Agents at the fresh produce market don't represent the emerging farmers needs • No access to export market (Global Gap & HACCP are not easy to meet) • Lack of fresh produce market (wholesale) • Lack of insurance brokers that look into black farmer needs (all insurance packages are not affordable) • Lack of skilled labour • Poor technical advice (no specialists) extension officers lack knowledge that is specific to some commodities • Finance –lack of collaterals and black listing being the main problems • Lack of capital for irrigation pipes to draw water from source to farms • Poor access to water rights • Pack house prerequisites and standards very difficult for black farmers • Processors only buy from contracted producers if supply is too high
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • There's still room for processors (during, canning, etc.) as existing firm sometimes to absorb everything available • Establishment for a fresh Produce Market • Black empowerment agents • Export market growing with lots of opportunities but needs government intervention • Establishment of specialized transport service specific for emerging farmer needs • Start Agri-BEE focused farm service companies • PPP opportunities for retailers and wholesalers • Export BEE company 	<ul style="list-style-type: none"> • Production likely to decline due to land claims • Barriers to entry into export market e.g. certification (Global GAP) • Certification need to have a national policy and governing body – Organic Product • Crime – theft of electric cables, transformers and crop vandalization of farm houses • Natural disasters

21.4 Formal and Informal Business

- The municipality must stimulate economic activity through business support and retention, mobilising support of organised business structures, promotion of local buying and improvement of business services, new business development and promotion, skills development, retail trade promotion and informal sector development to assist emerging businesspersons to engage meaningfully in the mainstream economy of GTM.
- The following programmes form the basis for support and development of the formal and informal business in the area:
 - Business retention and attraction , Skills development , Retail trade promotion and informal sector development and Land claims and infrastructure development and support

21.5 Gender mainstreaming in Local Economic Development

- Successful gender mainstreaming in local economic development processes brings about fundamental changes in power relations between women and men.
- From the very start of the LED process, when consensus is being built around an LED strategy and the first activities are being planned, special care must be taken to ensure that women and men are given equal opportunities to be directly involved in the LED strategy formulation process, and have opportunities to express their needs and opinions concerning the development of their locality.
- Desired outcomes of LED interventions on gender-sensitive enterprise development initiatives are
 - Improved productivity of women-owned or operated enterprises;
 - Greater opportunities for women to venture into high-return business fields;
 - Higher self-confidence among women entrepreneurs as they, respectively, become knowledgeable about their options and their rights as workers and entrepreneurs;
 - Greater access of women micro entrepreneurs to higher credit levels and technical support, allowing them to move to less crowded business fields

21.6 Disability mainstreaming in Local Economic Development

- Local government sphere bears responsibility for facilitating and ensuring that the progressive achievements of government on disability issues are incorporated into all municipal and local economic development initiatives.
- The LED Strategy should be able to clearly articulate the participation and support of disabled persons in the local economy

22. EXPANDED PUBLIC WORKS PROGRAMME

a) Background

The expanded Public works programme (EPWP) is South African Government initiated programme aimed at creating 4.5 million work opportunities by 2014. The programme is implemented by all spheres of Government, across four (4) defined sectors, namely the infrastructure, social, Non-state and Environmental and culture sector. The National EPWP framework provides that local government develop an EPWP policy that is embedded within the integrated development plan, the policy is expected to promote EPWP principles and the restructuring of local government activities to facilitate and create greater employment opportunities per unit of expenditure .it further provides that EPWP projects and programmes must be identified within each department ,which can be implemented using labour – intensive or community based services delivery method.

b) Objectives of the Expanded Public Works Programme

The expanded public works programme is about the reorientation of the line function budgets so that expenditure by government results in increased employment opportunities and training particularly for unemployed and unskilled labour. The following main objectives of the programme, inter alia, to create an enable environment to: Create employment opportunities for unemployed within local communities through the implementation plan which collectively cuts across the different sectors.

Develop SMME's to execute EPWP work by facilitating the transfer of technical managerial and financial skills through relevant SETA & DOL courses, in properly structured learnerships programmes. Out of total annual budget spent, maximise the percentage retained within local communities in form of wages, promote the procurement of goods and services from local manufacturers, suppliers and service providers.

Develop skills within communities through EPWP training by accredited training providers aimed at the developing sustainable skills and capacity within communities. Using clearly defined key performance indicators –monitor, evaluate and report all EPWP initiatives, including those implemented using provincial and National government budgets.

c) EPWP Phase II Targets for Greater Tzaneen Municipality

As per the Municipal Protocol agreement entered between the National Minister of Public works, the Mayor and also the annual contract signed by the Municipal Manger. The set targets for 2013/2014 financial year is 1291 work opportunities (WO) and 445 full time equivalents (FTE's).

The targets are distributed within the services delivery department and the targets read thus;

Department	Annual target	First quarter	Second quarter	Third quarter	Fourth quarter
Electrical Engineering Services	206	52	102	154	206
Engineering Services	917	229	58	687	916
Community Services	168	42	84	126	168

D) Source of funding

The Department of Public has introduced an integrated EPWP conditional grant and the 2013/2014 financial year allocation is R 1 712 000

- Municipal infrastructure grant (MIG)
- Neighbourhood development Grant (NDPG)
- Operational and capital budget
- Equitable share

23. GREATER TZANEEN ECONOMIC DEVELOPMENT AGENCY

Status on GTEDA

23.1 Introduction

GTEDA is a municipal entity of the Greater Tzaneen Municipality (GTM). The existence of GTEDA is as a result of an initiative between GTM and the Industrial Development Corporation (IDC). A Memorandum of Understanding between GTM and GTEDA was entered into in November 2006. The GTEDA is now 100% owned by the municipality.

This is a mechanism used by municipality to assist in driving economic development and ensure job creation through investment attraction. As such, it is an organ of state and has to comply with legislature framework to ensure accountability, transparency and consultative processes, similar to requirements that apply to a municipality. Though this is a municipal entity, it has been registered as a company per Company's Act.

23.2 Legislative Mandate

Being a Municipal Entity of the Greater Tzaneen Municipality (GTM) established with the main aim of implementing economic development within the GTM area, the Greater Tzaneen Economic Development Agency (GTEDA) therefore derives its legislative mandate first and foremost from Chapter 10 of the *Municipal Finance Management Act, 2006* (Act No. 53 of 2006) and its Regulations read with Chapter 8A of the *Municipal Systems Act, 2000* (Act No 32 of 2000) and its Regulations. GTEDA also ensures compliance, to an extent applicable, to all other relevant legislation governing local government.

23.3 SWOT Analysis

Organisational Analysis (External)

Various stakeholders' were engaged to participate in the analysis of GTEDA's internal strengths, weaknesses and external opportunities and threats by way of a SWOT Analysis Tool and identified the following:

Strengths	Weaknesses
<p><u>Internal</u></p> <ul style="list-style-type: none"> • A fully fledged and active Board • Internal policies are in place • Keen personnel • Prudent financial management (Unqualified audit opinion) 	<p><u>Internal</u></p> <ul style="list-style-type: none"> • An organisational structure inconsistent with the core business and some support services • Poor human resources capacity to deliver on the core business - vacancies in key positions • Limited financial resources • Inadequate office space/accommodation • Poor asset base • Poor ITC systems and inadequate support
Opportunities	Threats
<p><u>External</u></p> <ul style="list-style-type: none"> • Grow the GTEDA brand • Grow asset base • Potential partnerships with IDC, SEDA, NDA • Go Green- alternative energy (Solar) • A huge natural and cultural resource base that can be exploited in Tourism, Agriculture, Heritage etc. • Council support • Potential partnerships with private venture capitalists and donors 	<p><u>External</u></p> <ul style="list-style-type: none"> • Identification /assignment of unsustainable projects. • Poor communication from key stakeholders • Insufficient funding/ lack of funding (resources). • Misunderstanding of the character and role of the Agency • Unwillingness of some relevant stakeholders to buy in on development initiatives. • Delays in land restitution processes. • Informal relationships with key stakeholders • Inflation • Competition from other agencies and municipalities. • Unstable environmental, Social, political and economic conditions.

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

24. PUBLIC PARTICIPATION

24.1 Legislative Framework for Traditional Leaders

The following acts/legislations regulate all matters relating to Traditional Authorities in our country:

Legislation	Summary/Scope of Legislation
National House of Traditional Leaders Act no 22 of 2009	To provide for the establishment of the National House of Traditional Leaders; To determine the powers, duties and responsibilities of the House; To provide for support to the House by government; To provide for the relationship between the House and the provincial houses; To provide for the accountability of the House
Traditional Leadership and Governance Framework Amendment Act No. 41 of 2003	To provide for the recognition of traditional communities; To provide for the establishment and recognition of traditional councils; To provide a statutory framework for leadership positions within the institution for traditional leadership, the recognition of traditional leaders and the removal from office of traditional leaders; To provide for houses of traditional leaders; To provide for the functions and roles of traditional leaders; To provide for dispute resolution and the establishment of the Commission on Traditional Leadership Disputes and Claims; To provide for a code of conduct; To provide for amendments to the Remuneration of Public Office Bearers Act, 1998;

24.2 Relationship with Traditional Authorities

The Municipality has a good relationship with the Traditional Authorities. They participate in all programmes of the Municipality starting from council to the ward committee. In ward committee Traditional Authorities participate by delegating once to represent the house of Traditional Authorities.

The following are Traditional Authorities within our area of jurisdiction:

1. Modjadji Traditional Authority
2. Bahlabine Traditional Authority
3. Bakgakga Traditional Authority
4. Valoyi Traditional Authority
5. Nkuna Traditional Authority
6. Nyavana Traditional Authority
7. Mmamabolo Traditional Authority

24.3 Community Development Workers

There are CDW's who assist the municipality working on the ground. Currently there are 26 CDW's with a vacancy of 9.

24.4 Ward Committees

- The ward committee as components of local government in deepening democracy in our communities, work closely with CDF and CDW. There are no challenges with ward committee. There are 33 out of 35 Ward Committees composed of 10 members per ward including the Ward Councillor who chairs the committee. Ward 15 did not conclude its Ward committee establishment.

24.5 Non governmental and Community based Organisations,

The municipality involves Community Bases Organizations (CBO's), Non-Governmental Organizations and Business sector within our IDP and Budget processes. We have a database of all these stakeholders which is updated every financial year. They are invited and participate in our IDP Representative Forums.

24.6 Availability and Functionality of MPAC

The Municipal Public Accounts Committee was established by Council on the 29th of August 2016. The committee is guided by the Annual work plan that is approved by Council annually. The committee hold its meetings according to the approved annual plan and as and when necessary the committee hold special meeting in order to meet its mandate. The following members were appointed as members serving only in MPAC.

1. Cllr Derrick Giyani Mkhabela (Chairperson)
2. Cllr Josephine Mokgolobotho
3. Cllr Irene Rapatsa
4. Cllr Dumisani Malemela
5. Cllr Thomas Mushwana
6. Cllr Malesela Mafokwane
7. Cllr Edward Ngobeni
8. Cllr Solomon Mohonone
9. Cllr Given Maunatlala

The Chairperson of the Committee was appointed on a full-time basis. The committee report to Council quarterly or as and when the terms of their duties dictates. Also the committee hold strategic session once yearly and the District wide session which is convened by the district once every year. The committee hold Public hearing on the oversight report during the month of March each year which must be held across the municipal clusters rotationally. The Committee is allocated its own budget of R100 000, 00. The position of MPAC Researcher has been filled.

Challenges

1. Non adherence of time frames by management in responding to MPAC questions
2. Slow implementation of Council resolutions
3. Lack of sufficient funds to execute the oversight duties by the committee. (the budget allocated to MPAC does not cover the 4 public hearings that are supposed to be held every financial year as each quarter the committee is supposed to hold a public hearing which the public must be invited and catered for, the strategic session, District wide session and other district engagement that the committee is a part of e.g. District MPAC Forum, Provincial Forum)

24.8 Communication challenges within the municipality

- Poor Internal communication
- Ineffective Customer Care Management System
- Poor inter-governmental relations
- Inadequate outreach programmes to marginalized sectors of our community and lack of Civic education, insufficient information provision to the community, Low public participation in municipal programmes and projects
- Negative Media coverage

- Ineffective Website Content Management and social media
- Inadequate Marketing of GTM
- Financial Resources
- Poor reach to the marginalized sectors of our community

25. YOUTH AND CHILDREN ANALYSIS

Youth and children (aged 0-35 years) constitute the highest population in the municipality 74% (Statics SA 2001). In terms of GTM SDF population projection, in 2008 youth comprised of 397 227 of the total population of 536 793. According to Stats SA 2011, youth (14-35 years) comprises of 40% (or 156 900) of the total population of 390 095. It also represents the most vulnerable sector of society. There is also a worrying trend of orphan headed families (280: SSA 2011). These people are at their early stage of development and have lot of needs.

25.1 Needs and Challenges of the Youth and Children:

Needs	Challenges
• Bursaries	• Crime
• Learnerships	• Unemployment
• Indoor Sports complex	• High mortality rate
• Job creation projects	• HIV/Aids
• Regular grading of existing sports field	• High School drop-outs
• Youth Information centre	• Tertiary education funding
• Rehabilitation centre	• Teenage Pregnancy
• Orphaned and Vulnerable children facility (Drop-In-Centres)	• Alcohol & substance abuse
• Community libraries	• Child abuse
• Swimming pools	• child-headed households
• Recreational parks	
• Victim empowerment programmes and centres	
• Juvenile delinquents centres	

25.3 The needs and challenges of disabled persons

Needs	Challenges
• Automated wheel chairs.	1. Accessibility public infrastructure & transport
• Manual wheel chairs.	2. Inaccessible municipal buildings
• Disability friendly RDP houses (e.g. with toilets inside).	3. Access to social grants.
• Disability sports & sports facilities.	• Accessibility & Availability of Assistive devices.
• Water.	• Abuse & Neglect
• Learnership for blind people.	• Inequity
• Disability Awareness Campaigns	
• Braille & sign language interpretation in public events.	• Stigmatization
	• Shortage of special schools for particular special needs
• Assistive devices	
• Job opportunities in a conducive environment for disabled people	
• Conducive primary health care centres	

26. WOMEN AND THE AGED ANALYSIS

Women constitute 53% according to SSA 2011 (54% SSA 2001) of the total population in GTM. There are 52 052 female headed families. The sizable number of elder people is women as their lifespan is longer than that of males. Women are directly affected by patriarchy. They suffer because of their gender, their skin colour as well as their social standing.

The recent introduction of the Women Ministry and policies criminalizing abuse of older persons is assisting a great deal in South Africa.

The municipality has established and launched the Men's Forum and the Gender Forum. The older person's forum is also supported in their programmes. There is apparently 634 families headed by older persons above 90 years (SSA 2011) NGO's & CBO's in the database which focuses on gender and older person's sector stands at 26.

26.1 Needs and challenges of women and the aged

Needs	Challenges
<ul style="list-style-type: none">• Community poverty alleviation projects	<ul style="list-style-type: none">• Neglect & Abuse
<ul style="list-style-type: none">• Jobs	<ul style="list-style-type: none">• Vulnerability to Chronic disease
<ul style="list-style-type: none">• Women sports development	<ul style="list-style-type: none">• Inequality & patriarchy
<ul style="list-style-type: none">• Family support programmes	<ul style="list-style-type: none">• Sexism
<ul style="list-style-type: none">• Old age facilities	<ul style="list-style-type: none">• Lack of capacity building initiatives
<ul style="list-style-type: none">• Community poverty alleviation projects	<ul style="list-style-type: none">• Safety & Protection
<ul style="list-style-type: none">• Jobs	<ul style="list-style-type: none">• Illiteracy

26.2 Gender Equity

Greater Tzaneen Municipality has an established Gender unit whose responsibility is to coordinate and advice Council on gender related matters. Generally we are doing well in redressing the issues of gender equity in the municipality. However, the municipality is still to develop a Gender Equity Plan that will ensure that we are able to monitor and measure our work towards redressing the gender imbalances in the workplace.

26.3 Gender equality promoted for access to economic opportunities

The Greater Tzaneen Municipality in response to MDG 3 is participating in various economic opportunities, which seek to emancipate women. The municipality promotes the gender equity through various economic opportunities for women by putting recourses into poor women's hands while promoting gender equality in the households. This is also attained through partnership with civil societies.

26.4 HIV/ Aids mainstreaming

All focus groups are either affected or infected by the pandemic of HIV/AIDS. The youth, children, disabled and women are more vulnerable to HIV/AIDS. Many families are headed by children orphaned due to HIV/AIDS. The elderly are bound to fend for the orphans left by their parents due to HIV/AIDS. High rapes targeting women and disabled women is a serious concern.

To assist in curbing perpetuation of the situation requires much effort from society, government and private sector. Public health education targeting these vulnerable groups must be continued. The security justice cluster must be able to prosecute and correct perpetrators of crime. The social security programmes must be systematic and must be channelled to alleviate the situation. Economic programmes must be targeted to these focus groups.

27. DISABILITY

- This sector of the society is even more vulnerable. The challenge is that this problem is genetic which means a disabled person may bear offspring who are also disabled. This limits the chances of the families in terms of socio-economic growth. Given the disability prevalence of 5% of the total population of 390 092 in GTM, the intervention in terms of mainstreaming becomes more than important.
- Currently there is Yingisani and Letaba special schools situated next to Letaba hospital and Shilubane hospital user group who caters for the disability.
- The municipality has launched the Local Disability Council to advocate & lobby issues of disability. This population has been neglected in the planning processes in the past. The Council assist in raising issues in all forums within the municipality.

27.1 Status on Disability

In terms of the StatsSA Community Survey, 2007, (Table 10, Disability Prevalence) there are 349 085 people in Greater Tzaneen Municipality. Out of this population 14 879 people are living with disabilities. This means there is 4.26% of people living with disabilities.

There are various types of disabilities and the summary below gives indication per type.

Disability type	Population of Persons living with disabilities
Sight	3128
Hearing	1349
Communication	781
Physical	5304
Intellectual	1447
Emotional	2254
Multiple	616
TOTAL	14 879

27.2 Disability challenges

- Inaccessibility to public infrastructure & transport
- Inaccessible municipal buildings
- Access to social grants.
- Accessibility & Availability of Assistive devices.
- Abuse & Neglect by families, relatives and strangers
- Inequity in the society
- Lower or inaccess to general education facilities
- Stigmatisation & segregation by people
- Inaccessible labour markets
- Access to sign language interpreters at public facilities
- Non existence of Braille laboratory and materials

28. INTERNAL AUDIT

28.1 Legislative Framework for Audit

The following acts/legislations regulate all matters relating to Audit in our country:

Legislation	Summary/Scope of Legislation
Public Audit no 25 of 2004	To give effect to the provisions of the Constitution establishing and assigning functions to an Auditor-General; To provide for the auditing of institutions in the public sector To provide for accountability arrangements of the Auditor-General;
Local Government : Municipal Finance Management Act no 56 of 2003	Section 165 provides for the establishment of an Internal Audit unit and its functions

28.2 Main functions

- The main responsibility of the division is to give assurance to management in relation to the effectiveness of internal controls as well as compliance to legislation requirements.
- Annually we source information from the risk register to develop our annual plan and on quarterly we submit our reports to the Audit committee which must report to Council as it is required in terms of section 166 of the Municipal Finance Management Act.

28.3 Internal Audit Challenges

- Staff shortage - the jurisdiction of the municipality has increased as well as its personnel, the activities of the municipality have also increased and with the present staff it is impossible to cover all the municipal high risk areas.
- Office space is a challenge to our division.
- Lack of cooperation by management

28.4 Intervention needed

- Provision of additional offices
- Intervention by the Audit Committee and the Accounting Officer

28.5 Internal Audit findings

- Lack of internal control system to monitor overtime
- Noncompliance to leave policy
- Asset register not regularly updated
- Creditors not paid within 30 days
- Lack of internal control system to monitor contracts
- Irregular, fruitless wasteful and unauthorised expenditure
- Non-compliance to supply chain policy.
- Non adherence to procurement plan
- Non adherence to SLA by the security company
- Lack of internal control system to monitor fuel usage
- Land availability agreements not adequately implemented
- Lack of internal control system to monitor telephone usage
- Inadequate controls on fleet management
- Inadequate controls on waste management

28.6 Corruption

- No tangible evidence of corruption.

29 RISK MANAGEMENT

29.1 Status on Risk Management

RISK MANAGEMENT STRATEGIES

In terms of Section 62 of MFMA, Accounting Officer must maintain an effective, efficient and transparent systems of financial, risk management and internal control. The municipality is continuously conducting risk assessments in terms of Public Sector Risk Management Framework ensuring that all objectives as set out in the IDP are achieved. Risk Management Unit has been established within the office of the Municipal Manager. Risk management strategy, policies plan are in place and implemented. The risk management committee has been established, chaired by independent person, to monitor the implementation of risk mitigation strategies employed by the municipal departments on a quarterly basis. Risk Management and Anti-Corruption Committee has been established, chaired by independent person, to monitor and investigate fraud and corruption cases of the municipality. Both Risk and Anti-corruption committees meet once a quarter.

29.2 GTM Strategic risks identified

- Increasing/abnormal power outages
- Failure to recover Systems data
- Abuse of overtime/Excessive overtime worked
- Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIF)
- Non-alignment of IDP, Budget & SDBIP
- Non-compliance with mSCOA regulations
- Non-compliance with OHS legislation and Framework
- Inadequate maintenance of buildings
- Non-compliance with MISS (minimum information security standards) and prescripts in term of security, that is, improper handling, storage and/or transmission
- Poor contract management

29.3 Risk Management Challenges

- The unit is not capacitated
- Non-implementation of Internal controls
- No tools of trade
- Lack of office space
- Insufficient budget

29.4 Anti-Corruption

1. INTRODUCTION

This Anti – Corruption Strategy and Whistle Blowing Policies are instituted for the Greater Tzaneen Municipality in order to give effect to the expressed commitment of Council to address issues of fraud and corruption in an integrated manner and to promote good governance and accountability.

16 Anti-Corruption Strategy

The strategy is intended to set down the stance for GTM to fraud and corruption and to reinforce existing systems of controls, policies and procedures aimed at deterring, preventing, detecting and reducing the impact of fraud and corruption.

The anti-corruption strategy of GTM is zero tolerance to fraud and corruption. Fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of law and implementation of appropriate prevention and detection controls.

ANTI-CORRUPTION STRATEGY:

1. Responsibility in terms of anti-corruption strategy

The Accounting Officer is responsible for developing and implementing the strategy. It is the responsibility of all employees and councillors of the Municipality to report all incidents of fraud or corruption, or any other dishonest activities of a similar nature. Any fraudulent or corrupt behaviour must be reported immediately. All reports received will be acted upon, will be treated with the requisite confidentiality and will not be disclosed or discussed with parties other than those charged with investigation into such reports. All Directors and managers are responsible for the detection, prevention and investigation of fraud and corruption or any dishonest activities of a similar nature, within their areas of responsibility.

2. Investigation

In the case where there are fraudulent and corrupt activities; investigations must be initiated. Anonymous reports may warrant a preliminary investigations before any decision to implement an independent investigation is taken. Investigations will be undertaken by appropriate experienced officials. All investigations performed and evidence obtained will be in accordance with acceptable practices and legal requirements. Any investigations initiated must be concluded by issuing a report by the person appointed to conduct such investigations. Reports will be disseminated to Accounting Officer so as to have access in order to implement whatever action is deemed appropriate as a result of investigation.

29.5 Whistle Blowing

In order to comply with Protected Disclosure (PDA) Act No 26 of 2000 GTM has prepared Whistle Blowing Policy in 2015, which is not yet approved by Council, to encourage and enable the employees to raise their concerns to the municipality rather than blowing the whistle through inappropriate channels and advise the employees on how to take the matter further if they are dissatisfied and also reassure employees that they will be protected from victimisation for blowing the whistle in good faith.

1. Who can raise a concern

- a) Any person who has a reasonable belief that there is corruption or misconduct relating to any of the protected matters, specified in 5.3, may raise a concern;
 - (i) Concerns must be raised in good faith without malice and not for personal gain and the reporter must reasonably believe that the information disclosed, and any allegations contained in it, deserves to be investigated.
 - (ii) The issues raised may relate to a manager, another staff member, a group of staff, individual's own section or a different section/division of the municipality or its agency. The perpetrator could be an outsider, an employee, a manager, a customer or an ex-employee of the municipality. An employee may even be aware of the system or a procedure in use, which may cause transgression of legal obligations.
For minor issues (e.g. personal use of stationery, tissue paper etc.) employees should report to the immediate manager or supervisor.
- b) Councillors;
- c) Members of the public.

KPA 5: FINANCIAL VIABILITY

17 FINANCE STATUS

30.1. Legislative Framework

The following acts/legislations regulate all matters relating to Finances in our country:

Legislation	Summary/Scope of Legislation
Local Government: Municipal Finance Management Act no 56 of 2003	To secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government;
Local Government: Municipal Property Rates Act no 6 of 2004	To regulate the power of a municipality to impose rates on property; To exclude certain properties from rating in the national interest; To make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies To make provision for fair and equitable valuation methods of

	<p>properties;</p> <p>To make provision for an objections and appeals process;</p> <p>To amend the Local Government: Municipal Systems Act, 2000, so as to make further provision for the serving of documents by municipalities</p>
Division of Revenue Act	To provide for the equitable division of revenue raised nationally among the national, provincial and local spheres of government for each financial year and the responsibilities of all three spheres pursuant to such division
Treasury Regulations	To regulate the management of finances and other related matters

30.2 Overview of Budget funding

30.2.1 Fiscal Overview

- To comply with relevant legislation, the MTREF is drafted annually.
- Greater Tzaneen Municipality continues to display a relative sound financial profile which is mainly attributes to:
 - Balanced budget based on realistically anticipated revenue.
 - Expenditure kept within the limits of the approved budget.
- Cash flow problems are experienced from time to time due to the seasonal electricity tariff of ESKOM.
- Non-payment of accounts by parastatals such as LIMDEV and Mopani District Municipality;
- The implementation of the MFMA required a reform in financial planning within Municipality's. The focus has therefore shifted from the Municipal Manager and Chief Financial Officer to all senior managers who are responsible for managing the respective votes or departments of the Municipality, and to whom powers and duties for this purpose have been delegated. Top Management must also assist the Accounting Officer in managing and co-ordinating the financial administration of the Municipality.
- During the performance management process Greater Tzaneen Municipality identified the following objectives to comply with the requirements of the Constitution:
 - Apply innovative systems to retain existing customers;
 - Promote community based problem solving;
 - Improve service delivery in a sustainable manner;
 - Enhance economic development through funding and partnerships;
 - Optimally leverage capital investment and utilization; and
 - Increase financial viability
- The 5 year financial plan therefore focuses on the improvement of service delivery and the addressing of the physical infrastructure backlog's facing Greater Tzaneen Municipality.

30.3 Evidence of billing system

Greater Tzaneen Municipality does monthly charges for rates, electricity, water, sewer, refuse and other charges based on approved tariffs and actual usage to owner and consumer accounts through the Promis debtors and financial system. We distribute monthly more or less 21 000 account statements. Stand data, meter data, valuation of property, and property zoning are some of the information available on the debtors system.

- Promise billing system supported by Fujitsu is used
- Billing is done monthly using the actual consumption readings for water and electricity to determine the charges as per approved rates
- Property rates are charged monthly based on the value of the property.

30.4 Revenue Management and credit control

- Credit control and debt collection policy apply
- Service provider (Utility Management services) assists with credit control

30.5 Indication of National and Provincial allocations

The grant allocations as published in the 2017/2018 Division of Revenue Bill are summarized as follows:

<u>Allocation</u>	<u>2017/2018</u>	<u>2018/2019</u>		<u>2019/2020</u>
Equitable Share	R292 259 000	not yet available	not yet available	not yet available
Municipal Infrastructure Grant	R 95942 000	R 101580000		R107 529 000
Financial Man Grant	R 2 145 000	not yet available	not yet available	not yet available
INEP (ElectRICITY)	R 32 572 900	not yet available	not yet available	not yet available
Mun. Syst Imp. Grant	R 0	R 0	R 0	R 0
Neighbourh Dev Grant	R 0	R 0	R 0	R 0
Expanded Public works Prog.	R 0	R 0	R 0	R 0
EE & D	R 0	R 0	R 0	R 0

Take note of the following indirect Grants which have been allocated to Greater Tzaneen Municipality.

<u>GRANT</u>	<u>2017/2018</u>	<u>2018/2019</u>		<u>2019/2020</u>
INEP	R 32 572 900	R 0	R 0	R 0
NDPG	R 0	R 0	R 0	R 0

These are indirect Grants which mean that the money will not be transferred to Council, but projects to the Value of the mentioned amounts will be executed in our area of jurisdiction.

30.6 Auditor – Generals findings

Greater Tzaneen Municipality received anUnqualified Audit opinion for the 2015/2016 financial year. This is a positive achievement after a long time. The challenge to the current Council is that the status of the audit opinion must be kept in the next five years.

30.7 Expenditure Management

The application of sound Financial Management principles for the municipality's financial plan is essential to ensure that the municipality remains financially viable and that services are provided sustainably, economically and equitably to all communities with emphasis on long term sustainability.

Expenditure management is one of the management tools used to ensure long-term sustainability, apart from the normal day to day expenditure activities which include.

- Compliance with supply chain management policy and principles
- Compliance with requirements of the following policies
 - Budget implementation and management policy
 - Cash management policy
 - Virement policy
 - Borrowing policy
 - Funding and reserve policy
 - Policy dealing with infrastructure, Investment and capital projects

The following cost containment measures as approved on 23 October 2013 by cabinet have been discussed and following focus areas receive special attention

- Consultancy fees
- No credit cards
- Travel and related cost
- Advertising
- Catering and events cost
- Cost for accommodations

30.8 Rates Policy

- Approved rates policy apply
- Municipal Property Rate Act apply
- The above policies are reviewed annually with the Budget.

30.9 Greater Tzaneen Indigent Support Policy

1. PURPOSE

The purpose of this policy is to establish a registration mechanism and to ensure that registered indigent households have access to basic municipal services and that provision is made for financial and service delivery assistance to them.

2. PRINCIPLES

- 3.1 Indigent debtors must have access to basic services in terms of the South African Constitution; those services delivered by this municipality which are regarded as being basic to the indigent are included in this policy.
- 3.2 The criteria for the identification of indigent households must be clear and transparent

- 3.3 Indigent debtors are mostly not able to fully meet their obligations for services consumed and property taxes on their monthly accounts; hence this policy must provide guidelines on affordability of tariffs for property tax and municipal services for indigent debtors.
- 3.4 The historic arrears of newly registered indigents must be dealt with according to guidelines set in this policy.
- 3.5 Consumption of metered services by indigent debtors must be maintained at lowered levels to increase affordability of charges on their municipal accounts; hence this policy must give guidance on technical aspects for the delivery of such services.
- 3.6 The municipality shall maintain a register of all indigent households residing within its area of jurisdiction.
- 3.7 The municipality shall within its financial and administrative capability render basic services to the indigent households.
- 3.8 The following values in this policy will be included into the compilation and approval by the council of its annual budget:
 - The gross household income threshold to qualify for indigent support
 - Tariffs and rebates applicable to indigents
 - The monthly quotas of free basic metered services to be provided to the indigent in Kiloliter and kilowatt-hours.
 - The property rates exemption level.
 - The free basic services on refuse removal and sanitation.

Indigent

Indigent means those residents with South African citizenship each representing one residential unit/family who are extremely poor, whose households are unemployed, who are state pensioners or disabled and receiving a state grant, who are single parents in receipt of a child grant and who are, due to a number of economic or social factors, unable to pay for municipal services. Only residential debtors who permanently live within the municipal area of jurisdiction can be registered as being indigent.

3. REGISTRATION CRITERIA

A residential household can only be registered for a period not exceeding twelve months as indigent if the applicant for registration meets all of the following criteria:

- 3.1 The property must be a residential property ; and the applicant , or combination of applicants must be
 - (a) The registered owner of the residential property ; or
 - (b) An occupier of a child- headed household where the residential property is registered in the name of the deceased parent or deceased parents; or
 - (c) A purchaser of a residential property from any of the spheres of government on a delayed transfer basis; or
 - (d) the party to whom the residential property is awarded in the event of a divorce; or
 - (e) Where a deceased estate has not been wound up;

- (i) in the case of a deceased estate, in whose name the residential property is registered , any heir to whom the registered property has been bequeathed; or
 - (ii) a surviving spouse , where the surviving spouse was married in community of property to the deceased, and where the residential property is registered in both spouse's names, and the surviving spouse is the sole heir; or
 - (iii) a surviving spouse , who was married in community of property to the deceased, together with any other heirs , if any, where the residential property is registered in the name of that deceased ; or
 - (iv) in the case where a portion of a residential property is registered in the name of the deceased estate, the surviving registered owners together with the heirs to the deceased estate, or
- (f) in the event of the residential property being registered in the name of a trust ,
- (aa) the beneficiaries , for the meantime, of a testamentary trust established in terms of the Administration of Estates Act , 66 of 1965; or
 - (bb) the trustees together with any beneficiaries, for the meantime , of a trust established in the terms of the Trust Property Control Act , 57 of 1988; or
- (g) a usufructuary(somebody who is entitled by usufruct to the use of somebody else's property)
- (h) or habitation where such usufruct(the legal right to use and enjoy the advantages or profits of another person's property) or habitatio; or
- (i) where there is more than one person residing at the residential property who meet any of the criteria set out in this sub-item then they must jointly make application in terms of this item;
- 3.2 the total gross monthly income of all the members of the applicant's household does not exceed the sum of two old age state grants, unless the approved annual budget of the Council specifically states a different amount, then that amount.
- 3.3 the applicant as well as any other member of the household may not be the registered owner of more than one immovable property nationally and internationally; and
- 3.4 Be a full time occupant of the residential property or where the registered owner is unable to occupy the property due to no fault of such registered owner , the spouse or minor children may satisfy the occupancy requirement; and
- 3.5 The applicant must be a South African citizen and must be the occupier, owner or tenant as defined in this policy and must be resident on the property referred to on the application form. Applicants residing in formal areas with municipal accounts, must present the municipal account as proof of residence
- 3.6 In cases of child headed households, the applicant for registration may either be a guardian adult older than eighteen (18) years not residing on the property or an orphaned minor residing on the property. The person applying on behalf of a child headed household must certify that only orphaned children reside at that property.

8. SOCIAL PACKAGE

8.1 Property Tax

The municipality may rebate 100% for registered indigents for as long as they remain registered.

8.2 Free basic services

Indigent households will receive a pre determined quantity of electricity, water, sewerage and refuse removal free of charge on a monthly basis. The free monthly quantities will be determined and stated in the approved annual budget of the council.

8.3 Arrears of indigent household – new applications

Pending the outcome of the application for indigent status , credit control and debt collection actions to recover the total outstanding amount will be suspended as at date of receipt of application. All future new monthly levies after this suspension must be paid every month to ensure that the arrear debt does not increase on such an account, the usage must also be monitored closely. After the evaluation and assessment of applications have been completed the total outstanding amount will then be written off as a once off for all **new** successful applicants.

8.4 Benefit to child headed households

As almost every child headed household has a zero base income, they will be referred to social workers to be linked to social, economic and educational initiatives.

8.5 Rental arrears of Indigent Households

The rental arrears of new successful indigent applicant which is a residential tenant with a legal lease agreement with the municipality will also be written off. The monthly rent levy will then be reviewed to the lowest of either 25% of the family income or the full cost recovery rental of that specific housing scheme

30.10 Banking and investment Policy

Adequate provision has been made by way of external investments to ensure that cash is available on the maturity date of external sinking fund loans. Short-term Investment income on the other hand is utilized to fund the operational budget. Details of the investments of Greater Tzaneen Municipality are disclosed as follows.

30.11 Supply Chain Management

30.12.1 Legislative framework

The supply chain management unit is a regulated and supporting division that ensure that all procurements in their variety are within the same regulations/legislations that govern it. Amongst other many legislations that are available to Supply Chain Management Unit below are some:

- The constitution of RSA
- The Public Finance Management Act
- Municipal Finance Management Act
- Broad-Based Black Economic Empowerment Act
- Preferential Procurement Policy Framework Act

- Procurement Regulations
- And others

30.10.2 Supply Chain policies

The Supply Chain Management Unit is further regulated by the Supply chain management policy that is derived from the Treasury SCM policy model and customized to the needs of Greater Tzaneen Municipality. This policy after being customized it is tabled at Council to be approved and be implemented as a working tool for the Unit. There are Treasury practice notes and circulars that strengthen the implementation of the supply chain policy.

30.10.3 Supply Chain Committees

The approved policy by Council determines the committees and their quorums. According to our policy there are three bid committee structures that are legitimate. And those committees are:

- The Bid Specification Committee
- The Bid Evaluation Committee
- The Bid Adjudication Committee

It should further be noted that all these committee are well functioning as it is required by the law.

30.11 Tariffs and Charges book

Council is permitted to levy rates, fees and charges in accordance with the Local Government Municipal Property Rates Act, the Local Government: Municipal Systems Act, Act 32 of 2000, Section 75A and the Municipal Finance Management Act, no. 56 of 2003, 17 (a)(ii).

30.12 Inventory

1. Purchase of inventory done according to Supply Chain management policy and procedures.
2. Issue of inventory only receipt of issue document signed by the manager
3. Supplier and early settlement discount negotiated to secure lower prices.
4. Spot checks or inventory done on a daily basis
5. Verification of inventory done on a daily basis
6. To improve the inventory turnaround rate
7. Identification of absolute inventory to be sold on the annual auction.

30.13 Assets management

The assets management has formed a greater scope of the overall audit of the municipality in 2012/13 Financial year.

Although the audit opinion has improved from disclaimer to qualified, there is still much space for improvement particularly on assets.

The findings on land and properties, depreciation as well as impairment of infrastructure were very key to the audit opinion.

The new service provider who is willing to spend enough time at GTM particularly during the year end was appointed to ensure that prior year issues are addressed.

The improvements done include:

- The impairment was done by firstly addressing the prior year issues
- Depreciation well calculated
- Assets take on date corrected
- Fair value cost on properties adjusted in line with recent valuation roll
- Adjusting the transfers in and out on properties
- Classification of properties accordingly
- Duplicated assets taken out of asset register
- The general ledger balanced to the asset register

The results of assets verification are reported to council with suggestions such as recommendations for disposal of scraps, duplications and further investigations for the missing assets.

All the required assets notes are placed on the Annual Financial Statements as asset register is balancing the general ledger

30.14 Financial Challenges

The challenges facing Greater Tzaneen Municipality are, inter alia, the following:

- Debt collection and Credit control
- The levying of property rates with emphasis on sub-divisions and consolidations
- Recovering of all Greater Tzaneen Municipality income with emphasis on land sales
- Manage procurement of GTM
- Management of Expenditure

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

29. Introduction

- The aim of the institutional analysis is to ensure that municipal development strategies take existing institutional capacities into consideration and that institutional weaknesses are addressed.

31.1 Legislative and Policy Framework

- The MEC for Local Government in the Limpopo Province has by notice in the Provincial Gazette established the Greater Tzaneen Municipality. (Provincial Gazette No 28 of 1 October 2000). This area consists of the former Tzaneen Transitional Local Council, Letsitele / Gravelotte and Haenertsburg Rural Local Councils and a vast area under control of the former Northern District Council. Staff, equipment, assets and liabilities of the latter administrative units were transferred to the newly established Municipality. A new institutional framework was created and arrangements made accordingly based on the obligation of co-operative governance in terms of the Local Government Municipal Systems Act, 2000.
- Cognizance is continuously taken of the array of statutes that have an impact on human resources, administration, financial and related issues as well as various collective agreements, policies and practices.
- Council committed itself to providing the following free basic services to indigent people:
 - Water;
 - Sanitation;
 - Electricity; and
 - Waste Removal

31.2 Type of Municipality

The Greater Tzaneen Municipality is a Category B Municipality which operates on the Executive Committee System contemplated in section 2 (a) of the Northern Province: Determination of Types of Municipality Act, 2000 (Act no 4 of 2000).

31.3 Powers and Function

The Greater Tzaneen Municipality has the following powers and functions assigned to it in terms of section 84 (2) of the Local Government Municipal Structures Act, 1998 (Act No 117 of 1998):

POWERS AND FUNCTIONS	
<ul style="list-style-type: none"> a) The provision and maintenance of child care facilities. b) Development of local tourism. c) Municipal planning. d) Municipal public transport. e) Municipal public works relating to the municipality's functions. f) Administer trading regulations. g) Administer billboards and display of advertisements in public areas. h) Administer cemeteries, funeral parlours and crematoria. i) Cleansing j) Administer pounds k) Development and maintenance of public places l) Refuse removal, refuse dumps disposal. m) Administer street trading n) The imposition and collection of taxes and 	<ul style="list-style-type: none"> p) Control of public nuisances. q) Control of undertakings that sell liquor to the public. r) Ensure the provision of facilities for the accommodation, care and burial of animals. s) Fencing and fences. t) Licensing of dogs. u) Licensing and control of undertakings that sell food to the public. v) Administer and maintenance of local amenities. w) Development and maintenance of local sport facilities. x) Develop and administer markets. y) Development and maintenance of municipal parks and recreation. z) Regulate noise pollution aa) Receipt and allocation of grants made

<p>surcharges on fees as related to the municipality's functions.</p> <p>o) Imposition and collection of other taxes, levies and duties as related to municipality's functions</p>	<p>to the municipality.</p> <p>bb)</p>
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Table?: Powers and Functions

A municipality as provided for in section 11 of the Local Government Municipal Systems Act, 2000, exercises its legislative or executive authority by:

- Developing and adopting policies, plans strategies and programmes, including setting targets for delivery.
- Promoting and undertaking development.
- Establishing and maintaining an administration.
- Administering and regulating its internal affairs and the Local Government affairs of the community.
- Implementing applicable national and provincial legislation and its by-laws.
- Providing municipal services to the community, or appointing appropriate service providers in accordance with the criteria and processes set out in section 78 of the Systems Act.
- Monitoring and, where appropriate, regulating municipal services where those services are provided by service providers other than the municipality.
- Preparing, approving and implementing its budgets.
- Imposing and recovering rates, taxes, levies, duties, services fees and surcharges on fees, including setting and implementing tariffs, rates and taxes and debt collection policies.
- Monitoring the impact and effectiveness of any services, policies, programmes or plans.
- Establishing and implementing performance management systems.
- Promoting a safe and healthy environment.
- Passing by-laws and taking decisions on any of the above-mentioned matters.
- Doing anything else within its legislative and executive competence.

31.4 Approved organisational structure

Comprehensive Organisational Design investigation was last undertaken by external Service Provider in 2011 to ensure an Organisational Structure that is aligned to the powers and functions to be executed by the Greater Tzaneen Municipality.

Therefore, the overall approval of the Council Organisational Structure was approved by Council in 2011. But an ad hoc approval of Organisational Structure redesigns also took place from time to time to make provision for new organizational needs and to annually align the Organisational Structure to the revised IDP.

Whereas, during September 2013, the current Organizational Structure was send to all Departments for inputs on the review of Organisational Structure for 2014/15. The Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA) were also invited to provide support and advice on the process and procedure to review the Organizational Structure within the Local Government sphere.

Subsequently, during the month of January 2014, consultation meetings were held with Management per Department to gather and discuss the inputs. The inputs gathered during consultation meetings were captured on the proposed Organisational Structure and further discussed during the combined Management meeting in February 2014, in order to finalize the Organisational Structure prior adoption by the Council.

In June Management has taken a decision to suspend the adoption of the Organizational Structure for 2014/15 and subsequence 2015/2016 financial year, pending solution to the current salaries disparities as submitted by labour unions. The aim is to first finalize evaluating outstanding jobs and re-evaluate previously evaluated jobs in order to adopt the Organizational Structure using TASK Job Evaluation System as currently the Organizational Structure is on van der Merwe Job Evaluation System.

The organogram of the Municipality is currently under review and will be adopted by Council together with the IDP.

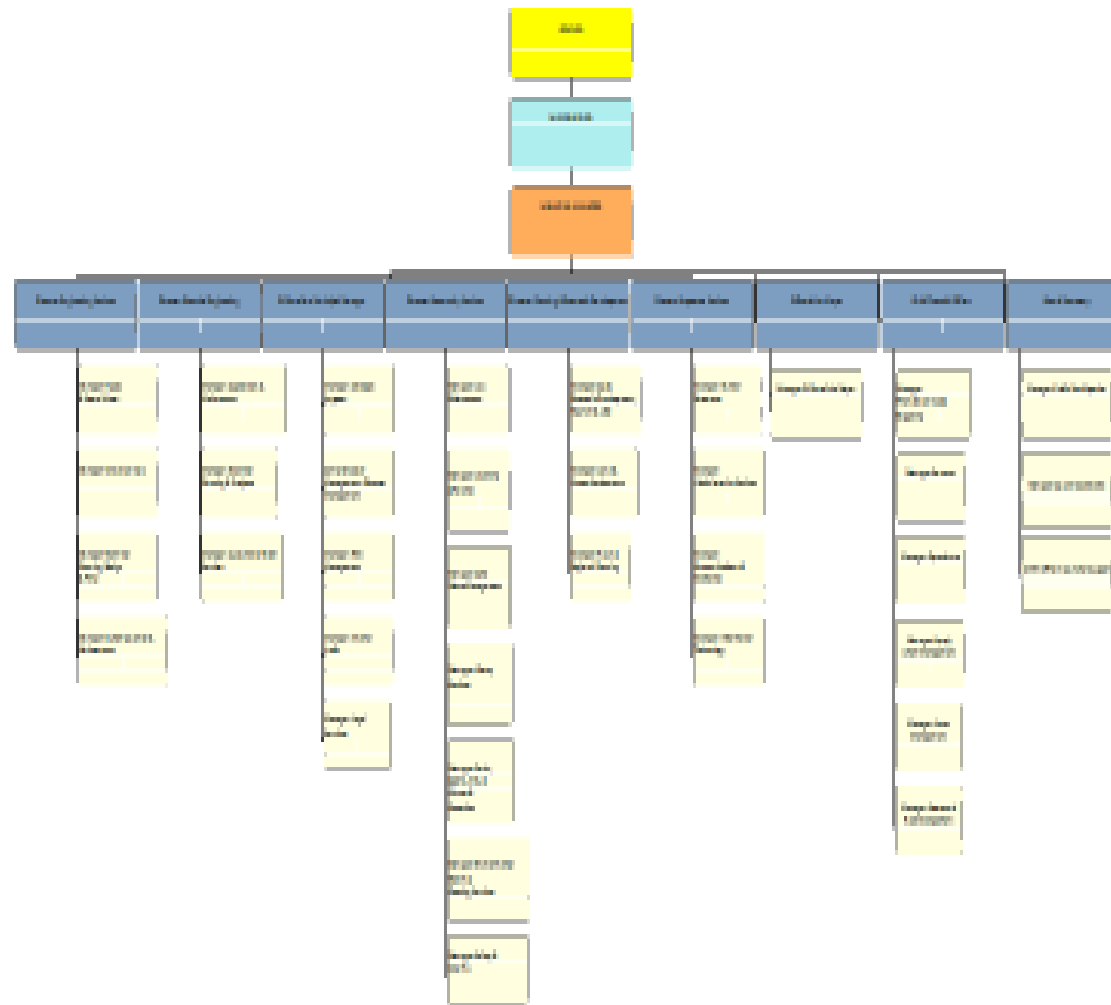
31.5 Organogram alignment to the Powers and Function

A department for the Office of the Mayor is now in place to enhance co-ordination of the political components.

The bulk expansion has been affected in the service delivery departments to correlate with the strategic priorities of the Municipality. Adequate provision was made for new service delivery entities, for example, for additional road maintenance teams for rural areas, expansion of water services and added electricity maintenance teams.

Service delivery at the four Thusong Centres has also been beefed-up as well as provision was made for a complete new Library at Nkowankowa, new Testing station at Lenyenye, a newly established Crime and Safety unit, new Law Enforcement unit, new Risk unit, etc. Attention is also directed to the many problems reported during the review process that can be directly attributed to the anomalies resulting from the TASK Job Evaluation grades published on 6 December 2007.

GREATER TZANEEN MUNICIPALITY: TOP ORGANISATIONAL STRUCTURE 2017/18



31.6 Employment Equity

The revised Employment Equity Plan (2014 – 2018) for Greater Tzaneen Municipality awaits approval by Council. The Plan was implemented with effect from the 01st April 2015 and, inter alia, deals with identified employment barriers as well as targets to achieve demographic representation.

During June 2006, the Employment Equity Plan and targets was revised and new targets were set for demographic, gender as well as disability representation for the period 2006 to 2011. The EE Plan has already been circulated for consultation, presented to Management. The outstanding phase is the presentation of this Plan to the Councillors for their consideration and approval for the period 2014 - 2018.

An Employment Equity Consultative Forum (EECF) was established and trained with the purpose of consulting on employment barriers and making recommendations on solutions to Council and to oversee the execution of the project. This Forum was reconstituted several times since inception due to the lapse of office of the democratic elected occupational level representatives for the designated and non designated groups. Newly appointed members of this forum have been trained based on their roles and responsibilities to the EECF by the Provincial Department of Labour

As on 15 March 2017, the Employment Equity representation was as follows:

	Male		Female		Totals	
	Race	Total	Race	Total	Total	%
Demographics	African	380	African	225	605	92.3
	Coloured	0	Coloured	1	1	0.2
	Indian	1	Indian	2	3	0.5
	White	21	White	25	46	7.0
Gender	402		249		651	100
Disability			15 (2.3%)			

Table : Employment Equity representation

31.7 Employment Equity Representation

- Attraction and appointment of designated groups has to be prioritized during the recruitment stage for equal representation in all occupational levels or categories.
- Employment Equity targets (2%) for disability as set by Cabinet was achieved by the council. The current status is 2.3% which constitute of 15 disabled employees.
- The Council is working on achieving the set target by cabinet of 50% for women on Senior Management Services.
- The Council current workforce comprises of 147 youthful officials which constitute 23% of the overall workforce.
- The Employment Equity Consultative Forum developed its own constitution for effective implementation of Employment Equity matters within the Council.

31.8 Employment equity challenges

- Accessibility of offices for disabled personnel or citizens should be addressed
- Lack of management support with regard to addressing the barriers raised by the Employment Equity Consultative Forum on EE matters.
- Lack of allocated funds or budget for Employment Equity Programmes. For example, Casual day and International disability day celebration.
- Compliance to the Act has to be strengthened in order to avoid fines sanctioned by the Department of Labour.

31.9 Skills needs of the Municipality

The skills audit project is currently being captured with the assistance of COGHSTA Limpopo. The accurate result will be populated in the next quarter. The results will not change until the final report is submitted with skills gaps and personal development plan to assist with skill development.

31.10 Skills needs within Municipality

The Report on the Skills Audit for Greater Tzaneen Municipality shows the following:

- 18% of the staff has no schooling (illiterate).
- 46% has below Gr 9 school level.
- 52% of all employees hold a NQF 4 (Gr 12 or equivalent) or higher qualifications.

The training needs ranges from the most basic training, such as:

- Functional literacy;
- Basic maintenance skills;
- Specialized functional training;
- Post graduate level training; and
- Details of the training needs for each individual are covered in the Annual Training Plan.

The following 15 high priority training needs as per the skills audit results were identified:

- Advanced – computer MS Word, Power Point, Excel
- Interpersonal Skills
- Electrical
- In-service staff supervision
- Promis
- Management Skills
- Supervisory Management Skills
- Project Management
- Communication Skills
- Artisan
- Water Quality Management Supervisory and Management
- Garden maintenance
- Welding
- Trade Test
- Driver

31.11 Comprehensive Skills Audit

No Skills Audit conducted since 2011 to date ,the tender to appoint a Service Provider was advertised and closed, the budgeted amount for Skills Audit was R200 000.00, however all the bidders quoted above threshold. The deadline to have concluded the Skills Audit Project was 31 December 2013. A deviation to deviate the normal Supply Chain Procurement Processes was disapproved.

31.12 Institutional Capacity (Vacancy rate)

	DEPARTMENT	POSITIONS APPROVED	POSITIONS FILLED	POSITIONS VACANT	VACANCY RATE
	Office of the Mayor	11	4	7	63.6%
	Office of Municipal Manager	26	12	14	53.8%
	Planning and Economic Development	33	20	13	39.3%
	Office of Chief Financial Officer	77	46	31	40.2%
	Corporate Services	72	52	20	27.7%
	Engineering Services	601	153	448	74.5%
	Community Services	436	259	177	40.5%
	Electrical Engineering	186	102	84	45.1%
	TOTAL	1442	648	794	55%

Table : Institutional Capacity

32. Administration and Record Management Service

32.1.1 Function

- To render committee services to the Council and its committees by providing meeting support services, compilation of agendas and minute-taking, also to render office auxiliary services such as safe-keeping of information, archiving-, messenger-, typing-, and switchboard services.

32.1.2 Committee Management

a) Challenges

- Lack of buy-in of Management on the use of the Electronic Committee/Records Management System (Collaborator).
- Management unable to track progress on the workflow of Council Items and daily incoming correspondence due to lack of knowledge on the use of the system.
- Printing of bulk agendas of Council and other committees results in wastage of paper and time consuming, official claims on overtime and complaints from Councillors on the late delivery of agendas.

b) Strategies

- Management to develop an interest on the use of the electronic system and all receive training/re-training on the use of the system.
- Provision be made for the purchase of laptops for all councillors to receive notices, agendas and minutes of Council and committees on line that will result in a saving on printing and overtime in the long run
- Arrangement of basic computer training for all councillors to use the laptops.

32.1.3 Switchboard Services

a) Challenges

- * The telecommunication system is outdated and no longer user friendly to clients.

b) Strategies

- Revamp the whole telecommunication system and extend to the Call Centre system.
- All frontline officers to be trained on the telephone etiquette to improve on the handling of telephone customers.
- Extend the switchboard office to accommodate better the physically impaired switchboard operator.

32.1.4 Records Management

a) Challenges

- The inevitable land developments in the area of Tzaneen results in the increase of stand files to be opened and more information to be safely kept at records.
- Records not effectively managed due to the lack of sufficient office space.

b) Strategies

Develop a plan for the establishment of a new Records office that will accommodate extra filing cabinets, archive room and extra space for personnel

9. INFORMATION TECHNOLOGY

9.1 Background

- 9.1.1** In the 2010/2011 Financial year Council acquired a Unix server that hosts the following systems:
 - 9.1.1.1 ProMIS** - Financial system used by the Finance department for revenue, budget, expenditure, and etc.
 - 9.1.1.2 Payday** – Payroll system used by HR and Salaries Units.
- 9.1.2** In the 2011/12 financial year the Council acquired IT Infrastructure through a tender process from EOH. The following equipment were supplied during the implementation of IT Infrastructure:
 - 9.1.2.1** 1x Rack, 3x Servers and 1x Storage;
 - 9.1.2.2** 1x Firewall, 1x Proxy, 7x Switches, and 2x Routers;
 - 9.1.2.3** 150x Desktop computers;
- 9.1.3** The Rural Broadband project which is currently covering all the satellite offices including Thusong Centres was also implemented parallel with the IT infrastructure.
- 9.1.4** In the 2013/14 financial year Council approved the Paperless Council Meeting Initiative which was implemented in the 4th quarter of the 2014/15 financial.
- 9.1.5** The Mimecast unified email management system was acquired due to challenges with receiving and sending emails to external stockholders following power outages between February and May 2015 and insufficient server storage.
- 9.1.6** The IT infrastructure, Unix Server and the Broadband equipment were covered by warranties which have now lapsed or expired.

9.2 Challenges

- 9.2.1 Adherence and Conformance to Council approved ICT Policies;
- 9.2.2 Adopting of the Municipal Corporate Governance of Information and Communication Technology Policy (MCGICTP);
- 9.2.3 Support of the IT Steering Committee;
- 9.2.4 Implementation of the Disaster Recovery Plan;
- 9.2.5 Support of the Information Technology Division within the Municipality resulting in ICT services outages which affect service delivery;
- 9.2.6 Obsolete ICT Infrastructure including and not limited to servers and storage facilities;
- 9.2.7 Licensing of Council used software affected by budget allocation.
- 9.2.8 First Line Support and maintenance conducted by external service providers on critical systems without involvement of IT Division.
- 9.2.9 Monitoring of activities performed by the service providers on systems that are not managed by IT Division.
- 9.2.10 Training of IT Staff to manage and administer technologies used in the Municipality.

9.3 Risks

Risks that can affect the smooth running of IT Services in the Municipality are and not limited to:

- 9.3.1 **Adoption, Approval, Adherence and Conformance to:** ICT policies, prescribed guidelines, best practices and other related legislations governing ICT operations in the Municipality;
- 9.3.2 **Old IT Hardware (Obsolete):** Delays in hardware upgrades will leave the Municipality with hardware infrastructure that is more likely to fail, resulting in data loss or downtime which is the current state.
- 9.3.3 **Unlicensed Software and Cybersecurity Threats:** There is a close and consistent correlation between the use of unlicensed software and malware as well as security threats, which may expose the entire IT Infrastructure Network to exploitation.
- 9.3.4 **Untrained IT Officials:** Make mistakes, resulting in high costs and loss of revenue. More time (and therefore money) and effort is spent when employees aren't fully or properly trained to perform their tasks or to fulfil their responsibilities and therefore takes them longer to do the work.
- 9.3.5 **Third-party Service Providers:** The third-parties service providers typically use remote access tools to connect to the Municipality's network, but don't always follow security best practices and policies approved by the Council. They usually use the same default password to remotely connect to all of their clients. If a hacker guesses that password, he immediately has a foothold into all the systems connected to the IT Infrastructure Network.
- 9.3.6 **Careless or Uninformed Employees:** employees who are not trained in security best practices and have weak passwords, visit unauthorized websites and/or click on links in suspicious emails or open email attachments pose an enormous security threat to the Municipality's systems and data.

9.4 Proposed Solutions

- 9.4.1 The Municipality should Adopt, Approve, Adhere and Conform to ICT policies, prescribed guidelines, best practices and other related legislations governing ICT operations in the Municipality;
- 9.4.2 That the annual capital budget allocation be made available to cover replacement of ICT equipment, maintenance and support warranties where necessary;

- 9.4.3 Annual Capital budget allocation to be used to procure desktop, laptops, servers and other related needs to avoid the current situation where the municipality can't make provision of trade tools to its employees;
- 9.4.4 That laptops, desktops, tablets and printers be leased to avoid insurance costs, maintenance and support costs and timeous delivery or replacement of damaged or equipment to be repaired or maintained;
- 9.4.5 That maintenance and management of ICT infrastructure requires expertise and skills, hence investment on capacitating IT Officials is eminent taking into cognizance the rapid changes in technology that is used by the Municipality to avoid using Third-party IT Service providers.
- 9.4.6 Furthermore, that IT equipment refresh be considered every five years to ensure that the IT operations and services do not affect service delivery

SWOT ANALYSIS

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ol style="list-style-type: none"> 1. Effective Employee Assistance Program. 2. Functional Audit committee. 3. Ability to manage Institutional Risks. 4. Increased electrical capacity. 5. Rural libraries. 6. Competent Staff. 7. Effective organizational performance management systems to improve monitoring and evaluation. 8. Waste management. 9. Library partnership with UNISA. 10. Spatial development framework. 11. Housing chapter. 12. LED strategy. 13. Electricity capacity. 14. Established development agency (GTEDA). 15. Available industrial sites-GTM owned 16. Investment Incentive Strategy. 17. co-operating relationship with organised agriculture like Agri Letaba 	<ol style="list-style-type: none"> 1. Lack of Business Continuity Plan/Continuous maintenance of IT Infrastructure & Poor ICT infrastructure 2. Lack of consequence management. 3. Non-review of the Organisational structure. 4. Non-adherence/implementation of Batho Pele principles. 5. Non adherence to IDP/PMS/Budget processes and frameworks. 6. Non-compliance to Training requirements. 7. Non-implementation of Succession Plan. 8. Inadequate Public participation processes/Community Feedback. 9. Ineffective use of communication channels and systems available. 10. Low Collection to fund key programmes. 11. Poor monitoring of overtime. 12. Lack of implementation of some policies and procedures, e.g. Supply Chain Management procedures which leads to Unauthorised, Irregular and Fruitless expenditure. 13. Poor Fleet management systems. 14. Poor Contract Management. 15. Poor Information management 16. Electricity loss 17. Ageing infrastructure. 18. Lack of integrated infrastructure master plan. 19. Poor securing and mending of infrastructure against vandalism. 20. Waste management in rural areas 21. Cemeteries management at rural areas. 22. Environmental health at rural areas. 23. Traffic policing at urban and rural areas. 24. Unreliable internet and network. 25. Absence of communication network for field teams and satellite offices. 26. No return on investments for Mayoral bursary. 27. Declining record management system 28. Inability of GTEDA to facilitate sustainable economic activities with industrial sectors 29. Non-integrated ICT systems

<u>OPPORTUNITIES</u>	THREATS
<ol style="list-style-type: none"> 1. Support of sector departments. 2. Sound and effective partnership with Traditional Authorities. 3. Capacitating employees and Councillors on issues of governance through relevant stakeholders. 4. Availability of skilled labour market. 5. Availability of funders for infrastructure .e.g. DBSA. 6. Public Private Partnerships. 7. Existing infrastructure at Tivumbeni. 8. Available industrial sites/parks-LEDA 9. Agriculture. 10. Raising of Tzaneen dam wall. 11. Construction of N’wamitwa dam. 12. Agripark. 13. Availability of skilled labour market. 14. Attractive tourism environment. 	<ol style="list-style-type: none"> 1. Possible exposure to cybercrime due to inadequate security measures on ICT infrastructure. 2. Non-compliance to Health & Safety regulations (exposure to penalties & fines). 3. Service Delivery protests. 4. Non-implementation of projects by Sector departments. 5. Drought. 6. Theft of Infrastructure. 7. Pollution of underground water sources. 8. Settlement in flood line. 9. Non availability of portable water supply. 10. Global warming. 11. Lack of sanitation in rural areas. 12. HIV/ AIDS. 13. Electricity loss. 14. Inadequate supply of bulk water. 15. State land under control of Traditional leadership.

32. Institutional SWOT Analysis

COMMUNITY NEEDS ANALYSIS AND PRIORITIES FOR 2017/2018 REVIEW

KEY PERFORMANCE AREA 1: SPATIAL RATIONALE

1.1 DERMACATION OS SITES

Responsible Dept./Organ of state/State owned Enterprise

Provincial Department of Cooperative Governance, Human Settlements and Traditional Affairs/MDM and GTM

Ward no	Location	Needs
01	Ga-Patamedi and Senopelwa	Finalize sites demarcation process
02	Mawa Block 8, 9 & 12	Demarcation of sites
04	Rikhotso, Xihoko, Mookgo block 6 and 7	Demarcation of new sites
05	Nkambako, Malubane and Mugwazeni	Demarcation of sites
06	Runnymede and residential and business sites	Demarcation of sites
09	Sebabane	Demarcation of sites
13	Mbekwani	Demarcation of sites
16	Khujwana	Demarcation of sites
22	Mshenguville	Demarcation of sites
23	Mariveni C	Demarcation of sites
24	Zangoma, Sasekani Mohlaba and Petanenge	Formalization of sites
25	Mafarana, sites for residential and cattle camps	Demarcation of sites
	Letsitele/Mafarana/Harmony junction	
26	Rhulani	Demarcation of sites
27	Khayalami extension, Sonkwane ext, Shiluvane West, Ghana, Matshelaphata	Demarcation of sites
28	Gavaza and Burgersdorp new settlement	Demarcation of sites
31		Demarcation of sites
34	Topanama	Demarcation of sites

KEY PERFORMAMCE AREA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

WATER

2.1.1 AREAS WITH NO WATER

Ward	Location
01	Moloko village, Patamedi village, Senakwe (Mokwakwaila side), Maunatlala, Senopelwa zone 2 and extension, Mantswa and Pelana extensions
02	Mawa Block 8, Mawa 12 and Mokhwati, Legwareng
03	Ga-Wally and Radoo
04	Xihoko, Rikhotso (Ga-Maake new ext), Mookgo 6, Mookgo 7
05	Musiphane, Mackery and Akanani and Mugwazeni
06	Joppie and Mavele
07	Mohlakong and Botludi, Mothomeng, Madumane, Matarapane, Seopeng and Morutji
08	Relela, Sethone, Semarela, Mphatasediba, Ramphelo and Setheeng
09	Sebabane, Thako, Mopye, Kgwekgwe, Masebutse, Moleketla and Khekhwenya
10	Marirone, Kubjana and Motupa
11	Thapane, Bokhuta, Fobeni, Leokwe, Lerejeni and Mapitlula
12	Khubu, Nwajaheni, Rwanda, Lwandlamuni, Malovisi, Shongani and Mchengeye
13	Mandlakazi, Mbhekwani, Tarentaal farm and Mieliekloof farm
14	Politsi Citrus and Maribethema
16	Lephepane and Khujwana
17	Mokgoloboto
18	Khujwana
19	Section A & B
22	Mafarana, Mshenguville and Khopo
23	Tshamahansi
24	Mohlaba, Petanenge and Sasekani
25	Sedan, Bonn, Ntsako, Mafarana, Mulati/ Berlin
26	Nsolani, Nyanyukani, Rhulani, Hovheni and Bordeaux, Julesburg, Hweetse, Masoma
27	Serututung, Malekeke, Part of Shiluvana/Ezekhaya, Mineview, Khayalami and Shoromone
28	Burgersdorp and Gabaza, New Phepene, Pharare, Sethabaneng
29	Burgersdorp, Pulaneng, Mothadarreng, Sunnyside and Myakayaka and Matshelapata
30	Tickyline (Ramalema), Tickyline (New Rita), Marumofase and Nabane
31	Extension 3, 4, 5, Kuwait 1 and 2 (Household meter connection)
32	Mhlava Cross, Moime, Wisani and Shikwambana, Mokomotsi
33	Serare, Dipatjeng, Ga – Matlala, Mamogola, Mogabe, Tsidinko, Mmasetlate, Ga-Ramoraga, Mmaphala, Rakoma and Mothopong
34	Rasebalane, Lephepane, Khopo, Topanama and Thabine

NB: The rest of the villages in wards have access to water but there is still a need to address challenges such as the following:

<p>Boreholes</p> <ul style="list-style-type: none"> ✓ Repair of boreholes ✓ Electrification of boreholes ✓ Change of diesel pumps to electricity ✓ Appointment of boreholes machines operators ✓ Provision of extra boreholes ✓ Need for transformers ✓ Provision of jojo tanks ✓ Water tankers ✓ Pressure pump & submersible pumps 	<p>Water pipeline</p> <ul style="list-style-type: none"> ✓ Extension of pipelines to new settlements ✓ Provision of bulk water supply ✓ Provision of household connections ✓ Provision of street pipes/taps ✓ Deal with illegal connections <p>Water schemes</p>
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<p>Reservoirs</p> <ul style="list-style-type: none"> ✓ Upgrade reservoirs <p>Water reticulation</p> <ul style="list-style-type: none"> ✓ Senopelwa, Mantswa, Pelana and Senakwe extension along the main line ✓ Moleketla , Kgwekgwe and Thako <p>Water purification Plant in Mariveni (furrows)</p> <p>Household taps (Ward 13)</p> <p>Stand pipes (Ward 33)</p> <p>Water authority status</p> <p>Package Plant</p> <ul style="list-style-type: none"> • Between Mopye & Setoni • Between Kgwekgwe & Thako 	<ul style="list-style-type: none"> ✓ All water schemes to be upgraded ✓ Thapane water scheme ✓ Pyapyamela and Runnymede ✓ Tours & Thabina <p>Cattle dam</p> <ul style="list-style-type: none"> ✓ Mookgo Block 6 & 7, ✓ Block 9 & 12 ✓ Nyagelani ✓ Ward 25 <p>Dams</p> <ul style="list-style-type: none"> ✓ Miragoma river ✓ Madibogong ✓ Nyagelani
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SANITATION

- ❖ Sewege connection – Kuwait 1 & 2 and Lenyenye Ext 3 & 4.
- ❖ Sewege connections – Nkowakowa A (Old 4 roomed houses)
- ❖ Sewerage or drainage in ward 34
- ❖ Maintenance of sewerage and drainage for sceptic tanks in Haenertzburg
- ❖ Toilets in graveyards Senopelwa, Pelana, Sonkwane
- ❖ VIP toilets for the disabled in Ward 5
- ❖ Toilets for ward 27, Moime, Mohlaba Cross
- ❖ Sewerage and drainage of sceptic tank at Haenertzburg

2.2 ROADS

2.2.1 DISTRICT AND LOCAL ROADS

2.2.1.1 PRIORITIZED LINK ROADS

No	Cluster	Road number	Description	Length Km
1	Runnymede	D 3249	Risaba – Musiphana	8
2	Lesedi	D3873	Lephephane – Vumeni	7
3	Bulamahlo	D3876	Tickyline - Lenyenye via Marumofase	6.3
4	Runnymede		Xihoko - Block 5 - Block 6 - Block 7 - Thapane	
5	Runnymede	D3247/D3246	Mamitwa-Babanana-Joppie-Xihoko	16.1
6	Relela		Motupa - Marirone - Mapitlula - Thapane	
7	Lesedi	D3762	Lenyenye - Moime - Khujwana	6.1

2.2.1.2 LIST OF ROADS

No	Cluster	Road number	Description	Length Km
1	Bulamahlo	D 3779/3890	Tickyline-Dr CN Phatudi -Via new Phephepne-Nsolani – Mogapeng	13.2
2	Relela	D 3237	Madumane – Morapalala	6.33
3	Runnymede	D3248	Mamitwa – Mandlakazi road	10,8
4	Relela	D3198	Pelana-Lapaside via Mabjepelong and Mookgo bock 6 villages (Miragoma road)	40.12
5	Runnymede	D3256/D3186	Rikhotso via Xihoko to Mookgo Block 6 and 7 road	
6	Lesedi		Ramalema - Bahlabine Brickyard	
7	Bulamahlo	D3775	Mhangweni – Mafarana	4.4
8	Relela		Relela Bus stop - Setheeng - Semarela road	
9	Runnymede	D3187	Lekwareng-Mawa	6
10	Bulamahlo	D3766/3767	Sedan	6.3
11	Relela	D3215	Morapalala-Moogo 6	7
12	Lesedi		Risiva Bus stop - Dr Nhlanguwana road	
13	Bulamahlo	D3876	Tickyline to Lenyenye via Marumofase - Nabane	6.3
14	Relela	D3199	Block 6 - Matshwi/Senakwe	12.7
15	Runnymede	D3253	Xihoko-Xirulurulu	3
16	Lesedi		Mariveni chicken farm - Shipungu - Uhuru - Zanghoma	
17	Bulamahlo		R36 Pulaneng - Mutatareng - Myakayaka- Serututung via Makhubidung - Shoromong	9
18	Relela	D1350	Thapane	10.6
19	Runnymede	D3191/D3150	Runnymede - Pjapjamela - Madumane	
20	Lesedi		Letaba Cross - Chakaza bar launch	1
21	Bulamahlo	D3772	Rhulani (Julesburg) -Bordeaux	5.8
22	Runnymede		Khesethwane - Mokwakwaila	40
23	Runnymede		Rikhotso - Mookgo - Mawa block 8 (old Kamela road)	
24	Lesedi		Nkomanini road	
25	Bulamahlo		Makhubidung -Shiluvana Library - Shiluvana Hospital	
26	Relela		Relela bus stop -Lerejene main road-Ramoshaba - Mailula - Bus stop- Mabje a Kgoro state of arts- Flying birds - Shubrey shop-Ngobeni - Mampeule	
27	Runnymede	D3252	Goshele - Nyagelane	8.7
28	Lesedi		Mogabe / Tsidinko road	

29	Bulamahlo	D3894	Mokgapeng-Solani	4.4
30	Relela		Mopye to Sethone road	
31	Runnymede	D3202	Ramachinyadi-Mokgwathi	12.5
32	Lesedi		Lephephane bridge - Mangena cattle dipping (Sand seal road)	
33	Bulamahlo		Serare road	
34	Relela		Mokhwathi to Lekgwareng road	
35	Runnymede	D3201	Wale - Ramotshinyadi	4
36	Lesedi	D3984	D3766-Mariveni	2
37	Bulamahlo	D3897	Julesberg-Agric (Mashiloane via Hweetse to Rhulani)	6.3
38	Relela		Mawa Block 9 -Taulong -Mokgwathi	
39	Runnymede	D3200	Hlohlokwe-Mawa 8	9.8
40	Lesedi	D4139	Ramodike dam-Maake	6
41	Bulamahlo	D3891	New-Phepeng-D3770	2
42	Relela		Ramalepe Resturant -Bennett Malatji-Semarela High School-Makhudu tuck shop -Play ground-Joho tanks -ZCC church-Mongone wa Paane -Morontololo Mahash-Matikase- Mapiti Malatjie- Moyophokene-Mashala-Ramalepe resturant- Seepe tarven -Malapane -Setheene	
43	Runnymede		Khubu to Rwanda	
44	Relela		Mawa bock 8 to Ga - Patamedi	
45	Runnymede		Rikhotso -Xihoko -Mookgo Block 6 and 7 road	
47	Relela	D1402	Politsi road	2
48	Runnymede		Mawa Block 9 to Buqa	
49	Relela		Mopye-Sethone road	
50	Runnymede		Makhefora road	
51	Relela		Thako -Sefolwe road	
52	Runnymede		Mawa Bock 12 -Mookgo	
53	Relela		Mabake -Sebabane road	
54	Relela		Sefoto-Kelekeshe road	
55	Relela		Bophesese road	
56	Relela		Sebeka road	
57	Relela		Jokong road-Khekhwenya to Masebutse	
58	Relela		Plant -Mpathasediba -Molelene-Madiba-Selepe- Crech - Letsie	
59	Relela		Morapalala-Buqa	
60	Relela		Matipane main street	
61	Lesedi		Mokgoloboto main raod	
62	Bulamahlo		Zwane junction to Hweetse	
63	Bulamahlo		Julesburg Health Centre, Kom Kyk to R36	
64	Lesedi		Shikwambana to Wisani	
65	Lesedi		Lenyenye to Moime	
66	Bulamahlo		Internal streets at Extension 3/4/5 and Kuwait 1 and 2	
67	Relela		Pilusa to Mopye cemetery	
68	Relela		Makapane to Makhubje crech	
69	Relela		Rabothatha-Khoza-Kgweggwe	
70	Relela		Fourways-Mokgomola-Kgweggwe	
71	Relela		Thabo Spaza-Mokgomola-Kgweggwe	
72	Lesedi		Lenyenye Etx 3 & 4 and Kuwait 1 & 2	
73	Relela		Morapalala- Mabjepeleong,-Mapitlula-Moloko-Patamedi to Block 6	
74	Lesedi		Pheying in Lephepane to Letsitle Valley	
75	Lesedi		Mmatap Café to Leseka Primary school	
76	Bulamahlo		Tickyline glass work	
77	Runnymede		Mokgwathi to Dzumeri	
78	Relela		Mabapa-Rametse-Maseding	
79	Relela		Makhubidu-Jokong	

80	Relela		Lelope-Moshakgathengpeng	
81	Relela		Selokela-Tipeng-Modise-Mmileng	
82	Relela		Khethapoye Primary school-Selowa	
83	Relela		Khethapoye Bus stop-Mphirilele-Ramatapa-Lekota- Mosa	
84	Relela		Masenamela-Sefolwe	
85	Relela		Makete-Headman Kgatle	
86	Relela		Maphosho-Makole	
87	Relela		Sehlwana-Raolane-Maluleke	
88	Relela		Netshikudini-Ramahlo-Bababalela-Rametse	
89	Relela		Motsai-Mohale sefoto	

2.2.2 LOCAL ROADS TO SCHOOLS

No	Ward No	Name of School		No	Ward No	Name of School
1	17	Sebone Primary School		60	33	Modupi school
2	11	Maloti High School		61	22	Malabusane school
3	34	Thabeni Primary School		62	22	Shibodze school
4	20	Banana School		63	24	Mohlaba school
5	20	Magoza School		64	24	Tingetsi school
6	20	Mavumbha School		65	24	Mapulane school
7	34	Serurubele High School		66	24	Nwahungani school
8	34	Lephephane Primary School		67	27	Khataza school
9	34	Maje primary School		68	27	Mokwane school
10	34	Mogape Primary school		69	27	Shiluvane school
11	29	Mabushe High School		70	30	Marumofase school
12	29	Semana High School		71	30	Nabane school
13	01	Mothabane School		72	26	Allegraine School
14	01	Malilopa School		73	26	Bordeaux School
15	01	Morwasehla School		74	09	Kgwekgwe H School
16	07	Majeke School		75	13	Favasi School
17	07	Modipe School		76	26	Mamosala School
18	07	Bothudi Primary School		77	26	Phyuphyani School
19	08	Sethone Primary School		78	26	Bordeaux School
20	08	Semarela High School		79	25	Jacob Magamana High School
21	08	Mabjeakgoro school		80	25	Professor High School
22	09	Mopje High School		81	25	Mbangwa Primary School
23	03	Mmakobo School		82	25	Nyantshiri Primary School
24	03	Mbogotwane School		83	25	Jack Mashaba High School
25	03	Maphoto School		84	25	Mlunglisi High School
26	03	Mdingazi Secondary School		85	25	Scotch Mabhoko SS School
27	03	Mhlavazi School		86	28	Phephene School
28	04	Ngwamgololo School		87	28	Mulati School
29	04	Mmamuding School		88	28	Timangeni Primary School
30	04	Mpapalati school		89	10	Pholoahlaba School
31	04	Gwambeni school		90	23	Tito Mboweni School
32	09	Tlhapedi Primary School		91	23	Mariveni School
33	05	Malubane Primary School		92	33	Bessie Maake H School
34	05	Akanani School		93	33	Thabina School
35	05	Nkambako School		94	30	Mabushe High School
36	06	Runnymede School		96	30	Mmapai Primary School
37	06	Mavele School		97	30	Marumofase Full Service School
38	06	Masekwana School		98	30	Nelson Ramodike High School
39	10	Pholoahlaba		99	30	Montsheng Primary School

40	11	Ngwana Masedi School		100	08	Mmatokane Secondary School
41	11	Mahoti School		101	08	Mabjeakgoro school of Arts
42	11	Boke School		102	05	Mugwazeni Secondary School
43	23	Shipungu School		103	16	Shikathi Primary School
44	03	Makobo School		104	11	Thapane Primary School
45	13	Mpenyisi Primary School		105	29	Tinghwazi Primary School
46	02	Khesethwane School		106	19	St George school
47	09	Sefolwe P school		107	1	Paving to all schools
48	09	Kelekeshe School		108	2	Mohale Primary school
49	09	Thako school		109	2	Masefora Primary School
50	10	Mokudupischool		110	2	Mokgwathi Primary School
51	11	Sara school		111	2	Mawa Primary School
52	11	Railelaschool		112	2	Vallmbrosa Primary School
53	12	Lwandlamunischool		113	2	Lekgwareng Primary School
54	12	Shongani school		114	2	Mayarapane High School
55	12	Hlengeti school		115	2	Hesethwane High School
56	18	Matimu school		116	2	Mashooro High School
57	16	Shikhathi school		117		
58	16	Khujwana Primary school		118		
59	16	Leseka Primary school		119		

2.2.3 LOCAL ROADS TO CLINICS

No	Ward No	Name of Clinic/Health Centre	No	Ward No	Name of Clinic/Health Centre
1	20	Dan village Clinic	9	13	Mbhekwane Clinic
2	32	Maake Clinic	10	34	Lesedi Clinic
3	28	Burgersdorp Clinic	11	34	Mogoboya Clinic
4	01	Morapalala Clinic	12	23	Mariveni Clinic
5	03	Mmadumane Clinic	13	32	Moime
6	03	Relela Clinic	14	28	Charlotte clinic (Burgersdorp)
7	10	Motupa Clinic	15	22	Jamela clinic (Mafarana)
8	13	Mphenyisi Clinic	16	28	Carlota Clinic

2.2.4 LOCAL ROADS TO GRAVEYARDS

No	Ward No	Name of Graveyard/Village	No	Ward No	Name of Graveyard/Village
1	27	Matengteng graveyard	27	06	Runnymede
2	34	Khujwana	28	06	Mavele
3	32	Moime graveyard	29	06	Pjapjamela
4	02	Mookgo Block 12	30	12	Rwanda
5	02	Mokgwathi graveyard	31	12	Mamitwa
6	01	Senopelwa	32	27	Makhubedung
7	01	Matipane	33	27	Mpotle graveyard
8	01	Senakwe	34	27	Mogapene
9	07	Morotjie	35	27	Hezekhaya graveyard
10	07	Mothomeng	36	26	Rhulani
11	07	Bothudi	37	26	Hovheni
12	11	Foveni	38	09	Jokong
13	11	Mapitula	39	09	Setoni
14	11	Bokhuta	40	26	Masoma bus stop to graveyard

15	10	Kobjana		41	26	Masoma graveyard
16	10	Marirone		42	26	Nsolani
17	08	Semarela		43	26	Hweetse
18	08	Relela		44	25	Sedan, Ntsako, Mafarana, Mulati and Berlyn, Bonn
19	09	Mopje		45	28	Gavaza
20	09	Thako		46	28	New Phepene
21	09	Sefolwe		47	33	Ga-Matlala
22	03	Wally		48	30	Ramalema
23	03	Radoo		49	30	New Rita
24	04	Xihoko		50	30	Nabane
25	05	Mackery		51	09	Kgwekgwe
26	05	Maweni		52	11	Thapane
27	05	Nkambako		53	11	Babanana
28	06	Runnymede		54	11	Lwandlamuni
				55	19	Exit road from Nkowakowa graveyard

2.2.5 MAIN ROADS USED BY TAXIS AND BUSES

No	Ward No	Road	No	Ward No	Road
1	10	Motupa Mareroni	9	24	Petanenge
2	04	Merekoma	10	07	Mothomeng
3	05	Mackery to Malubane	11	05	Relela bus stop to Leretjeni
4	27	Mogapeng	12	12	Khubu to Iwandlamuni
5	06	Mavele	13	12	Babanana to Musiphani
6	06	Jopie	14	12	Mamitwa to Deerpark
7	06	Runnymede	15	12	Mamitwa to Nyakelani
8	26	Shilubane	16	1	Pelana and Mantswa

2.2.6 LOW LEVEL BRIDGES

No	Ward no	Location	No	Ward no	Location
1	01	Between Senopelwa and Mponeng, between Senopelwa and Mantswa, between Pelana and Senakwe and between Patamedi and Mawa Khehlakone river (Morapalala)	14	18	Dan, Lusaka, Nkomanini and Khujwana
2	02	Mawa block 12, Legwareng and Mokhwati Block 11 and 9 cemetery roads	15	20	Dan (near Paypoint)

3	03	Ga-Wally Radoo visiting point	16	22	Khopo
4	04	Rikhotso, Mookgo block 7 and Xihoko	17	23	Mariveni B (Manocha street)
5	05	Maweni to Akanani, Akanani to Mugwazeni and Musiphane East to Hetiseka	18	24	Majomela section, Thokwe, Risenga section, Sasekani, Zanghoma and Muhlava
6	08	Relela, Semarela, Sethong, Mphata Sediba and Ramphelo	19	25	Sedan, Bonn, Ntsako and Mulati/Berlin
7	09	Moleketla, Thako, and Jokong, Khetoni, Seabane and Mopye	20	26	Masoma cemetery road
8	10	Marirone, Khubyana and Motupa	21	27	Next to Bokgakga High School and Sonkwane
9	11	Leokwe to Babanana, Thapane to Fobeni, Fobeni to Lerejeni, Bokhuta to Lerejeni and Mapitlula to Reilela School	22	28	New Phepheni/Madawa and Pharare Sethabaneng Pharare via Sethabaneng to Mokgapeng clinic
10	12	Khubu and Lwandlamuni Khalanga Cultural village	23	31	Ithuseng street and Kuwait
11	13	Mandlakazi, Mbhekwana, Tarentaal farm and Mieliekloof farm	24	33	Matlala cemetery
12	16	Lephephane Shikhati P School, ZCC Curch road, Near Makamu, Near Sephusephu (masethane) Matapa Café Lephephane, Magoro Hilda, Leseke P School	25	34	Topanama, Khopo, Lephephane, Rasebalana and Thabine
			26	31	Ithuseng street and Kuwait
			27	6	Road to graveyard at Joppie
			28	19	Between busaf and nkowakowa (upgrade)
13	17	Mokgoloboto (near Seboni School)			

2.2.7 HIGH LEVEL BRIDGES

Ward no	Location
01	Katapi River (main street)
04	Rikhotso Leratlou river (old Kamela road)
08	Between Semarela and Setheeng, Between Semarela and Ga-Machubeni
09	Kgwekgwe
13	Tarentaal farm
16	Lephephane
17	Mokgolobotho Cemetery site near Neave Tavern, Sebone Primary School Dan Extention
24	Thabina river between Zangoma and Petanenge villages
29	Pulaneng
33	Mogabe
30	Nabane to Tickylane
14	Maribethema next to school

2.2.8 OVERHEAD BRIDGE

Ward no	Location
04	Xihoko
14	Maribethema
17	Mokgolobotho on R36
19	Nkowankowa , Bankuna street
24	Sasekani to Mhlaba Cross
25	Mafarana Bus stop
26	Ofcalaco road
27	Makhubidung – Bokgaga High school
28	Burgersdorp(Chukumetani) R36
30	Nivana
27	Bokgaga High school access

2.2.9 ROAD TRAFFIC LIGHTS

No	Location
1	Nkowankowa 4 way stop
2	R36 Maake plaza turn off Rita/Tickyline
3	R71 turn off Bolobedu/Deerpark
4	Linyenye T-Junction
5	Tarentaalrand
6	Bridgeway
7	Mokhwati four way
8	Risaba four way

ROAD TRAFFIC CYCLE

No	Location
1	Haenertzburg food zone

2.2.11 SPEEDHUMPS

No	Ward No	Location	How many	No	Ward No	Location	How many
1	1	Senakwe Primary School	1	68	16	Tzaneen - Magnolia street	1
2	2	Mokgwathi David Chisa Nyama	2	69	31	Lenyenye - Main street	4
3	4	Rikhotso - on the main internal street	1	70	31	Lenyenye - Lenyenye str	3
4	4	Rikhotso- next to Rikhotso graveyard	3	71	31	Lenyenye -Kgahara street	1
5	4	Xihoko - next to Muweru Gwambeni taxi rank	2	72	31	Lenyenye - Lesedi street	3
6	4	Xihoko - next to M.W Mathebula creche	2	73	31	Lenyenye - Ithuseng street	4

7	4	Mookgo - next to Makgope Primary school	2	74	31	Lenyenye - Phuseng street	1
8	4	Xihoko - next to nhlayiseko early childhood creche	2	75	31	Lenyenye - Roman street	1
9	4	Moogo block 6 from Mayimele to Nyavana Tribal	2	76	31	Lenyenye - Mankweng street	1
10	6	New Road		77	31	Lenyenye - Tshukudu street	1
11	6	Runnymede- Next to Berffay Bus stop	2	78	32	Moime - next to Mommy	
12	6	Runnymede - Next to	2	79	32	Moime - next to Makwela shop	
13		Mackery store		80	32	Moime - next to Matlala	
14	6	Runnymede next to Xibukulani h. School	2	81	32	Mhlava cross - at the curve	
15	6	Runnymede next to Nghazana P. School	2	82	32	Mhlava cross - Malatjie before corner	4
16	7	Morutji next to Bus stop	2	83	32	Mhlava cross- After corner (Mnisi)	2
17	8	Relela next to bus stop	2	84	32	Mhlava cross - Hlomani	2
18	8	Sethong next to Bus stop	2	85	32	Mhlava cross - AFM	2
19	9	Moleketla next to Moleketla Primary School	2	86	32	Mhlava cross - Joseph Maenetja Primary school	1
20	9	Mopye next to Mabake quarters	2	87	32	Wisani - Corner to Mathlari	1
21	9	Mopje - next to Mishack Pilusa	1	88	32	Wisani - corner curve to moime	1
22	9	Mpoje - next to Ndhuna Rabothata	2	89	32	Wisani - stop sign four way to moime	1
23	9	Moleketla - next to Mokgomola never	1	90	32	Wisani - Khumalo	1
24	9	Moleketla - next to Masilo Maloko	2	91	32	Wisani - curve near graveyard	1
25	9	Moleketla Motsheneng next to mokhithi	2	92	32	Moime - clinic	1
26	10	Motupa- Moyafalo- Kubjana & Motupa- Marirone	4	93	32	Moime next to Sekgaba high school	1
27	10	Motupa next to Denise shop	4	94	32	Moime next to Ramodike Bottlestore	1
28	10	motupa next to Mohlahleo Machava	2	95	34	Rakoma next to Mafutsane H.school and Thabine primary school	1
29	12	Mamitwa Headkrall- Mspiphana	3	96	34	Rasebalane	1
30	14	Tzaneen - Douglas street	2	97	34	Thabine	1
31	14	Tzaneen - Agatha street next to Moslim Church	1	98	34	Khopo	2
32	14	Tzaneen - Douglas street	1	99	34	Topanama	5
33	14	Tzaneen - Aqualaan street	1	100	17	Nkowankowa Section A (Malwandla, Cheyeza, Tirhani & Langutelani)	2

34	14	Tzaneen - Voortrekker street	1	101	26	Nyanyukani next to Mashele cafe	9
35	14	Tzaneen- Sees Street	1	102	26	Julesburg Health Centre	7
36	15	Tzaneen Circle drive	2	103	26	Julesburg Sport Facility	7
37	15	Tzaneen Aqua park next to Valencia	2	104	28	Burgersdorp	
38	16	Tzaneen - Alwyn street	2	105	33	Mmaphala Bus stop	
39	16	Tzaneen - Cycad street	1	106	33	Mothopong Bus stop and Modupi Primary School	
40	16	Tzaneen - Heide street	1	107	33	Ga Ramoraga Bus stop	
41	16	Tzaneen - Lobelid street	1	108	33	Itsosheng Day Care Centre	
42	16	Tzaneen - Clivia Street	3	109	33	Ga-Mawasha Bus stop	
43	16	Tzaneen - Magnolia street	1	110	33	Collen's Market	
44	16	Tzaneen - Lupine street	1	111	33	Ga -Boki	
45	16	Tzaneen - Krisant street	1	112	33	Headkraal ZCC	
46	16	Tzaneen - Jasmyn street	1	113	33	Ga Maake Kgoshing	
47	16	Tzaneen - Salie street	1	114	33	Mothodumela P School	
48	16	Tzaneen - Vygie street	1	115	33	Leolo Creche	
49	16	Tzaneen - Loreta farm school	2	116	33	Ga Makgoba's Spaza	
50	16	Tzaneen - Road to railway	2	117	33	Lebaleng Creche	
51	19	Nkowankowa - Rhandzanani	3	118	33	Ga Judas Rakgoale	
52	19	Nkowankowa – Hitsakile	3	119	33	Thipene (next to Ga Matlala)	
53	19	Nkowankowa - Ritavi street	2	120	33	Sepeke and Serare Schools	
54	19	Nkowankowa - Hoxani street	2	121	30	Glasswork Shop	
55	19	Nkowankowa - Ntwanano street	2	122	30	St Engenas ZCC Church	
56	19	Nkowankowa - Nkateko street	2	123	08	Semarela villlage	
57	19	Nkowankowa - Hitekani street	1	124	34	Khujwana	
58	19	Nkowankowa - Sasavona street	3	125	34	Lephepane	
59	19	Nkowankowa next to Letaba hospital	4	126	1	Mantshwe village	
60	19	Nkowankowa next to Meridian College	2	127	16	Khujwane and Lephepane	
61	20	New Dan Tar Road	2	128	30	Glasswork and Ga-Manyama	

62	20	Sunnyside Dr CN Phatudi Hospital	6	129	15	Claude Wheatly street-van Velden Hospital	
63	31	Lenyenyene - Sedikodiko street	4	130	15	Circle drive opposite Rotary House	1
64	31	Lenyenyene Khutso street	1	131	19	Banana	
65	31	Lenyenyene - Boiketso street	1	132	19	Hlekani	
66	31	Lenyenyene - Budutung street	1	133	19	Chivirikani	
67	31	Lenyenyene - Dirapeng street	2	134	26	Hoveni	
				135	29	Turnoff to Semana	
				136	29	Myakayaka to Carlote clinic	
				137	27	Ward 27	
				137	21	Near Joe N'wa-Madleke	

2.3 ELECTRICITY

2.3.1 PART 1 - CONSOLIDATED TOTAL BACKLOG ELECTRIFICATION PRIORITY LIST 2013

IN PROGRESS 2016/17

No	Ward	Name of Village	No. of Units	Implementing Agent & Financial year
1	1	Mabyepilong	19	
2	34 & 33	Thabina Valley (Thabina-74, Mothopong/Garakoma-169, Ramoraga-83, GaMmaphala-113)	439	
3	4 & 3	Xihoko (Rhobeni site-370, Nduna Bvuma-70, Radoo-67)	507	
4	25 & 26	Private Farm-2, Julesburg/Rhulani-57, Nsolani-5, Hovheni-28, Bordeaux-59	151	
5	16 & 34	Mahlogwe-166, Lephepane-(17), Rasebalane-30	213	
6	24	Petanenge-71, Mohlaba Headkraal-30, Sasekani-101	202	
7	28 & 29	Burgersdorp - 457, Burgersdorp – 56	513	
8	12	Shongani -75, Shirilele- 105, and Mchengeye- 150	330	
9	25	Sedan - 50, Ntsako - 90, Mulati –80, Berlyn-60	72	
10	23	Shipungu - 50, Mariveni (Babana Section) – 200	250	
11	1	Senopelwa, Mantswa, Pelana (and new stands) and Senakwe	228	
12	22 & 25	Lefara - 25, Khopo - 55, Mshenguville - 77, Mafarana (New Canada) – 52	207	
13	3	Ramotshinyadi	200	
14	27	KhayalamC - 120, Legobareng – 15, Shiluvane Ext-15	150	
15	33	Leolo/Lebaleng - 24, Serare/Mogabe/Tshidinko - 79	103	
16	26	Nyanyukani - 20, Masoma - 20, Hweetsi -50	90	
17	20	Rhulani (Magoza), Lusaka and Dan	78	
TOTAL A				
PRIORITY LIST 2017/18				

1	28	Gabaza	48
2	14	Canners Settlement - 13, Citrus Settlement – 24	37
3	29	Pulaneng	20
4	9	Jokong	12
5	32	Wisani/Shikwambana	15
6	24	Muhlava extension, Petanenge extension and Sasekani extension	516
7	16	Matlowe	160
8	32	Motseteng	150
9	17	Mokgolobotho	25
		TOTAL B	
EXTENSION ELECTRIFICATION BACKLOG 2017 - NOT PROIRITISED			
1	1	Patamedi-21, Senopelwa-5, Moloko-14, Pelana-4	47
2	4	Xihoko-48, Mookgo Block7-16	64
3	5	Mackery Ext.ension 7-68, Malubana-5, Musiphani-20	93
4	6	Mavele(Nduna Nwaho Rhwani)	278
5	8	Relela-41, Sethone-32, Semarela-35, Ramphel - 11, Setheeni- 6, Mphatasediba-1	126
6	9	Mopye-36, Moleketla-6, Jokong-56,Thako-9, Kgwekgwe-22	129
7	10	Marirone-45,Motupa-29, Kubjana-7	81
8	13	Mandlhakazi Marikani Extensioin2 -134, Mbhekwana, (Masavana Extension-28, Makhanya Extension-25)	187
9	16	Khujwana(Ntwanano)-125	125
10	18	Dan-31, Nkomanini-30	61
11	23	MariveniC-123, Zanghoma-13	136
12	24	Zanghoma-13, Sasekani-16, Petanenge(Risenga-39, Majomela/Thogwe-51	119
13	25	Ntsako-109, Mulati-114, Mafarana-6, Sedan-6, Bonn-29	264
14	27	Mogapeng(Mmaphut-16, Ntswelomotse-16), Ga-Gana-10, Mine View-22, Marobela Farm-2	66
15	28	New Phepene-29, Burgersdorp-19,Matlawa-78, Gavaza-16	142
16	29	Burgersdorp-25	115
17	30	Ramalema-22, New Rita-22, Nabane-	88

		22,Marumofase-22	
18	31	Lenyenye	85
19	32	Moime-10, Mohlava Cross-48, Shikwambana-62	120
20	33	Bokgaga(Mmapudi)-22, Leolo-29, Motseteng(Maele)-77	128
21	35	Mogabe(Tshidinko)-77	77
TOTAL			2531

2.3.2 PART 2 - CONSOLIDATED TOTAL BACKLOG ELECTRIFICATION PRIORITY LIST 2013

No	Ward	Name of Village	No. of Units
		None	
		TOTAL	
		NEW REQUESTS	
1	23	Mariveni Extension C	200
2	6	Mavele	35

2.3.3 STRATEGIC LIGHTS

No	Ward no	Cluster	Location	Project
1	18	Lesedi	Dan main entrance	Strategic Lights
2	08	Relela	Relela taxi rank	Strategic Lights
3	22	Bulamahlo	Maake Plaza R26 Road	Strategic Lights
4	05	Runnymede	Mackery Bus Stop	Strategic Lights
5	20	Lesedi	Chakaza Bar Launch	Strategic Lights
6	07	Relela	Moruji Bus Stop	Strategic Lights
7	26	Bulamahlo	Julesburg Health Centre	Strategic Lights
8	6	Runnymede	Badfack	Strategic Light
9	20	Lesedi	Dan (Nkanyini)	Strategic Lights
10	09	Relela	Moleketla	Strategic Lights
11	26	Bulamahlo	Solani Bus Stop	Strategic Lights
12	06	Runnymede	Nkuna Cafe	Strategic Lights
13		Lesedi	Next to Maakane Crech	Strategic Lights
14	03	Relela	Makoti Shopping Centre	Strategic Lights
15	29	Bulamahlo	Sunnyside Y Junction	Strategic Lights
16	13	Runnymede	Mandlakazi Bus Stop	Strategic Lights
17	18	Lesedi	R36 Khujwana junction	Strategic Lights
18	28	Bulamahlo	Pharare Bus Stop	Strategic Lights
19	06	Runnymede	Joppie Bus Stop	Strategic Lights
20	26	Bulamahlo	Tours Clinic	Strategic Lights
21	01	Relela	Mini market	Strategic Lights

22			Phalaborweni Shopping Centre	Strategic Lights
23			Senopelwa Clinic	Strategic Lights
24			Mohalenyana cross	Strategic Lights
25			Senakwe Mambazo site	Strategic Lights
26			Manunatlala	Strategic Lights
27			Moloko	Strategic Lights
28			Patamedi	Strategic Lights
29			Morapalala	Strategic Lights
30	28	Bulamahlo	New Phepene	Strategic Lights
31	28	Bulamahlo	Burgersdorp to Julesburg Busstop	Strategic Lights
32	33	Bulamahlo	Ga -Mawasha	Strategic Lights
33	33	Bulamahlo	Collen's Market	Strategic Lights
34	33	Bulamahlo	Maake Headkraal	Strategic Lights
35	33	Bulamahlo	Mogabe Tsidinko	Strategic Lights
36	09	Relela	Mopye	Strategic Lights
37	09	Relela	Thako	Strategic Lights
38	09	Relela	Sethone	Strategic Lights
39	09	Relela	Kgwekgwe	Strategic Lights
40	09	Relela	Sebabane	Strategic Lights
41	09	Relela	Jokong	Strategic Lights
42	09	Relela	Sefolwe	Strategic Lights
43	09	Relela	Masebutse	Strategic Lights
44	04	Runnymede	Chisanyama 4 way Shihoko	Strategic Lights
45	04	Runnymede	Dynamic sports ground-Rikhotso	Strategic Lights
46	04	Runnymede	Block 6 Mashatole café	Strategic Lights
47	04	Runnymede	Block 7 Mathipa Busstop	Strategic Lights
48	05	Runnymede	Mugwazeni busstop	Strategic Lights
49	05	Runnymede	Maluvane graveyard	Strategic Lights
50	05	Runnymede	Musiphane next to satellite Hetiseka	Strategic Lights
51		Lesedi	Khujwane and Lephepane	Strategic Lights
52	26	Bulamahlo	Nsolani, Nyanyukani and Hovheni	Strategic Lights
53	28	Bulamahlo	Madawa and Phepeni	Strategic Lights
54	25	Bulamahlo	Sedan, Bonn, Ntsako, Mafarana and Mulati cross/Berlyn, Headman Machana	Strategic Lights
55	24	Lesedi	Petanenge- bridge	Strategic Lights
56	27	Bulamahlo	Mogapeng clinic, Shilubane Health centre, Shilubane library, Pheretla to Kings 2	Strategic lights
57	3	Runnymede	Radoo crossing (Mashabela), ga- Wally(Seshabela) and Madabeni Brick yard	Apollo lights
58	7	Relela	Madumane & Mothomeng	Apollo Lights
89	26	Bulamahlo	Main Busstop	Apollo Lights
90	31	Bulamahlo	Main streets	Apollo lights
91	32	Bulamahlo	Matlhari High, Sefateng cross, Shikwambana next to R36, Mokonyane	Apollo lights
92	02	Runnymede	Mawa Block next to graveyard and Mangena Brick yard	Strategic lights
93	16	Bulamahlo	Haenertzburg intersection and other areas	Strategic lights
94			Medipark Extension	Apollo lights

2.4 HOUSING PRIORITIZATION

2014/15 FINANCIAL YEAR			
Runnymede	Lesedi	Relela	Bulamahlo
Ward 06 Runnymede, Pyapyamela and Joppie	Ward 34 Ward 20	Ward 7 Ward 10	Ward 33 Ward 28
Ward 05 Musiphana, Mugwazeni and Mackery	Ward 16		Ward 30
2015/16 FINANCIAL YEAR			
Runnymede	Lesedi	Relela	Bulamahlo
Ward 04 Rikhotso, Xihoko, Block 6 & 7	Ward 32 Ward 19 Ward 17 Ward 31	Ward 08 Ward 09 Ward 11	Ward 27 Ward 29 Ward 24 Ward 25
Ward 03 Ramotshinyadi, Wally and Radoo	Ward 21 Ward 18 Ward 23		
2016/17 FINANCIAL YEAR			
Runnymede	Lesedi	Relela	Bulamahlo
Ward 13 Mbhekwana, Mandlakazi and Rwanda	Ward 34 Ward 20 Ward 16	Ward 07 Ward 08 Ward 09	Ward 22 Ward 24 Ward 25
Ward 02 Mawa, Legwareng and Mokgwathi	Ward 32 Ward 19 Ward 17 Ward 31	Ward 10 Ward 11	Ward 25 Ward 26 Ward 27 Ward 28
Ward 12 N'wajaheni and Lwandlamuni	Ward 21 Ward 18		Ward 29 Ward 30 Ward 33

2.5 EDUCATION

2.5.1 NEEDS FOR NEW SCHOOLS

Ward no	Location	Name of School	Needs
01	Mantswa	No Primary school	New Primary School
	Senakwe	No school	New School at Mokwakwaila
02	Mawa	Mawa primary school	Re – building of school
	Mawa Block 9	No High School	New High School
	Mashooro	No High School	New High School
	Mokgwathi Block 10	Vallambrosa Primary	New Primary School
	Legwareng Block G	Matarapane High School	New High School
	Mawa Block 9	Mawa Block 9	New Library
03	Ramotshinyadi	No Lower Primary School	New Lower Primary School
	Ga-Wally	No Lower Primary	New Lower Primary

04	Rikhotso	Mbhomani High School	New High School
05	Mugwazeni	No Primary School	New Primary School
07	Moruji		New Admin Block
	Madumane		New Admin Block
08	Semarela	No Pre-School and creche	New Pre-School and creche
	Relela	Relela disabled school	Relela disabled school
	Setheng, Ramphele and Mphata Sediba	No Primary School and creche	New Primary School and creche
09	Khebabane	No Primary/High School	New Primary and High School
	Thako	No crèche	New Creche
	Moleketla	No crèche	New Creche
	Moby	No Disability School	New Disability School
	Kgwekgwe	No crèche	New Creche
	Sefolwe	No crèche	New Creche
	Jokong	No Primary/High School No Pre-School	New Primary & High School New Pre-School
10	Marirone	No High School	New High School
	Khubyana	No Pre-School	New Pre-School
	Motupa	No Pre-School	New Pre-School
11	Bokhuta	No Primary School	New Primary School
	Babanana	No High School	New High School
12	Lwandlamuni	No Primary School	New Primary School
	Nwajaheni	Crèche	Cheche
	Mchengeye	No Lower Primary School	New Lower Primary School
13	Mieliekloof	No Educational Institution	New Creche, Primary and High School
14	Maribethema	No Educational Institution	New High School
15	Talana	No Educational Institution	New Creche, Primary and High School
16	Lephepane		New High School
	Flora Park	No High School	New High School
17	Dan Extension 1 and 2	No Primary/High School	New Primary and High School
	Mokgoloboto	No Primary/High School	New Primary and High School
18	Nkomanini	No Primary School	New Primary School
	Khujwana	No Primary School (Between Matimu Primary and Chicken Farm)	New Primary School
	Mohlaba Cross JB	No High School	New High School
19	Nkowankowa B	Primary school	New Primary school
21	Nkowankowa C	No High school	New High School
	Nkowankowa D	No Primary School	New Primary School
22	Mshenguville	No Primary/High School	New Primary and High School
24	Sasekani	Mpumulana High School	New Admin Block
	Zangoma Village	No High school	High School
25	Bonn		Need for a Comprehensive School
	Sedan	Mbetana Primary School	New Admin Block
		No school	New Comprehensive High School
26	Nsolani	No Primary School	New Primary School
	Hweetse	No Primary School	New Primary School
		Dumela High School	Demolishing and building
27	Shoromong	No Educational Institution	New Creche
	Mineview/Hospital view	No Primary School	New Primary School
	Sonkoane	No Primary School and crèche	New Primary School and creche
28	New Phephene/Madawa	Lebitso High and Phepheni Primary School	New Ablution blocks

	Pharare Sethabaneni	No Junior Secondary School	New Junior Secondary School
		No Senior Primary	New Senior Primary School
		No Creche	New Creche
		Maponya Primary School	Construction of a new School
	Phepene Primary School and Madawa	Ablution block	
Burgersdorp	Timangeni	Ablution block	
29	Pulaneng	No Primary/High School	New Primary and High School
	Myakayaka	No High School	New High School
32	Mokomotji	No High School	New High School
34	Longvalley (Khopo)	No Primary School	New Primary School
	Topanama, Thabine, Lephepane, Rasebalane, Khopo and Longvalley	No Drop in Centre	New Drop in Centre
	Rasebalane and Topanama	No crèche	New crèche

2.5.2 NEEDS FOR EXTRA CLASSROOM BLOCKS/RENOVATIONS

Ward no	Location	Name of School	Needs
01	Senopelwa	Motlobong Combined School	Toilets
	Pelana	Mabyepilong School	Extra classrooms
	Senakwe	Morwasethla Secondary School	Admin Block
02	Legwareng	Matarapane High School	Renovations and extra classes
	Mokgwathi Block 10	Vallambrosa Primary School	Renovations
	Mawa Block 8	Mawa Primary School	Renovations
	Legwareng	Legwareng Primary	Extra classrooms
	Mawa	Khesethwane	Admin, hall and extra classes
03	Radoo	Ndzungulwane School	Extra classrooms
		Mapheto Secondary School	Extra classrooms
	Ga-Wally	Makobo High School	Extra classrooms
		Ooghoek Primary School	Extra classrooms
	Ramotshinyadi	Ramotshinyadi Secondary School	Extra classrooms
04	Xihoko	Mhlavasi Primary School	Extra classrooms and Admin Block
		Gwambeni High School	Extra classrooms and Admin Block
		Mdingazi Secondary School	Admin block and renovation
		Mpapalati Primary School	Admin Block
	Mookgo Block 7	Molokwane Primary School	Extra classrooms and Admin Block
		Mamoding High School	Extra classrooms and Admin Block
	Mookgo Block 6	Makgope Primary School	New Classrooms and Admin Block
		Mookgo High School	Extra classrooms and Admin Block
Rikhotso	Nwamungololo Primary School	Admin Block	
05	Mugwazeni	No primary school	New Primary School
06	Runnymede Runnymede, Joppie, Mavele	Runnymede Primary School All schools	New School Renovations
07	Modipe	Modipe School	Renovations
09		Primary schools: Khethapoye, Malemela, Thlapedi, sefolwe. Mopje Secondary School and Keleleshe High school	Extra classrooms
		Moleketla Primary	Admin block
10	Marirone	Mokutupe Primary School	Renovations
11	Lerejeni	Mapula Primary School	Extra Classrooms
	Fobeni	Sarah Primary School	Renovation
	Thapane	Thapane Primary School	Renovation and admin

	Leretjeni	No disability school	New Special school
	Mapitlula	Mapitlula school	Mobile classrooms
12	Nhlengeleti	Nhlengeleti School	3 Blocks of classrooms, 1 Admin Block and 1 Computer Lab
	Nwajaheni	Nwajaheni	4 Blocks of classrooms, 1 Admin Block, Toilets for foundation phase learners
	Shongani		Extra classrooms
13	Mandlakazi	Favazi and Tsakani Primary	New School
	Tarentaal	Tarentaal	Pre school, Higher Primary and Secondary school
15	Tzaneen	Manorvei Primary School	8 Extra Classroom
16	Lephepane	Graighead Primary School	Extra classrooms
	Khujwana	Khujwana Combined School	Extra classrooms
	Khujwana	Shikhati Primary School	Extra Classrooms
17	Dan	Charles Mathonsi	Renovation
18	JB	Magreth Shiluvana Primary School	Extra classrooms
	Khujwana	Matimu High School	Extra classrooms and renovations
19	Nkowankowa	Progress High School	Renovations
		DZJ Mthebule	Extra classrooms
20	Dan	Magoza Secondary School	Extra classrooms and Admin block
21	Nkowankowa	Bombeleni Primary	Need for renovation and Science Laboratory
		Masungulo Primary School	Extra Classrooms and Science Laboratory Need for renovation
23	Mariveni	Shipungu High School	Extra classrooms and admin block
		Zivuko High School	Extra classrooms and admin block
		Tito Mboweni Primary School	Admin block
24	Petanenge	Petanenge High School	Extra classrooms
	Zangoma	Totwana Primary school	Extra Class rooms
	Sasekane	Mpumulana High School	Admin Block
	Sasekani	Tinghisi Primary	Extra classrooms and admin block
25	Bonn	Professor High School	Toilets
		Mbangwa Primary	Extra classrooms and renovation
		Jacob Magamana	Extra classrooms and renovation
	Ntsako	Nyatshiri Primary	Extra classrooms and renovation
	Mulati/ Berlin	Jack Mashaba	Extra class rooms
		Mulungisi P school	Extra Class rooms and renovations
	Scotch Mabhoko Sec School	Extra classrooms and renovation	
26	Rhulani	Dumela High School	Renovation
	Nyanyukani	Bordeaux Primary School	Renovations
	Bordeaux	Allegraine	Extra classrooms
27	Mogapene	Mmalahla Primary School	Extra Classrooms
28	New Phephene	Lebitso High School	Renovations and classrooms
	Pharare	Phepheni Primary School	Extra classrooms
29	Mohlatlareng	Semana Primary School	Renovations
	Tinghwazi	Tinghwazi school	Renovations
30	Tickyline – Ramalema	Mabushe High School	Extra classrooms
	Tickyline – New Rita	Montsheng Primary School	Extra classrooms
	Nabane	Nelson Ramodike Primary	Extra classrooms
	Marumofase	Marumofase Primary School	Extra classrooms
31	Lenyenye	Ramalema school	Renovations
	Lenyenye	Pusela High School	Learners furniture
33	Mosiye	Serare Junior Secondary School	Renovation of classroom block
34	Mogoboya	Mogoboya Primary School	Extra classrooms

2.6 HEALTH

Ward no	Village	Health Facility Needs
01	Ga-Patamedi, Moloko and Patamedi	New Clinic
	Senakwe	New Hospital and EMS
	Senopelwa	Upgrading of the clinic
	Maunatlala	New Clinic
02	Lekgwareng	New Clinic
	Mokgwathi clinic	New buildings and consulting rooms
	Mawa Block 12	New Clinic
03	Ramotshinyadi	Upgrading of the Health Centre
	Radoo	New Clinic
04	Rikhotso	New Clinic
	Mookgo Block 7 (between Xihoko and Block 7)	New Clinic
05	Nkambako	New Clinic
06	Joppie, Runnymede and Pyapyamela	Mobile Clinics
07	Mohlakong	New Clinic
	Seopeng	New Clinic
	Matarapane	New Clinic
	Botludi	Mobile Clinic
	Mothomeng	Mobile Clinic
	Morwatshelha	New Clinic
08	Semarela	New clinic
09	Khebabane	Mobile Clinic
	Khetoni	New Clinic
	Moby	Mobile Clinic
	Kgwekgwe	Mobile Clinic
	Thako	Mobile Clinic
	Moleketla	New Hospital
	Sefolwe	Mobile Clinic
	Jokong	Mobile Clinic
10	Marirone	New Clinic (Must operate 24 hrs) and Mobile clinic
	Khubyana	Mobile clinic
	Motupa	New Health Centre
11	Thapane	New Clinic
	Fobeni	New Clinic
	Lerejeni	New Clinic
	Bokhuta	New Clinic
	Mapitlula	New Clinic
	Leokwe	New Clinic
	Babanana	New Clinic
13	Mandlakazi	New Health Centre
	Mbhekwana	New Clinic
	Tarentaal farm	New Clinic
	Mieliekloof farm	New Clinic
14	Maribethema, Politsi Citrus, and Noordewenke	Mobile Clinic and new clinic
15	Talana	New Clinic
16	Lephephane	New Clinic
17	Dan	New Health Centre
	Dan extension 1 and 2	New Clinic
	Mokgoloboto	New Health Centre
	Nkowankowa A	New Clinic
18	Nkomanini	New Clinic
	Mohlaba cross JB	New Clinic
19	Nkowankowa	Health Centre to be upgraded
20	Dan	Health Centre to be upgraded
21	Nkowankowa B	New Clinic

	Nkowankowa C	New Clinic
	Nkowankowa D	New Clinic
24	Petanenge	New Clinic
	Sasekani	New Clinic
	Muhlaba	Health centre and should operate 24hrs
25	Sedan	Visiting Point
	Bonn	Visiting Point
	Ntsako	Visiting Point
	Mulati	Visiting Point
	Mafarana	Health center
26	Hovheni	Visiting Point rescucitation
	Nsolani	Visiting Point rescucitation
	Hweetsi	New Clinic
	Julesburg	New Health Centre
28	Gabaza	New Clinic
	New Phepheni/Madawa	New Clinic
	Pharare Sethabaneni	New Clinic
29	Tickyline	New Clinic
30	Tickyline –Ramalema	New Clinic
31	Lenyenye	New Health Centre
32	Mokomotsi	New Clinic
	Mohlaba cross	New Clinic
34	Topanama	New clinic
	Khopo	Extension of Lesedi clinic into a Health Centre
	Khopo	Rehabilitation centre/ Traumer centre

2.7 SAFETY AND SECURITY

Ward no	Village	Safety and Security Needs
01	Senopelwa	New Police Station
	Ga-Patamedi	New Satelite Police Station
	Morapalala	New Satelite Police Station
02	Mokhwati	New Police Station/Satelite
03	Ga-Wally	New Satelite Police Station
04	Rikhotso	New Satelite Police Station
	Mookgo block 6 and 7	New Satelite Police Station
07	Botludi	New Satelite Police Station
	Mothomeng	New Satelite Police Station
	Madumane	New Satelite Police Station
	Morwatshehla	New Satelite Police Station
08	Relela	Upgrading of existing Satelite Police Station
09	Sefolwe	New Police Station/Satelite
	Mokaba	New Police Station/Satelite
11	The whole ward	New Police Station/Satelite
13	Mandlakazi	New Satelite Police Station
	Mbhekwana	New Satelite Police Station
	Tarentaal farm	New Satelite Police Station
	Mieliekloof	New Satelite Police Station
14	Maribethema	Mobile Police Station
16	Lephephane	New Satelite Police Station
	Khujwana	New Satelite Police Station
17	Dan extension 1 and 2	New Satelite Police Station
	Mokgoloboto	New Satelite Police Station and Visible policing
18	Lusaka, Nkomanini, Mohlaba cross and Khujwana	New Satelite Police Station
21	Nkowankowa B	New Satelite Police Station
	Nkowankowa D	New Satelite Police Station

23	Mariveni	Satelite Police Station
		Patrol at all Tarven
24	Mohlaba	New Satelite Police Station at Muhlaba Head kraal
	Petanenge	New Satelite Police Station at Muhlaba Head kraal
	Sasekani	New Satelite Police Station at Muhlaba Head kraal
	Zanghoma	New Satelite Police Station at Muhlaba Head kraal
25	Sedan	New Satelite Police Station
26	Julesburg	Satelite Police Station (24 hours)
27	Shiluvana	New Satelite Police Station
28	Pharare Sethabaneni, Gavaza, Julesburg and burgersdorp	New Satelite Police Station
29	Sunnyside	New Satelite Police Station
32	Moime/Mohlava Cross and Mokomotsi	New Satelite Police Station
34	Khopo	New Police Station

2.8 SPORT AND RECREATION

Ward no	Location	Needs
01	Senakwe	New Sport and Recreational Facility
	All villages	Recreational facilities
	Morapalala	Community Hall
02	All villages	Grading of sport grounds
	Mawa Block 8	Community Hall
	Mokhwati	Library
03	Ramotshinyadi, Radoo and Ga-Wally	Community Hall
04	Rikhotso, Xihoko, Block 6 and 7	New Sport and Recreational Facilities
	Xihoko	Renovation of the old Xihoko Show Ground
05	Musiphana, Mugwazeni, Maweni, Malubana and Mackery	Grading of sport grounds
	Mackery	New community sports ground
06	Runnymede	New Library
07	Moruji, Matarapane , Seopeng, Madumane and Morwatsehla	New Sport and Recreational Facilities
	Botludi and Mothomeng	New Libraries
08	Relela, Semarela	New Library
09	Khebabane, Khetoni, Moby, Kgwegwe, Thako, Moleketla, Sefolwe and Jokoni	New Sport and Recreational Facilities
10	All villages	Grading of Sports ground
11	Leokwe	New Sport and Recreational Facility
	Lerejeng	Upgrading of Leretjene sports field
12	Khubu, Rwanda, Malovisi, Nwajaheni, Mchengele, Shongani and Lwandlamuni	One New Library
13	Mandlakazi	Need for fencing and grassing
	Mbhekwana	Grading of sport ground
	Tarentaal farm	Grading of sport ground
	Mieliekloof	Grading of sport ground
15	Tzaneen	Renovation of the Swimming Pool
	Talana	New Sport and Recreational Facility
	Tzaneen	Construction of a Modern Museum
16	Flora Park	Upgrading of the Park New Community Hall
	Lephephane	New Community Hall
	Khujwana	New Community Hall
17	Dan, Dan ext 2, Mokgoloboto and Nkowankowa section A	New Sport and Recreational Facilities
18	Dan, Lusaka, Nkomanini, Mohlaba cross and Khujwana	Upgrading of sports grounds

	Khujwana and JB	New Community Hall
19	Nkowankowa	Upgrading of the Community Hall
	Nkowankowa	Library
20	Dan	Upgrading of the sport ground New Community Hall
21	Nkowankowa B	Upgrade Sport Field next to Sewer Plant
	Nkowankowa C	Upgrade of Sport Field next to Park
	Nkowankowa D	New Sport and Recreational Facility
	Letaba Landgoed	Upgrade Sport Facility
	Nkowankowa Park near Mabhodlela and Mangatlo store	Sports facilities
23	Mariveni	Upgrading of sports ground
		Tennis court and Netball grounds
24	Mohlaba	New Stadium and Library
	Sasekani	Community Hall
	Zanghoma	Community Hall, Library, New Sport and recreation facilities
	Petanenge	
25	Sedan, Bonn, Ntsako, Mafarana and Mulati/Berlin	New Sport and Recreational Facilities Grading of sport grounds
26	Hovheni, Nsolani, Nyanyukani, Hweetsi, Bordeaux and Masoma/Mashiloane	New Sport and Recreational Facilities
	Rhulani,	Upgrading of the sport facility and chairs, library and computer centre
	Rhulani	Upgrade of existing Sport and Recreational Facility
27	Makhubidung	Sport and Recreational Facility
	Mokgapeng	Community Hall and support for marathon
28	Gavaza	Rehabilitation of Gavaza Show Ground Upgrading of soccer grounds
	Burgersdorp, Pharare and New Phephene	New Community Hall
	Pharare- Sethabaneng	New Sport and Recreational Facilities Upgrading of soccer grounds
29	Myakayaka, Burgersdorp, Pulaneng, Ticklyline, Sharpville and Mohlatlareng	Upgrading of sports grounds
30	Ramalema Cosmos, New Rita Pld Birds and Nabane Kazoro	Upgrading of sports grounds
31	Lenyenye	Upgrading of Lenyenye stadium
		Rehabilitation of the old sewer into a sport facility
32	Moime/Mohlava Cross/Mokomotsi	Upgrading of sport grounds and Recreational Facilities
	Mokomotsi	Community Hall
33	All villages	Grading of sports field
34	Khopo and Thabine.	Sports center (Upgrading of existing sports grounds) and stadium
	Topanama, Khopo, Lephepane, Rasebalane, Thabine	Grading of sport grounds

2.9 PARKS AND CEMETERIES

Ward no	Location	Needs
01	Senakwe Cemetery	Extension
	Senakwe, Maunatlala, Moloko, Patamedi and Morapalala	Cemetery sanitation and water
02	Mawa Block 12	Cemetery extension and grading of all cemetery parking
03	Ga-Wally	New cemetery and Fencing of old graveyard
	Ramotshinyadi, Ga-Wally and Radoo	New Parks
04	Rikhotso, Xihoko, Mookgo block 6 and 7	New Parks
05	Maweni and Malubana	Extension and Fencing of cemeteries
06	New Canada	New Cemetery
	Mavele	Extension of cemetery
07	Mothomeng	Extension of cemetery
	Madumane	Extension of cemetery
09	Mopje, Moleketla, Jokong, Setoni, Sefolwe	Fencing graveyard
	Moleketla and Mopye	Cemetery extension
10	Marirone, Motupa and Kubjana	Fencing of cemeteries
11	Thapane	Fencing of cemetery
	Babanana	Extension of cemetery
	Bokhutla	New graveyard
12	N'wamitwa	Extension of Mchengeye
13	Mandlakazi	New Park and cemetery extension
	Tarentaal	New cemetery
14	Maribethema	Need for a Tlb
16	Khujwana and Lephephane	Fencing for graveyards
17	Dan extension	New cemetery
18	Dan, Lusaka, Nkomanini, Mohlaba cross and Khujwana	New Parks
19	Nkowankowa	New Cemetery
20	Dan	New park
21	Nkowankowa B, C and D	New parks
22	Rita	New cemetery
23	Mariveni	Cleaning of graveyard
	Letsitele	Park
24	Mohlaba/Sasekani and Zanghoma	Cemetery bush clearing and water
25	Mafarana	Extension of graveyard
	Ntsako, Mulati/ Berlin and Sedan	Toilets at graveyard
26	Masoma	Fencing of the cemetery
	All villages	Clearing for parking in all cemeteries
27	Mogapene	Gate and toilets
	Makhubedung	Gate and toilets
28	Gavaza and New Phephene	New Parks
29	Harmony, Malesa, Phokongwane and Semana	Cemeteries
31	Lenyenye	- Cemetery toilets and fencing of new and old - Lenyenye Main Entrance -Maintenance of parks and facilities
33	Mothopong	Fencing for new cemetery
34	Thabina and khopo	Maintenance of Parks
	Phoshoko and Maphoofolo	New Cemetery
16	Florah Park	Conversion of park to Sports Complex

2.10 POST OFFICE		
Ward no	Location	Needs
01	Ga-Patamedi	Construction of a Post Office
02	Mawa Block 12	Construction of a Post Office
03	Ramotshinyadi	Construction of a Post Office
06	Runnymede	Construction of a Post Office
13	Mandlakazi	Construction of a Post Office
16	Khujwana	Construction of a Post Office
25	Mafarana	Construction of a Post Office
26	Julesburg, Rhulani	Construction of a Post Office
28	Burgersdorp	Construction of a Post Office
33	Maake Headkrall	Construction of a Post Office
2.11 THUSONG CENTRE		
Ward no	Location	Needs
02	Mawa Block 8	New Thusong Centre
19	Nkowakowa Satelite offices	Thusong services
26	Julesburg	Thusong centre
KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT		
3.1 NEW SHOPPING COMPLEX		
Cluster	Need	
Relela	Site to be identified	
Runnymede	Nwamitwa Shopping Centre	
Runnymede	Mokhwati, Block 8 and Legwareng	
Lesedi	Bindzulani Shopping Centre, Ntsako showground	
3.2 SUPPORT FOR LOCAL ECONOMIC DEVELOPMENT		
Ward no	Location	Needs
01	Molototsi	Agriculture along Molototsi river, Chicken farming, Brick making, sewing.
	Pelana	New LED projects (Sewing and brickmaking)
09	Moleketla and Mopye	Market stalls
05	Nkambako	EPWP for persons living with disabilities
07	Mothomeng Poultry project	Poultry project
11	Thapane	New Poultry Farm
	Fobeni	New Chicken Farm
	Lerejeni	Stock Farming
25	Tshamahansi	Open Land for LED
26	Nsolani	Agricultural schemes
	Hweetse	Agricultural schemes
	Julesburg	Irrigation scheme and fencing
28	Gavaza	Cattle Dam
27	All villages	EPWP
34		Saw mill
OFFICES FOR TRADITIONAL LEADERS		
Ward No	Location	Needs
01	Moloko, Patamedi, Senakwe (Mokwakwaila side), Mauantlala, Mantswa and Pelane	Offices
02	Mawa Block 8, Mokgwathi and Legwareng	Offices

COMMUNITY HALLS

Ward No	Location	Needs
05	Nkambako	New community hall
23	Mariveni	New community hall/pension point
26	Julesburg	Build satellite offices
16	Flora Park	New Community hall
14	Maribethema	New community hall

IDP 2016/17 COMMUNITY ISSUES RAISED DURING THE IDP/BUDGET/ PMS PUBLIC PARTICIPATION

WARD	ISSUES
1	<ul style="list-style-type: none"> • Grading of sports field • Grading of internal streets • Water reticulation at Moloko • Maintenance of Miragoma bridge on road from Matipane • Additional Borehole installation at Block 5 (Matsheduni) and Morapalala • Apollo lights at Mantswa new village and Morapalala • Calverts in Pelana and Mantswa and Morapalala (Khehlakoni river) • RDP houses in Pelana and Mantswa • Pavements in streets in Pelana and Mantswa • Boreholes in news stands • Electrification in new stands in Pelana and Mantswa • New primary school • Strategic lights in Pelana and Mantswa • Speed humps • Water in new stands in Pelana and Mantswa • Bridge at Katapi river • Toilets at Pelana • Speed humps at Senakwe school • Cemetery toilets at Moloko • Unblock houses at Moloko • State of the Art school in Block 5 • Pipe to Morapalala ZCC • Sports and recreational facilities
2	<ul style="list-style-type: none"> • Brigdes MawaBlock 9 (Mmakefora road) and Block 12 • Speed humps internal streets • Mawa block 12 boreholes • Reservoir at Mokgwathi village • Refurbishment of Miragoma bridges • Animal damsIn all villages • Water reticulation • Bulk water supply at Mokhwathi • Extension of electrification needed at Mokgwathi Block 10 • Graving of internal streets to Traditional Authorities • EPWP projects for designated groups • Apollo lightsAt Khesethwane village
3	<ul style="list-style-type: none"> • Upgrading of Wally to Ramotshinyadi and Xihoko via Joppie, Babanana-N'wamitwa connector road. • Water at Ramotshinyadi, Wally and Radoo • Apollo light at Mokgwathi and Ramotshinyadi • Paving of internal streets
4	<ul style="list-style-type: none"> • Addition of DOC at Molokwane, Xirhulurhulu and Gwambeni schools • Regravelling of Rikhotso via Xihoko to Mookgo Block 6 to Morapalala road • Emergency RDP house for orphans

5	<ul style="list-style-type: none"> • None, confirmed previous inputs
6	<ul style="list-style-type: none"> • Operationalisation of dysfunctional boreholes • Water supply at N'waHorwhani new extension, Halahala, Goxela, New Canada and Mukhosani • Installation of 4 boreholes • Morutsi-Mavele unfinished road • Interanal streets maintenance and opening at new extensions • Low level bridges at New Canada next Vasasele, Daniel Mathebula and Mkhawani area • Apollo lights at New Canada, N'waKhada and N'waHorwhani • Vegetation under power lines • RDP houses VIP Toilets
9	<ul style="list-style-type: none"> • Water pipelines from Ebenezar to Ward 9 villages • Reservior at Makaba, Kgwegkwe and Sefolwe • High rate of crime at Moleketla, Mopye, Kgwegkwe, Thako & Jokong • Kwanda project • New grounds at Kgwegkwe, Thako, Jokong and Moleketla • Renovations at Kelekeshe High School • Extra class rooms at Malemela and Sefolwe • New class rooms oin Khetapoye primary schools • Mobile classes at Mopye high school • Maintenance of roads • Unfinished roads from Mopye-Sebabane-Setoni • Apollo lights • RDP houses • EPWP projects
10	<ul style="list-style-type: none"> • Illegal connections of water pipes • Youth unemployment • Apollo lights installation at Kubjana hot spots • Construction of Shopping complex at Mokete • Ward information centre • Shelters for bus stop • Youth Talent support • Installation of pipeline from Tzaneen dam to Thapane dam
13	<ul style="list-style-type: none"> • Upgrading of road D3248 road • Construction Mandlakazi Clinic • Extension of graveyard at Mandlakazi and Mbhekwani new extensions • Electricity at Mandlakazi new extensions • Regravelling of Main internal road at Mandlakazi • Renovation of Favasi primary school • Construction of sports and recreation centre and community hall • Boreholes for areas without access to water
16	<ul style="list-style-type: none"> • Repairs of roads • Regraveling of roads to the cemetery • Visible policing in Haenertzburg area • Maintenance equipment for parks • Computers at Haenertzburg libraries • Municipal account Internet link • Renovations and repairs at the community centre •
17	<ul style="list-style-type: none"> • Low level bridge at Nceve street in Mokgolobotho • Upgrading of visiting point in Mokgolobotho • Construction of the Reservoir in Mokgolobotho • RDP Houses in Mokgolobotho and Nkowakowa section A • VIP toilets in Mokgolobotho • Apollo lights • Tarring of Dan ext 2 main road

	<ul style="list-style-type: none"> • Primary and secondary school • Clinic at Dan extension 2 • Community Hall • Business sites • Apollo and Street lights • Renovation of Nkowakowa primary school • Maintenance of parks
19	<ul style="list-style-type: none"> • Conversion of Nkowakowa offices into library • Maintenance and security at parks in Nkowakowa • Maintenance of street lights and community hall • Equipment for Nkowakowa indoor sports centre • Traffic lights at DCO four way stop • Land for RDP houses • Nkowakowa DOC entrance road • Repairing of internal streets at Hani, Rhandzanani and Kulani streets (Nkowakowa) • Upgrading to tar or paving at Khodesa street • Potholes at Teba street
21	<ul style="list-style-type: none"> • Addition of Cricket pitch and in the Nkowakowa Indoor sports centre • Completion of first busstop at Nkowakowa-Mariveni road • Completion of Nkowakowa sewer • Speed humps in section C
22	<ul style="list-style-type: none"> • Mhangweni to Mafarana road • Renovation of Mhangweni Training Centre • RDP Houses • Refurbishment of boreholes • Food parcels • Disability programmes • Maintenance of the Alternative Roads • Appointment of pump operators on permanent basis • Upgrading of B. Mkhabela secondary school • Road signs • Post electrification at new settlements • Borehole drilling at Mhangweni Primary school • Street lights
25	<ul style="list-style-type: none"> • Water, Boreholes & Diesel Pumps • Construction of VIP toilets • Electricity Vending machine • Apollo lights • Water and Roads in new extensions • RDP Houses • Waste management Drop off centres • Construction of Bonn Comprehensive school & renovations in Professor High School • Shortage of staff in the clinic to operate 24 hours • Old age centre • Mafarana –Mulati road to support the library • Uneven entrance in homes and churches
26	<p>Roads</p> <ul style="list-style-type: none"> • Construction of road on Rhulani village • Internal streets <p>Education</p> <ul style="list-style-type: none"> • Renovation of Dumela High
27	<ul style="list-style-type: none"> • Road from Pulaneng, Myakayaka via Kings to Shoromone • Maintenance of boreholes and resevoirs, Burgersdorp old mine and pipeline valves and reticulation at Shiluvane resevoirs • Installation of borehole at Mmalekeke and water tankers

	<ul style="list-style-type: none"> • Fixing cables for pumps next to Switcher Rakgoale to the reseviior. • Overhead bridge at Masehlane to Bokgaga high school • Satellite office next to the library • Street lights at strategic areas, Mogapeng, Sonkwane, Shoromone, Shilubane, Mmalekeke, Makhubidung, CN Hospital, Matselapa and Mineview. • RDP houses and sanitation • Lower primary school at Mineview and Sonkwane • Ward 27/Bulamahlo marathon to be budgeted • Formalisation of sites at Sonkwane, Kayalami, Ghana farm, Matshelapata and Burgersdorp extentsions • Conversion of Bokgaga high school old ladies hostel to TSC • Fencing at Sonkwane cemetery and toilets • EPWP and youth project support • Road from ZCC hospital view via Pharare, Mogapeng to Solane • Speed humps and pedestrian crossing at Khayalami, Mmale HP school, Matshelapata Judas tuckshop and Kings 2 • Street naming and sign boards • Patching of Tours and R36 roads to Tours dam • Revitalising of Tours Co-op & Reamogeleng project and Burgersdorp mine • Maintenance and beautification of Bokgaga High School • Marobane Primary school and ablution blocks • Ablution blocks Marobane primary school • Community hall at Mogapene and recreation centre at Makhubidung • Maintenance of internal streets • Regravelling of street from shiluvane health centre via Shiluvabe west farm to Mpotle cemetery, From Bokgaga High school corner to Shiluvane primary via library and form tar road Butterfly ground to Legobareng cemetery.
28	<ul style="list-style-type: none"> • Upgrading of CN Phatudi road via New Phephene to Mokgapeng clinic to tar • Closing of Dongas at New Phepene • Regravelling of main streets at Pharare, Sethabaneng and new Phepene and Gabaza • Regravelling of internal streets leading to Timangeni school at Burgersdorp • Culverts at Burgersdorp • Speed humps at Burgersdorp • Boreholes installation at Gabaza and water tanks at Burgersdorp and Gabaza • VIP toilettes • Electricity at extensions • Strategic lights at New Phepene and Pharare • 400 houses • Fencing of cemeteries at Gabaza and Madawa and new Phepene • Allocation of dumping site at Phepene, Pharare, Burgersdorp and Gabaza
29	<ul style="list-style-type: none"> • Draft accepted and endorsed the community needs as raised previously
32	<ul style="list-style-type: none"> • Job opportunities • Local economic development • RDP houses • Toilets • Renovations of Sekaba High school • Borehole at Ramodike bar lounge • Internal streets • Library • Community Hall • Clinic at Mohlaba cross and Special school • Maintenance of roads at Moime • Sports and recreation facilities • Drop off centres • Upgrading from gravel to tar: Lydenburg road to graveyard

34	<ul style="list-style-type: none"> • Speed humps • Regravelling of internal streets, crèches, clinics, churches, cemeteries, and Thusong service centre • Low level bridge at Mokhapa, Mogabe, Matapa, Leseke, Ramoshaba, Mahlogwe, Serurubele and Topanama • Upgrading of Marakeng to Lephepane to Craighead and ga Makhokho from gravel to tar • Renovations on rebuilding of Mogobya school, Mokhapa and Thabeng primary school • Financial assistance for OVC • Construction Lephepane admin block • Ablution facilities at Mahlane and Ramoba schools • Drop off centres • Shopping centre • Saw mills • Co-operative, CWP and agricultural support • Water • Police station • Library • Community hall and Sports and recreation facilities • Clinic
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IDP 2017/18 COMMUNITY ISSUES RAISED DURING THE IDP/BUDGET/ PMS PUBLIC PARTICIPATION

WARD	Date	COMMUNITY NEEDS/ISSUES RAISED	Number Attended
1	23-04-2017	<ul style="list-style-type: none"> • Demarcation of sites at Mantswa, Pelana, Senakwe, Maunatlala, Moloko & Morapalala villages • Local roads to graveyards at Moloko, Maunatlala, Patamedi, and Morapalala cemeteries • Cemetery fencing at Pelana, Moloko, Patamedi, Maunatlala, Morapalala and Senopelwa • You employment in all villages which includes co-operative support • Funding of existing co-operatives at Maunatlala Drop-In-Centre and Senakwe Brickyard • Upgrading of Pelwana reservoir (Next to Mosibihla café). • New reservoir at Senopelwa mountain along tar road • VIP toilets in all villages • New Admin block at Mabjepilong Primary School • VIP toilets for persons living with disabilities 	
2	23-04-2017	<ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> ▪ State of art school ▪ Renovations of Admin blocks and air conditioners ▪ Computer laboratories ▪ Library in Mawa block 8 and 12 ▪ New secondary school in Mawa Block 9 • Health <ul style="list-style-type: none"> ▪ New Clinic in Legwareng ▪ Upgrading of Mokgwathi clinic to health care centre ▪ New clinic at Mawa Block 12 • Road and transport <ul style="list-style-type: none"> ▪ Mawa Block 9- Upgrading Taulume to Mokgwathi ▪ Upgrading of Mokgwathi to Lekgwareng ▪ Maintenance of Mawa Block 9 	84

		<ul style="list-style-type: none"> bridge(urgent) <ul style="list-style-type: none"> ▪ Roads to graveyards in Mokgwathi Block 11, Mawa Block 9, Legwareng, Mawa Block 8 and Mawa Block 12 • Parking <ul style="list-style-type: none"> ▪ Mawa Block 9 – Legwareng, Mokgwathi Block 11, Mawa Block 8 and 12 • Road Traffic light <ul style="list-style-type: none"> ▪ Mokgwathi four way • Speed humps <ul style="list-style-type: none"> ▪ All villages except Mawa Block 9 • Electricity <ul style="list-style-type: none"> ▪ Legwareng village extensions ▪ Mokgwathi Block 10 and 11 • Strategic lights <ul style="list-style-type: none"> ▪ All villages • Safety and Security <ul style="list-style-type: none"> ▪ Satellite police station at Mokgwathi • Water & Sanitation <ul style="list-style-type: none"> ▪ Bulk water supply to Legwareng village ▪ -Sanitation facilities in all villages • Housing <ul style="list-style-type: none"> ▪ Need RDP houses in all villages • LED <ul style="list-style-type: none"> ▪ Need of shopping centre in Mokgwathi ▪ Dipping tank for cattle at Legwareng ▪ Cattle dam in Mawa Block 9 and 12 • Special Programmes <ul style="list-style-type: none"> ▪ Youth Information centre ▪ Disability friendly VIP toilets ▪ 	
3	30-04-2017	<ul style="list-style-type: none"> • Radoo <ul style="list-style-type: none"> ○ Erection 2 Apollo lights next to visiting point and graveyards ○ Energising of existing apollo lights ○ Access toad to Mapheto school and low level bridge to Ndzungulwane lower primary school ○ Bridges at Mhani Xikweni streets ○ 9 classrooms at Radoo village ○ RDP houses for the destitute ○ Community halls in all the villages ○ Fencing and security at boreholes ○ Cattle water dam • Ga- Wally <ul style="list-style-type: none"> ○ New Apollo light next to Morwatshehla Moshate • Ramotshinyadi <ul style="list-style-type: none"> ○ Apollo lights at Boreholes ○ Electrification of new stands ○ Access road next to ZCC from Papala-Malapane Peter from Modika to periodic river cross to new stands ○ Bridges from the borehole to the Ramotshinyadi grave yards ○ Tar road from Ramotshinyadi via Makobe high (ga-wally) • Health awareness on Waste disposal 	70
4	30-04-2017	<ul style="list-style-type: none"> • Satellite police station at Rikhotso, Block 6 and 7 • Clinic at Rikhotso village • Water taps at Xihoko Matshila pata 	161

		<ul style="list-style-type: none"> • Community hall • Apollo lights • Kamela road linking Ward 4 and Mawa • Renovation of Makgope Primary School • Connection of Nkambako water pipeline to Rikhotso reservoir • Youth Empowerment for small micro and medium enterprises • Water supply at Rikhotso new stands • Bridge at Block 7 • Repair of Rikhotso to Xihoko bridge • Water pipeline to feed reservoir at Block 6 	
5	30-04-2017	<ul style="list-style-type: none"> • High rate of crime in the area. • Internal streets at Mackery to be graveyard • All streets to be cleared in all villages • A need for speed humps • Tared road from Risaba to Musiphani • Need supply of water through taps at Musiphani • Install Apollo lights at Ralph bus stop and another one at the centre of both bus stops • Low level bridge at Hetiseka street • Sports grounds to be gravelled all the time • A need for shopping complex • Job opportunities • Mayors bursary should benefit 5 pupils per wards • Local business people to be empowered • A need for Library • Allocation of farms amongst the beneficiaries • Grading of Risaba to Musiphani road continuously while awaiting for RAL to respond • Request for clearing of bush at Malubana next to the main road • Low level bridge at Mugwazeni and clearing of bushes 	160
6		<ul style="list-style-type: none"> • Low level bridge from Nduna Halahala road to Muritjie • From Nduna halala to graveyard needs a low level bridge • A bridge needed from Nduna Malatjie to Vasasele school needs a bridge • Blue moon road crossing to Ngwazana school needs a bridge for school kids • Waited for streets light for decades now • Provide water tankers while awaiting for pipe lines • Joppie main road not maintained taxi drivers refuses to drive in • A need for water at a new settlement along Murutjie road • Blue moon road to Joppie need re –gravelling • Reservoir at Mkhosana • Connector road Mavele to Banabana • D3131 Runnymede to Pjapjamela • Cattle Dam at Joppie • There is a Dam in Runnymede no water • Ritavi Water Scheme not supplying water in all the villages • Electricity at New Canada and Internal street • Request for a waste bin • A need for a low level bridge due to a river • Electricity at Mavele New stand • LED old age center needed • Sewing project • Brickyard • Poultry farming • Apollo lights 	

		<ul style="list-style-type: none"> • Mkhosana road needs to be tarred • Joppie Agricultural project • All public areas like taverns, dollar chivirikani, crèche, Mavhavaza P School, Shongani, Hlemulani restaurant, Mogoboya , Taxi rank needs for Street lights. • Community hall • Regravelling of roads • Cleaning and Fencing of Joppie Cemetery. • RDP houses 	
7		<ul style="list-style-type: none"> • Water <ul style="list-style-type: none"> ○ Borehole needed in Botludi village ○ More boreholes needed in Mothomeng. ○ Equip the boreholes in Mothomeng. ○ Water tankers should supply water regurlaly whilst resolving issue of water shortage in madumane ○ Redrilling of boreholes which no longer have enough yield. • Sports <ul style="list-style-type: none"> ○ There is need for a sports complex which should be priotised in coming financial year. • Roads & Transport <ul style="list-style-type: none"> ○ Paving of roads to schools, traditional authority and health facilities. ○ Paving of road from Morutji to Kheopeng should be priotised. ○ Paving or tarring of road from Madumane to Morapalala. ○ Road maintenance should be priotised ○ Parking bays are needed in town as there is a lot of congestion ○ Provide adequate transport to town • Electricity <ul style="list-style-type: none"> ○ Apollo lights at Mothomeng ○ Electrification of extension • Health <ul style="list-style-type: none"> ○ Clinics should operate 24 hours ○ Employ more nurses at the clinics • LED <ul style="list-style-type: none"> ○ Provide training and finance for small business development ○ Create employment opportunities for youth 	
8	23-04-2017	<ul style="list-style-type: none"> • Roads <ul style="list-style-type: none"> ▪ From Relela bus stop to graveyard via Semarela reservoir ▪ Relela bus stop to Fobeni tar road ▪ Sethong bus stop via Mosate street to graveyard • Low level bridges <ul style="list-style-type: none"> ▪ Sangoma street to Sethong Primary School ▪ Relela bus stop to Gideon Street ▪ Mphatasediba to Setheeni ▪ Shapri to Relela Primary School ▪ Ramalepe to Seepe tavern ▪ Mashapu to Monareng ▪ Semarela Secondary School to Botludi ▪ Sepeilana to Eric Mafumara ▪ Seetheeni to Semarela sports ground • Water- <ul style="list-style-type: none"> ▪ Relela two big reservoirs and water reticulation ▪ One big reservoir at Sethong Mountain and water 	72

		<ul style="list-style-type: none"> reticulation <ul style="list-style-type: none"> ▪ Two new borehole at Mmabanyana • Apollo lights <ul style="list-style-type: none"> ▪ Relela (4) ▪ Sethong (2) ▪ Semarela (3) ▪ Setheeni Mphatasediba & Ramaphelo (2) 	
9		<ul style="list-style-type: none"> • Paving of Thako Sefolwe to Kherobeni road link to Greater Letaba municipality • Paving of Mopye to Sebabane Section to Makaba road link to Greater Letaba municipality • Sefoto road maintenance • Maintenance of potholes from Kelekeshe High school • Storm water control at Pilusa • Road from Mabake to Headman Rabothata • Stone pitching at the sides of the road to Mopye village • Water pipes at Sakuneka • Bridge next to Moleketla Primary school • Setone low level bridge • Bridge next to Ramoho • Donga prevention next to Star at Boima to Bophesese • Gabion next to Masia • EPWP projects • Kgwegwe community sports ground • Grading of roads to graveyards • Demarcation of sites at Thako & Jokong villages • Installation of steel pipeline from main pipeline at Motupa to Mopye & Kgwegwe Reservoir • Raising of Thapane plant pipeline from Tzaneen dam • Water pipeline from Politsi & Modubung dam • Sanitation projects • Street lights next to each borehole • Apollo lights in all villages • Security guards at boreholes • RDP and emergency houses • Mobile clinic • New clinic at Moleketla • Classrooms at Mopye high School 	108
10	10-04-2017	<ul style="list-style-type: none"> • Tared road from Motupa to Marirone and Kubjana to Marirone • Paving of streets • Apollo lights at Kubjana and Marirone • New or extension of cemetery at Kubjana village • Grading of Mohlatlego Machaba sports ground • Raising of Pholoahlaba Primary school • Kubjana village <ul style="list-style-type: none"> ○ Paving of road to graveyard ○ 3 Apollo lights ○ Running water ○ Library • Motupa village <ul style="list-style-type: none"> ○ Running water ○ Paving of streets zone 2 and 3 ○ Apollo lights ○ Graveyard side ○ Speed humps at Moyafalo enterprises 	109

		<ul style="list-style-type: none"> • Maririone village <ul style="list-style-type: none"> ○ Tarring of Marirone main road ○ Paving of streets ○ 2 Apollo lights ○ Running water ○ Sports centre ○ Paving road to graveyard 	
11		<ul style="list-style-type: none"> • Water <ul style="list-style-type: none"> ○ Energize or electrify boreholes at Babanana ○ Repair pipelines damaged during road construction ○ Iron/ metal pipes must be used during reticulation ○ Refurbishment/ upgrade of Thapane water scheme ○ Bokhuta village must be prioritised in terms of water supply • Sports <ul style="list-style-type: none"> ○ Complete Leretjeng sports ground ○ Provide ablution facilities at sports ground ○ Construction a sports complex for Relela cluster • Roads & Transport <ul style="list-style-type: none"> ○ Maintenance of Thapane to Morutji road ○ Paving of internal streets should be included the next financial year 2017/2018 ○ Low-level bridge at Babanana ○ Paving of roads to school should be prioritised. ○ Provide road signs and sign indicating villages ○ Paving of road from Babanana to Goshele ○ Regravelling of damaged roads ○ Tarring or paving of road from Relela bustop to Peta Teanet café • Education <ul style="list-style-type: none"> ○ Mapitula school need renovation ○ Build ablution facilities in all schools ○ Sarah primary school needs admin block and ablution facilities • Electricity <ul style="list-style-type: none"> ○ Apollo lights in all villages and at the Thapane water scheme ○ Finish the outstanding 7 projects which were not completed. ○ Post connections in new stands • Health <ul style="list-style-type: none"> ○ Clinics must be built in the ward ○ Construct pay points in all the villages • LED <ul style="list-style-type: none"> ○ Build Information centre in the ward • Land & Housing <ul style="list-style-type: none"> ○ Municipality should demarcate sites at Thapane ○ Demarcation of business sites at Leokwe. ○ Fencing of graveyards in the ward must be prioritised in the coming financial year 	
13	27-04-2017	<ul style="list-style-type: none"> • Shopping complex to be constructed at Mandlakazi • Construction of clinic at Mandlakazi as a matter of emergency • Need for Apollo lights • Request for Reservoirs to be cleaned so that they can supply water • Fencing and grassing • Opening of the new pay point • Boreholes at Mandlakazi 	187

14		<ul style="list-style-type: none"> • Low Level Bridge at letaba River Estate, Extension93 Tzaneen 	
16	<p>08-04-2017</p> <p>-Khujwana</p> <p>12-04-2017</p> <p>Haenertzburg</p>	<ul style="list-style-type: none"> • Housing <ul style="list-style-type: none"> ▪ 700 RDP houses for all villages • Roads & Transport <ul style="list-style-type: none"> ▪ Paving of streets at Serurubele to Topanama ▪ Resurfacing of the roads to the cemetery and to the Municipal dumping side in Haenertzburg. ▪ Paving of streets to Khujwana graveyard(+/- 2kms) in the 2017/18 fy ▪ Paving of Graveyard parking at Khujwana (+/-800 square meters) ▪ Paving of Khujwana primary school street (+/-2km) ▪ Storm water control at D3762 in Khujwana ▪ Pedestrian crossing bridge from Khujwana village crossing to Letsitele river ▪ Low level bridge at Masethane near Khujwana graveyard, Makamu and Sephusephu ▪ Household stands numbering in Khujwana village ▪ Upgrading of gravel to tar of road D3762 from Lenyenye-Moime-Khujwana ▪ Fencing of Khujwana graveyard (+/-1600m and new gate ▪ Fencing of Topanama graveyard ▪ New shopping complex between Khumbula and Magangana ▪ Apollo lights in Khujwana(4) and Topanama(2) ▪ Street lights in Khujwana to Lenyenye road • Health & Welfare <ul style="list-style-type: none"> ▪ New clinic at Middlekop • Repair of the second water storage tank for the village • Upgrading of the electricity infrastructure in Haenertzburg • Maintenance of the Community Centre and library • Replacement of the broken streets lights 	<p>98- Khujwana</p> <p>16- Haenertzburg</p>
17	07-05-2017	<ul style="list-style-type: none"> • Schools at Mokgolobotho extension 2 • Cleaning of Nkowakowa cemeteries • Access roads from Nkowakowa section A to section B • Quality bridge at TEBA • New Street lights at Dan extension • Apollo lights at GDC refurbish • Maintenance of street lights • New residential sites • Bush clearing at Park next to BUSAF road St George and Meridian schools • Upgrading of stadiums and installation of swimming pools 	67
18		<p>Nkomaneng</p> <ul style="list-style-type: none"> • Water <ul style="list-style-type: none"> ○ Revitalisation of the pipe line which supply water within 15 stand pipes start Mlamblo joining Shingange families crossing from Nkowankowa D(Mbamba) to Mayimele Spaza ○ Additional stand pipe that must installed at Lassie 	

		<p>Spaza and Sesana Street</p> <ul style="list-style-type: none"> • Housing <ul style="list-style-type: none"> ○ The target is 300 families • Sanitation <ul style="list-style-type: none"> ○ The fast tracking of the finalization of the sewer system that has been installed at Dan village and facilitate the operation of the sewer system (Mopani) • Roads <ul style="list-style-type: none"> ○ Upgrading from gravel to tar from Mlambo to Testing Ground • Grading of access roads <ul style="list-style-type: none"> ○ Entrance from easy driving school connecting Marceds ○ Lindiwe shebeen crossing Litsitele river down to Marito school school ○ Access road from bright Morning star School connect Lusaka tar road • Bridges <ul style="list-style-type: none"> ○ Low level bridge site Bright Morning star school ○ Dan leads to Hosana Graveyards 	
19	26-04-2017	<ul style="list-style-type: none"> • Six Apollo lights in all sections • PVC pipes due to the recent leakage of Steal pipes • The road from Nkowankowa to Busan need to be repaired/paved • Need of pavement on the roads • Maintenance of internal street • Renovation of toilets at grave yard • Renovation and alterations of Banking Hostel to training centre • Gymnasium • Swimming pools • Replacement of the park with dwelling houses • Renovations of Nkowakowa stadium and community hall • RDP houses and Libraries • Tar road /pavement at Hani and Codesa street • Library- Municipality can turn the old building at town manager's office at Nkowankowa offices to be library • Pavement at all internal streets • Additions of Apollo lights • Bridge at Industrial side • 24 hour water reticulation • Swimming pool • Utilization of open space for building of decent RDP houses like Seshego on the road to Benfarm • Cancellation of all debts an start fresh with revenue generation 	196
20		<ul style="list-style-type: none"> • Auditorium in Magoza Primary School • Extra 8 apollo lights • Youth centre • Sewer • Internal Street • Road from Magoza to main road to be tarred 	
29		<ul style="list-style-type: none"> • They need youth sport facilities and programmes • Myakayaka, Tikyline and Pulaneng - are in need of schools, access road and bridges, gravel of roads, water and toilets • Pulaneng needs small bridges • Bulk water & reticulation 	

		<ul style="list-style-type: none"> • Grading of streets • Myakayaka- there are tanks that are empty and not working • They don't want graveling, they need pavement • People who monitor the opening of water in the ward they need payment (salary) • 50% of 12 million for bridges to help the road next to Napscom 	
30	30-04-2017	<ul style="list-style-type: none"> • Paving of all roads to schools • Calvert on road to Motsheng primary school • Pavement of all roads to graveyards • Water reticulation on pipelines from Thabina and Tours dams • Additional borehole at Tickline Ramalema/Headman Malesa • Sports field at Nabane village • 3 Apollo lights • Job creation projects 	123
32	30-04-2017	<ul style="list-style-type: none"> • Water in all villages connected to households • Paving of Access road to all graveyards • Paving of roads to schools • Community library • Community hall • Gymnasium • Regravelling and additions of sports fields • Bridge next to Moime Primary schools • Electricity to the extension of Venter park village. • Drainage and storm water control in all roads • School at Venter park • Crèche at Venter Park • Apollo lights in all villages • Regravelling of internal streets • Paving of Mateteng & Ramokako road and Shikwambana bus stop • Primary school at Wisani New stands • Bridge at Mokonyane • Clinic at Mohlaba cross • Graveyard at Venter Park • Upgrading from gravel to tar at Sure road to Lydenburg • Fencing of graveyards • RDP houses • Job creations • Sanitation facilities • Electricity vending machine • Donga management at Sekaba bridge to Moime clinic 	62
33	23-04-2017	<ul style="list-style-type: none"> • Low level bridges at Gamatlala • Depatjeng Electricity • Paving of Roads to Mafutsane, Lekgolo, Maake Primary, Mogoboya Primary, Ramoba High, Thabina Primary and Modupi Primary schools • Internal streets • Sports ground • Blocked toilets • Fencing of graveyard in Moime, Rakoma, Ga-Sape, Leolo, Bokgaga, Mmaphala and Mothopong • Paving of Moime clinic and Mogoboya clinic • Paving of Bathabina Traditional office • Maintenance of Moime tar road • Speed humps at Leolo tar road and within all villages 	75

	<ul style="list-style-type: none"> • Calves • Bus stop shades • Apollo lights next to schools and crèche • Disability centre is needed at Leased cluster • Street lights in all villages • Regravelling of access roads to all graveyards • Community Hall • RDP houses at Mphame village • Low level bridge between Ramoba and Leolo village, bridge between Batlhabine clinic and Madikizela extension • Clearing of ground and access road next to Bakgaga Tribal office • Water at Tsidinko, Madipudi and resuscitation of dam and reservoir • Stretching/Widening of Mathale village main road • Dumping site • Telecommunications aerial • Sports facilities • Library • Provision of security guards at cemeteries • Road signs in all villages • Maintenance of Mmaphala road • Rain harvesting materials • Street names • Palisade Fencing are needed on the road to ZCC` 	
34	<ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> ▪ Relocation of Craighead School ▪ Renovation of classes at Mokhapa High School ▪ Admin block, extra classes and shelter for feeding scheme at Leseka Primary School ▪ Admin block, Renovation of classes and Ablution block at Mohalane High School ▪ Drop off centre at Maje Primary School ▪ New Primary School at Longvalley Civic • Health <ul style="list-style-type: none"> ▪ 24 hours services of Lephepane clinic ▪ Renovations for clinic and Nurses houses ▪ Upgrading of clinic to Health Centre ▪ Mobile clinic at Mahlogwe village • Road and transport <ul style="list-style-type: none"> ▪ Paving of roads to clinic and schools, graveyards and Thusong centres ▪ Paving of sand sealed road form Lephepane bridge to cattle dip site ▪ Paving of road from Ntshaintshai, Mamojele to Matapa cemetery road ▪ Paving of Mmarakeng, matapa, leseka school to cemetery road ▪ Paving of Matapa to Craighead school ▪ Gravelling of internal streets in all villages • Strategic lights at: <ul style="list-style-type: none"> ▪ Lesedi Thusong centre ▪ Matapa café ▪ Leseka Primary school ▪ Mmarakeng ▪ Ga-Makhora ▪ All schools ▪ Khopho Cattle dip • Electricity 	

		<ul style="list-style-type: none"> ▪ Ga-Mantshi extension ▪ Civic Extension • Water & Sanitation <ul style="list-style-type: none"> ▪ Maintenance of Mahlogwe water reticulation pipes ▪ Maintenance of boreholes ▪ Toilets in all villages • Housing <ul style="list-style-type: none"> ▪ 600 RDP houses and 100 emergency houses • Thusong Centre/Multi-Purpose centres <ul style="list-style-type: none"> ▪ Community hall, Sports facility, Disaster centre, Library and post office Multipurpose service centre • Graveyards <ul style="list-style-type: none"> ▪ Extension of FNB cemetery ▪ Paving of Maphoofolo cemetery road and fencing and toilets ▪ Paving of Phoshoko cemetery road and fencing, toilets and low level bridge ▪ Paving of Longvalley cemetery road ▪ Paving of Mantsi cemetery road ▪ Mmatseu cemetery road paving, toilets, low level bridge and fencing ▪ Leseka cemetery road paving, toilets, low level bridge and fencing ▪ Mamokutupu cemetery road paving, toilets, low level bridge and fencing ▪ Mmanakana cemetery road paving, toilets, low level bridge and fencing ▪ Ramatladi cemetery road paving, toilets, low level bridge and fencing ▪ Makakeng cemetery road paving, toilets, low level bridge and fencing ▪ Shopping complex at Mantsi • Maintenance of dipping tanks at Rasebalane and Khopho 	
35	01-05-2017	<ul style="list-style-type: none"> • GTM must take the water authority • In need of clinic • Mokhomotsi, sunnyside, bridges and mafahla cafe need Apollo lights • Hospital view needs water • In need of Stand for Economic development and entertainment • They need bridge next to Ramalema driving school • In need of tar road from Sunnyside to Mokomotsi • In need of Borehole and reservoir in Semana school • In need of tar road from Mawasha café to clinic • In need of electricity next to masters • Signage • Need tar road in Mokhomotsi • Need tar road in Semana • Waste Bins to be allocated in ward 35 • Allocation of speed humps • Community hall next to maake clinic • Close the potholes • Job opportunities 	

		<ul style="list-style-type: none"> • Maake primary school need renovation • RDP houses are needed • Uncompleted RDP • Road at induna Maenetja need to be fixed (when is raining kids are not going to school) 	
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IDP 2017/18 COMMUNITY ISSUES RAISED DURING THE IDP/BUDGET/ PMS REP FORUM 17 MAY 2017

WARD	Date	COMMUNITY NEEDS/ISSUES RAISED
1		<ul style="list-style-type: none"> • Support for NGO's and co-operatives
5		<ul style="list-style-type: none"> • Community Hall • Pedestrian crossing at Manyunu and Vhulakanjhani • Upgrading of Musiphane to Risaba road (8km D-road)
6		<ul style="list-style-type: none"> • Morutsi to Mavele Bermuda road must be completed
7		<ul style="list-style-type: none"> • Paving of Relela roads to headmen, schools, graveyards and clinics • Security services in Relela clinic and community hall • Maintenance and repairs of Road to Mopye • Sports facilities and equipments at Madumane sports ground • Support to Environmental projects (Waste Management projects) • Disaster management services phone availability • Indigenous games equipment for Relela cluster.
8		<ul style="list-style-type: none"> • Give community a chance to input on the innovation programmes as a core value of GTM • Financial aid for the students must prioritize poor families • Apollo lights at Kgwegwe • Support for elderly women sports in Relela • Youth Development
9		<ul style="list-style-type: none"> • Ambulances & Firebrigade services for Relela cluster • Land & water for Agricultural activities • Expansion & upgrades of water catchments • Upgrading of Relela road • Completion of Leretjeng stadium • Upgrading of Relela Satellite police station • Urgent attention for malaria control • Lease payments for ESKOM Land • 12 km road have falling rocks • Construction of Pedestrian crossing to schools • Provision and monitoring of water tanks • Paving of road to lapeng • Water • Additional RDP houses (only 7 built so far) • Upgrading of road that connector the GLM and GT • Apollo lights • Constructed dam which was never used.
28		<ul style="list-style-type: none"> • Upgrading of streets to graveyards & schools
33		<ul style="list-style-type: none"> • Establishment of People's forum to liase with communities for waste water management • Convening of report back meetings • Water shortage in ward 34 & 35

SECTION C: STRATEGIES PHASE

1. Development of the Strategic Blue Print

The process embarked upon in the development of the Strategic Blueprint comprised the following four steps:

- a. Definition and alignment of the local to district municipalities Vision, Mission and Values.
- b. Definition of the Key Strategic Thrusts
- c. Development and Alignment of strategies into Five (5) Year IDP 2017-2022 and the Vision
- d. Common Ground on strategic Priorities

2. Vision, Mission and Values

An interactive process was adopted into ensuring alignment of the Greater Tzaneen Municipality Vision, Mission and Values of the Mopani District Municipality as included below:

The Vision, Mission and Values for Greater Tzaneen Municipality were developed during the IDP Strategic Planning Session held on the 7th-9th of December 2016 and the subsequent Lekgotla held on the 13rd-14th of February 2017. The alignment is done to reflect the triple challenges of Inequality, Unemployment and Poverty in terms of the National Development Plan and priorities as identified in the Limpopo Development Plan.

Vision

"A Green, Prosperous and United Municipality that Provides Quality Services to All"

Mission

The Greater Tzaneen Municipality is committed to provide quality services to its economy by:

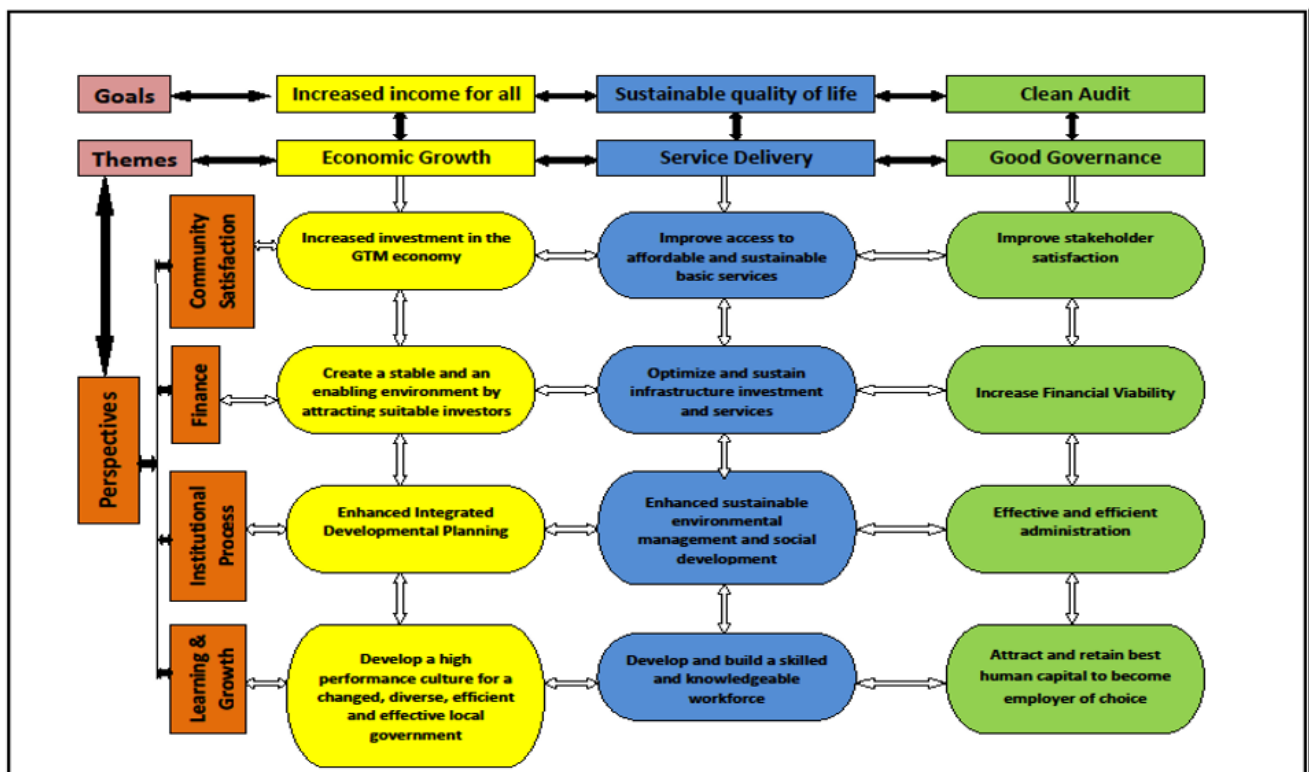
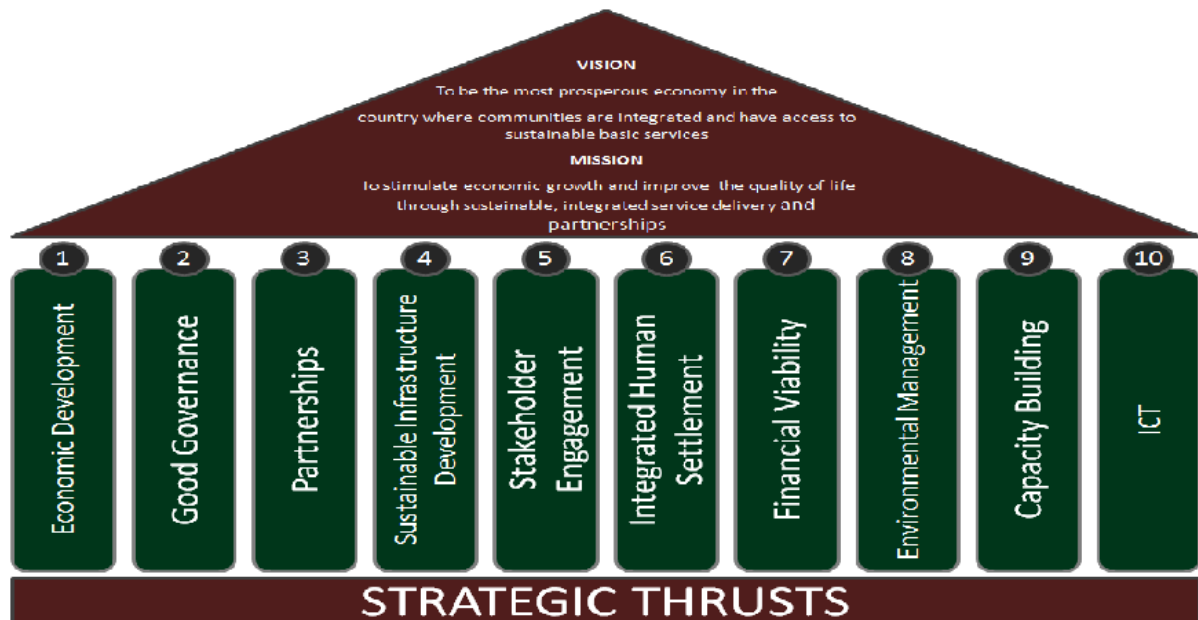
*"Promoting social and economic development;
Providing and maintaining sustainable services;
Ensuring efficient and effective utilization of all available resources;
Ensuring Promoting Environmental sustainability;
Promoting effective stakeholder and community participation."*

Values:

*Commitment
Integrity
Accountability
Innovation
Professionalism
Transparency
Consultation*

3. Key Strategic Thrusts

Following the definition and alignment of the Vision, the municipality revised Vision 2030 to focus on the vision as growth and development strategy for Greater Tzaneen Municipality. The October 2012 strategic workshop identified themes which were consolidated into 10 Strategic Thrusts that will hold the Municipality together as it aims to achieve the Vision and Mission. See below the thematic diagram that depicts the Strategic Thrusts:



3. Strategy Map

5. Alignment of National, Provincial & Local Strategic Objectives and Back To Basics

NDP Strategic Objectives	COGHSTA OUTCOME 9	Limpopo Development Plan	Back to Basics	GTM Strategic Objectives
Strategic Priority 1: Creating Jobs and livelihoods	Output 3 Implementation of Community Works Programme	Ensure more inclusive economic growth, decent work and sustainable livelihoods		Increased investment in the GTM economy
Strategic Priority 2: Expanding Infrastructure	Output 1 Implement a differentiated approach to municipal financing planning and support Output 2 Improve access to Basic services	Economic and social infrastructure	Infrastructure Services	Optimize and sustain infrastructure investment and services Improve access to affordable and sustainable basic services
Strategic Priority 3: Transitioning to a low carbon economy		Sustainable resources management and use		Enhance sustainable environmental and social development
Strategic Priority 4: Transforming Urban and Rural spaces	Output 4 Action supportive of human settlement outcomes	Rural development, food security and land reform		Enhanced Integrated Developmental Planning
Strategic Priority 5: Improving education and training		Access to quality education		Improved access to affordable and sustainable basic services
Strategic Priority 6: Providing quality health care	Output 2 Improve access to Basic services	Improved health care		Improve access to affordable and sustainable basic services Develop and build a knowledgeable workforce
Strategic Priority 7: Building a capable state	Output 5 Deepen democracy through a refined Ward Committee	A developmental state including improvement of public services	Institutional capacity Good governance	Effective and Efficient organization Develop and build a knowledgeable

	model Output 1 Implement a differentiated approach to municipal financing planning and support			workforce Attract and retain best human capital to become employer of choice
Strategic Priority 8: Fighting corruption and enhancing accountability	Output 7 Single window of coordination	Fighting crime and corruption	Financial management Good governance	Effective and efficient administration
Strategic Priority 9: Transforming society and uniting the nations	Output 6 Administrative and financial capability	Cohesive and sustainable communities	Public Participation	Improve access to affordable and sustainable basic services

6. The Strategy Map and the Balance Scorecard

The balanced scorecard is a [strategic planning and management system](#) that is used extensively in government worldwide to align business activities to the Vision and Strategy of the organization, improve internal and external communications, and monitor organizational performance against strategic goals. It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance.

The balanced scorecard has evolved from its early use as a simple performance measurement framework to a full strategic planning and management system. The “new” balanced scorecard transforms an organization’s strategic plan from an attractive but passive document into the "marching orders" for the organization on a daily basis. It provides a framework that not only provides performance measurements, but helps planners identify what should be done and measured.

6.1 Balance Scorecard Perspective

The balanced scorecard suggests that we view the organization from four perspectives, and to develop metrics, collect data and analyze it relative to each of these perspectives:

- Learning and growth
- Institutional processes
- Financial perspective
- Community satisfaction

6.2 Alignment of perspectives and Strategic Objectives. Using the Balance Scorecard methodology, the following strategic objectives were developed in order to respond to the perspectives as outlined above:

Perspectives	Strategic Objectives
Community Satisfaction	<ul style="list-style-type: none"> • Improved stakeholder satisfaction • Improve access to affordable and sustainable basic services • Increased investment in the GTM economy
Financial Perspective	<ul style="list-style-type: none"> • Increase financial viability • Optimize and sustain infrastructure investment and services • Create a stable and an enabling environment by attracting suitable investors
Institutional Processes	<ul style="list-style-type: none"> • Enhance Integrated Developmental Planning • Enhance sustainable environmental management and social services • Effective and efficient administration
Learning and Growth	<ul style="list-style-type: none"> • Develop and build skilled and knowledgeable workforce • Develop a high performance culture for a changed, diverse, efficient and effective local government • Attract and retain best human capital to become employer of choice

7. Results, Indicators and Projects

The strategic objectives represent the strategy of the municipality, but it is critical for Council to be able to measure whether any progress is made towards the attainment thereof. This measurement of the strategic objectives can be seen in the Strategic Scorecard depicted below, but the strategy can be measured against the results that will indicate whether Council has achieved the intent of the specified objectives. On the strategic level specific Strategic Key Performance Indicators will further provide Council with the ability to measure how effectively it has implemented the strategy of Greater Tzaneen Municipality. The targets developed for the next five years resulted in the identification of Strategic projects that will enable Greater Tzaneen Municipality to focus on the attainment of these targets. The details of these results, indicators and targets can be seen in the table below the Strategic Scorecard.

8. Strategic Balance Scorecard

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016/17)	Targets					Strategic Projects	
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5		
Economic Growth	Increased Investment in the GTM Economy	Job opportunities for the people	PED	# of job created through municipal LED initiatives and capital projects	500	600	700	1000	1500	1500	Job creation (LED)	
				# of job created opportunities through CWP	2000	3500	4000	6000	6000	6000	Community Works Programme	
				# of cooperatives established and still functional in wards where the CWP is implemented	4	2	2	2	8	8	Co-operative Establishment	
				# Local Tourism Association Meetings	4	4	4	4	4	4	Stakeholder Relations	
				# of job created through agricultural programmes	150	400	600	700	1000	1000	SMME Capacity Building	
				# LED Forum meetings	4	4	4	4	4	4	Stakeholder Relations	
				# of tourism SMME'S exposed to the market	30	45	50	60	100	100	Job Creation	
				Meetings held with informal traders	4	4	4	4	4	4	Informal Sector Support	
				GTEDA	# of SMME's capacitated through GTEDA	15	30	35	35	35	35	SMME's capacity building
				ES	#of jobs opportunities created through municipal EPWP projects (FTE)	715	1084	1191	1191	1191	1191	Expanded Public Works Programme
	Create a stable and enabling environment by attracting suitable investors	A stable and an enabling environment for investors	PED	# Agricultural EXPO	1	1	1	1	1	1	SMME development	
				# of land parcels acquired for development	0	1	1	2	2	2	Land acquired	
			GTEDA	# of committed investors attracted through GTEDA	3	3	3	3	3	3	Investment Attraction	

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016/17)	Targets					Strategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Economic Growth	Enhanced Integrated Development Planning	Integrated Development	MM	# of IDP steering committee meeting held	6	6	6	6	6	6	IDP
				# of IDP Rep Forum meetings held	4	5	5	5	5	5	
				Draft IDP approved by Council by 31 March	1	1	1	1	1	1	
				Final IDP approved by Council by 31 May Annually and submitted to COGHSTA MEC and Treasury	1	1	1	1	1	1	
				% of capital budget spent on projects prioritised in the IDP for specific year	100%	100%	100%	100%	100%	100%	
Develop a high performance culture for a changed, diverse, efficient and effective local government	A high performance driven and effective local government	MM	# of performance assessments for section 56/57	2	2	2	2	2	2	Performance Reporting	
			# Senior managers (MM & Directors) with signed performance agreement within by 30 June	6	6	6	6	6	6		
Service Delivery	Enhanced sustainable environmental management and social development	Enhanced sustainable environmental management and social development	CS	% of households with access to basic level of solid waste removal	39%	41%	41%	41%	41%	41%	Waste Management
				R-value spent on waste management	71 017 213	77 560 766	160 000 000	210 000 000	260 000 000	286 000 000	
				# of Rural Waste Service Areas serviced (waste management)	27	30	30	30	30	30	
	Improve access to sustainable and affordable basic services	Access to sustainable and affordable services	EE	% of households with access to electricity	97%	98%	99%	99%	99%	99%	Household Electrification
			CS	# of contravention notices issued to improve level of compliance to Environmental Management Legislation (in 5 formal towns)	112	112	101	91	82	82	Environmental Health Services

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016/17)	Targets					Strategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Service Delivery	Improve access to sustainable and affordable basic services	Access to sustainable and affordable services	CFO	Total number of registered indigents households who receive free basic water and sanitation (in GTM service)	1400	1380	1525	1670	1845	1900	Free Basic Services Provision
				% of households earning less than R1100 served with free basic waste removal (registered as indigents)	7%	7%	10%	15%	20%	20%	Waste Management
				% of households earning less than R1100 served with free basic electricity (registered as indigents)	100% (36732)	100% (36732)	100% (36732)	100% (36732)	100% (36732)	100% (36732)	Free Basic Service Provision
				R-Value of Free Basic Electricity households	4000000	4200000	4400000	4600000	4800000	5000000	
			ES	Km of roads tarred	11	8	8	8	12.3	15	Upgrading of road network
				# of contravention notices issued to decrease non-compliance to building regulations	20	50	40	30	20	15	Building Services
	CS	Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as (%)]	70%	70%	70%	70%	70%	70%	Traffic Fine Collection		
	Optimize and sustain infrastructure investment and services	Increased lifespan of municipal assets and well maintained infrastructure	ES	% of electricity loss	18%	18%	16%	14%	12%	12%	Optimising Electricity Network
				Roads Master Plan approved by Council	0	1	0	0	0	0	Infrastructure Planning
	Service Delivery	Optimize and sustain infrastructure investment and services	Increased lifespan of municipal assets and well maintained infrastructure	CFO	R-value spent on maintenance of electricity network infrastructure as a % of asset value	0.49%	2.7%	2.8%	3.0%	3.2%	3.2%

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016/17)	Targets					Strategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Service Delivery	Optimize and sustain infrastructure investment and services	Increased lifespan of municipal assets and well maintained infrastructure	CFO	R-value spent on maintenance of electricity infrastructure	13 163 820	51 083 568	53 790 875	56 910 875	60 211 705	60 211 705	Electricity infrastructure maintenance
				R-value spent on maintenance of municipal building infrastructure as % of asset value	0.06%	4%	5%	6%	6%	6%	Asset management
				R-value spent on maintenance of roads infrastructure as a % of asset value	0.66%	6%	8%	10%	10%	10%	
				R-value spent on maintenance of fleet assets as a % asset value	0.65%	10%	15%	20%	20%	20%	
			EE	Kilometers of electrical overhead lines rebuilt	28	3	3	3	3	3	Electricity Infrastructure maintenance
				Total (kwh) of electricity loss	42 540 860	42 540 860	37 814 098	33 087 335	28 360 573	28 360 573	Billing and metering audit
		Kilometer of electrical underground High Tension (11kv) cable replaced	0	1	1	1,5	1,5	1,5	Electricity network upgrade		
	Enhanced sustainable environmental management and social development	Enhanced sustainable environmental management and social development	MM	# of disaster awareness campaign conducted at schools	15	9	15	15	15	15	Disaster Management
				Annual disaster management report submitted to council by 31 August	1	1	1	1	1	1	Disaster Management
				Submission of the annual disaster management report to the Mopani District by 30 September	1	1	1	1	1	1	Disaster Management
% of disaster incidences responded to within 72 hours				100 %	100 %	100 %	100 %	100 %	100 %	Disaster Management	
CORP			# of jobs created by Municipal capital projects for women	422	473	596	655	655	655	Job creation	

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Strategic Projects	
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5		
Service Delivery	Enhanced sustainable environmental management and social development	Enhanced sustainable environmental management and social development	MM	# of jobs created by Municipal capital projects for people with disabilities	2	17	22	24	24	24		
				# of jobs created by Municipal capital projects for youth	160	473	596	655	655	655		
			CS	% compliance to the environment legislation check list	85%	90%	95%	100%	100%	100%		Environmental Management
				% of water samples that comply with SANS 10241	85%	85%	85%	85%	85%	85%		Environmental Management
	Optimize and sustain infrastructure investment and services	Increased lifespan of municipal assets and well maintained infrastructure	CS	# of cemeteries developed or extended	1	1	1	1	1	1	Cemetery developnet	
				# of Urban Waste Service Areas serviced (waste management)	5	5	5	5	5	5	Waste Management	
				# of Library users	95000	95200	95400	95600	95800	96000	Library Services	
				R-Value of traffic fines issued and collected	R200000	R200000	R200000	R200000	R200000	R200000	Traffic Services	
				Percentage compliance with ENATIS legislative requirements	new	100%	100%	100%	100%	100%	Licencing & Registration services	
				Integrated Sustainable Human Settlements Plan reviewed by 30 May	1	1	1	1	1	1	Integrated Sustainable Human Settlement Planning	
Good Governance	Develop and build a skilled knowledgeable workforce	Skilled and knowledgeable workforce	CORP	Work Place Skills Plan submitted to LGSETA by 30 April	1	1	1	1	1	1	Capacity Building	

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Strategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Good Governance	Develop and build a skilled knowledgeable workforce	Skilled and knowledgeable workforce	CORP	# of senior managers complying with the minimum competency levels	7	7	7	7	7	7	
				# of employees successfully trained	90	90	90	90	90	90	
				Skills Audit finalised by 31 December	1	1	1	1	1	1	
				% of municipal budget spent on implementing the Workplace Skills Plan	1%	1%	1%	1%	1%	1%	
				# Ward committee members workshopped on municipal affairs	340	350	350	350	350	350	
	Improved Stakeholders satisfaction	Well informed and participating communities	CORP	#monthly ward committee meetings	408	420	420	420	420	420	Public Participation
				# of newsletters produced	4	4	4	4	4	4	Media Relations
				# of media briefings arranged	4	4	4	4	4	4	
				# of Mayoral imbizo's organized	16	16	16	16	16		Community Participation
				#of fully functional ward committees	34	35	35	35	35		Public Participation
				# of summarised quarterly ward reports submitted	0	4	4	4	4		
				# of statutory provisions for website contents complied with (as contained in section 75(a-1) of the MFMA) within 5 working days	12	12	12	12	12		Website Content Management
	Increase Financial viability	Increased Financial Resources	CFO	# of household billed	23 066	25 500	26 000	26 500	27 000	27 500	Revenue Enhancement
				Draft budget submitted to Council by the 31 March annually	1	1	1	1	1	1	Budget Management
				Expanding Revenue Base	0	1					Revenue Enhancement

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Strategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Good Governance	Increase Financial viability	Increased Financial Resources	CFO	Annual budget submitted to Council by the 31 May	1	1	1	1	1	1	Budget Management
				Annual adjustment budget approved by 28 February	1	1	1	1	1	1	
				# of section 71 report submitted to NT and PT no later than 10 working days after the end of the month	12	12	12	12	12	12	Financial Reporting
				Cost coverage	0.2	1.6	1.6	1.6	1.6	1.6	Expenditure Management
				Debt coverage	19.2	18.3	18.3	18.3	18.3	18.3	Debt Management
				% outstanding service debtors to revenue	49.9%	39.4%	39.4%	39.4%	39.4%	38.2%	
				% of Capital budget spent	100%	100%	100%	100%	100%	100%	Budget Management
				Annual Asset verification report concluded by 30 June	1	1	1	1	1	1	Asset Management
				# of indigent registered	36732	36732	36732	36732	36732	36732	Indigent Management
				Annual financial statements to AG,PT and NT by 31 August annually	1	1	1	1	1	1	Operation Clean Audit
				% reduction in fuel theft		20%	20%	20%	20%	20%	Fleet Management
				Demand Management Plan approved by Council by 30 June Annually	1	1	1	1	1	1	Supply Chain Management
				% operational budget spent	100%	100%	100%	100%	100%	100%	Budget Management
				% of Finance Management Grant Spent	100%	100%	100%	100%	100%	100%	Grant Management
				% of Municipal budget spent	100%	100%	100%	100%	100%	100%	Budget Management
				# of finance related policies reviewed annually	17	17	17	17	17	17	Operation Clean Audit

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Strategic Projects	
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5		
Good Governance	Increase Financial viability	Increased Financial Resources	CFO	% creditors paid within 30 days	100%	100%	100%	100%	100%	100%		
				# of SCM reports submitted to national treasury	12	12	12	12	12	12	Supply Chain Management	
				% of MIG funding spent	100%	100%	100%	100%	100%	100%	Grant Management	
	Effective & Efficient Administration	Effective & Efficient Administration		MM	% Equitable share received	100%	100%	100%	100%	100%	100%	Revenue Management
					% of Bids awarded within 2 weeks after the adjudication recommendation	100%	100%	100%	100%	100%	100%	Supply Chain Management
				% of bids approved by MM within 90 days after closing of date of tender	100%	100%	100%	100%	100%	100%		
				# of Bids awarded that deviated from the adjudication committee recommendation	0	0	0	0	0	0		
				# of Quarterly performance reports audited prior to submission to Council	4	4	4	4	4	4	Performance Auditing	
				Draft Annual Performance Report submitted to AG, Audit Committee and the Mayor by 31 August	1	1	1	1	1	1	Performance reporting	
				Final Annual Report approved by Council by 31 March	1	1	1	1	1	1		
				Draft Annual Report considered by Council by 31 January	1	1	1	1	1	1		
				# Quarterly SDBIP reports submitted to Council	4	4	4	4	4	4		

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Starategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Good Governance	Effective & efficient administration	Effective & efficient administration	MM	# of Back to Basics statistical Reports submitted to COGTA by the 10th of each month	12	12	12	12	12	12	Performance Reporting
				# of days taken to submit the Draft SDBIP to the Mayor following budget approval	28	28	28	28	28	28	
				Mid year budget and performance report submitted COGHSTA, PT and AG by 25 January	1	1	1	1	1	1	
				# of fraud and corruption cases investigated	0	0	0	0	0	0	Fraud Prevention
				# of Audit Committee meetings	4	4	4	4	4	4	Committee Management
				# of risk management reports submitted to Council	4	4	4	4	4	4	Risk Mangement
				#of Risk Management Committee meetings	4	4	4	4	4	4	
				#of Anti corruption meetings	4	4	4	4	4	4	
				#of Risk Assessment reports submitted to Council	1	1	1	1	1	1	
				Reviewed Internal Audit charter submitted to the Audit Committee by the 30 th June	1	1	1	1	1	1	Reviewed internal Audit Charter
				Revised 3 year Strategic Risk based Plan submitted to the Audit Committee	0	1	1	1	1	1	Internal Audit
				# of quarterly internal audit reports submitted to audit committee	4	4	4	4	4	4	Internal Audit

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Strategic Projects	
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5		
Good Governance	Effective & efficient administration	Effective & efficient administration	MM	# of audit AG queries	5	0	0	0	0	0	Audit queries from AG	
				Unqualified Audit Opinion obtained from AG	Qualified	1	1	1	1	1	Operation Clean Audit	
				#of Management meetings held	52	52	52	52	52	52	Management meetings	
				# of strategic risks identified	10	10	10	10	10	10	Risk Management	
				# of community protests	5	0	0	0	0	0	Ward committee functionality	
			CORP	# Council meetings held	4	4	4	4	4	4	Council management	
				% of GTM Council resolutions implemented vs. number passed	100%	100%	100%	100%	100%	100%		
				# of days taken to make MPAC oversight reports available to the public, after Council approval	7	7	7	7	7	7	Operation Clean Audit	
				# EXCO meetings held	26	26	26	26	26	26	Council management	
				# Portfolio Committee meetings held	99	99	99	99	99	99		
				# Local Labour forum meetings held	12	12	12	12	12	12	Labour Relations	
				# of monthly contract management reports submitted	12	12	12	12	12	12	Supply Chain Management	
				% SLA's drafted and signed within 10 days after information provided	100%	100%	100%	100%	100%	100%	Supply Chain Management	
				CS	# of theft cases from Council buildings	2	0	0	0	0	0	Theft cases from Council buildings
					CORP	% staff turnover	1.8%	1.8%	1.5%	1.2%	1%	Human Resource Management
			# MM & Directors posts vacant for more than three months	1		0	0	0	0	0		
			# of people from employment equity target groups employed in the 3 highest levels of management	4		27	27	27	27	27		

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Strategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Good Governance				<i>in compliance with EE Plan</i>							
	Attract and Retain best human capital to become employer of choice	Employer of choice	CORP	% employees that are female	45%	45%	47%	50%	50%	50%	
				% employees that are youth	28%	28%	30%	32%	40%	40%	
				% employees that are disabled	3%	2%	2%	2%	2%	2%	
				# of critical posts filled (MM, CFO, Engineer, Town Planner, communications and CORP)	5	6	6	6	6	6	
				# of OHS committee meetings	2	4	4	4	4	4	
				# of municipal personnel with technical skills/capacity (engineer and technicians)	5	5	5	5	5	5	
				# of municipal personnel with financial minimum competency requirements	35	35	35	35	35	35	
				# of municipal personnel with capacity on spatial planning	5	5	5	5	5	5	Human Resource mngement
				% of municipal personnel budget spent	100%	100%	100%	100%	100%	100%	
				Development of Municipal Institutional Plan	1	1	0	0	0	0	Organisational development
	# of community feedback meetings held	140	140	140	140	140	140	Community participation			
	Effective and Efficient Administration	Effective and Efficient Administration	MM	% of complaints resolved	100%	100%	100%	100%	100%	100%	Internal Audit
				% Internal Audit findings resolved	100%	100%	100%	100%	100%	100%	
				% of MPAC resolutions implemented	100%	100%	100%	100%	100%	100%	Oversight
# of Audit and performance committees resolutions implemented				10	10	10	10	10	10	Internal Audit	
Revenue Enhancement strategy reviewed and approved				0	1					Good Governance	

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016 /17)	Targets					Strategic Projects
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5	
Good Governance	Effective and Efficient Administration	Effective and Efficient Administration	CORP	# of by-laws promulgated	5	5	5	5	5	5	Policy development
				# of by-laws reviewed	5	5	5	5	5	5	
				% of employees that received paid overtime (12 month average)	10%	10%	10%	10%	10%	10%	Human Resource Management
			CFO	# of revenue collected monthly per month	95%	95%	95%	95%	95%	95%	Revenue Enhancement
				Submission of AG Action Plan to Council by 31 January	1	1	1	1	1	1	Good Governance
				% AG queries resolved	100%	100%	100%	100%	100%	100%	
				# of revenue generation policies reviewed and approved	1	1	1	1	1	1	Policy Development
	Optimize and sustain infrastructure investment and services	Increased lifespan of municipal assets and well maintained infrastructure	CFO	% of operation and maintained budget allocated	new	10%	10%	10%	10%	10%	Expenditure management
				% operating budget spent on Personnel costs (exc salaries to Councillors)		35%	35%	95%	95%	95%	
			EED	# of data cleansing performed (meter services)		5	5	1	1	1	Electrical meter management
			% electricity losses reduced as per regulation		10%	10%	100%	100%	100%	Revenue Enhancement	
Economic growth	Create a stable and enabling environment by attracting suitable investors	A stable and an enabling environment for investors	PED	Reviewed Spatial Development strategy	0	1					Spatial development
Service Delivery	Improve access to sustainable and affordable basic services	Access to sustainable and affordable services	ESD	% water losses reduced as per regulation	10%	10%	10%	10%	10%	10%	Revenue Enhancement
				# of households with access to water	108926	108926	108926	108926	108926	108926	Water Services
				# of households with access to sanitation	108926	108926	108926	108926	108926	108926	Sanitation services
			EED	# of households with access to electricity	108926	108926	108926	108926	108926	108926	Electricity
			CSD	# of households with collection of waste once per week	108926	108926	108926	108926	108926	108926	Waste Management service provi

Key Performance Area	Strategic objectives	Objective Results	KPI Owner	KPI	Baseline (2016/17)	Targets					Strategic Projects	
						2017/18 Year 1	2018/19 Year 3	2019/20 Year 4	2020/21 Year 5	2021/22 Year 5		
GTEDA												
Board structures	Ensuring Good governance	Good governance	CEO	% of board members inducted and orientated by 30 July 2016	100%	100%	100%	100%	100%	100%	Induction of New Board Members	
Board support				# of board packs circulated 7 days before each meeting	4	4	4	4	4	4	Circulation of Packs	
				% Percentage of Board Resolutions implemented by end of each quarter	100%	100%	100%	100%	100%	100%	100%	Implementation of Board resolutions
				Annual report approved by Board by end of December 2016	1	1	1	1	1	1	1	Development of annual report
				Annual Report submitted to GTM by 10 January 2016	1	1	1	1	1	1	1	
Auditing	Ensuring good governance	Good governance		Unqualified Audit Opinion	1	1	1	1	1	1	Auditing	
Human Resource management	Organisational/Institutional Development (HRM & Labour Relations)		% of organogram positions filled by end 30 June 2017	100%	100%	100%	100%	100%	100%	100%	Review of organogram	
Performance monitoring and reporting			Institutional Scorecard finalised by 30 May 2017	1	1	1	1	1	1	1	Development and approval of scorecard	
Budget Management			Ensuring Financial viability and management	Approved 3 year budget by 30 April 2017	1	1	1	1	1	1	1	Development and approval of plan
Budget Management	Annual Financial Statement (AFS) submitted to GTM by 15 August			1	1	1	1	1	1	1	Financial management	
Asset management		Compliance		% GRAP Compliance on AR	100%	100%	100%	100%	100%	100%	Legal Compliance	

9. Operational strategies

In terms of section 26(f) of the Local Government Municipal Systems Acts no 32 of 2000, the Integrated Development Plan should contain operational strategies. Greater Tzaneen Municipality has achieved this linking programmes implemented within the municipality to the KPA's and linked strategic Objectives as contained within the Strategy Map. The operational strategies are represented below in terms of the different KPA's as mentioned.

1. SPATIAL RATIONALE

Programme	Strategic CHALLENGES (How do we address the challenge)	SHORT TERM STRATEGIES (0-2 YRS)	MEDIUM TERM STRATEGIES (2-3 YRS)	LONG TERM STRATEGIES (3-10YRS)	Strategic KPI (How do we measure success?)
1. Human Settlement	Allocation of houses by COGHSTA which is insufficient for the demand of the municipality.	Review the Housing Demand Management Plan.	Develop housing and land policies.	Policy implementation.	# of houses allocated annually.
	Illegal demarcation of sites.	Stakeholder engagements.	Development of policy.	Policy implementation.	# of illegal demarcated sites resolved.
	Creation of integrated sustainable human settlement.	Township establishment of 292 and 293 pusela, 9, 37 and 38 Mawasha, Portion 2 of Novengila (Letsitele)	Provision of services.		# of township established.
	Restructuring Zones	Council Resolution	Approval by the MEC	Proclamation by the minister	# of erven zoned
2. Land Restitution	Delayed restitution processes	Stakeholder engagement	Restoration of the land claims.	Restoration of the land claim.	
3. Town Planning	Growth & Development	Review the SDF	Implement capital investment programs that relates to physical growth of town towards 2030	SDF implementation	SDF developed
	Formulation of land use scheme	Land Use Scheme for the entire GTM	Implementation of the Land Use Management Scheme	Implementation of the Land Use Management Scheme	LUMS
	SPLUMA implementation	Establishment of Tribunals	Implementation	Implementation	Functional Tribunals

2. BASIC SERVICES & INFRASTRUCTURE

Programme	Strategic CHALLENGES <i>(How do we address the challenge)</i>	SHORT TERM STRATEGIES <i>(0-2 YRS)</i>	MEDIUM TERM STRATEGIES <i>(2-3 YRS)</i>	LONG TERM STRATEGIES <i>(3-10YRS)</i>	Strategic KPI <i>(How do we measure success?)</i>
1. Bulk infrastructure capacity (water and sanitation).	Water Provision.	Engage the stakeholders and Acquisition of WSA.	Engage the stakeholders and Acquisition of WSA.		Acquired WSA.
2. Maintenance and refurbishment of existing infrastructure (buildings, electricity network, road network).	Ageing infrastructure.	Development of infrastructure maintenance plan. Explore the Public Private Partnerships.	Implementation and monitoring of infrastructure maintenance plan. Implementation of PPP.	Implementation, monitoring and review of infrastructure maintenance plan. Monitoring and review PPP.	Developed Integrated Infrastructure Maintenance master plan.
3. Servicing the rural areastowards revenue generation	Revenue Enhancement	Apply electricity distribution license to NERSA(Nkowa-nkowa and Lenyenye).	Follow up to NERSA for license.	Implementation and monitoring including roll out of program to other areas.	Acquired electricity license.
4. Fleet Management	Poor Fleet Management	Replacement and maintenance plan.	Buying and maintenance of vehicles.	Buying and maintenance of vehicles.	Fully maintained functional fleet.
1. Poor maintenance of rural cemeteries.	Expansion, fencing ,building and improvement of ablution facilities and treatment of waste	Expansion, fencing, building and improvement of ablution facilities and treatment of waste	Expansion, fencing ,building and improvement of ablution facilities and treatment of waste	# cemeteries fenced per annum # cemeteries extended # ablutions build and # cemeteries maintained	
2. High Crime Rate	Establish street committees and CPF in all the wards. Traffic: Conduct work study to determine staff, infrastructure and equipment required, budget and appoint.	Establish street committees and CPF Traffic: implement community safety and law enforcement	Resource and Capacitate the Street committees and CPF Traffic: sustain community safety and law enforcement	# of street committees and CPF established Traffic: # of community safety and law enforcement projects operationalised	
3. Rural waste programme.	Budget provision for EPWP programme at all 66 waste service areas	Implementation of level 1 waste service management	Sustain level 1 waste services	# of projects operationalised	

4. Poor Environmental management & protection	Conduct work study to determine staff requirement, budget and appoint.	Implement the scope of practise in terms of Health Professions Act	Sustain the scope of practise	# of Environmental Health Practitioners appointed	
5. Poor Development and maintenance of parks and recreational facilities.	Conduct work study to determine staff, infrastructure and equipment required, budget and appoint.	Develop and maintain parks and recreation.	Sustain and maintain parks and recreation.	# of parks and recreation developed and maintained.	
6. Inadequate Library facilities/Services	Budget for existing and new libraries. Submit requests for furniture, equipment and library material to the DSAC.	Develop and maintain existing and new libraries, in partnership with the DSAC.	Develop and maintain existing and new libraries, in partnership with the DSAC.	# of library users.	

3. LOCAL ECONOMIC DEVELOPMENT

Programme	Strategic CHALLENGES <i>(How do we address the challenge)</i>	SHORT TERM STRATEGIES <i>(0-2 YRS)</i>	MEDIUM TERM STRATEGIES <i>(2-3 YRS)</i>	LONG TERM STRATEGIES <i>(3-10YRS)</i>	Strategic KPI <i>(How do we measure success?)</i>
LED	Uncoordinated marketing of the municipality	Develop the marketing strategy of GTM	Implementation and coordination of the marketing strategy.	Implementation and coordination of the marketing strategy.	Marketing strategy developed
	Lack of incentives for investors	Incentive policy.	Implementation of the incentive policy.	Implementation of the incentive policy.	Incentive Policy developed
	SMME support	Review SLA with SEDA.	Development of the SMME strategy.	Implementation of the strategy.	# of SMME supported
	Retail center development	Stakeholder coordination	Land assembly	Implementation	# of retail centres developed
	Informal traders	Budget for and appoint personnel to manage the informal sector	Develop informal sector trading plan	Implementation of the plan	Informal Traders Plan developed

4. GOOD GOVERNANCE & PUBLIC PARTICIPATION

Strategic CHALLENGES	SHORT TERM STRATEGIES (1-2 YRS) <i>(How do we address the challenge)</i>	MEDIUM TERM STRATEGIES (2-3 YRS)	LONG TERM STRATEGIES (5-YRS OR MORE)	Strategic KPI <i>(How do we measure success?)</i>
1. Accountability & Consequence management.	Development and implementation of consequence management guideline/policy by December 2017.	Implementation and monitoring of policy.	Continuous implementation, monitoring and evaluation.	Developed Consequence management policy.
2. Internal Audit capacity.	Develop Internal Audit training plan.	Implementation of capacity building and continuous post training assessment.	Implementation of capacity building continuous post training assessment.	Internal Audit training programmes.
3. Unaudited and delayed performance Reporting.	Implementation of consequence management.	Continuous implementation of consequence management.	Continuous implementation of consequence management.	Audited Performance Reports submitted to Council quarterly.
Strategic CHALLENGES	SHORT TERM STRATEGIES (1-2 YRS) <i>(How do we address the challenge)</i>	MEDIUM TERM STRATEGIES (2-3 YRS)	LONG TERM STRATEGIES (5-YRS OR MORE)	Strategic KPI <i>(How do we measure success?)</i>
4. Contract Management		Create the position of Contract Management Officer within SCMU.		Contract Management unit established
5. Uncoordinated & Ineffective Public Participation (community feedback and reporting to Council).	Implementation of ward operational plan.	Review monitoring and of the plan.	Monitoring and evaluation of the plan.	# of imbizo's Consolidated Ward Committee monthly reports.
6. Fraud and Anti-corruption not functional	Effective of Implementation of anti-corruption policy	Continuous implementation and monitoring	Continuous monitoring and evaluation of policy	# of frauds reported
7. Mainstreaming of cross-cutting issues (HIV/ Youth, gender, disability, elderly & children, OHS & EAP)	Develop the integrated process plan/strategy	Implement and monitor and evaluate the plan/strategy	Review, continuous monitoring and evaluation the plan/strategy	Special programmes reports Mainstreamed programmes

5. FINANCIAL VIABILITY

Strategic CHALLENGES	SHORT TERM STRATEGIES (1-2 YRS) <i>(How do we address the challenge)</i>	MEDIUM TERM STRATEGIES (2-3 YRS)	LONG TERM STRATEGIES (5-YRS OR MORE)	Strategic KPI <i>(How do we measure success?)</i>
1. Cost recovery & Revenue enhancement.	Billing of recipient of municipal services.	Debt collection.	Debt collection.	% of revenue collected.
2. None implementation of MSCOA.	Compliance with MSCOA e.g. Acquisition of new financial system Project Management Plan Acquiring of new system.	Compliance of MSCOA Project Management Plan.	Compliance of MSCOA Project Management Plan.	Full Implementation of MSCOA on the 1 st of July 2017.
3. Delays in procurement of goods and services.	Annual approval and monitoring of Demand Management Plan. Annually review of SCM Policies.	Annual review and Implementation of SCM Policies.	Annual review and implementation of SCM policies.	Turn-around time for the procurement of goods.
4. Non-compliance of SCM Policies and procedure.	Enforce compliance of SCM management Implement consequences management on non-compliance management.	Enforce compliance of SCM management Implement consequences management on non-compliance management.	Enforce compliance of SCM management. Implement consequences management on non-compliance management.	Compliance to SCM Policy.
Strategic CHALLENGES	SHORT TERM STRATEGIES (1-2 YRS) <i>(How do we address the challenge)</i>	MEDIUM TERM STRATEGIES (2-3 YRS)	LONG TERM STRATEGIES (5-YRS OR MORE)	Strategic KPI <i>(How do we measure success?)</i>
5. Asset Management Capacity.	Capacitate the Asset Management Division.	Capacitate the Assets Management Division in line with the reviewed Organogram.	Capacitate the Assets Management Division in line with the reviewed organogram.	Verification of assets by 30 June annually. Annual asset verification report by 31 August annually.
6. Budget management (planning, implementing & control).	Adherence to budget timelines. Monitoring of budget on monthly basis.	Adherence to budget timelines. Monitoring of budget on monthly basis.	Adherence to budget timelines. Monitoring of budget on monthly basis.	Approval of adjustment budget by 28 February annually Approval of budget by 31 May annually
7. Non submission of	Enforce AFS Project Plan implementation.	Enforce AFS Project Plan implementation.	Enforce AFS Project Plan	Submission of the AFS by 31 August

supporting documents during the preparation of the AFS.			implementation.	annually.
8. Delays in response to audit findings and request for information.	Development of an Audit File. Ensure that all correspondence and documentation are filled in line with Records Management System.	Ensure that all correspondence and documentation are filled in line with Records Management System	Ensure that all correspondence and documentation are filled in line with Records Management System	Submission of supporting documents as per the timelines of the AG
9. No control over fleet management expenditure.	Approval of Fleet management which will control the use of <ul style="list-style-type: none"> - Use of vehicle; - Monitoring tool, e.g. tracking device; - Reduce the costs on fuel, maintenance and etc. - Functionality of Fleet Committee. 	Monitoring of implementation of Fleet Management Policy.	Monitoring of implementation of Fleet Management Policy.	Reporting on Fleet Management.

6. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

Strategic CHALLENGES	SHORT TERM STRATEGIES (1-2 YRS) <i>(How do we address the challenge)</i>	MEDIUM TERM STRATEGIES (2-3 YRS)	LONG TERM STRATEGIES (5-YRS OR MORE)	Strategic KPI <i>(How do we measure success?)</i>
Insufficient Training budget Non-review of Organogram. Delayed Job Evaluation.	Allocation of prescribed training budget. Approval of the Organisational Structure to be in line with the New Governance Model together with the IDP and Budget Engage with SALGA to speed up the Job Evaluation processes.	Implement Training in accordance with the Work Skills Plan (WSP) Review of the Organisational Structure to be in line with the MSA. Continuous monitoring of JE processes with Mopani District Job Evaluation Unit.	Implement Training in accordance with the Work Skills Plan (WSP) Continuous Review of the Organisational structure Creation of position of Director in the Office of the MM Implementation of the JE results.	#Employees placed on Work Skills Programme. Organogram Approved annually. Completed Job Evaluation.
8. Labour relations management (Address disparities, discipline & morale issues).	Develop Intervention plan for Labour Relations matters. Enforcement of discipline.	Implement Intervention plan for Labour Relations matters. Continuous enforcement of discipline.	Implement Intervention plan for Labour Relations matters. Continuous enforcement of discipline.	Salary disparities Intervention Plan. # of employees on disciplined #Team building programmes implemented

SECTION D: PROJECT PHASE

CAPITAL PROJECTS

KEY PERFORMANCE AREA: SPATIAL RATIONALE

PRIORITY ISSUE: SPATIAL DEVELOPMENT

STRATEGIC OBJECTIVE: ENHANCED INTEGRATED DEVELOPMENT PLANNING

STRATEGY/ INTERVENTION: BY REVIEWING THE SDF AND IDP

OUTCOME: INTEGRATED SPATIAL PLANNING AND DEVELOPMENT

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
PED-1	Purchase of land for Regional Cemetery at Relela Cluster Bolobedu South	Purchase of land for Regional Cemetery at Relela Cluster Bolobedu	01/07/2020	30/06/2021	R3 000 000				R3 000 000		Own	GTM
PED-2	Purchase of land for Regional Cemetery at Runnymede Cluster, N'wamitwa&Xiho ko	Purchase of land for Regional Cemetery at Runnymede Cluster, N'wamitwa&Xiho ko	01/07/2020	30/06/2022	R3000 000				R2000 000	R1000 000	Own	GTM
PED-3	Purchase of land for Regional Cemetery Dusseldorp	Purchase of land for Regional Cemetery Dusseldorp	01/07/2020	30/06/2022	R3500 000				R2000 000	R1500 000	Own	GTM

PED-4	Talana Hostel-Fencing, Township establishmnet, Redevelopment of the hostel into Community Residential Units	Fencing, Township establishmnet, Redevelopment of the hostel into Community Residential Units	01/07/2020	30/06/2021	R200 000				R200 000		Own	GTM
PED-5	Township Establishment: Portion292 & 293 Pusela Farm, Portion 9, 37 & 38 Hamawasha	Township Establishment: Portion292 & 293 Pusela Farm, Portion 9, 37 & 38 Hamawasha	01/07/2020	30/06/2022	R4000 000				R1500 000	R2500 000	Own	GTM
PED-6	Revitalization of Nkowankowa Hostel 1628	Revitalization of Nkowankowa Hostel 1628	01/07/2021	30/06/2022	R6000 000					R6000 000	Own	GTM
PED-7	Land Acquisition for future development (Yamona, Ledzee, Politsi Ext 1 & Le Dauphine Farms)	Land Acquisition for future development (Yamona, Ledzee, Politsi Ext 1 & Le Dauphine Farms)	01/07/2021	30/06/2022	R2000 000					R2000 000	Own	GTM
PED-8	Tzaneen and Ebenhezer Development	Rehabilitation and Improvement of the dams	01/07/2021	30/06/2022						R5000 000	Own	GTM
PED-9	Transfer of State Land to GTM: Haenertsburg, Lenyenye Ext 3,4,5 & 6 and Portion 149 Puse	Transfer of State Land to GTM: Haenertsburg, Lenyenye Ext 3,4,5 & 6 and Portion 149 Pusela	01/07/2017	30/06/2019	R1500 000			R500 000	R1000 000		Own	GTM

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PRIORITY ISSUE: DELIVERY OF BASIC SERVICES

STRATEGIC OBJECTIVE: IMPROVED ACCESS TO AFFORDABLE AND SUSTAINABLE BASIC SERVICES

STRATEGY/ INTERVENTION: BY PROVIDING AFFORDABLE AND SUSTAINABLE BASIC SERVICES

OUTCOME: DELIVERY OF BASIC SERVICES TO THE PEOPLE

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
ROADS AND STORMWATER												
ESD-10	Paving of Mopye access road to school	Upgrading of gravel road to tar	01/07/2017	30/06/2018	<u>R6 300 210</u>	<u>R6 300 210</u>					<u>MIG</u>	GTM
ESD-11	Paving of Nelson Ramodike High Access road to school	Paving of Nelson Ramodike High Access road to school	01/07/2017	30/06/2018	<u>R6 142 862</u>	<u>R6 142 862</u>					<u>MIG</u>	GTM
ESD-12	Taring of Nkowan kowa B Streets	Upgrading gravel road to tar	01/07/2019	30/06/2020	<u>R25 452 650</u>			<u>R25 452 650</u>			<u>MIG</u>	GTM
ESD-13	Moruji to Matshwi/Khes hokolwe road from gravel to tar Phase 4 of 5	Upgrading of gravel road to tar	01/07/2014	30/06/2018	<u>R59 544 706</u> R4 744 614	<u>R34 839 965</u> R4 744 614	R25 689 259				<u>MIG Own</u>	GTM
ESD-14	Taring Nkowan kowa A Codesa and Hani Street	Upgrading of gravel road to tar	01/07/2017	30/06/2018	<u>R11 000 000</u>	<u>R11 000 000</u>					<u>MIG</u>	GTM

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
ROADS AND STORMWATER												
ESD-15	Internal Streets Paving	Internal Streets Paving	01/07/2020	30/06/2021	<u>R7 005 088</u>				<u>R7 005 088</u>		<u>MIG</u>	GTM
ESD-16	Paving of Topanama Access Road to Serurubele School	Paving of Topanama Access Road to Serurubele School	01/07/2019	30/06/2020	<u>R10 752 000</u>			<u>R10 752 000</u>			<u>MIG</u>	GTM
ESD-17	Paving of Marirone to Kubjana Street Paving	Paving of Marirone to Kubjana Street Paving	01/07/2019	30/06/2020	<u>R20 247 900</u>			<u>R20 247 900</u>			<u>MIG</u>	GTM
ESD-18	Paving of Thapane Street	Paving of Thapane Street	01/07/2019	30/06/2020	<u>R17 200 000</u>			<u>R17 200 000</u>			<u>MIG</u>	GTM
ESD-19	MULATI Access road regravelling and Storm Water Management	Storm Water management and major regravelling	01/07/2017	30/06/2018	<u>R6 507 026</u>	<u>R6 507 026</u>					<u>MIG</u>	GTM
ESD-20	Paving of Thapane Cross, Mandlakazi to N'wamitwa	Upgrading gravel road to paved road	01/07/2018	30/06/2019	<u>R21 341 818</u>		<u>R21 341 818</u>				<u>MIG</u>	GTM
ESD-21	Tickline to Makhwibidung Strom Water Management	Storm Water management	01/07/2017	30/06/2018	<u>R3 500 000</u>	<u>R3 500 000</u>					<u>MIG</u>	GTM
ESD-22	Mmatapa to Leseka Primary School road	Upgrading gravel road to tar road	01/07/2019	30/06/2020	<u>R10 000 000</u>			<u>R10 000 000</u>			<u>MIG</u>	GTM
ESD-23	Dr. CN Phatudi to	Storm Water management	01/07/2019	30/06/2020	<u>R6 500 000</u>			<u>R6 500 000</u>			<u>MIG</u>	GTM

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
ROADS AND STORMWATER												
	Pharare Access road regravelling and storm water control	and major regravelling										
ESD-24	Lenyenye Street paving	Upgrading gravel road to paved road	01/07/2017	30/06/2018	<u>R6 300 000</u>	<u>R6 300 000</u>					<u>MIG</u>	GTM
ESD-25	Paving of Nkowakowa D streets	Paving of Nkowakowa D streetes	01/07/2018	30/06/2019	<u>R7 330 961</u>	<u>R7 330 961</u>					<u>MIG</u>	GTM
ESD-26	Paving of Lenyenye Graveyard street	Paving of Lenyenye Graveyard street	01/07/2018	30/06/2019	<u>R3 947 440</u>	<u>R3 947 440</u>					<u>MIG</u>	GTM

ROADS AND STORM WATER

HIGH AND LOW LEVEL BRIDGES

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
ESD-27	Low Level bridge at Agatha cemetery	Construction of low level bridge	01/07/2020	30/06/2021	R 1000 000				R 600 000		Own	GTM
ESD-28	Mawa B12 low level bridge	Construction of low level bridge	01/07/2017	30/06/2018	R3 100 234	R3 100 234					MIG	GTM
ESD-29	Maweni low level bridge	Construction of low level bridge	01/07/2018	30/06/2020	<u>R5 000 000</u>		<u>R5 000 000</u>				MIG	GTM
ESD-30	Construction of Pedestrian bridges	Construction of Pedestrian bridges	01/07/2019	30/06/2020	<u>R12 000 000</u>			<u>R12 000 000</u>			MIG	GTM

ROADS AND STORM WATER PLANT

ESD-31	2 X Graders	Purchase of Graders	01-06-2020	30-06-2021	R 1 300 000				R 1 300 000		Own	GTM
ESD-32	2 X TLB	Purchase of TLB	01-06-2020	30-06-2021	R 1000 000				R 1000 000		Own	GTM
ESD-33	1x Bulldozer	Purchase of Bulldozer	01-06-2020	30-06-2021	R 2 200 000				R 2 200 000		Own	GTM
ESD-34	1 x Lowbed	Purchase of Lowbed	01-06-2020	30-06-2021	R 2 300 000				R 2 300 000		Own	GTM

ESD-35	Refurbishment of Tzaneen Airfield Runway	Refurbishment of Tzaneen Airfield Runway	01-06-2016	30-06-2017	R2 500 000				R2 500 000		Loan	GTM
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APOLLO LIGHTS

EED-36	New entrance R36 streetlights	New entrance R36 streetlights	01-07-2017	30-06-2018	R1 100 000	R1 100 000					Own	GTM
EED-37	Entrance streetlights R71	Entrance streetlights R71	01-07-2018	30-06-2019	R532 000		R532000				Own	GTM
EED-38	R71 Deerpark Traffic circle lights SANRAL	R71 Deerpark Traffic circle lightsSANRAL	01-07-2018	30-06-2019	R1 600 000		R1 600 000				Own	GTM
EED-39	Apollo Lights Dan Village	Install Apollo lights	01-07-2017	30-06-2018	R1 100 000	R1 100 000					MIG	GTM
EED-40	Apollo Lights Nkowankowa	Install Apollo lights	01-07-2017	30-06-2018	R1 100 000	R1 100 000					MIG	GTM
EED-41	Apollo lights at Petanenge	Install Apollo lights	01-07-2017	30-06-2018	R1 100 000	R1 100 000					MIG	GTM
EED-42	Zanghoma/Mariveni Apollo lights at Mariveni	Install Apollo lights	01-07-2017	30-06-2018	R1 100 000	R1 100 000					MIG	GTM
EED-43	Apollo lights at Moime and Shikwambana	Install Apollo lights	01-07-2017	30-06-2018	R 1 100 000	R1 100 000					MIG	GTM

EED-44	Apollo lights at Lusaka	Install Apollo lights	01-07-2017	30-06-2018	R 1 100 000	R1 100 000					MIG	GTM
EED-45	Apollo lights at Sethong	Install Apollo lights	01-07-2017	30-06-2018	R 1 100 000	R1 100 000					MIG	GTM
EED-46	Apollo lights at Moleketla	Install Apollo lights	01-07-2017	30-06-2018	R 1 100 000	R1 100 000					MIG	GTM
EED-47	Apollo lights at Xihoko	Install Apollo lights	01-07-2017	30-06-2018	R 1 100 000	R1 100 000					MIG	GTM
EED-48	Apollo lights at Mandlakazi	Install Apollo lights	01-07-2017	30-06-2018	R 1 100 000	R1 100 000					MIG	GTM
EED-49	Apollo Lights Burgersdorp	Install Apollo 1	01-07-2017	30-06-2018	R 1 100 000	R1 100 000					MIG	GTM
Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Impl. Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
EED-50	Area Lighting at Tarentaal rand Crossing	Area Lighting at Tarentaal rand Crossing	01-07-2017	30-06-2018	R 300 000	R 300 000					MIG	GTM
EED-51	Area Lighting at R36 Kujwana turn off	Area Lighting at R36 Kujwana turn off	01-07-2018	30-06-2019	R 300 000		R 300 000				MIG	GTM
EXTENSION AND REFURBISHMENT OF BUILDINGS												
ESD-52	Upgrading of municipal offices in Tzaneen Phase 1 and 2,	Building upgrading	01/07/2020	30/06/2021	R29 499413				R29 499 413		MIG	GTM
PUBLIC TRANSPORT												

ESD-53	Upgrading of Nkowankowa C Taxi Rank	Upgrading of Nkowankowa C Taxi Rank	01/07/2020	30/06/2021	<u>R21 341 818</u>				<u>R21 341 818</u>		<u>MIG</u>	GTM
ESD-54	Lenyenye Taxi Rank (Ablution facilities)	Construction of taxi rank ablution facilities	01/07/2018	30/06/2019	<u>R12 005 088</u>		<u>R12 005 088</u>				<u>MIG</u>	GTM
Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		

ELECTRICITY UPGRADE AND MAINTAINANCE

EED-55	New Electricity Connections (Consumer Contribution)	New Electricity Connections (Consumer Contribution)	01-07-2017	30-06-2022	R77691 330	R15 000 000	R15 885 000	R16 806 330	R15 000 000	R15 000 000	Own	GTM
EED-56	Renewal R and M on prepaid meters at Tzaneen, Letsitele and Politsi	Renewal R and M on pre-paid meters	01-07-2017	30-06-2020	R900 000	R300 000	R 300 000	R 300 000			Own	GTM
EED-57	Miniature substation Urban distribution networks as directed by (NERSA + (Item B53 6/14))	Miniature substation Urban distribution networks as directed by (NERSA + (Item B53 6/14))	01-07-2017	30-06-2020	R26 000 000	R1000 000	R500 000	R1000 000			Own	GTM
EED-58	Replacing 11kv cables due to required increase in capacity	Replacing 11kv cables due to required increase in capacity	01-07-2017	30-06-2020	R2 750 000	R1000 000	R750 000	R1000 000			Own	GTM

EED-59	Substation Tripping Batteries (Item B53 6/14)	Purchase of substation tripping batteries	01-07-2017	30-06-2020	R650 0000	R400 000	R100 000	R150 000			Own	GTM
EED-60	Provision of Capital Tools (Town)	Provision of Capital tools	01-07-2017	30-06-2020	R 300 000	R100 000	R100 000	R100 000			Own	GTM
EED-61	Provision of Capital tools (outlying)	Provision of capital tools	01-07-2017	30-06-2020	R 300 000	R100 000	R100 000	R100 000			Own	GTM
EED-62	Replacement of Existing Air Conditioners in Municipal Buildings	Replacement of existing air-conditioners	01-07-2017	30-06-2020	R400 000	R250 000	R150 000	R0.00			Own	GTM
EED-63	Rebuilding of Lines- Green frog-Haenertsburg (12km)	Rebuilding of lines	01-07-2018	30-06-2020	R2 400 000		R1200 000	R1 200 000			Own	GTM
EED-64	Rebuilding of lines Gravelotte – De Neck (15 km)	Rebuilding of lines	01-07-2018	30-06-2020	R3 000 000		R1500 000	R1500 000			Own	GTM
Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
EED-65	Rebuilding of 33 KV lines – Lalapanzi – Waterbok (2 km)	Rebuilding of lines	01-07-2018	30-06-2020	R 600 000		R 600 000				Own	GTM
EED-66	Rebuilding of Mashutti 11kv line (4km)	Rebuilding of lines	01-07-2016	30-06-2017	R 400 000		R 400 000				Own	GTM

EED-67	Rebuilding of Deeside 11kv line	Rebuilding of lines	01-07-2018	30-06-2020	R1 184 000		R584 000	R600 000			Own	GTM
EED-68	Rebuilding of Yarmona/Shivulari 11kv line (4km)	Rebuilding of lines	01-07-2018	30-06-2020	R1 184 000		R584 000	R600 000			Own	GTM
EED-69	Rebuilding of Ledzee 11kv line from LZ44 to Vandergrey Farm (3,5km)	Rebuilding of lines	01-07-2016	30-06-2020	R2 000 000		R500 000	R1500 000			Own	GTM
EED-70	Rebuilding of lines – Letsitele Valley substation – Bosbou and all T offs (22 km)	Rebuilding of lines	01-07-2017	30-06-2020	R1500 000	R500 000	R500 000	R500 000			Own	GTM
EED-71	Rebuilding of Valencia 11kv lines	Rebuilding of lines	01-07-2017	30-06-2020	R2000 000	R1000 000	R500 000	R500 000			Own	GTM
EED-72	Rebuilding of Lushof South 11kv lines	Rebuilding of lines	01-07-2017	30-06-2019	R1000 000	R500 000	R500 000				Own	GTM
EED-73	Rebuilding of Rooikoppies 11kv lines	Rebuilding of lines	01-07-2017	30-06-2019	R2000 000	R1000 000	R1000 000				Own	GTM
EED-74	Rebuilding of Mabiet 11kv lines	Rebuilding of lines	01-07-2017	30-06-2019	R2000 000	R1000 000	R1000 000				Own	GTM

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
EED-75	Rebuilding of Haenertsburg 11kv lines	Rebuilding of lines	01-07-2017	30-06-2019	R2000 000	R1000 000	R1000 000				Own	GTM
EED-76	Rebuilding of Campsies Glen 11kv lines	Rebuilding of lines	01-07-2017	30-06-2019	R2000 000	R1000 000	R1000 000				Own	GTM
EED-77	Rebuilding of Politsi Valley 11kv lines	Rebuilding of lines	01-07-2017	30-06-2019	R2000 000	R1000 000	R1000 000				Own	GTM
EED-78	Rebuilding of CP Minnaar 11kv lines	Rebuilding of lines	01-07-2017	30-06-2018	R400 000	R400 000					Own	GTM
EED-79	Rebuilding of Waterbok 11kv lines	Rebuilding of lines	01-07-2019	30-06-2020	R1000 000			R1000 000			Own	GTM
EED-80	Rebuilding of Mieliekloof / Deerpark 11kv lines	Rebuilding of lines	01-07-2017	30-06-2019	R1000 000	R500 000	R500 000				Own	GTM
EED-81	Rebuilding of Letaba Feeder 33KV line	Upgrading substation	01-07-2018	30-06-2020	R1500 000		R750 000	R750 000			Own	GTM
EED-82	Upgrading of Waterbok 33/11KV Substation	Upgrading substation	01-07-2017	30-06-2018	R1000 000	R1000 000					Own	GTM
EED-83	Upgrading of Blacknoll 33/11KV Substation	Upgrading substation1	01-07-2017	30-06-2018	R1000 000	R1000 000					Own	GTM

EED-84	Houtbosdorp11KV Ring	Construction of a new 11KV line to form a Ring feed	01-07-2017	30-06-2018	R1500 000	R1500 000					Own	GTM
EED-85	Replace 2 x 20 MVA 66/11 kV (Linked to Revenue on New Electricity Connections	Replace 2 x 20 MVA 66/11 kV (Linked to Revenue on New Electricity Connections)	01-07-2017	30-06-2020	R9 900 000	R2550 000	R5000 000	R2350 000			Own	GTM
Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
EED-86	Substation Fencing	Replaced damaged fencing in substations	01-07-2017	30-06-2020	R2 000 000	R1000 000	R500 000	R500 000			Own	GTM
EED-87	Replacing of old SS1 electrical substation circuit breakers with compact switchgear	Replace dangerous old main circuit breakers	01-07-2017	30-06-2018	R6 000 000	R6000 000					Own	GTM
EED-88	Replace 11 kV and 33 kV Auto reclosers per annum (Item B53 6/14)	Replace 11 kV and 33 kV Auto reclosers per annum (Item B53 6/14)	01-07-2017	30-06-2020	R6 000 000	R3000 000	R1500 000	R1500 000			Own	GTM
EED-89	Building of new 4 MVA, 33/11 kV Substation at Agatha	Building of new substation	01-07-2018	30-06-2019	R4000 000		R4000 000				Own	GTM

EED-90	Refurbishment of the Ebenhezer 33kV Feeder	Refurbishment of the Ebenhezer 33kV Feeder	01-07-2018	30-06-2020	R3000 000	R1000 000	R1000 000	R1000 000			Own	GTM
EED-91	Install 33kV voltage regulator on the 33kV Haenertsburg ring	Install 33kV voltage regulator on the 33kV Haenertsburg ring	01-07-2019	30-06-2020	R2000 000			R2000 000			Own	GTM
EED-92	Rebuild 66 kV wooden line from Tzaneen to Tarentaalrand	Rebuild 66 kV wooden line from Tzaneen to Tarentaalrand	01-07-2019	30-06-2020	R2900 000			R2900 000			Own	GTM

UPGRADE & MAINTENANCE OF SPORTS AND RECREATIONAL FACILITIES

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
ESD-93	Lenyenye stadium upgrade phase 2	Lenyenye stadium upgrade phase 2	01/07/2016	30/06/2019	<u>R 15 267 300</u>		<u>R 15 267 300</u>				<u>MIG</u> Own	GTM
ESD-94	Upgrading Burgerdorp Sports facility phase 2 of 2	Upgrading Burgerdorp Sports facility phase 2 of 2	01/07/2016	30/06/2018	R8 920 234	R8 920 234					MIG	GTM
ESD-95	Upgrading Juliesburg Sports Facility Phase 1 of 2 and 2 of 2	Upgrading Juliesburg Sports Facility	01/07/2016	30/06/2019	R13640 613	R4 534 279	R7 106 334				MIG	GTM

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

PRIORITY ISSUE: INCREASED ECONOMIC ACTIVITY

STRATEGIC OBJECTIVE: CREATE A STABLE AND AN ENABLING ENVIRONMENT BY ATTRACTING SUITABLE INVESTORS

STRATEGY/INTERVENTION: BY PROVIDING A CONDUCIVE ENVIRONMENT FOR INCREASED ECONOMIC ACTIVITY

OUTCOME: INCREASED EMPLOYMENT

GTEDA

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
GTEDA-96	Purchase of Mscoa printers and programmes	Office IT and support equipment	01-07-2017	30-06-2018	R264 000	R264 000					Own	GTM

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PRIORITY ISSUE: GOOD GOVERNANCE

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ADMINISTRATION

STRATEGY/INTERVENTION: BY ESURING EFFECTIVE ADMINISTRATION

OUTCOME: GOOD GOVERNANCE

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2016/17	2017/18	2018/19	2019/20	2020/21		
INTERNAL AUDIT												
MM-97	Purchase of Risk Management Software	Purchase of Risk Management Software	01/07/2020	30/06/2021	R600 000				R600 000		Own	GTM

PRIORITY ISSUE: EFFECTIVE ADMINISTRATIVE

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ADMINISTRATION

STRATEGY/INTERVENTION: BY ENSURING AN EFFECTIVE IT SYSTEM

OUTCOME: EFFECTIVE ADMINISTRATION

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent	
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2020/21			
FURNITURE AND EQUIPMENTS													
CORP-98	Purchase of office furniture for the office of the Chief Whip, Records office and MPAC office.	Purchase of office furniture for the office of the Chief Whip, Records office and MPAC office.	01/07/2017	30/06/2018	R 800 000	R300 000	R 300 000					Loan	GTM
EED-99	Purchase office furniture and equipment for the Electrical Engineering department	Purchase office furniture and equipment for the Electrical Engineering department	01/07/2017	30/06/2018	R 300 000	R300 000						Loan	GTM

OPERATIONAL PROJECTS

KEY PERFORMANCE AREA: SPATIAL RATIONALE

PRIORITY ISSUE: SPATIAL DEVELOPMENT

STRATEGIC OBJECTIVE: ENHANCED INTEGRATED DEVELOPMENT PLANNING

STRATEGY/INTERVENTION: BY REVIEWING THE SDF AND IDP

OUTCOME: INTEGRATED SPATIAL PLANNING AND DEVELOPMENT

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent	
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22			
LOCAL ECONOMIC DEVELOPMENT													
PED-100	Formulation of land use scheme for gtm area as per SPLUMA	Development of a policy document to regulate land development	01/07/2017	30/06/2018	R2500 00	R1500 000	R1000 000					Own	GTM
PED-111	Review of Municipal Housing Sector Plan	Review of Municipal Housing Sector Plan	01/07/2017	30/06/2018	R1500 000	R1500 000						Own	GTM
PED-112	Agricultural Expo	Hosting the Annual Agricultural Expo	01/07/2017	30/06/2022	R5000 000	R1000 000	R1000 000	R1000 000	R1000 000	R1000 000		Own	GTM
PED-113	Incentive Policy	Implimentation of the Incentive	01/07/2017	30/06/2022	R10 000 000	R2000 000	R2000 000	R2000 000	R2000 000	R2000 000		Own	GTM

		Policy										
PED-114	LED Strategy-Implementation of Projects	Implementation of the LED strategy	01/07/2017	30/06/2022	R12500 000	R2500 000	R2500 000	R2500 000	R2500 000	R2500 000	Own	GTM

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PRIORITY ISSUE: DELIVERY OF BASIC SERVICES

STRATEGIC OBJECTIVE: IMPROVED ACCESS TO AFFORDABLE AND SUSTAINABLE BASIC SERVICES

STRATEGY/INTERVENTION: BY PROVIDING AFFORDABLE AND SUSTAINABLE BASIC SERVICES

OUTCOME: DELIVERY OF BASIC SERVICES TO THE PEOPLE

HOUSEHOLD ELECTRICITY

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2016/17	2016/2017	2017/18	2018/2019	2019/2020		
INEP-115	Electrification of Xihoko/Thapane/Radoo/Mavele Phase 2	Electrification of Xihoko/Thapane/Radoo/Mavele Phase 2	01-07-2017	30-06-2018	R6897 904	R6897 904					INEP	ESKOM
INEP-116	Electrification of Julesburg area	Electrification of Julesburg area	01-07-2017	30-06-2018	R5961 952	R5961 952					INEP	ESKOM

INEP-117	Electrification of Leolo/Serare/Tshidinko Phase 2	Electrification of Leolo/Serare/Tshidinko Phase 2	01-07-2017	30-06-2018	R4675044	R4675044					INEP	ESKOM
INEP-118	Electrification of Canners Settlement	Electrification of Canners Settlement	01-07-2017	30-06-2018	R412 500	R412 500					INEP	ESKOM
INEP-119	Electrification of Schultz Settlement	Electrification of Schultz Settlement	01-07-2017	30-06-2018	R1650 000	R1650 000					INEP	ESKOM
INEP-120	Electrification of Nyanyukani/Masoma/Hweetsi	Electrification of Nyanyukani/Masoma/Hweetsi	01-07-2017	30-06-2018	R1485 000	R1485 000					INEP	ESKOM
INEP-121	Electrification of Gavaza	Electrification of Gavaza	01-07-2017	30-06-2018	R792 000	R792 000					INEP	ESKOM
INEP-123	Electrification of Pulaneng	Electrification of Pulaneng	01-07-2017	30-06-2018	R330 000	R330 000					INEP	ESKOM
INEP-124	Electrification of Jokong	Electrification of Jokong	01-07-2017	30-06-2018	R198 000	R198 000					INEP	ESKOM
INEP-125	Electrification of Wisani/Shikwambana/Vento Park	Electrification of Wisani/Shikwambana/Vento Park	01-07-2017	30-06-2018	R742 500	R742 500					INEP	ESKOM

INEP-126	Electrification of Motseteng/Lenyenye	Electrification of Motseteng/Lenyenye	01-07-2017	30-06-2018	R3597 000	R3597 000					INEP	ESKOM
INEP-127	Electrification of Mokgolobotho	Electrification of Mokgolobotho	01-07-2017	30-06-2018	R412 500	R412 500					INEP	ESKOM
INEP-128	Electrification of Madawa	Electrification of Madawa	01-07-2017	30-06-2018	R1650 000	R1650 000					INEP	ESKOM
INEP-129	Electrification of Thako/Khwekhwe/Moleketla	Electrification of Thako/Khwekhwe/Moleketla	01-07-2017	30-06-2018	R1947 000	R1947 000					INEP	ESKOM
INEP-130	Electrification of Semarela/Ramphele/Sethong	Electrification of Semarela/Ramphele/Sethong	01-07-2017	30-06-2018	R1831 000	R1831 000					INEP	ESKOM

SPECIAL PROGRAMMES

(YOUTH, GENDER, DISABILITY, ELDERLY, CHILDREN AND HIV/AIDS)

CORP-131	Annual Youth Assembly	Organize the events	01/07/2017	30/06/2022	R32 754	R15 900	R16854				Own	GTM
CORP-	Disability	Organize the	01/07/2017	30/06/2022	R17 468	R8480	R8988				Own	GTM

132	Council	events										
CORP-133	National Disability Month celebration	Organize the events	01/07/2017	30/06/2022	R17 468	R8480	R8988				Own	GTM
CORP-134	National Youth Month Celebration	Organize the events	01/07/2017	30/06/2022	R32 754	R15900	16854				Own	GTM
CORP-135	Youth Strategic Sessions	Organize the events	01/07/2017	30/06/2022	R21 836	R10600	11 236				Own	GTM
CORP-136	Youth Entrepreneurs Summit	Organize the events	01/07/2017	30/06/2022	R35 019	R11 000	R11 660	12 359			Own	GTM
CORP-137	Quarterly Youth plenary	Organize the events	01/07/2017	30/06/2022	R33 109	R10400	R11 024	R11 685			Own	GTM
CORP-138	Children's parliament	Organize the events	01/07/2017	30/06/2022	R19 101	R6 000	R6 360	R6 741			Own	GTM
CORP-139	Woman's Month Celebrations	Organize the events	01/07/2017	30/06/2022	R63 672	R20 000	R21 200	R22 472			Own	GTM
CORP-140	Men's Forum & Gender Forum	Organize the events	01/07/2017	30/06/2022	R40 358	R12 300	R15 038	R13 020			Own	GTM

CORP-141	SAWID&YoungSAWID	Organize the events	01/07/2017	30/06/2022	R82 773	R26 000	R27 560	R29 213			Own	GTM
CORP-142	16 days of Activism against woman and children	Organize the events	01/07/2017	30/06/2022	R47 754	R15 000	R15 900	R16 854			Own	GTM
CORP-143	Gender Based violence Capacity Building Workshop	Organize the events	01/07/2017	30/06/2022	R31 836	R10 000	R10 600	R 11 236			Own	GTM
CORP-144	World Aids Day	Organize the events	01/07/2017	30/06/2022	R120 873	R35 000	R41 686	R44 187			Own	GTM
CORP-145	HIV/AIDS	Create awareness on HIV/AIDS	01/07/2017	30/06/2022	R79 590	R25 000	R26 500	R28 090			Own	GTM
CORP-146	Condom Day	Organize the events	01/07/2017	30/06/2022	R72 298	R23 300	R23 300	R24 698			Own	GTM

PRIORITY ISSUE: MAINTENANCE AND UPGRADING OF INFRASTRUCTURE

STRATEGIC OBJECTIVE: OPTIMIZE AND SUSTAIN INFRASTRUCTURE INVESTMENT AND SERVICES

STRATEGY/INTERVANTION: BY MAINTAINING AND UPGRADING INFRASTRUCTURE

OUTCOME: MAINTAINED AND UPGRADED INFRASTRUCTURE

WASTE MANAGEMENT

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
CSD-147	Municipal - Waste-removal Management - G Waste Kebrside collection and transportation	Municipal - Waste-removal Management -G Waste Kebrside collection and transportation	01/07/2017	30/06/2022	R48 052 800	R48 000 000	R52 800				Own	GTM
CSD-148	Urban Waste Management @ Tzaneen; Letsitele&Haenertsburg	Urban Waste Management @ Tzaneen; Letsitele&Haenertsburg	01/07/2017	30/06/2022	R28 860 000	R26 000 000	R28 600 00				Own	GTM
CSD-149	Public Toilet Management @ Tzaneen;Haenertsburg; Nkowankowa& Letsitele	Public Toilet Management @ Tzaneen;Haenertsburg; Nkowankowa& Letsitele	01/07/2017	30/06/2022	R9 999 000	R9000 000	R9 900 00				Own	GTM
CSD-150	Enforcement Management @ Tzaneen;Haenertsburg; Nkowankowa& Letsitele	Enforcement Management @ Tzaneen;Haenertsburg; Nkowankowa& Letsitele	01/07/2017	30/06/2022	R2 100 000	R1000 000	R1 100 000				Own	GTM

CSD-151	Urban Waste Management @ Tzaneen; Nkowankowa; Lenyenye; Letsitele&Haenertsburg	Urban Waste Management @ Tzaneen; Nkowankowa; Lenyenye; Letsitele&Haenertsburg	01/07/2017	30/06/2022	R6000 000	R500 000	R5500 000				Own	GTM
CSD-152	Waste Management @ 5 x Suburbs;Rural areas + District	Waste Management @ 5 x Suburbs;Rural areas + District	01/07/2017	30/06/2022	R15 120 000	R7200 000	R7920 000				Own	GTM
CSD-153	Urban Waste Management @ Tzaneen; Nkowankowa; Lenyenye; Letsitele&Haenertsburg	M.S.P.- Waste-removal Management Kerbside waste collection at Nkowakowa and Health Risk wats in all towns	01/07/2017	30/06/2022	R12 600 000	R6000 000	R6 600 000				Own	GTM
CSD-154	Urban Waste Management @ Lenyenye	M.S.P.- Waste-removal Management -g Waste collection, litter picking and public toilet cleansin at Lenyenye	01/07/2017	30/06/2022	R52 800 000	R4400 000	R4840 000				Own	GTM
CSD-155	Urban Waste Management @ Tzaneen Industrial areas + -district	M.S.P.- Waste-removal Management - Street litter picking at Tzaneen industrial areas	01/07/2017	30/06/2022	R14 910 000	R7100 000	R7810 000				Own	GTM

		and main roads in Northern Region										
CSD-156	Urban Waste Management @ Nkowankowa	M.S.P.- Waste-removal Management - Street litter picking at Nkowakowa	01/07/2017	30/06/2022	6 930 000	R3300 000	R3630 000				Own	GTM
CSD-157	Library development and reading promotion (New libraries: Motupa)	Accurate information services, continuous user education, free Internet provision, prompt lending services and balanced collection development (Estimated date of opening: 1 July 2018)			R1 500 000		R1500 00					
CSD-158	Rural Waste Management @ Rural W.S.A.'s (Waste Service Areas)	M.S.P.- Waste-removal Management G bulk waste collection and transportation	01/07/2017	30/06/2022	R14 490 000	R6900 000	R7590 000				Own	GTM
CSD-159	Rural Waste Management @ 66 x W.S.A.'s (Waste Service Areas)	E.P.W.P.- Waste-removal Management at Rural Waste Service Areas Awareness and Education	01/07/2017	30/06/2022	R17 850 000	R8500 000	R9350 000				Own	GTM

CSD-160	Rural Waste Management @ 66 x W.S.A.'s (Waste Service Areas)	E.P.W.P.- Waste-removal Management	01/07/2017	30/06/2022	R1 764 000	R840 000	R924 000				Own	GTM
CSD-161	Disposal Management @ Tzaneen Landfill-site	M.S.P.- Disposal Management Landfill operations	01/07/2017	30/06/2022	R21 420 000	R10 200 000	R11 220 000				Own	GTM
CSD-162	Disposal Management @ Tzaneen Landfill-site	M.S.P.- Disposal Management Landfill sites GRAP19 Audit	01/07/2017	30/06/2022	R735 000	R350 000	R385 000				Own	GTM
CSD-163	Public Toilet Management @ Lenyenye	M.S.P.- Public Toilet Management Cleansing public toilet block at Lenyenye	01/07/2017	30/06/2022	R798 000	R380 000	R418 000				Own	GTM

PRIORITY ISSUE: ENVIRONMENTAL MANAGEMENT SERVICES

STRATEGIC OBJECTIVE:

STRATEGY/INTERVENTION:

OUTCOME:

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
CSD-164	Development and implimentation of water quality monitoring schedule and mapping of water sampling points	Development and implimentation of water quality monitoring schedule and mapping of water sampling points	01/07/2017	30/06/2022	R138 000	R66 000	R72 000				Own	GTM
CSD-165	Evaluation of formal food hygiene premises	Evaluation of formal food hygiene premises	01/07/2017	30/06/2022	R100 000	R50 000	R50 000				Own	GTM
CSD-166	Implementation of Integrated Vector Control Plan	Implementation of Integrated Vector Control Plan	01/07/2017	30/06/2022	R250 000	R12 000	13 000				Own	GTM
CSD-167	Develop themes fro awareness campaigns & host workshops	Develop themes fro awareness campaigns & host workshops	01/07/2017	30/06/2022	R155 400	R74 000	R 81 400				Own	GTM
CSD-168	Environmental Compliance Montoring& Enforcement and Development &Implimentatio n of Environmental Framework	Environmental Compliance Montoring& Enforcement and Development &Implimentation of Environmental Framework	01/07/2017	30/06/2022	R1 500 000	R700 000	R800 000				Own	GTM

CSD-169	Facilities cleaning: Procurement of Appropriate Cleaning Materials	Facilities cleaning: Procurement of Appropriate Cleaning Materials	01/07/2017	30/06/2022	R260 000	R120 000	R140 000				Own	GTM
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PRIORITY ISSUE: LIBRARY SERVICES

STRATEGIC OBJECTIVE:

STRATEGY/INTERVENTION:

OUTCOME:

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
CSD-170	Library development and reading promotion (Existing libraries)	Accurate information services, continuous user education, free Internet provision, prompt lending services and balanced collection development	01/07/2017	30/06/2022	R27 300 000	R13 000 000	R14 300 000				Own	GTM
CSD-171	Annual library competition, creative holiday programmes and book-related arts and culture events arranged and held	Annual library competition, creative holiday programmes and book-related arts and culture events arranged and held	01/07/2017	30/06/2022	R48 300	R23 000	R25 300				Own	GTM

PRIORITY ISSUE: PARKS, SPORTS, ARTS & CULTURE

STRATEGIC OBJECTIVE:

STRATEGY/INTERVANTION:

OUTCOME:

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency	
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22			
CSD-172	Garden Maintenance- Maintenance of developed parks and gardens	Maintenance of developed parks and gardens	01/07/2017	30/06/2022	R5000 000	R5000 000						Own	GTM
CSD-173	Slashing- Clearing of invader weeds, shrubs and wild grass	Clearing of invader weeds, shrubs and wild grass	01/07/2017	30/06/2022	R500 000	R500 000						Own	GTM
CSD-174	Cultural activities- Organising Mayors Cup	Cultural activities- Organising Mayors Cup	01/07/2017	30/06/2022	R700 000	R350 000	R350 000					Own	GTM
CSD-175	Cemetery Maintenance- Slashing of cemetery yards and parking area, trees planting and pruning, record keeping.	Slashing of cemetery yards and parking area, trees planting and pruning, record keeping	01/07/2017	30/06/2022	R1 220 000	R500 000	R720 000						
CSD-176	Lenyenye Old Cemetery- Relocation of	Relocation of old fence to close in, all graves buried	01/07/2017	30/06/2022	R3 300 000	R1600 000	R1700 00					Own	GTM

	old fence to close in, all graves buried outside the fence	outside the fence										
CSD-177	Swimming pool Maintenance: Water treatment, surrounding maintenance	Water treatment, surrounding maintenance	01/07/2017	30/06/2022	R70 000	R70 000					Own	GTM
CSD-178	Community grounds maintenance	Grading, compaction, levelling of sport fields	01/07/2017	30/06/2022	R250 000	R100 000	R150 000				Own	GTM
CSD-179	Greening GTM: Trees Planting	Trees planting	01/07/2017	30/06/2022	R50 000	R50 000					Own	GTM
CSD-180	Internal Sports Activities	Coordinate participation in various sporting codes	01/07/2017	30/06/2022	R10 000 000	R5000 000	R5000 000				Own	GTM
CSD-181	Coordination of District, Provincial and National Sports Arts and Culture	Coordinate sports activities, indigenous games, Maphungubye activities as well as local national, provincial and district sports, arts and culture activities	01/07/2017	30/06/2022	R150 000	R150 000					Own	GTM
CSD-182	Grass Cutting, Tree felling and Garden Maintenance at Haenertzburg	Grass Cutting, Tree felling and Garden Maintenance at Haenertzburg	01/07/2017	30/06/2022	R540 000	R260 000	R280 000				Own	GTM
CSD-183	Garden Maintenance of developed parks	Garden Maintenance of developed parks	01/07/2017	30/06/2022	R50 000	R50 000					Own	GTM

	and gardens park 944-2065	and gardens park 944-2065										
CSD-184	Sports Upgrade: Compaction and levelling with good soil of basic sports grounds	Sports Upgrade: Compaction and levelling with good soil of basic sports grounds	01/07/2017	30/06/2022		R50 000					Own	GTM

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

PRIORITY ISSUE: INCREASED ECONOMIC ACTIVITY

STRATEGIC/INTERVENTION: CREATE A STABLE AND AN ENABLING ENVIRONMENT BY ATTRACTING SUITABLE INVESTORS

STRATEGY/INTERVENTION: BY PROVIDING A CONDUCTIVE ENVIRONMENT FOR INCREASED ECONOMIC ACTIVITY

OUTCOME: INCREASED EMPLOYMENT

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
PED-185	SMME support	Support for SMME's within GreaterTzaneen Municipality	01/07/2017	30/06/2019	R850 000	R400 000	R450 000				Own	GTM

GTEDA

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
GTE DA-186	Support SMME in accessing investment capital	Assist SMME in accessing investment in the identified projects	01/07/2017	30/06/2019	R225 000	R100 000	R125 000				GTEDA	GTEDA
GTE DA-187	Agri-park Project Support	Co-ordination of in the Agri-Prak Project	01/07/2017	30/06/2019	R700 000	R500 000	R200 000				GTEDA	GTEDA
GTE DA-188	Training of 15 SMMEs in generic business management	Training of 15 SMMEs in generic business management and in the focus areas.	01/07/2017	30/06/2019	R40 000	R20 000	R20 000				GTEDA	GTEDA
GTE DA-189	Entrepreneurship career guidance and mentorship	Entrepreneurship career guidance and mentorship	01/07/2017	30/06/2019	R20 000	R10 000	R10 000				GTEDA	GTEDA
GTE DA-190	SMME Incubation	SMME Incubation	01/07/2017	30/06/2019	R90 000	R70 000	R20 000				GTEDA	GTEDA
GTE DA-191	Community radio station (GTFM) Strategic Support	Community radio station (GTFM) Strategic Support	01/07/2017	30/06/2019	R260 000	R130 000	R130 000				GTEDA	GTEDA

GTE DA-192	Property Development proposal	Proposal on Property development	01/07/2017	30/06/2018	R40 000	R40 000					GTEDA	GTEDA
GTE DA-193	Tzaneen Dam Resort facilitation	Facilitation of establishment of Resort project in Jetty 3	01/07/2017	30/06/2018	R100 000	R100 000					GTEDA	GTEDA
GTE DA-194	Library Project support in Khwekhwe High school	Support the establishment of Library at Khwekhwe High School	01/07/2017	30/06/2018	R40 000	R40 000					GTEDA	GTEDA
GTE DA-195	Nkowakowa Industrial Project	Coordiantion of Entrepreneurs to the Nkowakowa Industrial Project	01/07/2017	30/06/2018	R100 000	R100 000					GTEDA	GTEDA

PRIORITY ISSUE: EFFECTIVE ADMINISTRATIVE

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ADMINISTRATION

STRATEGY/INTERVENTION: BY ENSURING AN EFFECTIVE IT SYSTEM

OUTCOME: EFFECTIVE ADMINISTRATION

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/2019	2019/2020	2020/2021	2021/2022		
INTEGRATED DEVELOPMENT PLANNING												
MM-196	IDP Strategic Planning Session	Convene the IDP Strategic Planning Workshop to	01/07/2017	30/06/2022	R2400 000	R400 000	R500 000	R500 000	R500 000	R500 000	Own	GTM

		review the strategic intent of Council										
MM-197	IDP/Budget Lekgotla	Convene the IDP/Budget Lekgotla	01/07/2017	30/06/2022	R 1000 000	R 200 000	R 200 000	R 200 000	R 200 000	R 200 000	Own	GTM
MM-198	IDP Training	Convene the IDP Training for Management and Councillors	01/07/2017	30/06/2022	R400 000	R 80 000	R 80 000	R 80 000	R 80 000	R 80 000	Own	GTM
MM-199	IDP Representative forums	Convene the Representative Forums	01/07/2017	30/06/2022	R250 000	R 50 000	R50 000	R50 000	R50 000	R50 000	Own	GTM

PRIORITY ISSUE: EFFECTIVE ADMINISTRATIVE

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ADMINISTRATION

STRATEGY/INTERVENTION: BY ENSURING AN EFFECTIVE IT SYSTEM

OUTCOME: EFFECTIVE ADMINISTRATION

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
INFORMATION TECHNOLOGY												
CORP-200	Procurement of Internet Services	Procurement of Internet Services	01/07/2017	30/06/2019	R480 000	R240 000	R240 000				Loan	GTM
CORP - 201	Leasing of Franking Machine for 36 months	Leasing of Franking Machine for 36 months	01/07/2017	30/06/2022	R70 000	R35 000	R35 000				Own	GTM

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
INFORMATION TECHNOLOGY												
CORP - 202	Procurement & Installation of additional network ports	Procurement & Installation of additional network ports	01/07/2020	30/06/2021	R300 000				R300 000		Own	GTM
CORP - 203	Leasing of Desktops and Laptops& Councillors tablets	Leasing of Desktops and Laptops& Councillors tablets	01/07/2017	30/06/2022	R1200 000	R1200 000					Own	GTM
CORP - 204	Leasing Of Managed Printing Services	Leasing Of Managed Printing Services	01/07/2017	30/06/2022	R1000 000				R1000 000		Own	GTM
CORP - 205	Procurement of Network switches, Routers and Firewall and installation	Procurement of Network switches, Routers and Firewall and installation	01/07/2020	30/06/2022	R3000 000				R2000 000	R1000 000	Own	GTM
CORP - 206	Procurement of Servers and Installation	Procurement of Servers and Installation	01/07/2021	30/06/2022	R1800 000					R1800 000	Own	GTM
CORP - 207	Procurement of broadband network to other Satellite Offices	Procurement of broadband network to other Satellite Offices	01/07/2020	30/06/2022	R1000 000				R1000 000		Own	GTM

Project No	Project Name and location	Project Description	Project Duration		Total Budget	Five (5) year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
INFORMATION TECHNOLOGY												
LEGAL SERVICES												
CORP - 208	Contracted Services for Legal services	Contracted Services for Legal services	01/07/2017	30/06/2022	R4 500 000	R9000 000	R9000 000	R9000 000	R9000 000	R9000 000	Own	GTM
INTERNAL AUDIT												
MM-209	Contracted Services for Special Audits	Contracted Services for Special Audits	01/07/2017	30/06/2022	R100 000	R100 000					Own	GTM
MM -210	Purchase of Audit software	Purchase of Audit software	01/07/2017	30/06/2022	R200 000	R100 000	R100 000				Own	GTM
RISK MANAGEMENT SERVICES												
MM-211	Appointment of Risk Committee Chairperson	Appointment of Risk Committee Chairperson	01/07/2017	30/06/2022	R100 000	R100 000					Own	GTM

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

PRIORITY ISSUE: FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: INCREASED FINANCIAL VIABILITY

STRATEGY/INTERVENTION: BY ENSURING IMPLEMENTATION OF EFFECTIVE FINANCIAL MANAGEMENT

OUTCOME: INCREASED FINANCIAL VIABILITY

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency	
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22			
ASSETS MANAGEMENT SERVICES													
CFO-213	Contracted services-meter reading Services	Contracted Services for meter reading services	01/07/2017	30/06/2022	R1 659 813	R1 659 813						Own	GTM
CFO-214	Contracted services-Valuation Roll	Contracted Services for Valuation Roll	01/07/2017	30/06/2022	R2000 000	R2000 000						Own	GTM
CFO-215	Contracted services-Credit Control	Contracted Services for Credit Control	01/07/2017	30/06/2022	R3 100 000	R3 100 000						Own	GTM
CFO-216	Consultants–MsCoa	Consultants –MsCoa implementation	01/07/2017	30/06/2022	R3 200 000	R3 200 000						Own	GTM
CFO-217	Consultants–Assets management	Consultants – Assets management	01/07/2017	30/06/2022	R2 831 000	R2 831 000						Own	GTM
CFO-218	Consultants–Annual Financial Statements	Consultants –Annual Financial Statements	01/07/2017	30/06/2022	R500 000	R500 000						Own	GTM

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

PRIORITY ISSUE: EFFECTIVE ORGANISATIONAL PERFORMANCE

STRATEGIC OBJECTIVE: DEVELOPING A HIGH PERFORMANCE CULTURE FOR A CHANGED, DEVERSE, EFFICIENT AND EFFECTIVE LOCAL GOVERNMENT

STRATEGY/INTERVENTION: BY INSTALLING AN ELECTRONIC ERFPMANCE MONITORING SYSTEM

OUTCOME: EFFECTIVE ORGANISATION PERFORMANCE

Project No	Project Name and Location	Project Description	Project Duration		Total Budget	Five (5) Year Budget					Source of Funding	Implementing Agency
			Date Start	Date Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
PERFORMANCE MANAGEMENT SYSTEMS												
MM-219	Electronic Performance Monitoring system	Purchase of Electronic Performance Monitoring system	01/07/2017	30/06/2022	R1250 000	R250 000	R250 000	R250 000	R250 000	R250 000	Own	GTM
OCCUPATIONAL HEALTH & SAFETY												
COR P-220	Organized Women's month celebration for women employees	Organized Women's month celebration for women employees	01/07/2017	30/06/2022	R145 000	R25 000	R30 000	R30 000	R30 000	R30 000	Own	GTM
COR P-221	Men's Heath Awareness	Men's Heath Awareness	01/07/2017	30/06/2022	R145 000	R25 000	R30 000	R30 000	R30 000	R30 000	Own	GTM

HUMAN RESOURCE MANAGEMENT

COR P-223	Traning Employees on Microsoft Office Word , Excel.	Traning Employees on Microsoft Office Word , Excel.	01/07/2017	30/06/2022	R1 269 225	R1 269 225					Own	GTM
COR P-224	Traning Employees on COBIT (Control Objectives for Information Related Technologies)	Traning Employees on COBIT (Control Objectives for Information Related Technologies)	01/07/2017	30/06/2022	R1 269 225	R1 269 225					Own	GTM
COR P-225	Traning Employees on ISO 27002 (Information Security Standard)	Traning Employees on ISO 27002 (Information Security Standard)	01/07/2017	30/06/2022	R1 269 225	R1 269 225					Own	GTM
COR P-226	Traning Employees on ISO 38500 (Corporate Governance of ICT)	Traning Employees on ISO 38500 (Corporate Governance of ICT)	01/07/2017	30/06/2022	R1 269 225	R1 269 225					Own	GTM
COR P-	Traning Employees on CISA (Certified	Traning Employees on CISA (Certified Information Systems	01/07/2017	30/06/2022	R1 345 378	R1 345 378					Own	GTM

227	Information Systems Auditor)	Auditor)										
COR P-228	Truck Mounted Crane Training	Truck Mounted Crane Training	01/07/2017	30/06/2022	R1 345 378	R1 345 378					Own	GTM
COR P-229	Traning Employees on Microsoft Office PowerPoint	Traning Employees on Microsoft Office PowerPoint	01/07/2017	30/06/2022	R1 269 225	R1 269 225					Own	GTM
COR P-230	ORG-PLUS (a sytem used in Organisational Structure) Training	ORG-PLUS (a sytem used in Organisational Structure) Training	01/07/2017	30/06/2022	R1 269 225	R1 269 225					Own	GTM
COR P-231	Operating Regulations for High Voltage System (ORHVS) Training	Operating Regulations for High Voltage System (ORHVS) Training	01/07/2017	30/06/2022	R1 269 225	R1 345 378	R 426 100				Own	GTM
COR P-232	Tools and techniques for internal auditor block 1	Tools and techniques for internal auditor block 1	01/07/2017	30/06/2022	R1 269 225	R1 345 378					Own	GTM
COR P-	Training Employees on Municipal	Training Employees on Municipal Finance Management Act	01/07/2017	30/06/2022	R1 269 225	R1 269 225					Own	GTM

236	Finance Management Act (MFMA)	(MFMA)										
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MOPANI DISTRICT MUNICIPALITY

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
MD M-237	Tours Water Scheme Bulk lines refurbishment and reticulations	Refurbishment of 16 storage reservoirs	01/07/2017	30/06/2018	R47 484 570	R47 484 570					MIG	MDM
MD M-238	Burgersdorp water Reticulation Network refurbishment and upgrade	Refurbishment, rehabilitation and upgrade of internal water reticulation network And boreholes (Replacement of taps, pipeline damaged through illegal connections and provision of reticulation to the extension and rehabilitation of existing boreholes)	01/07/2017	30/06/2018	R4 700 000	R4 700 000					WSIG	MDM
MD M-239	Mariveni water Reticulation Network refurbishment and upgrade	Refurbishment, rehabilitation and upgrade of internal water reticulation network And boreholes (Replacement of taps, pipeline damaged through illegal connections and	01/07/2017	30/06/2019	R7 700 000	R3 200 000	R4 500 000				WSIG	MDM

		provision of reticulation to the extension and rehabilitation of existing boreholes)										
MD M-240	Makhubidung water Reticulation Network refurbishment and upgrade	Refurbishment, rehabilitation and upgrade of internal water reticulation network And boreholes (Replacement of taps, pipeline damaged through illegal connections and provision of reticulation to the extension and rehabilitation of existing boreholes)	01/07/2017	30/06/2018	R3 500 000	R3 500 000					WSIG	MDM
MD M-241	Matshelapata water Reticulation Network refurbishment and upgrade	Refurbishment, rehabilitation and upgrade of internal water reticulation network And boreholes (Replacement of taps, pipeline damaged through illegal connections and provision of reticulation to the extension and rehabilitation of existing boreholes)	01/07/2017	30/06/2018	R6 100 000	R3 100 000	R3 000 000				WSIG	MDM
MD M-242	Kubjana water Reticulation Network refurbishment and upgrade	Refurbishment, rehabilitation and upgrade of internal water reticulation network And boreholes (Replacement	01/07/2017	30/06/2019	R7 700 000	R1 500 000	R2 500 000				WSIG	MDM

		of taps, pipeline damaged through illegal connections and provision of reticulation to the extension and rehabilitation of existing boreholes)										
MD M-243	Thapane Water Treatment refurbishment	Refurbishment of Thapane water treatment plant and replacement of the rising main	01/07/2017	30/06/2019	R21 700 000	R4 700 000	R17 000 000				WSIG	MDM
MD M-244	Nkowakowa Waste Water Treatment refurbishment	Refurbishment of the waste water treatment plant and erection of the perimeter fence	01/07/2017	30/06/2018	R2 800 000	R2 800 000					WSIG	MDM
MD M-245	Mokgoobotho upgrading of internal Water reticulation network	Upgrading of internal water reticulation network	01/07/2017	30/06/2018	R2 100 000	R2 100 000					WSIG	MDM
MD M-246	Lenyenye Waste Water Treatment Plant Perimetre fence	Erection of perimeter fence	01/07/2017	30/06/2018	R1 700 000	R1 700 000					WSIG	MDM
MD M-248	Thapane Regional Water Scheme (Upgrading of Water Reticulation and Extensions. Thapane Ward 8,9,10	MDM-237	01/07/2017	30/06/2018	R33 798 643	R33 798 643					MIG	MDM

MD M-249	Jopie to Mawa/ Ramotshinaydi Ward 2, 3, 9	Installation of 32km water uPVC pipes of diameter ranging from 90mm to 160mm	01/07/2017	30/06/2019	R311 690 850	R65 914 964	R245 775 886				MIG	MDM
MD M-250	Lephepane Bulk Water supply Ward 34	Installation of 14km pipeline, palisade fence on 8 reservoirs and boreholes equipping.	01/07/2017	30/06/2019	R76 573 168	R55 171 582	R21 401 586				MIG	MDM
MD M-251	Thapane Water Supply Scheme: Upgrading and Extension, Project Wards 8,9,10	Upgrading of existing bulk and service system up to service reservoirs and construction of 7.1ml concrete reservoir and 36mm diameter water mains for 9.28km	01/07/2017	30/06/2019	R151 911 881	R55 403 596	R96 508 285				MIG	MDM

SECTOR DEPARTMENTS & STATE OWNED ENTERPRISES PROJECTS FOR 2017/2018

DEPARTMENT OF AGRICULTURE

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent	
			Date: Start	Date: Finish		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022			
DAG - 252	Mariveni Refurbishment of dam, Construction of pump station Phase 3& upgrading of Banana ripening room	Mariveni Refurbishment of dam, Construction of pump station Phase 3& upgrading of Banana ripening room	03/02/2017	01/08/2017	R1 550 000	R1 550 000						DAG	DAG

DEPARTMENT OF WATER & SANITATION/LEPELLE NORTHERN WATER

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent	
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22			
DWS 253	Construction of Nwamitwa Dam Project	Construction of a new major storage dam on the Groot Letaba River just downstream of the Nwanedzi River confluence - For Ecological Reserve,	01/04/2017	31/03/2027	R300 000 000	R300 000 000						RBIG	DWS

		Domestic & Irrigation supply assurance										
DWS 254	Raising of Tzaneen Dam	The raising of the existing Tzaneen Dam by 3m to augment the domestic water supply. The raising of the existing Tzaneen Dam to augment the domestic water supply.	01/04/2017	31/03/2018	R2 000 000	R1 000 000					DWS	DWS
DWS 256	Nwamitwa Regional Water Supply Scheme	Nwamitwa Regional Water Supply Scheme	01/04/2017	31/03/2018	R300 000 000	R300 000 000					RBIG	DWS
DWS 257	Nkambako/Bambanana Bulk pipeline	Implementation of bulk pipeline in Nkambako/Bambanana	01/04/2017	31/03/2018	R170 000 000	R120 000 000					LNW	LNW

DEPARTMENT OF HEALTH

Project No.	Project Name and Location	Project Description	Project Duration		Total Budget	MTEF FORWARD ESTIMATES					Source of funding	Implementing Agent
			Date: Start	Date: Finish		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
DoH- 258	Grace Mugodeni EMS	EMS Station on the Grace Mugodeni health centre site	01/04/2015	09/09/2018	7 253 000	441 000					DoH	DoH
DoH- 259	Letaba Regional Hospital	Upgrading of Administration and Psychiatric Ward	01/04/2015	09/09/2019	28 320	42 496 000	25 000 000				DoH	DoH
DoH-260	Letaba Hospital	District Hospital	01/04/2015	18/07/2019	R 2 250 000	3961 000	2500 000				DoH	DoH
DoH-261	Dr CN Phatudi Hospital		01/04/2017	18/07/2018	3 031 000	3 031 000					DoH	DoH

LEDET (ECONOMIC)

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent	
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22			
LEDA-262	Development of a shopping centre in Nkowakowa section B	Development of a shopping centre in Nkowakowa section B	01/04/2017	30/06/2018	R7 000 000	R7 000 000						LEDET	LEDET
LEDA-263	Servicing and Development of Dan Extension	Servicing and Development of Dan Extension	01/04/2017	30/06/2018	R90 000 000	R90 000 000						LEDET	LEDET

LEDA (AGRI-BUSINESS)

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent	
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22			
LEDA-264	Support for Mununzu (pty) Ltd for 700ha New Advocado Development in Makgoebasklo of	Support for Mununzu (pty) Ltd for 700ha New Advocado Development	01/04/2017	30/06/2018	R218 000 000	R218 000 000						LEDA	LEDA

LEDA-265	Support for Norjax Canning (Pty) Ltd for Tomato Paste	Support for Norjax Canning (Pty) Ltd for Tomato Paste	01/04/2017	30/06/2018	R22 000 000	R22 000 000							LEDA	LEDA
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DEPARTMENT OF SPORTS, ARTS & CULTURE

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent		
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22				
DSA C 266	Construction of Runnymede library	Building of library	01/04/2017	31/03/2019	R14 187 500	187 500	R14 000 000						DSAC	DSAC
DSA C 267	Maintenance of Mulatilibrary	Maintenance of library	01/04/2017	31/03/2018	R 100 000	R 100 000							DSAC	DSAC

DEPARTMENT OF EDUCATION

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent		
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22				
DoE-268	Upgrades & Maintenance at Bessie Maake High School	Upgrades & Maintenance at Bessie Maake High School	01/04/2017	31/03/2019	R277 000	R82 000	R64 000						DoE	DoE

DoE-269	Upgrades & additions at D.Z.J Mthebule Secondary School	Upgrades & additions at D.Z.J Mthebule Secondary School	01/04/2017	31/03/2021	R16 382 000		R6 558 000	R14 145 000	R14 145 000		DoE	DoE
DoE-270	Upgrades & Additions at Favasi Primary School	Upgrades & Additions at Favasi Primary School	01/04/2017	31/03/2018	R5 300 000	R1 952 000					DoE	DoE
DoE-271	Maintenance & Repairs at Nyavana Primary	Maintenance & Repairs at Nyavana Primary	01/04/2017	31/03/2018	R6 689 000	R4 027 000					DoE	DoE
DoE-272	Upgrades & Additions at Khujwana Primary School	Upgrades & Additions at Khujwana Primary School	01/04/2017	31/03/2021	R10 904 000	R8 840 000	R16 084 000	R5 452 000	R3 841 000		DoE	DoE
DoE-273	Upgrades & Additions at Lekgolo Maake Primary School	Upgrades & Additions at Lekgolo Maake Primary School	01/04/2017	31/03/2019	R413 000	R82 000	R64 000				DoE	DoE
DoE-274	Upgrades & Additions at	Upgrades & Additions at	01/04/2018	31/03/2020	R8 357 000		R 5 962 000	R12 858 000	R12 858 000			DoE

	Mahwahwa High School	Mahwahwa High School										
DoE-275	Upgrades & Additions at Malubana Primary School	Upgrades & Additions at Malubana Primary School	01/04/2017	31/03/2019	R422 000	R82 000	R64 000				DoE	DoE
DoE-276	Upgrades & Additions at Malwandla Primary School	Upgrades & Additions at Malwandla Primary School	01/04/2017	31/03/2019	R277 000	R82 000	R64 000				DoE	DoE
DoE-277	Upgrades & Additions at Mariveni Primary School	Upgrades & Additions at Mariveni Primary School	01/04/2017	31/03/2019	R415 000	R82 000	R64 000				DoE	DoE
DoE-278	Upgrades & Additions at Markshoppe Secondary School	Upgrades & Additions at Markshoppe Secondary School	01/04/2017	31/03/2019	R415 000	R82 000	R64 000				DoE	DoE
DoE-279	Upgrades & Additions at Matokane Secondary School	Upgrades & Additions at Matokane Secondary School	01/04/2018	31/03/2019	R22 755 000		R12 063 000				DoE	DoE

DoE-280	Upgrades & Additions at Mawa Primary School	Upgrades & Additions at Mawa Primary School	01/04/2016	31/03/2021	R9 254 000	R8 840 000	R11 400 000	1 851 000	R7 033 000		DoE	DoE
DoE-281	Upgrades & Additions Burgersdorp School	Upgrades & Additions Burgersdorp School	01/04/2017	31/03/2018	R37 268 000	R1 648 000					DoE	DoE
DoE-282	Upgrades & Additions Kelekese school	Upgrades & Additions Kelekese school	01/04/2017	31/03/2018	R3 553 000	R4 368 000	R1 855 000				DoE	DoE
DoE-283	Upgrades & Additions at Mokgwathi Primary School	Upgrades & Additions at Mokgwathi Primary School	01/04/2017	31/03/2018	R413 000	R82 000	R64 000				DoE	DoE
DOE-284	Upgrades & Additions at Mulati Secondary School	Upgrades & Additions at Mulati Secondary School	01/04/2017	31/03/2018	R257 000	R64 000					DoE	DoE
DoE-285	Upgrades & Additions at Dududu Primary	Upgrades & Additions at Dududu Primary	01/04/2017	31/03/2018	R21 770 000	R118 000					DoE	DoE
DoE-286	Upgrades & Additions at Manyunyu	Upgrades & Additions at Manyunyu	01/04/2017	31/03/2019	R11 022 000	R109 000 R82 000	R64 000				DoE	DoE

	Primary	Primary										
DoE-287	Upgrades & Additions at Mugwazweni Primary	Upgrades & Additions at Mugwazweni Primary	01/04/2017	31/03/2019	R415 000	R82 000	R64 000				DoE	DoE
DoE-288	Upgrades & Additions at Nyantshiri Primary	Upgrades & Additions at Nyantshiri Primary	01/04/2017	31/03/2019	R415 000	R82 000	R64 000				DoE	DoE
DoE-289	Maintenance & Repair at Professor MuhlavaShiluvane Primary	Maintenance & Repair at Professor MuhlavaShiluvane Primary	01/04/2018	31/03/2019	R4 379 000				R4 379 000		DoE	DoE
DoE-290	Upgrades & Additions at Rasemana Primary	Upgrades & Additions at Rasemana Primary	01/04/2016	31/03/2018	R284 000	R64 000					DoE	DoE
DoE-291	Upgrades & Additions at Rita Primary	Upgrades & Additions at Rita Primary	01/04/2016	31/03/2020	R 6850 000	R9 567 000	R4 064 000	R210 000			DoE	DoE
DoE-292	Upgrades & Additions at Ritavi Primary	Upgrades & Additions at Ritavi Primary	01/04/2016	31/03/2019	R286 000	R82 000	R64 000				DoE	DoE
DoE-293	Upgrades & Additions at Sedan Junior	Upgrades & Additions at Sedan Junior	01/04/2016	31/03/2019	R415 000	R82 000	R64 000				DoE	DoE

	Secondary School	Secondary School										
DoE-294	Maintenance & Repairs at Nsolani Primary	Maintenance & Repairs at Nsolani Primary	01/04/2015	31/03/2019	R11 997 000	R2 237 000	R1 920 000				DoE	DoE
DoE-295	Upgrades & Additions at Vhulakanjani Lower Primary school	Upgrades & Additions at Vhulakanjani Lower Primary school	01/04/2016	31/03/2019	R277 000	R82 000	R64 000				DoE	DoE
DoE-296	Water & Sanitations Projects in Identified Schools	Water & Sanitations Projects in Identified Schools	01/04/2018	31/03/2019	R12 538 000		R12 538 000	R12 538 000			DoE	DoE
DoE-297	Upgrades & Additions at Magoza High school	Upgrades & Additions at Magoza High school	01/04/2016	31/03/2021	R10 265 000	R8 840 000	R11 561 000	R5 133 000	R4 722 000		DoE	DoE
DoE-298	Upgrades & Additions at Nyavana Primary school	Upgrades & Additions at Nyavana Primary school	01/04/2016	31/03/2019	R6 689 000	R9 480 000	R4 027 000	R348 000			DoE	DoE
DoE-299	Upgrades &	Upgrades &	01/04/2016	31/03/2019	R13 831 000	R315 000			R4 268		DoE	DoE

	Additions at ScotchMaboko Junior Secondary	Additions at ScotchMaboko Junior Secondary										
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DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
DRD LR-300	MNM Mabuza and Sons	Vegetable Production	01/04/2017	31/03/2018	R1300 000	R1 300 000					REID	DRDLR
DRD LR-301	Twin Place Trading and Projects 146	Vegetable Production	01/04/2017	31/03/2018	R1 000 000	R1 000 000					REID	DRDLR
DRD LR-302	Construction of eastern pump house Mariven1 Phase 2	Construction of eastern pump house Mariven1 Phase 2	01/04/2017	31/03/2018	R1 550 000	R1 550 000					DRDLR	DRDLR
DRD LR-303	Agri hub Development in Tzaneen, Broderstroomdrif 534 LT	Planning & Admin block, training centre, storage, retail facility, admin facility,	01/04/2017	31/03/2019	R28 000 000	R3 000 000	R10 000 000	R15 000 000			Rural Infrastructure Development Projects	DRDLR

		student and staff houses, cold storage and workshop, logistics and transport facility & inputs distribution centre, fuel pump, nursery, warehouse										
DRD LR-304	Infrastructure Development at Makatleni Project	Infrastructure (repair staff farm house & fencing), production inputs (mango grafting, fertilisers & chemicals) and machinery &impliments (bakkie, trailer &quadbike)	01/04/2017	31/03/2020	R8 175 700	R2 470 000	R2 717 000	R2 988 700			Recapitalisation & Development Programme (RECAP)	DRDLR
DRD LR-305	Infrastructure Development at Kgatle CPA	Infrastructure (irrigation system), production inputs (fertilisers & chemicals) and	01/04/2017	31/03/2020	R36 480 000	R8 000 000	R8 800 000	R9 680 000			Recapitalisation & Development Programme (RECAP)	DRDLR

		machinery &impliments (tractor & tractor impliments))	
DRD LR-306	Infrastructure Development at Mokgolobotho CPA	Infrastructure (irrigation system), production inputs (fertilisers & chemicals) and machinery &impliments (tractor & tractor impliments)	01/04/2017	31/03/2020	R29 790 000	R9 000 000	R9 900 000	R10 890 000			Recapitalisation & Development Programme (RECAP)	DRDLR
DRD LR-307	Infrastructure Development at Mamahlola CPA	Infrastructure (irrigation system), production inputs (fertilisers & chemicals) and machinery &impliments (tractor & tractor impliments)	01/04/2017	31/03/2020	R39 720 000	R12 000 000	R13 200 000	R14 520 000			Recapitalisation & Development Programme (RECAP)	DRDLR
DRD LR-	Infrastructure Development at	Infrastructure (irrigation	01/04/2017	31/03/2020	R1 655 000	R 500 000	R 550 000	R 605 000			Recapitalisation	DRDLR

308	Solani Irrigation scheme	system), production inputs (seeds, fertilisers & chemicals) and machinery &impliments (tractor & tractor impliments)										& Development Programme (RECAP)	
DRD LR-309	Infrastructure Development at Julesburg Irrigation scheme	Production inputs (seeds, fertilisers & chemicals)	01/04/2017	31/03/2018	R 125 900	R 125 900						RECAP	DRDLR

DEPARTMENT OF PUBLIC WORKS, ROADS & INFRASTRUCTURE/RAL/SANRAL

Project No.	Project Name and Location	Project Description	Project Duration		Total budget	Five (5) Year Budget					Source of Funding	Implementing Agent
			Date: Start	Date: Finish		2017/18	2018/19	2019/20	2020/21	2021/22		
DOT 310	Routine Road Maintenance Project for Greater Tzaneen Local	Household based Road Maintenance	01/04/2017	31/03/2019		R13 900 000	R18 000 000				DPWRI	DPWRI
DOT 311	Additional Flood Damaged Projects: Repair	Additional Flood Damaged	01/04/2017	31/03/2018	R33 000 000		R4 500 000				DPWRI	DPWRI

	bridge UN134 on road D3247 (N'wa-Mitwa)	Projects: Repair bridge UN134 on road D3247 (N'wa-Mitwa)											
DOT 312	Agatha roads	Flood Damage Repairs	01/04/2017	31/03/2018	R13 000 000	R3 500 000	R5 000 000					DPWRI	DPWRI
DOT 313	Repair of flood damaged infrastructure: Major rehabilitation of surfaced roads.	Flood Damage Repairs	01/04/2018	31/03/2019	R2 423 000		R2 423 000					DPWRI	DPWRI
DOT 314	Haenertsberg to Tzaneen road	Haenertsberg to Tzaneen road	01/04/2018	31/03/2019	R18 000 000	R5 000 000	R5 000 000					DPWRI	DPWRI
DOT 315	Additional Flood Damaged Projects: Repair bridge UN134 on road D3247 (N'wa-Mitwa)	Additional Flood Damaged Projects: Repair bridge UN134 on road D3247 (N'wa-Mitwa)	01/04/2017	31/03/2019	R8500 000	R2500 000	R2500 000					RAL	RAL

SECTION E: INTEGRATION PHASE

PHASE 4: SECTOR PLANS

OVERVIEW OF SECTOR PLANS

NB: Please note that the plans below are a summary of Sector Plans of which details documents are in a separate annexure.

SECTOR PLAN	ADOPTION DATE	DATE LAST REVIEWED
SPATIAL RATIOANLE		
1. Spatial Development Framework	2016/17	2016/17
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
2. Energy Master Plan		2016/17
3. Integrated Waste Management Plan	2003	2016
4. Integrated Transport Plan	2016/17	2016/17
5. Housing Chapter Plan	2015/16	2016 Jan
6. Environment Management Plan		
7. Disaster Risk Management Plan	2012	2015/16
8. HIV/AIDS Plan	2003/2004	2016/17
LOCAL ECONOMIC DEVELOPMENT		
9. Local Economic Development Strategy	2016/17	2016/17
GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
10. Public Participation strategy	2011	2011/12
11. Communication Strategy		2014/15
12. Anti-Corruption Strategy	2014/15	2016/17
13. Whistle Blowing Policy	2016/17	
FINANCIAL VIABILITY AND MANAGEMENT		
14. Revenue Enhancement Strategy		2016/17
15. Three Year Financial Plan		2016/17
16. Capital Investment Framework		2016/17
MUNICIPAL TRANSFORMATIOBN AND ORGANIZATIONAL DEVELOPMENT		
17. Municipal Institutional Plan		2016/17
18. Work Place Skill Plan	2016/17	2016/17
19. Employment Equity Plan	2016/17	2016/17
20. Personnel Provisioning Policy	2016/17	2016/17
21. Integrated Performance monitoring and Evaluation Framework		2016/17

1. SPATIAL DEVELOPMENT FRAMEWORK

The Presidency has assented to new Planning Legislation referred to as **“SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, No. 16 of 2013”**, on 5th August 2013 (from herewith referred to as **“SPLUMA”**).

The objective of the legislation is:

“To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith”.

Clearly from the objectives elaborated in the preceding paragraph, it is evident that the legislation seeks to address the historical imbalances in areas of *racial inequality, segregation and unsustainable settlement patterns*.

Although the Regulations of the very Act are not yet promulgated, it is imperative to start planning towards the objectives of the legislation as alluded into.

Therefore Greater Tzaneen Municipality in its endeavour to address the critical aspects of forward planning has in the current financial year of 2016/2017 embarked on a process to review its Spatial Development Framework of 2009, to comply with chapter 4 of **SPLUMA**. The review must be conducted in terms of **SPLUMA** Guidelines with amongst others, seek to address critical aspects of Land Development in Traditional Authorities’ areas of jurisdiction, formulation of uniform Land use management systems, provisions of Bulk Infrastructure, Nodal Development and the establishment of Tribunals, etc.

The Guidelines also provide for establishment of a “Spatial Development Forum”, which primary objective is to ensure comprehensive participation of all stakeholders in Land Development matters.

SPATIAL DEVELOPMENT FRAMEWORK

1. GENERAL BACKGROUND

A Spatial development Framework is a key component to the successful completion and implementation of an Integrated Development Plan (IDP). The purpose of a Spatial Development Framework (SDF) is to provide guidance in respect of decision-making and action towards the establishment of an appropriate land use management system.

The formulation of the SDF gives effect to further compliance with the Municipal Systems Act 2002 and the Municipal Performance Management Regulations. The Land Use Bill also stipulates that each municipality shall formulate and implement a Spatial Development Framework. The abbreviated Framework presented below represents a very concise extract of the Greater Tzaneen Spatial Development Framework.

2. SPATIAL OBJECTIVES AND STRATEGIES

2.1 OBJECTIVES

The Greater Municipality will pursue the following objectives to achieve the desired form of the municipality.

- Objective 1: The sustainable utilization of all land within the municipal area to its fullest potential and benefit.
- Objective 2: The restriction of wastage of land through urban sprawl, degradation of the natural environment and/ or sterilization of resources
- Objective 3: The concentration of development to derive social and economic benefits for the community.
- Objective 4: The Utilization of existing development and infrastructure capacity.
- Objective 5: The promotion of good internal and external accessibility through the optimal use of existing resources
- Objective 6: The support of economic growth through the judicious exploitation of natural and artificial resources
- Objective 7: The promotion of orderly development through timeous preparation and planning.
- Objective 8: The manipulation of development to achieve a hierarchal settlement development pattern.
- Objective 9: The promotion of land restitution and reform to achieve equitable access to land and security of tenure.

2.2 STRATEGIES

The achievement of the Spatial Objectives of the GTM revolves around

- Support of natural/inherent potential
- Anticipation of growth and timeous action, and
- Manipulation and intervention.
-

The strategies to achieve the listed objectives are presented below:

- Strategy A: Determine utilization potential of all land limit development to best usage through policy and /or statutory plan
- Strategy B: Adopt applicable minimum standard as policy
- Strategy C: Enforce and/or support enforcement of legislation regulating environmental and resource conservation
- Strategy D: Manipulate placement of social and economic facilities and opportunities both directly and indirectly at places with inherent development potential.
- Strategy E: Determine surplus infrastructural capacity areas and plan to optimize utilization.
- Strategy F: Place development at and in proximity to existing arterial routes.
- Strategy G: Support economic growth opportunities by creating the spatial and infrastructural framework for economic and commercial.
- Strategy H: Anticipate growth and plan ahead, both spatially and physically.
- Strategy I: Concentrate municipal development in the identified development potential areas.
- Strategy J: Institute a formalization program to systematically formalize settlements to effect tenure.
- Strategy K: Support Judicious land reform initiatives.

Alignment of National, Provincial, District & Local Spatial Development Frameworks

Local SDF	District	Provincial	National
Economic sector tourism and agriculture as a key sector by the local SDF	Tourism and agriculture are also supported by the district through programs such as Tea estate	Tourism and agriculture is identified as a key growth sector in provincial perspective policy document	National Economic policy place Limpopo as tourist and agriculture destination. Tourism and agriculture
Identified conservation area supported by the provincial perspective	The District SDF noted similar conservation areas to that of Tzaneen SDF	The provincial perspective is in support of both District and Local SDF	The national legislation on environmental matters serves as guide
Nodal Areas identified in the local SDF are to be intensified through high identified and infrastructure provisioning	District SDF enforce same nodal policies and plans through provision of bulk infrastructure and public transport provisioning	Capital investment in housing provision and infrastructure subsidy programs within the Nodal area as identified by the local and District SDF's	Capital investment in infrastructure development, construction of dams and upgrading of energy provision infrastructure
Rural development	District Capital Investment aligned to		Presidential project in rural upliftment and poverty reduction
Land claim and restoration		Provincial Enforcement through the process of land claims and farm rehabilitations schemes	Land restitution legislation
Land allocation to public facilities such as schools, clinics etc	District support by bulk infrastructure provision	Budget allocation for public amenities coordinated through IDP consultations	Budget allocations informed by provincial submission
Public transport facilities through IDP process	The District provide Public transport guided by the Local SDF and IDP including air transport	Upgrading program of most Provincial Roads	Key Transport legislation and government program on transport logistic and planning for Limpopo

KPA 2: BASIC SERVICES DELIVERY AND INFRASTRUCTURE PLANNING

2. ENERGY MASTER PLAN

2.1 EXECUTIVE SUMMARY

The tangible and phenomenal developer interest for growth and expansion in Tzaneen coupled with the unfortunate occurrence of our predecessors to insufficiently financially invest in the maintenance and distribution system has placed Tzaneen in a crisis situation. Fortunately we are now busy with phase 3 of our capacity project in Tzaneen which comprises a 66Kv double circuit overhead line. 66/11KV substation (Western Sub), 11KV substation (Church) and a cable ring around town. In the rural areas we have upgraded the Letsitele substation by installing 2x66/33KV 10MVA transformers. These projects have ensured sufficient capacity to cater for predicted growth over the short term.

This report details the more pertinent and urgent issues to be addressed in order for Tzaneen to not only maintain its current good status as preferred development area, but to also ensure that the Greater Tzaneen Municipality is able to cope with a high project growth. It should be noted that details and costs mentioned in the report may vary slightly once planning and implementation phases are initiated.

As food of thought and for the sake of adding some perspective, it needs to be noted that the Tzaneen electrical distribution system is not only one of the most expensive (2500 square kilometers) in the country, but our electrical loading compares to that of Polokwane. The maximum demand metered for Tzaneen during the year of 2015 was 120 MVA, whilst Polokwane is slightly more than that. Comparing the electrical budget of the two electrical departments will indicate the severe and unrealistic financial challenges faced by the Greater Tzaneen Municipality and will clarify how the Electrical Department found itself in this crisis

Serious financial intervention into the electrical infrastructure is required to ensure that the Tzaneen area retains its position as preferred and prime development area

The funding allocated will not only resolve the crisis facing Tzaneen community and Electrical Department, it will also place us in an ideal position to meet the future demands of the Developers whom are flocking to Tzaneen because of the beauty of the area, the friendliest of our people, the strength of our Municipality and the drive and drive of its officials to excel.

The current replacement value (Determined by a recent ring fencing exercise by outside Consultant) of the Electrical Department and related equipment is around R1, 4 billion, and even at the minimum NERSA or EDI reinvestment benchmarks it is obvious that the upliftment of the Electrical Infrastructure is well beyond the financial capability of the Council with external intervention being the only way forward

It needs to be noted that as far as personnel capacity, drive, commitment and passion is concerned, the GTM has overflowing dedication despite the Electrical Department being seriously understaffed (Also contained in the Consultants report)

Funding to unlock the full potential of the area and its people is essential to the success story is Tzaneen

KPA 2: BASIC SERVICES DELIVERY AND INFRASTRUCTURE PLANNING

3. INTEGRATED WASTE MANAGEMENT PLAN

A. STRATEGIC OBJECTIVES

1) WASTE MINIMIZATION

- a) Recycling programme
- b) Composing programme
- c) Re-use programme
- d) Rural Waste management programme

2) COLLECTION AND TRANSPORTATION

- a) Kerbside collection programme
- b) Bulk waste collections programme
- c) Health Care Waste removals programme
- d) Hazardous Waste removal-facilitation programme
- e) Litter picking programme
- f) Transport procurement programme by E.S.D.

3) DISPOSAL AND TREATMENT

- a) Licensed Landfill-site operations programme
- b) Treatment facilitation programme

c) Drop-of-Centre (D.o.C.) management programme

4) POLLUTION CONTROL

- a) Public Toilet cleansing programme
- b) Law Enforcement programme
- c) Awareness & Education programme

5) MANAGEMENT, ADMINISTRATION & LOGISTICS

- a) I.C.T. needsprogramme
- b) G.I.S. needsprogramme
- c) W.I.S. needsprogramme
- d) I.W.M.P. review & merger with I.D.P.programme
- e) Budget planningprogramme
- f) Infrastructure analyses egg. Vehicles, offices, stationery etc.programme
- g) H.R. needsprogramme
- h) Public communication via waste calendarsprogramme

B. SCOPE OF THE PLAN

1) AIM

- a) The aim is to develop, implement and maintain an Integrated Waste Management System
- b) The Integrated Waste Management System must contribute to sustainable development and measurable quality of life for all communities
- c) To direct all resources for effective and efficient linkages between the following viz:-
 - i) Waste Minimization
 - (1) Source reduction
 - (2) Source separation
 - (3) Source recycling
 - (4) Composting practices
 - ii) Collection & transportation
 - (1) Recycling at source
 - (2) Storage at source
 - (3) Collection of waste
 - (4) Appropriate transportation to treatment/disposal facilities
 - iii) Treatment & disposal
 - (1) Treatment practices (Incineration)
 - (2) Disposal practices (Land filling)
 - iv) Pollution control
 - (1) Enforcement mechanisms
 - (2) Awareness strategies
 - (3) Public toilet management

2) GOALS

- a) The International context:-
 - i) The Greater Tzaneen Municipality I.W.M.P. forms part of:-
 - (1) The strategic goals of the Rio declaration
 - (2) The Agenda 21 principles
 - (3) 19 other International agreements
- b) The National context:-
 - i) The Bill of Rights (Section 24) of the National Constitution provides as follows:-“Everyone has the right to an environment that is not harmful to their health or well-being”

- ii) The Environmental Management: Waste Act (No 59 of 2008):- "to protect the environment for the benefits of future and present generations through legislative and other measures to prevent pollution and ecological degradation promote conservation to secure sustainable development"
- iii) The Tzaneen Integrated Waste Management System must give effect to these requirements of the legal frame work

3) KEY ISSUES:-

- a) The Integrated Waste Management System recognizes the following key issues viz:-
 - i) Reduce (e.g. reject over packaged and/or disposable products, use both sides of a piece of paper)
 - ii) Re-use (e.g. choose products in returnable containers and/or use containers yourself)
 - iii) Recycle (e.g. choose recycled and/or recyclable packaging and make sure that as much of your waste as possible (paper, plastics, glass, metal and organic material) enters the recycling loop)
 - iv) Recover (e.g. the energy value of a resource can be recovered from waste during incineration)
 - v) Landfill (only after the preceding strategies have been followed should the remaining, much reduced, waste be buried in the ground)
 - vi) Personnel:- of utmost importance is the recognition of human-capital in the approach towards integrated waste management

4) BASIC PRINCIPLES:-

- a) The Integrated Waste Management System is built around the following principles of viz:-
 - i) Polluter pays:-Those responsible for environmental damage must pay the repair costs both to the environment and human health, and the cost of preventive measures to reduce or prevent further pollution and environmental damage
 - ii) Duty of care:-Anyone who generates, transports or disposes of waste is responsible for that waste and should take care that it is dealt with legally and safely
 - iii) Precautionary principle:-If unsure of the nature of the waste, assume the worst case (e.g. whether or not waste is hazardous, assume that it is hazardous)
 - iv) Hierarchical approach: All possible waste utilization and/or reduction options (reduce, re-use, recycle etc.) should be pursued before waste is disposed of in a landfill site
 - v) Best Practical Environmental Option (BPEO):-Waste disposal options that are best for the environment (in both the short and the long term) should be chosen. "Practical" implies that the cost of the chosen method must be acceptable
 - vi) Public Participation:-Public participation is essential and should be facilitated throughout the process
 - vii) Education:-Finally, any integrated waste management process should have a strong educational component
 - viii) Integrated Waste Management Hierarchy
 - (1) Waste Minimization programmes
 - (2) Collection & Transportation programmes
 - (3) Treatment & Disposal programmes
 - (4) Pollution Control programmes
 - (5) Waste Management,-Administration & Logistics

5) INTEGRATED PLANNING

- a) Waste management at the Greater Tzaneen Municipality is a integrated operation and all the Departments and Divisions must be responsible for the development of action plans (outcome based) to compliment the strategic key focus areas per Department / Division
- b) Internal Role-players
 - i) To ensure a integrated approach in achieving a clean & healthy environment the INTERNAL role-players as depicted must form part of the holistic waste-management approach
 - ii) Key Focus Areas are of utmost importance to achieve the aims of legal environmental considerations
- c) Roles & Responsibilities of Internal role-players to manage as follows viz:-
 - i) **Waste Management**
 - (1) Waste Minimization
 - (2) Collection & Transportation
 - (3) Treatment & Disposal
 - (4) Pollution control
 - (5) Waste Management,-Administration & Logistics

- ii) Environmental & Parks Management
 - (1) Air-Water & Surface
 - (2) Food Safety
 - (3) Industrial Hygiene
 - (4) Education
 - (5) I.E.M.P.
 - (6) Clean/green & alien plants
- iii) **Disaster Management**
 - (1) Incidents
 - (2) Environmental degradation
 - (3) I.D.M.P.
 - (4) Co-ordination
- iv) Water & Sewage Management
 - (1) Public Market, Taxi-+ bus ranks, stations
 - (2) Catchments areas (pollution prevention)
 - (3) Clean & green initiatives
 - (4) Quality of effluent
 - (5) I.W. & S.M.P.
- v) **Law –Enforcement**
 - (1) Public Market, Taxi- & Bus ranks, Stations
 - (2) Enforcement support to all role players
 - (3) Policing of markets etc. related pollution + keep clean initiatives
- vi) **Land Management/Town Planning/Tourism**
 - (1) Public Market
 - (2) Taxi-& bus ranks
 - (3) Stations
 - (4) Open green spaces
 - (5) Tourist attractions
 - (6) Hawkers
 - (7) Settlements
 - (8) Squatters
 - (9) S.D.F./Plan
- vii) **Management Support**
 - (1) Communication, marketing & education.
 - (2) Public Participation & Project Support
 - (3) H.R. Services
 - (4) Budget Support
 - (5) P.M.U. // M.I.G.
- viii) **Building Control**
 - (1) Building plans
 - (2) Illegal “shacks”/Hawkers
 - (3) Squatters
 - (4) Unsightly buildings

6) GEOGRAPHIC AREAS TO BE ADDRESSED

- a) Locality:-
 - i) The Greater Tzaneen Municipality is situated in the eastern quadrant of the Limpopo Province within the Mopani District Municipality’s area of jurisdiction
 - ii) The Greater Tzaneen Municipality is bordered by Polokwane to the west, Greater Letaba to the north, Ba-Phalaborwa and Maruleng to the east, and Lepelle-Nkumpe to the south
- b) Description of the Municipal area:-
 - i) The Greater Tzaneen Municipality comprises a land area of approximately 3240 sq. km

- ii) Extending from Haenertsburg in the west, to Rubbervale in the east (85km), and just south of Duiwelskloof in the north, to Trichardtsdal in the south (47km)
 - iii) The municipal boundaries forms an irregular, inverted T-shape, which results in certain developmental implications for the municipality, and more specifically the difficulties in respect of service provision
 - iv) The Greater Tzaneen Municipality area encompasses the proclaimed towns of Tzaneen, Nkowankowa, Lenyenye, Letsitele and Haenertsburg
 - v) In addition, there are 129 rural villages, concentrated mainly in the south-east, and north-west, of the study area
 - vi) The municipal area is further characterized by extensive and intensive farming activities (commercial timber, cash crops, tropical and citrus fruit production)
 - vii) Mountainous, inaccessible terrain exist in the west and south, and even topography (gentle slopes) to the north and east, which are areas with exceptional natural beauty, with considerable untapped tourism potential
 - viii) The Phalaborwa S.D.I. transverses the Greater Tzaneen Municipal area, while one of the major links between Gauteng and the Kruger National Park also passes through the area
- c) Activities to be addressed as per strategies

7) STRATEGY MAP

- a) Vision
 - i) To create an environment which is safe and healthy to live and work in for all people in the area of jurisdiction
- b) Mission
 - i) To provide a comprehensive and integrated waste management service which is equitable, effective and sustainable through:-
 - (1) Waste Minimization
 - (2) Collection & Transport
 - (3) Treatment & Disposal
 - (4) Pollution Control
 - (5) Management, Information & Logistical Systems
- c) Values
 - i) Honesty
 - ii) Timiously / punctual
 - iii) Transparency
 - iv) Loyalty
 - v) Fairness
 - vi) Tidiness
 - vii) Neatness

8) STRATEGY MAP (STRATEGIES, PROGRAMMES & PROJECTS)

Waste Minimization				
A	National K.F.A	Basic Service Delivery and Infrastructure Development		
	K.P.I. Owner	Director Community Services		
	K.P.I.	% of Households with access to a waste management service % of Business-premises with access to a waste management service		
B	Divisional K.F.A.	Collection & Transportation		
	K.P.I. Owner	Divisional Manager		
	K.P.I.	1 x Recycling Tender	1 x low-technology composting-plant	1 x Firewood re-use project 97 x R.W.M. projects @ designated schools
	Programmes	Recycling @ source	Composting @ Landfill	Re-use of wood-logs from Landfill to R.W.M. projects Rural Waste Management @ Regions North & South

C	Regional K.F.A.	Regional Collection & Transportation					
	K.P.I. Owner	W.M.O. Region-North	W.M.O. Region-South	W.M.O. Region-North	W.M.O. Region-South	W.M.O. Region-North	W.M.O. Rural Waste Management
	K.P.I.	1 x yellow-bag @ source	1 x yellow-bag @ source	1 x Home-compost awareness	1 x Home-compost awareness	1 x fire-wood drop-of	96 x active Eco-clubs @ designated rural schools
	Projects	Tzn. C.B.D.	Nkwnk.C.B.D.	Waste-calendar distributions	Waste-calendar distributions	Bulamahlo Cluster ✓ 24 x Firewood Drop-off's @ D.o.C.s ✓ 24 x Bulk removals @ Schools- D.o.C.s	Bulamahlo Cluster ✓ 24 x Enviro-clubs @ Schools- D.o.C.s ✓ 4 x C.D.W.s for Awareness-Education
		Tzn. Domestic	Nkwkw. Domestic			Relela Cluster ✓ 24 x Firewood Drop-off's @ D.o.C.s ✓ 24 x Bulk removals @ Schools- D.o.C.s	Relela Cluster ✓ 24 x Enviro-clubs @ Schools- D.o.C.s ✓ 4 x C.D.W.s for Awareness-Education
Landfill recycling					Runnymede Cluster ✓ 24 x Firewood Drop-off's @ D.o.C.s ✓ 24 x Bulk removals @ Schools- D.o.C.s	Runnymede Cluster ✓ 24 x Enviro-clubs @ Schools- D.o.C.s ✓ 4 x C.D.W.s for Awareness-Education	
					Lesedi Cluster ✓ 24 x Firewood Drop-off's @ D.o.C.s ✓ 24 x Bulk removals @ Schools- D.o.C.s	Lesedi Cluster ✓ 24 x Enviro-clubs @ Schools D.o.C.s ✓ 4 x C.D.W.s for Awareness-Education	
<u>Collection & Transportation</u>							
A	National K.F.A	Basic Service Delivery and Infrastructure Development					
	K.P.I. Owner	Director Community Services					
	K.P.I.	% of Households with access to a waste management service % of Business-premises with access to a waste management service					
B	Divisional K.F.A.	Collection & Transportation					
	K.P.I. Owner	Divisional Manager					
	K.P.I.	100% scheduled collections & transportation at urban-suburbs					

	Programmes	Kerbside collections	Bulk removals	H.C.R.W. removals	Hazardous removal facilitation	Litter-picking	Transport-procurement	
C	Sub-Divisional K.F.A.	Regional Collection & Transportation						
	K.P.I. Owner	Regional W.M.O. Region-North	Regional W.M.O. Region-South	Regional W.M.O. Region-North	Regional W.M.O. Region-South	Regional W.M.O. Region-North	Regional W.M.O. Region-South	
	K.P.I.	Kerbside collection @ 100% of scheduled urban-premises	Bulk removals @ 100% of scheduled premises	H.C.R.W. removals @ 100% of scheduled premises	Facilitation of oil removal @ 100% of designated premises 100% of all collected fluorescent-tubes safely disposed-of	Litter-picking @ 100% of designated routes	1 x Transport-procurement request	
	Projects	M.S.P. @ Recycling @ source	G.T.M. Tzaneen removals	M.S.P. @ Landfill-site operations	M.S.P. @ H.C.R.W.	M.S.P. @ Inorganic Oil	M.S.P. Litterpicking	Bins replacements
		M.S.P. @ Recycling @ source	G.T.M. Letsitele removals	M.S.P. @ Nkwkw&Lenyenye removals	M.S.P. @ H.C.R.W.	M.S.P. @ Inorganic Oil	M.S.P. Litterpicking	Bins replacements
				M.S.P. (NEW) Bulk removals				E.S.D. Fleet replacement
				NEW Tender @ Bulk removals				E.S.D. Fleet replacement
		Tube-guzzlers sub-offices	M.S.P. @ Tube removals					
		Tube-guzzlers sub-offices	M.S.P. @ Tube removals					
		G.T.M. Litterpicking						
G.T.M. Litterpicking								
Treatment & Disposal								
A	Strategic objective	Basic Service Delivery and Infrastructure Development						

	K.P.I. Owner	Director Community Services					
	K.P.I.	% of Households with access to a licensed waste disposal/treatment facility % of Business-premises with access to a licensed waste disposal/treatment facility					
B	Divisional Programme	Treatment & disposal					
	K.P.I. Owner	Divisional Manager					
	K.P.I.	100% of all collected waste being disposed/treated at a licensed site/plant.					
	Programmes	Landfill management	Treatment management		Urban D.o.C. Management		
C.	Sub-Divisional Projects	Regional disposal and treatment practice					
	K.P.I. Owners	Regional W.M.O. Region-North	Regional W.M.O. Region-North	Regional W.M.O. Region-South	Regional W.M.O. Region-North	Regional W.M.O. Region-South	
	K.P.I.	1x Operational licensed Landfill 1	Licensed /permitted treatment-plant		1 x operational Urban-D.o.C.at 4 x urban suburbs		
	Projects	M.S.P. @ Landfill-site operations	Tender renewal Ingwe	Tender renewal Ingwe	Tender renewal Ingwe	Tender renewal Ingwe	
		GRAP 19 Audit					
		H ² O-samples					
		Construction/design plan					
		Roads maintenance			Roads maintenance	Roads maintenance	
		Borehole maintenance					
		4 x internal quarterly audits			4 x internal quarterly audits	4 x internal quarterly audits	
Operations & general maintenance				Operations & general maintenance	Operations & general maintenance		
<u>Pollution Control</u>							
A	National K.F.A	Basic Service Delivery and Infrastructure Development					
	K.P.I. Owner	Director Community Services					
	K.P.I.	% of Households with access to a waste management service % of Business-premises with access to a waste management service					
	Divisional K.F.A.	Pollution control					
B	K.P.I. Owner	Divisional Manager					
	K.P.I.	100% attendance to all visible & reported solid waste contraventions.					
	Programmes	Public-toilet cleansing management	Law-Enforcement		Awareness programme		
C	Sub-Divisional Projects	Regional Pollution Control					
	K.P.I. Owners	Regional W.M.O. Region-North	Regional W.M.O. Region-South	Regional W.M.O. Region-North	Regional W.M.O. Region-South	Regional W.M.O. Region-North	Regional W.M.O. Region-South
	K.P.I.	Daily cleansing @ 6 x Toilet-blocks	Daily cleansing @ 3 x Toilet-blocks	35 x monthly I.T.P. `s to offenders	35 x monthly I.T.P. `s to offenders s.	2 x awareness presentations per annum	2 x awareness presentations per annum

	Projects	Industrial-block	Nkwkw block	5 x I.T.P. `s per month per Team-leader	5 x I.T.P. `s per month per Team-leader	Wise-up-on-Waste to Urban-schools	Wise-up-on-Waste to Urban-schools
		Taxi-rank block	Lenyenye block	100% prosecutions of 2 nd offenders	100% prosecutions of 2 nd offenders		
		Bus stop block	Letsitele block				
		Boxer block					
		Crossing block					
		O.K. block					
		Annual needs analyses	Annual needs analyses				
Management, Administration & Logistics							
A	Strategic objective	Basic Service Delivery and Infrastructure Development					
	K.P.I. Owner	Director Community Services					
	K.P.I.	% of Households with access to a licensed waste disposal/treatment facility % of Business-premises with access to a licensed waste disposal/treatment facility					
B	Divisional Programme	Management, Administration & Logistics					
	K.P.I. Owner	Divisional Manager					
	K.P.I.	1 x operational management system					
	Programme	Annual planning, assessment & implementation of:- <ul style="list-style-type: none"> • I.C.T. needs • G.I.S. needs • W.I.S. needs • I.W.M.P. review & merger with I.D.P. • Budget planning • Infrastructure analyses egg. Vehicles, offices, stationery etc. • H.R. needs • Public communication via waste calendars 					
C.	Sub-Divisional Projects	Regional disposal and treatment practice					
	K.P.I. Owners	Regional W.M.O. Region-North			Regional W.M.O. Region-South		
	K.P.I.	1 x sub-regional I.W.M. planning per annum			1 x sub-regional I.W.M. planning per annum		
	Projects	Waste minimization projects planning			Waste minimization projects planning		
		Collections & transport projects planning			Collections & transport projects planning		
		Treatment & Disposal projects planning			Treatment & Disposal projects planning		
		Pollution control projects planning			Pollution control projects planning		
	Management projects planning			Management projects planning			

NB: All the plans and strategies were summarized above and the attached as annexure.

6. ENVIRONMENTAL MANAGEMENT PLAN

1. INTRODUCTION

Recent South African environmental legislative developments and environmental management practices have necessitated the updating and alignment of the existing Integrated Environmental Management Plan with current National Environmental Assessment and management requirements as well as international trends.

2. POLICY AND LEGISLATIVE MANDATE

The mandate to provide services to communities in an equitable and sustainable manner has been conferred to the Municipality by the Constitution. In providing these services, Greater Tzaneen Municipality is a regulator but is also regulated to ensure that legislative requirements are complied with. The Integrated Environmental Management Plan derives its mandate from the following pieces of legislation government policies:

- National Environmental Management Act (Act No 107 of 1998)
- National Environmental Management: Air Quality Management Act (Act no 107 of 1998)
- National Environment Management: Bio diversity Management Act (Act no 107 Of 1998)
- Environmental Conservation Act (Act 73 Of 1989)
- National Water Act (Act 73 Of 1989)
- Forest Act (Act 122 Of 1984)
- Atmospheric Pollution Prevention Act (Act no 45 of 19650)
- Health Act(Act 107 of 1977)
- Development Facilitation Act (Act 67 of 1995)
- Housing Act (Act 107 of 1987)
- Electricity Act (Act 41 of 1987)
- National Building Regulations and Building Standard Act (Act 103 Of 1977)
- Minerals Act (Act 50 of 1991)
- National Road Act (Act 54 of 1971)
- Environmental Management Policy- DEAT
- Integrated Pollution and Waste Management Policy- DEAT

3. ENVIRONMENTAL MANAGEMENT PROGRAMME

Policy commitment	Objectives	Targets	Responsible Department
1. Ensuring that the Municipality's own activities and services comply with environmental legislation and other environmental requirements	<ul style="list-style-type: none"> ▪ To establish an Integrated Environmental Management system 	<ul style="list-style-type: none"> ▪ Identifying environment aspects of new project and advice relevant department. ▪ Training on environmental management system for senior management and strategic middle management ▪ Conduct environmental Legal Compliance Audit by 30/06 of each year 	CSD
2. To become an environmentally sustainable community by creating a safe and healthy environment	<ul style="list-style-type: none"> ▪ To evaluate and monitor the achievement, promotion and protection of a sustainable environment. ▪ To contribute to healthy environment by ensuring those 	<ul style="list-style-type: none"> ▪ Monitor and evaluate once a year compliance to relevant environmental legislation and regulations ▪ Environment inputs in all contracts and projects by 30/06 of each year ▪ Monitor the implementation of the following plans: <ul style="list-style-type: none"> - Integrated Waste 	CSD

	<p>envisaged projects Have no negative impact on the natural environment.</p> <ul style="list-style-type: none"> To co-ordinate harmonize the environmental policies, plans, programmes and decisions of all the Departments in order to promote consistency in the exercise of functions that may affect the environment 	<p>Management Plan</p> <ul style="list-style-type: none"> - Water sector plan - Infrastructural provision plan - Transport plan - Disaster management plan 	
3. Education and training on environment issues	<ul style="list-style-type: none"> To develop a public participation strategy on Sustainable water usage Handling of hazardous domestic waste Energy efficiency Nature conservation To educate and train employees whose work activities can have significant impact on the environment 	<ul style="list-style-type: none"> Arrange and host the cleanest school competition by 30/06 of each year Celebrate environmental theme days. 	CSM
4. Waste management	<ul style="list-style-type: none"> To minimize environment impact of public off loading facilities and rural waste minimization centers To ensure that the landfill site is operated and managed in compliance with the terms and conditions of the permit and relevant legislation To ensure that each waste type receives the correct method of disposal 	<ul style="list-style-type: none"> Conduct an environmental compliance audit. Develop strategies for the collection and transfer facilities for hazardous domestic waste 	CSD
5. Pollution prevention	<ul style="list-style-type: none"> To minimize waste by promoting recycling and 	<ul style="list-style-type: none"> Promote recycling projects Composting of garden refuse/organics EIA 	CSD

	<ul style="list-style-type: none"> composting <ul style="list-style-type: none"> ▪ To ensure that EIA is conducted before the commencement of any listed activity 	<ul style="list-style-type: none"> conducted for all scheduled processes 	
6. State of the Environment reporting system	<ul style="list-style-type: none"> ▪ To establish and provide access to environmental information 	<ul style="list-style-type: none"> ▪ Review the State of the Environment Report by June 2018 ▪ Participate in the review of the Spatial Development framework ▪ Lobby for funding for the development of the Environmental Management Framework 	CSD

Table 76: environmental Management Programme

7. DISASTER RISK MANAGEMENT PLAN

DISASTER MANAGEMENT ACT: 57 OF 2002 SECTION 53 (1) a

- (1) Each municipality must within the applicable municipal disaster management framework-prepare a disaster management plan for its area according to the circumstances prevailing in the area, section 53 (2)

A Disaster Management Plan for municipal area must-

- (a) Form an integral part of the municipality's Integrated Development Plan
- (b) Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects
- (c) Place emphasis on measures that reduce the vulnerability of disaster- prone areas, communities and households.
- (d) Seek to develop a system of incentive that will promote disaster management in the municipality
- (e) Identify the areas, communities or households at risk.
- (f) Take into account indigenous knowledge relating to disaster management,
- (g) Promote disaster management research
- (h) Identify and address weaknesses in capacity to deal with possible disaster
- (i) Provide for appropriate prevention and mitigation strategies
- (j) Facilities maximum emergency preparedness and
- (k) Contain contingency plans and emergency procedures in the event of a disaster, providing for responsibilities
 - (i) The allocation of responsibilities to the various role players and co-ordination in the carrying out of responsibilities.
 - (ii) Prompt disaster response and relief
 - (iii) The procurement of essential goods and services
 - (iv) The establishment of strategic communication links
 - (v) The dissemination of information and,
 - (vi) Other matter that may be prescribed.

STRATEGIES

FLOOD VULNERABILITY IS RELATED TO:

- Location of settlement in flood plains, flood lines
- Poor awareness of flooding hazard
- Reduction of absorptive capacity of land (Concrete Erosion)
- High risk infrastructural elements

- Unprotected crops, food stock and livestock,
- Lack of early warning system

MAIN MITIGATION STRATEGIES

- ZONING AND LAND-USE CONTROL
- FLOOD CONTROL: Dam, retention Basin, Diversion channels
- Flood protection
- Flood proofing : Construct building to reduce the potential for flood damage
- Flood forecasting :Warning systems
- Flood preparedness : protection of forest, wetlands, dam management
- Response plans
- Post flood rehabilitation

WIND AND SEVERE STORMS

In determining the hazard, windstorm, within the Greater Tzaneen Municipal area the geographical lay-out of the area NP 333 must be taken into consideration,. Most of the towns, villages and rural areas are within a natural basin caused by the mountain range. The areas outside this enclosed area are Haenertzburg and Veekraal area. With statistics and indigenous knowledge received from communities a wind prone area was identified.

MITIGATION STRATGIES

- Planting of trees to form wind breakers.
- Proper building construction: training the community in building practices. Workshop with building inspectors, contractors on building methods.
- Within wind prone areas, training to the community in placing of shacks or house facing or not facing the wind. (Depending on the building ,methods used)

FIRE

Fire must be classified into two categories: structural fires, forest and veld fires

STRUCTURAL FIRES

- Structural fires are all building fires e.eg factories, home, businesses and school etc.
- Structural fires which took place between July 2014 to June 2015 were 120

Disaster Management assisted the communities with relief during July 2014 to June 2015,148 Mattresses, 221 Blankets and 15 Tents

The above information indicates that an average of three houses/shacks burnt down per month.

MAIN MITIGATION STRATEGIES

1. Fire safety within houses
 - Correct usage of electrical appliances
 - Overloading of electrical wire/supply
 - Illegal connections
 - Fire awareness / schools
2. Fire prevention inspections by the Fire Brigade on businesses and factories on a regular basis
 - Fire resistant building methods
 - Fire drill to large businesses
 - Fire awareness training/ information sharing at schools and in communities.

FOREST AND VELD FIRES

Plantation and forest fires have a major impact on the economy of South Africa. These fires lead to job losses, shortage of wood for mining, furniture manufacturing and building construction. The paper industry is also affected to such a point that paper must be imported. Rehabilitation of a plantation until in full production can take up to 10 years for Eucalypt and 22 years for pine. Veld forest are common and on annual occurrences. Mostly the land belongs to the municipality is the one which is affected because most of the area (farm) is unoccupied.

The region would suffer severe financial loss if fire should sweeps through the plantation area living the George's Valley and Magoebaskloof. Areas most frequently by the fire are-

- Georges Valley
- Adams farm
- Deerpark
- California
- And other municipal land within the jurisdiction

Forest and veld fires that took place 2014 to 2015

Source: Mopani Fire Department, Risk Assessment Mopani District Municipality and LFPA.

MAIN MITIGATION STRATEDIES

Fire Awareness: Total Communities were 07

- Enforcement of the National Forest Veld Fire Act
- The upkeep and maintenance of fire breaks on Municipal land
- The adherence to the fire probation times.

Transportation Accident and Spillage

R36, R38 and R71 are the major roads in the municipality not forgetting the local road where occasional accident happens. The Law Enforcement Unit are on board to monitor any accident that may be caused or happen.

On the 17th April 2015, a truck from G.D.Coding Company was delivering paints at Paint Pot in Tzaneen. Unfortunately the paints fell at the entrance of Paint Pot, and flow on the road where it was difficult for motorist to pass through the road, and the road was cleared immediately. On the 10th June 2015, midday, a truck carrying and delivering cement overturned. The incident happened at Appel gravel road between Georges Valley and Magoebaskloof next to Diggerest lodge.

Awareness campaigns (fire and floods and communicable diseases) conducted to communities during 2014/2015 were 15. Special events that took place during 2014/2015 were 26.

8. HIV/AIDS PLAN

BACKGROUND

Since the democratic elections in December 2000, the issue of HIV/AIDS which always was a national and provincial matter becomes the responsibility of local government as well.

As the pandemic increase in severity and magnitude the following has *inter alia* become necessary for Council to consider.

- a) The approval of an appropriate policy on HIV/AIDS in the workplace.
- b) The approval of 5 years strategic plan of action for the whole area of jurisdiction.

- c) The establishment of a sub-district AIDS-Council from all relevant stakeholder to amalgamate all current ad-hoc HIV/AIDS activities and provide guidance on the way forward
- d) The drafting of appropriate awareness programs via the AIDS-Council and the implementation thereof in schools, communities e.t.c

The proposed policy in (a) above was drafted and served before council during July 2002. Approval by Council for establishing an AIDS-Council as in (c) above was granted recently. This is a major and time consuming task that requires a lot of research, liaison and negotiations with potential role players. This item serves the purpose of submitting a 5 year strategic action plan as in (b) above. Please note that a District Aids-Council was elected and launched for the Mopani District during December 2001. This council should provide guidance towards all local Municipalities in the Mopani District.

The role of the DISTRICT AIDS-COUNCIL (D.A.C) will include inter alia

1. Drafting of policies within national and provincial guideline
2. Advising municipalities in its of jurisdiction
3. Mobilizing resources
4. Providing information
5. Development of action plans
6. Co-ordination of program and funds
7. Play mandatory role for municipalities
8. Liaise between local, provincial and national government
9. Monitor and evaluate activities and outcomes

If the District Aids-Council is fulfilling its role and responsibilities as mentioned above will be paved for a local sub-district AIDS-Council, to operate smoothly. Council is therefore urged to liaise and negotiate with the chairperson of the District AIDS-Council as his mandate in the interest of public and community health and well-being.

IMPLEMENTING STRATEGY

STRATEGY	IMPLEMENTATION	BY WHOM
1. Promote safe & healthy sexual behavior	1.1 promotes safe sexual behavior in all official speeches.	Mayor & Councilors
	1.2 Educational material & condoms available in all workstations an toilets in municipal buildings, health facilities e.t.c.	PSM HR & Cor Man Dist Manager
	1.3 Implementation of life skills programs in all schools in GTM	PSM Dept of Education Dist Manager
	1.4 Implementation of HIV/AIDS policies & programme in workplace	PSM,HR&COr Man Trade Union
	1.5 Peer educator trained per department	PSM, Trade union HR & Cor Man
	1.6 Improve communication with communities via local radio/press	PSM communication section
2.Improve the management & control of STD's	2.1 Training of all health care workers in: <ul style="list-style-type: none"> - Management of STD - Youth friendly services - HIV/AIDS- counseling 	PSM HR & Cor man Trade Union Dist Manager

3.Reduce Mother to Child Transmission (MTCT)	a. Training to all health care workers in HIV-counseling	PSM,HR&Cor Man Dist Manager
	b. All healthy facilities fully accessible & offering a comprehensive services to HIV-positive mother	PSM Dist Manager
4. Provide appropriate post exposure service	4.1 Appropriate policies on needle stick exposure fully implemented in all health facilities with all staff trained in procedures	PSM Dist Manager
5. Improve access to Voluntary Testing & Counseling	5.1 Training for all health care workers on VCT according to national minimum standards	PSM Dist Manager
6. Provide treatment. Care & support services in health care facilities	6.1 Ensure complete guideline for treatment & care of HIV/Aids patients fully implemented in health care facilities	PSM Dist Manager
	6.2 Ensure uninterrupted supply of appropriate drugs for treatment of opportunistic infections	PSM Dist Manager
	6.3 Ensure appropriate in service training for health care workers in treatment, care and support of HIV/AIDS,STD and TB patients	PSM Dist Manager
	6.4 Ensure significant reduction in TB incidence in GTM	PSM Dist Manager
7. Provide adequate treatment care & support services in communities	7.1 Ensure the implimentation of approved home based care guidlines	PSM Dist Man NGO's Youth Group PSM
	7.2 Ensure establishment of inter-sectoral task teams at community level to implement home-based care programs in wards	Dist Manager Ward Councilors
	7.3 Ensure establishment of poverty alleviation project via public/private & community partnership	Public service manager S&D Manger Dist Manager Chair person Local Economic portfolio
8.Develop & expand the provision of care to orphans & children	8.1 the health situation and social needs of children affected by HIV/AIDS to be addressed in all official speeches and meetings with national & provincial government & private business sector	Mayor Speaker Councilors

9. Investigate treatment & care options	9.1 Regular review of all policies on anti-retroviral use mother to child transmission e.t.c to keep within national guidelines	PSM Dist Manager
	9.2 Regular in-services training of health care workers to stay abreast of latest developments	PSM Dist Manager
10. Conduct regular surveillance	10.1 Co-ordinate surveys on prevalence & spread of pandemic, effect of programs & interventions	PSM Dist Manager
	10.2 Update data-base regularly	Public Service Manager Dist Man
11. Create a supportive and caring environment	11.1 HIV/AIDS to be a standing agenda point on all political & Council meeting agendas.	Mayor Speaker Councilors
	11.2 All political leader to wear HIV/AIDS ribbons during public appearances	Mayor Speaker Councilors PSM Mayor MM
12. Develop an appropriate legal & policy environment	12.1 Full implementation of the HIV/Aids code of good practice with all health related activities	PSM Dist Manager Mayor MM

KPA 3: LOCAL ECONOMIC DEVELOPMENT

9. LOCAL ECONOMIC DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

In keeping with the legislative requirement which governs the Local Economic Development, The local Municipality has to develop the local economic strategy in alignment with the other legal frameworks including the Constitution of SA. These documents promote the development of the local economy and the upliftment of local communities.

The National Development Plan and the New Growth Path endeavor to encourage active championing of own development by community people. The Limpopo Employment, Growth and Development Plan is aimed to ensure that the natural and human resources are employed for the benefit of all by promoting sustainable livelihoods, green economy, social conditions and reducing of poverty. While the Mopani District and Greater Tzaneen Municipality strategies have consideration on agriculture and tourism particularly within the value chain context. The local IDP further indicates that electricity has service delivery constraints for urban and rural networks and the estimated capital costs is at R500 million. Water as a natural and critical resource undergoes the same challenge with no enough capacity from the dam source. Water and sanitation backlogs are unforeseeable in the near future.

The Vision and Mission of the Greater Tzaneen Municipality remains:

Vision: 'To become the most prosperous economy in the country where communities are integrated and have access to sustainable basic services'.

Mission: ‘To stimulate economic growth through sustainable, integrated service delivery and partnerships’

The LED strategy of the local Municipality however recommends that communities themselves are capable of contributing significantly to such creative alternative options. The strategy has proposed five anchor projects as a basis to proceed with relevant initiatives that were previously identified and incorporated new development imperatives.

- Improved Municipal Service Delivery
- Community Development
- Nodal Development
- Unlocking Resource Potential
- Informal Sector Development Support

These anchor projects have been identified to achieve a target of 12 500 jobs in the Municipality within a five year period which translates to an average of 2 500 per annum. They are also informed by the natural resource potential and the local economic conditions.

Here follows a brief summary of the Greater Tzaneen Local Municipality Strategy:

Improved Municipal Service Delivery

The institutional effectiveness and efficiency of the Municipality can be improved by recruiting relevant personnel, capacity building, integrated development management and cooperation between all organizations in the development process.

Service delivery backlogs are beyond the capability of the Municipality to resolve on its own. These service delivery constraints can through voluntary participation of community groups for residential infrastructure, community social services and the mobilization of external funding, be addressed and have a significant adverse impact on the job creation targets of the Municipality.

Community Development

The following framework is proposed for the community development component of the LED strategy:

- Community Development Principles
- Community Development Activities
- Community Development Communication
- Institutional Structure for Community Development

Nodal Development

There is a direct relationship between nodal development and economic development. The strategic development objective of the Municipality for the 2012/13 planning period is to compile a long term urban development vision for Tzaneen to become a city in 2030. The development of primary nodes has considerable potential to promote economic growth, job creation and sustainable standard of living. It will also require best practice nodal development planning, upgrading of communal land rights and integration of the institutional (Municipal) plans. This should have been the focus until 2016 and later cascade Nkowankowa Lenyene nodes with Letsitele and Tzaneen for a strong nodal establishment by 2030.

Secondly the Municipality has to identify rural nodes in order to promote integrated and sustainable rural development. Thereafter follows the element of preparation and implementation of sustainable development intervention packages. The concept of nodal hierarchy suggests that the intervention packages for rural municipal growth points are likely to be larger and more comprehensive than for local service points.

Unlocking Resource Potential

A substantial amount of work has been done in the past to unlock the considerable potential that Greater Tzaneen Municipality has in terms of agriculture and tourism development. The focus of the proposed strategy for agriculture is to streamline the land reform process and specifically to fast-track the protracted land restitution process for claims that have been outstanding for a long time. Other focus includes fruit and nut cluster, forestry and Magoebaskloof Tea Estate.

In tourism a specific focus is on the development of the dams i.e. Tzaneen dam, Magoebaskloof dam, Ebenezer dam and Tours dam. The LED strategy has also recommended that GTEDA be the tourism development implantation agent for the Municipality with the following key performance areas: Tourism product development, tourism skills development, tourism marketing and events management.

Other strategic projects that are recommended as part of local economic development proposals include the Tivani Iron Ore mine, Nkowankowa industrial park revitalization, Bindzulani shopping center Development, Housing and Tzaneen Air Field Management. There is also an urgent need to upgrade the Greater Tzaneen Communications, Marketing and Branding Strategy to bring it in line with the local economic development strategy, especially in terms of community development communications, industrial and commercial investment promotion and branding.

Informal Sector Support

The informal sector support programme could begin in Tzaneen town, Nkowankowa, Lenyenye and Letsitele. The programme is aimed at growing the sector beyond the survivalist mode and become progressive successful entrepreneurs. The proposed informal sector support programme could be:

- Zoning
- Trading Facilities
- Business development
- Organizational development and
- Regulation

PROPOSED IMPLEMENTATION FRAMEWORK

PROGRAMME	ACTION	RESPONSIBILITY
Improved Municipal Service Delivery	<ul style="list-style-type: none"> • Filling of critical vacancies that impact on LED • Customer satisfaction survey • Public sector coordination • Eradication of service delivery backlogs • Financial management and leadership 	Institutional
Community Development	<ul style="list-style-type: none"> • Volunteer group formation • Community development communication • Institutional structure for community development • Community Works Programme (CWP) 	LED Corporate Services
Nodal Development	<ul style="list-style-type: none"> • Urban nodes formation (Development of Retail nodes, Nkowankowa Industrial Park)) • Rural nodes development 	PED
Unlocking Resource potential	<ul style="list-style-type: none"> • Agriculture Development (Sapekoe Tea Estate, Systematic Agricultural Scheme Support, 	PED

	Revitalization of the Tours Scheme, Establishment of the Agri- Business Regional Center, Export Center <ul style="list-style-type: none"> • Tourism Development (Tzaneen Tourism Landmark project) 	
Informal Sector Support	<ul style="list-style-type: none"> • Zoning • Trading Facilities • Business Development • Organizational Development • Regulations 	PED Community Services

CHALLENGES

TOURISM	AGRICULTURE	INFORMAL TRADING	BUSINESS DIVERSIFICATION AND RETAIL DEVELOPMENT	COMMUNITY WORKS PROGRAMME
Functionality of the Local Tourism association Central coordination of events and creativity Tourism landmark project Tourism information	Delayed Land Reform processes Marketing and value addition programmes Skills development and programmes to empower developing farmers Global warming	Trading facilities Management and regulations Zoning and site allocation	Land availability Regulation (Policies) Investment Attraction	Old age workers Insufficient support from Municipality and Sector Departments Recruitment process is slow Shortage of protective clothing

The following initiatives have been achieved:

- The establishment and support of GTEDA since 2008 to date to the total amount of R12, 5m whilst IDC has been funding them annually until 2014/15 financial year with a total amount of R19m.
- The construction of the hawker's esplanades as funded by LEDET an amount of R1, 1m.
- The construction 16 chalets of Khalanga lodge funded by National Department of Tourism to an amount of R40m.
- GTEDA commissioned the feasibility study of 6 strategic projects to the total amount of R 1 704 456, 80 which were : Sapekoe, Livestock improvement, Subtropical Fruit and Nut Cluster, GTM Tourism Development Framework, Letaba river Mile and New Shopping Centers Development.
- GTEDA also established the Leather making Co-op in 2010/11 and assisted them in acquiring a site at Nkowankowa industrial. To date the project was assisted with an amount of R 1 118 598,00. In 2016 the Department of Rural Development and Land Reform has committed an amount of R 1,5m for the project.
- GTEDA further assisted the Municipality to establish a Community Radio Station. During its establishment the project received funding from MDDA to an amount of R 2 667 282. Mopani District Municipality had also funded the station an amount of R 50 000. GTEDA had also funded the project annually the total amount of R 1 313 614, 50.

- The construction of Maake plaza in 2008 funded by McCormick to an amount of ± R20m.
- Support the SMME development through SEDA for an amount of R200, 000 annually.
- An in-house SMME database exists however this need to be consolidated and create a system which will be continuously updated.
- The Department of Agriculture has allocated funding to an amount of R40M Estate or the revitalization of the Sapekoe Tea Estate by GTEDA. More than 500 jobs were created however due to lack of more funding the project went down and more than 400 jobs were lost.
- In 2013 the Municipality hosted the Agriculture, Forestry and Land Reform Summit which led to the hosting of the Agricultural Expo in 2014 and annually as adopted and approved by Council. An amount of R500 000, 00 will be budget annually to host the event.
- The Municipality continues to coordinate the Land Reform Forum quarterly meetings for land claim beneficiaries and agriculture role players to support and create a platform for reporting on challenges and successes.
- The Municipality established the Local Tourism Association (GTTA) in 2013 to facilitate and promote tourism development and events within the Municipal area. Land Reform projects are continuously supported financially through Recapitalization process even though the funding remains insufficient.
- The introduction of the Community Works Programme in (year) has given considerable attention on Community Development programme by improving the livelihoods of some of the households in wards 16, 18, 22, 29, 30, 32, 33, and 34. An amount of R21,2m has been injected to implement the objectives of this initiative through COGTA.

PARTNERSHIPS

Local Economic Development has only been proven to be improved through establishment and maintenance of partnership. The following partnerships remain and continue to make a service delivery a success in some of the aspects of the local economy. Some have shown greater support during the past year and this still needs to be formalized and strengthened.

- SEDA
- Department of Agriculture and Land Reform
- LANDBANK
- SALGA
- LEDET
- Tzaneen Chamber of Commerce
- Agri Letaba
- LTA
- University of Venda
- University of Limpopo
- Tompi Seleka and Madzivandila Colleges of Agriculture
- Farmer Unions and organizations

GENERAL INFRASTRUCTURE PLANNING

EPWP

The Expanded Public work Programme phase 2 was launched in April 2009 at the University of Western Cape. Public bodies from all sphere of government (in terms of their normal mandate and budgets) and Non State sectors (supported by government incentives) are expected to deliberately optimize the creation of work opportunities for unemployed and poor people in South Africa through the delivery of public and community services. Training and enterprise development will be implemented in sector specific programmes to enhance service delivery and beneficiary well-being.

Responsibility of the municipality with regard to the selection of projects, the municipality must implement the following types of civil infrastructure.

- Low – volume road (carrying typically less than 500 vehicle per day)

- Sidewalks and non – motorized transport infrastructure
- Storm water drainage and
- Trenching

This guideline apply where such projects contain a significant amount of the construction activities for which the use of labour is specified in the generic labour intensive specification; I.e excavation, loading , short- distance hauling, offloading, spreading grassing and stone pitching. The municipality must be satisfied that sufficient local labour (willing to work) is available for the project before proceeding with the project as a labour – intensive project.

Indigent policy

Great Tzaneen municipality has developed an indigent policy that undergoes annual review. The reviewing process is done annually and there are no cost implications.

Free Basic services

Provision is made in Council budget to implement free basic services.

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

10. PUBLIC PARTICIPATION STRATEGY

INTRODUCTION

- The Municipal Structures Act is the primary statute to give effect to the constitutional commitment to community participation in local government. Fundamentally it defines the Municipality as comprising its political structures, its administrative and the community of the municipality. The Act thus makes it clear that communities are an integral part of the municipal governance of local government affairs. A municipality must develop ‘a culture of municipal governance that complements formal representatives government with a system of participatory governance’ (abstract from local government bulletin)
- This document will serve as a framework of the Greater Tzaneen municipality in deepening democracy through Public Participation. This policy shall serve to give a local perspective of the National Policy
- Framework

LEGAL FRAMEWORK

- Section 152(1)(e) of the Constitution stipulates the Municipality must encourage the involvement of the community in the matters of local government.
- White paper on local Government defines this new developmental local government as the local government committed to work with citizens to find suitable ways that address the needs of the community
- Section 19 (3) of the local Government: Municipal Structures Act 117 of 1998 directs that a municipal council must develop mechanism to consult the community and community organizations in performing its function and exercising its powers.
- Section 16 (1) of the Local Government: Municipal Systems Act 32 of 2000 encourages that a municipality must develop a culture of governance that complements formal representative government with a system of participatory governance to encourage and create conditions for the local community to participate in the affairs of the municipality

MUNICIPAL STRATEGIC OBJECTIVES (MSO) FOR COMMUNITY PARTICIPATION

- To empower Ward Committees, IDP representative forum, project steering committee and other relevant structure/representatives of such structures through various capacity building programs and information dissemination to support the MSOs
- To organise, mobilize, and empower communities to enable them to influence their social-economic conditions.
- To organise, mobilize, and empower communities through capacity building programs and set-up information dissemination mechanisms, processes and procedures
- Following the legislative framework i.e. Greater Tzaneen Municipality Ward Committee Establishment Notice, to continuously establish and maintain functioning of ward committees
- To encourage community participation in all relevant processes of the municipality through ward communities, political structures, councillors, locally recognised community organizations and traditional authorities as directed by the Municipal Systems Act
- To establish additional mechanisms, processes and procedures to ensure community participation e.g. IDP Representative Forum, Project Steering Committees etc.
- To generate and continuously update community profile for the 34 wards in the four clusters of the municipality
- To actively involve the broad community and appropriate structures in the governance processes aimed at accelerated services delivery for improved socio-economic in all wards.
- To develop and maintain a detailed database of potential stakeholders and key resource individuals and organizations within the wards for resource mobilisation
- To foster links between the communities and sector departments in support of the general government programs on services delivery and information dissemination

11. COMMUNICATION STRATEGY

1 BACKGROUND

The Greater Tzaneen Municipality is a Grade B Municipality situated in the Eastern quadrant of the Limpopo Province within the Mopani District Municipality area of jurisdiction, together with Greater Giyani, Ba-Phalaborwa, Greater Letaba and Maruleng. Polokwane is on the West, Greater Letaba to the North, Ba-Phalaborwa and Maruleng to the East, and Lepelle-Nkumpi to the South.

The municipality comprises a land area of approximately 3240 km², and extends from Haenertsburg in the west, to Rubbervale in the east (85 km), and just upon south of Modjadjiskloof in the north, to Trichardsdal in the south 94km. The municipal boundaries form an irregular, inverted T-shape, which results in certain development implications for the municipality, and more specifically the distance to markets, difficulties in respect of service provision, and constraints to implementing development vision/strategy. The Greater Tzaneen Municipality area encompasses the proclaimed towns of Tzaneen, Nkowankowa, Lenyenye, Letsitele, and Haenertsburg. In addition, there are 125 rural villages, concentrated mainly in the South-East, and North-West, of the study area. Almost 80% of households reside in these rural villages.

There are four dominant languages spoken within the municipality i.e. Xitsonga, Northern Sotho, English and Afrikaans.

There are various legislations that give supremacy to this communication strategy:

- Constitution of the Republic of South Africa Act, 1996 (Act 108 of 1996 and in particular Chapter 2 which outlines the Bill of Rights, and Chapter 7 which points the tone of communication for local government
- Local Government Municipal Systems Act of 2000 (Act 32 of 2000)
- Local Government Municipal Structures Act of 1998 (Act 117 of 1998)
- Local government Municipal Finance Management Act of 1999
- Promotion of Access to information Act of 2000 (Act 2 of 2000)
- Intergovernmental Relations Framework Act (Act 13 of 2005)
- White paper on Local Government Transformation and:
- State of the Nation address
- State of the Province address

- Budget Speech

2. OBJECTIVES

2.1 GOVERNANCE AND ADMINISTRATION

- To inform and educate the community about the kind of services rendered by the municipality, as well as programs and resolutions of council.
- To encourage public involvement in the activities of the municipality
- To foster healthy relations with the communities, the media and all stakeholders as they identify with Council.
- To communicate and exhibit the achievements of council

2.2 ECONOMIC GROWTH

- To promote, market and brand Tzaneen as a premier destination for leisure, business and residence.
- To communicate economic opportunities in order to reduce unemployment.

2.3 SOCIAL, ENVIRONMENTAL SUSTAINABILITY AND INFRASTRUCTURE DEVELOPMENT

- To encourage communities to look after their environment

12. ANTI CORRUPTION STRATEGY

1. INTRODUCTION

This Anti – Corruption Strategy and Whistle Blowing Policies are instituted for the Greater Tzaneen Municipality in order to give effect to the expressed commitment of Council to address issues of fraud and corruption in an integrated manner and to promote good governance and accountability.

10. Anti-Corruption Strategy

The strategy is intended to set down the stance for GTM to fraud and corruption and to reinforce existing systems of controls, policies and procedures aimed at deterring, preventing, detecting and reducing the impact of fraud and corruption.

The anti-corruption strategy of GTM is zero tolerance to fraud and corruption. Fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of law and implementation of appropriate prevention and detection controls.

10.1 Responsibility in terms of anti-corruption strategy

The Accounting Officer is responsible for developing and implementing the strategy. It is the responsibility of all employees and councillors of the Municipality to report all incidents of fraud or corruption, or any other dishonest activities of a similar nature. Any fraudulent or corrupt behaviour must be reported immediately. All reports received will be acted upon, will be treated with the requisite confidentiality and will not be disclosed or discussed with parties other than those charged with investigation into such reports. All Directors and managers are responsible for the detection, prevention and investigation of fraud and corruption or any dishonest activities of a similar nature, within their areas of responsibility.

10.2 Investigation

In the case where there are fraudulent and corrupt activities; investigations must be initiated. Anonymous reports may warrant a preliminary investigations before any decision to implement an independent investigation is taken. Investigations will be undertaken by appropriate experienced officials. All investigations performed and evidence obtained will be in accordance with acceptable practices and legal requirements. Any investigations initiated must be concluded by issuing a report by the person appointed to conduct such investigations. Reports will be disseminated to Accounting Officer so as to have access in order to implement whatever action is deemed appropriate as a result of investigation.

13. WHISTLE BLOWING POLICY

In order to comply with Protected Disclosure (PDA) Act No 26 of 2000 GTM has prepared Whistle Blowing Policy in 2015, which is not yet approved by Council, to encourage and enable the employees to raise their concerns to the municipality rather than blowing the whistle through inappropriate channels and advise the employees on how to take the matter further if they are dissatisfied and also reassure employees that they will be protected from victimisation for blowing the whistle in good faith.

2. Who can raise a concern

7. Any person who has a reasonable belief that there is corruption or misconduct relating to any of the protected matters, specified in 5.3, may raise a concern;

(iii) Concerns must be raised in good faith without malice and not for personal gain and the reporter must reasonably believe that the information disclosed, and any allegations contained in it, deserves to be investigated.

(iv) The issues raised may relate to a manager, another staff member, a group of staff, individual's own section or a different section/division of the municipality or its agency. The perpetrator could be an outsider, an employee, a manager, a customer or an ex-employee of the municipality. An employee may even be aware of the system or a procedure in use, which may cause transgression of legal obligations.

For minor issues (e.g. personal use of stationery, tissue paper etc.) employees should report to the immediate manager or supervisor.

8. Councillors;

9. Members of the public.

14. Risk management

3.1 Status on Risk Management

RISK MANAGEMENT STRATEGIES

In terms of Section 62 of MFMA, Accounting Officer must maintain an effective, efficient and transparent systems of financial and risk management and internal control. The municipality is continuously conducting risk assessments in terms of risk management framework ensuring that all objectives as set out in the IDP are achieved. Risk Management Unit has been established within the office of the Municipal Manager. Risk management strategy, policies plan are in place and being implemented. The risk management committee has been established to monitor the implementation of risk mitigation strategies employed by municipal departments on a quarterly basis. Risk Management and Anti-Corruption Committee has been established and are fully functional chaired by independent person not employed by the municipality. The committees meets four times a year.

29.2 GTM Strategic risks identified

- Increasing/abnormal power outages
- Failure to recover Systems data
- Abuse of overtime/Excessive overtime worked
- Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIF)
- Non-alignment of IDP, Budget & SDBIP
- Non-compliance with mSCOA regulations
- Non-compliance with OHS legislation and Framework
- Inadequate maintenance of buildings
- Non-compliance with MISS (minimum information security standards) and prescripts in term of security, that is, improper handling, storage and/or transmission
- Poor contract management

3.3 Risk Management Challenges

- The unit is not capacitated in terms of human capital
- Gaps in internal controls
- No tools of trade
- Lack of office space
- Policies not implemented
- Insufficient budget
- Critical positions not filled on time
- Lack of consequence management
- Lack of accountability and responsibility

4 . Internal audit committee

Greater Tzaneen Municipality has its own independent Audit Committee appointed by Council.

The Audit Committee is also the oversight committee of Council which consists of four outside members.

Audit committee meetings are held quarterly.

The committee performs amongst others the following duties:

- Advise Council, the political office bearers, the Municipal Manager, Management, the board and management of GTEDA on matters relating to:
 - Internal financial control and internal audits
 - Risk management
 - Accounting policies
 - The adequacy, reliability and accuracy of financial reporting and information
 - Performance management
 - Effective governance
 - Compliance with legislation and
 - Performance evaluation
- Review the annual financial statements
- Respond to Council on issues raised by the Auditor General

5 Internal audit function

Greater Tzaneen Municipality has an in house Internal Audit Unit with four employees.

The Internal Audit Unit performs the following functions:

- Prepare a risk based audit plan and internal audit program for each financial year
 - Advise the Municipal Manager and report to the Audit Committee on the implementation of the internal audit plan and matters relating to;
 - Internal Audit
 - Internal controls
 - Accounting procedures and practices
 - Risk and risk management
 - Performance management
 - Loss control
 - Compliance with legislation
1. Oversight committee (MPAC)

The Municipal Public Accounts Committee was established by Council on the 29th November 2011. The Terms of Reference were adopted by Council during establishment. The committee is guided by the Annual work plan that is approved by Council annually, also the committee hold its meetings according to the approved annual plan and if and when necessary the committee hold special meeting in order to meet its mandate. In the Council sitting that was held on the 02nd October 2014, the Municipal Public Accounts Committee was restructured and the following members were appointed as members serving only in MPAC.

10. Councilor TK Nukeri (Chairperson)
11. Cllr TS Manyama
12. Cllr N Nkkhwashu
13. Cllr S Mahori
14. Cllr L Mohale
15. Cllr D Maake
16. Cllr J Mokgoloboto

17. Cllr H Zandamela
18. Cllr G Ghondzweni
19. Cllr A Van Vuuren
20. Cllr TL Mhlongo
21. Cllr JHS Mbhalati

The Chairperson of the Committee was appointed on a full-time basis. The committee report to Council quarterly or as and when the terms of their duties dictates. Also the committee hold strategic session once yearly and the District wide session which is convened by the district once every year. The committee hold Public hearing on the oversight report during the month of March each year which must be held across the municipal clusters rotationally. The Committee is allocated its own budget of R100 000, 00.

Challenges

4. Non adherence of time frames by management in responding to MPAC questions
5. Slow implementation of Council resolutions
6. Lack of sufficient funds to execute the oversight duties by the committee. (the budget allocated to MPAC does not cover the 4 public hearings that are supposed to be held every financial year as each quarter the committee is supposed to hold a public hearing which the public must be invited and catered for, the strategic session, District wide session and other district engagement that the committee is a part of e.g. District MPAC Forum, Provincial Forum

KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

14. REVENUE ENHANCEMENT STRATEGY

13.1 Executive summary

This project is the culmination of the activities that were undertaken during a six-month period starting in July 2008 that were aimed at developing a better understanding of the current revenue situation at Greater Tzaneen Municipality and identifying opportunities for the improvement of the municipality's own revenue. The activities were undertaken in three stages:

- a. Extraction and analysis of consumer data from the Promis billing system.
- b. Assessment of the revenue environment through personal interviews, review of documentation and observation.
- c. Development of a revenue enhancement strategy based on collected data.

The extracted data was presented through the Municipal data Analysis Model developed by CorpMD as a revenue and data management tool for use in municipal and service utility environments. The findings were also summarised in a separate report- some of which is repeated in section 2 of this report .the revenue environment assessment was done subsequent to the data analysis. The findings of this analysis are included in Section 3 of this report. Section 4 of this report presents a broad framework for revenue enhancement, developed over time by CorpMD based on their hands-on involvement in the municipal billing and revenue management project, and a proposed strategy for implementation by the municipality for the improvement and widening of their current revenue base.

The presentation of the information has highlighted the salient attributes of the financial data in the Greater Tzaneen Municipal revenue management system. More specifically, it provided an overview of the current consumer debt in Total and per the different classifications such as Debtor and Service types. It also reflected consumption and improvement valuations. The information was generally presented according to service type, suburb and ward, where these classifications were available.

A number of risk factors associated with the implementation of a revenue enhancement strategy have been highlighted.

- Successful revenue collection is dependent on reliable service to consumers. The current water services provider arrangement in the municipal area is unsatisfactory.
- Successful revenue collection is further dependant on perceived fairness of the mechanisms to measure consumption. On the one hand, meters must be installed on all serviced sites to ensure that accountability for collective consumption is distributed equitably amongst consumers.
- Finally, successful revenue collection is dependent on the assurance that the base information for the calculation of charges and the reconciliation of payments against outstanding balances is accurate. Data maintenance is a key area of risk.

The implementation of a revenue enhancement strategy has to conquer several constraining factors in the municipal environment with specific reference to human resources, administrative procedures, and effective management.

- Staff shortages as well as skills deficiencies of the present staff complement have the potential to render any changes to systems and procedures futile. Management of customer data including registration of new connections, disconnection of existing services (including deposit refunds) and regular update of verification and updating of customer details require new skills. To expect staff to perform functions in addition to their daily duties causes work stress and constraints the effectiveness of the systems and procedures and therefore of the efficiency of the local work environment.
- Relevant refresher training courses are necessary to ensure that all staff complies with customer care principles. In addition, technical competencies must be improved relating to computer skills and familiarity with specific software applications creating an enabling environment for prompt and efficient customer interaction.
- Moreover, the present efficiency of the revenue enhancement function is largely dependent on access and proper illustration of the Promis computerised system. The system's reporting capabilities should be fully used and if possible upgraded. While it is not clear to what extent the revenue function is managed hands on in relation to the municipality's strategic objectives, information is essential in tracking progress, identifying trends and developing responses to undesired results. System (Promis) deficiencies or staff inability to generate critical financial management information have a constraining effect on the budget and treasury department's ability to proactively manage its own revenue in pursuit of positive cash flows.
- The implementation of a fully-fledged revenue management system further requires a supportive institutional framework adopted by council – a process that has yet to be finalised. Any delays in the finalisation of the required policies and bylaws and their adoption by council – a process that has yet to be finalised. Any delays in the finalisation of the required policies and bylaws and their adoption by Council could possibly dilute the authority of the municipality to implement the revenue enhancement strategy, which may hamper the full execution of the strategy. A demonstration of leadership and decisive management are imperative for the achievement of targets set by the budget and treasury department.

The definition of revenue protection and enhancement, or revenue management, is not restricted to increasing payments received, but correction/completing/updating of data that may lead to write-off of incorrect and/or irrecoverable debt; and indigent management that will lead to effective drawdown by municipality of equitable share.

A typical revenue protection and enhancement strategy begins with the establishment of a complete and correct customer base. Having established a sound basis for billing, service delivery needs to be monitored to ensure that all consumers are billed for the services delivered to the properties. The analysis of tariffs is an associated activity to ensure that the services are correctly billed according to the debtor status of the consumers. Billing coverage is a further aspect of revenue enhancement: ensuring that all properties without exemptions are billed for services unless exemption has been granted in accordance with approved policies. The use of GIS applications is useful in this regard: it provides a visual perspective on the extent to which properties are serviced and easily identifies properties that need to be added to the billing system or that need to be added to the billing system or that require further investigation. More advanced revenue management inputs includes the analysis of monthly consumptions ,monitoring of the expansion of the services to new developments, tracking of arrears for top debtors and the monitoring of indigent accounts for consumptions, billing and payments patterns.

A fundamental principles underlying this revenue enhancement strategy is that the services are delivered to all consumers. The delivery of sustainable services is the most critical consideration for the expansion of revenue opportunities .The implementation of billing for services should follow progress made in the development of services infrastructure and where services are delivered to only select number of communities, services infrastructure ought to be expanded so that all communities have equitable access to municipal services. The municipality must therefore focus its attention on establishing a sustainable service delivery environment for instance by meeting national service delivery environments for instance by meeting national service implementation targets. Until all consumers have access to a basic level of service, and unless the necessary service provider arrangements have been clarified and fully established at the local level, service level remain an unlikely sources for the municipality

In our assessment, the Municipality is facing at least three strategic challenges:

1. The current organisational capacity is a legacy of the past, geared towards managing service delivery to formalised areas with sound services delivery to formalised areas with sound services infrastructure and a consumer base that can pay for services. The first challenge of the Municipality is to expand its organisational capacity so that it can actively support service delivery to the entire municipal area of jurisdiction.
2. With a predominantly rural consumer base and limited municipal services in these areas, the challenge the Municipality is to create a realistic expectation of service delivery and develop appropriate infrastructure plans to meet national service delivery targets.
3. In view of the gradual expansion of services to entire municipal area, a solid institutional foundation must be laid in relation to policies, bylaws and operational procedures. Without this in place, the administration will not be able to manage the transformation of the revenue environment .Undoubtedly; service expansion will require a closer consideration of indigent policies, a review of the allocation of national subsidies for basic service delivery and better management of consumer debt to curb revenue losses as a result of the prescription of arrears.

It is imperative that Greater Tzaneen Municipality strengthens the basis for its revenue function. This would not only improve the confidence of citizens in its administration, but also reveal new revenue opportunities. The current revenue management capacity

offers of immediate opportunities in relation to the current revenue base (the accounts presently registered on the billing system). The expansion of the revenue base is, however, on the roll out of service delivery to under serviced areas. Implementation of short term activities that will result in immediate benefits requires Council approval.

1.2: CONCLUSION

This report has detailed the results of our analysis of Greater Tzaneen Municipality's billing data and revenue management environment. This project has provided the municipality with an analysis of the present revenue environment, and the potential revenue generation opportunities that exist in the current environment. The view expressed in this report supports a rigorous implementation of service infrastructure development initiatives as the basis for any future revenue expansion initiatives. We further emphasized the strategic importance of linking service charges to service development goals and to frequently communicate these to consumers.

We are acutely aware that the present environment is extremely challenging and admit that no quick solutions are available. A clear revenue strategy that encompasses critical ancillary objectives and the cooperation of key stakeholders appears to be a winning solution.

ANNUAL BUDGET

Row Labels	2017 2018	2018 2019	2019 2020
01-Inc	1,149,941,726	1,205,669,589	1,275,881,752
001PROPERTY RATES	-108,000,000	-114,156,000	-120,548,736
003PENALTIES IMPOSED AND COLLECTION CHARGES ON RATES	-6,500,000	-6,870,500	-7,255,248
005SERVICE CHARGES	-534,303,153	-564,758,433	-596,384,905
009RENT OF FACILITIES AND EQUIPMENT	-1,372,100	-1,450,310	-1,531,527
011INTEREST EARNED - EXTERNAL INVESTMENTS	-3,501,000	-3,700,557	-3,907,788
012INTEREST EARNED - OUTSTANDING DEBTORS	-13,000,000	-13,741,000	-14,510,496
016FINES	-5,503,136	-5,816,815	-6,142,556
018LICENSES & PERMITS	-701,000	-740,957	-782,451
020INCOME FROM AGENCY SERVICES	-50,264,291	-53,229,884	-56,210,758
022OPERATING GRANTS & SUBSIDIES	-439,982,000	-455,168,000	-483,380,000
024OTHER REVENUE	-10,235,046	-10,838,914	-11,467,571
026GAIN ON DISPOSAL OF PROPERTY PLANT & EQUIPMENT	-2,200,000	-2,329,800	-2,464,928
031INCOME FOREGONE	25,620,000	27,131,580	28,705,212
02-Exp	1,104,879,328	1,149,219,933	1,215,543,396
051EMPLOYEE RELATED COSTS - WAGES & SALARIES	257,227,860	272,404,304	288,203,753
053EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTIONS	59,452,253	62,959,936	66,611,612
055EMPLOYEE COSTS CAPITALIZED	-12,806,413	-13,561,991	-14,348,587
056EMPLOYEE COSTS ALLOCATED TO OTHER OPERATING ITEMS	-126,656,069	-134,128,777	-141,908,246

058	REMUNERATIONS OF COUNCILLORS	24,683,925	26,140,277	27,656,413
060	BAD DEBTS	27,351,000	28,964,709	30,644,662
062	COLLECTION COSTS	400,000	423,600	448,169
063	INVENTORY SURPLUS/LOSS	0	0	0
064	DEPRECIATION	128,908,633	132,477,813	135,821,773
066	REPAIRS AND MAINTENANCE	180,522,343	191,173,162	202,261,205
068	INTEREST EXPENSE - EXTERNAL			
BORROWINGS		12,771,030	13,524,521	14,308,943
072	BULK PURCHASES	345,000,000	365,355,000	386,545,590
074	CONTRACTED SERVICES	49,612,372	52,539,502	55,586,793
076	GRANTS & SUBSIDIES PAID	32,063,000	17,145,000	22,145,000
077	GRANTS & SUBSIDIES PAID-			
UNCONDITIONAL		7,115,999	7,535,843	7,972,922
078	GENERAL EXPENSES - OTHER	119,233,395	126,267,036	133,593,394
Grand Total		-45,062,398	-56,449,656	-60,338,357

FIVE YEAR FINANCIAL PLAN

1. INTRODUCTION

This plan is prepared in terms of Section 26 (h) of the Local Government: Municipal Systems Act, as amended, which stipulates that a Financial Plan must be prepared as part of the Integrated Development Plan.

The Constitution of the Republic of South Africa, Act 108 of 1996 also determines that a Municipality must conduct its business in such a manner that services are rendered sustainably. A Municipality must further manage its affairs, budgeting, administration and planning processes to give priority to the basic needs of the community, and to promote social and economic development in the community.

To comply with this it is important that the necessary planning be conducted to achieve the vision and objectives of the Greater Tzaneen Municipality.

The Five Year Financial Plan therefore includes:

- The Operating Budget,
- The Capital Budget,
- The Sources of Funding for the Capital Programme,
- Financial Strategy
- Strategies and Programmes, and
- Concluding remarks.

To meet the Developmental needs of our communities Greater Tzaneen Municipality has structured its Financial Plan in such a way that it promotes development in our area of jurisdiction.

2. **RESPONSIBILITY**

The Chief Financial Officer is charged with the responsibility of compiling the Financial Plan in close consultation with the Municipal Manager, Directors, IDP Representative Forum, Executive Committee and Mayor.

It is important to note that our responsibility as development agent can best be achieved through effective and efficient financial management. The plans and the strategies that have been formulated were prepared with this in mind.

Budget assumptions are determined in advance of the budget process to allow budgets to support the achievement of the longer-term financial and strategic targets.

These assumptions are influenced by a variety of Macro-Economic Factors and control measures such as that National Treasury determines the ceiling of the year-on-year increases in tariffs and the affect that Government Departments have on Service Delivery through the allocation of Grants and Subsidies.

3. **OPERATIONAL BUDGETED PROJECTIONS**

The Five Year Financial Plan includes:

- The Operating Budget,
- The Income and Expenditure Budget,
- The Capital Programme per Department and
- The Capital Programme per Funding Source for the years ending 30 June 2018 to 30 June 2020.

The information contained in these tables are based on information available at the time of drafting this document and these estimates could therefore possibly change in the future.

The budgeted figures below are based on the following:

- The inflation rate has been estimated to be a 6,4% upper limit.
- The budget is based on current service levels and does not make provision for major expansion of services.
- Property rates have not been increased for 2017/2018 financial year and for other service charges at 6,4% on the previous years tariffs, for electricity at an average of 1.88%.

CONSOLIDATED BUDGET: GREATER TZANEEN MUNICIPALITY AND GTEDA EXCLUDING THE WATER AND SEWERAGE SERVICES

Row Labels	Sum of Original 2016 2017	Sum of Original 2017 2018	Sum of Budget 2018 2019	Sum of Budget 2019 2020	
01-Inc	-1 092 066 284	-1 149 941 726	-1 205 669 589	-1 275 881 752	4.1 Table 1: OPER ATING INCO ME BUDG ET (REV ENUE) CONS OLID ATED BUDG
001PROPERTY RATES	-95 000 000	-108 000 000	-114 156 000	-120 548 736	
032ADMINISTRATION FINANCE	-95 000 000	-108 000 000	-114 156 000	-120 548 736	
003PENALTIES IMPOSED AND COLLECTION CHARGES ON RATES	-5 000 000	-6 500 000	-6 870 500	-7 255 248	
005SERVICE CHARGES	-520 501 261	-534 303 153	-564 758 433	-596 384 905	
009RENT OF FACILITIES AND EQUIPMENT	-1 072 100	-1 372 100	-1 450 310	-1 531 527	
011INTEREST EARNED - EXTERNAL INVESTMENTS	-2 101 000	-3 501 000	-3 700 557	-3 907 788	
012INTEREST EARNED - OUTSTANDING DEBTORS	-12 000 000	-13 000 000	-13 741 000	-14 510 496	
016FINES	-3 805 136	-5 503 136	-5 816 815	-6 142 556	
018LICENSES & PERMITS	-651 000	-701 000	-740 957	-782 451	
020INCOME FROM AGENCY SERVICES	-49 264 291	-50 264 291	-53 229 884	-56 210 758	
022OPERATING GRANTS & SUBSIDIES	-416 697 000	-439 982 000	-455 168 000	-483 380 000	
024OTHER REVENUE	-8 465 046	-10 235 046	-10 838 914	-11 467 571	
026GAIN ON DISPOSAL OF PROPERTY PLANT & EQUIPMENT	-2 129 450	-2 200 000	-2 329 800	-2 464 928	
031INCOME FOREGONE	24 620 000	25 620 000	27 131 580	28 705 212	

ET: GREATER TZANEEN MUNICIPALITY AND GTEDA EXCLUDING THE WATER AND SEWERAGE SERVICES

The total revenue for the 2017/2018 financial year amounts to R1,150 billion, which represents an increase of R57,9 million over the 2016/2017 financial year. This increase is mainly due to the increase in property rates, service charges and external grants from Government.

The total revenue budget includes an amount of R311,9 million which represents the equitable share allocation to the Greater Tzaneen Municipality.

An amount of R108 million will be levied by way of property tax and R534,3 million will be sourced from user charges. National allocations to fund operational activities amount to R7,063 million which includes the Finance Management Grant of R2,145 million and the EPWP R4,918 million.

4.2 TABLE 2: OPERATING EXPENDITURE BUDGET:

The figures with regard to Operating expenses are summarized as follows:

Row Labels	Sum of Original 2016 2017	Sum of Original 2017 2018	Sum of Budget 2018 2019	Sum of Budget 2019 2020
02-Exp	1040 202 386	1104 879 328	1149 219 933	1 215 543 396
051EMPLOYEE RELATED COSTS - WAGES & SALARIES	238 676 572	257 227 860	272 404 304	288 203 753
053EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTIONS	54 831 695	59 452 253	62 959 936	66 611 612
055EMPLOYEE COSTS CAPITALIZED	-10 915 558	-12 806 413	-13 561 991	-14 348 587
056EMPLOYEE COSTS ALLOCATED TO OTHER OPERATING ITEMS	-111 518 988	-126 656 069	-134 128 777	-141 908 246
058REMUNERATIONS OF COUNCILLORS	23 035 604	24 683 925	26 140 277	27 656 413
060BAD DEBTS	24 141 000	27 351 000	28 964 709	30 644 662
062COLLECTION COSTS	400 000	400 000	423 600	448 169
063INVENTORY SURPLUS/LOSS	0	0	0	0
064DEPRECIATION	128 674 868	128 908 633	132 477 813	135 821 773
066REPAIRS AND MAINTENANCE	153 527 486	180 522 343	191 173 162	202 261 205
068INTEREST EXPENSE - EXTERNAL BORROWINGS	14 853 686	12 771 030	13 524 521	14 308 943
072BULK PURCHASES	332 500 000	345 000 000	365 355 000	386 545 590
074CONTRACTED SERVICES	47 852 372	49 612 372	52 539 502	55 586 793
076GRANTS & SUBSIDIES PAID	28 785 000	32 063 000	17 145 000	22 145 000
077GRANTS & SUBSIDIES PAID- UNCONDITIONAL	6 888 499	7 115 999	7 535 843	7 972 922
078GENERAL EXPENSES - OTHER	108 470 150	119 233 395	126 267 036	133 593 394

CONSOLIDATED BUDGET: GREATER TZANEEN MUNICIPALITY AND GTEDA EXCLUDING THE WATER AND SEWERAGE SERVICES

An amount of R1,173 billion has been made available on the operational budget for expenditure. This substantial increase is largely due to the increase in salaries, repairs and maintenance, General Expenses and ESKOM's tariff for bulk electricity purchases. The Expenditure amount also includes R288 million for salaries, R230 million for repairs and maintenance and R348,3 million for the purchase of bulk electricity and water.

GTEDA BUDGET

The total revenue of GTEDA's Budget amounts to R7,146 million which represents an increase of R411 thousand or 6,1% on the 2016/2017 Annual Budget. The total revenue amount consist of a Grant from GTM.

The total operational expenditure amounts to R6,911 million of which R4,622 million of the total expenditure represents salaries and an amount of R1,5 million of total expenditure represents general expenditure.

An amount of R235 thousand has been provided for Office Equipment in the capital budget.

TABLE 3: CAPITAL BUDGET

A loan of R34 million will be taken up during the 2017/2018 financial year to finance capital projects.

CONSOLIDATED CAPITAL PROJECTS FROM OWN SOURCES: GREATER TZANEEN MUNICIPALITY AND GTEDA

2017/2018

DEPARTMENT NUMBER	DEPARTMENT	2017/2018	2018/2019	2019/2020
002	Municipal Manager	0	0	0
052	Corporate Services	0	0	0
032	Financial Services	0	0	0
140	Community Services	0	0	0
0062	Engineering Services	0	1 187 200	0
162	Electrical Engineering Services	15 000 000	15 885 000	16 806 330
012	PED	0	0	0
	GTEDA	235 000	0	0
	TOTAL	15 235 000	17 072 200	16 806 330

Capital Projects from Grants: Greater Tzaneen Municipality.

2017/2018

DEPARTMENT NUMBER	DEPARTMENT	2017/2018	2018/2019	2019/2020
002	Municipal Manager	0	0	0
052	Corporate Services	0	0	0
032	Budget & Treasury Office	0	0	0
140	Community Services	0	0	0
062	Engineering Services (MIG)	91 144 900	96 501 000	102 152 550
162	Electrical Engineering Services (EED)	0	0	0
012	PED (NDPG)	0	0	0
	TOTAL	91 144 900	96 501 000	102 152 550

Capital from Loans

2017/2018

DEPARTMENT NUMBER	DEPARTMENT	2017/2018	2018/2019	2019/2020
002	Municipal Manager	0	0	0
052	Corporate Services	0	0	0
032	Budget & Treasury Office	0	0	0
140	Community Services	0	0	0
062	Engineering Services (MIG)	4 744 614	0	0
162	Electrical Engineering Services (EED)	30 000 000	30 000 000	30 000 000
012	PED (NDPG)	0	0	0
	TOTAL	34 744 614	30 000 000	30 000 000

An amount of R140,8 million has been allocated for capital expenditure for the 2017/2018 financial year. This amount includes the MIG allocation of R91 million which will be spend on roads and Sport and Recreational facilities as well as an amount of R5 million which represents counter funding on MIG Projects. Capital from loans amount to R34 744 614.

4. **FUNDING RESOURCES**

CAPITAL INVESTMENT PROGRAMME PER FUNDING SOURCE: 1 JULY 2017 TO 30 JUNE 2020

2017/2018

DEPARTMENT	OWN SOURCES	LOANS	GRANTS	TOTAL
Eng. Services	0	4 744 614	91 144 900	95 889 514
Elect. Services	15 000 000	30 000 000		45 000 000
GTEDA	235 000	0	0	235 000
TOTAL	15 235 000	34 744 614	91 144 900	141 124 514

2018/2019

DEPARTMENT	OWN SOURCES	LOANS	GRANTS	TOTAL
Eng. Services	1 187 200	0	96 501 000	97 688 200
Elect. Services	15 885 000	30 000 000	0	45 885 000
GTEDA	0	0	0	0
TOTAL	17 072 200	30 000 000	96 501 000	143 573 200

2019/2020

DEPARTMENT	OWN SOURCES	LOANS	GRANTS	TOTAL
Eng. Services	0	0	102 152 550	102 152 550
Elect. Services	16 806 330	30 000 000	0	46 806 330
GTEDA	0	0	0	0
TOTAL	16 806 330	30 000 000	102 152 550	148 958 880

The following are some of the more significant programmes and policies that have been identified.

This programme involves the appointment of a consultant to ensure that the following activities with regard to revenue protection and revenue enhancement are performed.

- **Revenue Protection**

Stand data verification

Referral Management

Indigent Management

Repair of water leaks

- **Revenue Enhancement**

Management of credit control processes, procedures and field actions.

Management of the debt collection process

Management, maintenance and up-date of register for indigents.

Consumption management

Capacity building for the Indigent Process

- **Billing System**

Greater Tzaneen Municipality aims to enhance its billing system to ensure reliability in providing effective and efficient billing to its consumers. Customer care will be promoted to ensure that all consumers who visit the Municipal office for clarity on their billing statements are assisted.

- **Credit Control and Debt Collection Policy**

Details all areas of credit control and debt collection of amounts billed to customers.

- **Indigent Support Policy**

This Policy defines the qualification criteria for an indigent, and the level of free basic services that will be enjoyed by indigent households.

- **Tariff Policy**

The policy defines the framework in which tariffs need to be calculated.

- **Property Rates and Valuation Policy**

This will ensure that a Property Rates Policy and an updated Valuation Roll is applied in the Greater Tzaneen Municipal area and it will ensure that valuations are systematically carried out on a regular basis for all properties.

4.1 Asset Management Strategies and Programmes

Councils Asset Management Division is supported by a Consultant to ensure that the following programme is managed:

The programme involves a Consultant to review the Asset Management Policy, unbundle all Council's assets to comply with the requirements of the GRAP Standards, the capturing of all assets on the asset register and the linking of assets to a GPS co-ordinates. The programme also involves the verification of all assets and reporting thereon to Council.

TARRIF POLICY

PART 1: GENERAL INTRODUCTION AND OBJECTIVE

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the Greater Tzaneen Municipality itself or by way of service delivery agreements.

The tariffs policy has been compiled taking into account, where applicable, the guidelines set out in Section 74 (see part 9 of this policy)

2.6 Metering of service consumption and determination of fixed tariffs

In the case of directly measurable services, namely electricity and water, the consumption of such services shall be properly metered by the Greater Tzaneen Municipality, and meters shall be read, wherever circumstances reasonably permit, on a monthly basis. Where readings cannot be made an estimate based on the average consumption over the past 12 months shall be made. This is to smooth out the highs and lows in consumption due to seasonal variations. The charges levied on consumers shall be proportionate to the quantity of the service which they consume.

In addition, the Greater Tzaneen Municipality shall levy monthly availability charges for the services concerned, and these charges shall be fixed for each type of property as determined in accordance with the detailed policies set out below. Generally, consumers of water, sewer and electricity shall therefore pay two charges: one, relatively minor, which is unrelated to the volume of consumption and is levied because of the availability of the service concerned; and another directly related to the consumption of the service in question.

In considering the costing of its water, electricity and sewerage services, the Greater Tzaneen Municipality shall take due cognisance of the high capital cost of establishing and expanding such services, and of the resultant high fixed costs, as opposed to variable costs of operating these services. The Greater Tzaneen Municipality therefore undertakes to plan the management and expansion of the services carefully in order to ensure that both current and reasonably expected future demands are adequately catered for, and that demand levels which fluctuate significantly over shorter periods are also met. This may mean that the services operate at less than full capacity at various periods, and the costs of such surplus capacity must also be covered in the tariffs which are annually levied.

In adopting what is fundamentally a two-part tariff structure, namely a fixed availability charge coupled with a charge based on consumption, the Greater Tzaneen Municipality believes that it is properly attending to the demands which both future expansion and variable demand cycles and other fluctuations will make on service delivery.

It is therefore accepted that part of the Greater Tzaneen Municipality's tariff policy for electricity services will be to ensure that those consumers who are mainly responsible for peak demand, and therefore for the incurring by the Greater Tzaneen Municipality of the associated demand charges from Eskom, will have to bear the costs associated with these charges. To this end the Greater Tzaneen Municipality shall therefore install demand meters to measure the maximum demand of such consumers during certain periods. Such consumers shall therefore pay the relevant demand charge as well as a service charge directly related to their actual consumption of electricity during the relevant metering period.

2.10 Enforcement of tariffs

The Greater Tzaneen Municipality shall consistently enforce its tariffs and in order to deal with non-payment of municipal services by consumers, the Credit Control and Debt Collection By-Law will be applied.

2.11 Promotion of local economic development

In order to promote and ensure local economic development, competitiveness and sustainability, the Greater Tzaneen Municipality shall not place too high a burden on local business and industrial activities when determining the tariffs for services charge.

Categories of tariffs includes

- Water
- Electricity
- Refuse
- Sewerage
- Sundry tariffs

30.10.2 Supply Chain policies

The Supply Chain Management Unit is further regulated by the Supply chain management policy that is derived from the Treasury SCM policy model and customized to the needs of Greater Tzaneen Municipality. This policy after being customized it is tabled at Council to be approved and be implemented as a working tool for the Unit. There are Treasury practice notes and circulars that strengthen the implementation of the supply chain policy.

30.10.3 Supply Chain Committees

The approved policy by Council determines the committees and their quorums. According to our policy there are three bid committee structures that are legitimate. And those committees are:

- The Bid Specification Committee
- The Bid Evaluation Committee
- The Bid Adjudication Committee

It should further be noted that all these committee are well functioning as it is required by the law.

30.11 Tariffs and Charges book

Council is permitted to levy rates, fees and charges in accordance with the Local Government Municipal Property Rates Act, the Local Government: Municipal Systems Act, Act 32 of 2000, Section 75A and the Municipal Finance Management Act, no. 56 of 2003, 17 (a)(ii).

30.12 Inventory

1. Purchase of inventory done according to Supply Chain management policy and procedures.
2. Issue of inventory only receipt of issue document signed by the manager
3. Supplier and early settlement discount negotiated to secure lower prices.
4. Spot checks or inventory done on a daily basis
5. Verification of inventory done on a daily basis
6. To improve the inventory turnaround rate
7. Identification of absolute inventory to be sold on the annual auction.

30.13 Assets management

The assets management has formed a greater scope of the overall audit of the municipality in 2012/13 Financial year.

Although the audit opinion has improved from disclaimer to qualified, there is still much space for improvement particularly on assets.

The findings on land and properties, depreciation as well as impairment of infrastructure were very key to the audit opinion.

The new service provider who is willing to spend enough time at GTM particularly during the year end was appointed to ensure that prior year issues are addressed.

The improvements done include:

- The impairment was done by firstly addressing the prior year issues
- Depreciation well calculated
- Assets take on date corrected
- Fair value cost on properties adjusted in line with recent valuation roll
- Adjusting the transfers in and out on properties
- Classification of properties accordingly
- Duplicated assets taken out of asset register
- The general ledger balanced to the asset register

The results of assets verification are reported to council with suggestions such as recommendations for disposal of scraps, duplications and further investigations for the missing assets.

All the required assets notes are placed on the Annual Financial Statements as asset register is balancing the general ledger

30.14 Financial Challenges

The challenges facing Greater Tzaneen Municipality are, inter alia, the following:

- Debt collection and Credit control
- The levying of property rates with emphasis on sub-divisions and consolidations

- Recovering of all Greater Tzaneen Municipality income with emphasis on land sales
- Manage procurement of GTM
- Management of Expenditure

16. CAPITAL INVESTMENT FRAMEWORK

1. INTRODUCTION

Greater Tzaneen Municipality uses its Capital Investment Framework (CIF) to identify and prioritize capital projects to be implemented in the following financial year and the medium term period of three years.

This framework includes the Capital projects of our newly established Municipal Entity, GTEDA. The Entity was established to inter-alia market Greater Tzaneen's Economic Development potential and investment opportunities to the Local, National and International Business Communities.

The marketing includes:

- The creation of a positive investment climate for Greater Tzaneen Municipality.
- To facilitate strategic alliance, joint ventures and encourage participation of local communities where appropriate.
- To promote private public partnerships and
- To provide business support services

The Capital Investment Framework (CIF) of Greater Tzaneen Municipality provides the procedure that leads to the implementation of the IDP as far as capital programmes and infrastructure is concerned. It is the framework through which the Municipality identifies and prioritizes capital projects for implementation in the forthcoming financial year.

The CIF has two components:

- A series of engagements with the Sector Departments, District Municipality and Community to identify critical capital projects.
- The production of a list of capital projects that meet the desired developmental and spatial outcomes of the Municipality.

2. CHALLENGES IN THE IMPLEMENTATION OF THE CAPITAL INVESTMENT FRAMEWORK

There are a number of challenges that affect the achievement of the CIF and these challenges can be summarized as follows:

- There are a growing number of households with low income in the Municipal area which result in poor payment for services.
- The poor payment for services contributed to poor payment levels and insufficient funds to finance capital projects.

- An increased demand for social facilities and infrastructure within communities, e.g. streetlights, multi-purpose centres, sport field and libraries that do not generate income and must therefore be financed and maintained from other financial sources.
- The high outstanding loan amount which places a limitation on financing capital projects through loans.
- In established residential areas infrastructure is ageing and capacity needs are increasing. This places additional demand on the Municipalities capital expenditure.

3. CONCLUSION

Given the limited funding available to Finance Capital Projects the Municipality had to prioritize the implementation of its capital programme over a three year period. The prioritization of the capital programme considered the following:

- Reduce infrastructure backlogs
- Enhance the infrastructure base of the Municipality
- Improve service delivery
- Contribute towards the eradication of service delivery backlogs.
- Ensure that the capital programme of Greater Tzaneen Municipality promotes sustainable development

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL

DEVELOPMENT

17. MUNICIPAL INSTITUTIONAL PLAN

1. BACKGROUND OF THE MUNICIPALITY

1.1 Establishment

1.1.1 The MEC of Local Government in the Limpopo Province has by notice in the Provincial Gazette established the Greater Tzaneen Municipality. (Provincial Gazette No 28 of 1 October 2000). This area consists of the former Tzaneen Transitional Local Council, Letsitele/Gravelotte and Haenertsburg Rural Local Councils and a vast area under control of the former Northern District Council. Staff, equipment, assets and liabilities of the latter administrative units were transferred to the newly established Municipality. A new institutional framework was created and arrangements made accordingly based on the obligation of co-operative governance in terms of the Local Government Municipal Systems Act, 2000.

1.1.2 The Greater Tzaneen Municipality is a category B municipality, which operates on the Executive Committee system. The Municipality has been divided into 35 wards (35 wards has been added by the Demarcation Board in 2015 in preparation for the Local Government election) each ward being represented by a ward

Councilor. There are five full time councilors, who occupy the positions of Mayor, Speaker and nine Executive Committee members and leading the various clusters.

COUNCIL COMMITTEES

The Greater Tzaneen Municipality has **11** Council Committees which assist the Council in the running of the municipality. The Committees have been classified according to the Key Performance Areas for Local Government where possible. Each Committee has been allocated a Chairperson who is the Executive Committee member. The Committees are composed by the Chairperson, the other assigned Councilors and members of Senior Management. Their main tasks include the processing of items before EXCO, receiving management reports and making recommendations to the EXCO. All the committees are functional and hold meetings accordingly. The main challenges include adherence of corporate calendar due items not ready by date of meetings and not meeting quorums during meetings.

The committees are as follows:

- Planning and Economic Development
- Infrastructure
- Corporate Governance & Shared Services
- Budget & Treasury
- Sports, Arts and Culture
- Health, Environment and Social Development
- Public Transport, Safety and Security
- Special Programmes
- Municipal Public Accounts
- Programming Committee
- Rules, Ethics, Petitions and Social Welfare

The municipality is composed of the Political and Administrative components which are responsible for the decision making and implementation respectively. The Mayor is a head of the Political component and the Municipal Manager heads the Administrative component. The Greater Tzaneen Municipality has **8** Council Committees which assist the Council in the running of the municipality. The Committees have been classified according to the Key Performance Areas for Local Government where possible. Each Committee has been allocated a Chairperson who is the Councilor. The Committees are composed by the Chairperson, the other assigned Councilors and members of Senior Management. The committees serve as a central nerve centre between the political structure and the Administrative structure of Council. Their main tasks include the processing of items before EXCO, receiving management reports and making recommendations to the EXCO. They also discuss policy imperatives and recommend to Council for Approval. EXCO then receive these recommendations and further recommend to Council. All the committees are functional and hold meetings accordingly. The main challenges include adherence of corporate calendar due items not ready by date of meetings and not meeting quorums during meetings.

The committees are as follows:

Name of Committee	Support Department	Cluster
Planning and Economic Development and Spatial Planning	Planning & Economic Development	Economic growth
Infrastructure	Engineering Services	Basis Services
Good Governance & Shared Services	Corporate Services	Good governance
Budget & Treasury	Finance	Financial Viability
Sports, Arts and Culture	Community Services	Social and Basic services
Health, Environment and Social Development	Community Services	Social and Basic services
Public Transport, Safety and Security	Community Services	Social and Basic services
Special Programmes	Office of the Mayor	Corporate

2. PURPOSE AND BENEFITS

2.1 Purpose

The purpose of a *Municipal Institutional Plan (MIP)* is to develop an internal plan that enables the Municipality to organize and deploy its Human Recourses and systems in such a way that it will achieve its strategic objectives.

2.2 Benefits

The benefits of a MIP are the following:

- It improves organizational effectiveness and efficiency.
- Better service delivery with the right people and skills.
- Assist the Municipality to drive its objectives.
- Allows for the integrated implementation of the IDP.
- Assist Municipality to comply with legislative requirements.
- Allows for optimal utilization of human capital.
- Ensures optimal utilization of human capital.
- Contributes to clean audit.
- Enables the Municipality to perform its powers and functions and its allocation thereof.

3. ADOPTION AND IMPLEMENTATION

The draft MIP will be presented to Council together with the draft IDP in March. It will then go for Public Participation together with the IDP. The public comments obtained during consultation will then be incorporated into the final draft. The final draft will then go back to Council for final approval.

The operational plans will then be transferred to the SDBIP for implementation. The implementation of the approved MIP will start on the 1st July.

4. MONITORING, REVIEW AND IMPLEMENTATION

The monitoring of the implementation of the MIP will be done on a regular basis. The reports on the implementation of the MIP will be done on a quarterly basis. The review of the MIP will be done annually together with the IDP.

18. WORKPLACE SKILLS PLAN

Introduction

It is a requirement of the Skills Development Act, Act No. 97 of 1998 that every employer that employs more than fifty employees with a turn-over of more than R500 000 must have a Workplace Skills Plan (WSP) for the organization. Secondly, the organization must appoint a Skills Development Facilitator (SDF) to deal specifically with training matters.

Purpose

The Workplace Skills Plan assists the organization (Municipality) to critically plan and identifies gaps to be addressed through training interventions. The WSP is compiled by fulfilling the following processes:

- *Skills Audit*
- *Training Needs Analysis*
- *Consult with Training Committee*
- *Eventually, the development of Workplace Skills Plan*

Legislative requirements

Workplace Skills Plan is regulated by the Skills Development Act. Coupled to the Act is the National Skills Development Strategy for the period April 2011 to March 2016 which is updated by the Department of Labour every five (5) years.

If the Municipality does not develop and report to the relevant SETA on training matters, the Municipality will not be eligible to claim any of the mandatory and discretionary funds to assist it in implementing their training plan for the next two financial years.

The Greater Tzaneen Municipality has been complying with the Skills Development Act, 1998 since its inception. The Municipality develops the Workplace Skills Plan annually. This Plan, with the Annual Training Report (ATR) for the previous year is available for perusal at the Office of the Skills Development Facilitator

19. PERSONNEL PROVISIONING POLICY

1. POLICY STATEMENT

We believe that Human Resource is our most important asset and guarantee for an effective organisation. To this end we strive in our provisioning efforts to attract the most suitable candidates for appointment in accordance with the functional needs of Council. We are committed to create and maintain a diverse workforce in pursuance of Employment Equity and establishing a sound human resources management function.

2. OBJECTIVE

The objective of the Personnel Provisioning Policy of Greater Tzaneen Municipality is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way in order that:

- No unfair discriminatory practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment where recruitment is done.

2. INTENT

To ensure that Personnel Provisioning accommodates a comprehensive process which is a result of an agreement reached between all stakeholders concerned. The Policy should be inclusive of the following processes:

- Recruitment procedure
- Selection procedure
- Advertising procedure
- Interviewing procedure
- Objection procedure
- Qualification and experience requirements

21. INTEGRATED PERFORMANCE MONITORING AND EVALUATION FRAMEWORK

ORGANISATIONAL PERFORMANCE AND MONITORING SYSTEMS (OPMS)

20.1 Introduction

GTM introduced performance management as a process in 2007 with the adoption of a Performance Management Framework by Council. This was followed by the adoption of a Performance Management Policy (mainly aimed at employee performance management) in April of 2008. The Performance Management Policy was revised to be in line with new legislation and adopted by Council in 2011. New developments in the field of Performance Monitoring and Evaluation as well as amended legislation on Employee Performance Management has created a need for an Integrated Performance Monitoring and Evaluation Framework (IPMEF) to replace the of Performance Management Framework. Key to the success of any performance monitoring system is the integration with the Integrated Development Planning Process (IDP), which includes the long term budgeting process. The IPMEF is therefore presented as a part of the IDP to ensure that the processes of planning, budgeting and monitoring implementation are aligned.

20.2 Legislative Imperatives and guidelines

Performance Monitoring and Evaluation along with Employee Performance Management needs to adhere prescripts as contained in the following pieces of legislation:

- a) The Constitution of South Africa (Section 152) - (Act 108 of 1996)
- b) The Municipal Structures Act - (Act 117 of 1998)
- c) Municipal Systems Act - (Act 32 of 2000)
- d) Performance Management Regulations - (Regulation 796 of 2001)
- e) Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager - (Regulation 805 of August 2006)

- f) Municipal Systems Amendment Act - (Act 7 of 2011)

Other than the legislation listed above the following guidelines also needs to be taken into consideration with the IPMEF:

- a) National Treasury Framework for Management Programme Performance Information (National Treasury, 2005)
- b) Policy Framework for the Government wide Performance Monitoring and Evaluation System
- c) Local Government Systems Act Guidelines, Managerial Competency Framework and specific occupational specific competency profiles (2008)

20.3 Defining Key Concepts

- a) *Monitoring* - Monitoring involves collecting, analysing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and It usually reports on actual performance against what was planned
- b) *Evaluation* - Evaluation is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policymakers. Evaluations may assess relevance, efficiency, effectiveness, impact and sustainability. Impact evaluations examine whether underlying theories and assumptions were valid, what worked, what did not and why. Evaluation can also be used to extract crosscutting lessons from departmental experiences and determining the need for modifications to strategic results frameworks results and early indicators of problems that need to be corrected.
- c) *Organisational Performance*- Through the Integrated Development Plan (IDP) the municipality as an organisation commits to specific service delivery initiatives linked to measurable performance targets. The Service Delivery and Budget Implementation Plan (SDBIP) are drafted in accordance with the IDP and Budget to monitor the progress of the organisation in achieving the targets set.
- d) *Employee Performance* - Each employee has a contribution to make in reaching the service delivery targets as committed to in the IDP. Employee Performance Agreements and Plans are developed to monitor the employees progress in ensuring that the service delivery targets are met. This process has a human resource development backbone with training interventions aimed at improving employee performance and incentives for outstanding performance.

20.4 Principles of Monitoring and Evaluation

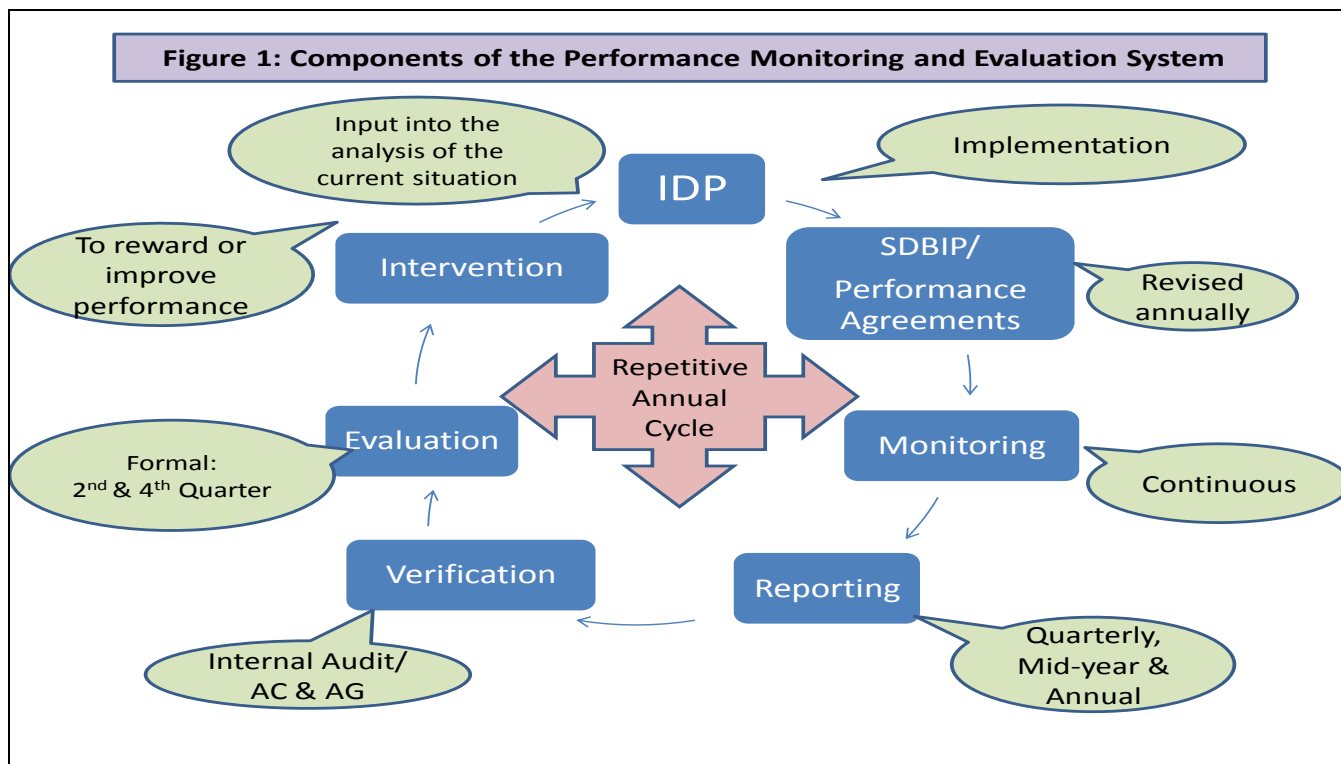
Effective Performance Monitoring and Evaluation adheres to the following principles:

- a) M&E should contribute to Good Governance by promoting transparency and accountability
- b) M&E should be service delivery orientated to inform changes in strategy
- c) M&E should be undertaken ethically and with integrity to ensure that reporting provides a fair and balanced account of findings
- d) M&E should be utilisation orientated and therefore developed to provide meaningful information to decision makers and stakeholders
- e) M&E should be methodologically sound with clear indicators, evidence based and appropriate
- f) M&E should be operationally effective and therefore become routine, regularised, cost effective and systematic.

20.5 Performance Monitoring and Evaluation Processes

The Integrated Performance Monitoring and Evaluation System consist of process which are cyclic in nature and therefore repeated on an annual basis (as illustrated in Figure 1). The drafting of the IDP and the coupled agreement to a Municipal Vision, strategic objectives and Key Performance Indicators for a 5 year period is the backbone of the Performance Monitoring and Evaluation System. From the IDP strategy, projects and the budget allocations the following processes unfold:

- a) *Organisational Performance* - A Service Delivery and Budget Implementation Plan (SDBIP) is drafted as a monitoring tool for Council. The SDBIP contains revenue and expenditure projects as well as quarterly service delivery targets for the Municipal Manager and each Director. The SDBIP also contains a Capital Works plan clearly indicating in which ward capital projects will be implemented. From the SDBIP Quarterly organisational performance reports are generated to keep Council informed of progress with the implementation of the IDP & Budget. These reports must be verified by Internal Audit. The Annual Performance Report must inform the review of the IDP for the coming financial year.
- b) *Employee Performance* - Based on the SDBIP, Performance Agreements and Plans are developed for the Municipal Manager, Directors and Managers clearly outlining their responsibilities in achieving the strategic objectives as agreed to in the IDP. Quarterly performance assessments are conducted with the 2nd and 4th Quarter's being formalised and audited by Internal Audit. The outcome of these assessments is presented to Council and may result in either a performance incentive or corrective measures.
- c) *Public participation in the monitoring and evaluation of performance* - Through the IDP process and the Representative forum the public make inputs into the setting of the strategic objectives and the Key Performance Indicators. Quarterly performance reports must be presented to the IDP representative forum. A member of the ward committee is also invited to participate in the employee assessment of the Municipal Manager while members of the executive committee participate in the assessments of other Section 56 Managers.



20.6 Stakeholders and their roles

Table 1: Performance Monitoring and Evaluation - Roles and Responsibilities	
Position	Accountability
Supervisors	Review performance of individual or groups of employees reporting directly to them, depending on the type of employee performance management system that has been adopted
Line/ Functional Managers	Review performance of their respective areas regularly (monthly). The reviews should at least cover all the organisational priorities respective to these functions
Portfolio Committees / Study Groups	Manage performance of functions respective to their portfolios. They should at least review performance of organisational priorities that lie within their portfolio monthly, while maintaining a strategic role
Executive Management (Municipal Manager + his / her Management Team)	Review performance of the organisation monthly, prior to and more often than the Mayoral Committee: <ul style="list-style-type: none"> • Review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur. • Review performance before reporting to politicians so that they can prepare, control the quality of performance reports submitted and ensure that adequate response strategies are proposed in cases of poor performance. • Review performance prior to review being conducted by standing, portfolio or executive Committees.
Executive Committee	Review performance of the administration – only at strategic level. Reviews take place on a quarterly basis with the final quarterly review taking the form of an annual review. The content of the review should be confined to agreed/confirmed priority areas and objectives. The Municipal Manager should remain accountable for reporting on performance at this level.
Municipal Public Accounts Committee	Review the performance of the administration on a quarterly basis. Special emphasis is placed on the Annual Report of which an oversight report must be presented to Council by March annually.
Council	Review performance of the Municipal Council, its Committees and the administration on an annual basis, in the form of a tabled annual report at the end of the financial year
The Public	Review performance of the Municipality and public representatives (Councilors) in the period between elections. It is required legislatively that the public is involved in reviewing municipal performance at least annually.

20.8 Conclusion

Although the implementation of an Integrated Performance Monitoring and Evaluation System is aimed at improving service delivery and accountability the success thereof requires commitment from both Management and Council. Commitment from Management to providing information that is accurate and verifiable and from Council by continuously monitoring and assisting administration in removing service blockages, all in an effort to provide services in an efficient and effective manner.

APPROVAL PHASE

The Greater Tzaneen Municipality Council, in its meeting held on the 25th MAY 2017, hereby approves the Final IDP for the 2017/2018 Financial Year.