



GREATER TZANEEN MUNICIPALITY

**INTERGRATED DEVELOPMENT PLAN
2009 – 2010 (3RD REVIEW)
5 YEARS PERIOD: 2007 – 2011**



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ACRONYMS

ARVs	Antiretrovirals
BBBEE	Broad Based Black Economic Empowerment
CAPEX	Capital Expenditure
CBO	Community Based Organization
CBD	Central Business District
CBP	Community Based Planning
CFO	Chief Financial Officer
CBPWP	Community Based Public Works Programme
CMIP	Consolidated Municipal Infrastructure Programme
DEAT	Department of Environmental Affairs & Tourism
DFA	Development Facilitation Act
DHSD	Department of Health and Social Development
DME	Department of Minerals and Energy
DoA	Department of Agriculture
DPLG	Department of Provincial and Local Government
DSAC	Department of Sport, Arts and Culture
DWAF	Department of Water and Forestry
EEP	Employment Equity Plan
EAP	Employee Assistance Programme
EMP	Environmental Management Plan
EMS	Environmental Management System
EPWP	Extended Public Works Programme
FBE	Free Basic Electricity
FBW	Free Basic Water
GEAR	Growth, Employment and Redistribution
GDP	Gross Domestic Product
GGP	Gross Geographic Product
GIS	Geographical Information System
GTM	Greater Tzaneen Municipality
HOD	Head of Division
HPCSA	Health Professional Council of South Africa
IDP	Integrated Development Plan
ISDF	Integrated Spatial Development Framework
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LDO	Land Development Objectives
LM	Local Municipality
MFMA	Municipal Finance Management Act
MDM	Mopani District Municipality
MGP	Municipal Growth Point
MIG	Municipal Infrastructure Grant
MIS	Municipal Information System
MM	Municipal Manager
MPCC	Multi Purpose Community Centres

MSA	Municipal Systems Act
MTEF	Medium Term Expenditure Framework
NEMA	National Environmental Management Act
NGO	Non Governmental Organization
NT	National Treasury
OPEX	Operational Expenditure
PAC	Performance Audit Committee
PGP	Provincial Growth Point
PMS	Performance Management System
PT	Provincial Treasury
RAL	Road Agency Limpopo
RDP	Reconstruction and Development Plan
RED	Regional Electricity Distributors
SADC	Southern African Development Cooperation
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Medium & Micro Enterprises
SLA	Service Level Agreement
WSA	Water Service Authority
WSP	Water Service Provider



1. MAYOR'S FOREWORD

As a dynamic municipality and as part of our conformity to the law of the country, we have reviewed our Integrated Development Plan so as to have a plan that keeps pace with the ever changing circumstances. This is a third (3rd) reviewed plan since we adopted our Integrated Development Plan in 2006. With the passage of time we have honed our skills in planning processes, hence, our plan has improved greatly.

The Integrated Development Plan, integrated with the Performance Management System, as it is self-explanatory, requires of various role players to cooperate in the planning and development of our community. Institutions and other organs of state from both provincial and national spheres of government's perspective also provided inputs to the initial planning and review processes. There are challenges, however, in the coordination of and timeous provision of important information by some institutions and organs of state. There is, however, still room for improvement.

Participation by all stakeholders in the planning process is of great importance. This plan is therefore an outcome of engagements and interaction with community needs as submitted. Having been charged with the stewardship of this municipality together with all councillors, I wish to express my sincere gratitude to all who participated in the endeavor to develop this reviewed plan.

The plan will inform the municipal budget and also influence budgeting by other spheres and organs of government. This plan will, as beacon of hope, take development in our municipality towards the desired level.

Development is about people, so let us all commit all the available resources in helping to change the lives of our people for the better. I further want to acknowledge that 2009-2010 financial year was not business usual but business unusual. I pledge my commitment and all councillors to turn the tide around the municipal finances to improve and meet our mandate in service delivery.

It is once more an honour to me to present the Integrated Development Plan to the local community and the country as a whole.

OJ MUSHWANA
MAYOR



2. EXECUTIVE SUMMARY

It is really a privilege to work together with all stakeholders in reviewing the 2009/2010 IDP for our municipality. We must acknowledge that it has not been an easy process. However we must indicate that the 2008/2009 review process further demonstrated and confirmed our continued commitment to ensure that our IDP reflects the will and aspirations of the people we serve. As one of the municipalities selected by the provincial Local Government and Housing department for piloting in terms of the best model of a credible IDP, we have and continue to improve systems and process in terms of our overall IDP process. The MEC's assessment report for our 2008/2009 IDP review also assisted us in identifying gaps and improving on our performance. We have as Management put forward interventions to address the weaknesses as hereunder:

- We need to submit a copy of the IDP to the MEC within 10 after Council Approval
- We need to avail all our plans and strategies as highlighted by the MEC's assessment report.
- Confirm that Financial Statements are submitted each year by the 31 August to the office of the Auditor General.
- Annual performance report for section 57 to be submitted to the MEC during this year for 2009/2010 financial year
- Business plan to be developed this year to source funds outside for development of Institutional Plans outstanding

As a Municipality we are confident and focused in trying to achieve the millennium goals and challenges facing us during this crucial moment. We further want to commit all our resources and human resources in delivering a better life for all within the entire Municipal area and contribute towards economic growth of both the District and Province.

With all this responsibility vested upon us, let us join hands together, walk along side by side and claim the victor in accomplishing our set measurable objectives.

MF Mangena
Municipal Manager

3. IDP CONTEXT AND RATIONALE

3.1. INTRODUCTION AND BACKGROUND

An integrated development plan

- (a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.
- (d) Is a product of inter-sphere planning at the District and Local Intergovernmental Fora

The processes (phases) of the IDP is as important as the final output in the form of the document. Rigorous analysis with sincere community and stakeholder consultations must be enhanced and strengthened. The development of the Long Term Growth and Development Strategy, based on the vision, must encourage and allow for the meaningful contributions of the community, all spheres of government, traditional authorities and non-state actors. This allows for the development of realistic and achievable objectives and priorities for the five year term of office, in the form of the Five Year Programme of Government. Objectives are converted into plans, projects and activities, which can be tracked and monitored. All draft IDPs are required to be approved by the council by **30th March every year**. However, the final IDP and budget must be approved by council by **30th June every year**. Clearly, it is the annual plan that must be reviewed and not the entire IDP; provided that all the processes and components preceding the annual plan are sound.

3.2 CREDIBLE INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan must comply with relevant legislation and convey the following:

- Consciousness by a municipality of its constitutional and policy mandate for developmental local government, including its powers and functions.
- Awareness by municipality of its role and place in the regional, provincial and national context and economy.
- Awareness by municipality of its own intrinsic characteristics and criteria for success
- Comprehensive description of the area – the environment and its spatial characteristics.
- A clear strategy, based on local developmental needs.
- Insights into the trade-offs and commitments that are being made re: economic choices, establishment of SHS, integrated service delivery etc.
- The key deliverables for the next 5 years.
- Clear measurable budget and implementation plans aligned to the SDBIP.
- A monitoring system (OPMS and PMS), that's based on the IDP indicators, targets, time frames, etc..
- Determines the capacity and capability of the municipality.
- Communication, participatory and decision-making mechanisms.
- The degree of intergovernmental action and alignment to government wide policies, plans, priorities and targets,

3.3. LEGISLATIVE AND POLICY CONTEXT

3.3.1 Constitution of the Republic Of South Africa

Section 151 of the constitution of the Republic of South Africa provides a legal status of municipalities as thus;

- 1) The local sphere of government consists of municipalities, which must be established for the whole of the territory of the Republic.
- 2) The executive and legislative authority of a municipality is vested in its Municipal Council.
- 3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.
- 4) The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions

Section 152 also provides the objects of local government as thus;

- 1) The objects of local government are –
 - a) to provide democratic and accountable government for local communities;
 - b) to ensure the provision of services to communities in a sustainable manner;
 - c) to provide social and economic development
 - d) to promote a safe and healthy environment, and
 - e) to encourage the involvement of communities and community organizations in the matters of local government.
- 2) A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

Section 153 provides for developmental duties of municipalities as thus;

- a) Structure and manage its administrative and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- b) Participate in national and provincial development programmes.

3.3.2 The White Paper on Local Government

The White Paper on Local Government expects municipalities to be “working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. Integrated Development Planning reinforces this de-centralized system of government. IDP is thus not just another planning exercise, but will essentially link public expenditure to new development vision and strategies. IDP is a “philosophy” that contributes in making local government the central force of development in the country.

3.3.3 The Municipal Systems Act (Act 32 of 2000)

Chapter 5 of The Municipal Systems Act, (MSA), requires that Municipalities develop Integrated Development Plans (IDP) and annually review the IDP. The review is a process prescribed by Section 34, and relates to assessing the Municipality's performance against the organization's objectives in terms of implementation for delivery, consideration of new information and changed circumstances.

The MSA further defines the IDP as one of the core functions of a municipality and makes it a legal requirement for every council to adopt a single, inclusive and strategic plan for the development of its municipality. This plan should link, integrate and coordinate plans and take into account proposals for development of the municipality. It should also align

the municipality's resources and capacity with the implementation of the plan, it should form the policy framework and general basis on which annual budgets must be based; and be compatible with national and provincial development plans and planning requirements. The MSA also requires municipalities to ensure community participation in all the phases of the IDP.

3.3.4 Municipal Planning and Performance Management Regulations Of 2001

The Municipal Planning and Performance Regulations sets out the following requirements for an Integrated Development Plan:

1. Regulation 2 (1) states that the municipality's IDP must at least identify:
 - The institutional framework, which must include an Organogram required for implementation of an IDP and addressing the internal transformation;
 - Any investment initiatives in the municipality;
 - Any developmental initiatives in the municipality, including infrastructure, physical, social and institutional development;
 - All known projects, plans and programmes to be implemented within the municipality by any organ of the state; and
 - The key performance indicators set by the municipality;
 - Be aligned to the spatial development frameworks reflected in the Integrated Development Plans of the neighbouring municipalities;
 - Must indicate where public and private land development and infrastructure investment should take place;
 - May delineate the urban edge; and
 - Must identify areas where strategic intervention is required, and must indicate areas where priority spending is required

2. Regulation 2 (2) states that an IDP may;
 - Have attached to it maps, statistics and other appropriate documents; or
 - Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

3. Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the Integrated Development Plan.

4. Regulation 2 (4) states that a spatial development framework reflected in the municipality's Integrated Development Plan must:
 - Give effect to the principles contained in Chapter 1 of the Development Facilitation Act 67 of 1995;
 - Set out objectives that reflect the desired spatial form of the municipality;
 - Contain strategic and policies regarding the manner in which to achieve the above, which strategies and policies must;
 - Indicate desired pattern of land use within the municipality;
 - Address the spatial reconstruction of the municipality; and
 - Provide strategic guidance in respect of the location and nature of development within the municipality

- Set out basic guidelines for a land use management system;
- Set out a capital investment framework for the development programme within a municipality;
- Contain a strategic assessment of the environmental impact of the spatial development framework;
- Identify programmes and projects for the development of land within the municipality

3.3.5 Municipal Finance Management Act (Act 56 of 2003)

Section 21 (2) of the Municipal Finance Management Act states that, when preparing the annual budget, the Mayor of a municipality must;

- Take into account the municipality's Integrated Development Plan;
- Take all necessary steps to ensure that the municipality revises the Integrated Development Plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macro economic policy, the annual Division of Revenue Act and any agreement reached in the Budget Forum

The Greater Tzaneen Municipality's core functions is to support and develop programmes to enhance the life's of our communities in fulfilling the constitutional and legal mandate assigned to local government in the:

- Provision of water as a Water Services Provider
- Supply and distribution of electricity within its area of license
- Provision of waste collection services
- Enhance Local Economic Development
- Road Traffic management and Law enforcement services

4. PHASES OF THE IDP

THE IDP PROCESS CONSISTS OF 5 PHASES WHICH ARE:

Phase 0: Planning

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.

Phase 1: Analysis

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.

Phase 2: Strategies

During the Strategies phase the developmental priorities of 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.

Phase 3: Projects

During the Projects phase projects are identified in line with the strategies developed during phase 2. These projects have to be prioritized.

Phase 4: Integration

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.

Phase 5: Approval.

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

5. PHASE 0- PLANNING PROCESS

5.1 INSTITUTIONAL ARRANGEMENTS

- IDP Steering Committee
- Cluster/ Portfolio dealing within IDP
- IDP Task Teams (Themes)
- IDP unit
- IDP Representative Forum
- District Coordination of IDP Process
- IDP Process Plan

5.1.1 IDP Steering Committee

The Greater Tzaneen Municipality's IDP Steering Committee is fully functional

5.1.1.1 Composition of IDP Steering committee is as following:-

- Municipal Manager
- All Section 57 Managers
- All Divisional Managers
- Cluster/ Portfolio Committee on IDP

5.1.2 The IDP Portfolio Committee

The Greater Tzaneen Municipality's IDP Portfolio Committee is functional, dedicated councilors have been nominated to give political direction of our IDP issues.

5.1.2.1 Composition of the portfolio committee as follows:-

- Councillor Godfrey Mangena
- Councillor Sannie Tiba
- Municipal Manager
- All Section 57 Managers
- IDP Manager
- IDP Task Team Members

5.1.3 The IDP Task Teams (Themes)

The IDP Steering Committee has been established and tasked to deal with sectoral issues of the IDP process and is as follows

KEY STRATEGIC FOUR AREAS THEME TEAMS

Table 1: Key Strategic Four Areas Theme teams

	Basic Service Delivery and Infrastructure Planning	Local Economic Development	Good Governance Public Participation	Financial Viability	Municipal Transformation and Organizational Development
Convener	Molatelo Rapetsoa & Pierre Van den Heever	Faith Mashianoke			Mabakane Mangena & Obby Mkhombo
1	Andrew Laubscher	Freddy Rammalo Town Planner Secundi: Mokgadi	Boet Botha	Andre Le Grange	Tienus Visser Secundi: Brian Mashala

		Mmola			
2	Henk Mienie	Sam Lelope	Nic Fourie	IT	Gerald Twala Secundi: Modibe Sekgotodi
3	Revenue	Maggie Machumele	Rogers Shingange	Frieda Human Secundi: Antoinette Cloete	Neels Engelbrecht
4	Communication & Marketing Secundi – Nikiwe Mathebula	Kwena Maphoto	Fourie Malale	Ludic Mahayi: Secundi-Z Maake	Johan Biewenga
5	Handswell Phakula Secundi:	Johannes Malatji E Vilankulu (CEM)	Gerald Twala Secundi: Lulu Mkhosana	Christine Nel	Tiyani Hlayisi
6	Anton Kilian	Thabo Ramogano	A Sebeela Secundi: M Nkonwana	Andre Liversage	Xoliswa Mdani
7		Nkopodi Phatudi		Winnie Baloyi	
8				Electrical	Wessel Pretorius

5.2.4 IDP Unit

- The IDP unit is currently under- staffed and is located at Planning and Economic Development Department under Town Planning Division instead of the Municipal Managers Office in terms of the DPLG guidelines.
- The IDP has no interface with GIS and M&E, due to the fact that these functions are within PMS which report differently and not aligned to the IDP unit.
- The IDP functionaries are not providing strategic advice to senior management due to non-attendance of management meetings.
- The IDP is currently developed and reviewed internally not outsourced to service providers, but due to staff shortage IPM has been appointed by MDM to assist as per Council's request.

5.2.5 IDP Representative Forum

- The IDP Representative forum is established and reviewed annually for membership registration
- Composition of the IDP Representative forum includes key stakeholders e.g. Disabled, Business Sector, Agricultural sectors, SME's Taxi Associations, Traditional Leaders and Healers, Professional sector, youth and women.

5.2.6 District Coordination of IDP Process

- The District Planning Forum is not as yet established with the Mopani District area.
- The District does have an approved District Framework that does not align Planning activities of our municipality.
- The IGR structures are not currently contributing in the IDP process.

5.2.7 IDP/Budget and PMS Process plan 2008/2009

Table 2: IDP/Budget and PMS Process Plan 2008/2009

TARGET DATES	ACTIVITY / TARGET	RESPONSIBILITY	STAKEHOLDERS
13-31 October 2008	Consolidation and analysis of issues (Phase 1)	PED	IDP Steering Com.
17 October 2008	Start preparing draft budget and plans for next 3 years	All Managers	HOD's
27 October 2008	Prepare inputs for Annual Report 2007-2008	PED	MM, Managers & HOD's
1-30 November 2008	Project Planning by All Departments	PED	MM, Managers, HOD's

TARGET DATES	ACTIVITY / TARGET	RESPONSIBILITY	STAKEHOLDERS
30 November 2008	Submission of Project Planning information	PED	All Managers
20 November 2008	Representative Forum meeting	PED	MM, Managers, HOD's, Community Stakeholders
4-5 November 2008	1 st Strategic Session (Review of Strategies)	PED	IPM,MM, All Managers
12-13 November 2008	2 nd Strategic Session (Review of Strategies and Proposed Projects)	PED	IPM,MM, All Managers, EXCO, HOD's
4 December 2008	Prioritization of Projects		
15 December 2008	Submit 1 st Draft IDP to Council for approval	MM, PED	MM, Managers,& Representative Forum
9 January 2009	Submit 6 monthly actual figures to Managers	CFO	MM & Managers
21 January 2009	Budget request submitted to Chief Financial Officer	All Managers	CFO
27 January 2009	Submit Annual Report 2007-2008 to Council for Approval	MM, PED	Mayor, MM, & Managers
28 January 2009 - 13 February 2009	2 nd Quarterly Performance Assessment	Mayor and MM	MM, Managers, HOD's
11 February 2009	Finalize detailed budgets, IDP projects, PMS and sector plans for next three years	Budget: CFO IDP: MM Plans: All Managers	MM, Managers, HOD's, Mopani district Municipality and Sector Departments
12 February 2009	Representative Forum meeting	PED	MM, Managers, HOD's Community Stakeholders
17 February 2009	Submit IDP and Budget to Finance Study Group	PED, CFO	Finance Study Group
24 February 2009	Submit reviewed Budget related Policies to Council for approval	CFO, MM	Exco and Council
24 February 2009	EXCO Adopts the Draft Budget, and IDP	EXCO Budget Report: CFO IDP Report: PED	Councillors
24 February 2009	Mayor tables in Council the Draft Budget, IDP 2 nd Draft	Mayor	Councillors
3 March 2009	Organize public hearings: Dates, Venues, Equipment	Corporate services	Community and Stakeholders
3 March 2009	Advertising, Allocation of Councillors to Public hearings and informing Councillors of the public hearings they have to attend (Budget and IDP)	Corporate services	Councillors Community
5 March 2009	Presentation on budget and IDP to Councillors	CFO, PED	Councillors
6 March 2009	Publish preliminary Budget and draft IDP in newspapers and make it available on Council's Website	Corporate services	Community

TARGET DATES	ACTIVITY / TARGET	RESPONSIBILITY	STAKEHOLDERS
6 March 2009	Submit Draft Budget and IDP to NT, Provincial Treasury and Mopani District Municipality	CFO	NT, Provincial Treasury and Mopani District Municipality
15 March 2009	Integration of institutional plans (Phase 4)	MM,PED	MM, Managers & HOD's
7 – 23 March 2009	Community consultation and council debate on budget and IDP (Public Hearings)	Councillors	Community
10 March 2009	Submit finalized institutional and sector plans	PED	Internal Departments and Sector Departments

9 April 2009	Representative Forum meeting	PED	IDP/PMS Representative Forum
13 – 24 April 2009	3 rd Quarterly Performance Assessment	Mayor & MM	MM, Managers, HOD's
30 April 2009	Submit budget and changes to IDP to the Finance Study Group for consideration	Budget: CFO IDP: PED	Finance Study Group
12 May 2009	Submit budget and changes to IDP to EXCO for consideration	Budget: CFO IDP: PED	EXCO
26 June 2009	Signing of Performance plans 2009/2010 Managers	Mayor & MM	Mayor, MM & Councillors
26 May 2009	Mayor tables Draft Budget and changes to IDP for approval by Council (Approval Phase 5)	Mayor	Council
5 June 2009	Publish budget and IDP in newspapers, make IDP available for inspection	Corporate Services	Community
5 June 2009	Submit Budget & IDP to NT, MEC, MDM	CFO, PED	NT, MEC, MDM
18 June 2009	Submit draft SDBIP to Mayor	MM	Mayor
25 June 2009	Mayor approves SDBIP	Mayor	Mayor
17 July 2009	Signing of Performance plans 2009/2010 HOD's	Managers & MM	Managers, MM
10 – 25 August 2009	Final Performance Assessment	Mayor & MM	MM, Managers & HOD's
25 August 2009	Mayor tables SDBIP and Performance plans to Council	MM	Mayor, MM & Councillors
3 September 2009	Make SDBIP and Performance plans public	MM	Mayor, MM, Councillors

6. PHASE 1 – ANALYSIS

6.1 CURRENT REALITY: BASIC FACTS AND FIGURES

6.1.1. LOCALITY

The Greater Tzaneen Municipality is situated in the eastern quadrant of the Limpopo Province within the Mopani District Municipality Area of Jurisdiction, together with Greater Giyani, BA-Phalaborwa and Greater Letaba., Polokwane to the west, Greater Letaba to the north, Ba-Phalaborwa and Maruleng to the east, and Lepelle-Nkumpi to the south, border the Greater Tzaneen Municipality and Giyani border. A map depicting the locality of the Greater Tzaneen Municipal area is attached at the end of this document as Map 1.

6.1.2. DESCRIPTION OF MUNICIPAL AREA

The Greater Tzaneen Municipality comprises a land area of approximately 3240 km², and extends from Haenertsburg in the west, to Rubbervale in the east (85km), and just south of Modjadjiskloof in the north, to Trichardtsdal in the south (47km). The municipal boundaries form an irregular, inverted T-Shape, which results in certain developmental 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.

- The municipal area is further characterized by extensive and intensive farming activities (commercial timber, cash crops, tropical and citrus fruit production);
- Mountainous, inaccessible terrain in the west and south, and un-even topography (gentle slopes) to the north and east;
- Areas with exceptional natural beauty, with considerable untapped tourism potential.

The Phalaborwa SDI transverses the Greater Tzaneen Municipal Area, while one of the major road links between Gauteng and the Kruger National Park also passes through the area.

In addition, a large area of land is in private ownership, ranging from smallholdings to extensive farms, used mainly for commercial farming activities, equally large areas of land is in the ownership of the State, under the custodianship of six Traditional Authorities.

6.1.3 LAND

Land ownership in the municipal area is characterized by:

- Approximately 66% of the total land area in private ownership, ranging from smallholdings to extensive farms, used mainly for commercial farming activities;
- Approximately 33% of the total land area in ownership of the State, under custodianship of six Traditional Authorities; and
- Land of negligible extent being municipal commonage.

2.1.4 SOCIAL STATUS - DEMOGRAPHICS

(a) Population distribution

Greater Tzaneen Municipality statistical sources on population demography were extracted from census population of 2001, information valid until the next census count. The Municipality conducted its own survey in 2003 on the realization that census 2001 results are being delayed. The results reflected a total population of **489 974** for 2003 (GTM Status Quo Survey Report, 2003). The Department of Water Affairs & Forestry also conducted a population survey for the municipality in 2001 and estimated that **395 121** people are staying in GTM.

Below is an estimated population growth projection as per the 2003 Status Quo Survey report of the Greater Tzaneen Municipality. The projections were informed by the growing mortality rate as a result of the HIV/AIDS epidemic calculating an average impact on the growth. Table 2 below shows a declining annual population average growth rate up until 2013.

Table 3: Projected Population per node, 2003 – 2013

Category	Nodal Cluster	Population 2003	Annual Growth Rate	Population - Moderate HIV Impact						Increase 2003-2008	Increase 2003-2013
				2004	2005	2006	2007	2008	2013		
Primary Nodes	Nkowankowa	26360	1.05	27678	29062	30515	32041	33643	42928	7283	16568
	Letsitele	227	1.05	238	250	263	276	290	370	63	143
	Dan	23304	1.05	24469	25693	26977	28326	29742	37951	6438	14647
	Khujwana	14273	1.05	14987	15736	16523	17349	18216	23244	3943	8971
	Mariveni	9222	1.05	9683	10167	10676	11209	11770	15018	2548	5796
	Petanenge	5655	1.05	5938	6235	6546	6874	7217	9209	1562	3554
	Mokgolobotho	9291	1.05	9756	10243	10755	11293	11858	15131	2567	5840
	Tzaneen	10223	1.05	10734	11271	11834	12426	13047	16649	2824	6426
Secondary Nodes	Lenyenye	12270	1.035	12699	13144	13604	14080	14573	17307	2303	5037
	Mohlaba Cross	15052	1.035	15579	16124	16688	17273	17877	21231	2825	6179
	Moime	12800	1.035	13248	13712	14192	14688	15202	18054	2402	5254
	Marumofase	2681	1.035	2775	2872	2972	3077	3184	3782	503	1101
	Maake	2189	1.035	2266	2345	2427	2512	2600	3088	411	899
Tertiary Nodes	Nkambako	3440	1.02	3509	3579	3651	3724	3798	4193	358	753
	Mamitwa	3852	1.02	3929	4008	4088	4170	4253	4696	401	844
	Mandlakazi	11082	1.02	11304	11530	11760	11996	12235	13509	1153	2427
	Haenertsburg	679	1.02	693	706	721	735	750	828	71	149
	Burgersdorp	6858	1.02	6995	7135	7278	7423	7572	8360	714	1502
	Gabaza	4505	1.02	4595	4687	4781	4876	4974	5492	469	987
Rural	All remaining villages	316011	1.005	317591	319179	320775	322379	323991	357200	7980	41189
	TOTAL	489974		498665	507677	517026	526726	536793	618239	46819	128265

Source: GTM Spatial Development Framework, 2003

(b) Gender and Age

According to the census statistics of 2001, Greater Tzaneen Municipality had a total population of **375 588** comprising **171 119** males and **204 469** females in 2001. Females outnumber males considerably, and comprise 54.4% of the

population. This is attributed to the migrant labour system and the fact that females normally outlive their male counterparts. The unavailability of men leaves women to face the community hardships alone.

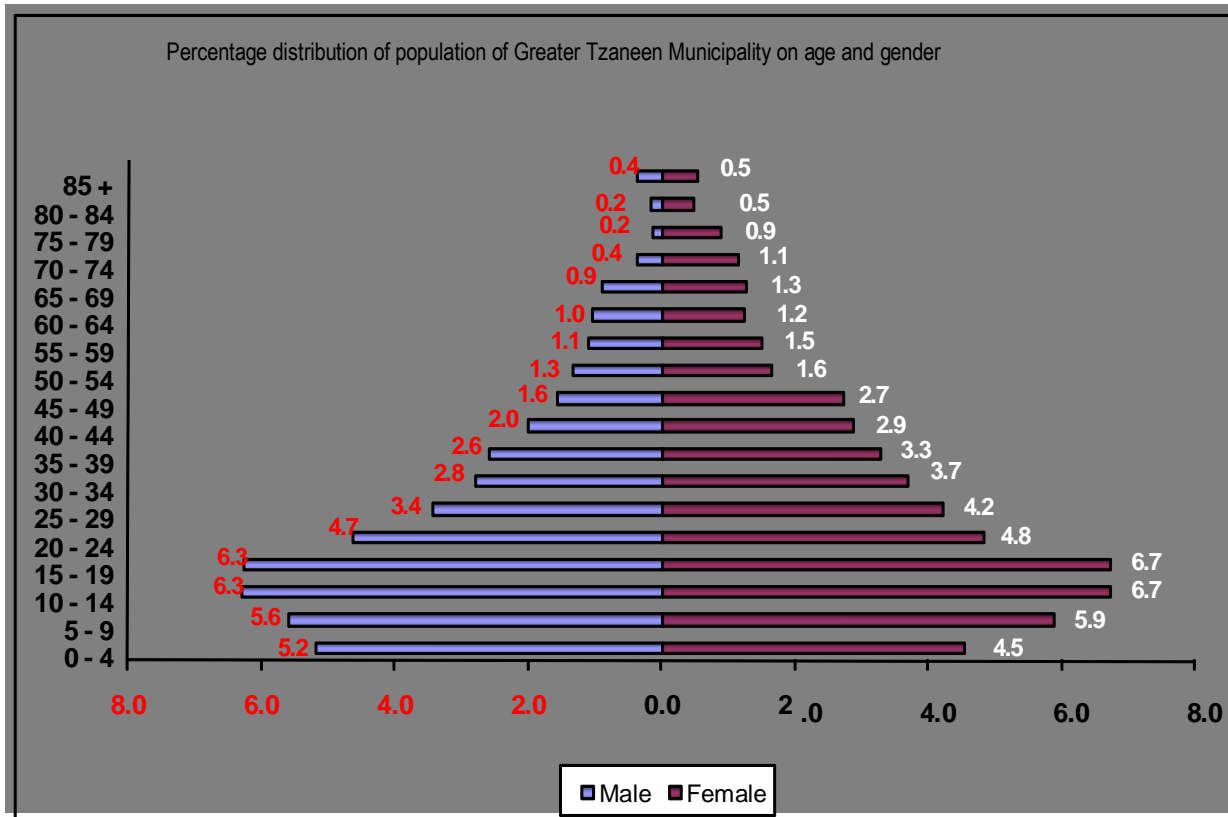


Table:4 Age group, population group and gender

		African/Black		Coloured		Indian/Asian		White		Total
		Male	Female	Male	Female	Male	Female	Male	Female	
NP333: Greater Tzaneen	0 - 4	18769	19204	34	45	12	20	271	219	38574
Local Municipality	5-9	22794	23287	53	43	16	14	272	280	46759
	10-14	24805	25104	37	35	8	16	421	364	50790
	15 - 19	22615	23127	36	42	11	16	509	468	46824
	20 - 24	16390	18569	34	45	22	14	190	236	35500
	25 - 29	12318	16611	40	31	24	12	297	296	29629
	30 - 34	10198	13865	32	18	17	14	252	299	24695
	35 - 39	8585	13479	23	28	12	12	269	294	22702
	40 - 44	7191	10463	17	11	13	10	313	350	18368
	45 - 49	5934	8652	9	15	5	9	284	270	15178
	50 - 54	4990	6170	4	9	8	3	222	281	11687
	55 - 59	3661	4205	10	6	5	0	243	180	8310
	60 - 64	2888	4769	3	3	7	3	170	196	8039
	65 - 69	1719	3847	0	5	0	0	101	111	5783
	70 - 74	1564	3838	5	8	0	4	79	87	5585
	75 - 79	954	1843	3	3	3	0	36	65	2907
	80 - 84	754	1812	0	3	0	0	22	31	2622
	85+	526	1045	0	4	0	7	10	44	1636
Total		166655	199890	340	354	163	154	3961	4071	375588

Source: Statistics SA; 2001

4% of the population comprises school-goers and children between 0 to 17 years of age, whereas matured young population that are either completing their studies or working constitute 30% of the total population. In total, the area is made up of about 74% of young people aged 0 to 35. The rest of the 26% comprise of the aged population who are in their late thirties and some on pension. The economic potential therefore lies within the available younger generation of the area that is still strong and could be retained for local job opportunities. According to Census figures, 49% of the population is working. That is an indicative factor for a need for increased job creation in the area since about 51% of the population is unemployed. Table 4 depicts different age categories:

Table 5: Population per age category, 2001

	0-17	% (0-17) Youth-School going	18-35	% (18-35) Youth - Working group	36-55	% (36-55) Middle aged - Working group	56+	% (56+) Retired/ Pensioners	Total
Black African	162965	44	108996	30	62967	17	31665	9	366593
Coloured	306	41	232	31	144	19	57	8	739
Indian or Asian	116	35	114	35	78	24	21	6	329
White	2534	32	1927	24	2205	28	1257	16	7923
Total	165921	44	111269	30	65394	17	33000	9	375584

Source: Census 2001

(c) Education and Income

The level of education of the population has an impact on their income generating ability. Table 5 presents the highest level of education for the population of Greater Tzaneen in 2001.

Table 6: Highest level of education of the population, 2001

Level	Figure	Percentage %
No schooling	82610	21.99
Some primary	132500	35.28
Some secondary	108388	28.86
Certificate or diploma	10115	2.69
Bachelor's degree	2616	0.70
Honours degree	509	0.14
Higher (postgraduate) degree	274	0.07
Not applicable	38574	10.72
Total	375585	100

Source: Census, 2001

The results show a dramatic decline of education after the secondary level. The results also show only 2.69% of people with certificates or diplomas and thereafter less than 1% in all subsequent higher levels. Twenty-one percent of people have no schooling and that has negative impact on economic development as this factor poses difficulty in skills transfer. This situation needs to be improved as a matter of urgency if the reliable, skilled workforce is to be attained. The impact of the low levels of education is evident from the income levels presented in Table 6

Table 7: Annual Household Income per income level, 2001

Income Level	Total
None	27706
R1 – R4 800	15549
R4 801 – R9 600	24722
R9 601 – R19 200	14269
R19 201 – R38 400	7294
R38 401 – R76 800	3856
R76 801 – R153 600	2430
R153 601 – R307 200	979
R307 201 – R614 400	276
R614 401 – R1 228 800	102
R1 228 801 – R2 457 600	134
R2 457 601 and more	57
Total Households	97374

Source: Statistics SA; Census 2001

The above figures show that 27 706 households, which is 29% of the total do not have any source of income. While the rest of the households do have sources of income, 70% of the household's incomes are below the minimum living levels, that is R9 600 per annum or lower or as R1 600 per month (as defined in 2000) Also, a household is considered poor and living in dire poverty if its income falls below the minimum living level, which was R1 600 for the year 2000. More than 70% of households are falling within the same income bracket and are therefore regarded as living under poverty. Poverty is further exacerbated by lack of coordination and integration of poverty alleviation initiatives among institutions that result in a waste of resources that were meant to alleviate it. This clearly shows that the municipality has a huge challenge of initiating sustainable poverty alleviation programmes.

(d) HIV/AIDS

The Limpopo Department of Health and Social Development undertook an HIV Antenatal Sero-prevalance survey in 2006 of women attending ante-natal clinics in public health facilities throughout the province. The 2005 prevalence statistics show that 30.2% of pregnant women who were surveyed were infected with HIV. This survey revealed that the epidemic is at an advanced stage, this resulted in the review of the survey protocol. In the 2006 survey, Limpopo doubled its sample size from 2000 samples to 4000 with more sites from 50 to 218. Survey results are depicted in a table below:

TABLE 8: HIV PREVALENCE BY DISTRICTS 2004 -2006

<u>DISTRICTS</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Capricorn	21.59%	22.2%	24.2%
Mopani	22.53%	29.8%	24.8
Sekhukhune	13.48	17.7	16.1
Vhembe	14.34	13.9	14.2
Waterberg	26.6	28.5	27.5
Provincial	19.32	21.5	20.7

The above statistics show that in Mopani District there is a 5% decline in HIV prevalence in pregnant women. The National prevalence statistics for 2006 show that 29.1% of pregnant women were infected with HIV.

TABLE 9. HIV PREVALENCE BY MUNICIPALITY 2006

<u>MUNICIPALITY</u>	<u>TOTAL SAMPLES</u>	<u>% of HIV PREVALANCE</u>
Ba-Phalaborwa	143	27.3
Greater Giyani	120	17.5
Greater Letaba	155	21.3

Greater Tzaneen	247	28.5
Maruleng	56	26.8

The above statistics show that our municipality has the highest HIV prevalence rate. In analyzing these statistics one has to make into account that though HIV is spread predominantly through unprotected sexual intercourse, there are contextual factors which increase the risk of exposure to the disease. These contextual factors are:

- ❖ Poverty;
- ❖ Gender and gender based violence;
- ❖ Cultural attitudes and practices;
- ❖ Stigma, denial, exclusion and discrimination;
- ❖ Mobility and labour migration as well as informal settlements.

The challenge of HIV/AIDS requires an intensified comprehensive, multi-sectoral national response to address the socio-economic circumstances that make certain segments of society vulnerable and to provide tools for prevention of infections.

(e) Internal Focus

HIV/AIDS impacts on our productivity as a municipality due to long absences from work due to illness which eventuates in death. We however in our quest to fight this scourge have the following in place:

- Employee Assistance Programme (EAP) Policy approved and implemented by Council;
- EAP Advisory Committee in place and operational;
- Life Threatening Diseases (including HIV/Aids) Policy approved and implemented;
- HIV/Aids five-year plan available;
- HIV/Aids Peer Educators within a workplace trained and operational;
- HIV/Aids Council in place for area of jurisdiction.

Challenges:

- Policy on Life threatening diseases is not focused on dealing with HIV/Aids within the workplace only;
- No audits/studies on HIV/Aids in the workplace
- No budget directly linked to HIV/Aids issues
- Lack of HIV/Aids Committee within the workplace

(f) External Focus

A five-year strategic plan on HIV/Aids has been approved by Council, which is structured according to the following four areas:

- Prevention
- Treatment, care and support
- Monitoring and surveillance
- Human and legal rights

(g) Disability and Population Group

Table 10: Disability prevalence, 2007 (LIM 333: Greater Tzaneen Municipality)

	Black	Coloured	Indian or Asian	White	Total
Sight	3062	0	0	66	3128
Hearing	1349	0	0	0	1349
Communication	781	0	0	0	781
Physical	5130	0	105	69	5304

Intellectual	1447	0	0	0	1447
Emotional	2193	0	0	61	2254
Multiple Disabilities	616	0	0	0	616
No Disabilities	327280	211	1067	2930	331488
N/A: Institutions	2256	23	8	431	2718
Total	344114	234	1180	3557	349085

Stats SA: Community Survey 2007

6.2. SUMMARY OF COMMUNITY AND STAKEHOLDER PRIORITY ISSUES 2009/10

Ward	Priority needs	Suggested Project	Village/location		Implementation Agent
1	Water		Morapalala All Villages		
	Electricity		Morapalala, senopelwa		
	Housing	RDP	Morapalala		
	Electricity	Street Lights	Mokwakwaila Complex		
2	Water	Supply every house hold	Mokgwathi, Lekgwareng Mawa Block 8,9& 12		
	Electricity	Electrification of new extensions	Mokgwathi, Lekgwareng Mawa Block 8,9& 12		
	Road	Tar	Bolobedu Cross to Mokgwathi and Mokwakwaila to Mawa		
3	Water	Bulk Supply	Ga – Wally, Radoo, Ramochinyadi	1	
		cleaning of reservoirs and maintenance	Ga – Wally, Radoo, Ramochinyadi		
	Water	Boreholes	Ga – Wally,	2	
	Water	Water reticulation	Ga – Wally, Radoo, Ramochinyadi		
	Electricity		Nyakeleni	2	
	Job Opportunities	Community projects	Ramochinyadi	2	
	Roads		Radoo	3	
	Job Opportunities	Community projects	Ramochinyadi	3	
	Recreational facilities	Sport ground	Ramochinyadi	3	
	Facilities	Sport grounds	Radoo	4	
	Roads	Road to graveyard	Radoo	4	
	Sanitation	Cemetery Toilets	Radoo, Ga - Wally	5	
	Committee	Establishment of Steering Committee for Ritavi Regional Scheme	Ramochinyadi	5	
	Job Opportunities	Community projects	Radoo	6	
	Electricity		Ramochinyadi	6	
	Facilities	Sport grounds	Radoo	7	
	Water	R26Mil to be used in Water Reticulation only	Ramochinyadi	7	
Equipments	Graders	All wards	8		

Ward	Priority needs	Suggested Project	Village/location		Implementation Agent
4	Water				
	Electricity				
	Land and housing				
	Roads				
	Health				
	Safety and Security				
	LED				
	Education, Arts and Culture				
5	Electricity	Electrification of villages	Musiphana, Malubana, Maweni & Mackery	1	ESKOM
	Water	Provision of water to all settlements	Musiphana, Malubana, Maweni & Mackery, Mugwazeni	2	DWAF
		Increasing Boreholes	Musiphana, Malubana, Maweni & Mackery, Mugwazeni	2	
	Roads	Regular grading of streets	Musiphana, Malubana, Maweni & Mackery, Mugwazeni	3	MDM
		Culverts	Malubana, Maweni & Mugwazeni	3	
	Facility	Shelter for pensioners	Maweno	4	
	Recreational Facilities	Erection a closed gorund for all sporting codes	Malubana	5	
	Youth Advisory Centre	Building of an advisory center for the youth	All villages	61	
6	Electricity	Electrification of households	All villages: Pyapyamela, Mavele, Joppie & Rummymede		ESKOM
		Apollo light or street lights	Pyapyamela, Mavele, Joppie & Rummymede		
	Water	Access water	All villages: Pyapyamela, Mavele, Joppie & Rummymede		
		Refurbishment to boreholes	Runnymede, Joppie		
		Water camps	Pyapyamela & Runnymede		
		Installation of street taps	Pyapyamela, Joppi, Mavele & Runnymede		
		Reservoir	Pyapyamela		

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Roads	Access Road	All villages: Pyapyamela, Mavele, Joppie & Rummymede	
		Opening of road from Babanana to Mavele	Mavele	
		Re-gravelling of road from Pyapyamela to Madumang	Pyapyamela	
		Regravelling of road corner Runnymede holly missionary church to Pyapyamela	Runnymede	
		Opening of Road from Mavele ZCC to Joppie graveyard	Mavele	
		Opening of road between new Canada to Joppie	Joppie	
		Opening of new road from Runnymede to Joppie	Runnymede	
		Taring of streets	Runnymede, joppie, Mavele & Pyapyamela	
		Grading of streets	Runnymede, joppie, Mavele & Pyapyamela	
		Drought relief project	Runnymede	
		Grading of soccer field	Runnymede, joppie, Mavele & Pyapyamela	
	Sanitation	Toilets	All Villages: Runnymede, Mavele, Joppie & Pyapyamela	
	Maintenance	Cleaning of MPCC		
	Facility	Cattle Camps	Runnymede	
	Roads	Grading	All Villages	
	Roads	Speed humps	Mavele & Rannymede	
		Opening of roads to New Canada	Mavele	
	Cemetery	Erection of graveyard at New Canada	Mavele	
		Cleaning or Deburshing	Mavele, Rynnymede, Pyapyamela & Joppie	
	Housing	RDP houses	Mabele, Runnymede, Joppie., Joppie.	
7	Water	Water pump machine for borehole & Maintenance	Madumane	
		Unfinished project (Water Reticulation)	Moroasethla	
		Unfinished project (Water Reticulation)	Mothomeng	
		Maintenance of boreholes	Kheopeng	
	Road	Access road (Internal Streets)	Seopeng to Matarapane	
	Sanitation	VIP Toilets	Morutjie	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Water	Unfinished projects (Water reticulation)	Mohlakong	
		Unfinished projects (Water Reticulation)	Botludi	
	Recreation facilities	Sports field, Tennis and Netball court	Mothomeng	
		Sports field	Moroasethla	
	Electricity	Street light, extension	Madumane	
	Road Access road	Internal streets	Kheopeng	
	Water	Water reticulation	Matarapane	
	Road	Access road (internal Streets0	Moritjie, Mohlakong	
		Re-gravelling	Morutjie and Thapane	
	Electricity	Electrifying New extensions	Botludi	
	Roads	Tarred Access road (internal streets0	Morutji to Madumane	
	Electricity	Electrifying new extensions	Moroasethla, Kheopeng, Matarapane	
	Roads	Internal streets		
	Housing	RDP houses	Morutjie, Botludi	
	Sanitation	VIP Toilets	Mohlakong	
	Recreation facilities	Sports field	Madumane	
	Road	Access road (internal Street)	Morwaselina to Mahowa	
	Electricity	Street light - New extension	Mothopong	
	Cemetery	New cemetery	Kheopeng	
	Sanitation	VIP	Matarapane	
	Electricity	Street light	Mohlakong	
	Road	Access road (internal street)	Botludi	
	Recreation facilities	Sports field	Kheopeng	
	Infrastructure	RDP houses	Mohlakong	
	Sanitation	VIP toilets	Botludi	
	Recreation facilities	Sports field	Botludi	
8	Cemetery	New cemetery and Fencing	Semarela, Mphatasediba, Setheeng, Ramphelo, Sethone, Relela, Jokong, Mmasebutsa & Khekhwinya	
	Sanitation	Toilets	Semarela, Mphatasediba, Setheeng, Ramphelo, Sethone, Relela, Jokong, Mmasebutsa & Khekhwinya	

Ward	Priority needs	Suggested Project	Village/location		Implementation Agent
	Health	Clinic	Sethone & Relela		
	Roads	Low level Bridge	Semarela		
	Roads	Internal Streets			
	Water	Water supply			
	Electricity	(New stands) to be attended as surveyed			
	Roads	Internal streets	Semarela, Mphatasediba, Setheeng, Ramphelo, Sethone, Relela, Jokong, Mmasebutsa & Khekhwinya		
	Electricity	Post connection	Semarela, Mphatasediba, Setheeng, Ramphelo, Sethone, Relela, Jokong, Mmasebutsa & Khekhwinya		
	Road	Speed humps	Relela TaxiRank and MPCC		
	Electricity	Street lights	Relela TaxiRank and MPCC		
	Roads	Access road	Semarela, Mphatasediba, Setheeng, Ramphelo, Sethone, Relela, Jokong, Mmasebutsa & Khekhwinya		
	Road	Pedestrian crossing	Next to Sethone Primary and Relela Taxi Rank		
	Road	Storm water pipes			
	Water	Boreholes	Semarela, Mphatasediba, Setheeng, Ramphelo, Sethone, Relela, Jokong, Mmasebutsa & Khekhwinya		
9	Water		Mopje		
	Electricity		Mopjeoo		
	Roads	Access Road	Kgwekgwe, Mopje		
	Pax Bridge		Via Strawberry		
	Job Creation	Kopanang Projects	Mopje		
	Road	Re - gravelling	Eskom to Mopje		
	Graveyard	Fencing	Mopje		
	Facilities	Sport Field	Mopje		
	Housing	Unfinished RDP	Kgwekgwe		
	Roads	Access Roads	Kgwekgwe Streets		
	Electricity		Kgwekgwe		
	Education	Pre – School	Kgwekgwe		
	Health Facilities	Clinic	Thako		
	Roads	Bridge	Thako to Jokong and Moleketla		
	Graveyard	Fencing	Thako		
	Water	Reservoir	Thako		

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Water	Borehole	Thako Clinic	
	Roads	Bridge	Moleketla	
	Housing	Unfinished RDP	Moleketla	
	Roads	Access road	Moshakga, Thepene	
	Graveyard	Fencing	Moleketla	
	Roads	Tar	Moleketla to Sefolwe	
	Electricity		Moleketla	
	Road	Re - gravel	Mboke to Nkgwegwe	
	Road		Matipane to Mabipilong	
	Water	Access water	Matswi	
	Health Facilities	Clinic	Mabipilone	
	Education Facilities	Pre - School	Mabipilong	
	Graveyard	Fencing	Mabipilong	
	Electricity	New coonections	Mabipilong	
10	Water	Reservoir	Kubjana, Motupa & Marirone	
		Street Pipes	Motupa and Marorone	
		House connection		
		Electrification of boreholes	Kubjana, Motupa & Marirone	
	Electricity	House connection (Extensions)	Motupa Marirone & Kubjana	
		Apollo light	Kubjana bus stop, Marerone, Bridge crossing	
	Road	Speed hump	Kubjana village, Motupa main road	
	Recreation	Grading of Sport ground	Marirone	
	Cemetery	Fencing Graveyard	Motupa, Marirone & Kubjwana	
	Cemetery	Extension of graveyard	Motupa	
	Road	Access roads		
	Bridge	Motupa Graveyard	Motupa	
	Recreation	Community hall	Motupa	
	Housing	RDP houses	Motupa, Marirone and Kubjwana	

Ward	Priority needs	Suggested Project	Village/location		Implementation Agent
		Drainage	Marironi		
	Water	Storm water	Motupa, Marirone and Kubjwana		
	Sanitation	Toilets	Motupa, Marirone, Kubjwana		
	Facility	Taxi Rank	Kubjwana		
	Roads	Grading of internal streets	Motupa, Marirone and Kubjwana		
	Recreation	Sports centre	Marirone Village		
11	Recreation	Stadium			
	Road		Between Thapane and Morutji and also link road to Modjadji Head Kraal		
	Water	Two (2) Boreholes per village	Bokhuta, Babanana, Leokwe, Leretjeni, Tobeni, Mapitlula and Thapane		
	Electricity	60% of Households			
	Electricity	Apollo lights	Bokhuta, Babanana, Leokwe, Leretjeni, Tobeni, Mapitlula and Thapane		
	Road	Tar or Grading	Mososong to Nchenya (Zakes avenue ext.)		
			Teanet Shop to Relela Taxi Rank		
			Thapane Dam to Motupa via Mapitlula		
			Babanana road		
	Roads	Culverts	Between Leokwe and Babanana		
	Pay point	Shelters and Chairs	Pay point		
	Facilities	Shelters at Taxi Ranks and Bus Stop			
	Job creation	Projects			
	Health	Clinic			
		Improvement of Dipping Tanks			
	Cemetery	Fence, Toilets and Water	Bokhuta, Babanana, Leokwe, Leretjeni, Tobeni, Mapitlula and Thapane		
	Housing	50% of villages needs RDP Houses			
	Recreation	Soccer fields	All Schools and Bokhuta, Babanana, Leokwe, Leretjeni, Tobeni, Mapitlula and Thapane		

Ward	Priority needs	Suggested Project	Village/location		Implementation Agent
12	Water	Pipeline To Start From Nkambako To Rwanda.	Rwanda, Shongani,		
		Water tankers to deliver water at least twice a week			
		Water taps to be installed in peoples yards for effective usage and payment	All villages in ward 12		
	Electricity	Electrification Of Villages	Lwandlamuni, Rwanda, Mbhekwana And Other Ext. Villages		
	Graves	New Graves And The Assistance In Digging	Lwandlamuni & Babanana		
	Roads	Streets To Be Improved And Construct Bridges On Road To Mandhlakazi , Samson To Lwandlamuni And To School	Mbhekwana, Lwandlamuni, Rwanda Nwajaheni		
		Speed Humps To Considered In Main Streets	All Villages		
	New schools	Construction of new schools	Rwanda and Lwandlamuni		
	Community hall and youths project centre	Construction of community hall and youths centre	Ward 12		
13	Water	Reservoir (Dam)	Mandlakazi, Tarantaal & Mieliekloof		
		House Connections			
		Revamping of boreholes			
	Road	Reshaping	Mandlakazi, Tarantaal & Mieliekloof		
		Small bridges			
	Housing	RDP	Mandlakazi		
	Infrastructure	Community Hall	Mandlakazi		
	Sanitation	Toilets	Mandlakazi		
	Health	Clinic	Mandlakazi, Tarantaal &		

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
			Mieliekloof	
	Electricity	Installation or connection to the new extension and new settlements	Mandlakazi	
	Cemetery	New graveyard or extension of the old cemetery before people occupy the space	Mandlakazi	
	Land	New settlement are need of stands	Mandlakazi	
	Transport	Road needs to be tarred	Via Mamitwa, Mbhekwana, Mandlakazi until joining Deerpark road.	
		Reshaping and grading every fortnight		
	Recreation centre	Stadium Tennes court & Parks	Mandlakazi, Tarantaal & Mieliekloof	
14	Water		Maribethema, politsi	
	sanitation	Toilet	Politsi, Maribathema	
	Health	Health centre	Politsi, Maribathema	
	Housing	RDP	Politsi, Maribathema	
	Road			
	Electricity	Street lights	Politsi, Maribathema	
15	Electricity	New electrical substation, switchgear and cabling in order top cope with demand for electricity.	Tzaneen	
	Road	Tar with storm water drainage and pavements of the street in front of Unity Primary School, Pompagalana.	Tzaneen	
	Recreation	Fencing of park in Flora Park	Tzaneen	
		Maintenance of parks	Tzaneen	
	Construction	By pass from High Groove to MacDonalds	Tzaneen	
16	Water	Refurbishing of existing Dams & Boreholes	Leseka, Maponya, Modiba & Vuma	
	Roads	Mokgotse Bridge	Craighead	
	Electricity	New Connections	Modiba & Leseka	
	Housing	RDP Housed	Leseka, Maponya, Modiba & Vhuma	
	Health	Clinic	Leseka	
	Road	Tarred Road	Craighead acces road	
	Facility	Drooping Centre	Mahlongwe	
	Education	High School	Leseka	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Facility	Paypoint	Vumeng	
17	Housing	RDP houses	Mokgolobotho	
	Electricity	Electrification	Mokgolobotho	
	Water	Water supply	Mokgolobotho	
	Infrastructure	Clinic	Mokgolobotho	
	Roads	Re-gravelling of internal streets	Dan & Mokgolobotho	
	Speed Hump	Bankuna road	Nkowankowa	
18	Water	Stand pipes	Mohlava Cross, Khujwana	
		Borehole integration	Mohlava Cross	
		Two (2) boreholes	Khujwana	
	Electricity	Street lights at Tar Road	Mohlava Cross	
		Electrification of backlogs	Khujwana, Mohlaba Cross	
	Roads	Grading/Regravelling of internal streets	Khujwana, Mohlaba Cross	
		Grading of Sport fields	Khujwana, Mohlaba Cross	
		Joining of tar road at Bridge way	Mohlava Cross	
		Tar road	Khujwana – Lephephane	
		Drainage at Chauke Fix drainage at tar road	Mohlava Cross	
		Fix Donda next to tar road next to Jonathan Chicken Farm	Mohlava Cross	
		Fix soil covering at AFM Church	Mohlava Cross	
		Fix or create drainage at Balobedung	Mohlava Cross	
		Storm water at Khujwana R36 Road bridge	Letaba River	
		Speed humps at Tar road	Mohlava Cross JB	
		Storm water at JB	JB	
		Stone pitching all access roads	Mohlava Cross, Khujwana	
	Waste	Rural Waste Project Waste bins	Mohlava Cross Khujwana	
	Cemetery	Regraveling road to cemetery Cleaning of gaves Gate at Graveyard Numbering of garves	Mohlava Cross Khujwana	
	Sanitation	VIP Toilets	Mohlava Cross Khujwana	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent	
	Infrastructure	Pay point/Hall RDP Houses Health Centre	Mohlava Cross Khujwana		
	Bridge	Small bridge to cross to Lenyenye	Mohlava Cross		
	Publicity	Information Board	All villages		
	Land	Demarcation/formalization of sites	Mohlava Cross Khujwana		
	Fire Extinguishers	Provision of fire extinguishers	Ever houselod		
19	Road	Tar to grave yard & maintenance of bridge			
	Sanitation	Maintenance sewage pipe	Nkowankowa B		
	Road signs	Installation of speed humps at Khomanani, Chivirikani, Nkateko, Tlangelane, Hoxani, Hitekani, Hitsakile & Sasavona street	Nkowankowa B		
		Road grill	Letaba Hospital road		
		Robots at DCO and Letaba Cross	Nkowankowa B		
		Quality Road marking	Nkowankowa B		
		Barrial line			
	Electricity	Street light	Nkowankowa Testing ground		
	Facilities	Bus-stop	Teba (Nkowankowa A)		
		Fire brigade/ Mobile truck at Police station	Nkowankowa		
		Air-condition at Nkowankowa community Hall	Nkowankowa A		
	Youth development		Creation of sport and recreation centre for youth	Nkowankowa B	
			Rehabilitation centre		
			Budget for sports council to facilitate sports – Especially soccer		
			Desk early childhood development		
			OVC creation so that municipality have programme for poor families		
			Clarification/ workshop on solid waste removal at Nkowankowa		
			By-Laws sound pollution		
		Crèche that are up to standard	Nkowankowa		
Road	Pavement at Dudu, Bankuna, Ritavi and	Nkowankowa B			

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
		Hudson sites		
		Maintenance of road at Nkonkowa B	Nkonkowa B	
		Cleaning or closing of Passages	Nkowankowa B	
	Safety campaign	Road signs, Vandalism of road signs at tennis cord sites		
	Road	Tar, Extension of road to Tzaneen – Lenyenye (Lydenburg road)	Nkowankowa to Lenyenye (Lydenburg road)	
20	Unemployment	Open Factories at Nkowankowa Industrials	Dan	
	Sanitation	Toilets for Households	Dan	
	Electricity	Extensions be electrified	Dan	
	Lights	Crime Hotspots should have lights	Dan	
	RDP Houses	Lusaka areas has no sufficient supply of RDP houses	Dan	
	Water Meters	The need for other services such as Sanitation before water billing	Dan	
	School Fees		Dan	
	Roads	Tarred roads inside villages for access roads.	Dan	
21	Sanitation	Sewage	Dan Village 100 Hoses at section C	
	Bridge	To graveyard Headman Mbhalati		
	Maintenance	Maintenance of street lights		
	Billing	Billing System	Nkowankowa B & C	
	Title deeds	All RDP houses	Mbambamescisi Nkowanowa B & C	
	Water	Access water	Dan Grave yard, Mbambamencisi, Nkomaneni	
	Electricity	Electrification	Cosmo houses, Mbambamencisi, Head Man Mbhalati & Nkomaneni	
		Installation of Street lights/ Flash lights	Malamulela street Nkowankowa B, C & Mbambamencisi	
	Houses	RDP Houses	Mbambamencisi, Head Man Mbhalati & Nkomaneni	
	Sanitation	Toilets	Lusaka, Mbambamecisi, Dan Headman Mbhalati,	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
			Nkomanani & Section C 100 units)	
	Roads	Tar	Nkowankowa B, C Mbambamecisi, Nkomanani, Dan Head Man Mbhalati, Bombeleni to One Toner & Lusaka	
		Re-graveling		
	Health center	Clinic	Nkowankowa C	
	Pay point	Pay point	Nkowankowa C	
	Community Hall	Nkowankowa C, Lusaka, Head Man Mbalati		
	Bridge	Nkomanani road next to Bright morning star		
	Taxi rank	Nkowankowa C, Lusaka & Head Man Mbhalati		
	Fencing	Dan Head Man Mbhalati Grave yard & Nkowankowa C Park		
	Street naming	Nkowankowa C		
	Maintenance	Sport fields and parks Street lights	All the villages B section	
	School	Lower Primary	Mkomaneni Lusaka	
	Unemployment			
22	Water	Pipes to the reservoir should be repaired		
		Provide households with taps		
		Catchments Dam for livestock		
	Facilities	Community Hall		
		Library		
	RDP Houses	RDP		
	Roads	Internal streets should be graded at least twice a year		
		Street leading to school should be tarred		
	Sport & Recreation	Sports Field		
	Sites	New Residential Sites		
	Sanitation	Toilets per household		
	Graveyard	Fencing		
23	Roads	Construction of 6 speed humps	Nkowankowa-Mariveni-Berlyn road	
		Road signs	Nkowankowa-Mariveni-Berlyn road	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
		Upgrading of Access roads	<ul style="list-style-type: none"> ✓ Mariveni clinic ✓ Mariveni Primary School ✓ Tito Mboweni Primary School ✓ Tshamahansi settlement ✓ All internal streets 	
		Construction of culvert	Mariveni section B next to Manocha area	
	Pay point Bridge Sanitation Cemetery	Pensioners pay point	Mariveni	
		Construction of Bridge between Mariveni & xipungu	Mariveni and xipungu	
		Construction of VIP toilets	Mariveni	
		Upgrading of cemetery	Mariveni	
		Access Road	Mariveni	
		Fencing	Mariveni	
		Water pipe	Mariveni	
		Toilets	Mariveni	
	Formalization	Allocation of stands	Bonana section, Tshamahansi village (Letsitele)	
	Electricity	PHP Houses	Mariveni Tshamahansi	
		Electrification	Mariveni section D, Banana section, Tshamahansi	
	Water	Apollo lights	Marivene Clinic	
		Street light	Letsitele – Mariveni T - junction	
		Water pipes	Tshamahansi village, Mariveni section D, Banana section	
	Facilities	Community hall	Mariveni	
		Upgrading of sport field	Mariveni	
	Job creation	Community garden	Mariveni	
		Brick project	Mariveni	
		Chicken farm	Mariveni	
	Housing			
24	Water		All villages	
	Roads	Upgrading and Tar	Bridge – Ben Farm Road	
	Road	Tar road	Khopo - Letsitele	
		Tar	Tinghiti Primary to Lydenburg Road	
	Road	Bridge to graveyard	Sasekani	
	Housing	RDP	Sasekani	
	Sanitation	VIP Toilets		

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Job Creation	Information Center		
		Sports and recreation		
25	Water	Electrification of Boreholes	Sedan. Bonn, Molate, Ntsako & Bordeaux	
		Water reticulation, extention of pipelines	Sedan. Bonn, Molate, Ntsako & Bordeaux	
	Electricity	Electrification	Sedan, Molate, Boordeaux & ext. Ntsako and Bonn	
	Road	Tarred road	Main road from Mafarana to Sedan Tar	
		Upgrading and Re-gravelling	From tarred Mafarana to Molate	
		Bridge	Molate road	
		Cleaning of internal streets with a bull dozer (Removing stones and trees that are closing the internal streets)	Especialy Molati. Also Sedan. Bonn, Ntsako & Bordeaux	
		Cleaning of road to Graveyard		
		Recreation	Grading of Sports Field	
		Cemetery	Water, Sanitation, Fencing & Cleaning	Sedan. Bonn, Molate, Ntsako & Bordeaux
26	Electricity	Electrification	Hweetsi, Masoma	
	Water	Maintainance of water taps	Rhulani	
		Jojo tanks	Rhulani, Hoveni, Nsolani	
		Maintainance of boreholes	Hoveni	
		New borehole	Nsolane	
	Water	Maintainance of boreholes	Hoveni	
		Water pipes	Rhulani	
	Road	Regular grading of strets	Rhulani, Hoveni, Nsolani	
	Water	Boreholes	Masoma	
		Jojo tanks	Masoma	
	Infrastructure	Primary School	Hweetsi	
	Recreation	Grandstand at Sport field	Rhulani	
		Vending Station	Hoveni	
	Cemetery	Graveyard	Nsolani B (Matawa)	
	Roads	Upgrading of streets	Masoma	
	Roads	Regular	Hweetsi,	
	Job creation	Recycling project (Rural waste minimization)	Rhulani	
	Recreation	Community Hall	Masoma	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Job creation	Poultry project	Hweetsi	
	Security	Palaceit fencing	Rhulani	
		Fencing at water fall	Masoma	
	Recreation	Maintainance of sports field	Rhulane	
27	Roads	Street upgrading	All Villages	Greater Tzaneen Municipality
	Access roads and bridges	Serutlutung via Shoromong to Sonkoane		
		All roads to cemeteries		
		Matshelapata to Magobareng		
		Malekeke via Makhubedung to Bokgaga High School		
	Tarred Road	Road via Maile pay point to sweet corner		
	Speed hump	Mokgobi business centre, Mogapeng fourway stop and Dr CN Phatudi main road		
	Electricity	Electricity connections	Matshelapata, Shiluvane, Ezekheya, Shoromone & Maponya Primary	
	Water Supply	Utilization of existing underground pipes	Mogapene, Pharare, Shituvane &Makhubedung	
		Fix boreholes	Mogapeng	
		Fix leaking water reservoirs	Pharare	
		Water taps at Graveyards	Makhubedung, Shiluvane , Shoromong and Mogapeng	
		Stand pipes	Makhubedung	
	Community Hall		Mogapeng	
	Sanitation	± 400 households in all villages	Shoromong, Serutlutung, Mogapeng	
		Finalize outstanding sanitation projects	All villages	
	Recreation	Upgrading Sports fields	Makhubedung, Hezekhaye, Pharare, Moloto FC.	

Ward	Priority needs	Suggested Project	Village/location		Implementation Agent
	Electricity	Street lights at flash points	Entrance CN Phatudi Hospital, entrance to Shiluvane Health Centre, Mogapeng four way stop, stop & Mogapeng Clinic		
	Electricity	Apollo lights	Shiluvane Health Centre		
	Library	Area of location to be discussed once there is budget			
	Housing	RDP Houses	Makhubedung and Pharare		
	Cattle dam	Cattle dipping point	Ntona Mantjoro Maake area		
	Job creation	municipal projects	All villages		
	Creche	150 Kids	Pharare		
28	Water	Reticulation	Phephene, Mine view, Madawa		
		Stand pipes	Phephene, Mine view, Burgersdorp, Gavaza		
		Water supply	Burgersdorp, Gavaza, Madawa		
	Sanitation	Toilets	Phephene, Burgersdorp, Gavaza		
	Electricity	Infrastructure and house connections	Hospital view		
	Roads	Internal streets	Phephene		
	Electricity	Infrastructure and House connections	Mine view, Gavaza, Madawa		
		Street light	Burgersdorp, gavaza		
	Water	Reticulation			
		Stand pipes			
	Sanitation	VIP toilets	Hospital view		
	Roads	Fourway stop or Robot	Cukumetani, Gavaza and Burgersdorp intersection		
		Speed hump	Burgersdorp		
		Road signs	Burgersdorp		
	Infrastructure	RDP Houses	Phephene, Mine view, Hospital view		
	Road	Re-gravelling	Burgersdorp, Gavaza		
		Tar	Gavaza		
	Cemetery	Site demarcation	Madawa		
	Recreation facility	Adults cultural group centre	Phephene		
	Roads	Tar (Internal street)	Mine view		
		Re-gravelling (Internal Street)	Mine view, Hospital view		
	Infrastructure	RDP houses	Burgersdorp, Gavaza, Madawa		

Ward	Priority needs	Suggested Project	Village/location		Implementation Agent
	Electricity	Street light	Phephene		
	Sanitation	VIP Toilets	Mine view		
	Waste minimization	Dumping site	Burgersdorp, Gavaza, Phephene, Mine view, Hospital view		
	Roads	Re-gravelling	Madawa		
	Infrastructure	Recreation centre	Burgersdorp, Gavaza		
	Waste minimization	Dumping site	Madawa		
29	Road	Bridge and Tar road via Tickyline to Myakayaka	Myakayaka		
	Transport	Bus	Myakayaka		
	Water	Fixing Illegal connection	Myakayaka		
	Water	Meter	Mohlatlareng		
	Road	Speed Humps X2 Extending Mabushe bridge and Moruleng Bridge to Lehlabine	Mohlatlareng		
	Electricity	Streetlight to be changed to Apolo lights	Tickyline		
	Road	Access road at the Cemetery	Mohlatlareng		
30	Water	Extension of water pipeline to New Rita dam/ Reservoir	New rita		
		Water Reticulation	Tickyline		
	Electricity	Street light & Strategic lights	Tickyline, Marumofase & Nabane		
	Infrastructure	RDP houses	Marumofase, Nabane, Tickyline & New Rita		
	Road	Culverts Box	Tickyline tar road		
		Bridge	Between Nabane and Tickyline village		
	Roads	Upgrading of internal streets	Marumofase, Nabane, Tickyline & New Rita		
		Tar road to cemetery	Nabane, Tickyline & New Rita		
		Tarring of Linkage road	Marumofase, Nabane to Mogoboya tarred road		
	Recreation	Sports complex	Nabane		
		Upgrading of Sports Fields	Tickyline & New Rita		
	Budget	Safety and security awareness	Marumofase, nabane, Tickyline, new Rita		
	Health	Sanitation (Toilets	Nabane, Marumofase, Tickyline & New Rita		

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Job Creation	Resuscination of projects	Nabane Garderm, Ramalema Environmental Projects	
31	Cemetery	New Cemetery	Lenyenye	
	Electricity	Electrification house connections	Kuwait 2	
		Street light	Lenyenye	
	Sanitation	Sewer connection (RDP section Lenyenye) And at Cemetery	Lenyenye	
	Formalization	Formalization of Kuwait settlement	Lenyenye	
	Housing	Completion of RDP and Toilets	Lenyenye	
	Pipe	Completion of Pipeline	Lenyenye	
	Recreation facility	Completion of the stadium	Lenyenye	
	Facility	Library	Lenyenye	
	Road	Speed humps	Lenyenye	
	Training	Training of Contractors	Lenyenye	
	Roads	Robots	Bendzulani & Maake Plaza intersections	
	Roads	Re-graveling		
	Facility	Play grounds		
32	Water	Access to water	Moime, Mokomotsi, Khujwana& Topanana	
	Electricity	House connections	Moime, Mokomotsi, Khujwana& Topanana	
	Roads	Upgrading of Street	Moime, Mokomotsi, Khujwana& Topanana	
	Housing	RDP Houses	Moime, Mokomotsi, Khujwana& Topanana	
	Recreation	Upgrading of sports field	Moime, Mokomotsi, Khujwana& Topanana	
	Roads	Tarred road	Mokomotsi to Serare	
		Tarred road	Lenyenye to Khujwana	
		Tarred road	Lephepane to Khujwana	
	Sanitation	Toilets	Moime, Mokomotsi, Khujwana& Topanana	
	Electricity	Street light	Moime & Khujwana	
	Facilities	Community Hall	Moime	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
	Facilities	Taxi Rank	Moime	
	Graveyard	Fencing new graveyard	Moime	
		Extension of old grave yard	Moime & Topanama	
		Upgrading of road to graveyard	Moime, Mokomotsi, Khujwana& Topanana	
33	Electricity	Electrification for households	Maphala, Serare majakaneng (All villages)	
		Apollo lights	Mamogola 4, Dipatseng 4, serare majakaneng 2, mogabje 5 & Between Maake clinic & Marorwane care.	
	Water/ Sanitation	Drainage	Serare	
		Reservoir	Serare majakaneng and Dipatseng	
	Road	Tar	Leolo to Maake road, Ga-Mawasha to Majakaneng	
		Building internal street	Leolo (All villages)	
		Access road	Mmaphala Bar Lounge, to Mothopong, Ga-Mawasha to Majakanaeng, Dipatseng to Mmadipudi	
		Grading internal street	Ga-matlala, Mamogola, Dipatseng, Serare mmaphala, Ga-Rakoma & Mothopong, Tsidinko. (All villages)	
		Re-gravelling	Serare majakaneng, Mogabje & Bessie Maake	
		Road maintenance	Ga-Mawasha to Mothopong & Semana to Ga-Rasebethele	
		Speed hump	Between Mmaphala & Mogoboya offices, Mothopong, Ga-Koki Mauritius Bar, Ike's Bar & Ga-Mawasha.	
		Housing	RDP houses	Mmaphala, Rakoma, Mothopong, Ga-Ramoraga, Leolo, Ga-Matlala, mamogola, Dipatseng, Serare Majakaneng & Mogabje. (All Villages)
	Bridge	Bridge	Sape Thabina road & Ngwabu bridge next to Maake offices	
		Calvert bridge	Mamogola 4, Dipatseng 4, Between Maake clinic Marorwane care, Serare 2,	

Ward	Priority needs	Suggested Project	Village/location	Implementation Agent
			Majakaneng, Mogabje, Rakoma, Maphala	
	Safety & Security	Satellite police station	Bokgaga	
	Education	Crèche	Mmaphala, Lebaleng Mphame, Mogabe, Tsidinko	
	Recreation	Community Hall	Ga-Rakoma, Marorwane	
		Sports Ground	Mamogola, Silver Stone ground & Bessie Maake	
34	Road	Main Road Lephepane to Lydenburg Road and Rasebelane to Lydenburg	Khopo Civic Raselane	
	Water	Households	Lephepane	
	Electricity	Households Electricity	Khopo Civic	
	Sanitation	Toilets	Lephepane	
	Water	Street Pipes	Khopo Civic	
	Sanitation	Toilets	Khopo Civic	
	Housing	RDP	Khopo Civic	

6.2.2. COMMUNITY BASED PLANNING (CBP)

During the development of the ward plans during the Community Based Planning process at the end of 2003 and beginning of 2004, proposals were made for projects to be submitted to the IDP. These proposals will have to be considered during the 2005/2006 and 2006/2007 financial year.

6.2.2.1 Introduction

Information baseline gathering processes was conducted with all four clusters focusing on the common outcome that has developed during 2004 CBP roll out and the outcome reads as follows:

- Increases income
- Improved education and skills development
- Reduction of HIV/ AIDS and other diseases
- Basic services and infrastructure for the quality of life (water, electricity, shelter, bridges and roads)
- Improved health and nutrition
- Crime free area

6.2.2.2 Objectives of baseline information gathering process

The baseline information gathering process was aimed at:

- Conduct situational analysis with regard to new ward demarcation.
- Profile all the wards within the Municipality

6.2.2.3 Approach

All stakeholders were engaged during the process for information gathering whereby questioners were developed with reference to the ward committee portfolios and it reads as follows:

- Water, Sanitation and Health
- Electricity
- Roads and transport
- Land and housing
- Safety and security
- Local economic and tourism
- Sports, education art and culture

6.2.2.4 Outcome of the roll out of CBP/IDP Baseline information gathering

All clustered has tried to rollout the plan, however some of the wards are still outstanding and the status quo of the clusters who has managed as per cluster reads as follows:

Table 12: Proposed projects from CBP

<u>Clusters</u>	<u>Ward managed to implement CBP /IDP baseline information</u>	<u>Outstanding ward</u>	<u>Outstanding villages</u>	<u>Comments</u>
Runnymede	Ward 02,03,04,05,06,12 & 13	None	Lekgwareng under ward 02	The councillor alluded that stakeholders were invited ,however they didn't honour the invitation ,
Bulamahlo	All wards has managed implement CBP /IDP baseline information	None	None	The cluster was cooperative enough
Lesedi	Ward 16,17,18,19,20,21,23,24	Ward 31	None	The cluster was cooperative enough
Relela	Ward 11,09 and 01	Ward 14,15,07, 08and 10	None	The cluster was not cooperative and even the cluster meeting didn't materialized

6.2.2.5 Constraints

The interim team that has been delegated to coordinate the CBP program would like to outline constrains in making sure that this program is running

- Delays of rolling out of CBP /IDP baseline information gathering process more specially from the ward councillors
- Shortage of staff members (since there is no specific people appointed for the program)
- Lack of committed budget for running of the program
- Shortage of resources (e.g. computer and access to net work since Nkowankowa offices has challenge with phones whereby at around 11:00 the phones are not working and the computers are always shutting down while typing information

6.2.2.6 Lessons learned

Lesson learned during the roll-out plan of the CBP/IDP baseline information gathering are:

- Most of rural villages have potential for paying service rendered to their community.
- Community members are expecting municipality to render services as per their priorities.
- Community has more information that can assist Municipality in coming up with proper planning with regards to backlog of service delivery.

6.2.2.7 Recommendations

We would like to recommend that the management has to consider the CBP program as the tool that are leading into proper planning in making sure that they render service in an effective and efficient way and the sense of ownership . Furthermore we should strive to make sure that we follow the legislative requirement since the legislative that are governing the Municipality requires engaging community in taking decision for their own development. The aforementioned Analysis, Community Perspectives and CBP submissions were considered, but due to the lack of capital funding, not many could be addressed during the development of the Strategies and Projects in Phases 2 and 3 which follows below.

6.3 PRIORITY ISSUES FROM FROM A MUNICIPAL PERSPECTIVE

6.3.1 WATER & SANITATION

Mopani District Municipality has been assigned as the Water Services Authority. A service level agreement has been entered into with the District Municipality whereby the service is being rendered by Greater Tzaneen Municipality on behalf of Mopani District Municipality.

The two Water Schemes currently being in operation are the Tours Scheme which serves 22 villages with a population of 55 244 people of which 17 558 (31,78%) people receives RDP standard water services, the capacity of the bulk purification plant is 2,3MI – 4,6 MI. The Thapane Scheme which serves 22 villages with a population of 56 392 people of which 16 917 (30%) receive RDP standard water services, the capacity of the bulk purification plant is 2,9M/L and will be increased to 4,1 M/L by the end of the 2006/2007 financial year.

All the Post Offices in the area receive water services with the exception of that of Mosorone. All the Government clinics receive sanitation service with the exception of those at Mogoboya, Bakgaga, Dr C N Phatudi, Masoma (Zanghoma), Mariveni, Morutji, Ooghoek, Gamokgwathi Block 11, Mmadumane, Morapalala and Senopela. All the clinics with the exception of those at Moime, Masoma (Zanghoma), Mamitwa Clinic, Nyavana, Makhube and Mmadumane receive water services.

6.3.1.1 CURRENT STATUS AND TARGETS FOR 2007/2008

The current water loss in the GTM area is 25%, but the target is that, provided that funds are made available, that it be reduced to 15 %. The total percentage of households with access to basic **water services is 85% and sanitation only 13 %**. There are approximately **8 700 unmetered water connections** and the target is to reduce that to 4 200. There are about 11 300 metered water connections and the target is to increase that to 15 800 by means of bulk water supply and reticulation at Ritavi 1, Thabina, Ritavi 2, construction of the Pitsi dam as well as to provide water to the Mariveni area from Letsitele. There are **60 600 standpipes** which gives access to water within 200 m to households and the target is to increase that to 63 600. There are **13 400 people with no access to basic water** and the target is to reduce it to 10 400.

There are **11 300 households with water borne** sewerage and the target is to increase that to 11550 whereby 250 additional household in the Ritavi 1, Thabina, Ritavi 2 areas will be provided with water borne sewerage through a Sanitation project by Mopani District Municipality.

The following upgrading is planned for water services: **Upgrade and replace 3850 m water lines**. Upgrade water plant to its original status of 9, 8 MI; replace 6 pumps and 4 valves, refurbished clarifier. Acquire 3 water trailers, power equipment, cutting equipment and threading equipment. Ensure water is purified according to national standards. To repair 20 boreholes that is not functioning.

The following refurbishment projects are currently being completed for 2007/2008.

THABINA WATER TREATMENT WORKS

- Refurbish operators, housing, improving lights and renovation of the water treatment works.

MOGOBOYA, MAKHUBIDUNG AND MAAKE RUMP STATIONS

- Refurbish pump stations: repairs the lights, palisade fencing and painting.

LENYENYE PONDS

- Security fencing for the ponds to protect local residents.

TOURS WATER TREATMENT WORKS

- Refurbish operators, housing, improving lights and renovation of the water treatment works.

BOREHOLES

- Rehabilitation of boreholes including vandalized boreholes and provision of concrete pump house to curb theft and vandalism.

ADDITIONAL DEVELOPMENTS USING MOPANI DISTRICT MUNICIPALITY'S OPERATION AND MAINTENANCE FUNDS 2007/2008 (DWAf satellite office Ritavi)

THAPANE SCHEME

- Construction of 4 x four roomed Operator's houses.
- Installation of standby generator.
- Pallisade fencing.
- Upgrading of Thapane water reticulation and standpipes.
- Addressing Thapane water reticulation wash aways.
- Construction of JoJo Tanks at Mopye and Seopeng.
- Water works paving.

NKAMBAKO SCHEME

- Upgrading of water sand filters.
- Construction of recovery water supply back to the raw water storage dam.
- Upgrading of water works butter fly valves and control gate valve at the plant.
- Pallisade facing.
- Erection of stronghold raw water anti vandalism structures.
- Building of 4 x four roomed Operator's houses.
- Upgrading of telemetric system.
- Upgrading of boreholes at Shihoko, Mookgo, Runnymede, Block 7, Nkambako, Block 6.

NKOWANKOWA SCHEME

- Renovation and upgrading of Operator's houses.
- Upgrading of inlet pipeline, reservoir outlet and overflow at Dan reservoir.
- Pallisade at Co-op booster pump.
- Upgrading of Co-op booster pump.
- Upgrading of rising main from Dan reservoir on the manholes, air valves and control gate valves.

- Pallisade fencing at Mhlaba Cross booster pump, Sasekani booster pump and Khujwana booster pump.
- Installation of electrical stand by generators.

THABINA SCHEME

- Installation of electrical standby generators.
- Upgrading of pressure break tanks at Moime and pressure demand valve station with a by-pass to Lenyenye water shortage.
- Upgrading of manholes for air valves and control gate valve.

TOURS SCHEME

- Upgrading of water sand filters and nozzles.
- Upgrading of water works butter fly valves.
- Upgrading of manholes, air valves and control gate valves at the rising main pipeline.
- Refurbishment of vandalized boreholes.

LENYENYE

- Wire fencing.
- Biocatalyst dosing system.

NKOWANKOWA SEWAGE WORKS

- Upgrading of bio-filters and purification system.
- Scooping of ponds.
- Construction of bio-catalyst dosing system.
- Scooping of Shiluvane ponds.
- Scooping of Maake Fet College ponds.
- Pallisade fencing at Shiluvane ponds and Maake FET ponds.

TZANEEN SATELITE OFFICE

- Renovation of offices
- Upgrading and renovation of conference hall.
- Paving the satellite office yard.
- Upgrading of parking facilities (car-port)

6.3.1.2 FREE BASIC WATER

Before Greater Tzaneen Municipality could implement the free basic water policy, it must be in line with the water service authority's policy which will be approved shortly. The basic principle around the **WSA's policy is free basic water to the poorest of the poor (Income level beneath R1 100 per month)**. The biggest challenge around free basic water is that there must be a management system in place.

Four **sanitation systems** are in operation within the Greater Tzaneen Municipal area, these being:

- Water-borne sewer (Tzaneen, Nkowankowa and Lenyenye)
- Septic Tanks and French Drains (Haenertsburg)
- Septic Tanks (Letsitele) and
- Pit Latrines and VIP's (all rural villages)

The Tzaneen and Nkowankowa plants are under-capacitated, in that current capacities are 2,87MI and 4,5 MI per day, while dry-weather effluent is 4 MI and 7MI per day, and ideal capacities are 8MI and 12MI per day respectively (to accommodate projected increase in flow till 2011)

The Lenyenye plant also requires upgrading and capacity problems are foreseen once the water shortage problems are attended to. To implement the above, upgrading would cost the following:

- Tzaneen - R4,1 m
- Nkowankowa - R14 m
- Lenyenye - R4 m

Pit Latrines are most commonly in use in the rural areas. RDP standards dictate that VIP's are a minimum requirement. The Department of Engineering Services estimates that 23 100 new VIP's are needed (at a cost of R49m) while 46 500 existing pit latrines have to be upgraded to VIP (at a cost of R69, 75 m) to comply with minimum RDP standards.

(Source: Municipal Data Base).

It is imperative that a sanitation program be formulated and be implemented whereby the situation of numerous households having no sanitation facility is addressed. To this end it is important that more detailed information in respect of geotechnical and geohydrological conditions is gathered especially in areas of dense population concentration.

Mopani District Municipality contracted "In Touch" Consulting Company to build 43 VIP units in the following villages:

- Mokgolobotho
- Tickyline
- Mmaphala
- Mogapeng
- Mahwibidung
- Matipane
- Mothomeng
- Lephepane
- Petanenge
- Mandlakazi
- Radoo
- Vallambrosa

A cost of R464 000 in total for 516 units. At this rate we are covering 0, 74% per annum. Through the Department of Local Government and Housing we are covering 1 200 units at 1, 72% per annum, an overall 2, 46% per annum. With the implementation of projects the Engineering Services Department strive to reach 50% youth and 50% adults of whom 30% of the total should be women.

6.3.2 ROADS AND STORM WATER

Provincial and District link roads within the municipal area are in a general good condition. Some access gravel roads, ± 20%, to villages and internal streets within villages are problematic. Storm water management is closely linked to the condition and state of roads and streets and is influenced by settlements that developed in topographically steep areas.

Table 29: Road infrastructure

TYPE OF ROAD	LENGTH	MAINTENANCE COST AND TYPE
Tarred	161 km	Fog spray, reseal @R890 000/ km

Gravel (except link roads)	2 064 km	R105 000.00/ KM
Gravel R293 towns	60 km	R105 000.00/ KM
Grading of gravel roads		R19500.00/ KM
Regravelling of roads every 5 yrs		R92,547 m every 5 yrs Preventative maintenance – R4.855m annually

The estimated time to rectify the current backlog on gravel roads in the GTM area, if no external funding can be obtained, will be 10.7 years for regravelling of roads and 65 years to regravell all the roads.

The backlogs to introduce labour intensive methods of storm water management, similar to the GUNDO LASHU project introduced by RAL, are R 10 848 000.00. With the current funds available for rural storm water the time to rectify the current backlog will be 9 years.

6.3.2.1 Education of Communities

Communities must be educated through their ward councilors and ward committees about the maintenance on streets and storm water. They must be informed that the cost to construct 1 km of tar road 6m wide is estimated at R 1 080 000.00. For this reason it is important to do maintenance on tar roads and storm water systems in order to protect this asset.

Breaking of bottles in streets is not only dangerous to pedestrians and motorists, but increase the maintenance costs as minor defects become major defects if water penetrate the seal and damage the base of the road.

Disposal of garden or other refuse in storm water systems causes blockages and lead to flooding of streets and houses during heavy down pours. The maintenance of blocked storm water systems is very costly and sometimes impossible to such an extent that pipes must be completely replaced.

The actions mentioned above can cause serious injury and health problems as broken bottles can do bodily harm and blocked storm water systems together with refuse can lead to water contamination.

6.3.2.2 Hierarchy of Roads in Greater Tzaneen Municipality:

The former NPRA, now called ROAD AGENCY LIMPOPO (RAL), proposed the redefining of roads in the Limpopo Province as follows:

NATIONAL ROADS - 63km (Responsibility of SANRA)

- P 43/3 – Modjadjiskloof, Tzaneen to Gravelotte.

PROVINCIAL ROADS – 254km (Responsibility of RAL)

- P 17/3 – Tzaneen, Rita, Leydsdorp to Gravelotte
- P 181/1 – Ofcolaco to Hoedspruit Lydenburg T junction
- D 673 – Craighead Estates, Letsitele Valley to Tarentaal.
- D 1293 – Tarentaalrand to Constantia Giyani T Junction.
- D 1267 – Constantia road to Giyani.
- P 43/3 – Letsitele to Eiland.
- D 3198 – Senakwe to Miragoma.
- D3247 – Nwamitwa, Babanana, Jopi to Mookgo 7.
- D 3187 Ga-Wale, Lekgwareng to Dzumeri.

DISTRICT ROADS – 868km (Responsibility of Mopani District Municipality)

- All other link roads between and through villages

MUNICIPAL ROADS AND STREETS – 2064km (Responsibility of GTM)

- All roads and streets in towns and villages that give access to households, businesses and industries.
- The redefining of the above mentioned roads are expected to be finalized in the current Municipal financial year.

6.3.2.3 Role Players and Stake Holders

The different role players concerning roads and streets in the Greater Tzaneen Municipal area are as follows:

- RAL
- Mopani District Municipality
- Greater Tzaneen Municipality
- Road and Transport Committee
- Ward Councilor's
- Ward Committee's
- Residents of GTM
- SANRA

6.3.2.4 Why the Backlog Maintenance on Gravel Roads?

In formal towns, when the township is established, stands are sold; the owner pays in advance for all the services including the tar road still to be built. The revenue for maintenance for these services is generated through the cost recovery system which includes land tax. In informal settlements and villages the process above is not followed and Council does not have sufficient revenue to do maintenance.

6.3.2.5 Provincial and Districts roads

During a workshop with the Road Agency Limpopo it was indicated that they are planning the following upgrading from gravel to surface in the Greater Tzaneen Municipal area:

Table 30: Upgrading of roads in GTM

PROV./ DISTRICT ROAD	TERM	ROAD PARTICULARS	LENGTH km	COST ESTIMATE	REASON FOR PRIORITISATION
Provincial	0 – 5 yrs	Modjadji-Mokwakwaila-Bambeni-Nkoma. ADT (Annual Daily Traffic) of 2000 varies from 698 to 295. Serves a large number of communities for work and shopping. Very busy road.	56	R111,000,000	This road supports the Spatial Development Rational and Tourism at Modjadji (Modjadji Nature Reserve and other places of interest). It links to the Phalaborwa SDI. There will be huge economic savings in vehicle operating costs and traveling time since the road carries high traffic volume. It serves a large number of villages, more that 36 villages. This will contribute to good health of these communities. The road has become impossible to maintain since it demands very short intervals of maintenance.
Provincial	0 – 5 yrs	Letsitele-Eiland-Letaba Ranch. Serves farming communities and a number of villages. It also serves tourism areas of Eiland, Letaba Ranch and Kruger National Park	27	R73,000,000	This road supports tourism and farming. It serves some villages along it (more that 6 villages)
Provincial	0 – 5 yrs	Burgersdorp-Gravelotte. Connects farming communities, villages and towns. It connects small scale mining.	27	R53,000,000	This road supports the SDR, SDI in the province.

District	0 – 5 Yrs	Lenyenye-Thabina-Mogoboya-Khujwana-Mohlaba (P17/3). Serves more than 10 villages. ADT not up to date, but the road is busy. This is a ring road used by busses and taxis for commuting to work, etc.	18	R36,000,000	The road is problematic and a danger to the communities. It is the only road which if it rains the communities are cut-off. It is the route used for commuting to work and to towns. It is therefore economically important since it forms part of the sustenance of the communities in that area. The ADT is 639 which are more than the 500 ADT required for a road to be considered for tarring. Once traffic volume is in the region of 500, vehicle operating costs become uneconomical for gravel road. The road serves a large number of communities (more than 12 villages directly on this road), towns of Lenyenye, Nkowankowa and Tzaneen. It serves nature reserve of Thabina (Wolkberg). It also serves hospital of CN Phatudi, Shiluvane and Lenyenye.
District	0 – 5 yrs	Deerpark-Moruj (Kubjana-Madumane). ADT = 1008. Serves many villages. Slippery when wet, difficult to maintain due to high traffic volume and is rocky. Went on tender twice but could not be awarded due to budget cuts.	19	R38,000,000	This road supports the SDR and Tourism at Modjadji (Modjadji Nature Reserve and other places of interest). It links to the Phalaborwa SDI. There will be huge economic savings in vehicle operating costs and traveling time since the road carries high traffic volume (1008 vehicles per day). It serves a large number of villages, so densely populated that it is a road through a built-up area. This will contribute to good health of these communities. The road has become impossible to maintain since it demands very short intervals of maintenance work. Tarring will improve on the safety of motorists and pedestrians. Gravel depletion and unavailability is also a problem.
Provincial	6 – 15 yrs	Motshinyadi to Dzumeri to GaMokgwathi to Ga-Wale to Xihoko to Runnymede to Mavele	79	R158,000,000	It provides accessibility and improves mobility.
Provincial	6 - 15 yrs	Mavele to N'wajaheni	9	R18,000,000	It provides accessibility and improves mobility.

6.3.3 BUILDING AND MAINTENANCE

The Division is responsible for the building control, building maintenance, housing PHP and fleet Management.

6.3.3.1 CHALLENGES

a. Building Control

- Illegal construction activities
- Non compliance to building regulations

b. Building Maintenance

- In adequate budget to meet targets
- Lack of skills on tradesman

c. Housing and PHP

- Inspection of RDP houses
- Insufficient budget to cover the inspections for the whole GTM
- No signing authority on claims by developers on RDP houses

d. Mechanical Workshop

- The age of the vehicles
- No capital provision to replace old vehicles.
- Honey sucker truck as old as 1982

6.3.3.2 INTERVENTIONS

- Additional building inspector has been appointed to assist with inspection.
- Fixed trading kilometers for inspections to be renewed.
- Interaction with DLG&H to give GTM signing powers on claims by developers.
- Capital provision should be made to replace old trucks for 1009/2010.
- Additional three water tankers to be bought to meet challenges of water provision.
- Interactions with DLG&H to allocate more PHP units for 2009/2010.

6.3.4. ELECTRICITY

18.1 Distribution Area

The Greater Tzaneen Municipality currently distributes, under License, to an area approximately 3500 km² in extent. The distribution area does not correspond with Councils Municipal 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), Eiland 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).

Greater Tzaneen Municipality: Status Quo Survey Report; 2003

18.2 Network Components

- Bulk intake (132-kV/66-kV)
- Main substations (66-kV/33-kV/11-kV)
- Distribution substations (33-kV/11-kV)
- Main distribution lines (66-kV, 33-kV and 11-kV, total length 1890 km)
- Cable network in towns (11-kV, total length 133 km)

18.3 Future Developments

The implementation of the REDS (Regional Electricity Distributors) is fast approaching finality. The holding company has been established and it is predicted that 2007 will see full implementation of the REDS. Nationally REDS is still on target with RED 6 day 1 earmarked for March 2009. Funding to update the ringfencing has been received. A detailed asset register has been completed and a section 78 process will be followed once the ring fencing process has been completed.

The impact that the REDS to the community will be that it is aimed at addressing the following current problems:

- Current industry structure is highly inefficient owing to fragmentation
- Inadequate maintenance of networks
- Inability to supply electricity to the indigent
- Unequal treatment of consumers across the country

- Significant disparities in tariffs
- Absence of economies of scale in respect of investing in assets, sharing facilities, services, regulation, human development
- Limited opportunity to introduce competition regarding tariff
- Service quality

18.4 Capacity Constraints

A combination of phenomenal growth and insufficient capital reinvestment has culminated in the entire Tzaneen distribution area not having sufficient electrical capacity to allow any further growth. This is a major concern for Council and consequently applications for funding to the tune of R100 million (for Tzaneen capacity), R150 million (for Tzaneen and other 4 towns capacity)) and R420 million (infrastructure and capacity, total area) has been applied to from various government departments during the first part of 2007. Unfortunately, no positive reaction has been received to date.

18.5 DISTRIBUTION SYSTEM STATUS

18.5.1 Overhead Powerlines

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 rebuilt	= 170-km	Lines Refurbished	= 146-km
Remaining Backlog	= 380-km	Remaining Backlog	= 154-km

18.5.2 SYSTEM CAPACITY

18.5.2.1 Main distribution substations

Also historically neglected, the system capacity also needs urgent addressing as certain substations are already overloaded. During the next three years the following substations are going to be attended to:

- Pusela Substation (New 2 MVA substation)
- Agatha (New 2 MVA substation),
- Riverside (Autoclosers and Capacitor Banks)
- Letsitele Town (New 2-MVA substation)

18.5.3 Temporary Relief

Refurbishment (2 x 5 MVA transformer)	R 983 830.00
Temporary Supply – Adams Farm	R1 417 500.00
Temporary Supply – Aqua Park	R1 667 400.00
Reommission – Van Velden	R 38 500.00
TOTAL	R4 107 580.00

18.5.4 Lighting Requirements

The need for new lighting is identified from time to time and addressed within financial constraints. There is currently a backlog of around 924 streetlights in Nkowankowa ($\pm 39\%$ backlog), Strategic places were identified for the placing of lights to combat crime and for safety. Stadium lights are identified for Lenyene stadium.

18.6 Electrification

18.6.1 VILLAGES, SCHOOLS, CLINICS

The backlog in electrical connections on stands is estimated at 42 213 which is 30% of the total stands in the municipality. 18 Secondary schools, 39 primary schools, 51 crèches and 5 clinics within the municipality are not electrified. 16 vending stations within Eskom's distribution areas service the pre-payment consumers in the municipality. A list of villages and connection backlogs of stands, schools, and crèches and health facilities is attached. The stakeholders participating in the prioritization and implementation of electrification projects include Local Councilors, Electrical Department (GTM), Eskom, The Department of Minerals and Energy and the Department of Local Government and Housing.

18.6.2 FARM LABOUR HOUSING

Farm Labour housing projects were initiated in 2004/2005 financial year, funded by the Department of Minerals and Energy. The Municipality is responsible for the management of the programme as well as the design and the implementation of electrification projects. All financial systems must comply with the conditions as contemplated in section 38 of the PFMA. Up to 2007/2008 financial year 2671 house connections and 17 schools were electrified. The allocated contract value was R10.6 million.

The current backlog is estimated at ± 900 house connections. Organized agriculture has been approached to provide statistics on the extent of the electrification need in farm labour housing.

18.7 System Performance

18.7.1 METERING

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

18.7.2 SYSTEM PROTECTION

We currently have around 100 auto reclosers in the system. The need for autoreclosers is done on an ongoing basis with changes in the system configuration.

18.7.3 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 overloaded due to seasonal or other reasons. This is done on an ongoing basis.

18.7.4 MANAGEMENT INFORMATION SYSTEM

Council is currently addressing the implementation of a MIS and it is hoped that implementation will be short term rather than long term. Adherence to National Electricity Regulator's annual statistical reports also supports the urgent need for information management regarding the quality of supply and quality of service to consumers.

18.8 New Developments

18.8.1 RESIDENTIAL ERVEN

New erven are reticulated as the need is identified.

18.8.2 BUSINESSES / FARMING / DOMESTIC

Council currently subsidizes all new connections by 50% in an attempt to stimulate economic development and growth.

18.9 CRISIS REPORT – ELECTRICAL DEPARTMENT

REPORT ON THE OVERALL STATUS OF THE ELECTRICAL DISTRIBUTION SYSTEM AND SUBSEQUENT FINANCIAL IMPLICATIONS

18.9.1 EXECUTIVE SUMMARY

Tzaneen as a Town is currently experiencing a massive 333% growth in residential 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 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.

This report details the more pertinent and urgent issues to be addressed in order for Tzaneen to not only maintain its current good standing and status as preferred development area, but to also ensure that the Greater Tzaneen Municipality is able to cope with the even higher projected 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 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 kilometers) in the country, but our electrical loading compares to that of Polokwane! The maximum demand metered for Tzaneen during the month of November 2006 was 93.5 MVA, whilst Polokwane registered just over 100 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 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 R172 839 066.00 and Long term funding of R251 340 000.00 will not only resolve the crisis facing Tzaneen's 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 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 Department and related equipment is around R700 million, 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 resources

18.9.2 RURAL

18.9.2.1 INTRODUCTION

The report covers the 66 kV, 33 kV and 11 kV rural distribution lines, including all equipment and accessories in the system. All power installations of voltages lower than 11 kV are not included in the report. The report details the current mechanical condition of the network, projected lifespan and recommendations on measures to restore the system to an acceptable level.

The report was compiled using the following sources of information.

- Previous reports of state of network
- Sampling of selected lines to gain an overall idea of the state of the lines in the area
- Discussions with Supervisors and Electricians working in the areas.
- Perusal of fault reports to identify problem areas
- Master plan studies
- Reports and complaints from consumers via the various forums.

18.9.2.2 GENERAL INFORMATION

The Greater Tzaneen Municipality is one of the largest non-Eskom distributors (in terms of distribution area size) of electricity in the country. 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. The Council's 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, Tzaneen, 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.
- 2 x 10 MVA and 2 x 5 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 indoor switchgear at Tzaneen substation (Rural feed)
- 1 x 5 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.
- 2 x 1.6 MVA, 66/11 kV transformers with outdoor switchgear at Tarentaalrand T-off Switchyard.

The 33/11 kV network consists of 39 transformers with a total capacity of 58.5 MVA. The rest of the network is 33/11 kV and 11/0.400 kV which forms a bulk of end-use consumer points.

18.9.2.2 THE CRISIS

Below are some facts and figures that will demonstrate just how close the distribution system is to total collapse:

Along with a sudden and pronounced increase in demand due to surging development, the Electrical Department has recently experienced increased power outages and customer complaints due to various reasons regarding continuous power supply and the quality of that 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 not 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 the;

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

The following salient factors also need to be highlighted:

- a. Some parts of the network (+- 50%) exceed 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 of the need to rebuild lines.
- b. 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 for is that the steel wire is old and breaks easily as it has become 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 +- 30% of the total length in the 11 kV network.
- c. The rural section employees spend most of their time attending to consumer complaints and faults on the network. As a consequence preventative maintenance is seldom or not satisfactorily performed.
- d. Due to the number of breakdowns on the system, overtime hours for the section are on the increase.
- e. A high percentage of existing auto reclosers (+- 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 reclosers be replaced, but the number of units in the system needs to be increased. An initial 20 of the most critical auto reclosers 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.

- f. 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.
- g. Some of the distribution transformers have exceeded their life span and loading capacity and must be replaced by new transformers.

18.9.3 .4 CAPITAL PROGRAM – RURAL

- | | |
|--|----------------|
| 1) Rebuilding of lines – minimum 55 km/annum @ R88/m over a 10 year period | R48 400 000.00 |
|--|----------------|

(SEE ANNEXURE" A “)

- | | |
|--|----------------|
| 2) Refurbishing of lines – minimum 30 km/annum @ R60/m over a 10 year period | R18 000 000.00 |
|--|----------------|

(SEE ANNEXURE" A “)

3) Once off replacement of 20 critical, yet old and Outdated 33kv and 11kv auto reclosers	R 2 800 000.00
4) Replacement of remaining auto reclosers – 6/annum @ R140 000.00 Over a 10 year period	R 8 400 000.00
5) Replacing of 2x 5 Mva transformers at main Substation Letsitele with 2 x 10 Mva.	R14 000 000.00
6) Build 66kv line from Letsitele to Laborie and Construct a substation with 2 x 10 Mva 66/33kv Transformers.	R20 000 000.00
7) Urgent Building of 25 km of 132kv line from Tarentaal to Eastern side of Tzaneen	R14 000 000.00 S/T
8) Building of 10km 66kv overheadline into Georges Valley and construction of 66/33Kv substation with 2x10 Mva transformers	R17 000 000.00
9) Building of 15km 66kV overheadline into Magoebaskloof and construction of 66/33kv substation with 2x10 MVA transformers	R19 500 000.00
10) Building of 8km 33kV spur out of Haenertsburg sub to alleviate load on long 11kv lines, with 2x2MVA 33/11kv transformers	R 2 500 000.00
11) Installation of power factor correction equipment on the system 3 x 33 kV units @ R200 000.00	R600 000.00 S/T
12) Installation of 3 x 2 MVA 33/11 kV new Substations to cater for network expansions at the following areas:	
a) Pusela	R 660 000.00
b) Letsitele Town	R 750 000.00
c) Agatha	<u>R 1 500 000.00</u>
SUB-TOTAL	<u>R 2 910000.00 S/T</u>

18.9.3.5 Upgrading of capacity and protection

a) 1 x 2 MVA transformer at Haenertsburg	R 500 000.00
b) 1 x 2MVA transformer at Laborie	R 500 000.00
c) 1 x 2MVA new substation at Laparisa	<u>R 750 000.00</u>
SUB-TOTAL	<u>R 2 550 000.00 S/T</u>
d) Installation and equipping of 1 x 5 MVA 66/11 kV Substation near Fonteinplaats within 2 years	R 8 000 000.00
e) Installing and equipping 1 x 5 MVA 33/11 kV Substation near Doornhoek within 2 years	R 5 000 000.00 S/T

TOTAL

R165 660 000.00

18.9.3.6 SUMMARY

a) Short term requirements (3 year period)	R 33 060 000.00
b) Medium to long term requirements (Maximum of 10 years)	<u>R 123 600 000.00</u>

TOTAL

R 165 660 000.00

18.9.3 SECTION 2 – URBAN

18.9.4.1 INTRODUCTION

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. The Tzaneen Town has grown with a very consistent percentage each year and the infrastructure could handle the expected growth,

In the last two years there was a phenomenal growth of 333% in the Greater Tzaneen Municipality Town area. The infrastructure could not cope with this excessive growth, with the shortage of capital added to the problem of upgrading cables and other related infrastructure.

18.9.4.2 MASTER PLAN STUDY

On informally hearing of developers intending to build many varied and large developments, this department took the 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.

The Master Plan is split into two phases:

Phase one was to develop an urgent short term (0 – 2 Year) normalization plan for the Tzaneen town networks. The deliverable for this phase had to enable the Greater Tzaneen Municipality to roll out a series of projects to adequately strengthen the Tzaneen Town Electrical reticulation system.

The firm 11 kV installed capacity at Tzaneen main substation is 25 MVA as the main substation consists of 1 x 10 MVA and 2 x 15 MVA transformers. This firm supply is already exceeded at this moment as the network demand is recorded at 26, 31 MVA.

The proposal by Africon is to alleviate the short term problem currently experienced with overloading of two of the main feeders feeding the satellite substations of Skirving / Loop street known as (SS1) and Claude Wheatley sub known as (SS2). Satellite substation (SS1) is currently being fed from Tzaneen Main sub via a 150mm² x 3 Core PILC cable and is being overloaded by 22%. If proposed switching and changing of configurations is done the load on the cable will drop to 87, 5%.

When the new developments are incorporated they will feed from this existing SS1 substation and it will be overloaded with 7%. It is then suggested by Africon that a new 150mm² x 3 Core Cu PILC cable be installed parallel to the existing feeder feeding from Tzaneen main sub to SS1.

Satellite substation (SS2) was being fed from Tzaneen main sub via a 120mm² x 3 Core Cu PILC cable and is overloaded by 54%. Following the recent dramatic outages, the current situation is that the cable feeding SS2 substation is in such an irreparable state that it is not cost effective to fix due to in excess of more than 5 faults in the cable. The Electrical Engineering Department in conjunction with contractors constructed an emergency substation to feed the SS2 satellite substation. The irreparable cable must be replaced by two 240mm² x 3 Core Cu PILC in parallel, [with separate breakers](#) which will bring the loading down to 92%. It must also be noted that the emergency configuration is also straining the Agatha rural network, a very unhealthy situation indeed.

It needs to be emphasized that this configuration as mentioned above will form part of the master plan of the GTM electrical area.

Considering the 11 kV Tzaneen cable network, it is proposed that two new 11 kV indoor satellite substations should be incorporated into the existing 11 kV network.

A new 11 kV indoor satellite substation should be constructed in 2007/2008 in the Extension 53 area and the already existing non-equipped building situated in Essenhout street should be utilized as the second new 11 kV substation which should be incorporated into the 11 kV network in 2008/2009, as indicated in **Annexure “B”**.

The proposal for the 11 kV Tzaneen network is that 2 new 240mm² 2 Core Cu PILC (Paper Insulated Lead Covered) cable ring network should be formed throughout the town and shall consist of the existing and newly proposed 11 kV indoor satellite substations with the provision of a second 66/11 kV in feed point as configured in Annexure “B”. The immediate short term cost for all the changes and installation of new 150mm² 3 Core Cu PILC cable to satellite substations SS1 and 2 x 240mm² 3 Core Cu PILC to satellite substation SS2 is estimated at R8,650,000.00

The rest of the proposed changes and new infrastructure can be phased in over a period of 2 consecutive years.

18.9.4.3 YEAR 1 - SHORT TERM REQUIREMENT (2007/2008)

The current firm capacity at Tzaneen main substation is 25 MVA. Already the firm capacity is being exceeded with recorded demand at 26, 2 MVA it is proposed by Africon that the existing 10 MVA transformer be replaced with an new 15 MVA transformer matching the exact specifications of the existing two 15 MVA transformers, but it is further recommended to place an extra 15 MVA transformer with the exact specifications in parallel with existing configuration. The estimated cost for this will be R5, 000,000.00.

It is also proposed to construct the new satellite substations namely Extension 53, The above mentioned proposal for year 1 will enable the shedding of load on the existing SS1 network, freeing up load from SS1 substation and SS3 substation which will enable the incorporating of new developments in Aqua Park at a estimated cost of R7, 200, 000. 00.

18.9.4.4 YEAR 2 - (2008/2009)

It is proposed that the existing building owned by Greater Tzaneen Municipality in Essenhout Street area be utilized as a new satellite substation. Loads will then be disconnected from the existing Adam Circle substation and this will in turn minimize the loading on SS2 substation at an estimated cost of R7, 900,000.00.

18.9.4.5 EXTENSION 78 (ADAMS FARM)

The letters of appointment has been given to Contractors for the development of the residential areas. There is no point of supply for that area. A bulk supply from Tzaneen substation to Extension 78 must be constructed to service 1233 residential stands at a total cost of R11 001 043.00.

18.9.4.6 FURTHER CONCERNS

At the time of compiling this report, rumors of two hotels, conference facilities and more shopping centers were being bandied about and have not been included in this report due to no available information, but the implications for our reticulation system can be more dire than anticipated when they go ahead.

18.9.4.7 SHORT TERM CAPITAL PROGRAM (URBAN)

18.9.4.8 System Protection

Protection system upgrade and pilot wire protection (Solkor or equivalent)
R3 500 000.00

18.9.4.9 SKIRVING / LOOP SUBSTATION

The current cable is overloaded by 22%, network developments are necessary to eradicate the problem 1 x 150mm² cable to be installed.
R2 875 628.00

18.9.4.10 CLAUDE WHEATLEY SUBSTATION

Due to the age of the cables the network is not being used. An emergency substation was constructed to keep part of the town operating temporarily. 2 x 240mm² cables have to be installed and provision for separate breakers on either end.
R6 200 000.00

18.9.4.11 ADAM CIRCLE SUBSTATION

No upgrading required within the next two years. It is required that the T1 switches be replaced with 11 kV indoor switches.

R2 446 221.00

18.9.4.12 NEW SATELLITE SUBSTATION EXT. 53

To accommodate the new developments, a satellite substation must be constructed and this will ease the loading on Skirving / Loop substation.

R7 134 134.00

18.9.4.13 NEW ESSENHOUT SUBSTATION

To ease load on Adam circle substation, a new indoor satellite substation must be constructed. The building owned by Greater Tzaneen Substation will be used to house all switches.

R7 887 040.00

18.9.4.14 TZANEEN MAIN SUBSTATION

The upgrading of Tzaneen Substation is necessary. The installed capacity is 40 MVA 66/11kv and the firm capacity is 25 MVA. The used capacity is already exceeding the firm capacity at 26 MVA.

R1 800 000.00

18.9.4.15 EXTENSION 78 AND 70 DEVELOPMENT

Provision of bulk services to Extension 78 and 70 is necessary for the development.

R11 001 043.00.

20.9.4.16 Urgent

The immediate proposal is to build a new 132/66/33 kV substation with 2 x 30 MVA auto Transformers and 2 x 10 MVA 66/11 kV transformers on the eastern side of the Town to accommodate the new developments there

R31 000 000.00

TOTAL

R73 844 066.00

18.9.4.17 SUMMARY

Short term requirements (3 year period)

R73 844 066.00

TOTAL

R73 844 066.00

18.9.4 SECTION 3 - ELECTRIFICATION PROJECTS

18.9.5.1 INTRODUCTION

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 falls within the Department of Minerals and Energy (DME), is 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 DME. The funds are subject to the provisions of the Public Finance Management Act (PFMA) and the Division of Revenue Act (DORA). The implementing agencies for the programme are the licensed distribution entities, i.e. Eskom and Municipalities.

The 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.

18.9.5.2 FINDINGS AND DISCUSSIONS

Electrification Backlogs in GTM

The Greater Tzaneen Municipality (GTM) benefits from the INEP through the annual energy forums allocations of connections received from the DME.

The Municipality has a total number of 125 villages, with an estimated 100 935 households. The total electrification backlogs are estimated at 37 119 (30%) of the total sites within these villages. The total sites are conservatively estimated at 121 990.

During the inception of the INEP, a criterion was determined within the energy forums for the annual allocations of connections received from the DME. The criterion took into consideration factors including backlogs, developmental nodal zones, previous benefits from the electrification fund and the IDP.

18.9.5.3 ELECTRIFICATION IN ESKOM LICENSED AREA

All villages within the Municipality are in Eskom's licensed distribution area. The allocations of electrification connections for Eskom's distribution area since the inception of the INEP are:

YEAR	NO. OF CONNECTIONS	PROGRAMME	VILLAGE
2002/03	0	N/A	N/A
2003/04	700	INEP	Mamitwa
2003/04	638	Special DME Project	Khopo
2003/04	1313	Special DME Project	Xihoko
2004/05	1100	INEP	Lephepane
2005/06	403	INEP	Hoveni
2005/06	716	Mopani District	Julesburg
2005/06	467	Mopani District	Solani/Nyanyukani
2005/06	60 + 34	PEIG + GTM	Bordeaux
2005/06	1066	PEIG	Petanenge
2006/07	1162	INEP	Mohlaba/Sasekani

Table: 31 Eskom's distribution area since the inception of the INEP

- From the above table, a total number of 3365 connections were received from the INEP over a 5 year period. This averages 673 connections per year.
- 1951 Connections were allocated to the Municipality by the Minister of Minerals and Energy during the 2003/04 cycle as special projects.
- A further 2315 connections were received as once-off allocations from Mopani District Municipality and the Provincial Local Government and Housing (Premiers Emergency Infrastructure Grant) during the 2005/06 cycle.
- The figure of 3365 in the above table includes 1162 connections allocated for the 2006/2007 cycle. The 2006/07 project for the electrification of Mohlaba Headkraal/Sasekani is in the design stage.

18.9.5.4 ELECTRIFICATION IN GTM'S LICENSED AREA

- An amount of R446 400.00 was allocated to the Municipality during the 2004/05 cycle for the electrification of 124 farm worker houses. During the cycle a total number of 338 units were connected at an average cost of R1 300.00 per connection.

- During the 2005/06 cycle, an amount of R4 820 000.00 was allocated to Greater Tzaneen Municipality for the electrification of farm worker houses and farm schools. A total number of 854 housing units and 17 farm schools were electrified with an amount of R4 768 680.04.
- R3 000 000.00 was allocated to Greater Tzaneen Municipality for 2006/07 cycle for the electrification of farm worker houses. The project is on the tender phase with an estimated 822 housing units.

18.9.5.5 ELECTRIFICATION OF SCHOOLS IN ESKOM AREA

- The electrification of schools and clinics is not discussed in the energy forums due to non-attendance of relevant Eskom's officials or information regarding the allocations and priority list. The priority list for schools and clinics is also not handled by the Municipality.

18.9.5.6 CHALLENGES ENCOUNTERED WITH THE PROGRAM

- Inconsistency with annual allocations of funds for electrification of households in Eskom licensed distribution area.
- All villages within the Municipality are within Eskom's licensed distribution area and therefore the Municipal electrification funding cannot be used.
- Eskom's tardiness with the implementation process.
- Annual allocations do not take into consideration the backlogs that have to be eliminated.
- The rise in cost per connection as determined by Eskom. The initial cost per connection was R3 600.00 in 2002. The current cost is estimated at R5 000.00 per connection.
- Although schools are not within the Municipality's competence there are no proper communication channels regarding the prioritization and electrification programme between Eskom and the Municipality.
- Implementation of projects is sometimes delayed by a full cycle before implementation.

18.9.6 THE 2012/13 UNIVERSAL ACCESS

During the state of the nation address in 2004, the president indicated that all households will have universal access to energy by the year 2012/13. This means that electrification plans and programmes should be aimed at achieving this goal.

In terms of the 2012/13 universal access, the current backlog of +- 37000 units should be eliminated within a period of 6 years (excluding the 2006/2007 cycle). This translates to 6167 connections per year at a cost of R30, 835m per year at the current cost per connection.

ELECTRIFICATION CAPITAL PROGRAMME

No.	Name of Village	No. of Units	Amount
1	Lenyenye Extension 3 & 4	223	R 1,115,000.00
	Kuwait	173	R 865,000.00
2	Nkowankowa "A" Section	53	R 265,000.00
	Industrial Area	4	R 20,000.00
	Nkowankowa "B" Section	19	R 95,000.00
	Nkowankowa "C" Section	500	R 2,500,000.00
3	Burgersdorp	1286	R 6,430,000.00
4	Serare	234	R 1,170,000.00
5	Makaba	450	R 2,250,000.00
6	Mookgo Block 6 & 7	349	R 1,745,000.00
7	Joppie	338	R 1,690,000.00
8	Mogapeng	498	R 2,490,000.00
9	Rita	332	R 1,660,000.00

10	Mathipa/Senopelwa	198	R 990,000.00
11	Mavele	927	R 4,635,000.00
12	Miragoma	405	R 2,025,000.00
13	Mokomotje	228	R 1,140,000.00
14	Mbabamencisi	1047	R 5,235,000.00
15	Mandlakazi	1211	R 6,055,000.00
16	Makhubedung	154	R 770,000.00
17	Mohlaba Cross 3B	600	R 3,000,000.00
18	Lekgwareng Block G	263	R 1,315,000.00
19	Malubana	485	R 2,425,000.00
20	Maribe Thema	200	R 1,000,000.00
21	Lwandlamuni	264	R 1,320,000.00
22	Relela	180	R 900,000.00
23	Lemoenfontein	0	R 0.00
24	Zanghoma	200	R 1,000,000.00
25	Moime	795	R 3,975,000.00
26	Mariveni	350	R 1,750,000.00
27	Fobeni	167	R 835,000.00
28	Portion of Dan	216	R 1,080,000.00
29	Khujwana	2158	R 10,790,000.00
30	Mokgwathi Block 10	713	R 3,565,000.00
31	Thako	399	R 1,995,000.00
32	Nabane	148	R 740,000.00
33	Ramalema	186	R 930,000.00
34	N'wamugololo	180	R 900,000.00
35	Kgwegkwe	160	R 800,000.00
36	Mohlakong	129	R 645,000.00
37	Bonn	100	R 500,000.00
38	Pharare	160	R 800,000.00
39	Marumofase	29	R 145,000.00
40	Mokgwathi Block 11	176	R 880,000.00
41	Leretjeng	268	R 1,340,000.00
42	Bokhuta	153	R 765,000.00
43	Mopje	247	R 1,235,000.00
44	Gabaza	395	R 1,975,000.00
45	Babanana	193	R 965,000.00
46	Botludi	115	R 575,000.00
47	N'wajaheni	100	R 500,000.00
48	Marirone	195	R 975,000.00
49	Khopo	250	R 1,250,000.00
50	Moleketla	143	R 715,000.00
51	Maweni	304	R 1,520,000.00
52	Musiphani	103	R 515,000.00
53	Motupa	90	R 450,000.00
54	Wale	168	R 840,000.00
55	Thapane	63	R 315,000.00
56	Dan Village (Lusaka)	2152	R 10,760,000.00
57	Tarentaalrand	0	R 0.00
58	Semarela	137	R 685,000.00
59	Morutji	120	R 600,000.00

60	Mawa Block 12	96	R 480,000.00
61	Morapalala	70	R 350,000.00
62	Khopo	73	R 365,000.00
63	Sunnyside	75	R 375,000.00
64	Mogabe	81	R 405,000.00
65	Mine View	83	R 415,000.00
66	Segabeni	87	R 435,000.00
67	Mapitlula	71	R 355,000.00
68	Sethong	99	R 495,000.00
69	Leokwe	77	R 385,000.00
70	Runnymede	70	R 350,000.00
71	Ramphelo	60	R 300,000.00
72	Madumane	64	R 320,000.00
73	Mawa Block 8	85	R 425,000.00
74	Mabjepilong	56	R 280,000.00
75	Mothomeng	50	R 250,000.00
76	Thabina Valley	46	R 230,000.00
77	Leolo	35	R 175,000.00
78	Shilubane	46	R 230,000.00
79	Setone	20	R 100,000.00
80	Sebabane	48	R 240,000.00
81	Kobjana	15	R 75,000.00
82	Moroatshehla	40	R 200,000.00
83	Mawa Block 9	68	R 340,000.00
84	Setheeni	50	R 250,000.00
85	Malekeke	58	R 290,000.00
86	Radoo	10	R 50,000.00
87	Xihoko	15	R 75,000.00
88	Dipatjeng	6	R 30,000.00
89	Mamogola	4	R 20,000.00
90	Hospital View	5	R 25,000.00
91	Private Farm	2	R 10,000.00
	Total	23748	R 118,740,000.00

Table 32: EXTENSIONS PRIORITY LIST

18.9.7 ELECTRIFICATION CAPITAL PROGRAMME

18.9.7.1 SUMMARY

Short term requirements (two year program)

R 50 675 000.00

Medium to long term requirements (to be finished in 2013)

R118 740 000.00

TOTAL

R169 415 000.0

18.9.8 SECTION 4 - STRATEGIC LIGHTING AND STREETLIGHTING

18.9.8.1 STRATEGIC LIGHTING

The Community Service Department of the GTM and SAPS has identified crime hot spots. The following areas were identified:

1. Letaba Crossing
2. Mohlaba Crossing

3. Lenyenyé Crossing
4. Burgersdorp Crossing
5. Risaba Crossing
6. Mavele Crossing
7. Jopie Crossing
8. Mamitwa Crossing
9. Tarentaal Crossing

The total cost of installing lighting was estimated at R200 000.00.

Strategic lights were installed at the following crossings in 2005/06:

1. Burgersdorp Crossing	R19 480.00
2. Lenyenyé Crossing	R 8 640.00
3. Mohlaba Crossing	<u>R13 770.00</u>
TOTAL	<u>R44 890.00</u>

R1 000 000.00 was requested for strategic lighting from MIG to install in other areas still to be identified for 2007/08.

18.9.8.2 STREETLIGHTING

AREA	NUMBER OF LIGHTS	ESTIMATED COST
Lenyenyé (RDP)	+ - 50	R 200 000.00
Nkowankowa C	+ - 350	R1 400 000.00

Table 34: Street lighting budget

Nkowankowa B	+ - 200	R 800 000.00
Tzaneen	+ - 40	R 160 000.00
TOTAL ESTIMATED COST		<u>R2 560 000.00</u>

NOTE: Estimates made at R4 000.00 per light.

18.9.8.3 SUMMARY

Short term requirement (3 year period)

R2 760 000.00

18.9.9 SECTION 5 - MISCELANEOUS REQUIREMENTS

18.9.9.1 MANAGEMENT INFORMATION SYSTEM

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 paper system and with very few monitoring systems had made it very difficult to keep tabs on the systems performance. In order to bring us into line with the minimum Eskom standard this department needs to install, implement and populate a comprehensive MIS system at an estimated short term cost of around R 2 500 000.00

18.9.9.2 TOOLS AND EQUIPMENT

Suitable test equipment such as fault locating equipment, quality of supply monitoring equipment, SCADA systems, modern line building equipment and vehicles is 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 R 10 000 000.

18.9.9.3 SUMMARY

Short term requirements

R12 500 000.00

18.9.10 SECTION 6 - FINANCIAL SUMMARY

Table 35: Financial Summary

	<u>SHORT TERM URGENT</u>	<u>MEDIUM TO LONG TERM</u>
RURAL	R33 060 000.00	R132 600 000.00
URBAN	R73 844 066.00	
ELECTRIFICATION	R50 675 000.00	R118 740 000.00
STRATEGIC LIGHTING AND STREETLIGHTS	R 2 760 000.00	
MISCELLANEOUS REQUIREMENTS	R12 500 000.00	
TOTAL	R172 839 066.00	R251 340 000.00
GRAND TOTAL		R424 179 066.00

6.3.5. SOLID WASTES

1. Summary Overview of Waste Management

1.1. LEVEL OF SERVICE.

1.1.1. A full kerbside collection service is rendered to all communities in the following suburbs of Greater Tzaneen Municipality, which represents only 11% of all households viz:-

1.1.1.1. Nkowankowa

1.1.1.2. Lenyenye

1.1.1.3. Letsitele

1.1.1.4. Haenertsburg

1.1.1.5. Tzaneen

1.2. 160 000 m³ non-compacted solid waste of all residential, business, industrial and health care waste are removed @ annum.

1.3. BACKLOGS

1.3.1. 84% of households in the total rural areas, representing ±75.537 households

1.3.2. The cost to address the service in full with immediate effect, will be approximately R75, 000,000-00 per annum for all 129 x villages.

1.4. GEOGRAFIC DISTRIBUTION.

1.4.1. The jurisdiction area is divided by the main roads from Politsi via Tzaneen, Tarentaalrand, Letsitele and Trichardtsdal, in a Northern and Southern service region

1.5. WASTE MINIMIZATION.

1.5.1. Recycling programme envisage 1 x project/annum

1.5.1.1. 2007/08 = Tzaneen C.B.D

1.5.1.2. 2008/09 = Nkowankowa C.B.D.

1.5.1.3. 2009/10 = Lenyenye C.B.D.

1.5.1.4. 2010/11 = Letsitele/H/burg C.B.D.

1.5.1.5. 1 X Residential project / annum from 2010 / 2011

1.5.2. Presently all organic waste (garden) is treated at the composting site adjacent to the landfill @ present ± 15,436 m³ 2007/2008

1.5.3. Rural Waste Programme based on on-going-in-school projects subjected to tender awarding.

1.5.4. Futuristic gas end use viability study / closure permit application.

- 1.5.5. Recycling at the Tzaneen Landfill [5,343 m³ / annum.]
- 1.5.6. Recycling presently takes place at the source of origin and are removed by private enterprise from industrial and business premises [56,590 m³ / annum]
- 1.6. LITTER PICKING. (MAIN ROADS & STREETS)
 - 1.6.1. All streets & main roads are cleaned on a regular and period schedule from all debris and solid waste [5312 m³ / annum]
 - 1.6.2. All public taxi - & bus ranks are continuously serviced and cleaned on a pre-determined schedule.
 - 1.6.3. THE SERVICES MUST BE EXTENDED TO INCLUDE:-
 - 1.6.3.1. ± 129 Villages or another 80,034 residential stands, which are situated within the jurisdiction area of G.T.M.
 - 1.6.3.2. The mandate of GTM is to provide all households with a basic removal service.
- 1.7. PUBLIC OFF LOADING FACILITIES.{OFF- LOADING for general public & NOT A TRANSFERSTATION}
 - 1.7.1. Public- off- loading facilities each at viz:-
 - 1.7.1.1. Nkowankowa
 - 1.7.1.2. Lenyenye
 - 1.7.1.3. Letsitele
 - 1.7.1.4. Haenertsburg
 - 1.7.2. 6m³ skips utilized for this purpose and are cleaned on a daily basis at the Tzaneen Regional Landfill.
 - 1.7.3. All P.O.F.'s (public offloading facilities) are managed by a MSP (Waste Group Ingwe)
 - 1.7.4. No municipal employee utilized at these facilities.
- 1.8. PUBLIC TOILETS.
 - 1.8.1. 10 x public toilet blocks managed by Tzaneen Solid Waste
 - 1.8.1.1. 6 x block at Tzaneen
 - 1.8.1.2. 1x block at Nkowankowa
 - 1.8.1.3. 1x block at Letsitele
 - 1.8.1.4. 1x block at Haenertsburg
 - 1.8.1.5. 1x block at Lenyenye (Non operational)
 - 1.8.2. Blocks open for 12 hours daily
 - 1.8.3. Cleaning and disinfecting of blocks every 2.5 hours
 - 1.8.4. Provision of toilet paper to public free
- 1.9. LANDFILL SITE.
 - 1.9.1. 1x Regional landfill, 4 km. from Tzaneen. [11 x ha in size.]
 - 1.9.2. Fully permitted from 1/12/2004 as a G.M.B- site.
 - 1.9.3. Landfill being managed by a M. S. P. (Waste Group Ingwe) in compliance with spec's from the I.W.M.P.[Integrated Waste Management Plan]
 - 1.9.4. Managed in accordance with construction plan – cell building method.

2. Strategies & programmes

- 2.1. WASTE MINIMIZATION
 - 2.1.1. Recycling.
 - 2.1.2. Composting.
 - 2.1.3. Re-use.
 - 2.1.4. Rural Waste Minimization { On-going-school-project}
- 2.2. COLLECTION AND TRANSPORTATION.
 - 2.2.1. Kerbside collection.
 - 2.2.2. Bulk removals.
 - 2.2.3. Health Care Waste removals.

- 2.2.4. Toxic waste removals.
- 2.2.5. Litter picking.
- 2.2.6. Vehicle fleet management.
- 2.3. DISPOSAL AND TREATMENT.
 - 2.3.1. Permitted treatment facilities.
 - 2.3.2. Permitted disposal sites.
 - 2.3.3. Public off-loading facilities.
- 2.4. POLLUTION CONTROL.
 - 2.4.1. Operationalization of Toilet-blocks
 - 2.4.2. Effective Law-Enforcement.
 - 2.4.3. Communication Operations
- 2.5. MANAGEMENT & I.C.T.SYSTEMS.
 - 2.5.1. Appropriate I.T. hard- & software for all sub-offices.
 - 2.5.2. Effective admin- system.{ personnel & procedures}
 - 2.5.3. Information distribution to clients.

3. Strategies versus problems & challenges

- 3.1. WASTE MINIMIZATION (DESCRIPTION/PROBLEMS)
 - 3.1.1. Formal recycling system to be implemented. = 1X C.D.B. project / region / annum.
 - 3.1.2. 100 % operational composting plant exists adjacent to the Landfill.
 - 3.1.3. Gas extraction system on the landfill site to be investigated.
 - 3.1.4. Rural Waste Minimization [on-going-school] to be implemented at 8 x schools {2 x clusters} / annum.
- 3.2. COLLECTION & TRANSPORT. (DESCRIPTION/PROBLEMS)
 - 3.2.1. H.C.W. storeroom was erected at the Landfill
 - 3.2.2. Need a H.C.W. removal vehicle.
 - 3.2.3. Stand-by vehicles were provided
 - 3.2.4. Tender for extended service delivery be prepared
- 3.3. POLLUTION CONTROL. (DESCRIPTION/PROBLEMS)
 - 3.3.1. POLICING OF ILLEGAL DUMPING – No regular policing.
 - 3.3.2. COURT PROCEDURES – lack of municipal court/sentences.
 - 3.3.3. Facilities management & sufficient personnel & infrastructure to be transferred to Solid Waste.
- 3.4. TREATMENT & DISPOSAL. (DESCRIPTION/PROBLEMS)
 - 3.4.1. PERMITS – investigate closure of landfill [permit issued 1/12/2004]
 - 3.4.2. CONSTRUCTION PLAN – PLAN & 3D model to be developed
- 3.5. MANAGEMENT & I.C.T. – SYSTEMS (DESCRIPTION/PROBLEMS)
 - 3.5.1. ADMIN SUPPORT
 - 3.5.1.1. Electronic capturing of collection info.
 - 3.5.1.2. Budget control {decentralized or centralized?}
 - 3.5.1.3. Budget support [grants and funds]
 - 3.5.1.4. Lack of appropriate software.
 - 3.5.1.5. MIS-No waste info system from Provincial & National
 - 3.5.1.6. G.I.S. – Lack of operational software e.g.” GOOGLE “
 - 3.5.2. INTEGRATED MANAGEMENT – lack of dedication. Solid Waste Management is a small portion of the total approach to ensure compliance with environmental requirements as per “PROVINCIAL INDICATORS TO ENSURE I.D.P.COMPLIANCE WITH ENVIRONMENTAL REQUIREMENTS”
 - 3.5.3. To address the bigger issues G.T.M. establish a CLEAN TOWN TASK COMMITTEE to deal with the bigger picture in monthly meetings & 5 x sub thrust committees were established viz:-
 - 3.5.3.1. Bio-Diversity & Air Quality.

- 3.5.3.2. Pollution control & Waste Management
- 3.5.3.3. Water Management.
- 3.5.3.4. Land Management.
- 3.5.3.5. Support Services {Budget; H.R.; I.D.P.; Legal; Public Participation & Community Mobilization.
- 3.5.4. These committees must also develop environmental projects to address environmental gaps, and must be registered with the I.D.P.
- 3.5.5. BUDGET CONSTRAINTS: -
 - 3.5.5.1. Unfunded projects exist due to budget constraints.
 - 3.5.5.2. These unfunded mandates must be funded via Governmental grants & donations through the intervention of the Divisions L.E.D. & F.M.-Income
- 3.5.6. I.W.P. was developed in house but the need validation
- 3.5.7. S.C.M. is not functioning effectively resulting in outstanding tenders which should have been completed in Feb.'06

<u>4. Number & cost to employer of all personnel associated with Solid Waste Management</u>	<u>Number</u>	<u>Cost</u>
4.1. Divisional Head. (Degree / Diploma)	1	R0.50milj.
4.2. Snr. Superintendents. (Degree / Diploma)	2	R0, 77 milj.
4.3. Superintendents (Degree / Diploma)	-	-
4.4. Administration Clerk	1	R0, 55 milj.
4.5. Snr.Team leaders.(Grade 10)	1	R0, 17 milj.
4.6. Snr. Laborers.	11	R1, 07 milj.
1.1. Contracts x 3	121	R9, 35 milj.
1.2. Total cost	3	R5, 17 milj.
	-	<u>R16.13milj.</u>

<u>5. Financials Analyses</u>	<u>Number</u>	<u>Cost</u>
5.1. Residential removals / stands.	9,892	-
5.2. Business removals / stands.	694	-
5.3. Own removals-villages households.	80,034	-
5.4. Litter picking @ Main roads & streets.	5,312 m3	R5.86 milj.
5.5. Public Toilets.	10 x blocks	R2.60 milj.
5.6. Removal & Disposal services	-	R15.85 milj.
5.7. Total expenditure	-	<u>R24, 31 milj.</u>

<u>6. Total and projected tonnage of all refuse disposed.</u>	<u>Volumes</u>	<u>Growth</u>
6.1. Residential/Business/Industrial.	160,000 m ³	+10%
6.2. Garden/Clean Greens	15,436 m ³	+10%

<u>7. Total number, capacity and life expectancy of refuse disposal sites.</u>	<u>Capacity</u>	<u>Lifespan</u>
7.1. 1 x Landfill	2,000,000 m ³	20 years
7.2. Composting / garden refuse	180,000 m ³	20 years

<u>8. Anticipated expansion of refuse removal service.</u>	<u>Volumes</u>	<u>Cost</u>
8.1. Residential / Rural	6000 m3	R6.0milj.

8.2. Garden	0	0
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9. <u>Free basic service provision.(Indigent Grant)</u>	<u>Number</u>	<u>Amount</u>
9.1. Quantity (Number of households affected)	3825	R2.8milj.
9.2. Quantum (value to each household)	1	R65,04 p.m.

10. <u>K.P.A. {Performances versus performance targets}</u>	<u>Current</u>	<u>Target</u>
10.1. Waste Minimization	-	-
10.1.1. Recycling at landfill.	5434 m3	6060 m3
10.1.2. Recycling at premises.	1 x projects	2 x projects
10.1.3. Re-use.(Bulk wood chipping)	0 x projects	1 x project
10.1.4. Compost terrain.	100%	100%
10.1.5. Rural Waste Minimization.	0 x school projects	8 x school projects
10.2. Treatment and Disposal.	-	-
10.2.1. Disposal at permitted of landfill / facilities.	100%	100%
10.2.2. Operational P.O.F. `s at all towns	-	-
	100%	100%
	-	-
10.3. Collection & Transportation.	-	-
10.3.1. Kerbside collections.	100%	100%
10.3.2. Bulk removals.	100%	100%
10.3.3. H.C.W. removals	100%	100%
10.3.4. Toxic waste removals.	10%	100%
10.3.5. Litterpicking / as per routes-schedules.	100%	100%
10.3.6. Provision of replacement of fleet / stand-by vehicles.	-	-
	100%	100%
	-	-
10.4. Pollution control	-	-
10.4.1. Operationalization of all public toilet-blocks	98%	100%
10.4.2. Effective law-enforcement on all contraventions	-	-
	0%	100%
	-	-
10.5. Management & I.C.T. - Systems	-	-
10.5.1. Electronic capturing of info.	0 x system	1 x system
10.5.2. External funding of un-funded projects.(L.E.D.)	0% x funding	100%
10.5.3. M.I.S. info-systems.	-	-
10.5.4. I.T. Networking to all sub-offices.	0 x system	1 x system
10.5.5. Solid waste software development.	80 %	100 %
10.5.6. Solid waste information distribution to clients.	-	-
10.5.7. Sufficient monetary provision	0 %	100 %
	-	-
	100 %	100 %
	-	-
	<u>R 24.31 milj</u>	<u>R 29.8 milj</u>

6.3.6. TRAFFIC AND LICENSING

The Traffic and Licencing Division was split into two (2) divisions **Law Enforcement and Security** and **Licensing and Testing**.

6.3.6.1 Licensing and Testing Division

a. Level of service

- Registering Authority Civic Centre
- Vehicles Registration
- Vehicle Licensing
- Temporary advertisement applications
- Traffic Fine payments

b. Driving License Testing Centre (Tzaneen and Nkowankowa DLTC)

- Learners License applications
- Driving License applications
- Professional Driving License applications
- Renewing of Card type Driving License

6.3.6.2 Law Enforcement and Security

Level of service on Traffic Services at all villages and surrounding suburbs namely Nkowankowa Lenyenye is rendered by Department of Transport: Traffic Officers. Municipal Traffic Officers respond to accidents and complaints at those villages. The devolution of function process by Department Transport is almost completed and all traffic functions will be devolved to municipalities before the end of 2004/05 financial year.

Licensing office at Nkowankowa is also ready for use since end of March 2005. Communities now receive services nearer to their residential areas as required by Bathos Pele principles.

The DOT identified Greater Tzaneen Municipality for a new driving license testing centre to help alleviate the overcrowding of test grounds. The possible venue will be in Lenyenye and the funds will come from DOT budget.

a. Backlogs and Interventions

No backlogs and request the Dept of Transport and Council to regulate the overcrowding of driving license testing centre and the problem with driving schools

Service rendering at all villages and nearby suburbs is delayed due to improper planning by Department Transport which is to devolve functions together with resources to municipalities. (I.e. Labour consultation and capturing of assets were not properly done).

In rectifying the situation, meetings are being arranged with Labour Union (Pop cru), Department Transport Management (Mopani District), Public Services Manager, HR & Corp and Head of Section: Traffic & Licensing to consult with the workers in an effort to explain the implications they are faced with.

b. Resources

Personnel, motor vehicles and other equipment for effective service rendering are limited, thus not able to cover the whole Greater Tzaneen Municipal area on a 24-hour basis.

With devolution of functions, personnel, buildings and other equipment e.g. office furniture and limited number of vehicles will be seconded to the municipality thus creating 10% opportunity of service delivery to villages. More budgeting will have to be done at the end of 2004/2005 financial year to cover the replacement of old vehicles and buying of additional ones (Together with other equipments).

c. Social Impacts

- GENDER- The request for learners and driving application is so big that it enhance corruption
- The majority of applicant is not residing in our jurisdiction but comes from the hole country and even from so far as Namibia
- 10% of all gender receives services (i.e. only those residing within Tzaneen town and part of Haenertsburg and Letsitele)

d. Intervention

- That residents of our Municipality should get priority.
- With devolution of functions by Department Transport together with the filling of anticipated staff will assist in rendering services to most of the communities within the whole Greater Tzaneen Municipality. Budgetary provision in filling those anticipated positions will be of utmost importance.

e. Youth

- There is age restrictions on obtaining a license
- Road safety campaigns are only conducted within town (Minitzani), but schools at villages and farms, suburbs like Lenyenye Nkowankowa and Haenertsburg are not receiving such services due to lack of infrastructure/teaching aids.
- Mobile teaching kit (I.e. a trailer fully equipped with all teaching aids) is in a process of construction and certain equipment is being purchased. This trailer will be towed to various villages, suburbs and schools during week days and weekends by Traffic Officers together with road safety officers from Provincial Department of Transport for service rendering. Further participation of officials in conducting effective teaching are in place like road safety strategy 2001-2005, various conferences are arranged and officers will be attending to such soon.

f. Infrastructure

- Current infrastructure workload full
- Road signs were erected at various roads at suburbs like Nkowankowa but after a while, those signs were vandalized, removed and markings faded.

g. Intervention

- Dept of Transport have indicated that they've identified Tzaneen for a 3rd driving license centre
- Community participation in policing these signs through Transport Forums, Safety and Security Forums and others will assist. Immediate call of the public to attend such meetings/forums will be of utmost assistance in ensuring safety to the community at large.

6.4 SPATIAL ANALYSIS

The purpose of spatial analysis is to ensure that the spatial strategies and land use management decisions of the Municipality are based on an 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.

The Spatial Analysis component has strong backward and forward linkages to the rest of the process and is totally dependent on the accuracy and comprehensiveness of critical data such as population, population distribution, existing service networks, natural and artificial constraints (topography, land ownership, etc.), and existing development patterns.

6.4.1 Legislation

Legislation and policy which currently impacts on spatial planning and development includes the following:

- Chapter 1 of the Development Facilitation Act, 1995 (Act of 1995);
- White Paper on South African Land Policy, April 1997;
- Housing Act, 1997 (Act 107 of 1997);
- Housing White Paper and National Housing Code, March 2000;
- White Paper on Spatial Planning and Land Use Management;
- National Environmental Management Act, 1998 (NEMA).
- Municipal Finance Management Act, 2003 (Act 56 of 2003 (MFMA)
- Communal Land Rights Act, 2004 (Act 11 of 2004)

It is important that the future spatial planning within Greater Tzaneen Municipality is done in compliance with, and in support of, mentioned legislation.

6.4.2 Spatial Pattern and Trends

The Greater Tzaneen Municipal Area exhibits the following spatial characteristics:

- An extensive land area extending over approximately 3 240 km²
- A fragmented formal urban component comprising Tzaneen, Nkowankowa and Lenyenye, which have developed along a major arterial route;
- Two service nodes, being Haenertsburg and Letsitele, at opposite ends of the municipal area;
- Two significant clusters of rural villages, one in the northern, and the other in the southern quadrant, of the municipal area;
- A well-developed network of primary and secondary arterial routes;
- Two service nodes, being Haenertsburg and Letsitele, at opposite ends of the municipal area;
- A considerable percentage of the land area comprises mountainous terrain, (to the west and south) which precludes urban development;
- Large tracts of high-potential agricultural land, which are being utilized for intensive / extensive farming activity;
- Significant areas of land owned by the State under custodianship of Tribal/ Traditional authorities;
- Limited accessibility to most villages due to inadequate access roads and internal street networks;
- A cone-shaped land area extending over approximately 80km along its east/west axis, 40 km along the western vertical perimeter and 75 km along the eastern vertical perimeter;
- Steep slopes along its western and southern boundaries, which gradually dissipate into undulating hills in the central areas to virtually flat ground in the eastern parts of the area of jurisdiction.
- Environmentally sensitive areas largely coincide with steep slopes, which assure that these areas are protected from over-exploitation. Exceptions include the area surrounding the Ebenezer Dam and the banks of the Great Letaba River.

Spatial trends could be classified as a perpetuation of the existing situation, deviations being the following:

- Accelerated migration of people to those areas in Tzaneen which are perceived to offer employment and basic services; and
- Unplanned, indiscriminate settlement of people especially along arterial routes.

The prevalent spatial pattern can be attributed to the following:

- historic policies and development initiatives;
- economic potential of land;
- land ownership and management;
- culture; and
- Topography.

6.4.3 Dams and Rivers

The Great Letaba River transverses the GTM area from west to east and is joined by many tributaries, the more prominent being the Letsitele, Thabina, Phusela and Nwanedzi. On the southern side of the watershed the Rigudzwe and Ngwabitsi join up with the Selati River which flows through the south-eastern part of the municipal area.

There are six significant dams within the municipal area from which primary water is sourced by way of various water schemes, but which in some cases also provides water for irrigation to farmers.

- The Ebenezer Dam is situated in the Great Letaba and provides primary water outside the watershed boundaries. The Tzaneen Dam, which is the largest within the Municipality in terms of capacity and surface area, and is a source of both primary and irrigation water. Tours Dam is fed by the Ngwabitsi River and provides water to the villages in the southern quadrant of the municipal area, as does the Thabina Dam which is on the Thabina River.
- The Magoebaskloof Dam in the Magoebaskloof River mainly provides water for irrigation but also feeds the Tzaneen Dam.
- The Thapane Dam on the Nwanedzi River is a source of water for the villages in the northern quadrant of the municipal area.

6.4.4 Routes and Transport

Greater Tzaneen is well-served by major arterial routes which link Tzaneen to Polokwane, Modjadjiskloof, BA-Phalaborwa and Lydenburg. A reasonably well developed network of secondary routes further serves the area. Inadequate link roads inhibit accessibility to, and within, the rural areas and internal street networks within villages.

6.4.5 Population Concentration and Distribution

The population of the Greater Tzaneen municipal area is concentrated in two clusters of towns and villages, the first being the Nkowankowa/Lenyenye cluster, where 253 000 people (51%) live in 63 towns and villages on 47 778 residential stands, and the second being the Mamitwa cluster where 98000 people (20%) live in 34 villages on 17 907 residential stands.

It has also been ascertained that 10767 households (11, 47%) live in proclaimed towns, while 83058 households reside in rural villages and/or informal settlements (See Table 1)

Table 13: Population Concentration and Distribution (2003)

Urban Concentration	No of Households	Population	No of Residential Stands	Total No of Stands
Proclaimed	10767	52859	9828	10794

Towns				
Percentage Of Total	11,47%	10,6%	10,5%	10,4%
Villages	83058	441452	83706	92667
Percentage Of Total	88,53%	89,4%	89,5%	89,6%
TOTAL	93825	494311	93534	103461

Source: SDF Survey March 2003

The Municipality is currently engaged in the formalization of three R188 villages, namely Dan, Khujwana and Mohlaba Cross by way of Regulation R293/1962. These villages comprise roughly 11 000 stands, which calculates to approximately 12% of the total number of stands within the municipal area. The Municipality is also engaged in the formalization of the informal settlements of Mokgoloboto, Mbambamencisi and Nkomanini. Mbambamencisi (Nkowankowa-D) is in process of allocation of sites. The approval of the Surveyor-General is awaited in respect of Nkomanini.

In 2006 - 7, a total of 3050 residential stands were demarcated on Traditional Land, as means to address the backlog in provision of stands. The following villages benefitted: Mbambamencisi/Lusaka, Mandlakazi, Ooghoek, Mapjepelong, Ga-Ramotshinyhadi, Berlyn/Mulati, Petanenge, and Muhlava Headkraal. A backlog exists for the demarcation of stands at the following villages:

Table 14: List of Needs for demarcation of sites in rural areas

Targeted settlement (Village or Town)	Farm name and Number	Land Ownership (Private or State)	No of Residential sites requires	Municipal IDP/SDF Prioritization category	Type of development envisaged e.g. Greenfiled, Informal settlement upgrading, extension to existing township/settlement
Mafarana/Shibodze	Keulen 669LT	Nkuna	200	Outside nodal areas, village	Extension to existing settlement
Mokgoloboto	Mohlaba Location 567 LT	Nkuna	1800	Primary Nodal Point	Informal settlement upgrading, Extremely high priority
Mbambamencisi/Lusaka Phase 3	Mohlaba's Location 567 LT	Nkuna	300	Primary Nodal Area	Informal settlement upgrading. Adjacent to Nkowankowa. Extremely high priority.
Mariveni	Mohlaba's Location 567 LT	Nkuna	50	Primary Nodal Area	To solve encroachment of Mariveni onto Nkowankowa-C
Petanenge	Mohlaba's Location 567 LT	Nkuna	300	Primary Nodal Area	Extension to existing settlement
Burgersdorp	Burgersdorp 19 KT	Nkuna	Graveyard only	Tertiary Node	Extension to existing settlement and need for graveyard.
Gabaza	Coblentz 666 LT	Nkuna	150	Tertiary Node	Extension to existing settlement
Malubana/Nkambako	Mamitwa Kop 462 LT	Valoyi	250	Local Service Point	Extension to existing settlement
Mugwazeni	Mamitwas Kop 462 LT	Valoyi	200	Outside nodal areas, village	Extension to existing settlement
Mawa.8.9.12.A'B	Gamela 679 LT Mawa 680 LT	Modjadji	600	Outside nodal areas, village	Extension to existing settlement
Ga-Patamedi/Mabjepilong	Makube 425 LT	Modjadji	200	Outside nodal areas, village	Extension to existing settlement

Morwatshehla	Oochock 683 LT	Modjadji	200	Outside nodal areas, village	Extension to existing settlement
Ga-Pelana/Mantshwa	Makube 425 LT	Modjadji	225	Outside nodal areas, village	Extension to existing settlement
Pjapjamelela	Senobela 362 LT	Modjadji	100	Outside nodal areas, village	Extension to existing settlement
Mokoleng		Mogoboya	2000 (LG&H approved 300)	Outside nodal areas, village	Extension to existing settlement
Bonn	Bonn 671 LT	Nkuna	200	Outside nodal areas, village	Extension to existing settlement
Ntsako	Keulen 669 LT	Nkuna	250	Outside nodal areas, village	Extension to existing settlement
Mafarana/Rigubye	Keulen 669 LT	Nkuna	200	Outside nodal areas, village	Extension to existing settlement

6.4.6 Business and Industrial Development

Business and industrial development is concentrated in **TZANEEN** town, where there are 402 retail businesses and industries on 298 stands concentrated in the CBD and industrial areas of the town. In addition, the town boasts a full complement of financial and banking institutions and facilities and an extended office zone. A total of 37% of all businesses and industries within the municipality are concentrated in one town on 48, 7% of land designated for this purpose (158 ha out of a total of 324 ha). A further characteristic of especially the business development in Tzaneen is its sophistication in relation to the rest of the municipal area (extreme variety of goods and services, variety of choice, and competition).

Since 2006, the need for retail shopping centres was evident with applications from three developers to extend existing malls and construct two additional shopping centres. The demand was supported by the more than 200% increase in residential development experienced in Tzaneen town.

Industrial development also experienced a boom in 2006 with Council having a waiting list of more than 10 investors intending to establish in the industrial area of Extensions 18 and 40. The moratorium with effect from 2006 on selling of industrial land prevented the selling of the available land to investors, which had a negative impact on industrial development and job creation.

There are now 26 business sites clustered in the business area of NKOWANKOWA accommodating 32 individual business concerns, one of which is a filling station. There are two vacant erven, one vacant industrial building and one semi-complete structure at which it would appear that construction has been halted.

This business node has the most development momentum in Nkowankowa, which could be ascribed to:

- the presence of government / municipal functions;
- the natural commuter break point;
- the scale of development; and
- The arterial route which links Mariveni, Nkowankowa B and C, to the provincial route to Tzaneen.

The Unit A business node has also attracted a considerable informal sector component, and several business and office functions have established on the periphery of the designated business area.

A characteristic of business development in Nkowankowa (especially in Unit B) is that residential sites in proximity, or adjacent, to vacant business erven are being developed as business premises. This suggests that a need exists for business land, which is not accessible, as people who are unable, or do not wish to, develop own the business erven.

The limited growth of business in Nkowankowa in spite of the considerable population concentration within the catchment area suggests that business in Nkowankowa succeeds in intercepting only a modest share of the expendable income present within the local economy.

The Municipality, together with Limdev, is busy with the planning for the re-development of Bindzulani shopping centre and development of a mixed use development on the surrounding land. A market analysis indicated the immediate need for a 22 000 m² gross leasable retail facility at this premises, which will create an enormous economic boost to the region.

The industrial area of Nkowankowa, owned by Limdev has vast areas of vacant land and vacant structures, evident of past industrial de-centralization strategy. In August 2006, the following information was available:

- Number of developed erven with buildings on : ±90
- Number of vacant buildings : ±21
- Occupancy rate as at 31 July 2006 : 68%
- Number of vacant erven : ±50

The lease of vacant industrial structures to social and institutional institutions such as training centres, schools and churches, is increasing evident in this industrial area.

The survey conducted in 1999 at LENYENYE indicates that there were eleven formal business concerns, one shop having burnt down. A further characteristic of the CBD is that informal trade (provision of meals and retail) have established in the reserve of Main Street, directly opposite the entrance to the central CBD parking area.

A business node has developed as the entrance to Lenyenye at the intersection of Stadium and Main Streets, both within the proclaimed area, and directly adjacent to the external boundary of the general plan, on the adjacent farm. Seven business erven areas occur along Industrial Street, five of which are vacant, the remaining two having been designated business rights in response to existing development.

Numerous spaza shops have established over the past ten years, only two having been noted in 1990, and the current register reflecting 55 spazas in Lenyenye.

The stagnation of the CBD has been caused by competition from nearby centres, and the decentralization of business activity, partly due to the lack of an available business sites in the Lenyenye CBD.

HAENERTSBURG is well served by business development if this is brought into relation with the number of people resident in the town. The type of business (mainly restaurants, curiosity shops), indicate that business is aimed at the tourist trade as well as serving as service node to the resident population.

Lack of vacant business erven and ownership of vacant land by the State further limits business development. The Municipality has engaged with the South African Police Service and the Department of Public Works for the transferring of parts of Haenertsburg Town and Townlands 1103-LS to the Municipality to be made available for business and residential purposes.

The **LETSITELE CBD** is also well-developed considering the resident population, the catchment area extending way beyond the boundaries of the town, and serving as retail service node to approximately 38 000 people who are mainly resident in the surrounding rural villages. There are an estimated 43 retail concerns in the town, the spectrum including general dealers/supermarkets to liquor outlets, pharmacy, cafes and restaurants, butcheries, etc. A number of service industries also occur in the centre of the town.

A problem throughout the municipality, but especially at transportation hubs, is informal trading which is usually unregulated and a potential traffic and pollution hazard. Incidences of this phenomenon are prevalent at intersections of district routes and provincial routes, especially where this occurs at a village (Dan, Mohlaba Cross, Maake, Lenyenye, Rita, to name a few examples.

Table 15: Incidence and Extent of Business and Industry within GTM (2003-07-17)

Urban Concentration	No of Households	No of Businesses and Industries	No of Sites	Land Area
Proclaimed Towns	10767	563	434	281 ha
Percentage Of Total	11,47%	63%	70%	86%

Villages	83058	317	186	43 ha
Percentage Of Total	88,53%	37%	30%	14%
TOTAL	93825	880	620	324ha

Source: CBD policy Tzaneen, Nkowankowa, Lenyenye, and SDF survey, 2003

6.4.7 Housing

In respect of housing the data base indicates a distinct differentiation between housing types prevalent in various areas, namely that 100% of houses in Tzaneen, Letsitele and Haenertsburg (3,1% of the total housing stock) could be classified as modern houses, while the corresponding figure for Lenyenye and Nkowankowa is 78% (8,5% of total housing stock). The percentage of modern houses in the villages ranges from 42% to 0%. The area's most in need of houses based on visual observation only, can be deduced from the backlogs table attached as Annexure C in the Spatial Development Framework.

The Municipality has investigated the need for social housing and is in process with the establishment of policies and plans for the implementation of this new concept of integration of settlements. The intention is to start with such implementation in Tzaneen Town at Tzaneen Extension 78.

6.4.8 Educational Facilities

By applying the norm of one (1) primary school per 450 households and one (1) secondary school per 1000 households, it would appear that there is a backlog of seven (7) primary schools and no secondary schools within proclaimed towns. By the same token there is a backlog of 63 primary schools and 22 secondary schools in the villages. By comparing the number of households per village with the incidence of schools, the location of backlogs can be determined. Initial indications are that the major backlogs with regard to educational facilities occur within the village concentration around Nkowankowa and Lenyenye, and in the area around Mamitwa.

Table 16: Incidence of Educational Facilities within GTM (2003)

Urban Concentration	No Of Households	No Of Primary Schools	No Of Secondary Schools	Backlog Primary Schools	Backlog Secondary Schools
Proclaimed Towns	10767	14	12	7	0
Percentage of Total	11,47%	10,3%	16,2%	10%	0
Villages	83058	121	62	63	22
Percentage of Total	88,53%	89,7%	83,8%	90%	100%
TOTAL	93825	135	74	70	22

Source: SDF Survey, March 2003

6.4.9 Health Facilities

Health facilities generally appear to occur in the areas of population concentration, with proclaimed towns being much better served than the rural areas. If the norms for the provision of health facilities is applied (especially the distance parameters), most villages are within range of health facilities. It would appear that quality, and not so much quantity, is a backlog in respect of health facilities.

Table 17: Incidence of Health Facilities within GTM, 2003

Urban Concentration	No Of Households	No Of Hospitals	No Of Health Centres	No Of Clinics
Proclaimed Towns	10767	3	1	3
Percentage Of Total	11,47%	60%	20%	10%

Villages	83058	2	4	26
Percentage Of Total	88,53%	40%	80%	90%
TOTAL	93825	5	5	29

Source: SDF Survey, 2003

6.4.10 Recreational Facilities

In respect of recreational facilities, it is once again evident that the quantity and quality of passive and active recreational facilities is far higher at, or in proximity to, the proclaimed towns than at the villages. The ratio of developed parks, public and private resorts and picnic areas, developed sports fields, developed show grounds to population is far lower than in the outlying areas. For the most part almost all villages have nothing other than informal soccer fields as the sum total of recreational facilities. The recent survey conducted for the Spatial Development Framework, 2003 revealed that there are 11 developed recreational facilities in and around the proclaimed towns, whereas approximately 110 informal soccer fields were noted in and around the villages.

6.4.11 Institutional Facilities

Table 16 contains information pertaining the incidence, type and general location of institutional facilities within the GTM area.

The majority of these facilities are clustered in Tzaneen, followed by Nkowankowa and then Lenyenye. There are also satellites in Letsitele and Haenertsburg.

Institutional facilities in the remainder of the municipal area comprise mainly traditional authority offices and satellite police stations.

Table 18: Institutional Facilities within GTM

Urban Concentration	Civic Centre	Municipal Service Centres	Post Offices	Police Stations	Magistrate's Offices	Other Government Departments
Proclaimed Towns	1	4	3	4	3	11
Percentage of Total	100%	100%	43%	100%	100%	48%
Villages	0	0	4	0	0	12
Percentage of Total	0%	0%	57%	0%	0%	52%
TOTAL	1	4	7	4	3	23

Source: SDF Survey, 2003

6.4.12 Spatial Constraints

The following constraints influence the evolution of a beneficial spatial pattern, thereby disrupting the balance between economy and environment, and placing a burden on a scarce resource:

- Topography

A large percentage of land area within the municipal area cannot be considered for urban development due to the mountainous nature of the terrain, although this situation has other advantages in respect of water catchment areas, tourism value, climate, etc. Approximately 22% of the municipal area is taken up by inhibiting slopes which occur mostly along the southern and western perimeters of the municipal area.

- Urban Sprawl

The fragmented and dispersed nature of the urban component of the municipality has caused inefficient duplication of networks and hinders the creation of a core urban complex which is essential for a healthy spatial pattern. Unplanned informal settlements without access to services complicate the design of an optimal spatial pattern.

A further contributing factor is the continued demarcation of residential stands at villages outside nodal areas and population concentration points, where provision of services is a further contributing backlog problem.

- Land Ownership

Inaccessibility of land caused by ownership in name of the State and other related factors are a serious constraint to the harmonious development of the municipal area. This situation inhibits township extension and development of business areas. This is exacerbated by the lack of finance on the part of the Municipality to acquire land for development.

- High Potential Agricultural Land

Large areas of the municipal area are taken up by land with high agricultural potential. It is imperative that this resource be protected for the economic well being of the area. This situation influences the spatial pattern of the municipal area.

- Environmentally Sensitive Areas, Nature Areas, Greenbelt Areas

These essential components to a balanced spatial pattern could also be considered as constraints.

- Mining Areas

Currently there is competition between the holders of mining rights and surface rights in certain areas within the municipal area, which places constraints on the pattern, and which would have to be resolved to the detriment / benefit of the parties involved.

6.4.13 Implications of Spatial Patterns and Trends

The configuration of the municipal area and the existing spatial pattern (topography, population distribution, and sprawl) together with causal factors (land ownership, established land uses) are impediments to the successful implementation of a Development Strategy to achieve the four developmental outcomes proposed in the White Paper on Local Government.

Natural constraints to the spatial pattern, such as steep topography, are fixed, and will continue to exert influence on spatial development initiatives for as long as the resident population cannot afford to pay for expensive infrastructural services.

The dependence of the local economy on Agriculture, and the current location of high potential agricultural land in relation to existing development and service networks, ensures that this factor will also influence future development initiatives.

The current tendency to "waste" land (i.e. under-utilization of land by establishing limited business on large farm portions, providing extensive residential plots, overprovision of parks) has resulted in considerable sprawl, which impacts on the availability of land, being a scarce resource, for future development initiatives.

Restricted access to land by the Municipality due to inhibitive land cost (privately owned land) and statutory deterrents (state - owned land under tribal custodianship) would exacerbate attempts by the Council to orchestrate and encourage the development of a beneficial spatial pattern within the municipal area.

The rapid increase of informal settlement / squatting bears the threat of neutralizing development alternatives currently available to Council by the reduction of land availability and the problems associated with relocation of communities once they have established. A positive of informal settlement is that this phenomenon is a clear indication of areas with development potential, and can be used as one of the indicators during the design of the desired spatial framework. Environmentally sensitive areas, as essential as they are to creating livable environments for communities, also influence the design of a future spatial pattern, in that their position is fixed. Very often, especially in communities with low income, one cannot afford to conserve these areas, and neither can one afford not to do so.

The incidence of mining areas within the municipal area, especially in a densely-populated environment, accentuates the conflict between sub-terranean and surface rights, especially where communities do not have a statutory right to the land on which they reside. The development of a mine could lead to job opportunities and an improved economy, but simultaneously influence / disrupt the spatial development pattern, and negate certain development alternatives. In addition to the above, the severe backlogs in terms of especially infrastructural services, coupled to the dysfunctional spatial pattern, places severe constraints on the achievement of a balanced and livable improvement. The dynamics of eradicating backlogs (especially water provision through the water scheme system) does not contribute to the solution.

6.4.14 Conclusion

The spatial analysis component of Phase 1 provides a visual picture of the existing spatial pattern which has emerged in the municipal area. The depiction of critical issues together with development constraints on a map, allows for decision-making in respect of the spatial placement of future development projects in support of an efficient and sustainable development pattern.

In summary, the following issues threaten the achievement of the spatial development objectives of the municipality:

- Lack of support to areas with inherent development potential;
- Lack of institutional support (human resources, cadastral data, GIS, legal) for implementation of land use management schemes and contraventions thereof, and policing of development on state land;
- Application of different legislation to manage/regulate land use development in municipal area.
- Slow land reform by way of formalization of villages;
- Indiscriminate settlement or squatting;
- Undeveloped land in private ownership within urban concentrations (Nkowankowa and Lenyenye CBD, for example);
- Inadequate access to land for macro and micro development, and
- Severe backlogs in terms of infrastructural, social and institutional facilities and services.
- Bulk infrastructural service provision for extensions in the formal towns.

6.5 SOCIAL ANALYSIS

6.5.1 LIBRARY

6.5.1.1 Infrastructure

Communities from all over the Greater Tzaneen Municipality area and beyond use the Greater Tzaneen Municipal libraries. For communities outside Tzaneen, Letsitele and Haenertsburg transport costs are a factor, impacting negatively on the disadvantaged.

The Greater Tzaneen Municipality libraries all offer a full library service, including information services, user education, access to balanced book collections and study space. The high level of service should be maintained and extended, as

the demand for quality library services is high. As the Tzaneen Library is one of only two municipal libraries in the Limpopo Province that is open on Saturdays, students and learners from all over the province rely on the library for information.

The ever increasing demand for learning material, the slow delivery of books and other library material via the Provincial Library Services and the high cost of establishing new municipal libraries are the main challenges facing GTM Library Services.

6.5.1.2 Funding by National Treasury

National Government realizes that there is a countrywide crisis in municipal libraries. A billion rand, renewable every three years, has been set aside for the purpose of improving existing South African libraries in phase one of the project, and to establish new community libraries during phase two. A large portion of the grant funding has been allocated to the Limpopo Provincial Library Services, Dept. of Sport, Arts and Culture, to capacitate existing libraries over a period of three years. A service level agreement for the 2008/9 financial year is to be signed, in which the Limpopo Dept. of Sport, Arts and Culture undertake to provide the GTM libraries with books, IT equipment, and library furniture, two additional staff members for the Tzaneen Library and a security system for the Letsitele library.

The Greater Tzaneen Library Services has submitted detailed requests for assistance to the Limpopo Provincial Library Services, including requests for a new, fully equipped library at Bulamahlo.

6.5.1.3 School Libraries

The severe lack of school libraries in the Limpopo Province is limiting the academic performance and personal development of learners. The Department of Education is aware of the problem and has promised reform.

The Tzaneen Library continued to assist schools in securing donations of books from Biblionef.

Biblionef is an international NGO based in Cape Town, which endeavors to supply good children's books in the mother tongues of learners to schools lacking libraries but with dedicated teachers who are committed to establishing the love of reading at their schools. Once a school has received a donation of books, the teacher responsible is expected to write reports on the use of the books. After every satisfactory report, the school receives a further donation of books. It is possible for a school to build a good library collection based on the donations by Biblionef.

The GTM Library Services has compiled a questionnaire which makes it easy for schools to apply for books from Biblionef. School principals are encouraged to contact the Tzaneen Library for assistance in applying for these excellent donations.

Donations of good children's books (apart from those donated by Biblionef) were also donated to several GTM schools via the Tzaneen Library Committee.

6.5.1.4 Paired Reading Project

The Paired Reading project was initiated by Stanford Lake College and extended by the GTM Library Services. Experienced high school learners read with inexperienced primary school learners, leading to enhanced reading skills. The project between Inzana Primary and Merensky High is so successful that it was the subject of local, national and even international newspaper and magazine articles. The project was also part of the HoD Library Service's presentation at the International Federation of Library Association's congress in Durban on the 22nd of August, 2007. The HoD also presented the paper at LIASA's Limpopo branch on the 28th of September 2007 and has written an article with practical tips on Paired Reading for the *Free State Library's* April 2008 edition. Paired Reading will continue to be monitored and encouraged.

6.5.1.5 Backlogs

- Library services are needed within reach of all towns, villages and communities.
- During the 2006 Community Needs Analysis residents of Bulamahlo, Ward 25, indicated that they needed a community library and in 2007 residents of Ward 19, Nkowankowa indicated the same.
- Establishing libraries at the four GTM Thusong Centres would be a practical way of ensuring accessible library services to all.
- The Neighborhood Development Project Grant investigation will indicate where the first new GTM library is to be built, funds allowing.
- The estimated cost of building and furnishing a large library with sufficient books and study space is R4, 000,000. 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.

6.5.1.6 Stakeholders

The following stakeholders can play a part in the development of library services:

a. The Limpopo Provincial Library Services (Dept. of Sport, Arts and Culture)

The Provincial Library Services are tasked with the responsibility of delivering Library Services in the Limpopo Province. The Provincial Library Services are currently.

- Providing the Greater Tzaneen Municipality libraries with magazines, newspapers and a very limited supply of books.
- Administrating the National Treasury Library Grant to improve Library Services.

b. The Department of Education

The Department of Education is responsible for establishing and maintaining school libraries. The spatial plan indicates that school libraries are available in only 9 schools. Only one of these libraries (established with the help of Stanford Lake College and the Greater Tzaneen Library Services) is accessible to the public.

The Department of Education is aware of the severe lack of school libraries and has promised reform.

c. NGO's

Biblionef: Biblionef is committed to providing disadvantaged children with good fiction, preferably in the mother tongue.

Rotary: The Letaba branch of Rotary is assisting the Greater Tzaneen Library Services by sponsoring a Computer for the Letsitele Library, as well as for the Sebone Primary School.

d. Library Committees

The Tzaneen, Letsitele and Haenertsburg Library Committees support the libraries with book donations, fundraising and special functions and programmes. At present the number of books donated equals the number of books purchased.

6.5.1.7 Social Impact

a. Education

The new school curriculum demands of children to do research, but with school libraries being virtually non-existent, and public libraries out of the reach of most learners, it is difficult to perform well academically. These impacts mostly on the poor, who do not have the means to travel to the existing Greater Tzaneen Municipality libraries.

b. Quality of life

Books open up a world of knowledge and entertainment, and are of equal benefit to all – male/female; young/old; able/disabled; rich/poor. Accessibility to a wide range of reading material impacts on life-long learning and quality of life.

c. Financial Resources

The GTM libraries are funded by the GTM, in terms of capital and financial resources. The Library Committees assist with book donations and fundraising. The National Government's initiative to provide additional funding to municipal libraries is administered by the Limpopo Provincial Library Services.

d. Recommendations

- That the Tzaneen, Letsitele and Haenertsburg Libraries be maintained and improved.
- That the establishment of school libraries be encouraged.
- That the establishment of new libraries at Nkowankowa and at the Thusong Centres be supported.

6.5.2 HEALTH SERVICES

The 2007 asset management report indicates that there is a total of 42 health facilities within the area of jurisdiction of Greater Tzaneen Municipality rendering a comprehensive primary health care service. These facilities are supplemented by 318 visiting points, which are serviced by six mobile clinic teams. In addition to public health facilities, there is a private hospital in Tzaneen with resident doctors and specialized services.

The effective rendering of this service is affected by the lack of potable water supply. The following clinics are affected:

Rural South :
Khujwana
Mogoboya
Zanghoma
Julesburg health care
Jamela and Mogapeng

Rural North :
Morutji
Madumane
Morapalala
Motupa

This situation affects a total of **24 560** household.

The provision of this service has a direct impact on poverty alleviation, as it is one of the free services in terms of the national government policy. The nature of this service though available to everyone it is children and women biased.

The municipality was responsible for one clinic which has since together with the Primary health Care function has been transferred back to the Limpopo Provincial Department of health with effect from 1 July 2007.

6.5.3 PARKS, RECREATIONAL FACILITIES, CEMETERIES, SPORT, ARTS AND CULTURE

6.5.3.1 PARKS

a. Baseline

Parks in Tzaneen and Haenertsburg are well developed and maintained. A park at Flora Park was developed. A park at Lenyenye is developed with play apparatus and mini soccer poles. Mini soccer poles and mini netball poles are installed at Park 720 in Nkowankowa.

The Parks Division also performs the following functions:

- Garden maintenance and management
 - Area 1 maintained by Parks personnel
 - Area 2 and 3 maintained by Parks personnel and contractors respectively
- Grass cutting.
 - Sidewalks – 1161629m²
 - Parks: Recreational and developed -163683 m²
 - Open spaces – 79266716 m²
 - Sport facilities – 3629104 m²
 - Grass cutting is done at the MPCC's
- Maintenance of side walks
 - Weed control was done at Nkowankowa- Bankuna Road
 - Termite nest control – 32 nest were eradicated on side walks
 - Dangerous trees removed/pruned -54 on side walks
- Maintenance of open spaces
 - Areas slashed - 1683739 m²
 - Termites nest control - 76 nests
 - Dangerous trees removed/ pruned – 01
 - Play apparatus repaired - 15
- Art in the garden show was organized and done by Parks Section together with Companies in the Green Industry.
- Wet land management: Mogolobotho wetland was slashed in 2007.
- Horticulture Students are trained by Parks Section to qualify for their diplomas.
- Plant decoration is done on request at GTM functions. Decorations were set up at Runnymede, Mandlakaki, Shihoko, Block 5, Tivumbeni, Lenyenye Community Hall 2x, Nkowankowa Community Hall, Motupa, Dundee sports ground, Julesburg stadium, Park 379 Nkowankowa, Civic Center, Tzaneen Library.
- Garden refuse removal: Garden refuse is removed on continuous basis from parks and garden areas. Streets trees are pruned and dead leaves are removed continually.

b. Backlogs

- A total lack of developed parks is experienced in the rural areas.

c. Challenges

- Insufficient staff.
- Old vehicles need to be replaced
- Theft and vandalism

- Financial constraints
- Shortage of grass cutting machinery
- Some communities vandalize trees planted on sidewalks
- Chopping of indigenous trees in municipal open spaces

d. Interventions

- The Parks Division plan to upgrade the parks in Nkowankowa, Lenyenye and Letsitele provided funds are available.

6.5.3.2 Recreational Facilities

a. Baseline

- Sufficient recreational facilities such as stadiums for athletics, soccer and other ball games as well as tennis courts exist in the towns of Tzaneen, Nkowankowa and Lenyenye.
- Nkowankowa stadium has a synthetic track and a steel pavilion.
- Julesburg village has a stadium.

b. Backlogs and challenges

- In the rural areas recreational facilities are underdeveloped and created in an informal way by the communities according to their needs.
- The pitch at the Julesburg Stadium needs kerbing. A booster pump is needed for better irrigation.
- All community sport grounds needs grading.
- The Olympic swimming pool in Tzaneen has been closed for more than a year due to maintenance and repair problems that need additional funding to address.

c. Interventions

- A basic, well equipped and well maintained sports ground is planned for each of the four clusters to accommodate all wards and to avoid grading grounds in every village.

6.5.3.3 CEMETERIES

a. Baseline

- The total number of cemeteries in the Greater Tzaneen Municipality is 66 of which 35 are fenced.
- Cemeteries in Lenyenye, Nkowankowa, Tzaneen, Old Letaba and Haenertsburg are maintained. Sufficient space for burials in the majority of cemeteries is currently available with the exception of the cemeteries in Lenyenye, Mavele and Maunatlala that have reached full capacity.
- In 2006 Moime Cemetery was developed, Senopelwa, Nwamgololo, and Mohlaba Head kraal cemeteries were fenced and gates were installed.

b. Backlogs and challenges

- The soil condition of the cemetery at Lenyenye is not suitable for burials and alternative cemeteries should be used such as the cemetery at Mohlaba Cross.
- Mhangweni, Mafarana, Mandlakazi cemeteries need extension. Cemeteries which were fenced but where gates were not installed will be attended to.
- Nkowankowa Cemetery will need a new site or extension by 2009.

- The proclaimed Tzaneen Cemetery area across the storm water vlei needs to be developed, and a low bridge is also needed.
- Toilet facilities in the rural villages were provided in 28 cemeteries. Of these rural cemeteries, 98% do not have access to water.

c. Interventions

- The development of future cemeteries must be determined by the Spatial Plan and an environmental impact assessment to identify suitable soil conditions for this purpose.
- MIG funds will be used for the fencing of cemeteries and building of ablution facilities at cemeteries.

6.5.3.4 SPORT, ARTS AND CULTURE

- The Sport, Arts and Culture section of the division gave administrative support to sporting codes at the Greater Tzaneen Municipality and to the Department of Sport, Arts and Culture.
- The Tzaneen Museum houses an excellent variety of cultural artifacts. The collection needs to be housed in a larger, secure exhibition space. The possibility of relocating the Museum to the Tourism Centre is under investigation.

6.5.4 HOUSING

6.5.4.1 Legislation

According to the Constitution of South Africa, Act 108 of 1996 everyone has the right to have access to adequate housing and;

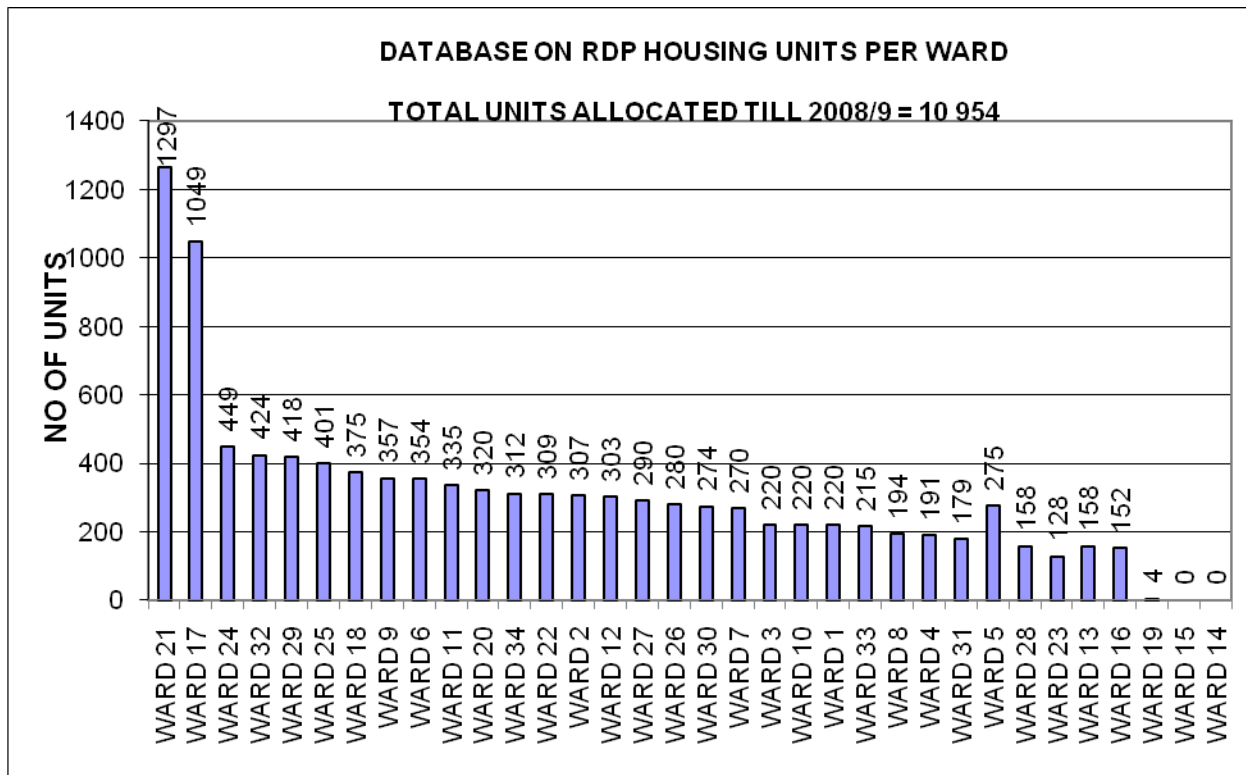
The State must take reasonable legislative and other measures, within its available resource to achieve the progressive realization of this right.

6.5.4.2 Backlog

The backlog of housing units in the Greater Tzaneen Municipality's jurisdiction area is estimated at **±60 000**. Presently there is a waiting list of **14101 enlisted for low cost houses per ward per category**. It should be noted that the backlog recorded is not reflected in terms of income levels and special needs. The backlog figure would be reduced if the Municipality could venture into other programmes involving higher income levels.

Units allocated annually to the Municipality for housing construction is dependent upon the allocation by the Provincial Department of Local Government and Housing.

6.5.4.3 The Number of Units Allocated to Greater Tzaneen Municipality (2008/9 as per financial year of DLGH)



6.5.4.4 Areas that needs Services

1. Mbambamencisi – currently there is a project for 500 units
2. Dan Extension 1 – Services in order to build Middle Income Houses and Rental units, the area is proclaimed
3. Tzaneen Extension 78 – Adams Farm
4. Tzaneen Extension 60 – Arbor Park
5. Tzaneen Extension 53 – Avis Park

6.5.4.5 Community Rental Units

1. Talana Hostel – it is in the Provincial Plan
2. Fencing of Existing units
3. Renovation of the administration bloc
4. Building of 300 units with services

6.5.4.6 Purchasing of Farms

1. Portion of Ledzee, Yarmona and Shivurali purchase amount R 36 million

6.5.4.7 Farm Hosuing

1. Ward 14 Maribethema – waiting list 100
2. Ward 13 Tarental – The farm belongs to Mopani District Municipality and request forwarded to Ivy Makamu in 2008

6.5.4.8 Housing Needs

Currently the status and number of Housing units needed is not available but we can confirm that we still have a serious backlog in all wards within the GTM.

6.5.4.9 Stakeholders for Public Participation

- NHBRC (National Home Builders Registration Council)
- Department of Labour
- Department of Health + Welfare
- Department of Home Affairs
- Civil Society organizations (CSOs) **and people in general**

6.5.4.10 Social Impact of Housing on Gender, Youth, Disabled, Poor.

In order to qualify for a full subsidy for a low cost house, an applicant should earn **between R0.00 to R3500.00** per month before deduction **for middle income applicants should earn between R3500.00 to R7500.00.**

The Greater Tzaneen Municipality's households are predominantly **unemployed in particular women, elderly and youth**. Based on the above mentioned it can be concluded that the housing projects have an impact on the poor and women.

The Provincial Department has decided that they will support the contractors without the municipal approval which is leading to a substandard product and unsatisfied communities.

6.5.5 EDUCATION

When applying acceptable norms to educational facilities in respect of pupil to classroom ratio, it is evident that there is a severe backlog with respect to the number of existing classrooms. although this is not a municipal function, less than optimal education impacts on employability, the economy, ability to pay for services, etc. – (i.e. the under development of a potential resource) (Source: Department of Education Annual Report, 1997)

There are a total of 108 facilities for early childhood learning, 135 primary schools, 74 secondary schools, 2 special schools and 3 tertiary institutions. Applying the above-mentioned norm it indicates that there is a backlog of 70 primary schools and 22 secondary schools. Schools in the rural areas do not have potable water supply and sanitary facilities.

6.5.5 SAFETY AND SECURITY

The following institutions are situated in the Greater Tzaneen Municipal jurisdiction area:

- a. Six (6) Police Stations (Each with holding cells)
- b. Three (3) Satellite Police Stations
- c. Prison (1)

- d. Three (3) Magistrate Courts
 - Nkowankowa
 - Lenyenye
 - Tzaneen

Traditional Authorities courts with limited jurisdiction:

KGOŠI/KGOŠIGADI or Hosi of that specific tribe.

Though it is not municipal functions, these institutions assist Council in ensuring sound governance, by curbing crime and effecting justice to the communities.

Greater Tzaneen Municipality is responsible for securing Council properties. To this effect private security firm are utilized to collect money and safeguard property

6.2. ECONOMIC ANALYSIS

6.2.1 Economic Growth Rate, GGP and Sector

The Greater Tzaneen area has experienced an average economic growth rate of about 20,3% per annum in Mopani, compared to 6,6 for the Limpopo Province to National GDP.

6.2.2 Regional Economic Profile

In order to make comparisons and linkages with the broader economic community, it is important to understand the economy of the study area within the broader region. This section discusses and analyses each economic sector in terms of sectoral analyses and identifies those sectors with growth potential.

The following table indicates the contribution to the GDP for each sector.

Table 19: Percentage share of GDP per sector, 2008

Industry	South Africa	Limpopo	Mopani District
Agriculture, forestry and fishing	2.8%	3.1%	3.6%
Mining	7.7%	26.7%	31.0%
Manufacturing	18.4%	3.7%	1.9%
Electricity & water	2.4%	2.9%	3.0%
Construction	2.6%	1.7%	1.5%
Wholesale & retail trade; catering & accommodation	14.2%	12.0%	15.4%
Transport & communication	9.4%	8.4%	7.5%
Finance and business services	21.7%	18.3%	14.4%
Community, social and other personal services	20.7%	23.1%	21.7%
Total	100.0%	100. 0%	100.0%

Source: Global Insights: 2008

In Mopani District the largest contributor to GDP is mining (31%), followed by community/personal services (21.7%), wholesale and retail (15.4%), and finance and business services (14.4%).

The following Table indicates the percentage of GDP in each sector in Limpopo and Mopani as contributed to South African economy in 2006.

Table 20: Contribution to National GDP per sector, 2008

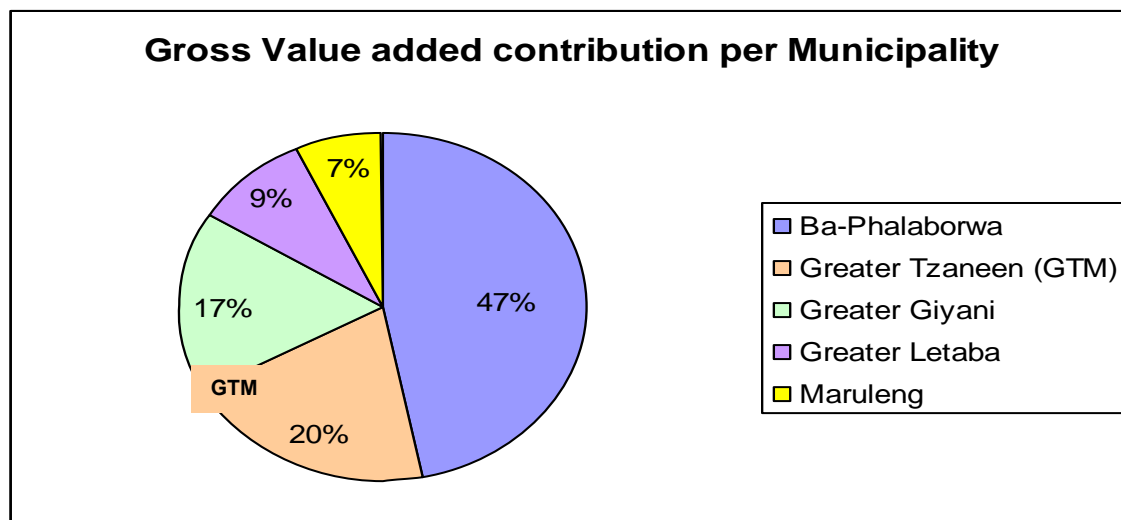
Industry	Limpopo	Mopani District
Agriculture, forestry and fishing	7.4	2.0
Mining	22.8	6.4
Manufacturing	1.3	0.2
Electricity & water	8.0	2.0
Construction	4.3	0.9
Wholesale & retail trade; catering & accommodation	5.6	1.7
Transport & communication	5.9	1.3
Finance and business services	5.6	1.1
Community, social and other personal services	7.4	1.7
Total	6.6	1.6

Source: Global Insights: 2008

The total contribution that Mopani District makes to the National GDP is 1.6%. The contribution of Limpopo to the National GDP is 6.6%. The largest contributor of Limpopo and Mopani to the National GDP is that of mining (22.8% and 6.4% respectively) and the smallest is manufacturing (1.3% and 0.2%).

6.2.3 Economic Profile

Figure 21: Gross Domestic Product Contribution per Local Municipality, 2008



Source: Global Insights: 2008

Table 22: Gross Domestic Product Local Municipality per Economic Sector, 2008

Economic Sector	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani District
Agriculture, forestry & fishing	1.3%	9.3%	7.6%	1.1%	7.0%	3.6%
Mining	0.2%	7.7%	7.3%	59.6%	1.4%	30.5%
Manufacturing	3.4%	2.3%	3.7%	0.5%	2.7%	1.9%
Electricity & water	4.7%	7.2%	5.0%	1.0%	2.3%	3.0%
Construction	2.9%	1.6%	1.7%	0.7%	3.3%	1.6%
Wholesale & retail trade; catering & accommodation	11.6%	10.9%	10.2%	21.0%	9.1%	15.5%
Transport & communication	8.7%	8.1%	9.0%	4.4%	20.6%	7.5%
Finance & business services	29.1%	21.0%	23.8%	3.9%	17.2%	14.6%
Community, social and other personal	38.2%	32.1%	31.7%	7.8%	36.4%	21.8%

Economic Sector	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani District
services						
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Global Insights: 2008

The key sectors per each of the local municipalities in terms of GDP contribution is as follows:

- ❑ Greater Giyani: Community services (38.2%), finance (29%), and trade (11.6%);
- ❑ Greater Letaba: Community services (32.1%), finance (21%), and trade (10.9%);
- ❑ Greater Tzaneen: Community services (31.7%), finance (23.8%), and trade (10.2%);
- ❑ Ba-Phalaborwa: Mining (59.6%), trade (21%), and community services (7.8%); and
- ❑ Maruleng: Community services (36.4%), transport (20.6%), and trade (9.1%).

The table below provides an analysis of the percentage breakdown of each local municipality within the main economic sectors.

Table 23: Gross Domestic Product Contribution of Local Municipality to Mopani, 2008

Economic Sector	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani District
Agriculture, forestry & fishing	5.9%	23.1%	43.0%	14.8%	13.1%	100.0%
Mining	0.1%	2.2%	4.8%	92.5%	0.3%	100.0%
Manufacturing	29.1%	10.5%	38.3%	12.7%	9.4%	100.0%
Electricity & water	25.9%	20.9%	33.1%	15.1%	5.0%	100.0%
Construction	31.1%	8.9%	22.8%	22.7%	14.5%	100.0%
Wholesale & retail trade; catering & accommodation	12.5%	6.2%	13.3%	64.0%	4.0%	100.0%
Transport & communication	19.5%	9.6%	24.4%	27.9%	18.6%	100.0%
Finance & business services	33.4%	12.8%	33.2%	12.7%	8.0%	100.0%
Community, social and other personal services	29.3%	13.1%	29.5%	16.9%	11.3%	100.0%
Total	16.7%	8.9%	20.3%	47.4%	6.7%	100.0%

Source: Global Insights: 2008

The key local municipality contributors per sector are as follows:

- ❑ Agriculture: **Greater Tzaneen (43%)** and Greater Letaba (23%);
- ❑ Mining: Ba-Phalaborwa (93%);
- ❑ Manufacturing: **Greater Tzaneen (38.3%)** and Greater Giyani (29.1%);
- ❑ Electricity and water: **Greater Tzaneen (33.1%)** and Greater Giyani (25.9%);
- ❑ Construction: Greater Giyani (31.1%), and both **Greater Tzaneen (22.8%)** and Ba-Phalaborwa (22.7%);
- ❑ Trade: Ba-Phalaborwa (64%);
- ❑ Transport: Ba-Phalaborwa (27.9%) and **Greater Tzaneen (24.2%)**;
- ❑ Finance and business: Both Greater Giyani (33.4%) and **Greater Tzaneen (33.2%)**; and
- ❑ Community services: Both **Greater Tzaneen (29.5%)** and Greater Giyani (29.3%).

6.2.4 Contribution to employment

The purpose of this section is to provide an understanding of the economically active population in Mopani District Municipality in terms of employment. Limpopo in 2006 had an economically active population of 1,555,218 people of which Mopani District comprised of 108,682 people.

The local municipality economically active population comprised of:

- Greater Giyani (20,712 people);
- Greater Letaba (16,084 people);
- Greater Tzaneen (29,693 people);
- Ba-Phalaborwa (30,612 people); and
- Maruleng (11,581 people).

Ba-Phalaborwa and Greater Tzaneen are the largest employers in the district. The Table below indicates the total employment per local municipality.

Table 24 Employment per Economic Sector per Local Municipality, 2006

Economic Sector	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani District
Agriculture, forestry & fishing	1 875	7 692	11 899	4 771	3 828	30 065
Mining	155	279	758	14 017	159	15 368
Manufacturing	791	603	1 560	576	462	3 992
Electricity & water	306	261	450	311	156	1 484
Construction	1 573	393	790	1 082	672	4 510
Wholesale & retail trade; catering & accommodation	1 852	919	2 053	1 811	843	7 478
Transport & communication	576	267	700	530	382	2 455
Finance & business services	1 492	716	1 539	1 181	808	5 736
Community, social and other personal services	12 092	4 954	9 944	6 333	4 271	37 594
Total	20 712	16 084	29 693	30 612	11 581	108 682

Source: Global Insights: 2008

The Mopani District employed approximately 108,000 people during 2006. Greater Tzaneen LM is the largest employer in the agricultural sector and comprises of approximately half of the agricultural employment. Ba-Phalaborwa is the largest employer in the mining sector as expected based on the dominance of the mining sector in the local municipality. Giyani is the largest employer of those in the community services sector and this can be attributed to the number of government departments in the area.

6.2.5 ECONOMIC ANALYSIS OF THE GREATER TZANEEN LED

The reviewed LED Strategy of 2007/8 of the Municipality has identified four (4) Strategic Thrusts viz.

- Fruit & Nut Cluster Value Chain Development
- Agricultural Value Chain Development
- Tourism Development and Promotion
- Business Diversification and Trade Development

The above are the most important sectors in terms of development potential and economic contribution of the Municipality.

a. Agriculture

The total agricultural area of Tzaneen is predominantly for:

- Cattle farming 77,7%
- Orchard crops 7,8%
- Dry Land Farming 1%
- Irrigation 0,9%
- Forestry 3,1%
- Conservation project 9,5% (as in 2007 Greater Tzaneen Municipality SDF)

The agricultural activities of the Greater Tzaneen Municipality contribute nearly half 48% to the Agricultural Sector of the District. The Sector is taking 29% of the overall employment in the Greater Tzaneen Municipality.

b. Fruit and Nut Cluster Value Chain

The Sub-tropical Fruit and Nut Cluster were identified in the 2004 LED Strategy. The project was funded by the EU. A feasibility study was conducted and it was discovered that:

- White people predominantly run the sub sector.
- Raw material produced is transported externally for processing.
- Money is spent on transporting raw material.
- There is very little ownership of the previous disadvantaged individual in local value adding businesses.

The study also identified the following projects for further profiling:

- Establishment of Small & Medium Sub-Tropical Fruits and Nut farms in the region
- Establishment of a Sub- Tropical Fruit and Nuts Cooperatives for emerging farmers
- Establishment of a BEE- Focused marketing agency

c. Tourism Development and Promotion

The Provincial Economic Strategy Analysis has identified as a sector having competitive advantage. This sector reflects strength, unique characteristics and a potential for growth and development. The Tourism Development Framework developed in 2002 has been services and further feasibility studies are necessary around hotspots identified for development of the area for tourism attraction. The Greater Tzaneen Municipality has a high potential of contributing significantly to Vision 2020 of Limpopo and to the worlds. Community Tourism (Mefakeng Tourism Development) is also one way of achieving that were previously disadvantaged communities will also benefit from this initiative.

That is mainly because of its abundant natural resources (rivers and streams, forestry, indigenous citrus plantation, tourism attractions or hotspots, etc) and a climate that is favourable for agriculture.

d. Business Diversification and Trade Development

To stimulate economic activities within the Municipality, the LED strategy has identified the following programmes:

- Business retention and attraction
- Skills development
- Retail trade development and informal sector development
- Land claims and infrastructure development support

To ensure sustainability and growth within the emerging and small businesses (SMME's), entrepreneurs and Cooperatives including existing larger businesses support is needed in various forms of financial support, mentorship, access to information, networking and marketing.

6.6.6 ECONOMIC CHALLENGES

a. Institutional Capacity

- Implementation of existing plans for the LED
- Focus on Community development instead of economic development (must have competitive edge)
- Skills
 - Economist (specialized)
 - Project Management
- Leadership of Greater Tzaneen Municipality with regard to integration of plans
- Lack of aggressive marketing of Greater Tzaneen Municipality
- Poorly developed marketing strategy for our municipality
- Finance

b. Investment opportunities

- Barrier to access finance and markets
 - Ownership of land
 - Capacity to develop business plans
- Comparative advantage viz proximity to airports, harbour, transport, market etc
- Inadequate infrastructure for development
- Lack of maintenance of existing civil and electrical infrastructure
- Finalization of land claims
- Appeals on township applications delay development
- Lack of specialized skills e.g. turners, fitters, engineers etc
- Lack of incentives for private sector driven development

6.6.7 SOCIAL CHALLENGES

- Poverty
- HIV/AIDS
- Cultural diversity
River
- Xenophobia
- Political climate

6.6.8 ENVIRONMENTAL CHALLENGES

- Climate Change
- Pollution e.g. Letaba River
 - Illegal occupation of land e.g. Letaba
- Veld fire
- Exploitation of natural resources

6.7 ENVIRONMENTAL CHALLENGES

Planning for sustainability has become a very important aspect of Environmental Management in this era where Global warming has started to take effect, the depletion of natural resources and environmental pollution is taking place at an increased scale. We are seeing the re-emergence of communicable diseases that are associated with living conditions. The first step in planning for sustainability is to identify Environmental Issues, their impacts then develop an Environmental management Plan to mitigate same. The following are Environmental Issues identified:

6.7.1 Illegal Sand Mining

The increase in infrastructural development including the development of low cost housing as well as other construction related development has resulted in an increase in sand mining. These developments contributed to the illegal sand mining in local rivers. These two activities result in the altering of the bed, banks, course and characteristic of the river. It also results in an irregular landscape.

6.7.2 Land Pollution

There is indiscriminate dumping of household, commercial refuse and building rubble in Tzaneen, Nkowankowa, Lenyenye and Haenertsburg. Illegal dumping sites exist in the following villages: Gabaza, Tshamahansi, Kubjana, Mopye, Motupa and Thako. A total of 7673 households are affected.

6.7.3 Air Pollution

From January to December 2006 there were 40 000 licence renewals and 10 000 new registrations coupled to the recent traffic count results on the R71 the exhaust fumes and particulate matter from the vehicles contribute to air pollution. The conversion to unleaded fuel also helps somewhat to reduced the ambient Carbon monoxide and particulate matter. There are +134 source and non source emitters in the area which will be dealt with in terms of the NEMA: Air Quality Management Act. Construction and mining activities also contribute to air pollution

The household energy source also contributes to air pollution importantly so indoor air quality, such as the use of candles and paraffin lamps for light, wood fires for cooking as well as gas and paraffin stoves

6.7.4 Water Pollution

Recent developments in Tzaneen town have a direct impact on water quality as the proper functioning of wetlands and streams are interfered with during the construction phase of township establishment and the development of commercial sites. The establishment of an informal settlement on the Letaba River bank has an immediate and direct impact on the water quality as well as riverine status. Improper location and construction of pit latrines and septic tanks in environmentally sensitive areas – Clear Water Cove near Ebenezer Dam; the emptying of septic tanks and disposal of effluent in Letsitele; and the location of a grave yard in an area with a high water table in Lenyenye have an impact on the water quality.

Storm water management systems were without screening devices, which permitted debris access to the rivers. The state of rivers report from Department of Water Affairs and Forestry rated pollution in the local rivers as fair. To determine the water pollution level index, 112 Bacteriological samples of water for domestic use, and 6 chemical samples of water from the land fill site were collected and analyzed during the period February 2007 to July 2008.

Water quality management plays a significant role in pollution prevention; the operation and maintenance of sewer purification plants are significant in this instance since they have to ensure that the final effluent discharged into rivers does not contribute to water pollution.

6.7.5 Loss of Bio-diversity

We have one of the highest levels of biodiversity in the country, but the general state of biodiversity and ecosystem functioning is not good. The human pressure has resulted in activities like deforestation, veld fires, over grazing, invasion of alien plants, agricultural practices (excessive use of pesticides and fertilizers), uncontrolled use of wetlands and illegal occupation/squatting have contributed to land degradation in the Greater Tzaneen Municipality area. During the period

6.7.6 Energy consumption

The primary **environmental impact** of electricity consumption is the production of **greenhouse gases** that contribute to **global warming**. Total emissions of greenhouse gases are electricity generation, and 35% of this was from residential use. Electricity supply and consumption has reached a point where it impacts directly on the consumer, persistent power cuts or load shedding in some areas result in the increased reliance on wood for energy.

6.8. INSTITUTIONAL ANALYSIS

6.8.1 Organizational Analysis

The Greater Tzaneen Municipality is a Category B Municipality, which operates on the Executive Committee System. The Municipality has been divided into 34 wards (the 34th ward has been added by the Demarcation Board in 2005 in preparation for Local Government elections) each ward being represented by a Ward Councillor. There are also 33 proportionately representative councillors. There are seven full-time Councillors, who occupy the positions of Mayor, Speaker and Executive Committee Member and leading the various clusters.

The positions of Municipal Manager and the other seven Section 57 managers are all filled by fixed term contracts coupled to performance agreements. As on 1 October 2008 there were no vacancies for Section 57 managers. The positions of Municipal Manager and Chief Financial Officer are filled by way of fixed term contracts coupled to performance agreements. Three out of the 26 heads of division positions was vacant as on 1 March 2008. The Performance Management System was cascaded to heads of division. With the exception of the position of Manager: Engineering Services other manager positions are also filled on the same basis.

Heads of division are also appointed on the same basis. The Performance Management System is cascaded to heads of division. Six out of the 27 heads of division positions was vacant as on 1 October 2008 and an outflow of experienced staff is being experienced on this job level.

The Organogram was reviewed and the amendments were implemented with effect from 1 March 2009. **The new Organogram consists of the following departments:**

- Office of Municipal Manager
- Planning and Economic Development
- Office of Chief Financial Officer
- Corporate Services
- Engineering Services
- Community Services
- Electrical Engineering Services

The transfer of staff from the Department of Water Affairs and Forestry to Greater Tzaneen Municipality will be done during the 2009/2010 financial year. The transfer of the Environmental Health function to the Mopani District Municipality and Trade Licensing functions from the Department of Economic Affairs and Tourism to Greater Tzaneen Municipality is still engaging attention. Three seconded Traffic Officers from the Department of Transport were transferred to Greater Tzaneen Municipality with effect from 1 July 2008.

6.8.2 Organogram (see *next page*)

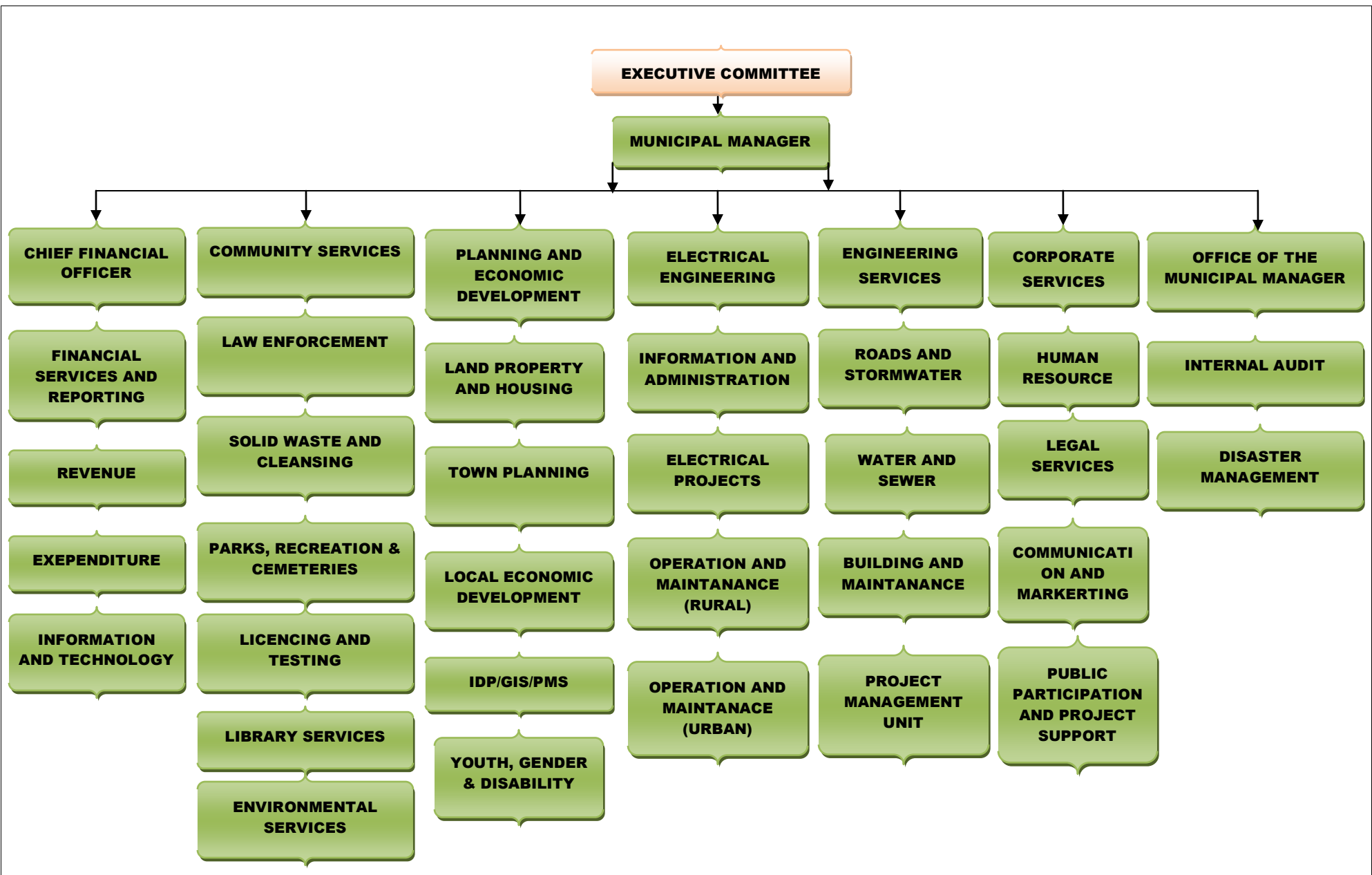


Table 25: Organizational Structure (Organogram)

In order to create synergy, cohesion and continuous engagements between administration and the political arm in decision making processes of the institution, Council approved the establishment of Clusters and study groups as follows:

12.2.1 FINANCE CLUSTER

Alderman OJ Mushwana

Table: 26 Study Groups

Study Group	Councillors	Department(s) to support
1. Budget	Makhuthudise M. Monicah Mailula M. Simon	CFO: CORP: Comm & Marketing Community Services: OZ Mkhombo
2. Revenue	Machimana Cassius Maunatlala Rylinah. S. John Ngobeni	CFO: CORP: Comm & Marketing Community Services: OZ Mkhombo
3. Expenditure	Mbhalati Jameson. N. Masetla Pessyna S.	CFO: CORP: Comm & Marketing – Community Services: OZ Mkhombo Community Services : HL Mienie
4. PMS	Mokgoloboto M. Josephine Maganu Sindile Thabita John Ngobeni	All Managers CORP: PED: Community Services HL Mienie Corporate Services:
5. IDP	Mangena M. Godfrey Tiva M. Sannie	All Managers CORP: PED: Gerald Twala Community Services HL Mienie
6. Remuneration	OJ Mushwana Ramolefe M. Daniel Selomo R R	Councillors only

12.2.2 ECONOMIC CLUSTER

Monicah Makhuthudise

Study Group Councillors Department(s) to support

1. LED	Maloko M. Leveus Nkwini Theron Makhurupetsi Festina	CORP: PED: F Rammalo PED: Gerald Twala
2. Poverty	Mahasha P. Ezekiel Nkuna P. Elsie	CORP – NR Mathebula PED: F Rammalo
3. Tourism	Nukeri T.K. Mbhalati Joe	CORP: Comm. & Marketing – NR Mathebula PED:

12.2.3 SOCIAL CLUSTER**Ramatsoma Theo**

Study Group	Councillors	Department(s) to support
1. Safety & Security	Mushwana Peter Ramphelo M. Botha	CORP: Public Participating & Special Projects - F. Malale Safety Security & Liason: Traffic- MJ Malatji Safety Security & Liaison: Licensing – A Liversage CORP:Health & Safety - G Matsaung
2. Health & Development	Baloyi Belgrade Mhlongo T. Lydia	CORP: Public Participating & Special Projects – F Malale Community Services: TM Machumele
3. Environmental Issues	Rihlampfu H. Ernest Ramolefo M. Emelina	CORP: Public Participating & Special Projects – F Malale Community Services: HL Mienie
4. Disaster Management	Shitlhangu N.W.Sammy Raganya M. Sophy	CORP: Public Participating & Special Projects – F Malale Municipal Manager- N Engelbrecht
5. Social Security	Sibiya Maria Mothiba M. Joas Mmetle Dikeledi	CORP: Public Participating & Special Projects – F Malale Community Services - MB Sebothoma
6. Parks and Cemeteries	Mashele Brown Ngobeni Stone	CORP: Public Participating & Special Projects – F Malale Community Services- X Mdani
7. Education	Mmola M. Maria Ramathoka Harrison Masetla Phangasasa	CORP: : MPS Visser CORP: Public Participating & Special Projects – F Malale Community Services: CJ Nel

12.2.4 INFRASTRUCTURE CLUSTER**Napoleon Mboweni**

Study Group	Councillors	Department(s) to support
1. Roads & Storm water	Ngobeni John Lebea D. Enica Nukeri T.K.	Engineering Services: T. Hlayisi CORP: Public Participation & Special Project : F Malale
2. Electricity	Mbhalati M. Joseph Mahori Samuel	Electrical Eng. – S Lelope CORP: Public Participation & Special Project : F Malale
3. Water & Sewer	Malekutu M. Beatrice Baloyi Colbert Samson Maunatlala	Engineering Services – L Mahayi CORP: Public Participation & Special Project : F Malale
4. Land Property & Housing	Mnisi Botany Mogoboya M. Asnath Nkwinka Joyce Ramatsoma Theo	PED – Phakula HN CORP: Public Participation & Special Project: F Malale :NR Mathebula Engineering Services: L Mahayi

5. Town Planning	Mushwana Thazan. S. Nkgapele M. Dinah Malatjie Boswell	PED – Mgama Mathye CORP: Public Participation & Special Project : F Malale :NR Mathebula
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12.2.5 SPORT, ARTS & CULTURE CLUSTER : John Ngobeni.

Study Group	Councillors	Department(s) to support
1. Geographic Names	Mkhari N. Benneth	CORP: Comm. & Marketing: Corporate Service – ES Maake
2. Sport	Maunatlala Samson M. Mboweni Napoleon	CORP : Comm. & Marketing N Mathebula Community Services: AP Seweya Community Services: C Maake, S Swartz & C Maholovela Corporate Services : B Mashala
3. Arts	Van Vuuren Jansen Ralepelle M. Eric	CORP : Comm. & Marketing N Mathebula Community Services: AP Seweya Community Services: C Maake, S Swartz & C Maholovela Community Services: CJ Nel
4. Culture	Ncha Lucy Seroto Sello Stephen	CORP : Comm. & Marketing N Mathebula Community Services: AP Seweya Community Services: C Maake, S Swartz & C Maholovela Community Services: CJ Nel
5. Disabilities	Malatjie R. Mohoboya Selomo R.R.	CORP : Comm. & Marketing N Mathebula Community Services: AP Seweya PED: G Twala Community Services: D Molewa Corporate Services : NH Ramoshaba
6. Gender	Baloyi Belgrade Shikwambana Patrick Nkwinika Joyce	Community Services: TM Machumele PED: G Twala CORP : Comm. & Marketing N Mathebula Corporate Services: NH Ramoshaba
7. Youth	Samson Maunatlala Nkuna S. Jane Ndove D. Lawrence	PED: G Twala CORP : Comm. & Marketing N Mathebula
8. Heritage	Ramodike M. Nelson Makhurupetsi N. Festina	Community Services: C Maake, S Swartz & C Maholovela CORP : Comm. & Marketing N Mathebula PED : F Rammalo

12.2.6 GOVERNANCE AND ADMINISTRATION CLUSTER Selomo R.R.

Study Group	Councillors	Support Department(s)
1. Human Resources	Nkwinika H. Joyce Mushwana O.J. Masetla Phangasasa	CORP: Comm. & Marketing: Corporate Services- - MPS Visser
2. Audit	Ncha Lucy Mogoboya M. Mahlane	CORP: Comm. & Marketing: Municipal Manager – R Shingange
3. Policy, IGR & International Relations	Malatji M. Boswell Nkwinika Joyce Baloyi George	CORP: Comm. & Marketing: Corporate Services – - HG Botha
4. Communications, Marketing & Branding	Mashava N. Samuel Machimana Cassius McComb Graham Lincoln	CORP: Comm. & Marketing: Corporate Services – - HG Botha

12.2.7 SPECIAL COMMITTEE

Ncha M.L.

Study Group	Councillors	Department(s) to support
1. Public Participation (Ward Committee)	Mboweni: Napoleon	CORP: Public Participating & Special Projects : F Malale NR Mathebula Corporate Services- - HG Botha
2. Ethics Committee	Mboweni: Napoleon	Municipal Manager – MF Mangena CORP: Fourie Malale Corporate Services- - N Phatudi
3. Petition Committee	Mboweni: Napoleon	Municipal manager – MF Mangena CORP: Corporate Services - <ul style="list-style-type: none"> • HG Botha • N Phatudi

That Councillors be deployed to other Council Structures as follows:

Local Labour Forum	Councillor R R Selomo Councillor H J Nkwinika Councillor P J Masetla
Employment Equity Consultative Forum	Councillor B M Malatjie Alderman O J Mushwana

	Councillor R R Selomo
Training Committee	Councillor R R Selomo Councillor H J Nkwinka
Employment Assistance Programme Council	Councillor B M Malatjie Councillor R R Selomo

13 INSTITUTIONAL ANALYSIS - FINANCIAL ANALYSIS (2009/2010)

13.1 Current state

13.1.1 Area of the municipality

The municipality is an amalgamation of five different administrations from the old dispensation.

Three of these were traditional municipalities under the old dispensation where cost recovery was more cost related – in relation to the services that were being offered there. The other two administration areas were however not municipalities as per that dispensation and were run by the previous homeland governments. Most of their expenses were therefore covered by the homeland government. The challenge came when these had to be merged into the new municipality where cost recovery had to be taken into account. In these two areas assessment rates were not charged on the value of the properties. With the translation of these into a municipality came the charging of assessment rates on the value of properties.

Invariably the amount to be paid by residents increased dramatically which led to most of them not being able to pay their municipal debts leading to dramatic increases in the amount of municipal debtors. Due to the fact that section 118 of the Municipal System's Act requires that the whole amount outstanding on an account must be settled before that property can be sold most of the residents, in a bid to avoid settling their huge accounts that accumulated over time, privately sold their properties without notifying the municipality nor registering such sale at the deeds office. This compounded the problem of outstanding debtors as the municipality continued to charge the previous owner who in most cases could not be traced and the new owner refusing to settle the outstanding amount as the account was not in his name.

These issues led to the municipality not being able to institute proper credit control nor handing over of long outstanding debts since the residents insisted that the data on which the municipality was acting could not be relied upon and that a data cleansing exercise had to be carried out. Such an exercise was carried out and the billing data for the two towns cleansed. During this period the municipality engaged in a process of registering indigents to ensure that no legal action was taken against residents who were indigent. However, these process was frustrated by the fact that some residents were not willing to come forward for registration as indigent as they were afraid that this process was aimed at ensuring that they start paying for their services.

With the advent of the new municipal borders in 2000 the area of the municipality was increased beyond the five traditional towns to include the farming area and the villages where no cost recovery was performed in the past. The increase in the municipal area necessitated an increase in the capacity of the administration and council to deal with the increased responsibility. This came in the form of increased number of officials and councilors. Additional to this there was an increase in the remuneration of both officials and councilors. However the increased capacity of Council was not met by a corresponding increase in its revenue. In order to help the municipality deal with its increased challenges two major grants were allocated to it. The first is the Municipal Infrastructure Grant.

This grant is meant to assist the municipality in dealing with the problems of infrastructural backlogs mostly in rural areas. The major disadvantage of this grant is that it does not make provision for maintenance of that infrastructure. In fact it means that the procurement of new infrastructure funded by MIG will effectively reduce the amount of money the municipality has at its disposal for other services. The second grant is the Equitable Share. This grant is meant to help the municipality in funding the cost of providing basic services to indigents. The cost of providing basic services is composed of both a direct and indirect component. The equitable share is equivalent to the amount of money Council raises by charging consumers for the cost of the services they have consumed. This is in respect of trading services. For all other non-trading services i.e. non-metered services where direct consumption cannot be determined the municipality charges residents property rates based on the value of their properties to fund these.

Examples of non-trading services are roads, library services, parks, cemeteries, community facilities, municipal administration, etc. For this purpose a valuation roll is prepared which will determine the amount of money that residents must be charged. The valuation roll has however been drafted only for the areas where there is cost recovery. Therefore no property rates are being charged in the rural areas. This invariably means that the municipality is not raising sufficient funding to cover the cost of all its non-trading services. This is due to the fact that those services now have to be rendered in the areas where there has been cost recovery and in the new areas added to the municipality. This will result in services of substandard (or no services at all) being rendered in those areas or reduced level of services in the whole municipal area (as the amount that was raised to fund non-trading services in cost-recovery areas now has to be used for services in the whole municipal area.)

There is therefore a need to institute some form of cost recovery and tax in these areas to ensure that the level of service delivery can be expedited. The major challenge with this is that the areas fall under the traditional leaders who are already having some sort of levy charged on their people. Introducing another tax might therefore be met with some form of resistance, either from the people or the traditional leaders. Extensive consultations need to be done with the traditional leaders and the community for them to understand the benefit of this approach and maybe a mechanism worked out through which only one tax can be levied to cater for the needs of the municipality and the traditional leaders. However this should be done taking cognizance of the fact that only the municipality has the authority to levy tax and surcharges, other than those already covered by some other legislation, in its area of jurisdiction.

13.2 Context of financial management

13.2.1 Financial viability

The objective is to ensure financial viability of the municipality that will lead to better service delivery. Financial viability is by and large measured by the following indicators:

- National KPI's
 - * *Debt coverage* – This ratio is meant to indicate how well the municipality can service its loan repayment obligations from its own revenue (i.e. excludes grants)
 - * *Outstanding debtors to revenue* – This ratio is meant to give an indication of the percentage of total outstanding debtors to actual service revenue.
 - * *Cost coverage* – This ratio measures how well a municipality's cash and cash equivalents cover its fixed operating costs

- Ability to meet its obligations when they fall due – The municipality has never defaulted on any of its financial obligations and has never had a financial dispute with any organ of state or any institution. However as part of

normal business practice the municipality arranged for an overdraft of R 20 million to use during periods of low cash inflows or high cash outflows. The MFMA however provides that all overdrafts must be paid off at the end of the financial year. At the end of the 2007/2008 financial year the municipality however still had an overdraft of R5 million. A plan has however been drafted to ensure that this is fully paid off. However the problem that led to the negotiation for an overdraft is still there. This was the high level of fixed costs that the municipality had. This is currently standing at around 80%. The only way of dealing with high fixed costs is to contain them and to increase revenue.

These ratios for the 2007/2008 financial year were as follows:

As can be seen from the outstanding debtors to revenue ratio the municipality has very high amount of outstanding debtors. Most of this debt is for the townships of Lenyenye and Nkowankowa and has accumulated over a number of years. As indicated earlier, most of it was due to disputes over the amounts charged which resulted in non-servicing of such accounts. As at 31 July 2008 the total amount of debtors outstanding was R132 million with 54% of this being outstanding for more than 120 days and therefore raising doubts about its recoverability.

Of the total amount outstanding 65% was for the towns of Lenyenye and Nkowankowa and with 65.4% of that being outstanding for more than 120 days. This should however be seen in the light of the fact that the average monthly collection rate as at 30 June 2008 for the other towns, which make up about 80% of the total income of the municipality, was 99% while for Nkowankowa and Lenyenye it was 33% and 43% respectively.

13.2.2 Legislative compliance

- GRAP/GAMAP conversion: The municipality was a pilot municipality for the conversion to GAMAP/GRAP and fully converted from IMFO standards in 2003/2004. The municipality has since been preparing its financial statements on the GAMAP/GRAP standards. The conversion has however led to the municipality experiencing a backlog in terms of audit reports. The result of this is that any errors picked in one audit cannot be corrected before the next audit commences. For the three financial years ending 30 June 2006 the audit opinion on the municipality's financial statements was a disclaimer. Most of the issues with regards to the disclaimer pertained to disclosures as required by the new accounting standards.
- Establishment of budget and treasury office: a budget and treasury office has been established under the direct supervision of the CFO.
- Establishment of Supply Chain Management Unit: The unit has been established and is reporting directly to the CFO
- Adoption of financial policies: The following policies have been adopted by Council and are reviewed annually as part of the budgetary process: *Credit control and debt collection policy *Indigent policy *Tariff policy *Property rates policy *Budgeting policy *Investment policy *Supply Chain Management Policy

13.2.3 Challenges

- Limited tax base: While the municipal area has increased the tax base of the municipality has not increased proportionally. This is due to the fact that most of the area of the municipality is rural with vast numbers of residents being indigent. The increase in the municipal areas also necessitated a review and increase in the governance structure of the municipality. This is one of the factors that have led to increased fixed costs.

- Low maintenance on capital assets: Very little has been reinvested in the infrastructure of the municipality over the years. This was due to the limited resources of the municipality and a need to spend the available resources on new capital assets. While in the short term this spending pattern will satisfy the needs of the community for new capital assets it is a serious threat to the long-term financial viability of the municipality. This is due to the need to replace assets that are deteriorating at a fast rate due to non-maintenance.
- Large rural area with infrastructural backlogs: Vast area of the municipality is largely rural with very limited infrastructure.
- Funding for filling of positions in critical areas: While the municipality already has high fixed costs it is accepted that there are still critical personnel shortages in the service departments and the newly established Supply Chain Management unit.
- Unidentified indigent residents: there is an indication that most of the residents in the areas where there is cost recovery are indigent. This is evidenced by the high number of accounts that are not being serviced despite termination of services. The challenge faced is however with the identification and registration of these indigents. Previous attempts to register them did not bear much fruit as there was a perception that the information gathered was going to be used to identify defaulting residents and to take action against them. This led to most of the deserving residents not coming forward for registration.

13.2.4 Interventions

- Critical need to increase the tax base of the municipality.
- Need to come up with an infrastructure investment plan that will adequately address the issue of reinvesting in the capital assets of the municipality.
- Identification of alternative methods of financing and forming partnerships with relevant stakeholders in both the public and private sector to assist with the financing of infrastructural assets.
- Identification, registration and assistance to all indigent households
- Strict credit control and debt collection in the two towns together with publicity drive to motivate residents to pay for services.

14. ENVIRONMENTAL ANALYSIS

Planning for sustainability has become a very important aspect of Environmental Management in this era where Global warming has started to take effect, the depletion of natural resources and environmental pollution is taking place at an increased scale. We are seeing the re-emergence of communicable diseases that are associated with living conditions. The first step in planning for sustainability is to identify Environmental issues; their impacts then develop an Environmental management Plan to mitigate same. The following are Environmental Issues identified:

14.1 Illegal Sand Mining

The increase in infrastructural development including the development of low cost housing as well as other construction related development has resulted in an increase in sand mining. These developments contributed to the illegal sand mining in local rivers. These two activities result in the altering of the bed, banks, course and characteristic of the river. It also results in an irregular landscape.

14.2 Land Pollution

There is indiscriminate dumping of household, commercial refuse and building rubble in Tzaneen, Nkowankowa, Lenyenye and Haenertsburg. Illegal dumping sites exist in the following villages: Gabaza, Tshamahansi, Kubjana, Mopye, Motupa and Thako. A total of 7673 households are affected.

14.3 Air Pollution

From January to December 2006 there were 40 000 license renewals and 10 000 new registrations coupled to the recent traffic count results on the R71 the exhaust fumes and particulate matter from the vehicles contribute to air pollution. The conversion to unleaded fuel also helps somewhat to reduced the ambient Carbon monoxide and particulate matter. There are +134 source and non source emitters in the area which will be dealt with in terms of the NEMA: Air Quality Management Act. Construction and mining activities also contribute to air pollution

The house hold energy source also contributes to air pollution importantly so indoor air quality, such as the use of candles and paraffin lamps for light, wood fires for cooking as well as gas and paraffin stoves

14.4 Water Pollution

Recent developments in Tzaneen town have a direct impact on water quality as the proper functioning of wetlands and streams are interfered with during the construction phase of township establishment and the development of commercial sites. The establishment of an informal settlement on the Letaba River bank has an immediate and direct impact on the water quality as well as river line status. Improper location and construction of pit latrines and septic tanks in environmentally sensitive areas – Clear Water Cove near Ebenezer Dam; the emptying of septic tanks and disposal of effluent in Letsitele; and the location of a grave yard in an area with a high water table in Lenyenye have an impact on the water quality.

Storm water management s was without screening devices, which permitted debris access to the rivers. The state of rivers report from Department of Water Affairs and Forestry rated pollution in the local rivers as fair. To determine the water pollution level index, **112** Bacteriological samples of water for domestic use, and **6** chemical samples of water from the land fill site were collected and analyzed during the period February 2007 to July 2008.

Water quality management plays a significant role in pollution prevention; the operation and maintenance of sewer purification plants are significant in this instance since they have to ensure that the final effluent discharged into rivers does not contribute to water pollution.

14.5 Loss of Bio-diversity

We have one of the highest levels of biodiversity in the country, but the general state of biodiversity and eco system functioning is not good. The human pressure has resulted in activities like deforestation, veld fires, over grazing, invasion of alien plants, agricultural practices (excessive use of pesticides and fertilizers), uncontrolled use of wetlands and illegal occupation/squatting have contributed to land degradation in the Greater Tzaneen Municipality area. During the period

14.6 Energy consumption

The primary **environmental impact** of electricity consumption is the production of **greenhouse gases** that contribute to **global warming**. Total emissions of greenhouse gases are electricity generation, and 35% of this was from residential use. Electricity supply and consumption has reached a point where it impacts directly on the consumer, persistent power cuts or load shedding in some areas result in the increased reliance on wood for energy.

15. DISASTER MANAGEMENT

For Disaster Management to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and department and personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan.

Disaster Management serves to confirm the arrangements in the Greater Tzaneen Municipality Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

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

The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of Disaster Management will be implemented in the Greater Tzaneen Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction. The responsibility for the coordination of the overall implementation of Disaster Management is that of the Head of the Disaster Management Centre. The Disaster Management Act requires the Greater Tzaneen Municipality to take the following actions:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area.
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players, and
- Regularly review and update its plan.(section 48)

The Greater Tzaneen Municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Disaster Management Centre and the Disaster Management Centre of the Limpopo Province.

Emergencies are defined as situations, or the threat of impending situations abnormally affecting the lives and property of our society. By their nature, or magnitude these require a coordinated response by a number of role players, both governmental and private, under the direction of the appropriate elected officials. They are as distinct from routine operations carried out by role players as normal day-to-day procedures, e.g. fire fighting, police activities, normal hospital and ambulance routines.

Most peacetime natural man-made disasters/emergencies could occur in the geographical area of responsibility of the Greater Tzaneen Municipality. Those most likely to occur are:

- Windstorms
- Floods
- Epidemics
- Transportation accidents
- Air or rail crashes
- Toxic or flammable gas leaks
- Electric power blackouts
- Building or structural collapse
- Uncontrollable fires
- Explosions

- Breakdown of essential services / supplies, or any combination thereof.

The aim of the Greater Tzaneen Municipality Emergency Plan is to outline a plan of action for the efficient deployment, and co-ordination of the Municipal services, role players and personnel to provide the earliest possible response in order to:-

- Protect and preserve life and property
- Minimize the effects of the emergency or disaster on the Greater Tzaneen Municipality; and
- Restore essential services

15.1 Analysis

The current situation with reference to Disaster Management is that 95% of the population in the Greater Tzaneen Municipality area is totally ignorant towards Disaster Management. Only some residents of the previously developed towns (e.g. Tzaneen, Haenertsburg, and Letsitele) know a little about Disaster Management. The other factor that must be taken into consideration is that Disaster Management is completely different to the previous Civil Defense Act. The main purpose of Disaster Management is the prevention or mitigation of a disaster, and previously Civil Defense was the actions taken after a disaster has occurred.

15.2 Back Log

The total community of the Greater Tzaneen Municipality area, with the exception of a few businesses and special event organizers are currently in the dark about Disaster Management.

To try and address the backlog, Disaster management training on preparedness, river flood lines, response and identification of risks and hazards was given to:

1. Ward committees
2. Ward councilors
3. Hospitals
4. Community development workers
5. Businesses entities

Electricity Load shedding have also put emphasis on necessity of emergency plans, preparedness and continuous planning to deal with secondary risks and effects.

21.10 SAFETY AND SECURITY

The following institutions are situated in the Greater Tzaneen Municipal jurisdiction area:

- a) Six (6) Police Stations (Each with holding cells)
- b) Three (3) Satellite Police Stations
- c) Prison (1)
- d) Three (3) Magistrate Courts
 - ✓ Nkowankowa
 - ✓ Lenyenye
 - ✓ Tzaneen

e) Traditional Authorities courts with limited jurisdiction:

KGOŠI/KGOŠIGADI or Hosi of that specific tribe.

Though it is not municipal functions, these institutions assist Council in ensuring sound governance, by curbing crime and effecting justice to the communities.

Greater Tzaneen Municipality is responsible for securing Council properties. To this effect private security firm are utilized to collect money and safeguard property

6. PHASE 2- DEVELOPMENTAL STRATEGIES

PHASE 2: DEVELOPMENTAL STRATEGIES

Background

The purpose of strategic planning is to ask important questions about the future. What will the future look like? What will the Municipality need to do to succeed? How will it know if it has been successful? What are the challenges it will be facing: Will it be ready for those challenges: The Municipality's strategic plan is the answer to these questions. The plan establishes one unified goal that places emphasis on priority, focused, fair and equitable services and benefits to the community.

The strategic objectives of a Municipality contain the indicators it needs to achieve its goals with timelines and identified methods to determine its success. There is no way to predict the future, but it is possible to identify and forecast the forces of change shaping the entity and the challenges facing the District in helping Greater Tzaneen Municipality achieve its mission, objectives and management initiatives

The strategic plan is our municipality's response to the identification of those challenges. The plan takes an enterprise approach while focusing on results, indicators with measurable performance metrics. It is a fluid and flexible document capable of adapting to changing programmatic priorities.

During the next financial year (2009/2010) Greater Tzaneen Municipality will concentrate on meeting the objectives identified in this strategic plan. It will strengthen its partnership with both private and public institutions and community-based organizations. It will work closely with the District in ensuring that the local area meets its strategic objectives. It will conduct workshops and provide technical assistance to performance management co-ordinators, municipal officials, Councillors and Ward Committee members so that they fully understand their roles in implementing the strategic goals of the Municipality

It will work to achieve more efficient administrative machinery that will articulate the vision and implement key projects and programmes which will move the Municipality forward. The Municipality will work proactively to strengthen its partnerships with community, public, and private organisations, as well as create new partnerships with these entities. The importance of an environment that allows all employees to be successful in meeting the Municipality's objectives cannot be understated. To that end, the Greater Tzaneen Municipality will better inform the workforce of the benefits of alternative methods of resolving workplace and programmatic challenges.

The Municipality's employees are pivotal to assuring its success in accomplishing all that it has set out to do during the next few years. It is imperative that its employees possess the necessary skills to be successful. Executives and managers play critical roles in achieving results and ensuring that staff members are fully aware of their responsibilities for implementing the strategic plan. It will also achieve its strategic objectives by striving to address the real, critical aspects and constraints that are keeping the municipality from moving forward. It is the strategic plan and the metrics established that will enable it to gauge its success and allow the Municipality the opportunity to adjust and modify its strategies so that it can continue to deliver the best possible performance for the employees as well as Greater Tzaneen community.

3. Strategy

The Constitution of the Republic of South Africa (1996) states that the delivery of services to communities in South Africa must take place in a sustainable manner. This strategic plan beams in on major internal and external factors and developments that will enable it to achieve the goal of sustainable service delivery. It in essence describes how the Municipality's planning process affects the set of strategic issues that compete for decision-makers' attention.

In the final analysis strategy involves choosing which interventions will benefit the municipality and its communities the most. Such decisions will commit the municipality to specific interventions and development programmes. A well developed strategy will assist the Municipality in developing a focused and disciplined organisation that directs its energy towards the implementation of the right things at the right time.

4. Focus Areas

The following areas need urgent interventions and are included in the Scorecard at the end of this strategic document.

Financial Constraints

Financial constraints within the institution impact heavily on its ability to implement and deliver on its outputs. The limited financial resources that are available must therefore be optimally utilised. Methods of increasing the financial base of the entity must furthermore be investigated and deployed as a matter of urgency. Strategic financial solutions must be formulated in order to transform the Municipality's financial and accounting function into a strategic business entity by the roll-out and implementation of the tactics as contained within the Internal Financial Recovery Plan. Critical aspects that must be addressed and resolved are:

- The use of overdraft facilities
- Conditional grants that are not cash-backed
- The inability of the Municipality to meet its financial obligations.
- Financial management should be fully integrated into the strategic decision-making process
- Focus should be on evaluating strategic opportunities, costing thereof and detailed planning for implementation
- The need to develop a real-time reporting system that produces financial information which allows decisions to be made between reporting periods
- Develop comprehensive strategic business plans for each functional programme within the organisation
- Implementation of performance based budgeting to rationally allocate resources (people and capital) to achieve strategic objectives and strategic outcomes

Fixed Costs

The major problem related to costs is that 79% of the municipality's costs are fixed. The municipality has over the years committed to costs which have now become problematic and a stumbling block for the municipality. The strategic focus now is for the municipality to strategically plan and substantially reduce some unnecessary fixed costs by not renewing existing contracts with service providers. The ultimate goal here is to reduce total costs over the short, medium and long

term. Key performance indicators should then be attached to review progress in terms of percentage reduction in fixed costs at any one given time.

Budget

The budget should speak to the implementation of projects aimed at addressing community needs and expectations in order for the organisation to achieve its vision. Expenditure should concentrate on service delivery through the implementation of capital projects and on the maintenance of municipal infrastructure.

There is furthermore a need to identify, cost and quantify or estimate soft issues/day to day activities that affect the budget. If budgets are not compiled systematically the likelihood of budget constraints surfacing is imminent. Baseline information is a critical component of the budgeting process. The municipality's budget should in essence address community needs as contained in its vision. The identification of "zero based budgeting" as a strategic project will propel the municipality towards better implementation of its strategy. The budget implementation process must be aligned and communicated once it has been approved by council. Greater Tzaneen Municipality can achieve efficiency, effectivity and economy by downsizing so that more can be done with less.

Funds are not being spent on strategic issues, which is a challenge that is adversely affecting management systems. Coming out strongly from the deliberations was a proposal that 'needs' be quantified with the available funds, and for baseline information to be established in this regard. It should furthermore be made a strategic project. It was also noted that unplanned activities were authorized and there seemed to be no-one taking responsibility for such authorisations. The following insights will offer management strategic direction in crafting an effective budgeting system (Performance Based Budgeting) for the local municipality:

- Planning is the hard part
- When it's done well, budgeting and measurement are easy
- Effective planning identifies what is important and *what's not*
- The utilisation and implementation of a prioritisation model to determine and identify priorities
- Budget is the quantitative representation of what's important
- All resource allocation decisions should support what is important

Financial Plan

There is no credible Five Year Financial Plan which must complement the infrastructure plan. Strategic options which will assist in overcoming this problem should be assessed and implemented; for example, identifying areas of potential within the LED Strategy to invest where growth is going to take place. Strengths that can be used must be indicated in the LED Strategy. The Financial Plan establishes the direction for Greater Tzaneen Municipality's programs and services. It represents the synthesis of Council guidance and staff recommendations on how to best accomplish strategic objectives and respond to community needs in accordance with available resources, established policies, and sound administrative practices.

The following key strategic considerations should be taken into account when drafting the Five Year Financial Plan: Budgeting for and reducing recurring expenditures.

- Ongoing revenue monitoring during the year.
- Reserves

- Long term financial forecasting.
- Adapt budget to financial policies.
- Provide for new funding.
- Limit the impact of budget reduction.
- As the economic outlook is uncertain, the plan needs to be monitored in order for action to be taken in response to potential unforeseen issues. In addition, staff will continue to
- explore other strategies to address the long term issue of expenditures increasing faster than revenues.

Organisational Climate

The current organisational environment seems not to be conducive for the implementation and execution of resolutions taken. The Greater Tzaneen Municipality has well established systems, policies and procedures to guide implementation, but the lack of following these are having a serious, demoralising effect on the workforce. There is an urgent need to boost morale within the municipality's workforce through the establishment of a culture of discipline. Senior management should instill organisational values of:

- Commitment
- Integrity
- Accountability

Leadership and Strategic Focus

Management commitment is imperative if the Municipality is to recover its strategic purpose to deliver on its mandate as enshrined in various legislative prescriptions. The lack of a strategic approach and strategic focus (areas) will need to be addressed as a matter of urgency. Political leadership is also needed. Passionate and visionary leadership will thus be a core ingredient needed to oil the management team in its continuous drive to establish and maintain a culture of excellence.

Methods of addressing shortcomings and limitations

There is a need for synergy and direction within the management team so that everyone buys into the same objectives in order to take the institution forward. Management needs to take the lead in creating a culture of discipline. This would include convening regularly to strategically analyse stumbling blocks and address leadership problems that are currently impacting on the municipality's ability to perform and deliver services. It was suggested that champions be appointed to drive and tackle the leadership crisis.

There should be a Strategic Thrust Team to see to it that what was undertaken has been achieved and to identify bottlenecks and constraints. A recommendation was made that problems of the past be noted and to make a conscious decision to address these and move forward into the future. There was a generally strong and positive consensus that the local municipality is now geared for a major breakthrough.

SWOT ANALYSIS

The SWOT analysis is a strategic planning tool used to discuss and evaluate the Strengths, Weaknesses, Opportunities, and Threats in the Municipality. It identifies the internal and external factors that influence the strategic intent. SWOT analysis is a tool for analysing the internal and external environment of the Municipality and generally is one of the first stages of strategic planning and helps the local municipality to focus on key issues.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Skilled operational workforce	Poor planning and alignment (IDP/Budget/PMS/SDBIP)	Tourism	HIV/AIDS
Admin. IT and communication infrastructure	Budget implementation	Agriculture	Climate change and Natural disaster
Acceptance creditor rating	Clear delegation of powers	Minerals	Land management, land claims processes, informal settlements, illegal immigrants, tribal land
Policies and systems in place	Communication	Industrial development	Unemployment
Political Support	Working in silos, project teams	Transport	Crime
Work relations	Time management, motivation and discipline	Economic development	Global Economy
	Supply chain management	Fresh produce market	Inadequate bulk supply of water and electricity
	Revenue collection, fixed costs, implementation of financial recovery plan (Financial viability)	Potential Revenue Base	Loss of qualified staff
	Management and Monitoring of implementation of Council resolutions and policies	Partnerships	Non-delivery by sector departments
	Leadership, decision-making, commitment, change management	Devolving of functions (trade licences)	
	Office space	Commercialization of air field	
	Vacancies in strategic positions	Development of Council land by Municipality	
	Integration of management information	GTEDA	
	Lack of strategic focus areas and allocation of funds	Mamitwa Dam, Raising of Tzaneen Dam wall	
	Infrastructure capacity and maintenance		

In analysing the SWOT some areas can be grouped together into definite “pains and enablers” that we call Key Priority Focused areas.

The Key Prioritised Focused Areas can be grouped as follows:

PAINS	ENABLERS
No synergy and direction from management team-planning, co-ordination, implementation (champions, monitoring)	Intergovernmental relations
Culture of discipline – decision taking	Public/Private partnership
Financial viability	Filling of critical positions with capacitated people
Infrastructure provision and maintenance	Training and internal skills transfer
Management Information system	Master/sector plans
Help desk and customer care	Functional supporting services (supply chain)
Communication, branding	Project and contract management
Risk management)Protection of IT, information, internal information, security, personnel information, audit, declaration of interest	Integrated Development Planning process (IDP, PMS, Budget, Public Participation

The above pains and enablers are a combined reflection of the SWOT that enables the Municipality to build strategies in terms of the IDP requirements. They are in turn used to create the Strategy Map

1. Vision and Mission

A vision is a compelling picture of the future. It involves the heart and minds of the employees of a municipality or area to motivate them towards co-operation to create the idealised picture. The delegates for the Greater Tzaneen Municipality reviewed and confirmed their vision, as follows:

"To be the fastest growing economy in Limpopo where all households have access to sustainable basic services"

A mission describes the purpose of a municipality. It describes the focus for the local municipality and can be seen as the core purpose for its existence. The mission addresses the objects of local government as stipulated in Section 152 of the Constitution that is based on: democratic and accountable governance; sustainable services; social and economic development; safe and healthy environment; and which encourages community involvement. It also supports the key provisions of the Systems Act that are to: “provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that is affordable to all.” Tzaneen’s mission is as follows:

"To stimulate economic growth through sustainable, integrated service delivery and partnerships"

Values

Values underlie behaviour. They therefore guide the behaviour of all people within the Municipality towards the achievement of the mission and ultimately the vision of the Municipality. A discussion yielded a set of values deriving from the organisation's vision and mission:

- **Commitment**
- **Integrity**
- **Accountability**

2. Methodology

The Balanced Scorecard methodology is used to develop a sound strategy for organisations to ensure that they achieve their objectives, indicators and projects. Balanced Scorecard is a unique approach to strategic management that was developed in the early 1990's by Drs. Robert Kaplan and David Norton. Fortune 500, through a recent study, has indicated that over 65% of private and public organisations worldwide use the Balanced Scorecard methodology to improve performance. The Balanced Scorecard is a format for describing activities of the Municipality through a number of measures for each of four perspectives (Community Satisfaction, Financial Results, Internal Processes and Learning and Growth). It is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve centre of an enterprise. The strategy map, development of strategic objectives, Key Performance Areas (KPA's), results, indicators, programmes and projects were all developed in line with the Balanced Scorecard methodology.

3. Strategy Map

A strategy map is a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the Learning perspective, Institutional perspective; the Financial and the Customer perspectives. This step in strategy formulation acts as the integration of strategy and operational planning. The following are the most important benefits of developing a strategy map:

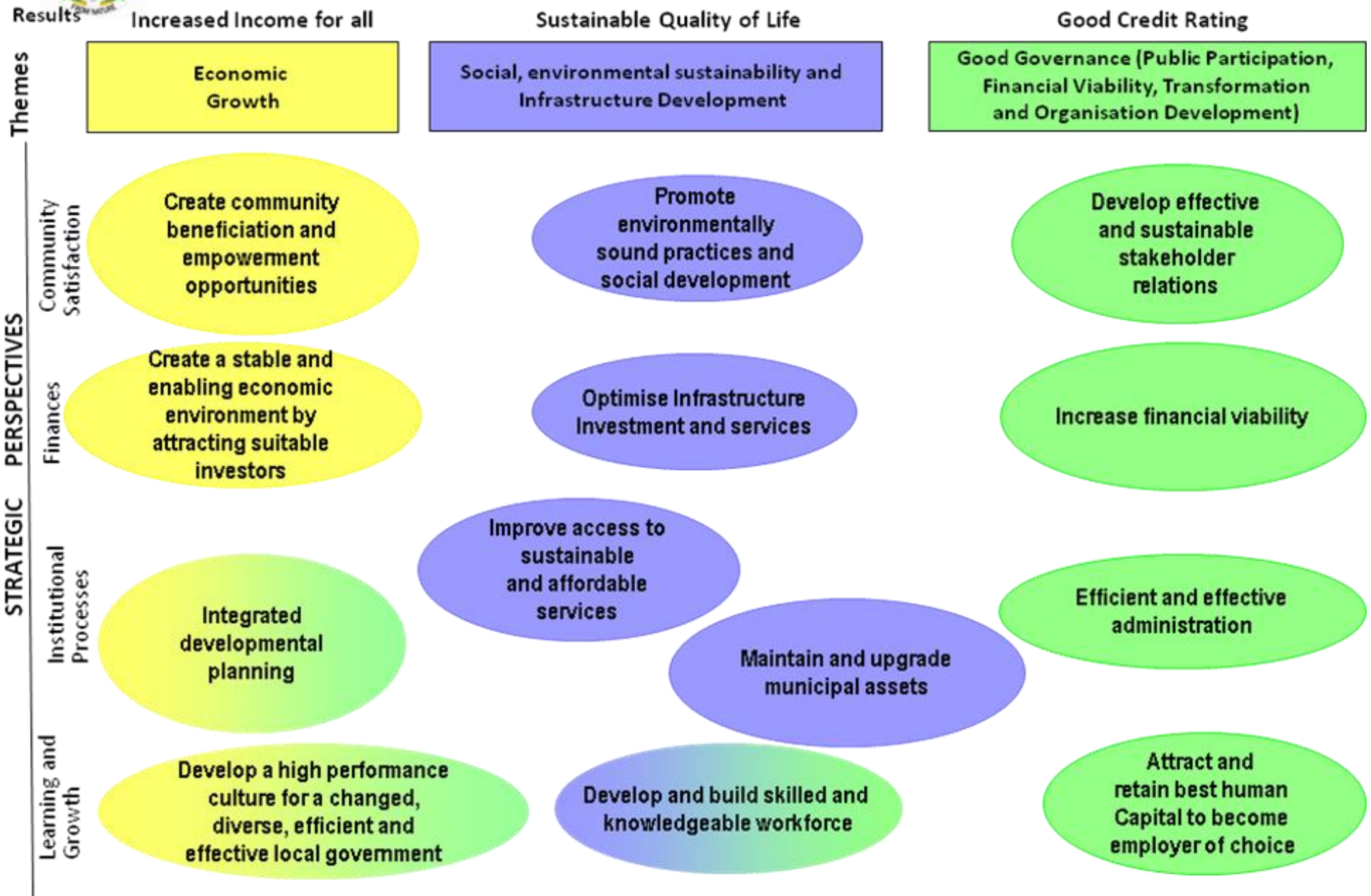
- It focuses on the most important institutional processes that need to be addressed;
- It combines a growth strategy as well as a productivity/excellence strategy enabling the organisation to attain its vision in a sustainable manner;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible aspects; and
- It forces change - to do things differently.

The strategy map's methodology is aimed to steer away from a sectoral approach to ensure integrated development of the needs of the municipality. The strategy map leads to the development of Scorecards at different levels that will be used as the measurement tool. This approach aims to ascertain whether the Municipality has made any progress towards attainment of its strategies and the objectives as identified. A good strategy map focuses on the strategic logic between cause and effect relationships and between current activities and long-term success.

Table 29: Diagram 1 – STRATEGIC MAP (Next page)



To be the fastest growing economy in Limpopo where all households have access to sustainable basic services



The strategy map as shown above identifies the objectives that the Greater Tzaneen Municipality will aim to achieve. The strategy map clearly indicates the two different strategies - growth and excellence – through the colours used for the different strategic objectives.

4. Strategic Objectives

Using the perspectives of the Balanced Scorecard methodology, the strategy Map was developed by focusing on the Learning and Growth Perspective as point of departure:

- ✚ *Develop a high performance culture for a changed, diverse, efficient and effective local government* – In order to achieve this objective a comprehensive programme for reforming management and accountability will have to be established. The main focus is improving internal management to enable the municipality to perform its core functions efficiently. However, organisational efficiency in itself will not deal with the more challenging problems of effective governance confronting the Municipality. In the future, management reforms will need to address management deficit or shortcomings by building capacities to improve the effectiveness of policy networks and steer structural change.
- ✚ *Develop and build skilled and knowledgeable workforce* – This is a basic need that requires the municipality to focus effort and resources on programmes and projects that will uplift the intellectual capabilities of all of its officials. It will also enable the municipality to more effectively focus on the 'bigger picture' and to achieve its strategic intent.
- ✚ *Attract and retain best human capital to become employer of choice* – The local municipality will have to change not only its method of service delivery, but also its approach to recruiting in order to hire and retain good employees. Retaining employees is one of the key components of staying efficient, effective and economic and avoid all the negative impacts of running the municipality without the human capital that is required. One of the answers is for the local municipality to strive to become an Employer of Choice. A relatively new term, it describes employers who attribute high value to its human resources. They strive to make their organisation the best place to work. Because of a commitment to taking a strategic approach to attracting and retaining staff, they enjoy the benefits of higher productivity, morale, and retention levels; and a brand that is recognised as being the best in the district. Once employees have been trained, skilled and capacitated, focussing on outcomes of improvement of both service delivery and individual performance, the institutional process will be addressed by focussing on the following objectives:
- ✚ *Integrated developmental planning* – Local municipalities in South Africa have to use "integrated development planning" as a method to plan future development in their areas. Apartheid planning left us with cities and towns that have racially divided business and residential areas that are badly planned to cater for the poor, with long travelling distances to work and poor access to business and other services, sprawling informal settlements and spread out residential areas that make cheap service delivery difficult. Rural areas were left underdeveloped and largely unserved. The new approach to local government has to be developmental and aims to overcome the poor planning of the past. Integrated development planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. An Integrated Development Plan (IDP) is a "super plan" for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area.
- ✚ *Improve access to sustainable and affordable services* – The overarching vision of South Africa is 'To improve the well-being of its citizens.' In this light it is important for the Municipality to strategically focus on:

- Securing a supply of housing for local people at affordable levels
- Creating the conditions for growth and maintenance of quality economic activity
- Maintaining its distinctive environment whilst enabling access and sensitive development
- Maintaining a clean environment
- Working with others to improve access to basic services

In providing these functions, the municipality works with councillors and politicians to capitalise upon the local distinctiveness of the area and to promote sustainable growth and development.

✚ *Maintain and upgrade municipal assets* – For strategic, operational and financial reasons, asset management is becoming an increasingly important area of decisionmaking for the municipality. New demands for better service provision, potential synergies and changing roles in the public and private sectors are creating the need for better management and accountability of municipal resources. Open and effective management and reporting of public property and resources is an important aspect of public trust. There is a new and heightened interest in the strategic role that asset management can have for municipalities and their residents. Maintenance and upgrade in local communities in the attainment of local service delivery goals. Municipal asset management is the process of inventory, valuation, use, strategic portfolio reviews, reporting and auditing of municipal assets.

✚ *Effective and Efficient Administration* – To improve effectiveness and efficiency, standardised policies and procedures need to be established. This will lead to open and transparent decision-making and sound governance practices. Effective and efficient administration will advance the utilisation and allocation of financial resources within the Municipality. Once the Institutional Processes have been improved and efficiency and effectiveness of the municipality has increased, the following objectives will attend to the Financial Perspective within its strategy:

✚ *Create a stable and enabling economic environment by attracting suitable investors* – It is important for the municipality to have qualified personnel who will be able to run a sound financial system. This will ultimately culminate in the generation of financial statements which reflect on bankable projects into which suitable investors will be able to buy. The main focus areas for local economic development will be structured around agriculture, tourism, enterprise development and support with the main aim being to contribute to the socio-economic development and growth of the municipal area.

✚ *Optimise infrastructure investment and services* – In order to become an effective and efficient area, urgent attention needs to be paid to the provision of services (as per Constitutional requirements) to improve the accessibility of services to all members within the local area. Now is the time for Greater Tzaneen Municipality to develop a long term plan on how to focus utilisation of resources to best suit the strategic intent of g of municipal assets can be managed directly or indirectly for the benefit of the organisation and to develop a plan to ensure all households do have access to sustainable basic services.

✚ *Increase financial viability* – Greater Tzaneen Municipality will need to improve its financial viability to ensure optimal utilisation of financial resources. The enhancement of revenue combined with the reduction of outstanding debtors should provide a platform for the Municipality to move forward.

The economical and effective utilisation and allocation of financial resources will ultimate lead to the attainment of the following objectives on the Community Satisfaction perspective:

- ✚ *Create community beneficiation and empowerment opportunities* – The Municipality should continuously search for ways to generate economic activities and initiatives which will benefit and empower the local community
- ✚ *Promote environmentally sound practices and social development* – This objective will ensure that programmes and projects implemented by the municipality will be focused on sound environmental practices. This objective ensures that the Municipality does not neglect or forget the role it is playing in the upliftment of the social environment of communities within the municipal area.
- ✚ *Develop effective and sustainable stakeholder relations* - Developing an environment where both internal and external stakeholders play a pivotal role will certainly fuel growth and long term benefits to all role players. The involvement of all stakeholders will be essential for the attainment of the vision of the Greater Tzaneen Municipality and the establishment of public/private partnerships will be one of the channels that will move the Municipality forward.

Focusing on the above objectives will enable the Municipality to strategically focus on what areas and aspects must be addressed to become better equipped and capacitated and thereby enabling the municipality to focus on efficiency, effectiveness and economy.

5. Results, Indicators, Projects

The objectives that were identified were transferred to worksheets in order to develop the results, programmes and projects as well as the indicators that will be used as measurement for each. (Appendix B).






Results are the ultimate impact that we would like to see with regards to the

- ✚ objective
- ✚ Strategic projects are the specific initiatives undertaken by the municipality to support the objective.
- ✚ Strategic Key Performance Indicators (KPI's) are measurable results of the objectives, projects and programmes.

Key Performance Areas

The Department of Provincial and Local Government (DPLG) has identified Key Performance Areas (KPA's) whereby the National Strategic Agenda can be implemented and monitored on a provincial level as well as on a local governmental level. Of critical importance for the municipality will be to link its strategic plan to the Strategic Agenda of National Government. The table below provides the detail whereby the strategic objectives of the Greater Tzaneen Municipality can be linked to the five KPA's as stipulated by the DPLG.

DPLG KPA	STRATEGIC OBJECTIVES
Municipal Transformation and Organizational Development	<ul style="list-style-type: none"> ✚ Integrated Development Planning ✚ Develop a high performance culture for a change, diverse, efficient and effective government ✚ Develop and build a skilled and knowledgeable workforce ✚ Attract and retain best human capital to become employer of choice
Basic Service Delivery	<ul style="list-style-type: none"> ✚ Promote environmental sound practices and social development ✚ Optimize infrastructure investment and services ✚ Improve access to sustainable and affordable services ✚ Maintain and upgrade municipal assets

LED	 Create community benefication and empowerment opportunities  Create a stable and enabling environment by attracting suitable investors
Municipal Financial Viability and Management	 Increase financial viability
Ggood Governance and Public Participation	 Develeop effective and sustainable stakeholder relations  Efficient and effective organization

Programmes will be translated to the correct Key Performance Areas. The KPA's will also be taken through for reporting and monitoring purposes according to the DPLG requirements.

13. Strategic Scorecard

Linked to the Strategy Map of the municipality, a Strategic Scorecard has been drafted. The purpose of the Strategic Scorecard is for Council and the municipal Manager to focus on the real strategic measurements and projects that must be attained and implemented during the course of the next financial year. Strategic Key Performance Indicators are the measurements identified that will enable Council to ascertain whether the Municipality is moving towards the attainment of the strategic objectives as contained in the strategy map. Strategic projects are identified as those critical projects that the Municipality must implement to address the constraints as indicated in the table reflecting Pains and Enablers. Strategic projects are also projects that were identified as a "quick win" option to pave the way for implementation of other initiatives or projects. The Strategic Scorecard for the Greater Tzaneen Municipality is depicted on the next page.

14. Conclusion

Direction givers and strategic thinkers are important in order to adapt to the changing environment and to take the lead in managing the change process within the municipality. The clear mapping of the municipality's strengths and weaknesses, opportunities and threats, linked to critical review, continuous dialogue and feedback will ensure a climate conducive for development of superior performance and set Greater Tzaneen Municipality on the road to recovery and prosperity. There is a need to drive towards implementing effective policies and development of strategies to establish a more favourable climate for development and investments. This will give priority to human resource development and promoting the further development of structures, systems and processes which will advance the developmental efforts of the municipality. Critical for the successful roll-out and implementation of strategies is the linking of these strategies to the operational implementation plans and putting in place a system that will enable Council and senior management the opportunity to monitor, measure and review progress against set targets. Such a monitoring and measurement system will enable the community of the Greater Tzaneen area to be kept aware of the performance and impact of service delivery of the municipality.

6. PHASE 3: PROJECTS 2009/10

PRIORITIZED PROJECTS

PRIORITIZED PROJECTS 2009/10 IDP

Rural Projects 2009/10 IDP

Project No	Project Name	Project Output	Dept	Start date	End date	Capex	Location	Ward	Sources of Funding
						2009/2010			
ESD	Water Meters	Increase Revenue	ESD	01/07/2009	30/06/2010	R 1,000,000.00	Dan and Mariveni	20, 23	Loan
ESD	Rural projects	Improved roads	ESD	01/07/2009	30/06/2010	R 11,000,000.00	All ward	All wards	Own source
ESD	Mafarana to Sedan road	Improved roads	ESD	01/07/2009	30/06/2010	R 10,000,000.00	Mafarana , Sedan	20, 25	Loan
ESD	Lephephane, Khopo, Khujwana road	Improved roads	ESD	01/07/2009	30/06/2010	R 10,000,000.00	Lephephane, Khopo and Khujwana	18, 34	Loan
ESD	Morapalala road	Improved roads	ESD	01/07/2009	30/06/2010	R 7,000,000.00	Morapalala	1	Loan
ESD	Moruji, Thapane Road	Improved roads	ESD	01/07/2009	30/06/2010	R 7,000,000.00	Moruji, Thapane	7	Loan
ESD	Humps in Mokgapene, Mariveni, Nkambako, Bolobedu South and Nwamitwa	Road safety	ESD	01/07/2009	30/06/2010	R 1,000,000.00	Mokgapene, Mariveni, Nkambako, Bolobedu South and Nwamitwa		Own Source
MM	Disaster Housing	Provide housing in case of a disaster	MM	01/07/2009	30/06/2010	R 100,000	All wards	All wards	Own Source
EED	Rural Electrification	Delivery of a basic services to ensure access to households electricity	EED	01/07/2009	30/06/2010	R 5, 000, 000.00			Own Source
EED	Rita turn-off Maake Street lighting	Safety for our communities	EED	01/07/2009	30/06/2010	R 333, 333.00	Rita	30	Own Source
	Nkambako four-way stop Street Lighting	Safety for our communities	EED	01/07/2009	30/06/2010	R 333, 333.00	Nkambako	5	Own Source

EED	Moruji, Relela Taxi Rank Street Lighting	Safety for our communities	EED	01/07/2009	30/06/2010	R 333, 333.00	Moruji and Relela	7, 8	Own Source
EED	Mokwati Cross Street lighting	Safety for our communities	EED	01/07/2009	30/06/2010	R 333, 333.00	Mokwati	2	Own Source
EED	Mafarana Taxi Rank Street lighting	Safety for our communities	EED	01/07/2009	30/06/2010	R 333, 333.00	Mafarana	22	Own Source
EED	Nwamitwa Taxi Rank Street lighting	Safety for our communities	EED	01/07/2009	30/06/2010	R 333, 335.00	Nwamitwa	12	
EED	Refurbish Electricity distribution area	Improve the network to for effective distribution	EED	01/07/2009	30/06/2010	R 10, 000, 000.0	Tzaneen	15	Loan

Electrical Department Capital Projects 2009/10 IDP RURAL

Project No	Project Name	Project Output	Dept	Start date	End date	Capex	Location	Ward	Sources of Funding
						2009/2010			
EED	Rebuilding lines	Improved access to the network and availability	EED	01/07/2009	30/06/2010	R 3,300,000.00			
EED	Power Factor Correction equipment		EED	01/07/2009	30/06/2010	R 1,500,000.00			
EED	Ring Feeds		EED	01/07/2009	30/06/2010	R 700,000.00			
EED	Metering Unit		EED	01/07/2009	30/06/2010	R 100,000.00			
EED	Capital Tools		EED	01/07/2009	30/06/2010	R 150,000.00			
EED	Auto recloser		EED	01/07/2009	30/06/2010	R 800,000.00			
EED	Waterbok		EED	01/07/2009	30/06/2010	R 600,000.00			

Electrical Department Capital Projects 2009/10 IDP TOWN

Project No	Project Name	Project Output	Dept	Start date	End date	Capex	Location	Ward	Sources of Funding
						2009/2010			
EED	Strategic Lighting		EED	01/07/2009	30/06/2010	R 400,000.00	Tzaneen		
EED	Street Lights		EED	01/07/2009	30/06/2010	R 1,000,000.00	Tzaneen		

EED	Capital Tools		EED	01/07/2009	30/06/2010	R 500,000.00			
EED	Upgrading of HT Cables		EED	01/07/2009	30/06/2010	R 950,000.00			Own Source

Electrical Department Capital Projects 2009/10 IDP CAPACITY PROJECTS

Project No	Project Name	Project Output	Dept	Start date	End date	Capex	Location	Ward	Sources of Funding
						2009/2010			
EED	Purchase transformer (1x20Mva 66/11kv Design Line and Sub, EIA, Purchase Land Build 6 km 66 Kv Overhead lines		EED	01/07/2009	30/06/2010	R 30,000,000.00			Own Source
EED	Farm Labour Housing (545 connections) Electrification of Mafarana, Ntsako, Lefara and Mogwazeni		EED		30/03/2010	R 20.829,000.00	Mafarana, Ntsako, Lefara and Mogwazeni		DME

MIG Projects 2009/10 IDP CAPACITY PROJECTS

Project No	Project Name	Project Output	Dept	Start date	End date	Capex	Location	Ward	Sources of Funding
						2009/2010			
ESD	Pharare Access Road		ESD	01/07/2009	30/06/2010	R 2,442,0001.00			MIG
ESD	Ramotshinyadi Internal streets – Phase 1		ESD	01/07/2009	30/06/2010	R 4,846,565.00			MIG
ESD	Tzaneen Rural Waste Removal – Phase 2		ESD	01/07/2009	30/06/2010	R 16,000,000.00			MIG
ESD	Gavaza Access Road		ESD	01/07/2009	30/06/2010	R 2,779,584.00			MIG
ESD	Hweetsi Access Road – Phase 1		ESD	01/07/2009	30/06/2010	R 2,446,050.00			MIG
ESD	Makhefora Access Road – Phase		ESD	01/07/2009	30/06/2010	R 3,037,200.00			MIG

PROJECTS

Income generation : √
 Project for the disadvantaged : P
 Other : x

2009/10 IDP Projects

Project Number	Project Name	Project Output	Dept	Start date	End date	Capex	Location	Ward	Sources of Funding
						2009/2010			
CFO002	Network upgrade	Improved access to the network and availability	CFO	01/07/2009	30/06/2010	R 130,000	Civic Centre	All wards	GTM √
CFO003	Datawarehouse implementation	Systems intergrated	CFO	01/07/2009	30/06/2010	R 300,000	Civic Centre	All wards	GTM √
CFO009	Waste Information Management system	Effective management of waste	CFO	01/07/2009	30/06/2010	R 300,000	Civic Centre	All wards	GTM √
CFO010	GIS implementation	Increased revenue	CFO	01/07/2009	30/06/2010	R 70,000	Civic Centre		GTM √
CORP002	Purchase Zippel Cabinets		CORP	01/07/2009	30/06/2010	R 60,000	Civic Centre	All wards	GTM x
CSD020	Cemetery Management	EIA and establishment of new cemeteries for Mavele and Leneyenye.	CS	01/07/2009	30/06/2010	R 200,000	Mavele and Leneyenye	6,31	GTM √
CSD021	Replacement of Redundant and old equipment	Purchasing of a ride on 10 lawnmowers & brush cutters	CS	01/07/2009	30/06/2010	R 80,000		All wards	GTM √
CSD026	Purchase Zippel Cabinets		CSD	01/07/2009	30/06/2010	R 60,000	Civic Centre	All wards	GTM x
ESD022	Carport - Museum	Development of a carport at the Museum	ESD	01/07/2009	30/06/2010	R 110,000	Civic Centre	All wards	GTM x
ESD036	Letsitele Library abluton	Build an abluton block at Letsitele Library	ESD	01/07/2008	30/06/2009	R 190,000	Letsitele	23	GTM x
ESD109	Petanenge access road	1,3 km road	ESD	01/07/2008	30/06/2009	R 127,272	Petanenge	24	GTM P
ESD110	Lephapane access road	600m road	ESD	01/07/2008	30/06/2009	R 84,000	Lephapane	34	GTM P

ESD111	Babanana access road	1,8 km road	ESD	01/07/2008	30/06/2009	R 392,000	Babanana	11	GTM P
ESD112	Maribathema access road	3,5km road	ESD	01/07/2008	30/06/2009	R 355,000	Maribathema	14	GTM P
ESD113	Tzangeni Pump station	100m	ESD	01/07/2008	30/06/2009	R 92,200	Tzaneen	14	GTM ✓
ESD114	Mokgolobotho access road	3 km	ESD	01/07/2008	30/06/2009	R 693,764	Mokgolobotho	17	GTM P
ESD115	Lusaka Access road	1,7km	ESD	01/07/2008	30/06/2009	R 595,764	Lusaka	16	GTM P
ESD116	Maake Clinic access road	1 km	ESD	01/07/2008	30/06/2009	R 100,000	Maake	33	GTM P
ESD117	Mokhubidung access road	1,5 km	ESD	01/07/2008	30/06/2009	R 160,000	Mokhubidung	27	GTM P
MM001	Purchasing of Office Equipment and Furniture	Conducive working environment	MM	01/07/2009	30/06/2010	R 60,000.00	Civic Centre	All wards	GTM
MM002	IGR	Enhanced Cooperative Governance	MM	01/07/2009	30/06/2010	R 60,000.00	MDM Disaster Centre	N/A	GTM
MM003	Purchase of Fridge and TV for MM's Office		MM	01/07/2009	30/06/2010	R 6,000.00	Civic Centre	N/A	GTM
MM004	Purchasing of tools, electronic equipment and machines	Provision of relevant working tools to ensure multimedia packages	MM	01/07/2009	30/06/2010	R 4000,000.00	Civic Centre	N/A	GTM
MM005	Production of promotional video, pamphlets, advertorials and ebrochures for tourism and service delivery		MM	01/07/2009	30/06/2010	R 350,000	All Wards		All x
MM006	Branding of all municipal buildings with new Coat of Arms		MM	01/07/2009	30/06/2010	R 1,000,000.00	Municipal Buildings		All x
MM007	Marketing ehibitions, promotions and campsains		MM	01/07/2009	30/06/2010	R 300,000	All Wards		All x

IDP project list – 2009 - 2010

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
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Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
CFO001	CCTV cameras (updgrade)		CFO	01/07/2009	30/06/2010		R 110,000	R 15,000				Own Source	GTM offices	N.A x
CFO002	Network upgrade		CFO	01/07/2009	30/06/2010	R 130,000	R 100,000	R 70,000	R 100,000	R 100,000		Own Source	GTM office	NA √
CFO003	Datawarehouse implementation	Accurate billing system	CFO	01/07/2009	30/06/2010	R 300,000	R 150,000	R 200,000	R 100,000		R 100,000	Own Source		√
CFO004	IT Equipment	Purchase computers and laptops for new appointees	CFO	01/07/2009	30/06/2010			R 100,000				Own Source	GTM offices	NA √
CFO005	Restructuring of LAN network		CFO	01/07/2009	30/06/2010					R 400,000		Own Source	GTM offices	NA √
CFO006	Network Server upgrade		CFO	01/07/2009	30/06/2010			R 500,000				Own Source	GTM offices	NA √
CFO007	Master Systems Plan		CFO	01/07/2009	30/06/2010			R 300,000				Own Source	GTM offices	NA x
CFO008	Councillor Laptops		CFO	01/07/2009	30/06/2010			R 700,000				Own Source	GTM offices	All wards x
CFO009	Waste Information Management system		CFO	01/07/2009	30/06/2010	R 300,000	R 100,000		R 100,000		R 100,000	Own Source	GTM offices	NA √
CFO010	GIS implementation		CFO	01/07/2009	30/06/2010	R 70,000	R 100,000	R 200,000	R 50,000	R 100,000	R 50,000	Own Source	GTM offices	NA x
CORP001	ABET		CORP	01/07/2009	30/06/2010		R 141,256					Own Source	GTM	N.A x
CORP002	Purchase Zippel Cabinets	Efficient Service Delivery	CORP	01/07/2009	30/06/2010	R 60,000						Own Source	GTM offices	N.A x
CORP003	Purchase Aircon for Records office		CORP	01/07/2009	30/06/2010			R 15,000				Own Source	GTM offices	N.A x
CORP004	Extention of HR filing room		CORP	01/07/2009	30/06/2010			R 80,000	R 4,000	R 30,000		Own Source	GTM offices	N.A x
CORP005	Customer Care Policy		CORP	01/07/2009	30/06/2010		R 10,000					Own Source		N.A x
CORP006	Corporate Image strategy		CORP	01/07/2009	30/06/2010		R 20,000					Own Source		N.A x

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
CORP007	Cluster Governance Plan		CORP	01/07/2009	30/06/2010		R 10,000					Own Source		NA x
CORP008	Twinning Agreement with Dc Haque		CORP	01/07/2009	30/06/2010		R 250,000		R 100,000		R 100,000	Own Source		N.A x
CORP009	HR Strategy Development		CORP	01/07/2009	30/06/2010		R 299,820					Own Source		N.A x
CORP010	Occupational Health and Safety Environment risk assesement	To establish risks attached to work activities and what precautionary measures are necessary to ensure acceptable levels of risks to Council employees.	CORP	01/07/2009	30/06/2010		R 96,000					Own Source		NA
CORP011	Purchase of a big screen TV and Pool Table	Entertainment of guests	CORP	01/07/2009	30/06/2010	R 20,000.00						Owm Source	Tzaneen Office	
CSD001	Develop Libraries at Thusong Centres: UNFUNDED	Establish new libraries at Thusong Centres, purchase and install books, furniture and equipment and appoint and train staff.				R2,500,000 Building first Thusong Centre Library			800,000 Operating first Thusong Library	2,500,000 Building 2nd Thusong Centre Library	1,760,000 Operating first and second Thusong Centre Library	Own Source	Bulamahlo; Runnymede; Relela and Lesedi MPCC's.	All Wards

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
CSD002	School / Community Libraries	Assist with establishment of school library collections through donations and providing interested schools with school library management guide					Donations		Donations		Donations	Donation	Tzaneen library, Letsitele library and Hburg library	15,16, 23
CSD 003	Library development and reading promotion	Accurate information services, continuous user education, prompt lending services and balanced collection development				R 4,222,924		R 4,645,216		R 5,109,738		Own Source	Tzaneen library, Letsitele library and Hburg library	14,15,16, 23 P Services to entire GTM area and beyond
CSD004	Library Arts & Culture events	Creative holiday programmes and book-related arts & culture events					R 5,000		R 5,500		R 6,050		Tzaneen library, Letsitele library and Hburg library	14,15,16, 23 × Learners from entire GTM area attend
CSD005	Annual GTM Library Competition	Arrange & adjudicate competition, host awards function					Donations		Donations		Donations			
	Computerize Library lending	Replace outdated card				Network cabling	R 40,000		R 44,000		R 48,400	GTM & National	Tzaneen library,	14,15,16, 23

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
CSD006	function	lending system with computerized lending system				already installed by SITA						Treasury Library Grant	Letsitele library and Hburg library	
CSD007	Develop Library in Nkowankowa UNFUNDED	Establish new library in Nkowankowa, purchase and install books, furniture and equipment and appoint and train staff.				R 2,500,000	R 800,000	2,500,000 Building 2nd Thusong Centre Library		1,760,000 Operating first and second Thusong Centre Library		Possible funding by National Treasury Library Grant & NDPG	Bulamahlo; Runnymede; Relela and Lesedi MPCC's.	All Clusters
CSD008	Curbside collection and transportation		CSD	01/07/2009	30/06/2010		R 3,000,000		R 4,400,000			Own Source	Nkowankowa, Lenyenyene, Letsitele, Haenertsburg	2,18,19,11,17,
CSD009	Village waste collections and recycling		CSD	01/07/2009	30/06/2010	R 960,000	R 280,000	R 2,200,000	R 600,000	R 5,100,000	R 1,000,000	Own Source	2 Schools per cluster	1,2,11,17,18,19,20 P
CSD010	Bulk refuse removal System		CSD	01/07/2009	30/06/2010		R 900,000		R 1,100,000			Own Source	GTM area	ALL √
CSD011	Landfill site		CSD	01/07/2009	30/06/2010		R 3,700,000					Own Source	Tzaneen	1,20 √
CSD012	Landfill Audit		CSD	01/07/2009	30/06/2010		R 45,000		R 60,000			Own Source	Tzaneen	1,20 √
CSD013	Composting of "Clean Greens" at land fill		CSD	01/07/2009	30/06/2010							Own Source	Tzaneen Landfill site	1,19 ×
CSD014	Recycling at source		CSD	01/07/2009	30/06/2010		R 450,000		R 550,000			Own Source	Lenyenyene, Letsitele, Haenertsburg	1,2,11,17,18,19,20 ×
CSD015	Distribution of solid waste map/ calendar		CSD	01/07/2009	30/06/2010		R 75,000					Own Source	Tzaneen, Nkowankowa, Lenyenyene, Letsitele, Haenertsburg	2,11,17,18,19,20 ×

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CSD016	Cemetery Management	New cemeteries for areas in need, EIA and authorisation and well maintained cemeteries in Nkowankowa, Tzaneen, Lenyenye and Haenertsburg.	CSD	01/07/2009	30/06/2010	R 200,000	R 400,000	R 750,000		R 1,000,000		Own Source	Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haenertsburg	2, 19, 17, 18 & 20 √
CSD017	Replacement of Redundant and old equipment	Purchasing of a ride on 10 lawnmowers & brush cutters	CSD	01/07/2009	30/06/2010	R 80,000		R 150,000		R 350,000		Own Source	Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haenertsburg	All wards x
CSD018	Garden management	Designs and plans of new areas, maintenance plans of existing areas.	CSD	01/07/2009	30/06/2010		R 450,000					Own Source	Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haenertsburg	17, 18, 20, 1, 19 x
CSD019	Garden Expo	Logistical arrangements and awareness campaign	CSD	01/07/2009	30/06/2010		R 30,000					Own Source	Tzaneen	All wards x
CSD020	Open space management	Identify, develop and maintain open spaces	CSD	01/07/2009	30/06/2010		R 600,000					Own Source	Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haenertsburg	2, 19, 17, 18 & 20 x
CSD021	Sports and Recreation management	Installation and maintenance of play apparatus maintenance of stadium	CSD	01/07/2009	30/06/2010		R 240,000					Own Source		All wards x

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
		grounds. Maintenance of swimming pool grounds and pool. Ensure water quality. Maintenance of play park grounds.												
CSD022	Purchase Zippel Cabinets	Efficient Service Delivery	CSD	01/07/2009	30/06/2010	R 60,000						Own Source	Civic Centre	*
CSD021	Letaba River Rehabilitation		CSD	01/07/2009	30/06/2010	R 230,000.00						Own Source	Tzaneen	

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CSD 023	Sport programmes	Cluster Tambo games	CSD	01/07/2009 Nov/Dec 2009	30/06/2010		15 000 -00		15 000 -00		15 00 - 00	Own source	All Wards	All Wards
CSD024		Local OR Tambo games	CSD	January 2010			25 000 - 00		25 000 - 00		25 000 - 00	Own Source	All Wards	All Wards
CSD 025		Cluster Indigenous games	CSD	April/May 2010					15 000 - 00		15 000 -00	Own Source	All Wards	All Wards
CSD026	Arts & Culture programmes	Arts and Culture General Assembly	CSD	July/August 2009			15 000 -00		15 000 -00		15 000 - 00	Own Source	All Wards	All Wards

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		Formation of Cluster Arts and Culture committee	CSD	July/August 2009			10 000 – 00		10 000 – 00		10 000 – 00	Own Source	All Wards	All Wards
CSD 027		Arts and Culture Imbizo	CSD	Sep/Oct 2009			10 000 – 00		10 000 - 00		10 000 – 00	Own Source	All Wards	All Wards
CSD028		Arts and Culture Cluster competitions	CSD	Oct/Nov 2009			10 000 – 00		10 000 – 00		10 000 -00	Own Source	All Wards	All Wards
CSD029		Arts and Culture Local competitions	CSD	Oct/Nov 2009			55 000 -00		55 000 -00		55 000-00	Own Source	All Wards	All Wards
CSD030	Heritage and Museum programmes	Council meeting	CSD	Feb/March 2010			5 000 – 00		5 000 – 00		5 000 – 00	Own Source	All Wards	All Wards
CSD031		Annual Assembly for Heritage and Museum	CSD	March/April 2010			5 000 – 00		5 000 – 00		5 000 -00	Own Source	All Wards	All Wards
CSD032		Quarterly meeting with traditional Healers	CSD	April/May 2010			5 000 - 00		5 000 -00		5 000 - 00	Own Source	All Wards	All Wards

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EED003	New Satellite Sub Station Ext 53	Build new substation	EED	01/07/2009	30/06/2010	R 3,500,000		R 3,500,000	R 71,000		R 142,000	Own Source		√
EED004	New Essenhout substation	Build new substation	EED	01/07/2009	30/06/2010			R 7,887,040			R 78,870	Own Source	Tzaneen	15 √
EED005	Extension 70 & 78 Development	Provision of bulk services to new extensions	EED	01/07/2009	30/06/2010			R 11,001,043	R 55,000		R 55,000	Own Source	Tzaneen	15 √
EED006	New 66/11 KV Sub Station (Western Tzaneen) 40MVA	Build new substation and 66 Kv line Tarentaalrand substation	EED	01/07/2009	30/06/2010			R 40,000,000	R 200,000		R 200,000	Own Source	Tzaneen	14 √
EED007	Street lighting		EED	01/07/2009	30/06/2010	R 400,000		R 920,000	R 9,200	R 920,000	R 9,200	Own Source	Tzaneen, Nkowankowa, Lenyenye	15,19,31 √
EED008	Laborie - new sub station	New 66/33 KV Sub station and 66kV line(20 MVA)	EED	01/07/2009	30/06/2010			R 10,000,000		R 10,000,000		Own Source	Letsitele	23 √
EED009	New line from Western Sub to Tzaneen.	New 66KV line	EED	01/07/2009	30/06/2010			R 6,000,000	R 30,000.00		R 60,000	Own Source	Tarentaal to Tzaneen	12 √
EED010	Magoebaskloof - New substation	New 15km line and 20 MVA 66/33 KV Substation	EED	01/07/2009	30/06/2010							Own Source	Magoebaskloof	14 √

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EED011	Georges Vally - new substation	10 km Line and a new 20 MVA 66/33 KV Substation	EED	01/07/2009	30/06/2010					R 17,000,000		Own Source	Georges Valley	14√
EED012	Haenertsburg - new substation	Construct a new 4 MVA Substation and a 8km 33 KV line	EED	01/07/2009	30/06/2010					R 2,500,000		Own Source	Haenertsburg	13√
EED013	Power factor correction equipment (Rural&Town)	Purchasing Powerfactor correction equipment 3 X 33 KV Capacitor units installed	EED	01/07/2009	30/06/2010			R 800,000			R 12,000	Own Source	Tzaneen Distribution area	All wards √
EED014	Pusela - New substation	1 X 33/11 KV 2 MVA Substation	EED	01/07/2009	30/06/2010			R 660,000	R 6,600		R 13,200	Own Source	Pusela	15√
EED015	Letsitele Town- New substation	1 X 33 KV - 2 MVA Substation	EED	01/07/2009	30/06/2010	R 750,000			R 7,500		R 15,000	Own Source	Letsitele	23√
EED016	Agatha - New substation	1 X 33 KV - 2 MVA Substation	EED	01/07/2009	30/06/2010			R 2,000,000	R 15,000		R 15,000	Own Source	Agatha	20√
EED017	Laparisa - New substation	New 33/11 - 2 MVA Substation	EED	01/07/2009	30/06/2010			R 750,000			R 15,000	Own Source	Laparisa	20√
EED018	System protection (Urban)	Protection System upgrade and pilot wire protection	EED	01/07/2009	30/06/2010			R 3,500,000			R 17,500	Own Source		15√
EED019	Skirving/ Loop str Sub station (SS1)	New cable to be installed	EED	01/07/2009	30/06/2010			R 2,875,628	R 28,756		R 28,756	Own Source		15√
EED020	Claude Wheatly Substation (SS2)	New cable to be installed	EED	01/07/2009	30/06/2010			R 6,200,000	R 62,000		R 62,000	Own Source		15√

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EED021	Adam Circle Substation	Switches to be replaced	EED	01/07/2009	30/06/2010			R 2,500,000			R 2,500,000	Own Source		15√
EED022	Upgrading of Tzaneen Main substation	Additional transformer to be installed	EED	01/07/2009	30/06/2010			R 2,500,000		R 2,500,000	R 50,000	Own Source		15√
EED023	Maintenance of transformer tap-changers (rural)	Maintenance of tap-changers	EED	01/07/2009	30/06/2010		R 700,000		R 20,000		R 20,000	Own Source	Tzaneen, Letsitele	15,23√
EED024	Maintenance of out-door high voltage switchgear	Maintenance of switchgear	EED	01/07/2009	30/06/2010	R 700,000	R 700,000		R 20,000		R 20,000	Own Source	Tzaneen, Letsitele, Tarentaalrand	13,15,23√
EED025	Farm labour housing electrification	Electrify 400 units per annum for next 2 years	EED	01/07/2009	30/06/2010	R 1,600,000		R 1,600,000	R 16,000		R 16,000	Own Source	Tzaneen Distribution area	All wards√
EED026	Waterbok Substation upgrade (rural)	Install a 2MVA transformer at Waterbok substation to increase the capacity from 1.5-MVA to 2-MVA.	EED	01/07/2009	30/06/2010			R 450,000	R 5,000		R 5,000	Own Source	Tzaneen Distribution area	Tzaneen Distribution area√
EED027	Electrification of villages	Electrify 35045 households to eradicate backlog	EED	01/07/2009	30/06/2010	R 35,045,000		R 35,045,000		R 35,045,000		Own Source	Tzaneen Distribution area	All wards√
EED028	Main rings rural	Build 10 main rings over a five year period.	EED	01/07/2009	30/06/2010			R 268,800		R 351,600		Own Source	(Doomfontein, Ledzee, Avondshoek, Belle Ombre, Letaba Drift)	√

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EED029	Main line metering	Install 4 x 33-kV Metering Units on 33/11-kV substations	EED	01/07/2009	30/06/2010			R 160,000	R 16,000		R 16,000	Own Source	Orangedene 1 substation, Westfalia Substation, Letaba Estates Housing Substation, Orangedene 2 substation.	GTM distribution area√
EED030	Purchase capital equipment	Purchase capital equipment for the maintenance of the electrical distribution network	EED	01/07/2009	30/06/2010	R 100,000		R 110,000		R 121,000		Own Source		NA P
EED031	Strategic Lighting	Lighting to be provided in crime hot spots	EED	01/07/2009	30/06/2010	R 1,000,000			R 10,000		R 10,000	Own Source	Letaba Crossing, Risaba Crossing, Mavela Crossing, Jopie crossing, Mamitwa Crossing and Tarentaalrand Crossing	All wards x
EED032	Airconditioners	Replacing of airconditioners for the Council Chamber and Cashiers	EED	01/07/2009	30/06/2010			R 200,000	R 10,000		R 10,000	Own Source		GTM offices N.A√
EED033	Electrical Information System		EED	01/07/2009	30/06/2010			R 2,500,000			R 2,500	Own Source		GTM offices NA√
ESD001	Water Reticulation NK. A		ESD	01/07/2009	30/06/2010		R 80,000	R 1,275,285	R 80,000		R 1,000,000	Own Source		17, 19√

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ESD002	Paving Tzn Sewer Plant		ESD	01/07/2009	30/06/2010			R 60,000	R 30,000		R 20,000	Own Source		15x
ESD003	Fencing Tzn Sewer Plant		ESD	01/07/2009	30/06/2010		R 30,000	R 100,000	R 30,000		R 40,000	Own Source		15x
ESD004	Billy Maritz Pump Station Maintenance		ESD	01/07/2009	30/06/2010		R 60,000	R 60,000	R 45,000		R 45,000	Own Source		15√
ESD005	Letaba Pump Station Maintenance		ESD	01/07/2009	30/06/2010		R 60,000	R 60,000	R 45,000		R 45,000	Own Source		15√
ESD006	Workshop Pump station Maintenance		ESD	01/07/2009	30/06/2010		R 30,000	R 60,000	R 30,000		R 40,000	Own Source		15√
ESD007	Water Reticulation - Leak detector (Pipe and Cable detector)	Pipe and cable detector system	ESD	01/07/2009	30/06/2010		R 60,000	R 111,112.70	R 60,000		R 70,000	Own Source		15,17,19,31√
ESD008	Cemetery Ext 13 Pump Station maintenance		ESD	01/07/2009	30/06/2010		R 60,000	R 60,000	R 60,000		R 45,000	Own Source		15√
ESD009	Water Reticulation - Leak detector (Nk, Tz, Len)	Ferromagnetic Metal Detector	ESD	01/07/2009	30/06/2010		R 50,000	R 27,226.65	R 50,000		R 70,000	Own Source		15,17,19,21,31√
ESD010	Water Reticulation - Lenyenye	Replacing of AC pipe with 2 500 M of PVC pipeline	ESD	01/07/2009	30/06/2010		R 100,000	R 687,500	R 100,000		R 100,000	Own Source		31√
ESD011	Flora Park Pump Station Maintenance		ESD	01/07/2009	30/06/2010		R 60,000	R 180,000	R 60,000		R 70,000	Own Source		15√
ESD012	Sewer Purification	Upgrading and replacing of existing infrastructure	ESD	01/07/2009	30/06/2010		R 700,000	R 2,155,000	R 500,000		R 400,000	Own Source		15,17,19,31√
ESD013	Sewer Reticulation - Nkwankowa	Upgrading of the sewer line	ESD	01/07/2009	30/06/2010		R 656,320	R 2,035,200	R 550,000		R 371,840	Own Source		17,19,21

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ESD014	Water supply - Tzaneen Purification Plant	Upgrading of existing infrastructure	ESD	01/07/2009	30/06/2010		R 100,000	R 1,150,000	R 100,000		R 80,000	Own Source		15√
ESD015	Equipping of boreholes	Maintenance of existing borehole infrastructure	ESD	01/07/2009	30/06/2010			R 1,000,000		R 1,000,000		Own Source		Rural P wards
ESD016	Borehole Repair	Repair and replace vandalised equipment	ESD	01/07/2009	30/06/2010		R 500,000	R 1,625,000	R 500,000		R 650,000	Own Source		Rural P wards
ESD017	Tzangeni Pump Station Maintenance	Build roof over pump station	ESD	01/07/2009	30/06/2010		R 10,000	R 30,000	R 10,000		R 10,000	Own Source		15x
ESD018	Water reticulation - Tzaneen Extension 4,5	Replacing of AC pipe with 5 720 M of PVC pipeline	ESD	01/07/2009	30/06/2010		R 60,000	R 1,725,056	R 60,000		R 85,000	Own Source		15√
ESD019	Building Accessibility		ESD	01/07/2009	30/06/2010							Own Source		x
ESD020	Sewer plant maintenance	Maintenance of the sewer plants	ESD	01/07/2009	30/06/2010		R 180,000					Own Source	Tzaneen, Letsitele, Nkowankowa, Lenyenye	19, 21, 31, 15 and 23√
ESD021	Renovate Fire station	Renovation of Fire Station	ESD	01/07/2009	30/06/2010		R 150,000					Own Source	Civic Centre	15 x
ESD022	Carport - Museum	Development of a carport at the Museum	ESD	01/07/2009	30/06/2010	R 110,000						Own Source	Civic Centre	15x
ESD023	Nkowankowa testing station maintenance	Replace ceramic tiles	ESD	01/07/2009	30/06/2010		R 80,000					Own Source	Nkowankowa	19,21 x
ESD024	Civic Centre Painting	Painting of the Civic Centre	ESD	01/07/2009	30/06/2010				R 70,000			Own Source	Civic Centre	15x

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ESD025	Nkowankowa Office paving	Pave the entrance to the Nkowankowa offices	ESD	01/07/2009	30/06/2010		R 50,000					Own Source	Nkowankowa	19, 21 x
ESD026	Electrical Control Room	Electrical Control Room upgrade	ESD	01/07/2009	30/06/2010			R 300,000				Own Source	Civic Centre	15x
ESD027	Road Camp Office maintenance	Painting of Road camp office and plumbing	ESD	01/07/2009	30/06/2010				R 105,000			Own Source	Nkowankowa, Lenyenye and Tzaneen	19,21,31 x
ESD028	Water Treatment Plants Painting	Painting of all water treatment plants	ESD	01/07/2009	30/06/2010				R 105,000			Own Source	Tzaneen, Nkowankowa and Letsitele	15,19,31 x
ESD029	Testing Grounds painting	Painting of all testing grounds	ESD	01/07/2009	30/06/2010				R 200,000			Own Source	Tzaneen, Nkowankowa	15, 19 x
ESD030	PED office	Replace carpets with tiles	ESD	01/07/2009	30/06/2010				R 70,000			Own Source	Civic Centre	15x
ESD031	ESD offices	Painting of the ESD offices	ESD	01/07/2009	30/06/2010				R 45,000			Own Source	Civic Centre	15x
ESD032	Relela MPCC	Build Additional offices at Relela MPCC	ESD	01/07/2009	30/06/2010			R 350,000				Own Source	Relela	8x
ESD033	Ablution at Relela MPCC	Build new Ablution block at Relela MPCC	ESD	01/07/2009	30/06/2010			R 250,000				Own Source	Relela	8x
ESD034	Water treatment Plant Sleeping quarters	Building sleeping quarters at George's Valley treatment plant	ESD	01/07/2009	30/06/2010			R 300,000				Own Source	George's Valley	15x

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ESD035	Disability access to all buildings	Build concrete ramps for access by disabled to all buildings	ESD	01/07/2009	30/06/2010			R 1,000,000				Own Source	Lenyenye, Nkowankowa, Tzaneen	15,19,31 P
ESD036	Letsitele Library ablution	Build a new ablution block at Letsitele library	ESD	01/07/2009	30/06/2010			R 210,000				Own Source	Letsitele	23x
ESD037	Ablution at Parks Ext 13	Build new ablution block at the Park in Ext 13	ESD	01/07/2009	30/06/2010			R 210,000				Own Source	Tzaneen	16x
ESD038	Nkowankowa and Lenyenye office painting	Painting of Nkowankowa and Lenyenye offices	ESD	01/07/2009	30/06/2010					R 200,000		Own Source	Nkowankowa, Lenyenye	19,31 x
ESD039	Muhlaba II Hall Painting	Painting of the Muhlaba II Hall	ESD	01/07/2009	30/06/2010					R 80,000		Own Source	Nkowankowa	19,21 x
ESD040	Haenertsburg library painting	Painting of the Haenertsburg library	ESD	01/07/2009	30/06/2010					R 70,000		Own Source	Haenertsburg	14x
ESD041	Public Toilet renovation	Renovate all public toilets in	ESD	01/07/2009	30/06/2010					R 300,000		Own Source		All wardsx
ESD042	Nkowankowa testing station paving	Paving at Nkowankowa testing station	ESD	01/07/2009	30/06/2010				R 50,000			Own Source	Nkowankowa	19,21 x
ESD043	MPCC general maintenance	General maintenance of all MPCCs	ESD	01/07/2009	30/06/2010					R 100,000		Own Source	Relela, Runnymede, Lesedi, Bulamahlo	6,8,27 x
ESD044	Letsitele library painting	Painting and upgrading of stationary cabinets	ESD	01/07/2009	30/06/2010					R 80,000		Own Source	Letsitele	23x

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ESD045	Runnymede MPCC Library	Establish library in Runnymede MPCC	ESD	01/07/2009	30/06/2010					R 450,000		Own Source	Runnymede	6x
ESD046	Electrical Dpt Kitchen	New kitchen at the Electrical Department	ESD	01/07/2009	30/06/2010					R 250,000		Own Source	Civic Centre	15 x
ESD047	Electrical Dpt Showers	Showers for women at the electrical Dept	ESD	01/07/2009	30/06/2010					R 210,000		Own Source	Civic Centre	15x
ESD048	Tribal Authority offices maintenance	Maintenance of Tribal Authority offices	ESD	01/07/2009	30/06/2010							Own Source		4,24,32,33 x
ESD049	Municipal offices roof sealing	Municipal offices Roofs Sealed	ESD	01/07/2009	30/06/2010							Own Source	Nkowankowa, Lenyenye, Tzaneen	19, 31x
ESD050	Unplanned maintenance	General repairs, painting and partitioning	ESD	01/07/2009	30/06/2010							Own Source	Tzaneen	15x
ESD051	Emergency Maintenance	Emergency maintenance. Repairs, painting and welding etc.	ESD	01/07/2009	30/06/2010							Own Source	Tzaneen	15x
ESD053	Khujwane Bus Route	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 3,258,000		R 3,258,000		R 3,500,000	Own Source		P
ESD054	Sedan Access road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 1,710,000		R 1,710,000		R 2,000,000	Own Source		P
ESD055	Tickyline access road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 1,170,000		R 1,170,000		R 1,250,000	Own Source		P
ESD056	Pulaneng Access Road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 720,000		R 720,000		R 800,000	Own Source		P

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
ESD057	Nkowankowa C Access Road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 630,000		R 630,000		R 850,000	Own Source		P
ESD059	Bonn Access Road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 2,430,000		R 2,430,000		R 2,700,000	Own Source		P
ESD060	Lusaka, Mbambam encisi & Rhulani	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 1,422,000		R 1,422,000		R 1,650,000	Own Source		P
ESD061	Mabiyakgoro	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 360,000		R 360,000		R 400,000	Own Source		P
ESD062	Madumani Main Road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 90,000		R 90,000		R 120,000	Own Source		P
ESD066	Mawa 12 Street	Upgrade of Internal street	ESD	01/07/2009	30/06/2010		R 1,710,000		R 1,710,000		R 2,000,000	Own Source		P
ESD068	Ramphelo Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 22,500		R 22,500		R 30,000	Own Source		P
ESD071	Buhuta Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 144,000		R 144,000		R 180,000	Own Source		P
ESD084	Mavele A Access road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 192,950,000		R 192,950,000		R 250,000	Own Source		P
ESD086	Manmitwa B	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 84,193,920		R 84,193,920		R 900,000	Own Source		P
ESD087	Mookgo Block B	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 334,439,000		R 334,439,000		R 370,000	Own Source		P
ESD088	Musipani B	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 360,000		R 360,000		R 400,000	Own Source		P
ESD091	Nkambako	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 13,108,050		R 13,108,050		R 180,000	Own Source		P
ESD109	Leokwe Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 405,000		R 405,000		R 450,000	Own Source		P
ESD052	Dan Bus Route	To ensure proper access to community.	ESD	01/07/2009	30/06/2010		R 1,170,000		R 1,170,000		R 1,250,000	Own Source		P
ESD058	Lenyenye Access Road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 1,080,000		R 1,080,000		R 1,100,000	Own Source		P
ESD063	Mopye Access Road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 360,000		R 360,000		R 410,000	Own Source		P

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
ESD064	Mandlakazi Access Road	Upgrade of access roads	ESD	01/07/2009	30/06/2010		R 405,000		R 405,000		R 405,000	Own Source		P
ESD065	Walli Internal Streets	Upgrade of Internal street	ESD	01/07/2009	30/06/2010		R 1,530,000		R 1,530,000		R 1,800,000	Own Source		P
ESD067	Relela To Mabyakgoro Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 180,000		R 180,000		R 210,000	Own Source		P
ESD069	Sethone	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 22,500		R 22,500		R 30,000	Own Source		P
ESD070	Leokwe Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 405,000		R 405,000		R 450,000	Own Source		P
ESD072	Relela to Marironi Taxi Rank Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 252,000		R 252,000		R 300,000	Own Source		P
ESD073	Topanama Dam Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 306,000		R 306,000		R 350,000	Own Source		P
ESD074	Rikhotso Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 126,000		R 126,000		R 160,000	Own Source		P
ESD075	Mabjepilong Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 720,000		R 720,000		R 800,000	Own Source		P
ESD076	Mhangweni Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 180,000		R 180,000		R 200,000	Own Source		P
ESD077	Mafarana Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 2,700,000		R 2,700,000		R 3,200,000	Own Source		P
ESD078	Mokgolobotho Bus Route	Upgrade of Access Roads	ESD	01/07/2009	30/06/2010		R 1,980,000		R 1,980,000		R 2,400,000	Own Source		P
ESD079	Relela To Mabyakgoro Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 252,000		R 252,000		R 300,000	Own Source		P
ESD080	Moime to Joseph Mamefja Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 675,000		R 675,000		R 720,000	Own Source		P
ESD081	Dan Internal Street	Upgrade of Internal street	ESD	01/07/2009	30/06/2010		R 7,650,000		R 7,650,000		R 8,300,000	Own Source		P

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
ESD082	Lusaka Internal Street	Upgraded Internal Street	ESD	01/07/2009	30/06/2010		R 3,510,000		R 3,510,000		R 4,000,000	Own Source		P
ESD083	Khujwana Internal Street	Upgrade of Internal street	ESD	01/07/2009	30/06/2010		R 5,850,000		R 5,850,000		R 6,400,000	Own Source		P
ESD085	Mamitwa A	Upgrade of access Road	ESD	01/07/2009	30/06/2010		R 501,030,000		R 501,030,000		R 550,000	Own Source		P
ESD089	Petanenge Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 116,720,000		R 116,720,000		R 150,000	Own Source		P
ESD090	Babanana Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 155,291,000		R 155,291,000		R 200,000	Own Source		P
ESD092	Georges Vally Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 270,000		R 270,000		R 340,000	Own Source		P
ESD093	Marivathema	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 315,000		R 315,000		R 370,000	Own Source		P
ESD094	Mohlatlareng	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 360,000		R 360,000		R 420,000	Own Source		P
ESD095	Rita Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 720,000		R 720,000		R 780,000	Own Source		P
ESD096	Tockyline Internal Street	Upgrade of Internal street	ESD	01/07/2009	30/06/2010		R 585,000		R 585,000		R 640,000	Own Source		P
ESD097	Myakayaka Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 270,000		R 270,000		R 320,000	Own Source		P
ESD098	Masoma Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 315,000		R 315,000		R 318,000	Own Source		P
ESD099	Maake	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 450,000		R 450,000		R 500,000	Own Source		P
ESD100	Makhubidung Grave Yard Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 135,000		R 135,000		R 180,000	Own Source		P
ESD101	Bodoux Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 540,000		R 540,000		R 600,000	Own Source		P
ESD102	Juliesburg Access Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010		R 585,000		R 585,000		R 640,000	Own Source		P

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
ESD103	Nkowankowa Cemetery road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010			R 450,000			R 450,000	Own Source		P
ESD104	Khopo New Gravel Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010			R 130,000			R 55,000	Own Source		P
ESD105	Dan River Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010			R 3,000,000			R 300,000	Own Source		P
ESD106	Lenyenye Cemetery Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010			R 2,500,000			R 2,500,000	Own Source		P
ESD107	Nkowankowa Internal Street	Upgrade of Internal street	ESD	01/07/2009	30/06/2010			R 3,600,000			R 360,000	Own Source		P
ESD108	Lushof Road	Upgrade of Access Road	ESD	01/07/2009	30/06/2010			R 3,800,000			R 380,000	Own Source		P
ESD109	Petanenge access road	1,3 km road	ESD	01/07/2009	30/06/2010	R 127,272						Own Source	Petanenge	34 P
ESD110	Lephapane access road	600m road	ESD	01/07/2009	30/06/2010	R 84,000						Own Source	Lephapane	11 P
ESD111	Babanana access road	1,8 km road	ESD	01/07/2009	30/06/2010	R 392,000						Own Source	Babanana	14 P
ESD112	Maribathema access road	3,5km road	ESD	01/07/2009	30/06/2010	R 355,000						Own Source	Maribathema	14 P
ESD113	Tzangeni Pump station	100m	ESD	01/07/2009	30/06/2010	R 92,200						Own Source	Tzaneen	17 P
ESD114	Mokgolobotho access road	3 km	ESD	01/07/2009	30/06/2010	R 693,764						Own Source	Mokgolobotho	16 P
ESD115	Luseka Access road	1,7km	ESD	01/07/2009	30/06/2010	R 595,764						Own Source	Lusaka	33 P
ESD116	Maake Clinic access road	1 km	ESD	01/07/2009	30/06/2010	R 100,000						Own Source	Maake	27 P
ESD117	Mokhubidung access road	1,5 km	ESD	01/07/2009	30/06/2010	R 160,000						Own Source	Mokhwibidung	P
ESD118	Aerodrome Maintenance	Aerodrome control officer, cutting grass and maintaining buildings	ESD	01/07/2009	30/06/2010		R 160,000		R 170,000		R 180,000	Own Source	Tzaneen	√

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
ESD119	Updgrade of Radio beacon	Upgrade of flying beacon at airfield	ESD	01/07/2009	30/06/2010			R 400,000				Own Source	Tzaneen	√
ESD120	Upgrade of runway lights	Replace runway lights	ESD	01/07/2009	30/06/2010			R 150,000		R 180,000		Own Source	Tzaneen	√
ESD121	Aerodrome infrastructure development	Upgrade of Electric and civil services to accommodate future development	ESD	01/07/2009	30/06/2010			R 200,000		R 200,000		Own Source	Tzaneen	x
ESD122	Upgrade of Taxiway	Upgrade of Taxiway around fuel depo for safety purposes	ESD	01/07/2009	30/06/2010			R 100,000		R 150,000		Own Source	Tzaneen	√

PLANNING & ECONOMIC DEVELOPMENT MANAGER

PED 1	2010	2010 Plan PVA events	PED				R50 000 R2,6m					G T M		
PED 2		PED Open days	Informed communities	PED			R70 000					G T M		
PED 3		Strategic Sessions X 2	January 2010 September 2009	PED			R10 000					G T M		
PED 4		Partnerships	Enhanced Relationship with other Implementors (Gov, NGO, etc)	PED			R30 000					G T M		

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2010/2012	Source of Income	Location	Ward
PED 5	NDPG - Rapid delivery initiative projects	Nkowankowa River Park	PED				R 211,687.8 0					National Treasury		
		Nkowankowa Cemetery Upgrading	PED				R 70,044.00					National Treasury		
		Nkowankowa Entrance Points	PED				R 82,057.20					National Treasury		
		Nkowankowa CBD Upgrade	PED				R 138,339.1 0					National Treasury		
		Nkowankowa Stand 944 Zone A	PED				R 103,507.0 0					National Treasury		
		Nkowankowa Stand 2065 Zone B	PED				R 128,018.2 4					National Treasury		
		Nkowankowa Stand 321 Zone C	PED				R 117,592.4 8					National Treasury		

SOCIO-ECONOMIC DEVELOPMENT, TOURISM & LED

PED006	SMME Support		PED	01/07/2009	30/06/2010		R 1,500,000		R 1,500,000			GTM		All
PED007	Hawkers Regulation, Development and Support		PED	01/07/2009	30/06/2010	R1,5m	R 200,000	R 500,000	R 300,000			GTM		All
PED008	GTEDA		PED	01/07/2009	30/06/2010		R2m		R5m		R7m	GTM		All
PED009	Ithusheng Feasibility study		PED				R 600,000		R 200,000	R1,5m	R 200,000	GTM		31
PED010	Land Claims Support		PED	01/07/2009	30/06/2010	R5m	R 100,000		R 100,000		R 100,000	GTM		All

PED011	Muhlaba Lodge		PED			R1,2m	R 500,000		R 500,000		R 500,000	GTM and Irish Aid		24
PED012	Thabina Tented Camp		PED	01/07/2009	30/06/2010	R1,2m	R 500,000		R 500,000		R 500,000	GTM and Irish Aid		34
PED013	Nkowanowa Tours		PED	01/07/2009	30/06/2010	R1,2m	R 500,000		R 500,000		R 500,000	GTM and Irish Aid		17
PED014	Incentive Policy		PED				R 400,000		R 400,000		R 400,000	GTM		All
PED015	Poverty Eradication Strategy		PED	01/07/2009	30/06/2010		R 500,000					GTM		All
PED016	Partnerships Development		PED				R 250,000		R 250,000		R 250,000	GTM		All
PED017	Job Creation Database		PED	01/07/2009	30/06/2010		R 100,000		R 100,000		R 100,000	GTM		All
PED018	LED Strategy Marketing and promotion		PED	01/07/2009	30/06/2010		R 50,000		R 50,000		R 50,000	GTM		All

GREATER TZANEEN ECONOMIC DEVELOPMENT AGENCY (GTEDA)

GTEDA001	Greater Tzaneen Tourism Framework		GTED A	01/07/2009	30/06/2010		1m		R5m		R7m	IDC		All
GTEDA002	Letaba River Mile		GTED A	01/07/2009	30/06/2010		1m		R5m		R7m	IDC		All
GTEDA003	Livestock Improvement		GTED A	01/07/2009	30/06/2010		R1m		R5m		R7m	IDC		All
GTEDA004	Subtropical Fruit and Nut Cluster		GTED A	01/07/2009	30/06/2010		R1m		R5m		R7m	IDC		All
GTEDA005	New Shopping Centers		GTED A	01/07/2009	30/06/2010		R1,5m		R5m		R7m	IDC		All
GTEDA006	Sapekoe Tea Estates		GTED A	01/07/2009	30/06/2010		R1,5m		R5m		R7m	IDC		14
GTEDA007	Community Radio Station		GTED A	01/07/2009	30/06/2010		R1,570m		R5m		R7m	IDC		31
GTEDA008	Business Support Center		GTED A	01/07/2009	30/06/2010		R 350,000		R5m		R7m	IDC		31

GTEDA009	Egg Production - Letaba School		GTED A	01/07/2009	30/06/2010		R1m		R5m		R7m	IDC		17
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PMS PROJECTS

Project no	Project Name	Project Output	Dept	Start date	End date	Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2011/2012	Source of Funding	Location	Ward
PED 019	Performance Reporting	SDBIP Quarterly SDBIP Reports Quarterly DLGH Reports MID-year DLGH report Annual Report	PED	01/07/2009	30/06/2010		20,000					GTM		NA
PED 020	Institutional PMS	Simplified Scorecard	PED	01/07/2009	30/06/2010		50,000					GTM		NA
PED 021	Individual Performance Management	Performance Plans for Section 57 Managers, HODs. Cascading to lower levels	PED	01/07/2009	30/06/2010		20,000					GTM		NA
PED 022	Incentive Policy	Policy to guide incentives for levels 4 and below	PED & CORP	01/07/2009	30/06/2010		30,000					GTM		NA
PED 023	PMS Policy review	Revised PMS policy	PED	01/07/2009	30/06/2010		5,000					GTM		NA
PED 024	Ward Scorecards	Pilot ward scorecards in 2 Wards	PED	01/07/2009	30/06/2010		20,000					GTM & MDM		4,23

TOWN PLANNING

PED 025	Revision of Tzaneen Town Planning Scheme, 2000 & Land Use Management Scheme	Implementa-tion of comprehensive Town Planning Scheme/LUMS	PED	01/07/2009	30/06/2010		R 100,000		R 15,000		R 15,000	DPLGH GTM	All areas	All
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PED 026	Town Planning Policies	Integrated policies for urban & rural areas to create stable economic environment to attract suitable investors formulation of a Social Contribution policy	PED	01/07/2009	30/06/2010		R 75,000		R 200,000		R 50,000	GTM	All areas	All
PED 027	Town Planning applications	Create stable economic environment to attract suitable investors	PED	01/07/2009	30/06/2010		R 50,000		R 50,000		R 50,000	G T M	All areas	All
PED 028	Town Planning Information & Cadastral	Updated cadastral information	PED	01/07/2009	30/06/2010		R 50,000		R 50,000		R 50,000	G T M	All areas	All
PED 029	Spatial Development Framework Implementation	Identification of catalytic projects relating to Job Creation, Integration & Capital Investment	PED	01/07/2009	30/06/2010		R 30,000	R 50,000	R 40,000	R 60,000	R 80,000	GTM National Treasury	All areas	All
PED 030		Formation of cooperative projects in rural areas	PED	01/07/2009	30/06/2010			R 350,000	R 40,000	R 500,000	R 50,000	GTM National Treasury Dept Agriculture	All areas	All
PED 031	Township Establishment Tzaneen Extension 70	300 proclaimed sites	PED	01/07/2009	30/06/2010		R 5,000	R 4,000				DPLGH G T M	All areas	All
PED 032	Demarcation of sites in rural areas	1600 and 200 suveyed sites at Mokgolobotho and Mariveni	PED	01/07/2009	30/06/2010							DPLGH MDM	All areas	All
PED 033	Develop effective and sustainable stakeholder relations	Good IGR practices	PED	01/07/2009	30/06/2010		R 10,000		R 20,000		R 25,000	GTM	All areas	All

PED 034	Establishment of comprehensive GIS	Effective Management Information System	PED	01/07/2009	30/06/2010		R 75,000	R 200,000	R 80,000	R 300,000	R 100,000	GTM	All areas	All
PED 035	partnerships	develop an effective policy on partnerships	ped	01/07/2009	30/06/2010		R 40,000	R 100,000	R 120,000	R140 000			All areas	

YOUTH, GENDER AND DISABILITY

Project no	Project Name	Project Output	Dept			Estimated Capex 2009/2010	Estimated Opex 2009/2010	Estimated Capex 2010/2011	Estimated Opex 2010/2011	Estimated Capex 2011/2012	Estimated Opex 2011/2012	Source of Funding	Location	Ward
PED 036	Youth Plenaries	Feedback on youth service delivery	PED	01/07/2009	30/06/2010		R 30,000.00		R 40,000.00		R 50,000.00	Own Source	All Wards	All Wards
PED 037	Annual Youth Assembly (Policy review)	Feedback on youth service delivery	PED	01/07/2009	30/06/2010		R 70,000.00		R 80,000.00		R 90,000.00	Own Source	All Wards	All Wards
PED 038	June Youth month	Youth participation in the June Youth Month	PED	01/07/2009	30/06/2010		R 100,00.00		R 100,00.00		R 100,00.00	Own Source	All Wards	All Wards
PED 039	Disability Plenaries	Feedback on disability service delivery	PED	01/07/2009	30/06/2010		R 30,000.00		R 40,000.00		R 50,000.00	Own Source	All Wards	All Wards
PED 040	Annual Disability Assembly (Adoption of Policy)	Feedback on disability service delivery	PED	01/07/2009	30/06/2010		R 70,000.00		R 80,000.00		R 90,000.00	Own Source	All Wards	All Wards
PED 041	Disability month	Disability participation in the Disability Youth Month	PED	01/07/2009	30/06/2010		R 50,00.00		R 50,00.00		R 50,00.00	Own Source	All Wards	All Wards
PED 042	Gender Consultative meetings (Adoption of Policy)	Feedback on Gender programmes	PED	01/07/2009	30/06/2010		R 30,000.00		R 40,000.00		R 50,000.00	Own Source	All Wards	All Wards
PED 043	Annual Women Assembly	Feedback on women service delivery	PED	01/07/2009	30/06/2010		R 70,000.00		R 80,000.00		R 90,000.00	Own Source	All Wards	All Wards

PED 044	August Women's month	Women's participation in the August Women's Month	PED	01/07/2009	30/06/2010		R 50,00.00		R 50,00.00		R 50,00.00	Own Source	All Wards	All Wards
INTEGRATED DEVELOPMENT PLAN														
PED045	IDP Steering Committee Meetings	Consultative meetings to comply with legislation	PED	01/07/2009	30/06/2010		R 100,000.00		R 100,000.00		R 100,000.00	Own Source	All Wards	All Wards
PED046	IDP Workshops	Continuos workshop for Management and politicians	PED	01/07/2009	30/06/2010		R 50,000.00		R 50,000.00		R 50,000.00	Own Source	All Wards	All Wards
LAND, PROPERTY AND HOUSING														
PED047	Aquisition of Land for Development	Intergrated Settlement. Access to affordavle Hoising. Increase revenue.	PED	1/07/2009	1/07/2011				R26 m			GTM DLGH		
PED048	Development of sites in Nkowankowa C	Access to affordable Housing.	PED	1/07/2009	1/07/2011				R700 000.00			GTM		
PED049	Land Audit (Nkowankowa & Lenyenye)	Data on ownership of Land by GTM	PED	Ongoing	Ongoing				R600 000.00			GTM		
PED050	Land use Management and Prevention of illegal settlement		PED	Ongoing	Ongoing			R30 000.00				GTM		
PED051	Transfer of Land portion 292 and 293 of the farm Pusela 555 LT. Portion of the farm Moime. Transnet portions Nkowankowa, Letsitele and Tzaneen.	For Development To increase revenue	PED	Ongoing	Ongoing				R10 M			GTM		

PED052	Farm Housing at Marimathema and Mosupatsela	Access to affordable Housing.	PED	Ongoing	Ongoing			R10 M				DLGH		
PED053	Community Rental Units	Access to affordable Housing. Increase revenue.	PED	Ongoing	Ongoing			R30 M				DLGH		
PED054	Housing Consumer Education	Public awareness on Housing code and other related acts.	PED	Ongoing	Ongoing	R 40,000.00						GTM		
PED055	Mariveni 50 units, Lephepane 100 units, Mandlakazi 100 units, Ward 5 PHP 100 units, Emergency units 20. Dan Ext 540 units.	Access to affordable Housing	PED	01/08/2008	01/08/2009							DLGH		
PED056	Implementation of Municipal Property Rates Act in rural area and interim valuation	Increase Revenue	PED	01/07/2009		R12 M						GTM DLGH DBSA		
PED057	Policies	Reviewal of Alienation Policy Investigation of Sustainable Human Settlement	PED	01/07/2009	30/06/2010									

		Prevention of Illegal occupation of Land															
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MOPANI DISTRICT MUNICIPALITY 2009/ 2011

PRIORITY ISSUE:

STRATEGIC INTENT: IMPROVE ACCESS TO SUSTAINABLE AND AFFORDABLE SERVICES

PROGRAMME:

FUNDER: MDM

IMPLEMENTING DEPARTMENT: TECHNICAL SERVICES

E: ECONOMIC

S: SOCIAL & INFRASTRUCTURE

G: GOVERNANCE

No	Name	Category	Target	Location	Budget	Year 1	Year 2	Year 3	Year 4	Year 5
						2008/09	2009/10	2010/11	2011/12	1012/13
1	Thabina RWS	S & I	Rural H/H	GTM	19,015,296	19,015,296	-	-	-	-
2	Lenyenye sewage works(plant and outfall sewer)	Social & Infrastructure		GTM	121,082,000	8,222,000	112,860,000			
3	LP002 Tours bulk water scheme(upgrading of pump station and reservoirs linking Lephephane	Social & Infrastructure		GTM	15,000,000	15,000,000	-	-		
4	LP149 Ritavi RWS(upgrading and extension to existing plant, raising weir, additional pump mains)	Social & Infrastructure		GTM	40,000,000	15,000,000	25,000,000	-		
5	Jopie- Mawa Block 12- Ramotshinyadi bulk pipeline and reticulation	Social & Infrastructure		GTM	15,000,000	15,000,000	-	-		
6	Upgrade of water reticulation and extensions: GTM	Social & Infrastructure		GTM	31,000,000	-	-	31,000,000		
7	Mohlava- Moime cross road	Social & Infrastructure		GTM	4,500,000	4,500,000	-	-		
8	Modjadji to Mavele road upgrade	Social &		GTM	13,600,000	13,600,000	-	-		

		Infrastructure								
9	Lephephane Khujwane road	Social & Infrastructure		GTM	11,800,000	11,800,000	-	-		
10	Thabina to Maake upgrade	Social & Infrastructure		GTM	7,500,000	-	7,500,000	-		

PRIORITY ISSUE:

STRATEGIC INTENT: PROMOTE ENVIRONMENTALLY SOUND PRACTICES AND SOCIAL DEVELOPMENT

PROGRAMME:

FUNDER: MDM

IMPLEMENTING DEPARTMENT: COMMUNITY SERVICES

E: ECONOMIC

S: SOCIAL & INFRASTRUCTURE

G: GOVERNANCE

SPORT, ARTS AND CULTURE

No	Name	Category	Target	Location	Budget	Year 1	Year 2	Year 3	Year 4	Year 5
						2008/09	2009/10	2010/11	2011/12	1012/13
1	School sport activities	Social & Infrastructure	School youth	All the LMs	560,000	100,000	100,000	120,000	120,000	120,000
2	Wellness day	Social & Infrastructure	Aged	GTM (Lenyenye)		70,000	70,000	100,000	100,000	110,000
3	Arts and Culture festival	Social & Infrastructure	All arts and cultural groups of Mopani	All the LMs		250,000	250,000	260,000	260,000	270,000
4	Promotion of multilingualism	Social & Infrastructure	All the citizens of Mopani	GTM		20,000	20,000	20,000	30,000	30,000
5	public Library activities	Social & Infrastructure	All the citizens of Mopani	GTM		500,000	500,000	100,000	100,000	130,000
6	Club development	Social & Infrastructure	Youth, disabled persons and women	GTM		100,000	100,000	120,000	120,000	140,000
7	Sports hubs	Social & Infrastructure	Everybody in the district	GTM		150,000	150,000	200,000	250,000	250,000
8	MDM Sport and recreation council	Social & Infrastructure	Members from local sport councils and federations	GTM		100,000	100,000	150,000	150,000	150,000

9	Development of cultural groups	Social & Infrastructure	All the residents of Mopani	GTM		300,000	300,000	350,000	350,000	400,000
MUNICIPAL HEALTH SERVICES										
10	District food control activities	Social & Infrastructure	Women & youth and disabled persons	GTM		14,000	14,000	15,000	15,000	20,000
11	Food hygiene workshops	Social & Infrastructure	Street traders (women & youth)	GTM		30,000	40,000	40,000	30,000	30,000
12	Food sampling	Social & Infrastructure	All Mopani residents	GTM		5,000	5,000	5,000	6,000	6,000
13	Water sampling and analysis	Social & Infrastructure	All Mopani residents	GTM		4,000	4,000	4,000	4,000	4,000
14	Initiation schools monitoring	Social & Infrastructure	Youth	GTM		11,000	11,000	12,000	12,000	12,000
15	Cleaning campaigns	Social & Infrastructure	Women & youth	GTM		80,000	80,000	80,000	90,000	90,000
ENVIRONMENT & WASTE MANAGEMENT										
16	Air quality	Social & Infrastructure	All residents of MDM	GTM		250,000	200,000	100,000	100,000	50,000
17	State of environment report school competition	Social & Infrastructure	School youth	GTM		80,000	80,000	90,000	90,000	100,000
18	Support recycling projects	Social & Infrastructure	Youth, disabled & women	GTM		250,000	250,000	300,000	300,000	350,000
19	Support environmental management projects	Social & Infrastructure	Youth, disabled & women	GTM		250,000	250,000	300,000	300,000	350,000
20	Improve sanitary facilities and fencing of cemeteries	Social & Infrastructure	All citizens of MDM	GTM		200,000	200,000	230,000	230,000	250,000
21	Eco schools	Social & Infrastructure	Schools	GTM		35,000	35,000	30,000	30,000	30,000

22	Health and hygiene awareness	Social & Infrastructure		GTM		15,000	15,000	20,000	20,000	20,000
HIV AND AIDS										
23	Funding of NGOs	Social & Infrastructure	NGO,s dealing with HIV and AIDS	GTM		500,000	500,000	500,000	600,000	600,000
24	District Aids Council	Social & Infrastructure	All citizens of MDM	GTM		55 000	55 000	55 000	60 000	60 000
25	Awareness campaigns (1st half) -Dot supporter day -School AIDS week -Partnership -Red Ribbon -World Aids day	Social & Infrastructure	NGO's, FBO's, Youth, Disable and people living with HIV and AIDS	GTM		200,000	200,000	250,000	250,000	260,000
26	Awareness campaigns (2nd half) -STI/Condom week -TB day -Candlelight memorial and - Moral regenesis	Social & Infrastructure	NGO's, FBO's, Youth, Disable and people living with HIV and AIDS	GTM		200,000	200,000	200,000	250,000	250,000
27	Garden projects for HIV/AIDS purposes	Social & Infrastructure	NGO's, OVC, Chronic clients and PLHWA	GTM		200,000	200,000	250,000	250,000	280,000
28	Moral regeneration movement	Social & Infrastructure	Community, youth, People with disability and Aged	GTM		150,000	150,000	150,000	200,000	200,000

29	WIPPA and MIPPA	Social & Infrastructure	Men and Women	GTM		50,000	50,000	55,000	60,000	60,000
30	IMPACT assessment HIV and AIDS Summit resolutions	Social & Infrastructure	NGO's, FBO's, Youth, People with disability , PLHWA and sectors	GTM		-	-	380,000	-	-
HEALTH PROMOTION										
31	<u>Awareness campaigns (1st half)</u> - Cancer month - World Diabetes day - Wellness Day	Social & Infrastructure	Chronic clients ,the aged and people with disability	GTM		70,000	80,000	80,000	80,000	90,000
32	Clinic committees activities	Social & Infrastructure	All clinics	GTM		50,000	50,000	50,000	60,000	60,000
33	Support visits to clinics, Hospital, visiting points and support groups for non-communicable disease	Social & Infrastructure	All clinics	GTM		50,000	50,000	50,000	60,000	60,000
SAFETY AND SECURITY										
34	Police cell support	Social & Infrastructure	Prisoners	GTM		-	-	-	-	-
35	Building Place of safety	Social & Infrastructure	Street kids, vulnerable children and geriatrics	t.b.d		-	-	-	2million	-
36	Funding of Victim Empowerment centre	Social & Infrastructure	Victims, NGO's and community	GTM		350, 000	350,000	360,000	360,000	380,000
37	Community policing forums	Social & Infrastructure	Community and CPF members	GTM		100,000	100,000	80,000	80,000	90,000

EDUCATION										
38	Career exhibition	Social & Infrastructure	Grade 12 learners	GTM		100,000	100,000	100,000	120,000	120,000
39	School libraries	Social & Infrastructure	All learners	GTM		200,000	200,000	200,000	250,000	250,000
40	Further Education and Training	Social & Infrastructure	Students and community members	GTM		10,000	10,000	15,000	15,000	20,000
41	ABET	Social & Infrastructure	Adult learners	GTM		10,000	10,000	15,000	15,000	20,000
42	Support of crèches	Social & Infrastructure	Early childhood development associations	GTM		-	150,000	180,000	200,000	250,000

PRIORITY ISSUE:

STRATEGIC INTENT: CREATE A STABLE ECONOMIC ENVIRONMENT BY ATTRACTING SUITABLE INVESTORS

PROGRAMME:

FUNDER: MDM

IMPLEMENTING DEPARTMENT: PLANNING AND DEVELOPMENT

E: ECONOMIC

S: SOCIAL & INFRASTRUCTURE

G: GOVERNANCE

PLANNING										
No	Name	Category	Target	Location	Budget	Year 1 2008/09	Year 2 2009/10	Year 3 2010/11	Year 4 2011/12	Year 5 2012/13
1	Sites Demarcation Support layout plan generating & surveying) Nkambako 250 sites			GTM		500 000				
2	Site Demarcation Support (Surveying)			GTM		200 000				

	Mariveni 200 sites									
3	Site Demarcation (layout plan & surveying) Muhlaba Headkraal 150 sites			GTM		-	500 000			
4	Site demarcation (layout plan development & surveying) Mugwazeni 200 sites			GTM		-	600 000			
5	Site Demarcation(layout plan & surveying) Nkowa ²			GTM		-	-	1 000 000		
6	Site Demarcation(layout plan & surveying) N Lenyenye			GTM		-	-	1 000 000		
Local Economic Development										
7	Fresh Produce Market	LED	Farmers	(GTM)Nkowankowa	22,900,000	8,700,000	8,300,000	5,900,000		
8	Moshupatsela Farm(Atchaar factory, Dried Fruit Factory, and Chilli Production Equipments)	LED	Emerging Farmers	GTM(Tzaneen	8,288,000	4,688,000	1,700,000	1,900,000		
9	International marketing and exhibitions	LED	International investors		650,000	150,000	200,000	300,000		
10	Summits:LED, Agric, Tourism and Mining	LED	Farmers, Tourism Operators, Mining Houses, SMMEs		250,000	-	-	250,000		

**PRIORITY ISSUE:
STRATEGIC INTENT: SUSTAINABLE QUALITY OF LIFE
PROGRAMME:**

FUNDER: Mopani District Municipality

**IMPLEMENTING DEPARTMENT: Office of the Executive Mayor
LMs: BaPhalaborwa, Giyani, Letaba, Maruleng or Tzaneen**

No	Name	Category	Target	Location	Budget	Year 1	Year 2	Year 3	Year 4	Year 5
						2008/09	2009/10	2010/11	2011/12	1012/13
1	District Mayor's Forum	Governance	Local Mayors	LM	GE	GE	GE	GE	GE	GE
2	Izimbizo	Governance	Rural H/H	LM	990,000	150,000	170,000	200,000	220,000	250,000
3	Outreach Campaigns	Governance	Rural H/H	LM	GE	GE	GE	GE	GE	GE
4	House of Traditional Leaders	Governance	Traditional Leaders	LM	GE	GE	GE	GE	GE	GE
5	Anti-Corruption Forum	Governance	Business, Labour & Civil Society	LM	740,000	100,000	120,000	150,000	170,000	200,000
6	Mayor's Charity Cup	Social & Infrastructure	Football Clubs, Charity Org., Tourists	LM	6,400,000	1,000,000	1,200,000	1,300,000	1,400,000	1,500,000
7	Excellence Awards	Governance	Stakeholders & Public Servants	LM	2,350,000	350,000	400,000	450,000	500,000	550,000
8	Children's Advisory Council	Social & Infrastructure	Children's Organisations	LM	610,000	100,000	120,000	150,000	170,000	70,000
9	Children's Parliament	Social & Infrastructure	Children	LM	740,000	120,000	150,000	170,000	200,000	100,000
		Social &								

10	District Children's Day	Infrastructure	Children	LM	990,000	170,000	200,000	220,000	250,000	150,000
11	Children's Development Policy	Social & Infrastructure	Children	LM	GE	GE	GE	GE	GE	GE
12	Disability Forum	Social & Infrastructure	Disabled People's Organisations	LM		150,000	200,000	250,000	300,000	350,000
13	Disability Policy	Social & Infrastructure	Disabled People	LM	GE	GE	GE	GE	GE	GE
14	Disability Database	Social & Infrastructure	Disabled People's	LM	700,000	250,000	-	-	-	450,000
15	Infrastructure Accessibility Audit	Social & Infrastructure	Public Buildings	LM	350,000			350,000		
16	Institutional Assessment	Social & Infrastructure	Municipalities	LM	400,000	150,000	-	-	-	250,000
17	Disability Awareness	Social & Infrastructure	Rural Households	LM	750,000	100,000	100,000	200,000	150,000	200,000
18	Disabled People Skills Development	Social & Infrastructure	Disabled People	LM	640,000	70,000	100,000	120,000	150,000	200,000
19	Coordination	Social & Infrastructure	Stakeholders	LM	510,000	70,000	80,000	100,000	130,000	130,000
20	Elders Forum	Social & Infrastructure	Old Age Organisations	LM	600,000	70,000	100,000	120,000	150,000	170,000
21	Elders Support Policy	Social & Infrastructure	Elderly People	LM	GE	GE	GE	GE	GE	GE
22	Elders Database	Social & Infrastructure	Elderly People	LM	1,050,000	250,000		350,000		450,000
		Social &								

23	Elders Day	Infrastructure	Elderly People	LM	990,000	150,000	170,000	200,000	220,000	250,000
24	Elders Dialogue	Social & Infrastructure	Elderly People	LM	740,000	100,000	120,000	150,000	170,000	200,000
25	Gender Consultative Forum	Social & Infrastructure	Gender-Based Organisations	LM	990,000	150,000	170,000	200,000	220,000	250,000
26	Men's Forum	Social & Infrastructure	Men and Boys	LM	730,000	100,000	120,000	150,000	170,000	200,000
27	Gender Policy	Social & Infrastructure	Men & Women	LM	GE	GE	GE	GE	GE	GE
28	Impact Assessment	Social & Infrastructure	Mopani Citizens	LM	350,000	-	350,000	-	-	-
29	Institutional Assessment	Social & Infrastructure	Municipalities	LM	400,000	150,000	-	-	-	250,000
30	Women's Month	Social & Infrastructure	Women	LM	740,000	100,000	120,000	150,000	170,000	200,000
31	16 Days of Activism	Social & Infrastructure	Women & Children	LM	740,000	100,000	120,000	150,000	170,000	200,000
32	SAWID	Social & Infrastructure	Women	LM	540,000	120,000	30,000	150,000	40,000	200,000
33	Capacity Building	Social & Infrastructure	Women & Men	LM	780,000	70,000	100,000	150,000	200,000	250,000
34	Public Education & Awareness	Social & Infrastructure	Rural H/H	LM	740,000	100,000	120,000	150,000	170,000	200,000
35	Coordination	Social & Infrastructure	Stakeholders	LM	490,000	50,000	70,000	100,000	120,000	150,000
		Social &	Youth							

36	Youth Council	Infrastructure	Organisations	LM	990,000	150,000	170,000	200,000	220,000	250,000
37	Youth Policy	Social & Infrastructure	Youth	LM	GE	GE	GE	GE	GE	GE
38	Youth Database	Social & Infrastructure	Youth	LM	1,050,000	250,000	-	350,000	-	450,000
39	Institutional Assessment	Social & Infrastructure	Municipalities	LM	400,000	150,000	-	-	-	250,000
40	Youth Civic Education/Campaigns	Social & Infrastructure	Youth	LM	250,000	-	100,000	-	150,000	-
41	Youth Month	Social & Infrastructure	Youth	LM	740,000	100,000	120,000	150,000	170,000	200,000
42	Youth Guide	Social & Infrastructure	Youth	LM	350,000	-	350,000	-	-	-
43	Youth Skills Development	Social & Infrastructure	Youth	LM	600,000	100,000	150,000	100,000	100,000	150,000
44	Coordination	Social & Infrastructure	Stakeholders	LM	490,000	50,000	70,000	100,000	120,000	150,000

PRIORITY ISSUE:
STRATEGIC INTENT: PROMOTE ENVIRONMENTALLY SOUND PRACTICES AND SOCIAL DEVELOPMENT
PROGRAMME:
FUNDER: MDM

IMPLEMENTING DEPARTMENT: DISASTER MANAGEMENT

E: ECONOMIC

S: SOCIAL & INFRASTRUCTURE

G: GOVERNANCE

No	Name	Category	Target	Location	Budget	Year 1	Year 2	Year 3	Year 4	Year 5
						2008/09	2009/10	2010/11	2011/12	1012/13
1	Disaster Management Centre and Fire Station(Implementation by Technical Services)	Emergency Services	MDM Households	Tzaneen	34,000,000	6,500,000	7,500,000	8,000,000	8,500,000	-
2	Radio, Communication, Info.Management System	Emergency Services	MDM Households	Tzaneen	4,300,000	2,400,000	2,544,000	2,700,000	-	-
3	Disaster Management Equipment	Emergency Services	MDM Households	Tzaneen	75,000	75,000	5,000	5,000	5,000	-
4	GIS & Information Connection	Emergency Services	MDM Households	Tzaneen	300,000	30,000	33,000	36,000	40,000	44,000
5	Awareness Campaigns	Emergency Services	MDM Households	All Local Mun.	600, 000	187, 000	191,000	202,500	-	-

MDM 2009/10 IDP PROJECTS IN GTM

GTM SPECIFIC PROJECTS/ PROGRAMMES		
Project Name	Location	Funder
Water & Sanitation		
1. Lenyenye sewerage works (plant and outfall sewer)	Lenyenye	MDM
2. Tours bulk water scheme (upgrading of pump station and reservoirs linking Lephepane)	GTM	MDM
3. Nkambako RWS (Additional pump station)		
4. Ritavi RWS (upgrading and extension to existing plant raising weir, additional pump station)	GTM	MDM
5. Upgrade of water reticulation and extensions: GTM	GTM	MDM
6. Upgrading of Tzaneen Sewerage plant	Tzaneen	MDM
7. Upgrading of Nkowankowa Sewerage Plant	Nkowankowa	MDM
8. Mopani Rural Household Sanitation	132 villages	MDM

Project Name	Location	Funder
Infrastructure: Sporting facility & District Offices		

1.Lenyenye Stadium	Lenyenye	MDM
2.Extension of Mopani Office Building	Tzaneen	MDM
Roads and Transport		
1. Modjadji to Mavele Road upgrade	GTM	MDM
2. Lephepane – Khujwane road	GTM	MDM
3. Thabina to Maake Road upgrade	GTM	MDM
4. Kgweetsi – Tours Access Road	GTM	MDM
5. Upgrading of gravel to tar: Mawa-Mavele-Xihoko –GaMokgwathi-Dzumeri-Mushiyani-Makhuva	GTM	RAL
6. Upgrading of Gravel to tar: Rita/Tickyline- Burgersdorp-Julesburg/Rhulani-Hoveni to Callaise- Baloon-Sekororo	GTM	RAL
7. Upgrading of gravel to tar: Deerpak to Mamtwa to Nkambako	GTM	RAL
8.Upgrading of Pedestrian footpath,Tzn-Lenyenye	Tzaneen	DoRT
9. Construction of Tzaneen K53 testing station	GTM	DoRT
Project Name	Location	Funder
ELECTRIFICATION		
Mafarana phase 1: 1020 connections	GTM	ESKOM
Franchoise Vorster: 13	GTM	DME
F.J. Du Toit: 5	GTM	DME

Heindrich Kubannek: 1	GTM	DME
Henk Schoeman A: 7	GTM	DME
Henk Schoeman B: 12	GTM	DME
Henk Schoeman C: 13	GTM	DME
IG Van Rensberg: 8	GTM	DME
Isak Lombaard: 11	GTM	DME
J.P Kasselman: 3	GTM	DME
Julius Smuts: 3	GTM	DME
Maartin Visagie: 201	GTM	DME
Neels Osmers: 1	GTM	DME

Project Name	Location	Funder
ELECTRIFICATION		
Nic van Schalkwyk A:17	GTM	DME
Nic van Schalkwyk B: 5	GTM	DME
Nic van Schalkwyk C: 2	GTM	DME
Nico Devillers: 4	GTM	DME

Pieter Human A: 3	GTM	DME
Pieter Human B: 4	GTM	DME
Pieter Venter: 2	GTM	DME
Pieter Vermaak: 12	GTM	DME
T. Parsons: 2	GTM	DME
Westfalia Mahupa: 65	GTM	DME
Westfalia Maruka B: 55	GTM	DME
Mafarana: 788	GTM	DME
Vick Walkensaw: 2	GTM	DME

Project Name	Location	Funder
EDUCATION		
Dinaledi Schools upgrading and revitalization		
1. Hudson Ntsan'wisi High	GTM	DoE
2. Tivumbeni EMPC	GTM	DoE
Condemned and Congested Schools		
1. Letaba LSEN	GTM	DoE
2. Banana Primary	GTM	DoE
Maintenance and Repairs		

1. Hoerskool Ben Vorster	GTM	DoE
2. Laerskool Dr Annecke	GTM	DoE
3. Laerskool Tzaneen	GTM	DoE
4. Merensky High	GTM	DoE
Project Name	Location	Funder
Local Economic Development		
1. Fresh Produce Market	Tzaneen	MDM
2. Moshupatsela Programme	Tzaneen	MDM
3. Formalisation of Informal markets	Letsitele	MDM
AGRICULTURE: CASP (Comprehensive Agriculture Support Programme)		
4. Mlangeni - Mapheto (irrigation infrastructure)	GTM	DoA
5. Madidi	GTM	DoA
AGRICULTURE: RESIS (Rehabilitation of Smallholder Irrigation Scheme) and IGP (Integrated Growth Product) Projects		
6. Mapheto Trust (Banana Processing facility)	GTM	DoA
7. Ditubatse (Fruit grading facility)	GTM	DoA

Project Name	Location	Funder
Local Economic Development (cont.)		
RESIS Project		
7. Julesburg	GTM	DoA

8. Lephepane	GTM	DoA
9. Thabina	GTM	DoA
10. Tours	GTM	DoA
National Development Agency (NDA)		
11. Choice Trust	GTM	DoA
12. Merekomme Farmers Co-operative	GTM	DoA
13. Human resource Information Centre	GTM	DoA
Spatial Development Planning		
1.Site Demarcation Support to LMs	Nkambako/Valoyi Mugwazeni/Valoyi Nkowankowa Lenyenye Mariveni	250 sites 200 sites 1000 sites 1000 sites 200 sites

SECTOR DEPARTMENTS PROJECTS 2009 – 2013

Road Agency Limpopo							
1.	MDM	Upgrading – gravel to tar	Mamitwa to Mavele, Xihoko to Gawale, GaMokgwathi to Dzumeri, Mushiyanani to Makhuva	53 000 000	35 000 000	-	18 000 000
2.	MDM	Upgrading –gravel to tar	Mokwakwaila	53 000 000	35 000 000	-	18 000 000
3	MDM	Upgrading –gravel to tar	Rita/Tickieline – Burgersdorp, Julesburg/Rhulani – Hoveni, Calaise t- Balloon to Sekororo	53 000 000	-	33 000 000	20 000 000
4	GTM	Upgrading gravel to tar	Mooketsi – Houtbosdorp	48 000 000	-	15 000 000	33 000 000
5	MDM	Upgrading gravel to tar	Thomo/Altein – Khakhala -Gwula - Mahlathi- Ndindani Hlomela – Phalaubeni. Mbawula -Phalaborwa	53 000 000	5 000 000	15 000 000	333 000 000
Roads and Transport							
1	GTM	Regravelling	P 17/3- P112/2- D1826 (30.44km)	1 510 358	1 510 358	-	-
2	GTM	Rgravelling	Ramochinyali – Mokgwati (8 km)	396 940.40	-	396 940.40	-

3	GTM	Regravelling	Grootbosh – D1801(6.68 km)	331 445.20	-	-	331 445.20
Department of Health and Social Development Infrastructure Planning							
Social Development Infrastructure projects							
4	GTM	One Stop Centre Satellite	Relela	2 000 000	-	1 200 000	800 000
5	GTM	One Stop Centre Satellite	Tickyline	2 000 000	-	1 200 000	800 000
Health Infrastructure Projects							
6	GTM	Letaba Hospital	Nkowankowa	69 000 000	67 000 000	2 000 000	-
7	GTM	Mawa Clinic	Mawa Block 8	460 000	460 000	-	-
8	GTM	Lenyenye Clinic	Lenyenye	2 780 000	2 780 000	-	-
9	GTM	Loloka Clinic	Loloka	4 700 000	-	2 500 000	2 200 000
10	GTM	CN Phatudi EMS		4 714 000	4 714 000	-	-
Department of Public Works							
1	MDM	Maintenance of residential houses			Renovation of (53) residential houses 250 000	Renovation of (59) houses 290 000	Renovation of (44) houses 200 000
2	MDM	Acquisition of mechanical and construction equipments			650 000	500 000	400 000
3	MDM	Construction of government buildings			Electrical reticulation at Benfarm 380 000	Construction of 30 camp houses 926 100	Construction of 30 camp houses 972 405
4	MDM				Construction of 20x covered parkings in Tzaneen 80 000	Construction of 20x covered parkings at Naphuno 80 000	Construction of 20x covered parkings at Phalaborwa 80 000
5	MDM	Construction of Palisade fence			Construction of palisade fence at Giyani main stores (900m) 390 000	Construction of palisade fence at Naphuno cost centre 600m 300 000	Construction of palisade fence at Tzaneen cost centre (800m) & Sekgosese cost centre (400m) 800 000
6	MDM	ECD Project(construction of 2 classrooms, fence and borehole			5 day care centre	3 day care centres, molatelo, Ngode drop in centre &	4 day care centres, Nhlabala, Seoratsatsi day care, Mpo crèche & Rotterdam

						Gingirikani	drop in centre 3 146 000
					3 250 000	2 145 000	
7	MDM	Eradication of mud schools			Construction of 5x4 classroom blocks 2 475 000	Construction of 5x4 classroom blocks 2 722 500	Construction of 5x4 classrooms 2 994 750
8	MDM	Maintenance and development of grounds			Development of landscaping Giyani cost centre (10334m ²) and maintenance of 22.3 hectares 826 720	Development of landscaping Sekgosesa cost centre (2575m ²) & maintenance of 22.5 hectares 300 000	Development of landscaping Tzaneen cost centre (3500m ²) & maintenance of 23hectares 350 000

No.	Mun.	Project	Location	Budget	2008/09	2009/10	2010/11
Department of Education							
Off Shoot Schools							
1.	GTM	Mabje-a-Kgoro Primary			6,000	3,500	3,500
Condemned/Congested Schools (Additional Classrooms & Sanitation Facilities)							
2.	GTM	Mamoding Secondary			700	1,500	1,600
3.	GTM	Unity Primary			700	1,500	1,600
4.	GTM	Senwabakgololo Sec.			1,400	1,500	1,600
Condemned/Congested Schools- (2nd Phase – Admin Blocks)							
5	GTM	Mushothi Primary			750		800
6	GTM	Vhulakanjhani Primary			750		800
7	GTM	Nyavana Primary			750		800
8.	GTM	Botludi Primary			750		800
Upgrading & Revitalise Infrastructure							
1.	GTM	Hudson Ntsanwisi P.			6000	7000	8000
Emergency Renovation & Maintenance							
2	GTM	Mushothi Primary			750		800
3	GTM	Vhulakanjhani Primary			750		800
4	GTM	Nyavana Primary			750		800
5	GTM	Botludi Primary			750		800

Upgrading & Revitalise Infrastructure							
1.	GTM	Hudson Ntsanwisi P.			6000	7000	8000
Emergency Renovation & Maintenance							
1.	MDM	Allowance for Emergency & Maintenance			4,405.00	5,780.00	6,800.00

SECTOR DEPARTMENTS PROJECTS 2009 – 2013

Road Agency Limpopo							
1.	MDM	Upgrading to tar(Gy-Phalaborwa road	GGM	69 000 000	-	33 000 000	36 000 000
2.	MDM	Upgrading – gravel to tar	Mamitwa to Mavele, Xihoko to Gawale, GaMokgwathi to Dzumeri, Mushiyani to Makhuva	53 000 000	35 000 000	-	18 000 000
3.	MDM	Upgrading –gravel to tar	Modjadji-Mokwakwaila- Bambeni-Nkomo	53 000 000	35 000 000	-	18 000 000
4	MDM	Upgrading –gravel to tar	Rita/Tickieline – Burgersdorp, Julesburg/Rhulani – Hoveni, Calaise t- Balloon to Sekororo	53 000 000	-	33 000 000	20 000 000
5	GTM	Upgrading gravel to tar	Mooketsi – Houtbosdorp	48 000 000	-	15 000 000	33 000 000
6.	GGM	Upgrading: Gundo-Lashu	Homu14b Homu 14a ,Mapayeni-Mahlathini & Mapayeni to Vuhehli	6 300 000	-	-	6 300 000
7	MDM	Upgrading gravel to tar	Thomo/Altein – Khakhala -Gwula -Mahlathi- Ndindani Hlomela – Phalaubeni. Mbawula -Phalaborwa	53 000 000	5 000 000	15 000 000	333 000 000
8	MLM	Upgrading – gravel to tar	Hoedspruit to Timbavati Reserve	29 000 000	-	10 000 000	19 000 000
9.	GGM	Upgrading gravel to tar	Thomo to Altein to Shangoni gate	61 000 000	-	33 000 000	28 000 000
10	GLM	Upgrading : Gundo lashu	Nakampe – Botshabelo- Skhiming	10 950 000	-	7 500 000	3 450 000
11	MLM	Upgrading : Gundo lashu	Mulalane- Crossing Mabins	7 500 000	-	7 500 000	-
12	GLM	Upgrading : Gundo lashu	Mafarana – Gabaza	7 000 000	-	7 000 000	-
13	MLM	Upgrading : Gundo Lashu	Tickyline – Sofaya	3 500 000	-	3 500 000	-
14	GGM	Upgrading : Gundo lashu	Jokong – Shimange	5 700 00	-	-	5 700 000
15	MDM	Maintenance of Gundo lashu roads	MDM	2 000 000	-	1 000 000	1 000 000
Roads and Transport							
1	GTM	Regravelling	P 17/3- P112/2- D1826 (30.44km)	1 510 358	1 510 358	-	-
2	GTM	Rgravelling	Ramochinyali – Mokgwati (8 km)	396 940.40	-	396 940.40	-

3	GTM	Regravelling	Grootbosh – D1801(6.68 km)	331 445.20	-	-	331 445.20
Department of Health and Social Development Infrastructure Planning							
Social Development Infrastructure projects							
4	GTM	One Stop Centre Satellite	Relela	2 000 000	-	1 200 000	800 000
5	GTM	One Stop Centre Satellite	Tickyline	2 000 000	-	1 200 000	800 000
Health Infrastructure Projects							
6	GTM	Letaba Hospital	Nkowankowa	69 000 000	- 46 995 000	2 000 000	-
7	GTM	Mawa Clinic	Mawa Block 8	460 000	460 000	-	-
8	GTM	Lenyenye Clinic	Lenyenye	2 780 000	2 780 000	-	-
9	GTM	Loloka Clinic	Loloka	4 700 000	-	2 500 000	2 200 000
10	GTM	CN Phatudi EMS		4 714 000	4 714 000	-	-
Department of Public Works							
1	MDM	Maintenance of Government buildings	Giyani and Namakgale		Refurbishment of Giyani cost centre, Giyani main store & Namakgale govt. complex 1 600 000	Refurbishment of Tzaneen cost centre 230 000	Refurbishment of Naphuno cost centre 550 000
2	MDM	Maintenance of residential houses			Renovation of (53) residential houses 250 000	Renovation of (59) houses 290 000	Renovation of (44) houses 200 000
3	MDM	Acquisition of mechanical and construction equipments			650 000	500 000	400 000
4	MDM	Construction of government buildings			Electrical reticulation at Benfarm 380 000	Construction of 30 camp houses 926 100	Construction of 30 camp houses 972 405
5	MDM				Construction of 20x covered parkings in Tzaneen 80 000	Construction of 20x covered parkings at Naphuno 80 000	Construction of 20x covered parkings at Phalaborwa 80 000
6	MDM	Construction of Palisade fence			Construction of palisade fence at Giyani main stores (900m)	Construction of palisade fence at Naphuno cost centre 600m	Construction of palisade fence at Tzaneen cost centre (800m) & Sekgosesa cost

					390 000	300 000	centre (400m) 800 000
7	MDM	ECD Project(construction of 2 classrooms, fence and borehole			5 day care centre 3 250 000	3 day care centres, molatelo, Ngode drop in centre & Gingirikani 2 145 000	4 day care centres, Nhlalala, Seoratsatsi day care, Mpo crèche & Rotterdam drop in centre 3 146 000
8	MDM	Eradication of mud schools			Construction of 5x4 classroom blocks 2 475 000	Construction of 5x4 classroom blocks 2 722 500	Construction of 5x4 classrooms 2 994 750
9	MDM	Maintenance and development of grounds			Development of landscaping Giyani cost centre (10334m ²) and maintenance of 22.3 hectares 826 720	Development of landscaping Sekgosese cost centre (2575m ²) & maintenance of 22.5 hectares 300 000	Development of landscaping Tzaneen cost centre (3500m ²) & maintenance of 23hectares 350 000

6. PHASE 4- INTEGRATION

INTRODUCTION

During Phase 4, sub-programme proposals, which were presented in the preceding phase, have to be harmonized in terms of contents, location and timing in order to achieve consolidated integrated programmes for the Greater Tzaneen Municipality.

The major output for Phase 4 is an INTEGRATION OF PLANS AND PROGRAMMES which includes:

1. Financial Recovery Plan
2. Electricity Plan
3. Transport Plan
4. Integrated Waste Management Plan
5. Spatial Development Framework
6. Integrated Disaster Management Plan
7. Environmental Management Plan
8. HIV/AIDS Plan
9. Local Economic Development Strategy
10. Organisational Performance Management System
11. Employment equity Plan
12. Housing Chapter

The following are not available:-

- a) Air quality plan
- b) Five Year Financial Plan
- c) Risk Management Plan
- d) Five Year Capital Investment Plan
- e) Water Sector Development Plan
- f) Health Plan
- g) Social Crime Prevention Strategy
- h) Poverty Alleviation Plan
- i) Organisational Plan
- j) Education Plan

1. INTERNAL FINANCIAL RECOVERY PLAN - REVISED

Purpose of the report

To develop and implement a discretionary recovery plan to prevent a possible intervention by the Provincial Executive in terms of section 141 of the MFMA

Background

Chapter 13 of the MFMA provides for cases where a municipality experiences financial problems. Section 135(1) provides that the responsibility to avoid, identify and resolve financial problems rests with the municipality itself.

Section 135(3) provides that if a municipality experiences financial problems or anticipates problems in meeting its financial obligations it must immediately seek solutions for the problem. The section goes on further to provide that the MEC for Local Government must be informed together with SALGA. The Act further states that when the MEC becomes aware of potential problems in a municipality he should investigate the problem and amongst others institute a financial recovery plan that would ensure that the municipality is able to render services and meet its financial obligations.

Section 138 provides the following criteria for determining serious financial problems:

- *“The municipality has failed to make payments as and when due;*
- *The municipality has defaulted on financial obligations for financial reasons.*
- *The actual current expenditure of the municipality has exceeded the sum of its actual current revenue plus available surpluses for at least two consecutive financial years.*
- *The municipality had an operating deficit in excess of five per cent of revenue in the most recent financial year for which financial information is available.*
- *The municipality is more than 60 days late in submitting its annual financial statements to the Auditor General in accordance with section 126.*
- *The Auditor General has withheld an opinion or issued a disclaimer due to inadequacies in the financial statements or records of the municipality or has issued an opinion which identifies a serious financial problem in the municipality.*
- *Any of the conditions exists in a municipal entity...*
- *Any other material condition exists which indicates that the municipality... is likely to be unable for financial reasons to meet its obligations.”*

While the municipality has not as yet satisfied most of the criteria indicated above it should be indicated that current developments have indicated that the municipality has certainly met condition (h). Unless drastic measures are taken the municipality could soon meet most of the conditions as indicated above with the consequent action by the MEC.

Taking into account the severity of the problem facing the municipality and the consequent negative publicity that will follow a mandatory provincial intervention as per section 139 of the MFMA a decision was taken to draft a self-imposed financial recovery plan that would take into account all the principles of financial recovery plan as per Chapter 13 of the MFMA. In line with the spirit of section 146 the implementation of the IDP and budget will be in such a way as to give effect to this plan. This plan also aims to address the issues raised during the budget adjustment process. It should further be borne in mind that a financial recovery plan can on its own not resolve the problems as identified unless it is accompanied by financial discipline and buy-in from all concerned.

Deliberations

The financial problems that are besetting the municipality have been identified for some time and some measures were previously taken to address these. These measures included the decision by the Municipal Manager during the last financial year to embark on a financial belt-tightening exercise. Subsequent to that a report was submitted to the Mayor indicating the nature of the problems facing the municipality. This report is attached hereto for information purposes. An obvious indication of the problems facing the municipality was the need to increase the municipality's overdraft from R5 million to R20 million and the fact that the municipality will have to fund its capital projects for the current year out of a loan. According to the provisions of the MFMA the municipality should not have an overdraft at year-end but as of the 2006/07 financial year-end the municipality still had an overdraft of R17 million outstanding. At the end of the 2005/06 financial year the overdraft was standing at about R4 million. An investigation of the collections as per the budget has indicated that the municipality is collecting all monies as budgeted after taking into account the provision for bad debts. This is then an indication that the problem is not resting only in the current financial year but is both the effect of current operations and past problems that were not addressed.

Some of the past problems that have been carried forward without being addressed are the following:

- Grant money received in previous years was used to finance other operational expenditure resulting in cash flow deficit of about R 24 million.
- Appointment of personnel for which no budgetary provision was made.
- Increase in Councillors' allowances after the budget was approved.
- Current budgets that did not take into account the overdraft existing at the end of the financial year.

As of 09 July 2007 the municipality effectively has no cash in the bank as it currently has an overdraft of R 18,4 million and still has payments to be made for the June 2006 month-end. The high collection period for the municipality is from 20th to 25th of every month. This is then an indication that nothing major in terms of collection can happen until that time, which is two weeks away. A detailed cash flow analysis, which is submitted as part of the monthly reports, which indicates the severity of the problem is attached hereto.

Strategies

Appointments

Each proposed appointment should be motivated to ensure that the position is indeed critical, necessary and budgeted for and that it be submitted to the Executive Committee for approval

The prior approval of the CFO and the MM be obtained for appointment of temporary personnel, casuals and students and only if provision has been made on the budget for such (**Council Resolution A10 of 29 May 2007**)

All cases of suspended officials be finalized as soon as possible but not later than 3 months.

Overtime

The decision of EXCO with regards to overtime **Item A10 of 29 May 2007** be reconfirmed and changed to read as follows strictly adhered to:

“(c) That the payment of overtime for all officials, with the exception of the **officials on official standby** Civil Engineering Department, Community Services Department and Electrical Engineering Department be stopped.

That where necessary time off be given for overtime worked by officials not in the departments mentioned above.

That a list of officials who may work paid overtime mentioned in “C” above be submitted by the relevant departments to the Chief financial Officer.

That all paid overtime be approved by the Head of Department (Manager).”

A report on all overtime worked indicating the nature of the work done and reasons for paid overtime to be submitted to EXCO as part of the monthly reports.

Acting allowance

All acting allowance must be assessed and confirmation received that provision has been made on the budget to accommodate it before the person can act in that position. The Chief Financial Officer must approve the acting allowance and confirm that provision was made on the 2007/2008 budget.

Procurement of goods and services

That no procurement of goods, services and long-term contracts be entered into prior to written confirmation from the CFO of the availability of funds and the financial viability of the project.

Capital expenditure

No capital expenditure be entered into for the 2007/08 financial year until the loan has been finalized and the funds received.

That a cash flow schedule be submitted to the CFO not later than the end of July 2007 by the relevant manager for all capital projects indicating the timing of all cash requirements.

That no bid be awarded if the cost is more than the budgeted amount.

General expenditure

That the prior approval of the Chief Financial Officer be obtained for expenditure other than fixed cost. (**Council Resolution A 10 of 29 May 2007**).

The Telephone calls must be managed by the HOD's and Managers.

Control measures

- To accommodate the R 24 million cash flow backlog it is recommended that:
- Actual expenditure be kept less than R3 million of the actual revenue received to address the cash flow problem within 7 months.
- Monthly reports, including cash flow statements on achieving the above mentioned goals be compiled and submitted to the Municipal Manager and the Mayor.

- That the results of the Discretionary Financial Recovery Plan be assessed during December 2007 and that corrective measures be implemented if necessary.
- Weekly management meetings of HOD's and managers be held to assess progress
- All temporary positions be assessed and motivated and a report be submitted to management
- The financial recovery plan must be approved by Council

- Full credit control be instituted on all accounts in Lenyenye and Nkowankowa on which there is not dispute.
- Legal action be taken to recover all outstanding monies for stand sales
- Investigate methods of responsible disposal of municipal land
- Encashment of leave days should be done as per the attached plan
- All redundant municipal assets should be auctioned before the end of October 2007.
- Urgent and concerted efforts should be made to collect all outstanding traffic fines.

2. ELECTRICAL PLAN

Electrical Department of the GTM

Introduction

Management recently completed a "Departmental Crisis Report", also known as the "420 Million" report which is a plan to address all the major issues preventing the Electrical Department from providing electricity at sufficient capacity and quality to all the inhabitants of both the GTM area of jurisdiction and within the licensed electrical distribution area as approved by NERSA (National Energy Regulator of South Africa). The three main issues addressed in the Crisis Report were

- Electrification**
- Deteriorating state of the existing system (including both maintenance and capital reinvestment without which the quality of supply constantly deteriorates)**
- Insufficient available capacity to supply additional electrical load and natural load growth**

The recent unprecedented growth and mushrooming developments in the area has placed the Council in the thorny position of not being able to provide future developments with electrical capacity due to the combined effects of an aged system and insufficient infrastructure due to lack of sufficient capital reinvestment. The effect of this is to prevent future developments from occurring which in turn 'puts a cap' on Council's potential growth in income from electricity sales. This unfortunate necessity has the potential to sound the 'death knell' of the Municipality and is probably the biggest threat to Council's continued sustainability.

This Financial Recovery Plan is supplemental to the Crisis Report and addresses the specific issue of,

'What are the minimum technical inputs to be able to confidently supply all current and predicted developmental nodes with sufficient electrical capacity and quality, in the quickest and most cost effective manner?'

A timeline from the point of acquiring satisfactory funding, initiating the projects and being able to confidently supply the requested loads in a minimum of two years!!.. hence the urgency of the matter. The two years period is largely due to the fact that the order, design and manufacture of the required transformers are two years.

Much effort and time by both officials and specialist consultants has been put into this report and relevant investigative studies, for which we are eternally grateful.

Identified Critical Developmental Nodes and Developments

The following areas are *listed in order of priority* based on the primarily 'capacity challenged' areas and the level of development occurring in that area.

1. Tzaneen CBD / Residential (Development & Growth)
2. Letsitele Town (Development & Growth)
3. Doornhoek / Manorvlei (Development)
4. Haenertsburg (Development & Growth)
5. Waterbok (Letaba Ranch) (Development)
6. Hotel – Huysers (bridge) (Development)
7. JDM Keet / Avondhoek / Fonteinplaas (Development)
8. Northern Timbers (Development)

Upgrades required to address Capacity Limitations

Below are the identified nodes, which once upgraded / constructed, will satisfy the current and future capacity demands of the development areas mentioned in brackets. As can be seen, the Tzaneen Main Sub and Western Sub will have the most dramatic impact.

Tzaneen Main, Western Sub (1, 3, 7 & 8)

Letsitele Sub / Letsitele Town (2)

Haenertsburg (4)

Waterbok (5)

Pusela (6)

Tarentaalrand T-off (7)

Brief Project Requirements and Cost Implications

Tzaneen Town Electrical Priorities Pusela, Main, Western

Priority	Year	Project Description	Cost
1	2007/8	- Construct the new proposed 66/11kV Western Substation equipped with one new 66/11kV 20MVA transformer	R 4,562,400.00
	2007/8	- Construct a new 66kV Bear overhead line from Tzaneen Main Substation to the new proposed 66/11kV Western Substation	R 7,125,000.00
	2007/8	- Construct the new proposed Ext 53 Substation and equip the substation with required electrical infrastructure including the cable works required for incorporating the new substation into the existing Tzaneen Town network	R 4,694,400.00
	2007/8	- Install a new 240mm ² x 3c Cu PILC cable from Tzaneen Main Substation to the new proposed Ext 53 Substation	R 4,432,800.00
	2007/8	- Service existing 66/11kV 5MVA transformer to be placed temporarily at the new proposed 66/11kV Western Substation	R 250,000.00
	2008/9	- Construct the new proposed 66/11kV Western Substation equipped with one new 66/11kV 20MVA transformer (continue)	R 4,562,400.00
	2008/9	- Equip Essenhout Street Substation with the required electrical infrastructure including the cable works required for incorporating the new substation into the existing Tzaneen Town network	R 2,786,400.00
	2008/9	- Install a new 240mm ² x 3c Cu PILC cable from the new proposed 66/11kV Western Substation to the new proposed Essenhout Street Substation	R 2,316,000.00
	2008/9	- Install a new 240mm ² x 3c Cu PILC cable from the new proposed 66/11kV Western Substation to Aqua Substation including a new 11kV indoor switchgear panel at Aqua Substation	R 8,893,200.00
	2	2007/8	- Order one new 66/11kV 20MVA transformer for the new proposed 66/11kV Western Substation
2007/8		- Install a new 240mm ² x 3c Cu PILC cable from the new proposed 66/11kV Western Substation to the new proposed Essenhout Street Substation	R 2,316,000.00
2008/9		- Install the second new 66/11kV 20MVA transformer at the new proposed 66/11kV Western Substation including the relevant electrical infrastructure	R 6,729,600.00
2008/9		- Install two new 240mm ² x 3c Cu PILC cables from the new proposed Essenhout Street	R 4,120,800.00

		Substation to Adam Circle Substation	
	2008/9	- Replace the existing T1 switches at Adam Circle Substation with new 11kV indoor switchgear panels	R 1,728,000.00
3	2007/8	- Construct the new proposed Ext 74 Substation and equip the substation with the required electrical infrastructure	R 1,656,000.00
	2007/8	- Install a new 240mm ² x 3c Cu PILC cable from the new proposed Ext 53 Substation to the new proposed Ext 74 Substation	R 2,451,600.00
	2008/9	- Install a new 240mm ² x 3c Cu PILC cable from Aqua Substation to the new proposed Ext 74 Substation including a new 11kV indoor switchgear panel at Aqua Substation	R 2,064,000.00
4	2007/8	- Install a new 240mm ² x 3c Cu PILC cable from the new proposed 66/11kV Western Substation to Aqua Substation including a new 11kV indoor switchgear panel at Aqua Substation	R 8,893,200.00
	2008/9	- Install two new 240mm ² x 3c Cu PILC cables from Adam Circle Substation to Claude Wheatley Substation including two new 11kV indoor switchgear panels at Claude Wheatley Substation	R 4,920,000.00
5	2007/8	- Install a new 240mm ² x 3c Cu PILC cable from Tzaneen Main Substation to the new proposed Ext 53 Substation	R 4,432,800.00
	2007/8	- Install a new 240mm ² x 3c Cu PILC cable from Aqua Substation to the new proposed Ext 74 Substation including a new 11kV indoor switchgear panel at Aqua Substation	R 2,064,000.00
	2008/9	- Install a new 240mm ² x 3c Cu PILC cable from the new proposed Ext 53 Substation to the new proposed Ext 74 Substation	R 2,451,600.00
			<p>Priority 1: 2007/8 = R 21,064,600.00 2008/9 = R 18,558,000.00</p> <p>Priority 2: 2007/8 = R 2,316,000.00 2008/9 = R 12,578,400.00</p> <p>Priority 3: 2007/8 = R 4,107,600.00 2008/9 = R 2,064,000.00</p> <p>Priority 4: 2007/8 = R 8,893,200.00 2008/9 = R 4,920,000.00</p> <p>Priority 5: 2007/8 = R 6,496,800.00 2008/9 = R 2,451,600.00</p> <p>Total: 2007/8 = R 42,878,200.00 Total: 2008/9 = R 40,572,000.00</p> <p>Total Cost = R 83,450,200.00</p>

New Proposed Substation (Eiland Area) W/bok, Lets main & town

Priority	Year	Project Description	Cost
1	2007/8	- Construct a new 66kV Bear overhead line from the Letsitele Main Substation northwards to the La Cotte T-Off area (Eiland area)	R 22,693,384.00
	2007/8	- Construct the new proposed 66/33kV substation equipped with one new 66/33kV 10MVA transformer	R 5,169,600.00
	2007/8	- Service the existing 66/33kV 5MVA transformer	R 360,000.00
	2008/9	- Construct the new proposed 66/33kV substation equipped with one new 66/33kV 10MVA transformer (continue)	R 5,169,600.00
	2008/9	- Install the existing 66/33kV 10MVA transformer from Rubberville Substation at the new proposed 66/33kV substation and install the existing 66/33kV 5MVA transformer at Rubberville Substation (swop transformers)	R 144,000.00
		<p style="text-align: right;">Priority 1: 2007/8 = 2008/9 =</p> <p style="text-align: right;">Total Cost =</p>	<p style="text-align: right;">R 28,222,984.00</p> <p style="text-align: right;">R 5,313,600.00</p> <p style="text-align: right;">R 33,536,584.00</p>

Tarentaalrand "T-Off" Substation

Priority	Year	Project Description	Cost
1	2007/8	- Replace the existing 2 x 66/11kV 1.6MVA transformers with two new 66/11kV 5MVA transformers	R 5,772,000.00
		<p style="text-align: right;">Priority 1: 2007/8 =</p>	<p style="text-align: right;">R 5,772,000.00</p>

New Proposed Substation (George's Valley Area) H/burg

Priority	Year	Project Description	Cost
1	2007/8	- Construct a new 66kV Bear overhead line from the new proposed 66/11kV Western Substation to the new proposed 66/33kV George's Valley Substation located between Asgard and New Orleans Substations	R 15,568,419.00
	2007/8	- Construct the new proposed 66/33kV George's Valley Substation equipped with one new 66/33kV 10MVA transformer	R 4,320,000.00
	2007/8	- Order the second new 66/33kV 10MVA transformer for the new proposed 66/33kV George's Valley Substation	R 0.00
	2008/9	- Construct the new proposed 66/33kV George's Valley Substation equipped with one new 66/33kV 10MVA transformer (continue)	R 4,320,000.00
	2008/9	- Install the second new 66/33kV 10MVA transformer at the new proposed 66/33kV George's Valley Substation	R 3,900,000.00
		<p style="text-align: right;">Priority 1: 2007/8 = 2008/9 =</p> <p style="text-align: right;">Total Cost =</p>	<p style="text-align: right;">R 19,888,419.00</p> <p style="text-align: right;">R 8,220,000.00</p> <p style="text-align: right;">R 28,108,419.00</p>

Letsitele Valley Substation

Priority	Year	Project Description	Cost
1	2007/8	- Construct a new 33kV Hare overhead line from the existing 33kV Ebenezer overhead line (Agatha Feeder)	R 764,400.00
	2007/8	- Construct a new 33/11kV 2MVA substation	R 1,812,000.00
		Priority 1: 2007/8 =	R 2,576,400.00

Total Tzaneen Electrical Costs

Rural: 2007/8 =	R 56,459,803.00
2008/9 =	R 13,533,600.00
Rural: Total =	R 69,993,403.00

Town: 2007/8 =	R 42,878,200.00
2008/9 =	R 40,572,000.00
Town: Total =	R 83,450,200.00

Tzaneen: 2007/8 =	R 99,338,003.00
2008/9 =	R 54,105,600.00
Tzaneen: Total =	R 153,443,603.00

Conclusion

Although already mentioned, the gravity of the situation needs to be reiterated... "Without the requested Financial Intervention, Tzaneen will not be able to supply the required electrical capacity of new and proposed developments, effectively stunting Tzaneen's growth and financial income!!"

In fact, if intervention is not sufficiently swift, even the existing loads will be in jeopardy.

This 'Financial Recovery Plan' must not be seen as a fixed term plan, but rather a plan that must be *implemented as soon as practically possible!!* The five 'projects' will be required to all start in year one if all are to be completed in the quickest possible time. As stated earlier, due to technical equipment manufacturing constraints, it is realistic to expect the full process to take a minimum of two years, although with some innovative planning, it may be possible to start reaping some benefits of minimal extra capacity in selected areas after about 12 months.

Finally, due to manpower and technical expertise restraints, it will further be necessary to make use of an 'overall coordinating Consultant' to ensure the smooth flow and acceptable technical implementation of the various projects.

3. TRANSPORT PLAN

LEGISLATION / POLICY PRESCRIPTION

1. THE NATIONAL LAND TRANSPORT TRANSITION ACT 22 OF 2000

- Contains the statutory requirements relating to various planning elements.
- The requirements of this Act relates to various aspects of transport planning viz: -
 - strategic objectives to be achieved through planning
 - contents of any particular plan
 - planning process or procedures
 - planning programme
 - publication of plans
 - integration of planning
 - public participation
 - responsibility for planning

2. WHITE PAPER ON NATIONAL TRANSPORT POLICY

- The *Land Passenger* section of the White Paper on National Transport Policy consists of two main parts namely:
 - a description of the strategic objectives of government for land transport and;
 - the development and description of land transport policy.

3. MOVING SOUTH AFRICA ACTION AGENDA

- Followed on the 1996 White Paper on National Transport Policy with the focus shifting more to the customer and to the concept of differentiated customers with a diverse range of needs viz:
 - the need for sustainability
 - level of action
 - steps to realize the integrated vision
 - strategic principles to guide implementation

The White Paper together with the Moving South Africa Action Agenda are the cornerstones of the **National Land Transport Transition Act 22 of 2000**.

ANALYSIS / STATUS QUO

The Greater Tzaneen Municipality forms part of the Mopani District Municipality together with the following Municipalities

- Greater Letaba
- Greater Giyani and
- Ba-Phalaborwa

As roads connect the above-mentioned Municipalities it is of great importance that the Transport Plans of all the above mentioned municipalities be integrated with that of Greater Tzaneen Municipality.

THE TRANSPORT SYSTEM CONSISTS OF FOUR BASIC ELEMENTS NAMELY:

- Modes of Transport
- Infrastructure
- Users of the system
- Planning, Implementation, Monitoring and Maintenance of the system.

➤ **MODES OF TRANSPORT**

Modes of transport include:

- A. Private and public vehicles
 - B. Buses and taxis
 - C. Pedestrians, motorcycles, bicycles etc
 - D. Delivery and emergency vehicles
- A. PRIVATE/ PUBLIC VEHICLES

- A.i 57 000 **Private vehicles** were registered at the Municipality as per 25/08/2004 statistics.
- A.ii No **Passenger Train Transport** is presently functioning from Tzaneen station to other areas within Greater Tzaneen Municipality area.
- A.iii **Donkey-cart Transport** is often used in rural areas. A survey is to be conducted as to the number of such mode of transport

➤B. BUSES AND TAXI'S

B.1 **Buses and Taxi's** forms a large component of the Public Transport, carrying commuters from villages and suburbs into Tzaneen town and surrounding municipalities.

- i Bus companies carry **school children** from the above areas into Tzaneen schools are
 - Netshitudi Bus Service owing 8 Buses
 - Machris Bus Service - 1 Bus
 - Truslea Bus Service with 4 Buses
 - Fouché Bus Service with 3 Buses
- ii Bus companies carrying **commuters** for long and short distances to Greater Tzaneen Municipality are:
 - Great North Bus Services
 - RBS (former Risaba Bus Service)
 - Translux
 - MBS

Public Transport routes used by Buses and Taxis from Ward 1 to Ward 33:

Tzaneen to Maponya	-	Vol 255 passengers
Tzaneen to Khujwana	-	Vol 170 passengers
Tzaneen to Lenyenye	-	Vol 208 passengers
Tzaneen to Sunnyside	-	Vol 189 passengers
Tzaneen to Moime	-	Vol 255 passengers
Tzaneen to Mogoboya	-	Vol 85 passengers
Tzaneen to Maake	-	Vol 170 passengers
Tzaneen to Shiluvane	-	Vol 170 passengers
Tzaneen to Mogapeng	-	Vol 85 passengers
Tzaneen to Pharare	-	Vol 85 passengers
Tzaneen to Masoma	-	Vol 85 passengers
Tzaneen to Julesburg	-	Vol 85 passengers
Tzaneen to Sedan	-	Vol 85 passengers
Tzaneen to Zangoma	-	Vol 85 passengers
Tzaneen to Shikwambane	-	Vol 85 passengers
Tzaneen to Petanenze	-	Vol 85 passengers
Tzaneen to Burgersdorp	-	Vol 104 passengers
Tzaneen to Mkwakwaile	-	Vol 255 passengers
Tzaneen to Modjadji	-	Vol 170 passengers
Tzaneen to Medingeng	-	Vol 85 passengers
Tzaneen to Madumane	-	Vol 255 passengers
Tzaneen to Thapane	-	Vol 85 passengers
Tzaneen to Kubjane	-	Vol 85 passengers
Tzaneen to Motupa	-	Vol 85 passengers
Tzaneen to Xihoko	-	Vol 85 passengers
Tzaneen to Wally	-	Vol 85 passengers
Tzaneen to Mandlakazi	-	Vol 85 passengers
Nkowankowa to Xihoko	-	Vol 170 passengers
Nkowankowa to Manolakazi	-	Vol 85 passengers
Nkowankowa to Maponya	-	Vol 85 passengers
Nkowankowa to Mlati	-	Vol 85 passengers
Nkowankowa to Shiluvane	-	Vol 85 passengers
Petanenge to Nkowankowa	-	Vol 85 passengers
Tzaneen to Lenyenye	-	Vol 85 passengers

Tzaneen to Muhlabe cross - Vol 85 passengers
 Tzaneen to Dan Village - Vol 85 passengers

B.2 **Taxi Associations** operating within and outside Greater Tzaneen Municipality are:

Boyne
Pusela
Nkowankowa
Nwamitwa
Bolobedu (Buta)
Bakgaga
The oaks and
Letaba

New Chairpersons for this Association elected during the week of 3-6 May 2005

Maxi Taxi's

No Maxi Taxi's services are available from Tzaneen CBD to various residential areas like Aqua Park, Arbor Park, Flora Park and Industrial areas.

At present only illegal Taxi's operate from CBD to Flora Park and Industrial area. Consultation was done with Provincial Department Transport (Mopani District) about licencing Maxi Taxi's.

B.3 BUSES AND TAXI'S - Main Lines

Ba-Phalaborwa to Tzaneen:

±1530 passengers per week use buses and taxi's.

Translux Bus Services

2 Buses per day ± vol 85 per single trip. (± 1190 passengers per week.)

TAXI's Tzaneen to Gauteng (Pretoria – Johannesburg)

± 1190 passengers by Taxis (Pusela Taxi Association) per week, Depending on the number of trips undertaken.

TAXI RANK INFORMATION WITHIN GREATER TZANEEN MUNICIPALITY

- **Burgersdorp Taxi Rank**
 This Taxi Rank is situated in Burgersdorp on road reserve along the R36 Tzaneen Lydenburg Road. It is an informal Taxi Rank and has no facilities for commuters e.g. Shelter, Toilets, etc. It operates from the site as a starting point and has several destination points: Julesburg via Ofcolaco; Nkowankowa and Tzaneen via Bridgeway on the R36 road to Tzaneen; the taxi rank is busy during morning and off-peak periods. The most utilized route by the taxis is the R36 TRL.
- **Gabaza Taxi Rank**
 Gabaza Taxi Rank is situated in Gabaza opposite Burgersdorp Taxi Rank across the R36 tarred road. It is an informal taxi rank on road reserve. It is operating from the site as a starting point to Letsitele via Mafarana.
- **Lenyenye Taxi Rank**
 Lenyenye Taxi Rank is situated at the entrance to the town opposite the garage. It is an informal taxi rank with destinations such as Tzaneen, Phalaborwa and Metz.

 Taxi's also load/off load commuters informally at the CBD of the town.
- **Leolo Taxi Rank**
 Leolo Taxi Rank is situated in Leolo Settlement. It is an informal taxi rank on road reserve sharing with buses. It serves the community traveling from and to Lenyenye via Rakoma.
- **Lephephane Taxi Rank**
 It is an informal taxi rank in Lephephane near the market place on the road reserve. There are facilities available.

- **Letsitele Taxi Rank**
Letsitele Taxi Rank is situated in Letsitele CBD area. It is a formal taxi rank occupying an area of about 475m². There are 7 platforms without shelters for loading purposes. There is an office and toilets that are provided and maintained by Greater Tzaneen Municipality. There is also an informal car wash some 150m away which is utilized by taxi drivers to wash their taxis.
- **Letaba Cross Taxi Rank**
It is a very informal taxi rank situated near the intersection between Roads D673 and R36 on the Lydenburg/Tzaneen road. It aims to helping people who reside near Bindzulani shopping centre, Dan and Lusaka Settlements. It is busy early in the morning as people are going to Tzaneen for work and slow-downs during off-peak periods and almost no action during afternoon peak period. There are no facilities at this taxi rank.
- **Letaba Hospital (E) Taxi Rank**
It is an informal taxi rank opposite Letaba Special School and Letaba Hospital on road reserve D673. This taxi rank is aimed at serving people from Mamitwa to Letaba Hospital and vice versa. It is not a busy taxi rank. There are no facilities.
- **Letaba Hospital (W) Taxi Rank**
It is an informal taxi rank at 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. This taxi rank is aimed to serve people coming to the hospital to Nkowankowa, Gabaza and Burgersdorp via Bridgeway. The most utilized route from this taxi rank is road D673 and R36.
- **Mafarana Taxi Rank**
It is an informal taxi rank at the entrance of Mafarana on road reserve at an intersection of roads D8 and MLB TRL/NBS TRL. There are no facilities available. It serves people from Mafarana to several destinations like Mulati, Bonn, Sedan and Letsitele. The taxis from this taxi rank utilizes mostly road D8 to Letsitele CBD area.
- **Mamitwa Taxi Rank**
This taxi rank is situated in Mamitwa near the Mamitwa Head Kraal. It is an informal taxi rank on the road reserve from Mamitwa to Mandlakazi. There are no facilities except the pit-latrines. It is aimed at serving people from Mamitwa to Mokgwathi via Shihoko, Thapane and Tzaneen. The most utilized route by taxis from this rank is the D3247/D1292/P43 to Tzaneen.
- **Madumane Taxi Rank**
Madumane is an informal taxi rank situated in Madumane on the road splitting to Morapalala, Mohokgo Block 6 and Pakong. There are no facilities at all. It is aimed at serving people from the area to Tzaneen via Mutupa/Relela areas. The taxi rank is busy during morning peak and off-peak period.
- **Moime Taxi Rank**
It is an informal taxi rank at the South entrance of Moime Village. It is an on street taxi rank and without facilities. Is aimed at taking people from Moime via Bridgeway to town on the road R36/P17. The taxi rank is busy during morning and off peak periods.
- **Mokgwathi Taxi Rank**
Mokgwathi is another informal taxi rank at Mokgwathi at the T-Junction of the road from Merekome and D319. There are no facilities. It is aimed at taking people from the village traveling to town via Merekome to Tzaneen and people traveling to Mamitwa via Shihoko, Hlohlokwe via Mawa.
- **Motupa/Relela Taxi Rank**
Motupa/Relela taxi rank is an informal taxi rank on the road reserve at Mutupa Village. There are no facilities. It is aimed at people from the area to Tzaneen and vice-versa. It is very busy during the morning and the off-peak periods. Taxis from this taxi rank utilize the road D1350 to Tzaneen and back.
- **Nkambako Taxi Rank**
Nkambako taxi rank is situated at Nkambako Risaba junction on the road reserve. It is an informal taxi rank and there are no facilities. Taxis from this taxi rank are destined to Mamitwa, Letsitele, Tzaneen and Giyani. The most utilized route from the taxi rank is the D1267 to Giyani, Letsitele and Tzaneen via Tarentaal.
- **Nkowankowa Taxi Rank**
The taxi rank is on Site 215A, Bankuna Street. The area has integrated facilities for hawkers and taxis.

The taxi rank is busy during mornings and afternoon peak hours when commuters travel to and from work and has several destinations namely; Tzaneen, Phalaborwa, Burgersdorp, Mamitwa, Letsitele, Petanenge, Letaba Hospital and Giyani.

The loading-off loading area for taxi's has been clearly marked, but shelter for taxis, and a waiting/sitting area for commuters have not been provided.

- **Nwamahori Taxi Rank**

Nwamahori is an informal taxi rank situated in Khujwana. It is an on street type of taxi rank but has got a big area which is going to be used for the taxi rank in future next to the road near the Peace Makers Football Club Soccer Field. It is targeted for people mainly from Khujwana traveling to Tzaneen on R36/P17 road. There are no facilities.

- **Petanenge Taxi Rank**

Petanenge taxi rank is an informal taxi rank on the entrance of Petanenge coming from Nkowankowa side under the marula tree. It is not a busy taxi rank. It is aimed at people from the village traveling to Nkowankowa and to Tzaneen via Mhlava and Sasekani on R36 road.

- **Rita 1 Taxi Rank**

It is an informal taxi rank on road reserve on the turn off to C.N. Phatudi road from R36 road. It is a very busy taxi rank especially during morning peak hours. The taxi rank stops operating from area at 15:00 as all the taxis rush to Sanlam Centre taxi rank in Tzaneen to take people from town to the homes. There are no facilities at all. At night some of the taxi uses the garage opposite the taxi rank as a holding area. The most utilized road from this taxi rank is the R36 to Tzaneen.

- **Rita 2 Taxi Rank**

It is an informal taxi rank at a turn off to Letsitele via Lefaro/Zangoma from the R36 road. It is an on street type of taxi rank aimed at people traveling to Letsitele via Lefara and Zangoma on road D3766. It is not a busy taxi rank. There are no facilities at all.

- **Thapane Taxi Rank**

It is an informal taxi rank on the road reserve. There are no facilities at this taxi rank. It is aimed at people traveling from the village and Muruji area traveling to Tzaneen using the Deerpark road on D978. The taxi rank is busy during morning peak and off peak period. The most utilized route from the taxi rank is the D978 to Tzaneen.

- **Tzaneen Crossing (Old Sanlam Centre) Taxi Rank**

This taxi rank was established in toto and hawkers' esplanades installed with full infrastructure by the developers of the Centre at their costs of R2mil.

It is a formal taxi rank situated at Sanlam Centre shopping area occupying an area of about 3934m². There are 11 loading platforms with shelters which are still not enough as the taxi rank is extremely busy. The undercover seats at he shelters are inadequate. There are toilets inside the shopping centre for public use.

The taxi rank is very busy even at of- peak period and until late afternoons. Most utilized route is P17/R36 with destinations such as Nkowankowa, Dan, Lusaka, Mokgolobotho, Khujwana, Lephephane, Lenyenye, Thickeyline, etc.

- **Tzaneen Pick 'n Pay Taxi Rank**

It is a formal taxi rank situated at Tzaneng Mall (Pick 'n Pay) occupying an area of ±4763m². There are two separate loading areas in the taxi rank. The one loading area is for local destine and the other for far distances e.g. Boyne, Polokwane, Johannesburg, Giyani, Pretoria, etc. There are 14 loading platforms combined in the taxi rank. The local one has several destinations like Duiwelskloof, Kgapanne, Motupa/Relela, Thapane, Mamitwa, Acornhoek, etc. This part of the taxi rank is very busy during the off peak period and the afternoon peak period. The most utilized route by taxis from this rank is the D978 via Deerpark followed by P43/3 via D1292 to Mamitwa.

The far destine part of the taxi rank is busy from morning peak until 16:00 as a transfer station. The most utilized route from this part of the taxi rank is the D528 and P17 roads via George's Valley and Makgoebaskloof to Polokwane respectively.

CAPACITY UTILISATION OF TAXI RANKS

(As per Khanyisa Consultants for Mopani Municipality)

Facility Code	Rank Description	Utilisation (%)		
		AM Peak	MID Peak	PM Peak
L-F0001M	Burgersdorp Taxi Rank	1316.7	937.5	650
L-F0002M	Gabaza Taxi Rank	83.33	181.25	125
L-F0003M	Lenyenye Taxi Rank	783.3	675	141.7
L-F0004M	Leolo Taxi Rank	200	206.3	116.6
L-F0005M	Letsitele Taxi Rank	38	68.6	70.3
L-F0006M	Letaba Cross Taxi Rank	166.7	106.3	0
L-F0007M	Lephepane Taxi Rank	0	0	0
L-F0008M	Letaba Hospital East Taxi Rank	158.3	406.3	50
L-F0009M	Letaba Hospital West Taxi Rank	300	812.5	116.7
L-F0010M	Mafarana Taxi Rank	100	56.3	8.3
L-F0011M	Mamitwa Taxi Rank	132.5	1206.5	575
L-F0012M	Madumane Taxi Rank	166.7	137.5	91.6
L-F0013M	Moime Taxi Rank	258.3	206.5	108.3
L-F0014M	Mokgwathi Taxi Rank	333.3	131.5	25
L-F0015M	Motupa / Relela Taxi Rank	1675	1375	783.3
L-F0016M	Nkambako Taxi Rank	325	137.5	58.3
L-F0017M	Nkowankowa Taxi Rank	189.5	236.9	56.1
L-F0018M	Nwamahori Taxi Rank	233.3	243.7	266.6
L-F0019M	Petanenge Taxi Rank	100	100	100
L-F0020M	Rita 1 Taxi Rank	766.8	135.3	108.4
L-F0021M	Rita 2 Taxi Rank	100	125	108.3
L-F0022M	Thapane Taxi Rank	541.6	256.2	116.6
L-F0023M	Tzaneen Pick 'n Pay Taxi Rank	118.0	123.9	91.5
L-F0024M	Tzaneen Crossing (Old Sanlam Centre Taxi Rank)	27.8	141	68.3

➤ INFRASTRUCTURE

The four main roads lead into Greater Tzaneen Municipality are declared National Roads maintained by the National Road Agency viz:

- Lydenburg road
- Gravelotte – Ba-Phalaborwa road
- Magoebaskloof – Greater Letaba Road
- Georges Valley road.

These roads are tarred and upgraded during 2001 – 2002. Lydenburg road carries a large volume of Traffic, especially during peak hours and cannot cope with such volumes. A total number of 517 accidents were reported during 2003-2004

➤ **USERS OF THE SYSTEM.**

- * **Private road users** - 57 000 private vehicles registered in Greater Tzaneen Municipality together with other vehicles from outside areas passing through Greater Tzaneen Municipality and other visiting.
- * **Pedestrians** - on sidewalks for shopping and other commitments.
- * **Hawkers** - also on sidewalks, hawker esplanades and demarcated areas for hawking.
- * **Public transport:** - buses and taxis carrying commuters into and out of Tzaneen.
- * **The transportation of produce** by farmers, sawmills, quarry/mining transport etc

C. MOTORCYCLES, BICYCLES AND PEDESTRIANS also form part of our traffic. Pedestrian related accidents raise fatality rates to undesired levels.

D. DELIVERY & EMERGENCY TRANSPORT:

D.1 DELIVERY TRANSPORT:

- * Courier services - Spoed Vervoer
 - Budget
 - X.P.S
 - Sun Couriers
 - Capricon Couriers
 - D.H.L Couriers
 - E.P.X Couriers
 - C.C.T. Couriers
 - Fleet Rent
 - Y2k Services
- * Farmers
 - C.P. Minnaar 30 trucks
 - Kobus Minnaar 45 trucks
 - Premium Trucking 16 trucks
 - Van Rooyen Machinery 2 trucks for abnormal loads
- * Quarry (mining) and sand transport
 - Geldenhuys Transport
 - Letaba Bricks
- * Tanker Services (Transporting of Hazardous substances)
 - Local Depots: BP Depot, Shell, NPS Excell, Polox, DED Distributors, Bosbok Gas, Gasman, B & F Distributors, Bosbok oil, Stuarts Transport, Afrox, and Mabunda blasting.
- * Sawmills
 - Letaba Sawmill - 3 trucks (extra heavy)
 - Schoeman Sawmill - 2 trucks (extra heavy)
 - Visagie Sawmill - 1 truck (extra heavy)
 - Northern Timbers - 10 trucks (extra heavy)

- * Transportation of **Hazardous substances**
Transportation of hazardous substances into and via Greater Tzaneen Municipality is not regulated at present. Vehicles from local fuel depots use any road to pass through Greater Tzaneen Municipality, which is a dangerous practice to life.

D.2 EMERGENCY SERVICES

- * Emergency Services:

Mopani District Municipal is in possession of the following:

1. Disaster management unit (bus)
2. Fire Department - 1 Command vehicle
 - 4 fire fighting trucks
 - 4 LDV vehicles
 - 1 Rubber duck
 - 3 Grass fire fighting vehicles
 - 1 Fire prevention vehicles
- Rescue services- 2 vehicles
- Response unit - 1 LDV
- Advance support - 1 LDV

- * Ambulances

- Private ambulance companies
 - = NPR
 - = Zambi 2 ambulances

- Government Ambulances
 - = 6 Ambulances
 - = 5 Buses and
 - = 1 truck

Greater Tzaneen Municipality

- Traffic 9 vehicles comprising of
 - = 7 sedan (marked) and
 - = 2 LDV (marked)

➤ IMPLEMENTATION, MONITORING & MAINTENANCE

Responsible Stakeholders:

Mopani District Municipality, Greater Tzaneen Transport Forum, Developers, National Government, Provincial Government, consulting engineers, town planners, community, police and traffic police together with landscape architects.

🔗 PRIVATE/PUBLIC PARTICIPATION

The **Transport Forum** was established within the Greater Tzaneen Municipality to ensure a stage for public participation. Attendance of such Forum meetings is not yet fully participated but progress is made to draw community awareness.

🔗 PRELIMINARY PRIORITIES

1. - Public Participation needs to be fully participative and maintained so as to serve as a platform for all transport stakeholders to participate in transport related issue, to unite the transport industry, monitor transport needs and monitor the implementation of measures to meet these needs by means of:
 - Being part of the planning and operational process

- Being part of the process for making policy and drafting legislation
- Ensuring peace and stability in the area by means of conflict resolution.
- Improving transport in general
- Providing economic assistance
- Ensuring safe road conditions by enforcing adherence to traffic rules and regulations.

2. Objectives

- 2.1 To improve transport infrastructure, facilities and services within Greater Tzaneen Municipality within a 5 year period.
- 2.2 To democratize decision – making progress through consultation and public participation e.g. Transport Forum.
- 2.3 To control and divert transportation of hazardous chemicals within Greater Tzaneen Municipality residential areas and CBD
- 2.4 To alleviate poverty through the application of local employment development (LED).

4. INTEGRATED WASTE MANAGEMENT PLAN

Reporting Level	Description.
1.Overview of the Waste Management Service.	<p>1. LEVEL OF SERVICE. a) A full kerbside collection service are rendered to all communities in the following suburbs of Greater Tzaneen Municipality, which represents only 11% of all households. All general and bio-hazardous waste are removed from viz: Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haenertsburg [at present 300 000m³]</p> <p>2. BACKLOGS. a)0% of households in the total rural areas, representing ±80034 households. b)The cost to address the service in full with immediate effect, will be approximately R40,000,000-00 for all 125 villages.</p> <p>3. STAFF COMPONENTS. a) The jurisdiction area is divided by the main roads from Politsi via Tzaneen, Tarentaalrand, Letsitele and Trichardsdal, in a Northern and Southern service region.</p> <p>4. WASTE MINIMIZATION. a) The following production of refuse exists in the GTM area, resulting in a life-span of ± 20 years. * Volumes generated = 300 000 m³ p.a. * Capacity of the Landfill = 1,600,000m³ * Compaction = 5:1 b) The landfill site is presently utilized as a Regional landfill receiving solid waste from Tzaneen and Greater Letaba.[Modjadjiskloof.] c) Presently all organic waste (garden) are treated at the composting site adjacent to the landfill site. [Presently _+ 30 000m³</p> <p>5. LITTER PICKING. (MAIN ROADS & STREETS) a)All streets & main roads are cleaned on a regular and period schedule from all debris and solid waste.[24 000 m³ p.a.]</p> <p>6. RECYCLING. a) Recycling takes place at the source of origin and are removed by private enterprise from industrial and business premises. [31 000m³ p.a.] b) Recycling at the Tzaneen Landfill [16 800 m³ p.a.]</p> <p>7. THE SERVICES MUST BE EXTENDED TO INCLUDE: a) ± 125 Villages of another 80034 residential stands, which are</p>

	<p>situated within the jurisdiction area of G.T.M.</p> <p>b) The mandate of GTM is to:</p> <p>i) Provide all households with a basic removal service.</p>
<p>2. Description of the Solid Waste Management function which are administered as follows.</p>	<p>1. REMOVAL SERVICES:</p> <p>a) LEVEL OF SERVICE.</p> <p>i) A full curbside collection service are rendered to all communities in the following suburbs of Greater Tzaneen Municipality, which represents only 11% of all households ALL general and bio-hazardous waste are removed viz: Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haenertsburg</p> <p>b) BACKLOGS.</p> <p>i) 0% of households in the total rural areas, representing ±80034 households, receive a basic service. Two (2) x trial projects are however at present undertaken in rural areas which failed due to the lack of cooperation with Prov & Gov departments and the lack of manpower, financial & infrastructural support.</p> <p>ii) The cost to address the service in full with immediate effect will be approximately R40, 000,000-00 for all 125 villages.</p> <p>2. LITTER PICKING/STREET CLEANSING.</p> <p>a) All streets and main roads are cleaned on a regular and period schedule from all debris and solid waste [24 000 m³ p.a.]</p> <p>3. PUBLIC OFF LOADING FACILITIES/LANDFILL.</p> <p>a) 1x Regional landfill, 4 km. from Tzaneen.[5xha in size.]</p> <p>b) Fully permitted from 1/12/2004 as a G.M.B- site.</p> <p>c) Landfill being managed by a M S P (Waste Group Ingwe) in compliance with specifications from the I.W.M.P.[Integrated Waste Management Plan]</p> <p>d) Public off loading facility each at: Nkowankowa, Lenyenye, Letsitele, and Haenertsburg. [Only for OFF- LOADING by the Public: NOT A TRANSFERSTATION]</p> <p>e) 6m³ skips utilized for this purpose and are cleaned on a daily basis at the Tzaneen Regional Landfill.</p> <p>f) All P.O.F.'s (public offloading facilities) are managed by a MSP (Waste Group Ingwe)</p> <p>g) No municipal employee utilized at these facilities</p> <p>4. PUBLIC TOILETS</p> <p>a) 8x public toilet blocks managed by Tzaneen Solid Waste</p> <p style="padding-left: 20px;">*4x block at Tzaneen</p> <p style="padding-left: 20px;">*1x block at Nkowankowa</p> <p style="padding-left: 20px;">*1x block at Letsitele</p> <p style="padding-left: 20px;">*1x block at Haenertsburg</p> <p style="padding-left: 20px;">*1x block at Lenyenye</p> <p>b) Blocks open for 12 hours daily</p> <p>c) Cleaning and disinfecting of blocks every 5 hours</p> <p>d) Provision of toilet paper</p>
<p>3. Strategic objectives.</p>	<p>1. WASTE MINIMIZATION</p> <p>a) Recycling.</p> <p>b) Composting.</p> <p>c) Re-use.</p> <p>d) Clean schools programme.[Rural areas]</p> <p>2. COLLECTION AND TRANSPORTATION.</p> <p>a) Kerbside collection.</p> <p>b) Recycling at resource.</p> <p>c) Public off loading facilities.</p> <p>d) Waste by rail.</p> <p>e) Litter picking.</p> <p>f) Hazardous waste.</p> <p>3. DISPOSAL AND TREATMENT.</p>

	<ul style="list-style-type: none"> a) Permitted treatment facilities. b) Permitted disposal sites. c) Registered transfer stations/public off-loading facilities. <p>4. ORGANISATIONAL MEASURES.</p> <ul style="list-style-type: none"> a) Key focus areas/role players. b) MIS [Info Systems] c) Key performance indicators. d) Electronic capturing.
4. Key Focus Areas versus problems/challenges.	<p>1. WASTE MINIMIZATION (DESCRIPTION/PROBLEMS.</p> <ul style="list-style-type: none"> a) Formal recycling system exists.=1X project p.a.[2005 in Tzaneen] b) Formal composting plant exists[adjacent to the Landfill] c) No gas extraction system exists on the landfill site. <p>2. WASTE COLLECTION & TRANSPORT. (DESCRIPTION/PROBLEMS)</p> <ul style="list-style-type: none"> a) <i>OLD VEHICLES</i> – vehicle fleet 15+ years old (no stand-by vehicles) no transportation cost study exists. b) <i>RURAL & VILLAGES</i> – no removal of bio-hazardous waste from rural areas. c) <i>MAIN ROADS CLEANING</i> – no removal of general waste from rural areas. <p>3. POLLUTION CONTROL. (DESCRIPTION/PROBLEMS)</p> <ul style="list-style-type: none"> a) <i>POLICING OF ILLEGAL DUMPING</i> – No regular policing of illegal dumpings. b) <i>COURT PROCEDURES</i> – lack of municipal court/sentences. <p>4. TREATMENT & DISPOSAL. (DESCRIPTION/PROBLEMS)</p> <ul style="list-style-type: none"> a) <i>PERMITS</i> – landfill permit issued [1/12/2004] b) <i>REGISTRATION OF TRANSFER STATIONS</i> – application for exemptions. c) <i>DEVELOPMENT PLAN</i> – scale model. <p>5. ORGANIZATIONAL STRUCTURE. (DESCRIPTION/PROBLEMS)</p> <ul style="list-style-type: none"> a) <i>ADMIN SUPPORT.</i> <ul style="list-style-type: none"> *No Admin-Officer. *Electronic capturing of info. *Budget support [grants and funds] *Lack of appropriate software. b) <i>MIS</i>-No Provincial waste info system. c) <i>INTEGRATED MANAGEMENT</i> – lack of dedication from other sections in “Clean Town Committee”
5.Analyses of the functions.	<p>1.Number & cost to employer of all personnel associated with refuse removal:</p> <ul style="list-style-type: none"> → Professional (HoS) → Field (Team Leader) → Office (Superintendents) → Non-professional (Labourers) → Temporary (Prov Employees) → Contract (3x contractors)
	<p>2.Number of households receiving regular refuse removal services, and frequency and cost of service.</p> <ul style="list-style-type: none"> → Removed by municipality at least once a week → Removed by municipality less often → Communal refuse dump used → No rubbish disposal → Total cost of removal and disposal.
	<p>3.Total and projected tonnage of all refuse disposed.</p> <ul style="list-style-type: none"> → Domestic/commercial → Garden
	<p>4.Total number, capacity and life expectancy of refuse disposal sites.</p> <ul style="list-style-type: none"> → Domestic/commercial (x1) → Garden (x1)

	5.Anticipated expansion of refuse removal service. → Domestic/commercial → Garden
	6.Free basic service provision. → Quantity (Number of households affected) → Quantum (value to each household)
	7.Total operating cost of solid waste management function.
6.Key Performance Area.	Performance during the year, performance targets against actual achieved and plans to improve performance
1. Waste Minimization.	a) Recycling at landfill. b) Recycling at Premises. c) Re-use.[Gas extraction] d) Compost terrain.
2. Treatment and Disposal.	a) Permit of Landfill.
3. Collection & Transportation.	a) New, appropriate and purpose made fleet. b) Village collections.
4. Collection & Transportation.	a) Removal on all generators of medical refuse

2004/5 year	
1	-
11	-
2	-
68	-
39	-
3	R5,359,873
9321	-
0	-
0	-
70713	-
0	R14,119,951
300 000 m ³ p.a. 24 000 m ³ p.a.	
1 600 000 m ³ 180 000 m ³	20 years 20 years
2560 0	R1,000,000 0

Equitable share =	R5,295,072
	R20202958
Current	Target
10%	20%
10%	45%
0%	100%
100%	100%
100%	100%
0%	100%
0%	10% p.a.
98%	100%

During construction of roads, taxi ranks and ablution facilities, local people may be appointed - thus alleviating poverty

2.5 To minimize the negative side effects which Transport may have on environment?

2.6 The correct coding of Taxi Ranks; numbering; and clear direction signs for tourists as where to find transport to various destinations.

INITIATIVES / PRIORITIES

1. Construction and upgrading taxi and bus termini and ablution facilities to enhancing a **healthy environment** for our commuters in partnership with Provincial Department, Mopani District Municipality and other stakeholders.

2. Invite all stakeholders to participate in Transport Forum where all decisions, consultations and **public participation** can be enhanced. (Ward Councilors also included)

3. Consult with local depots dealing with **hazardous substances**; the SAPS and Fire Department to initiate proposals of diverting the route of transporting such substances.

Proposed routes through Tzaneen CBD

✧R21 – from Greater Letaba Municipality into Ba-Phalaborwa /Gravellote Road passing outside Tzaneen Town. Entering Tzaneen CBD, turning right into Claude Wheatley into Sapekoe Drive and out on the Lydenburg road. Route for both directions

✧Enforced local deliveries of hazardous subsistence with the necessary **Delivery Notes**. Municipal Traffic Department will display signs prohibiting the usage of certain roads by such transportation.

4. drafting a Transport By-Laws for implementation at all upgraded taxi ranks - Including tariffs.

5. Consultation with various stakeholders such as Department Transport and Taxi Associations towards to recapitalization process initiated by the National Department of Transport on the process of substituting mini-buses with midi-buses. Maxi Taxi licencing will also be attended to during this consultation.

5. SPATIAL DEVELOPMENT FRAMEWORK

1. GENERAL BACKGROUND

A Spatial Development Framework is a key component to the successful compilation 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 integrated and habitable towns. A secondary purpose of the SDF is to establish a strategic framework for 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 from the Greater Tzaneen Spatial Development Framework.

2. THE SITUATION

Tzaneen Town is situated roughly in the centre of the municipal area at the convergence of major arterial routes. Although settlement concentration is average by comparison (i.e. in terms of the total number of residential sites) the town has by far the highest concentration of business, industrial, social, financial, recreational and infrastructural facilities and services within the municipal area. The town takes up approximately 849 ha.

Nkowankowa, situated some 13 km east of Tzaneen and north of the Provincial Road P 17/3 is the largest proclaimed town within the municipal area (862 ha) with the highest number of stands (5250).

Lenyenye situated 10 km further east of Nkowankowa on the southern side of the same arterial, extends over roughly 230 ha and has 2519 stands, which makes it the smallest of the three major proclaimed towns, but also the most compact in terms of settlement density.

Haenertsburg, a small proclaimed town (142 ha) is situated at the western gateway to the municipality, exhibits a very limited residential component and a low settlement density, but serves as service node with considerable tourism appeal and potential.

Letsitele, situated nine kilometres east of Nkowankowa and south of the P43/3, is the smallest of the proclaimed towns, extending over 102 ha with a total of 123 stands has an unusually well-developed business area, which is attributed to the fact that the town serves as retail and social service centre to a large farming community and the resident population of a number of rural villages within a 10km radius of the town.

By far the largest concentration of rural settlements occurs in the southern quadrant of the municipal area where 69 % of the population resides on 67 % of the residential stands. The second concentration of rural settlements occurs in the northern quadrant of the municipal area, where 27% of the people reside on 26,5.% of residential stands.

3. SPATIAL PATTERNS AND TRENDS

3.1 RESIDENTIAL DEVELOPMENT

Approximately 10, 5% of residential stands occur in the proclaimed towns, while the remaining 89, 5% of residential stands are informally demarcated sites in rural villages. This has the implication that only 10% of households within the municipality have permanent title to their houses, and the advantages commensurate with tenure.

A characteristic of current residential development is that it is low density; the average density being 5 stands per ha. This is conducive to urban sprawl as a gross rate of 2000 m² per stand relates to an average nett extent of 1 440 m² per residential stand. With an average floor area of residential dwellings calculating to 172m², this represents a floor area ratio of 0, 12 (12% coverage). It can therefore be deduced that residential land, which is a scarce resource, is generally being grossly underutilized, as acceptable norms dictate coverage of 50%. Simply put, residential stands are currently too big on average, the average floor area of dwellings dictating that residential erven should expand over 350m².

3.2 BUSINESS AND INDUSTRIAL DEVELOPMENT

Business and industrial development is concentrated in TZANEEN town, where there are 402 retail businesses and industries on 298 stands concentrated in the CBD and industrial areas of the town. In addition, the town boasts a full complement of financial and banking institutions and facilities and an extended office zone. A total of 37% of all businesses and industries within the municipality are concentrated in one town on 48, 7% of land designated for this purpose (158 ha out of a total of 324 ha). A further characteristic of especially the business development in Tzaneen is its sophistication in relation to the rest of the municipal area (excellent variety of goods and services, variety of choice, and competition).

In general, business erven in Nkowankowa and Lenyenye are under-utilized or vacant. A characteristic is further that residential sites are being developed as business premises. Limited growth of business, in spite of the considerable population concentration within the catchment area suggests that business in Nkowankowa and Lenyenye succeeds in intercepting only a modest share of the expendable income present within the local economy.

A problem throughout the municipality, but especially at transportation hubs, is informal trading which is a potential traffic and pollution hazard. Incidences of this phenomenon are prevalent at intersections of district routes and provincial routes, especially where this occurs at a village (Dan, Mohlaba Cross, Maake, Lenyenye, Rita, to name a few examples). An exposition of extent and distribution of business *and industrial* development is contained in Table 1.

TABLE 1: INCIDENCE AND EXTENT OF BUSINESS AND INDUSTRY WITHIN GTM (2003-07-17)

Urban Concentration	No of Households	No of Businesses and Industries	No of Sites	Land Area
Proclaimed Towns	10767	563	434	281 ha
Percentage Of Total	11,47%	63%	70%	86%
Villages	83058	317	186	43 ha
Percentage Of Total	88,53%	37%	30%	14%
TOTAL	93825	880	620	324ha

Source: CBD policy Tzaneen, Nkowankowa, Lenyenyene, and SDF survey, 2003

3.3 SOCIAL FACILITIES

By applying the norm of 1 primary school per 450 households and 1 secondary school per 1000 households, it would appear that there is a backlog of 7 primary schools and no secondary schools within proclaimed towns. By the same token there is a backlog of 63 primary schools and 22 secondary schools in the villages. Initial indications are that the major backlogs with regard to educational facilities occur within the village concentration around Nkowankowa and Lenyenyene, and in the area around Mandlhakazi, Fofosa, Mandlhazi and Xihoko.

Health facilities generally appear to occur in the areas of population concentration, with proclaimed towns being much better served than the rural areas. If the norms for the provision of health facilities is applied (especially the distance parameters), most villages are within range of health facilities. It would appear that quality, and not so much quantity, is a backlog in respect of health facilities.

If the Department of Health and Welfare norm for acceptable travelling distances to hospitals, health centres and clinics is applied to the GTM circumstances, the following situation emerges:

- 77% of communities are situated within 20 km radius of a hospital;
- 50% of communities are situated within a 10 km radius of a health centre, and
- 95% of communities are situated within a 5 km radius of a clinic.

It could be derived that there would be negligible impact on future spatial planning by health facility needs, as the most appropriate and cost-effective way to bring health facilities to villages with less than 1 000 residents would be by way of mobile clinics.

Although active and passive recreation is an important and integral part of daily life, funding to develop land which has been set aside for this purpose is in short supply due to other pressing needs, such as water provision and roads maintenance. Parks and other recreational facilities are not income-generating assets, and are therefore for the most part left undeveloped.

The scarcity and value of land suited for urban development has given rise to the practice of designating water courses and erosion furrows as parks in order to make up required percentages. This land can normally not be used for recreation, defeating the purpose of the allocation.

Visual observation in the villages suggests that land for recreation is not in short supply, while the funding to develop the available land is lacking. Future spatial planning should focus on the incorporation of functional active and passive recreation areas and facilities within the urban context, which stands to become critical as densities increase.

3.4 MINING AND MINERALS

There is limited mining activity within the GTM area, mentioned activity being restricted to mainly quarrying and excavation of clay and sand. There is nevertheless considerable prospecting activity within the GTM boundaries, as depicted on Map 4.

3.5 AGRICULTURE

Large areas of the municipal area are taken up by land with high agricultural potential. Four broad types of farming occur within the municipal area, these being:

- timber in the south western and western parts of the municipality;
- subtropical fruit and citrus production in the western and central parts;
- cattle and game farming in the eastern section of the municipality, and
- Dryland cultivation of maize on the outskirts of villages in the rural areas.

High potential agricultural land takes up roughly 27% of the land area of the municipality. The incidence and location of high potential agricultural land have been depicted on Map 2.

3.6 CONSERVATION AREAS

Three significant designated conservation areas occur within the study area, these being:

- a cluster of 24 farms in the western quadrant, extending from Kolbosch 961 LS in the south to Weltevreden 442 LT in the north, and including De Hoek 547 LT, and Grootbosch 444 LT;
- a group of 4 farms situated on the southern boundary of the municipality, including Wolkberg 634 LT and Forest Reserve 8 KT, and
- the farm Duplex 467 LT, situated 18 km east of Tzaneen, which has been listed due to the diversity of plant species.

The designated conservation areas are estimated to extend over roughly 5% of the land area of the municipality.

An application is lodged to declare the grasslands at Haenertsburg Town as an Environmental Heritage site as a means to conserve, protect and manage the grasslands area in the Wolkberg.

The entire drainage system, inclusive of the six major dams, is considered to be environmentally sensitive areas largely due to the ever-present danger of damage to the eco-systems through over-exploitation and pollution. The locality and extent of conservation areas, exemption farms and other environmentally sensitive areas are depicted on Map 2.

3.7 LAND OWNERSHIP AND REFORM

In terms of land area, roughly 38% of the 3240 sq.km is registered in ownership to the State. This calculates to 1231 sq.km. The remainder of the land (2009 sq.km) is in private ownership.

A characteristic of the Greater Tzaneen Municipality is that traditional commonage (vacant land in ownership of the local authority) does not exist. This has the implication that all land for development purposes must either be released by a State Department, traditional authority, or purchased from private landowners.

4. SPATIAL OBJECTIVES AND STRATEGIES

4.1 OBJECTIVES

The Greater Tzaneen Municipality will pursue the following objectives to achieve the desired spatial 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 roads network. |
| 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. |

4.2 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 and limit development to best usage through policy and/or statutory plan.
Strategy B:	Adopt applicable minimum standards 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 optimise 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 opportunities.
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.

5. IDENTIFICATION OF BENEFICIAL SPATIAL PATTERN

5.1 GENERAL PRINCIPLES

The desired spatial form of the municipality is dependent on the meticulous application of the following principles:

- Sustainable use of land to fullest potential and benefit;
- Minimal wastage of land through sprawl, degradation, sterilization;
- Concentration of development to the social and economic benefit of the community;
- Utilization of existing development and infrastructure capacity;
- Good accessibility through well-developed roads network and optimal use of existing roads;
- Vibrant economy and economic growth through spontaneous growth of economic sector;
- Orderly development;
- Concentrated urban core, intermediate levels of development and hinterland (hierarchy of towns and settlements), and
- Tenure/land reform.

5.2 DEVELOPMENT HIERARCHY AND SPATIAL DEVELOPMENT NODES

The application of the criteria has resulted in the emergence of a hierarchal order of four distinct levels of development, which are presented in Table 2 below *and are in line with the Provincial Spatial Rationale. The last column summarizes the focus of development in the node, which should guide IDP project planning and budgeting.*

The nodes/clusters have been listed together and in descending order.

TABLE 2: SETTLEMENT HIERARCHY GREATER TZANEEN MUNICIPALITY

DEVELOPMENT AREA		DESIGNATION	AFFECTED TOWNS & VILLAGES	FUNCTION	DEVELOPMENT FOCUS
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DEVELOPMENT AREA		DESIGNATION	AFFECTED TOWNS & VILLAGES	FUNCTION	DEVELOPMENT FOCUS
1st ORDER : PRIMARY NODES High Potential for development. Have sizable economic sector providing jobs. Have regional function and large number of social and institutional facilities. High population.	1	NKOWANKOWA/ LETSITELE VILLAGES	Nkowankowa, Letsitele, Dan, Lusaka, Mbambamencisi Khujwana, Mariveni, Petanenge, Mokgolobotho	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. Urban Renewal: Revival of Bindzulani centre and industrial development. – Study on Urban development in Nkowankowa and interventions needed to establish town as a primary node. Acquisition of land and township establishment to timeously provide serviced sites. Prevention of indiscriminate settlement. First priority to provide and encourage residential, formal business, industrial, infrastructural, social and economic development. Formalisation of informal settlements. Community and village tourism development.
	2	TZANEEN	Tzaneen	Residential, business, industries, institutional, tourism	To sustain the area as a 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. First priority for Tourism Development (Tzaneen Dam, Tourist Information centre)
1st ORDER : SECONDARY NODES High Potential for development. Have sizable economic sector providing jobs. Have regional function and large number of social and institutional facilities. High population.		LENYENYE	Lenyenye, Mohlaba Cross, Moime, Rita, Khopo, Marumafase, Maake, Pulaneng	Residential, business, institutional	Second priority for residential, infrastructural, social and economic development. 1 st Priority for development of Filling station with Taxi Rank and Hawker Esplanades. First Priority for development of Maake Shopping Centre First priority for provision of a cemetery. Prevention of indiscriminate settlement Community and village tourism development. <i>Acquisition of land for township extensions</i>
1st ORDER : TERTIARY NODES Smaller economic sector, few local businesses. Few higher order social and institutional activities. Have reasonable number of people. Exhibit natural growth potential if positively stimulated.	1	MAMITWA	Nwamitwa, Mandhakazi, Nwajaheni, Fozoza, Mandlhazi, Lwandlamuni	Residential, business	Third priority for residential, infrastructural, social and local economic development. 3 rd Priority for development of a formal business, bus/taxi terminal and hawkers esplanades. Development of a multi-purpose service centre.
	2	HAENERTSBURG	Haenertsburg	Business, tourism	Third priority for residential, infrastructural, social and local economic development. First priority for Conservation and Tourism Development. Acquisition of land for creation of sites(Haenertsburg Town and Townlands). Provision for service industrial sites. <i>First priority for declaring grasslands as Environmental Heritage Site.</i>
	3	BURGERSDORP	Burgersdorp, Gabaza, Myakayaka, Shiomong, Sunnyside, Shiluvane.	Residential	Third priority for residential, infrastructural, social and local economic development. Development of a multi-purpose service centre.
2nd ORDER : POPULATION CONCENTRATION POINTS (As defined in Spatial Rationale) Villages with small or virtually no economic base, meaningful social and often institutional activities. Located adjacent to main roads or intersections.	1	THAPANE	Mopye, Motupa, Marirone, Thapane, Mapitlula, Fobeni, Lerejeni, Leokwe, Motlakong, Morutji, Bokhuata, Relela, Sethome, Botludi, Mothomeng, Semarela, Khethneeng, Ramphele, Phadasediba, Kubjane	Rural residential	Fourth priority for residential, infrastructural, social and local economic development. To attract people from smaller villages in the area with a lower level or no service infrastructure.
	2		Parare, Mogapeni		Fourth priority for residential, infrastructural, social and local economic development. To attract people from smaller villages in the area with a lower level or no service infrastructure.
	3	MOGOBOYA	Mogoboya, Khopo, Segabeni		Fourth priority for residential, infrastructural, social and local economic development. To attract people from smaller villages in the area with a lower level or no service infrastructure. Development of a multi-purpose service centre.
3rd ORDER : LOCAL SERVICE POINTS Exhibit some development potential based on population	1		Runnymede, Xihoko, Nwanugololo,		Fifth priority for residential, infrastructural, social and local economic development. Development of a multi-purpose service centre. Establish a skills development centre.

DEVELOPMENT AREA		DESIGNATION	AFFECTED TOWNS & VILLAGES	FUNCTION	DEVELOPMENT FOCUS
growth and/or service function potential. Very limited or no economic base. Most have 5000+ people. Isolated settlements. Potential for self-sustained development growth is limited by lack of development opportunities. Some have government and/or social services.	2		Senagwe, Senopelwa		Fifth priority for residential, infrastructural, social and local economic development.
	3		Mokgwathi Block 10 and 11		Fifth priority for residential, infrastructural, social and local economic development.
	4		Maweni		Fifth priority for residential, infrastructural, social and local economic development.
	5		Miragoma, Malubana		Fifth priority for residential, infrastructural, social and local economic development.
4th & 5th ORDER : VILLAGES Small settlements with less than 5000 people, usually less than 1000 people. Group of settlements are usually mutually dependent on social infrastructure.		All remaining villages			Sixth priority(long term) for residential, infrastructural(RDP standard), social and local economic development. Larger villages to receive first preference in this category

5.3. DIRECTION AND EXTENT OF DEVELOPMENT

5.3.1 DETERMINATION OF GROWTH

In order to predict extent and direction of growth, it is necessary to anticipate the rate of growth in population at each nodal point and then to translate this growth into a land requirement.

5.3.2 DIRECTION OF DEVELOPMENT IN PERSPECTIVE

From the analysis of spatial patterns and trends and the calculation of anticipated scale of development within the planning period, the following observations can be drawn:

- the scale of anticipated development is not sufficient to completely correct the spatial pattern in the coming 10 years, and
- the incidence of competing land uses (agriculture, mining, tourism) will impact on the placement of future urban development.

TABLE 3 : DIRECTIONS OF DEVELOPMENT

NODAL POINT	AREA	DIRECTION	LAND DESCRIPTION	EXTENT
PRIMARY NODES	Nkowankowa, Letsitele and villages	North-west	Part of Mohlaba Location 567 LT	202 ha
		North-west	Part Ledzee 559 LT	398 ha
		East/South east	Part Mohlaba's Location 567 LT	443 ha
	Tzaneen	Central	Pusela 555 LT Ptn 183, 184, 186, 241, 266, 391, 48, 51, 57, 58, 59, 75	46 ha
		West	Ptn 4 Pusela 555 LT	193 ha
		South	Part Extension 40	100 ha
		South-West	Part Extension 18	30 ha
SECONDARY NODES	Lenyenye and villages	North	Mohlaba's Location 567 LT	515 ha
TERTIARY NODES	Nkambako/Mamitwa and villages	Convergent		160 ha
	Burgersdorp/Gabaza	South east		140 ha

5.3.3 MAJOR TRANSPORT & MOVEMENT CORRIDORS

5.3.3.1 EXTERNAL MOVEMENT CORRIDORS

The Greater Tzaneen Municipal area is transversed by a national road which intersects the N1 approximately 30 km south of Makhado and joins the N4 at Nelspruit, the latter-mentioned route being the Maputo Corridor, and

the N1 being the major route to Zimbabwe and other Southern African states. The route through Tzaneen has been designated as a Maputo sub-corridor. See Map 6.

The most direct route linking Tzaneen to Gauteng is the Provincial Route P17-2 over Polokwane, where it joins the N1. This route bears the highest volume of commercial and passenger traffic, which is largely due to:

- The economic activity in the north-eastern Lowveld (sub-tropical and citrus fruit for export, mining activity at Gravelotte and Phalaborwa);
- The high concentration of people in the area, and their employment links with Gauteng;
- The popularity of the Ba-Phalaborwa Gate of the Kruger National Park, and
- The link that Tzaneen has with Polokwane, which is the capital of the Limpopo Province.

5.3.3.2 INTERNAL MOVEMENT CORRIDORS

The following significant internal movement corridors within the municipality have been identified and are listed in perceived descending order of utilization:

- P17/3 between Tzaneen and Burgersdorp/Gabaza;
- P43/3 and D978 linking Tzaneen to the western part of the rural north villages;
- P43/3 and D1292 linking Tzaneen to the eastern part of the rural north villages;
- P43/3 between Tzaneen and Letsitele, and
- D5011 and D8 between Nkowankowa and Letsitele.

The most travelled major arterial within the Greater Tzaneen area is the section of the P17/3 between Nkowankowa and Rita. The movement between Tzaneen and Nkowankowa, Lenyenye and rural south villages comprises public and private passenger transport mainly in the form of passenger buses and minibus taxis. The traffic is generated due to employment opportunities in Tzaneen and the retail function of the Tzaneen CBD. Transportation of agricultural produce and manufactured goods also contributes to traffic generation along this route. It is estimated that roughly 74% of people employed in Tzaneen, who reside outside the town, make use of this transportation corridor (Housing Project Survey, 1999), *therefore emphasizing the necessity to upgrade the road.*

The vehicular traffic between Tzaneen and the rural north villages is almost exclusively public passenger transportation. Movement between Letsitele and Tzaneen is thought to be more commercial than passenger, while the causes for movement between Nkowankowa and Letsitele are employment and retail.

The movement along the significant arterials has been schematically depicted on Map 6.

6. GENERAL GUIDELINES FOR LAND USE MANAGEMENT SYSTEM

A future land use management system (*lums*) for Greater Tzaneen Municipality should consider the following general guidelines:

- the *lums* should be consistent with, and support the objectives of, the local SDF, the local IDP, the provincial SDF, provincial and national environmental and planning legislation and plans;
- the *lums* should ideally determine land uses and conditions for every piece of land within the municipal area;
- the conditions should be rigid enough to effectively control and manage land use and development but flexible enough to accommodate various levels of development with varying impact on the land use pattern of the municipality, and
- the *lums* should incorporate municipal policies in respect of land use, development zones, areas designated for specific types and intensities of development.

7. CAPITAL INVESTMENT FRAMEWORK

The compilation of a capital investment framework for the implementation of the Spatial Development Framework before the finalization of the Plan is, at best, a theoretical exercise.

The main cost components for the spatial implementation of the Plan are:

- purchase of land, and
- Statutory preparation of land, inclusive of geotechnical and environmental investigations, town planning, survey, legal fees, etc.

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. By the same token statutory preparation costs are quite stable and therefore predictable, while land cost could vary from zero to R150 000/ha. The programming for implementation also impacts on the end cost. *A capital investment framework is presented in Table 4.*

TABLE 4 : CAPITAL INVESTMENT FRAMEWORK 2003 - 2013

FINANCIAL CYCLE / COST COMPONENT	BACKLOG	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2013	TOTAL
LAND ACQUISITION	R 14.4M	R 4.15M	R 4.15M	R 4.15M	R 4.15M	R 4.15M	R 24.90M	R 60.05M
GEOTECHNICAL SURVEY	R 0.23M	R 0.12M	R 0.12M	R 0.12M	R 0.12M	R 0.12M	R 0.72M	R 1.55M
ENVIRONMENTAL IMPACT ASSESSMENT	R 0.45M	R 0.28M	R 0.28M	R 0.28M	R 0.28M	R 0.28M	R 1.35M	R 3.2M
TOWN PLANNING	R 1.85M	R 0.45M	R 0.45M	R 0.45M	R 0.45M	R 0.45M	R 5.20M	R 9.3M
SURVEY	R 3.8M	R 0.8M	R 0.8M	R 0.8M	R 0.8M	R 0.8M	R 11.49M	R 19.29M
LEGAL WORK	R 0.2M	R 0.05M	R 0.05M	R 0.05M	R 0.05M	R 0.05M	R 0.7M	R 1.15M
INFRASTRUCTURAL RETICULATION (NO BULK)	R 74.5M	R 14.9M	R 14.9M	R 14.9M	R 14.9M	R 14.9M	R 205.8M	R 354.8M
TOTAL	R 95.43M	R 20.75 M	R 20.75 M	R 20.75 M	R 20.75 M	R 20.75 M	R 250.16 M	R 449.34 M

8. LAND USE POLICY AND DEVELOPMENT GUIDELINES

The following represent a summary of *land use policies and land development principles, according to which decisions will be made by Council regarding future use and development of land within the municipal area. Land use development policies will be updated on yearly basis through the IDP and SDF to conform to dynamic trends and community needs.* The following should be applied and read together with existing *legislation and policy documents related to land management and development.*

8.1 General Land Development Policy Principles

- a) Nodal areas are urban areas with highest potential for development according to spatial nodal hierarchy.
- b) Priority areas for development, provision of physical infrastructure, and provision of social and economic facilities are as follows in descending order:
 - i) Primary Node - Nkowankowa, Dan, Khujwana, Mariveni, Petanenge, Mokgolobotho, Letsitele, Tzaneen.
 - ii) Secondary Node - Lenyenye, Mohlaba Cross, Moime, Marumafase, Maake.
 - iii) Tertiary Node - Burgersdorp, Nkambako, Mamitwa, Mandlakazi, Gabaza, Haenertsburg.
 - iv) Residential Village - Majority of village has stands with an extent up to and including 1 500m². Primary use is residential. Some demarcated with general plan, majority demarcated by former Department of Agriculture.
 - v) Agricultural Village - Majority of village has stands with an extent in excess of 1 500m².
 - vi) Agricultural Holding - As defined in terms of the *Agricultural Holdings Registration Act, 1919.*
 - vii) Agricultural Land
- c) Land development to prevent low density urban sprawl.
- d) Land development to support fill-in development and development of compact urban areas.
- e) Land development and land use to support and ensure village areas become economically sustainable.
- f) All development to be environmentally sound.
- g) All development to make optimum use of available resources.
- h) Timeously and pro-actively identify, acquire and develop land for settlement purposes to counteract illegal occupation of land.
- i) Prevention of *development of scattered business on agricultural land.*
- j) Encouragement and active marketing of industrial development according to hierarchy.
- k) All land use development and management to conform to Map 6: *Spatial Development Framework* and the individual nodal plans.

- l) All developments, *including demarcations of rural residential sites*, undertaken by parastatal government departments, must be planned and executed in consultation with GTM.
- m) All land development and usages to conform to related legislation, such as Environmental Impact Assessment Regulations, Development Facilitation Act, 1995(DFA), etc. and requirements from government departments.
- n) All land development and usages to conform to IDP integrated plans and sector plans.

8.2 **Residential Development**

a) Primary, secondary and tertiary nodes:

- i) Priority be given to residential development within these nodal hierarchies by means of :
 - acquisition of land,
 - creation of affordable erven,
 - provision of RDP housing,
 - servicing of existing demarcated erven as a means to provide in the extreme need for erven,
 - encouragement of private sector to invest in residential development and to service and/or develop available erven, and
 - *Formalization and servicing of informal settlements.*

b) Residential Villages :

(Majority of village has stands with extent up to and including 1500m² (general norm for residential stands on communal land is 20m x 40m = 800m²)

- i) Residential extensions to these villages should be limited. Extension should equal need created by natural population growth rate.
- ii) Encouragement of densification of stands and prevention of wastage of land.
- iii) Villages to receive basic services. Priority be given to areas with greatest need, *closest to urban areas*, and where most people will benefit, as determined in sector plans.

c) Agricultural Villages:

(Majority of village has stands with extent more than 1500m², used for residential and agricultural purposes)

- i) Residential extensions to these agricultural villages will be discouraged.
- ii) Densification of stands will be discouraged because it will create unsustainable living units.
- iii) Application for densification and creation of agricultural stands will be considered on individual basis and according to need, desirability and after consideration of environmental impact.
- iv) Agricultural villages to receive basic services. Priority is given to areas with greatest need, *closest to urban areas*, as determined in sector plans.

d) Formalisation:

- i) Formalisation of informal settlements will be directed towards, and priority be given to areas situated directly adjacent to proclaimed towns *and within primary nodal areas*.
- ii) Implementation of valuations and assessment rates to support formalisation.

e) Private residential development:

- i) Will be encouraged and considered on an individual basis according to *compliance to the SDF, Nodal plans, DFA land development principles*, need, desirability and after consideration of environmental impact.

f) RDP housing:

- i) Priority allocation to be made where greatest need exists in nodal areas.
- ii) Individual allocation to be scattered within settlements.

g) Densification:

- i) Promotion of densification of residential areas that would not negatively impact on valuation of land, service infrastructure and residential character. *Form and size of subdivisional portions should fit in with configuration of sites in surrounding area.* Existing policy regarding minimum extent of Single Residential erven is confirmed:
 - Tzaneen Town, except Tzaneen Extension 13: 500m², panhandle *or right of way servitude* excluded.

- Tzaneen Extension 13, extensions thereto and all suburbs: 250m², panhandle or right of way servitude excluded.
- ii) Maximum size of future single residential erven in villages to be 1000m² which provides for adequate space for self-sustainable gardening, ensures viable service provision and prevention of wastage of residential and agricultural land.
- iii) Residential 3 and Residential 4 zonings will only be allowed within urban transitional zones and in areas as depicted and or specified in terms of accepted guideline policy documentation to be adopted by Council in terms of the Nodal Development Policy and Plan.

h) Size of dwelling:

- i) Existing policy regarding minimum extent of a dwelling together with outbuildings to be erected on single residential erven, is confirmed:
 - Tzaneen Town, except Tzaneen Extension 13: 60m²
 - Tzaneen Extension 13 and extensions thereto : 40m²,
 - Suburbs of Tzaneen : 25m²

i) Disposal of Municipal land:

- i) Allocation of newly demarcated and serviced stands and alienation of stands will be according to the Policy on Alienation and Disposal of Municipal Land.

8.3 Business development

Tzaneen, Nkowankowa, Letsitele, Lenyenye and Haenertsburg are regarded as the formal business nodes within GTM. The remaining business development occurs mainly scattered along arterial routes or within settlement areas.

- a) Business development, especially in villages to move towards creation of central business areas at central accessible localities to ensure viable local service points that provide a wider variety of commodities and services to surrounding community. Scattered business development will be prohibited.
- b) Corner shops/spaza's within residential areas that provide basic commodities to surrounding residents, will only be allowed within 200m of each other.
- c) Telecommunication containers within residential areas will only be allowed within 500m of each other.
- d) LED strategy and Incentive policy to encourage the development of vacant business erven, especially in Nkowankowa and Lenyenye.
- e) To plan and facilitate the development of a bus/taxi rank with hawker facilities in Lenyenye on Erven 2160 and 2161.
- f) Need for Tzaneen CBD to expand should be made viable through budgeting for building of bridge to provide access to land opposite the Letaba River.
- g) Business development adjacent to provincial roads to comply to building lines and development requirements.
- h) **CBD DEVELOPMENT PLANS:**
Office and Business development and extensions within proclaimed townships will be only allowed if it is in line with the zones contained in the CBD Policy Plans for Tzaneen, Nkowankowa and Lenyenye, which policy plan and zones are approved as part of the SDF Nodal Development Plans (Map 6, 6-1, 6-2).

Tzaneen CBD Policy Plan, dated May 2005:

To counter the negative effect that overprovision of land could have on Tzaneen CBD momentum, Council adopts a policy that the state of development of Phase 1 future business and/or office zone, should be 75% developed before permission will be allowed for extension of offices or business in Phase 2 (arrows on SDF Map 6-1).

Suburban business centres will be allowed on merit on an individual basis, according to the Nodal Development Plan.

Nkowankowa CBD Policy Plan, dated May 2005

The CBD should be centrally located in the catchment area with a high degree of internal and external accessibility, and should serve as the main shopping centre. The CBD should ideally comprise the largest concentration of business activities, administration, government functions and high density development. A hierarchy of business centre should be developed in such a fashion that these

centres do not compete with, but rather complement the CBD. . Interventions should be sought to ensure Nkowankowa develop to its optimal potential as a business node, after thorough analysis of the trends and tendencies of business development within the town.

Criteria to be implemented:

- The business area in Unit A be the designated CBD for Nkowankowa, and that support be given to the spatial, infrastructural and economic development of this area;
- Bindzulani area be designated a suburban shopping centre, to serve Dan and extensions, and to act as interceptor for trade which would otherwise be lost to Nkowankowa;
- The status quo for business land in Unit B and C be limited to existing business-zoned land and to allow market forces to determine ultimate utilization (i.e. change of land use to residential usages for example);
- New spaza's will be allowed on condition that there is no spaza or business site within 200 metres of the development site.
- Telecommunication containers be allowed in the event of there being no other container within a radius of 500 metres.

Lenyenye CBD Policy Plan, dated May 2005:

Suburban node: Market forces are responsible for the spontaneous development of business at the entrance to Lenyenye. This development coincides with a public transportation break point, where commuters to rural areas disembark. It is the intersection in Lenyenye which carries the largest volume of traffic. This intersection will be the only designated suburban business node in Lenyenye. Corner shops and spaza's: In terms of the norms, there should be eight corner shops in Lenyenye. The spaza'a has largely taken over the role of corner shops. Corner shop development will be evaluated on an ad hoc basis according to merit. New spaza's will be allowed on condition that there is no spaza or business site within 200 metres of the development site. Telecommunication containers be allowed in the event of there being no other container within a radius of 500 metres.

- i) Business and commercial development on agricultural land will be judged on an individual basis after thorough analysis of:
 - proof of need for development;
 - proof of desirability of development;
 - motivation for decentralization;
 - should be a single development;
 - environmental impact assessment;
 - consideration of alternative sites;
 - compliance to SDF Nodal Plan; and
 - compliance to DFA principles
- j) **Rural Community Centres:**
 - i) Community centres (for purposes of business, taxi/bus ranks, recreation, education, tourism etc.) should be planned, marketed for development and/or upgraded through strategic partnerships at:
 - Bindzulani Centre
 - Maake Plaza
 - Mamtwa Centre
 - ii) Private initiative should be supported for sustaining development of Tarentaalrand Crossing and The Junction, Letsitele as centres for tourism, recreation and educational purposes.
 - iii) Rural community centres should not replace, duplicate or negatively affect central business areas in towns, therefore expansion will be limited.

8.4 Industrial and Mining development

Nkowankowa is regarded as the primary industrial node and Tzaneen as the secondary industrial node.

- a) Industrial development and attracting investors should be marketed through LED Strategy and in conjunction with Limdev and other stakeholders. LED Strategy to include the provision of incentives (tax holidays, low/free land cost, residential erven etc.) to attract investors. Industrial area of Nkowankowa should be made accessible and attractive to industrialists through attending to:

- creation of option for private land ownership;
 - upgrading of security at stands;
 - subdivision of industrial erven to be made possible for smaller service and light industries; and
 - Provision of incentives.
- b) Industrial development on agricultural land will be prohibited. Industrial development that will be allowed on agricultural land should at least conform to the following:
- resource-orientated;
 - packaging and/or processing and/or assembling of agricultural products produced on own farm(s); and
 - Environmental impact assessment mitigation measures.
- c) Other industrial developments such as power plants will be judged on merit after thorough analysis of environmental impact and consideration of alternative sites.
- d) Community LED projects which are mostly service or light industrial activities such as brick-making, sewing, carpentry, etc., should also conform to the Spatial Development Policy requirements. In the case of communal land, it should preferably be located adjacent to central business areas to strengthen the business centre as local service points, to be near their market for their products, and in close proximity to major link roads.

8.5 Tourism and Recreation

The implementation of the Tourism Framework and LED Strategy would market the development of the identified tourism projects. The priority tourism projects that might have a significant influence on the current economic situation are:

- a) Development of De Marrilac and Avondhoek Peninsulæ as the Tzaneen Dam Provincial Flagship Project.
- b) Development of Portion 2 of Erf 872 and Extension 54 as complementary to the opposite Dam development with focus on serving the local and regional community, and more specifically entertainment and educational facilities for the children and youth.
- c) Marketing and conserving Haenertsburg town and commonage (Haenertsburg Town and Townlands) as a tourism village and facilitating the development of land adjacent to the provincial road for tourism purposes through a strategic partnership.
- d) Marketing and development of the Thabina Dam Nature Reserve and Noko Cultural village as tourism destinations.
- e) The support of village tourism.

8.6 Conservation areas and Public Open Spaces

- a) All land development and usages, should conform to the Environment Conservation Act, 1989 and its Regulations and the Environmental Management Plan and National Environmental Management Act, 1998.
- b) Environmental sensitive areas, nature reserves, parks and related environments should be conserved.
- c) Parks should constitute not less than 10% of the total area of a township extension, excluding flood areas.
- d) Development and alienation of environmental sensitive areas, nature reserves and public open spaces should be judged after thorough analysis of the type of development, its environmental impact and how the development contributes towards conserving the natural environment.
- e) Communities should become involved in the development and maintenance of parks within neighbourhoods.

8.7 Agricultural Land

- a) Agricultural land as a scarce natural resource should ultimately be conserved and development thereon limited.
- b) Applications for land use change to develop on agricultural land, will be judged on an individual basis after thorough analysis of:
 - proof of need for development;
 - proof of desirability of development;
 - motivation for decentralization;
 - should be a single development;

- environmental impact assessment;
 - alternative sites;
 - compliance to DFA principles;
 - *availability of services; and*
 - *Agricultural potential of land (consent from National Department of Agriculture required, where applicable).*
- c) Subdivision of high potential agricultural land will be discouraged. Applications for subdivision will only be recommended in the following instances *and according to the approved Policy on Subdivision of Agricultural Land*:
- Subdivision needed as result of a physical boundary, example a railway line, river or national road. A pre-requisite might be the consolidation with adjacent property to ensure a viable economic agricultural unit;
 - Subdivision of existing or proposed non-agricultural land uses, example business;
 - In cases where subdivision would precede consolidation into more functional agricultural units;
 - For purposes of township establishment or creation of land development areas (DFA); and
 - *Availability of adequate quality and quantity of water.*

8.8 Municipal Offices

- a) The Municipal Civic Centre is the main office for municipal administration purposes and supported by offices in Nkowankowa, Lenyenye, Letsitele and Haenertsburg (library).
- b) Planning and Implementation for community/Thusong service centres should receive priority to bring municipal and government parastatal services closer to the people. The following clusters have been identified:
- Cluster 1 Motupa Constituency Office (Ward 23, 24, 25, 26 and 33)
Tzaneen Office (Ward 1, 2, and 19)
 - Cluster2 Lesedi Centre (Ward 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 and 13)
 - Cluster3 Nkowankowa Office (Ward 14, 15, 16, 17, 18 and 20)
 - Cluster4 Runnymede Training Centre (Ward 21; 22; 27; 28; 29; 30; 31; 32 and 33)
- c) Potential usages for Erf 88 and 89, Tzaneen should be investigated. Previous indications referred to extension of Civic Centre to these properties. Erf 89 is still in process of transfer from Department of Public Works to GTM.

8.9 Cemeteries

Adequate provision is made for cemeteries for Tzaneen Town. The same does not apply to the rest of the municipal area. Currently individual graves occur on existing residential and agricultural stands on especially communal land due to lack of central cemeteries. Various private graveyards are established on agricultural land.

- a) Priority be given to establishment of cemeteries at Lenyenye, Mavela and Maunatlala to prevent ad hoc burials.
- b) Establishment of cemeteries to *comply* to Environmental Impact Assessment, Geo-technical Assessment and requirements of Department of Water Affairs.

8.10 Link Roads and Public Transport

- a) Priority be given to upgrading of main road between Tzaneen, Nkowankowa, Lenyenye to Proposed Maake Shopping Complex as it is the road carrying the highest vehicle traffic, and because it is a main public transport route.
- b) Priority should be given to construction, upgrading and rehabilitation of link roads between central business areas, community centres, municipal service centres, schools and hospitals, tourism areas, and streets according to assessment and priority in Sector Plan.
- c) Priority link roads to be constructed or upgraded or rehabilitated are:
- Construction of a tar link road between Mamitwa nodal cluster and the Giyani road to receive priority.
 - Road D978 – Modjadji Road
 - Road D1292 - Tarantalrand to Mamitwa
 - Road D350 – Tarentaalrand - Modjadji
 - Road D5011 and D8 between Nkowankowa and Letsitele

- Road D1267 - Eiland / Giyani road
- Thabina Dam - Maake road construction
- d) Priority be given to public transport routes as contained in Public Transport Plan.
- e) Public Transport Plan to investigate rail passenger transport between Nkowankowa and Tzaneen.

8.11 Physical Infrastructural Service Provision

(Water, sewer, electricity, roads and stormwater, refuse removal, maintenance)

- a) RDP principles and minimum levels of services should be applicable to each individual internal service.
- b) Higher levels of service provision should be applicable and possible for higher order settlements(1st and 2nd order nodes as per Table 14) as categorized in the Spatial Settlement Hierarchy.
- c) Decision with regard to especially bulk service provision should primarily be based on cost effectivity (to provide a service to as many people as possible within budget limitations).
- d) Source development and bulk supply networks should focus on priority development areas(1st and 2nd order nodes), allowing for the option of higher levels of services to these higher order settlements, and minimum RDP levels of service provision to lower order nodes, which are located in the supply networks.
- e) Focus and priority should also be on service provision to 1st and 2nd order nodes with simultaneous (if possible) provision to lower order settlements which do not comply with minimum RDP standards.
- f) Services provision should only be considered for new development if it is situated in the spatial primary, secondary and tertiary nodal areas(1st order), as well as the population concentration points(2nd order).
- g) Service provision for new development to local service points(3rd order) must be considered on merit, and with good motivation.
- h) Service provision for new development in 4th and last order settlements, thus for the remaining villages, should as a rule not be considered. This principle for the 3rd and 4th order villages however does not exclude to upgrade the service level to minimum RDP standard.

8.12 Social Facility Development

- a) Higher order social facilities(hospital, health centre, police station, secondary school, training centre etc.) must be located in higher order nodes (1st and 2nd order nodes)
- b) Lower order and/or support or even temporary services should be provided to lower order nodes, such as satellite police station, mobile clinic.

6. INTEGRATED DISASTER MANAGEMENT PLAN

Emergencies are defined as situations, or the threat of impending situations abnormally affecting the lives and property of our society which, by their nature, or magnitude require a coordinated response by a number of role players, both governmental and private, under the direction of the appropriate elected officials, as distinct from routine operations carried out by role players as normal day to day procedures, e.g. fire fighting, police activities, normal hospital routines, ambulance routines.

While most peacetime emergencies could occur within the geographical area of responsibility of the Greater Tzaneen Municipality, those most likely to occur are:-

- Windstorms
- Floods
- Epidemics
- Transportation accidents
- Air or rail crashes
- Toxic or flammable gas leaks
- Electric power blackouts
- Building or structural collapse
- Uncontrollable fires
- Explosions
- Breakdown of essential services / supplies, or any combination thereof.

The aim of the Greater Tzaneen Municipal Emergency Plan is to outline a plan of action for the efficient deployment, and coordination of the Municipalities services, role players and personnel to provide the earliest possible response in or to:-

- Protect and preserve life and property
- Assist the Mopani District Municipality and/or other municipalities as requested.
- Minimize the effects of the emergency or disaster on the Greater Tzaneen Municipality; and
- Restore essential services.

The following are also components of the Disaster Management Plan:-

RISK ANALYSIS

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

INTRODUCTION AND USAGE OF JOINT OPERATIONAL CENTRE.

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

MITIGATION AND RESPONSE INITIATIVES

- A programme must be added to the IDP, Community Training and Building Methods.
- Short courses with reference to building materials, building methods, different sand and river sand mixtures must take place.
- The treatment of wooden poles,rafters must taught and explained
- Roof construction must be explained.
- The placing of the house with reference to wind prone areas
- The building of a house in 50 to 100 year flood lines.

7. INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN

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5.	ENVIRONMENTAL MANAGEMENT PROGRAMME
1.	INTRODUCTION

The purpose of the Environmental Management plan is to promote co-operative environmental governance and set up procedures for co-ordinating environmental functions excused by the Municipality.

2. POLICY AND LEGISLATIVE MANDATE

The legislative requirements for environmental management are set out in these national laws and government policies:

1. National Environmental Management Act (Act no 107 of 1998)
2. Environmental Conservation Act (Act 73 of 1989)
3. National Water Act (Act 73 of 1989)
4. Forest Act (Act 122 of 1984)
5. Atmospheric Pollution Prevention Act (Act no 45 of 1965)
6. Health Act (Act no 63 of 1977)
7. Development Facilitation Act (Act 67 of 1995)
8. Housing Act (Act 107 of 1997)
9. Electricity Act (Act 41 of 1987)
10. National Building Regulations and Building Standard Act (Act 103 of 1977)
11. Minerals Act (Act 50 of 1991)
12. National Roads Act (Act 54 of 1971)
13. Environmental Management Policy – DEAT
14. Integrated Pollution and Waste Management Policy – DEAT

3. ENVIRONMENTAL QUALITY AND PROTECTION

3.1 *Environmental quality and protection provides for:*

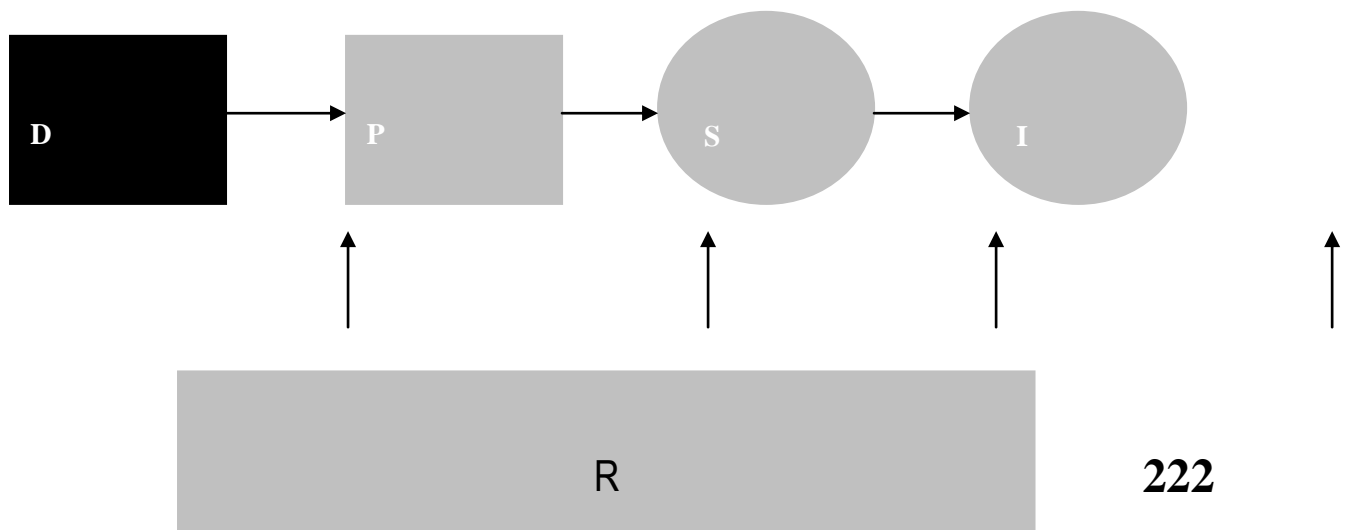
- The implementation of the Integrated Waste Management Plan
- Ensuring emergency response and preparedness through the Disaster Management Act
- Sustainable mobility for all through the Transport Plan
- Integrated pollution prevention
- Poverty alleviation

3.2 *Description of Environmental Management functions:*

- Prevent, reduce and manage pollution
- Increase recycling and reclaiming of waste
- Promote cleaner production technology in key pollution sectors
- Develop and implement environment of air quality
- Enforce air quality legislation
- Collect, co-ordinate and manage data of pollutants released into the environment
- Enforce legislation and regulations dealing with Environmental Impact Assessment
- Promote sound management of bio-diversity for sustainable and equitable use
- Implement international conventions and treaties
- Develop an integrated state of the environment reporting system

The Driving force-Pressure-State-Impact-Response (DPSIR) Framework was used to establish key environmental issues in our Municipal Area of Jurisdiction.

DPSIR FRAMEWORK



Description of the components of the DPSIR framework:

- D - Driving Force:** These are the underlying social and economic activities that lead to environmental change. Population growth, poverty, agriculture and industrial production are common examples.
- P - Pressure:** These are pressures on the environment which result from the driving forces, for examples pollution of air, water and soil from industrial production, or depletion of fish stocks through human consumption.
- S - State:** This component describes the current state of the environment and recent trends in environmental quality.
- I - Impacts:** These are the consequences of the pressures on the environment, for example reductions in biodiversity, soil degradation, poor human health, and lack of clean, safe water.
- R - Responses:** This component describes the human responses to environmental change, including policies and management strategies to reduce environmental damage, rehabilitate damaged environments and encourage sustainable development.

The DPSIR approach was applied to all the environmental issues.

The Environment issues were identified in the Analysis phase as follows:

1. Pollution and degradation of the environment
2. Minimizing waste and those efforts to recycle at this stage are minimal as compared to the volume of waste generated.
3. Exploitation of non-renewable resources.
4. No effective public participation in environmental governance.
5. Development results in the ecosystem disturbance and loss of biodiversity.
6. Environmental considerations are not taken into account during the life cycle of projects.

ACTIVITY/SERVICE	ASPECT	IMPACT OR POSSIBLE IMPACT
Sewerage purification	<ul style="list-style-type: none"> • Screenings deposited in a pit • Release of methane gas • Effluent discharged into a river • Pre-mature release of sludge from the digesters • Illegal dumping in the oxidation ponds 	<ul style="list-style-type: none"> - Under ground water pollution - Air pollution - Water pollution - Land pollution, vegetation contamination - Natural purification interfered with resulting in water cause pollution
Water Purification	<ul style="list-style-type: none"> • Uncontrolled consumption of purified water • Emptying septic tanks • Deposition of raw sewage into oxidation pod • Maintenance of sewage collection tank 	<ul style="list-style-type: none"> - Loss of valuable resource
Road construction	<ul style="list-style-type: none"> • Bulk earth works • Mining of suitable road construction material. • Repairs and maintenance on site. 	<ul style="list-style-type: none"> - Dust (Air pollution) - Loss of vegetation and habit. - Surface + ground water pollution with hazardous material.
Storm water management	<ul style="list-style-type: none"> • Collection of run-off and discharge of storm water. 	<ul style="list-style-type: none"> - Soil erosion - Disturbance vegetation.
Fleet management	<ul style="list-style-type: none"> • Storage, decanting and use of leaded fuel • Washing of engines 	<ul style="list-style-type: none"> - Air pollution - Storm water pollution

ACTIVITY/SERVICE	ASPECT	IMPACT OR POSSIBLE IMPACT
Procurement	<ul style="list-style-type: none"> Environmental considerations included in tender documents 	<ul style="list-style-type: none"> Environmental degradation
Solid Waste Management	<ul style="list-style-type: none"> Uncontrolled disposal of hazardous waste at landfill site (light bulbs & building rubble) Illegal dumping Reduction of waste 	<ul style="list-style-type: none"> Underground water pollution Land pollution Life span of landfill site
Cemeteries	<ul style="list-style-type: none"> Location of cemeteries 	<ul style="list-style-type: none"> Underground water pollution
Housing	<ul style="list-style-type: none"> Design and construction of low cost housing 	<ul style="list-style-type: none"> Poor energy efficiency Environmental degradation
Electricity	<ul style="list-style-type: none"> Servicing/repair of transformers Mercury vapour streetlamps Energy consumption Construction of new sub-stations 	<ul style="list-style-type: none"> Air pollution (polychlorinated biphenyls in transformer oil) Land pollution (oil spillage)
Land Management	<ul style="list-style-type: none"> Change in land use Illegal occupation/squatting 	<ul style="list-style-type: none"> Biodiversity Cumulative environmental impacts
Rivers	<ul style="list-style-type: none"> Sand mining for building purposes Plantation on river banks Usage of pesticide and fertilizers Alien plants invading riparian habitat Over grazing Bridge construction Irrigation of commercial plantations. 	<ul style="list-style-type: none"> Disrupted river channel Stream flow reduction and salutation Water quality, eutrophication and nitrification and disruption of aquatic life. Water depletion Donga erosion Erosion Water depletion

PRIORITIZATION

1.	INDUSTRIALIZATION	<ul style="list-style-type: none"> Adverse impacts on the environment Pose health and safety risks to the public Contravene environmental legislation Industries in all established towns
2.	SEWAGE PURIFICATION	<ul style="list-style-type: none"> Adverse impacts on the environment specially on rivers Effects are likely to be highly controversial and widespread
3.	SOLID WASTE MANAGEMENT	<ul style="list-style-type: none"> The activities are located in a unique geographic area The impacts on the environment may be diverse if not controlled Adherence to the Integrated Waste Management Plan
4.	PROCUREMENT	<ul style="list-style-type: none"> Environmental considerations included in all activities within the municipality Tender documents Environmentally friendly products for personnel working in the cemeteries
5.	CEMETERIES	<ul style="list-style-type: none"> Adverse impacts on environment Health and safety risk especially for personnel working in the cemeteries
6.	LAND MANAGEMENT	<ul style="list-style-type: none"> Minimization of impacts resulting from illegal occupation of land through pro-active actions E.I.A done in all land use changes Implement E.I.P's where there might be possible
7.	RIVERS	<ul style="list-style-type: none"> Natural resources can be depleted Disturbances to the eco-system

	- Expensive to treat polluted water for human consumption
8. WETLANDS	- Prevention of illegal activities around wetland – fishing – draining of water for other purposes - Maintain the natural state of wetlands
9. FLEET MANAGEMENT	- Promote the use of unleaded petrol to minimize lead emissions in to the atmosphere

IDP PROJECTS REQUIRING EIA

Project Name	Activity	Department	Legal Requirements
Housing	Construction of RDP units	CEM	National Building Regulations and building standard Act 103 of 1997 National Housing Act 107 of 1997 Health Act 63 of 1997 Development facilitation Act 67 of 1997 Physical planning Act 125 of 1991
Water	Laying of water reticulation system	CEM	National Water Act 36 of 1998 Health Act 63 of 1977
Sanitation	Extension of Tzaneen sewer purification plant	CEM	National Water Act 36 of 1998 Environment Conservation Act 73 of 1989 Health Act 63 of 1977
Waste Management		CSM	Hazardous substances 15 of 1973 Act 73 of 1989 Health Act 63 of 1977 National Environment Management Act 107 of 1998 National Water Act 36 of 1998
Electricity	Installation of underground cable	EEM	National Environment Management Act 107 of 1998
Road construction	Road construction in an environmentally sensitive area.	CEM	National Roads Act National Environment Management Act 107 of 1998 Physical Planning Act 125 of 1991
Land Management	Rezoning Township establishment	S & D	National Environment Management Act 107 of 1998 Physical Planning Act 125 of 1991 Development facilitation Act 67 of 1997 Environment conservation Act 73 of 1989

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	To establish an integrated Environmental Management System	<ol style="list-style-type: none"> 1. Identifying environmental aspects by June 2003 2. Training on environmental management system for senior management and strategic middle management 3. Conduct environmental Legal Compliance Audit by 2004 4. Monitor and measurement management review by 2005 5. System Audited by 2007 	CSM
2. To become an environmental sustainable community by creating a safe and healthy environment	<ol style="list-style-type: none"> 1. To evaluate and monitor the achievement, promotion and protection of a sustainable environment 2. To contribute to a healthy environment by ensuring that envisaged project has no negative impacts on the natural environment. 3. 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 effect the environment 	<p>Monitor and evaluate once a year compliance with relevant environmental legislation and regulations</p> <p>Environmental inputs in all contracts and projects by December 2004</p> <p>Develop the following plans by December 2003</p> <ol style="list-style-type: none"> 1. Integrated Waste Management Plan. 2. Water sector plan 3. Infrastructural provision plan 4. Transport plan 5. Disaster Management plan 	<p>CSM</p> <p>All Departments</p> <p>CSM</p> <p>CEM CEM</p> <p>CSM CSM</p>
3. Education and training on environmental issues	<ol style="list-style-type: none"> 1. To develop a public participation strategy on <ol style="list-style-type: none"> a) Sustainable water usage b) Handling of hazardous domestic waste c) Energy efficiency d) Nature conservation 2. To educate and train employees whose work activities can have significant impact on the environment 	<ol style="list-style-type: none"> 1. Cleanest School Competition 2. Internal workshop on Environmental issues 	<p>Schools</p> <p>All Departments</p>
4. Waste Management	<p>To minimize environmental impact of transfer stations and the landfill sites by ensuring that sites are permitted.</p> <p>To ensure that each waste type receives the correct method of</p>	<p>Permits for all transfer stations by 2006</p> <ol style="list-style-type: none"> 1. 100% utilization of the medical waste 	CSM

Policy Commitment	Objectives	Targets	Responsible Department
	disposal	2. removal system Develop strategies for the collection and transfer facilities for hazardous domestic waste.	
5. Pollution prevention	To minimize waste by promoting recycling and composting To ensure that EIA is conducted before the commencement of any scheduled process	Promote recycling projects Composting of garden refuse/organics by Dec 2004 EIA conducted for all scheduled processes	CSM
6. State of the Environment Reporting System	To establish and provide access to environmental information	Finalize State of the Environment Report By June 2009 Geographic information systems Core set of Environmental indicators identified by June 2010 Core set sustainability indicators established by Sept 2010 Implement for monitoring and reporting established by Dec 2009 State of the environment report produced every four years	CSM

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, became the responsibility of local government as well.

As the pandemic increases 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 a 5-year strategic plan of action for the whole area of jurisdiction.
- c) The establishment of a sub-district AIDS-Council from all relevant stakeholders 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, etc.

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 roll players.

This item serves the purpose of submitting a 5-year strategic action plan as in (b) above.

Please note that a Distinct 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 guidelines.
2. **Advising** municipalities in its area of jurisdiction.

3. **Mobilising** resources.
4. Providing **information**.
5. Development of **action plans**.
6. **Co-ordination** of programs and funds.
7. Play **mandatory** role for municipalities.
8. **Liase** between local, provincial and national government.
9. **Monitor and evaluate** activities and outcomes.

If the District AIDS-Council is fulfilling it's role and responsibilities as mentioned above, the way will be paved for a local sub-district AIDS-Council to operate smoothly. Council is therefore urged to liase and negotiate with the chairperson of the District AIDS-Council re this mandate in the interest of public and community health and well-being.

PROPOSED 5-YEAR PLAN

The following principles for HIV/AIDS and STD-prevention, treatment and care, adopted in the National AIDS-Plan for SA, 1994-5 and the Department of Health's White Paper for the Transformation of the Health System for SA, 1997, are used as guidelines.

GUIDING PRINCIPLES

- * People with HIV and AIDS shall be involved in all prevention, intervention and care strategies;
- * People with HIV and AIDS, their partners, families and friends shall not suffer from any form of discrimination;
- * The vulnerable position of women in society shall be addressed to ensure that they do not suffer discrimination, nor remain unable to take effective measures to prevent infection;
- * Confidentiality and informed consent with regard to HIV testing and test results shall be protected;
- * Education, counselling and health care shall be sensitive to the culture, language and social circumstances of all people at all time;
- * The Government has a crucial responsibility with regard to the provision of education, care and welfare of all people of South Africa;
- * Full community participation in prevention and care shall be developed and fostered;
- * All intervention and care strategies shall be subject to critical evaluation and assessment;
- * Both government and civil society shall be involved in the fight against HIV/AIDS;
- * A holistic approach to education and care shall be developed and sustained;
- * Capacity building will be emphasised to accelerate HIV/AIDS prevention and control measures;
- * STDs prevention and control, are central elements in the response to HIV/AIDS.

When considering these guidelines, it becomes clear that it will be impossible to achieve any results by tackling the issue from Councils side only. A multi-departemental and multi-sectorial approach will be needed. The existing Mopani District AIDS-Council as well as the sub-district AIDS-Council to be established will play major rolls in this regard.

IMPLEMENTING STRATEGIES

STRATEGY	IMPLEMENTATION	BY WHOM
1. Promote safe & healthy sexual behaviour	1.1 Promote safe sexual behaviour in all official speeches.	Mayor & Councillors
	1.2 Educational material & condoms available in all workstations and toilets in municipal buildings, health facilities, etc.	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 & programs in workplace.	PSM,HR&Cor. Man Trade Unions
	1.5 Peer educators trained per department.	PSM, Trade unions HR & Cor. Man
	1.6 Improved communication with communities via local radio/press.	PSM, Communi-cation-Section

STRATEGY	IMPLEMENTATION	BY WHOM
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's - youth friendly services - HIV/AIDS - counselling 	PSM HR & Cor. Man Trade Unions Dist. Manager
3. Reduce mother-to-child transmission (MTCT)	3.1 Training of all health care workers in HIV- counselling & Testing	PSM,HR&Cor. Man Dist. Manager
	3.2 All health facilities fully accessible & offering a comprehensive service 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 & counselling (VCT)	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 guidelines for treatment & care of HIV/AIDS-patients fully implemented in health care facilities.	PSM Dist. Manager
	6.2 Ensure an 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 implementation of approved home-based care guidelines.	PSM, Dist Man NGO's, Youth Groups.
	7.2 Ensure establishment of inter-sectoral task teams at community level to implement home-based care programs in wards.	PSM Dist. Manager Ward Councillors
	7.3 Ensure establishment of poverty alleviation projects via public/ private & community partnerships.	Public Service Manager, S&D Manager, Dist. Manager Chairperson 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 communities and negotiations with national & provincial government & private business sector.	Mayor Speaker Councillors
9. Investigate treatment & care options.	9.1 Regular review of all policies on anti-retroviral use, mother-to-child transmission, etc, to keep within national guidelines.	PSM Dist. Manager
	9.2 Regular in-service training of health care workers to stay abreast of latest developments.	PSM Dist. Manager

STRATEGY	IMPLEMENTATION	BY WHOM
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 Councillors
	11.2 All political leaders to wear HIV/AIDS-ribbons during public appearances.	Mayor Speaker Councillors
	11.3 All awareness programs be integrated & co-ordinated with municipal services.	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

F) PROJECTS / SERVICES

Project No	Strategy	Project / Service	Stake-holders	02/3	03/4	04/5	05/6	06/7
HIV 1	Promote safe & healthy sexual behaviour	1.1 Training of communities on all aspects related to HIV/AIDS in all spheres of life.	GTM, DOH Dept of Educ Church NGO" /CBO's. Agriculture Business Sector Trade Unions Youth Groups	x	x	x	x	x
		1.2 Drafting of Workplace policy/life skills programs.	PSM & All.Mun .Depts DoH	x	x			
		1.3 Distribution of condoms / promotion of condom use.	GTM/ DoH Trade Unions	x	x	x	x	x
HIV 2	Improve the management & control of STD's.	Training for health care workers on - STD- management - Youth friendly services - HIV/AIDS counselling - Male sexuality	DoH GTM Trade Unions	x	x	x	x	x
HIV 3	Reduce mother-to-child transmission	Training for Health care workers in use of anti-retro viral drugs.	DoH	x	x	x	x	x
HIV 4	Improve access to voluntary testing & counselling(VCT)	4.1 Promote VCT-program	DoH	x	x	x	x	x

Project No	Strategy	Project / Service	Stake-holders	02/3	03/4	04/5	05/6	06/7
		4.2 Training of health care workers in procedures	DoH	x	x	x	x	x
HIV 5	Provide treatment, care & support services in health care facilities & communities	5.1 Develop a home based care (HBC) program	GTM, DoH NGO's/ Youth Groups	x				
		5.2 Train / capacitate volunteers.	GTM/DoH NGO's/ Youth Groups		x	x	x	x
		5.3 Implement /drive HBC program in all wards.	Ward Councillors GTM DoH		x	x	x	x
		5.4 Provision of anti-retroviral drugs to the infected.	DoH		x	x	x	x
		5.5 Facilitate poverty-alleviation programs.	GTM, Agriculture Trade & Industry Business Sector	x	x	x	x	x
HIV 6	Develop & expand the provision of care to children & orphans	Develop community social development / upliftment programs focussing on HIV/AIDS	GTM / DoH Social Development. NGO's/CBO's Business Sector Youth Groups		x	x	x	x

9. LOCAL ECONOMIC DEVELOPMENT STRATEGY

INTRODUCTION

Local Economic Development is the major drive for economic growth within the Municipal area. The overriding economic challenges for South African local authorities are poverty and unemployment. These should be addressed by creating an enabling environment for economic growth through attraction of investors and infrastructure development and this can be achieved by developing the LED plan/strategy

STRATEGIES FOR LED

1. POLICIES AND LEGISLATIVE FRAMEWORK

The reviewed LED strategy for the Municipality (2007) has identified several strategies in accordance with the National and Provincial policies and certain legislative frameworks.

- The White Paper on Local governance (1998)
- Local and District LED Strategies
- Limpopo Growth and Development Strategy
- AsGISA
- BBBEE
- Cooperative Act
- National Spatial Development perspective
- LRAD
- SEDA

2. STRATEGIC THRUSTS

Four strategic thrusts are identified:

1. Sub-tropical Fruit and Nut Cluster Value Chain
2. Agriculture Value Chain Development
3. Tourism Development and promotion
4. Business Diversification and Trade Development

3. DEVELOPMENTAL PROGRAMMES

A number of developmental programmes for with the following potential projects have been identified.

- Agriculture
- Mining
- Manufacturing
- Wholesale, retail and trade
- Business and financial services
- Tourism
- Economic infrastructure
- Land Reform
- Skills Training
- Marketing
- Construction

5. DEVELOPMENTAL PLANS

- LED strategy
- Spatial Development Framework
- Agricultural value chain
- Feasibility studies on potential tourism hotspots
- Infrastructural development related to economic issues
- Development and support of SMME's
- Support community based initiatives in both economic and social issues
- Skills development
- Coordination with all relevant role player throughout the process
- Establishment of the Greater Tzaneen Economic Development Agency (GTEDA)
- Cooperatives development

5. DEVELOPMENTS IN TERMS OF EACH INTEVENTION

THRUST	PROJECT	DEVELOPMENTS
AGRICULTURE VALUE CHAIN DEVELOPMENT	TOURS PEPPEDEW PROJECT (EMERGENT FARMERS ENTEPRISE)	The Tours Hydroponics project has been transformed into Emergent Farmers Enterprise (Tours Peppadew Project). 17 farmers have established a company having sourced funding in the form of a loan from Peppadew Internationals. The project produces peppers for export and local markets.
	MOKGOLOBOTO CPA	The CPA managed to acquire the farm through land restitution. Land Claims Commission is supporting the project and they have a financial contract with Capespan.
SUB-TROPICAL FRUIT AND	FEASIBILITY STUDY ON	EU has funded the project. The

NUT CLUSTER VALUE CHAIN	SUBTROPICAL FRUIT AND NUT CLUSTER VALUE CHAIN	feasibility study was completed in 2007 with project profiling. Advertised for business plans
TOURISM DEVELOPMENT	MEFAKENG COMMUNITY TOURISM	Irish Aid funded the project. Three nodal areas have been identified in Muhlaba, Thabina and Nkowankowa. Products development is finalized in Muhlaba and Nkowankowa with Thabina awaiting appointment of the service provider.
	TOURISM PROMOTION AND MARKETING	Greater Tzaneen Community Tourism association is established. Annual events/exhibitions are attended and hosted, Locally and Nationally. Tzaneen brochure has been developed. In the process of developing an article for 2010 event. 2010 activities are coordinated.
BUSINESS DIVERSIFICATION AND TRADE DEVELOPMENT	HAWKERS RESEARCH AND FESIBILITY STUDY	The project is funded by EU. The study is completed. In the process of starting with implementation on database and procedures for application.
	SHOPPING CENTERS	More shopping centers are constructed, Maake shopping center, Tzaneng Mall extension.
	SMME SUPPORT	Continuous workshops/seminars are coordinated with development agencies, SEDA, LIBSA, NDA. Community projects ae continuously supported by CDF's and the LED office.
GREATER TZANEEN ECONOMIC DEVELOPMENT AGENCY	ESTABLISHMENT OF GREATER TZANEEN ECONOMIC DEVELOPMENT AGENCY	The Greater Tzaneen Economic Development has been established and is funded by IDC. It is now in the second phase of development where focus is on feasibility studies

10. INTEGRATED ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The Performance Management Guidelines to Municipalities (2001) clearly describes what a municipality needs to do to ensure that they develop and implement an Integrated Organisational Performance Management System (OPMS). According to the guidelines the following components should be part of the OPMS:

- Planning
- Measurement
 - Setting of Key Performance Indicators
 - Setting of Targets
- Monitoring
- Review
- Assessment
- Reporting

- Integrated Organisational Performance and Employee Performance

Planning

The Local Government Regulations¹ on Planning and Performance Management (Chapter 2) provides the details as to what the content of the IDP should be and the development of this Integrated Development Plan of Greater Tzaneen Municipality has been developed in line with all these specifications in mind.

The most critical step in the planning process is detailed in Chapter 2, (6) (b) which stipulates that the IDP must be used to prepare action plans for the implementation of strategies identified by the municipalities, and therefore it is evident that the IDP fulfils the planning stage of performance management and performance management fulfils the implementation, monitoring, review and reporting of the progress towards implementation. It is critical that there must be a link and integration between the planning process and the ability to manage and monitor implementation.

Performance Measurement

In order for the municipality to monitor progress towards improvement of service delivery and the attainment of targets, it is essential that a proper set of Key Performance Indicators (KPI's) are developed that can be used to measure progress of the municipality.

To ensure that the strategy of Greater Tzaneen Municipality becomes measurable specific outcome indicators have been developed per strategic objective as represented in the strategy map. The indicators can be attained through the implementation of specific strategic projects that will focus on addressing the bottlenecks and constraints within the municipality. The table below indicates the outcome indicators and strategic projects that the municipality developed and identified to ensure that the vision becomes attainable and also to measure progress towards implementation of strategies.

ECONOMIC GROWTH				
Perspective	Strategic Objective	Objective Outcome	Outcome Indicator	Strategic project
Community Satisfaction	Create community beneficiation and empowerment opportunities	Poverty reduction	% reduction in unemployment	Business Support Hub Poverty Eradication Strategy
Financial	Create a stable economic environment by attracting suitable investors	Sustainable economic growth	% growth in GGP of municipal area	Incentive policy, Vision 2020, GTEDA Functionalisation
Institutional Processes	Integrated Developmental Planning	Integrated human settlement	% Credible IDP rating, % adherence to IDP Process Plan	Rural Development Strategy IDP/Budget/PMS Process Prioritisation model
Learning and Growth	Develop a high performance culture for a changed, diverse, efficient and effective local government	High performing organisation	% Institutional performance score	Instilling Values and Culture of Discipline Functional PMS

Social, Environmental Sustainability and Infrastructure Development				
Perspective	Strategic Objective	Objective Outcome	Outcome Indicator	Strategic project
Community Satisfaction	Promote environmentally sound practices and social development	Protected and safe environment	% compliance to environmental legislation checklist % households with access to basic level of solid waste removal	Integrated Environmental Management Plan HIV/AIDS strategy
Financial	Optimise Infrastructure Investment and services	Optimal utilisation of capital resources	% increase in own revenue generated; % reduction in distribution losses (electricity and water)	Capital Investment Framework PPP Implementation Plan Township revitalisation (NDPG)
Institutional Processes	Improve access to sustainable and affordable services	All households access to basic services	% households with access to basic level of water % households with access to basic level of sanitation % households with access to basic level of electricity km of roads tarred per annum	Infrastructure Development plan, Five Year Capital Investment Plan Capital projects Water Services Authority Status
	Maintain and upgrade municipal assets	Expanded lifespan of municipal assets	% operational budget spent on repairs and maintenance, % capital budget spent on upgrading municipal assets	Repairs and maintenance plans, Implementation of Electricity Recovery Plan
Learning and Growth	Develop and build skilled and knowledgeable workforce	Skilled and knowledgeable workforce	% compliance to WSP	Workplace Skills Plan

GOOD GOVERNANCE AND ADMINISTRATION				
Perspective	Strategic Objective	Objective Outcome	Outcome Indicator	Strategic project
Community Satisfaction	Develop effective and sustainable stakeholder relations	Informed and participating stakeholders	% community satisfaction rating	Review Public Participation Strategy, Community Satisfaction Survey Intergovernmental Relations Implementation Customer Care Centre 2010 Projects EXCO + MDM Councillor meetings

GOOD GOVERNANCE AND ADMINISTRATION				
Perspective	Strategic Objective	Objective Outcome	Outcome Indicator	Strategic project
Financial	Increase financial viability	Increased financial viability	% increase in cost coverage % Increase in debt coverage ratio % decrease in outstanding rates and service debtors	Five Year Financial Plan (Cost recovery+Revenue generation) Financial Recovery Plan - Management and implementation Zero Based Budgeting
Institutional Processes	Effective and efficient administration	Effective and efficient administrative system	% reports submitted within legislated timeframes	Institutional Development Plan MIS development, Risk Management, Thrust team meetings & Cluster Chair-management meetings Audited Performance Reports
Learning and Growth	Attract and retain best human capital to become employer of choice	Efficient workforce	% staff turnover (Levels 1 - 6)	Recruitment Strategy, Rewards and incentive policy, Retention strategy

Monitoring

Municipalities are guided by the Regulations (Chapter 3, 13) as to what a monitoring framework entails):

- “13. (1) A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it.
- (2) The mechanisms, systems and processes for monitoring in terms of sub regulation (1) must-
- Provide for reporting to the municipal council at least twice a year;
 - Be designed in a manner that enables the municipality to detect early indications of under-performance; and
 - Provide for corrective measures where under-performance has been identified.”

A municipality must develop a monitoring framework that (Guidelines par.5.4): “

- Identifies the roles of the different role-players in monitoring and measuring the municipality's performance
- Allocates specific tasks to the gathering of data and submission of reports

Determines:

- ☐The data that must be collected in order to assess performance
- ☐How that data is to be collected, stored, verified and analysed
- ☐How reports on that data are to be compiled
- ☐Provides for reporting to the municipal council at least twice a year
- ☐Is designed in a manner that enables the municipality to detect early indications of under-performance
- ☐Provides for corrective measures where under-performance has been identified
- ☐Compares current performance with performance during the previous financial year and baseline indicators”

Within the municipality the process of Performance monitoring is thus an ongoing process that runs parallel to the implementation of the agreed IDP as contained within the annual Service Delivery and Budget Implementation Plan (SDBIP).

Performance Evaluation

Performance Evaluation is a process whereby the value of the specific program, project or indicator / measurement is evaluated to determine whether it contributes to the value added by the municipality or even the strategic intent of the municipality. . An evaluation is conducted on a quarterly basis whereby the outcomes and achievements are analysed in terms of the progress made with the implementation of programmes, projects or initiatives.

At least once a year, preferably after the annual review process the municipality must evaluate the entire performance management system to determine whether there is significant progress made towards the attainment of strategies and targets. These evaluations will result in an improvement plan for the PM system that will be taken into consideration and account once the process with development of the next cycle of performance management documentation gets underway.

Performance Reviews

The information obtained and assessed will now be reviewed with the aim of getting better results. According to the Guidelines²

(par 5.6): "Performance review is a process where the organisation, after measuring its own performance, assesses whether it is doing the right thing, doing it right and better, or not. There are number of ways to conduct performance reviews. The first is to look at whether the current level of performance is better than that of the previous year, using baseline indicators. This assessment is important because you can only know if your performance is improving by comparing with past performances.

The second method is to look at the municipality's performance by comparison with other similar ones, other public sector agencies and/or private sector organisations. This is also important because you can only know that you are doing well relative to others similar to you. This may be done by way of a benchmarking exercise.

The third method is to look at what the people of the municipality services think or what their perceptions are about the performance of the municipality across a range of services. Again this is crucial because you are only as good as the people you serve think you are. This may be done by way of customer surveys or other community feedback mechanisms.

This review approach is consistent with the 'best value' review framework of challenge, compare, consult and compete. The framework calls for the municipality to challenge the current level of performance, compare it to others, consult with customers or communities and find ways of competing with others to provide best value in service delivery."

Beyond looking at comparing oneself with other institutions one also needs to review the lines of accountability. These lines of accountabilities are provided by the Guidelines have been adopted by the Greater Tzaneen Municipality.

Performance Review: Lines of Accountability

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 /	Review performance of the organisation monthly, prior to and more often than the Mayoral Committee:

Position	Accountability
her Management Team)	<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. It is proposed that review 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.
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 (Councillors) in the period between elections. It is required legislatively that the public is involved in reviewing municipal performance at least annually.

A critical component within the performance review process lies with the verification of the outcomes of the review process. Internal auditing and the Performance Audit committee should play a critical role to ensure progress is monitored according to targets and that reports reflect the true status of progress.

The performance of the Greater Tzaneen Municipality is monitored and reported on through its SDBIP on a quarterly basis.

Performance Assessment

Assessment is a process of measuring or quantifying the level of attainment or competence achieved with regards to a specified domain or targets developed. Therefore the municipality will embark on a structured process whereby progress with projects and targets are done on a quarterly basis and these assessment reports will be distributed to Council. These reports should feed the half yearly and annual assessment reports, where the greater Tzaneen Municipality can report on the attainment of the targets set for the municipality to achieve.

During this process of assessment Scores (relevant to the rating scale proposed by DPLG of 1 to 5) are used to determine how well the municipality is performing in relation to the strategic theme, objective, programmes and projects. This process is referred to as the Institutional Assessment and will provide the platform whereby individual assessment will take place within the municipality.

Reporting On Performance

Reporting is the process whereby the data collected is collated and results provides the municipality with information and intelligence to make well informed decisions or take necessary action where identified.

The Guidelines (par.5.8) advises under reporting:

“Reporting requires that we take the priorities of the organisation, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specified target group, for review.

Performance management in local government is a tool to ensure accountability of the:

- Municipality to Citizens and Communities
- Executive Committee to Council
- Administration to the Executive Committee or Executive Mayor
- Line/Functional/Sectoral Management to Executive Management and Portfolio and Standing Committees
- Employees to the organisation”

It is thus necessary that the reporting process follows the lines of accountability as is mentioned above. According to the Regulations quarterly performance reviews should be conducted. The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to the Council on inter-alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in the SDBIP.

On an annual basis a comprehensive report on the performance of a municipality needs to be compiled and therefore an annual formal institutional assessment should be conducted and the outcome thereof reported to the Executive Committee. This report, after it has been audited by the Performance Audit Committee will be submitted to Council which will review the performance of the municipality.

Organisational and Employee Performance

A good PMS links the organisation's performance with the employee's performance and *vice versa*. The Guidelines (par.5.9) makes it clear:

“The performance of an organisation is integrally linked to that of staff. If employees do not perform an organisation will fail. It is therefore important to manage both at the same time. The relationship between organisational performance and employee performance starts from planning, implementation, monitoring and review.”

A process will be followed whereby the organisation's performance is determined and reported on after which the individual employees will be assessed according to the outcomes of the organisational performance and in addition to their individual indicators and targets specified within their performance agreements and individual performance plans. The Employee Performance Management Policy will guide and govern the implementation, management and integration of the Employee Performance Management System and the Organisation Performance Management System.

11. Greater Tzaneen Municipality IDP Housing Chapter

ANALYSIS

Background

The Greater Tzaneen Municipality (GTM) is situated within the central-eastern extents of the Limpopo Province, and is one of five local municipalities located within the Mopani District Municipality (MDM) area. It borders the Greater Letaba Local Municipality to the north, the Ba-Phalaborwa Local Municipality to the east, the Maruleng Local Municipality to the south-east, and the Capricorn District Municipality's LMs of Lepele-Nkumpi, Polokwane and Molemole to the south, west and north-west respectively (see **Figure 1**).

The Greater Tzaneen Municipality comprises a land area of approximately 3 240km² and extends from Haenertsburg in the west, to Rubbervale in the east; and from south of Modjadjiskloof in the north, to Trichardsdal in the south. The municipal boundary forms an irregular T-shape, which presents a number of development challenges in respect of services provision and distance to markets.

Population and Urbanisation Trends

The Municipality currently holds an estimated population of 349 085 people, which amounts to just less than 33% of the District's total estimated population of 1 068 563 individuals. At 6,7%, the Municipality's contribution to the provincial population is fairly small (Table 1). The 2007 Census (Community Survey) figures indicate that the Municipality experienced a slight decline in its population between 2001 and 2007, at -1.2% per annum. However, the Community Survey is based on a country-wide sample survey, and it is not certain whether much should be read into the reduced population figures between 2001 and 2007.

Table 1: Estimated Population in Census 2001 vs. Community Survey 2007

	POPULATION 2001	% of District	% of Province	POPULATION 2007	% of District	% of Province
NP331: Greater Giyani	237,442	22.4	4.8	247,653	23.2	4.7
NP332: Greater Letaba	220,123	20.8	4.4	247,739	23.2	4.7
NP333: Greater Tzaneen	375,583	35.4	7.5	349,085	32.7	6.7
NP334: Ba-Phalaborwa	131,084	12.4	2.6	127,306	11.9	2.4
NP04A1: Maruleng	94,383	8.9	1.9	95,778	9.0	1.8
CBDMA4: Kruger Park	1,762	0.2	0.0	1,002	0.1	0.0
DC33: Mopani	1,060,377	100.0	21.2	1,068,563	100.0	20.4
Limpopo Province	4,996,247			5,238,265		
LM Growth per annum (2001 - 2007)			-1.2%			

Source: STATS SA, Census 2001 and Community Survey 2007

According to the Department of Water Affairs and Forestry (DWAf) (2006), less than 18% of the LM's total population currently reside within the proclaimed towns. Hence, more than 82% of the Municipality's total population reside within rural villages and / or informal settlements. This situation poses huge challenges to the provision and eradication of housing and infrastructure backlogs in a sustainable manner.

Consequently, housing is, and will become, an increasingly important issue for the Municipality to address. The current and proposed housing projects, as indicated in the 2007/2011 Revised IDP, are incorporated and spatially referenced on the relevant figures within this report.

Land Use and Spatial Characteristics

The Greater Tzaneen Municipality is predominantly rural in nature, with vast areas of land either utilised for extensive or intensive agricultural activities (e.g. commercial timber, cash crops, tropical and citrus fruit production). Whilst the northern, eastern and south-eastern extents of the Municipality are characterised by a gentle to even sloping topography, the north-western extents are characterised by mountainous and generally inaccessible terrain.

The space-economy of the GTM is dominated by the five proclaimed towns which include Tzaneen Town⁽¹⁾, Nkowankowa⁽²⁾, Letsitele⁽³⁾, Lenyenye⁽⁴⁾ and Haenertsburg⁽⁵⁾ (see Figure 2). Business and industrial development is concentrated in Tzaneen Town. In addition to the aforementioned towns, approximately 125 settlements of varying size are scattered throughout the Greater Tzaneen municipal area, and falling under the traditional authority system. These are mainly

concentrated within the north-eastern and south-eastern extents of the Municipality, and generally coincide with the former homeland areas of Gazankulu and Lebowa respectively (see Figure 2).

According to the Tzaneen SDF, the fact that settlements/towns were not allowed to develop naturally at nodes of economic or social activity, resulted in almost all of the numerous small settlements having no, or a very limited economic base, which renders the provision of social and physical infrastructure very costly and inefficient. Furthermore, given the dormitory nature of these settlements, residents are forced to work elsewhere as migrant workers (primarily the metropolitan areas of Gauteng Province).

Although the majority of the Municipality's rural settlements are only accessible via secondary gravel roads, the existing transportation network does afford the main urban areas of the LM with good local and regional accessibility. The main access route is the east-west running R71 (Phalaborwa Corridor SDI) which connects Tzaneen to Polokwane in the west (via Haenertsburg and Sion Stad / Moria); and to Phalaborwa in the east via Letsitele and Gravelotte (a major link between Gauteng and the Kruger National Park). The R528 which by-passes the Magoebaskloof Pass functions as an alternative link between Tzaneen and Haenertsburg.

Similar to the R71, the R36 plays a very important role, and serves to link Tzaneen with Modjadjiskloof, Soekmekaar, Polokwane and Louis Trichardt (Makhado) along a north-south axis. To the south the R36 links Tzaneen with the R529, passing the vast number of rural settlements which formed as part of the former Lebowa homeland. The R529 functions as the main northeast-south linkage, linking the municipality with the Hoedspruit area and beyond in the south, and Giyani in the northeast (see Figure 2).

In summary, the main "man-made" spatial characteristics exhibited by the Greater Tzaneen municipal area include:

- A fragmented formal urban component comprising Tzaneen, Nkowankowa and Lenyenye, which have developed along a major arterial route (the R36) and two service nodes (Haenertsburg and Letsitele) at opposite ends of the municipal area; and
- Two significant clusters of rural villages, one in the northern, and the other in the southern quadrant of the municipal area. The southern quadrant boasts the largest concentration of rural settlements, with 69% of the municipal population residing on 67% of all residential stands within the LM. The northern quadrant hosts 27% of the municipal population on 26,5% of all residential stands within the LM.

Nodal Development Area Proposals

According to the 2002 Limpopo Spatial Rationale, as well as the Municipality's existing Spatial Development Framework (SDF) (2008), several nodal development areas have been identified throughout the municipal area (see **Figure 2 and 3**). More specifically the SDF groups these into a number of functional settlement clusters as discussed below.

I. Tzaneen Town Area

Tzaneen Town Provincial Growth Point (PGP)⁽¹⁾

Business and industrial development is concentrated in Tzaneen Town. According to the SDF, residential, formal business, industrial, infrastructural, social and economic development should be encouraged in Tzaneen Town through infill development see **Figure 4**).

In respect of bulk infrastructure, the insufficient water and electricity supply presents a serious threat to new development(s).

II. Southern Settlement Area

Nkowankowa / Lenyenye District Growth Point (DGP)⁽²⁾⁽⁴⁾

The Nkowankowa / Lenyenye development area includes the settlement areas of Nkowankowa Town, Dan, Mokgolobotho, Mohlaba Headkraal, Petanenge, Lenyenye Town, Sasekani, Mohlaba and Moime (see **Figure 5**). Both Nkowankowa Town and Lenyenye Town feature Central Business Districts (CBDs). More specifically, Nkowankowa (see **Figure 5a**) is the largest proclaimed town within the municipal area, with the highest number of stands (5250). Contrastingly, Lenyenye (**Figure 5b**) is the smallest of the three major proclaimed town with 2519 stands (Tzaneen SDF).

According to the SDF this area should become the primary development area which attracts people from the southern extents of the LM and beyond. Consequently, the first priority is to provide for, and encourage residential and economic development. In attempting to facilitate urban consolidation, development should gravitate in a south-westerly and north-easterly direction from the Nkowankowa and Lenyenye areas respectively.

In respect of bulk infrastructure, the water quota for Nkowankowa has reached full capacity and consumption already exceeds the allocation. These constraints are having a detrimental impact on the development and servicing of a number of Nkowankowa's extensions such as the Dan townships, Nkowankowa D (Mbambamencisi), Nkomanini and Mokgolobotho. Furthermore, the water purification plant needs upgrading and additional storage facilities are required. The Lenyenye plant also requires upgrading and capacity problems are foreseen.

Apart from water related constraints, areas supplied by Eskom such as Nkowankowa, the Dan townships, Mbambamencisi, Nkomanini and Mokgolobotho has insufficient capacity for new development(s).

Letsitele Municipal Growth Point (MGP)⁽³⁾

The Letsitele development area is situated to the east of Nkowankowa Town, and forms part of the larger Nkowankowa / Lenyenye development area (see Figures 5 and 5a). The development area includes the settlements of Letsitele and Mariveni. The Letsitele CBD is also well developed, and functions as a retail service node to approximately 38 000 people who are mainly resident in the surrounding rural villages. A number of service industries also occur in the centre of the town. In spite of featuring a relatively well developed CBD, Letsitele is the smallest of the proclaimed towns with only 123 residential stands.

In respect of bulk infrastructure, the insufficient water and electricity supply presents a serious threat to new development(s). Although Letsitele's septic tanks and French Drains are not without their problems, no major

capital expenditure or upgrading is required (except where environmentally sensitive areas are being affected) to cope with the existing demand. However, new developments cannot be allowed on these old systems, and new plants should be planned and constructed.

Burgersdorp Municipal Growth Point (MGP)⁽⁶⁾

The Burgersdorp development area lays to the southeast of Lenyenye Town, and forms part of the larger Nkowankowa / Lenyenye development area (see Figure 5).

According to the SDF this area should be seen as a “second priority” area for residential, infrastructural, social and economic development. In an attempt to prevent indiscriminate development, the SDF proposes that all new residential and economic development should gravitate in a north-westerly direction towards the existing settlements forming part of the Lenyenye development area.

The lower order settlements in the southern parts of the municipality include:

- **Mogoboya / Khujwana Population Concentration Point (PCP)⁽⁹⁾**
- **Mogapeng Local Service Point (LSP)⁽¹¹⁾**
- **Rhulani / Senakwe Village Service Point (VSP)⁽¹⁴⁾**
- **Mafarana Village Service Point (VSP)⁽¹⁵⁾**

From Figure 5 it is evident that all these villages are located at the periphery of the Southern Settlement Area.

III. Northern Settlement Area

Moleketla / Mandlakazi Municipal Growth Point (MGP)⁽⁷⁾⁽⁸⁾

The Moleketla / Mandlakazi development area is situated to the northeast of Tzaneen Town, and includes the settlements of Moleketla, Mopye, Motupa, Jokong, Thako, Moruji, Sethone, Relela, Bokuta, Fobeni, Lerejene, Thapane, Mapitlula, Marinoni, Kobjana, Mandlakazi, Mbekwana, Nwamitwa, Fofzoza, Lwandlamuni, Babanana and Rwanda. According to the SDF this area should be seen as a “second priority” area for residential, infrastructural, social and economic development. (see **Figures 6 and 6a**).

More specifically, the SDF proposes that all new residential and economic development should first and foremost be accommodated via infill development on vacant parcels of land in, and around, the Moleketla and Mandlakazi settlements.

The remaining settlements in the Northern Settlement Area are considered to be lower order, and comprise the following clusters (as reflected on Figure 6):

- **Runnymede Population Concentration Point (PCP)⁽¹⁰⁾**

- **GaMokgwathi / Miragoma Local Service Point (LSP)⁽¹²⁾**
- **KaXihoko Local Service Point (LSP)⁽¹³⁾**
- **Nkamboko Village Service Point (VSP)⁽¹⁶⁾**
- **Senopela / Senakwe Village Service Point (VSP)⁽¹⁷⁾**

IV. Haenertsburg Town Area

Haenertsburg Municipal Growth Point (MGP)⁽⁵⁾

The Haenertsburg development area is situated just to the southeast of the Ebenezerdam, at the junction of the R71 and R528 leading to Tzaneen Town and Polokwane respectively (see Figure 3). The development area consists of the small formal town of Haenertsburg and a number of agricultural holdings. It currently serves as a service node to the surrounding rural area.

According to the SDF this area should be seen as a “third priority” area for residential, infrastructural, social and economic development. The town does however boast tourism potential, and the surrounding grasslands should be protected due to their ecological importance.

In respect of bulk infrastructure, the water and electricity supply presents a serious threat to new development(s). Furthermore, new developments cannot be allowed on the old septic and French Drain systems – new plants need to be planned and constructed.

Conclusive Summary: Purpose of the Primary Nodal Development Areas

According to the principles of the Tzaneen SDF, the Tzaneen⁽¹⁾, Nkowankowa/Lenyenye^(2&4), Letsitele⁽³⁾, Haenertsburg⁽⁵⁾, Burgersdorp⁽⁶⁾, and Moleketla / Mandlakazi^(7&8) growth points (see Figures 2 and 3) have been selected by the Municipality as the **primary nodal development areas** within which to **concentrate future growth and development**. As such, these areas will be the focus areas for the provision of bulk services and community facilities, in an attempt to attract business and residential activities to these areas – i.e. **consolidating the urban form**. Any development outside of these will not be allowed under normal circumstances, but may in very exceptional circumstances be considered.

Furthermore, the SDF provides the following guidelines in respect of residential development:

- Residential development in PCPs should be limited to natural population growth rate;
- Residential development in LSP and VSA should be discouraged;
- Creation of agricultural stands in PCPs and LSPs to be considered on merit; and
- Formalization of informal settlements will be directed towards, and priority be given to areas situated directly adjacent to proclaimed towns.

It is envisaged that, in the long-term, the identified growth points have the potential to grow into one large city / metropolitan area. Hence, according to the SDF, it is of paramount importance that land located within, and between the growth points,

and which is suitable for housing development purposes, be utilized first and foremost before allowing un-coordinated development to take place in any other areas.

Critical Housing Related Issues

The following matters were highlighted by the Municipality as being the major housing related problems/concerns within the municipality:

- The “Housing Voice” within the municipality currently sits within the Department of Planning and Economic Development as the Head of Division: Land, Property and Housing, but it requires technical, financial and administrative support staff in order to properly perform the housing function.

The Tzaneen municipality will be the second in line in Limpopo Province (after Polokwane) to be evaluated and granted accreditation status. In order to be successful in this regard, the municipality will have to acquire the necessary housing related human resources.

- The lack of well-located, developable land for housing in line with the priority areas identified in the municipal SDF. Most of the land which is well-located and well-suited for housing purposes is not owned by the local authority. This has the implication that land for development purposes must either be released by a State Department, traditional authority, or purchased from private landowners.
- The Limpopo Provincial Department has decided that they will support contractors without the Municipality's approval, which is leading to a substandard product and unsatisfied communities.
- Waiting lists are not in accordance to the National Criteria and the Housing Subsidy System (HSS) Software does not make provision for registering low, middle and high income housing demand and/or need for rental stock. The municipality wishes to expand the current waiting list to also capture rental and “Gap” market demand.
- The constitutional change in 1994 brought about a process whereby households within the higher income groups relocated to Tzaneen, Nkowankowa, Lenyenye and urban areas outside of the municipal area, whilst low-income households informally settled on the fringes of Nkowankowa and Lenyenye next to job opportunities.
- Only 12% of all households within the municipality have permanent title to their houses, and the advantages commensurate with tenure.
- A characteristic of the current residential development is that it is low density; the average density being 5 stands per ha. This is conducive to urban sprawl.

- Sustainable development is hampered by the scattered and unplanned establishment of business and residential activities, since the allocation of land is mainly done by Traditional Authorities.
- The predominantly rural nature of the GTM poses a problem in balancing backlogs versus spatial growth patterns in accordance with the SDF Objectives through the provision of low cost housing.
- **Insufficient bulk water and electricity supply presents a serious threat to new development(s), especially in the SDF primary focus areas of Tzaneen⁽¹⁾, Nkowankowa/Lenyenye⁽²⁾, Burgersdorp⁽⁶⁾, Letsitele⁽³⁾, Haenertsburg⁽⁵⁾, and Moleketla / Mandlakazi^(7&8).**
- The sustainable provision of bulk services and community facilities are hampered by the dispersed nature of the large number of small settlements, hardly any of which generate a sufficient threshold value to justify the provision of these.
- The road network is severely neglected. The poor state of primary and secondary roads is having a detrimental effect on the distribution of goods and services.

Estimated Housing Backlog

According to the 2007/2011 Final IDP Review of the Tzaneen municipality, the current housing need is estimated at approximately **60 000 units**. The specific origin of this very large backlog is not noted within the IDP itself.

However, during the interviews with the municipality, the information as reflected in **Table 2** below was provided as part of the questionnaire.

Table 2: Tzaneen Housing Demand Estimate

Housing Typology	Number of Units
Informal	20 000
Backyard	5 000
Traditional/Rural	14 045
Farm Dwellings	500
Sub Total	35 045
Bonded (Gap, Middle and High)	5 000
Total	40 045

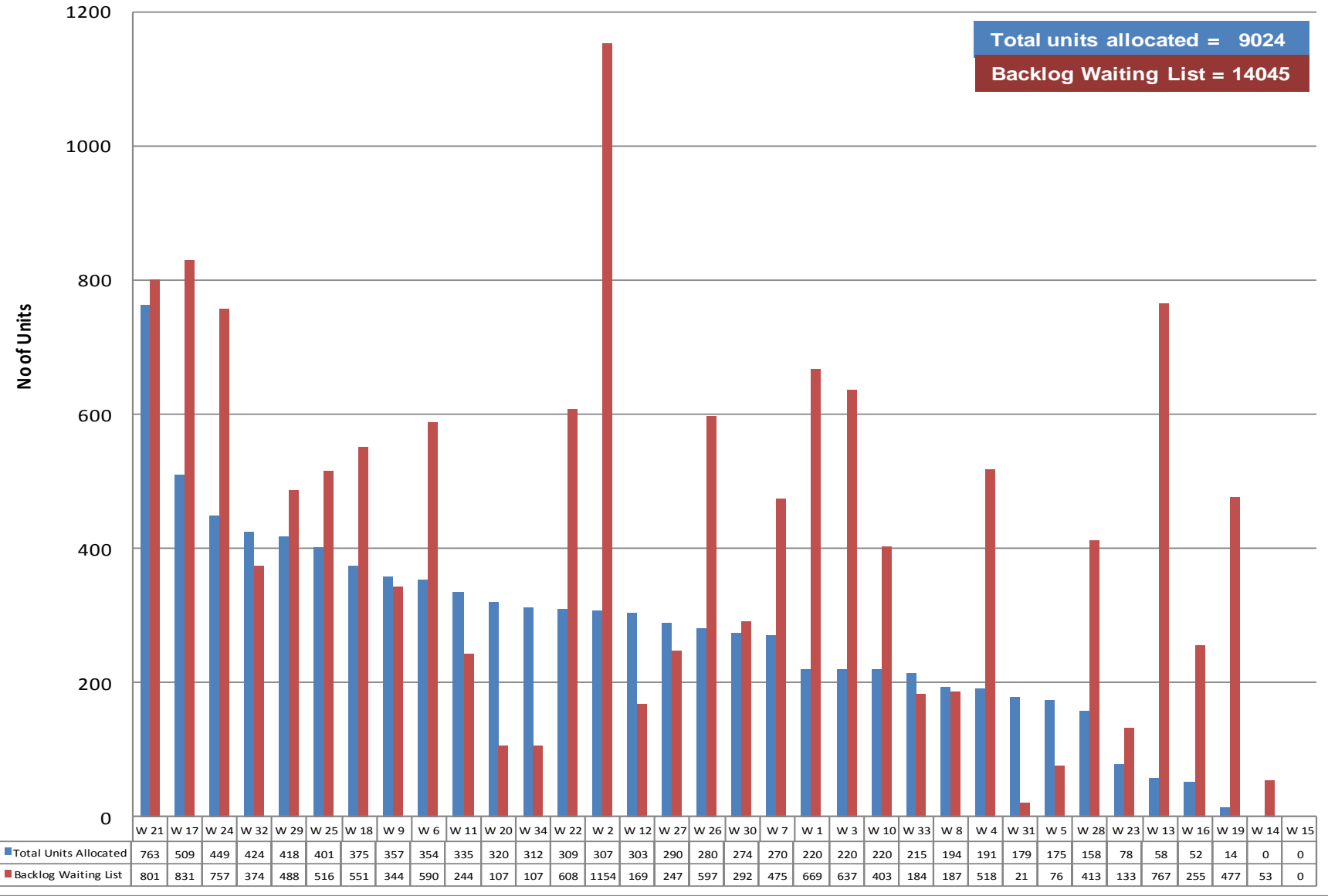
According to this information the housing backlog currently stands at about 40 045 units of which 35 045 units relate to the subsidised market, and 5000 units to bonded housing.

The informal and backyard backlog as reflected in Table 2 is predominantly concentrated in the northern parts of the Southern Settlement Area (see Figure 2) around Nkowankowa and Lenyenye, with an estimated 100 informal units also located in Tzaneen Town.

As far as the traditional/rural backlog is concerned, **Table 3** below illustrates the number of rural RDP Units built per ward since 2006, as well as the current backlog for rural RDP housing per ward as recorded on the Municipal Housing Waiting List. (Figure 2 illustrates the spatial distribution of the respective wards for ease of reference).

According to this information the total number of rural units allocated/built since 2006 totals about 9024 units, while the total rural RDP backlog according to the waiting list currently stands at about 14 045 units.

TABLE 3: TZANEEN LOCAL MUNICIPALITY: RDP HOUSING UNITS PER WARD, 2006 - 2008



In terms of current Council policy, the annual Rural Housing allocation is split among the wards that have received the smallest number of housing units to date, in accordance with the graph illustrated in Table 2.

The spatial distribution of the farm dwelling demand as reflected in Table 2 is not known at present, while the demand for bonded housing (all income categories) is mostly concentrated around Tzaneen, but also the four other proclaimed towns in the municipal area.

The existing Multi Year Housing Plan for Limpopo Province indicated a subsidised backlog figure of approximately 16 714 units (refer to **Table 4** below) compared to the figure of the Municipality (35 045 units), with significantly lower number of informal dwellings (2742 units vs 20 000).

Table 4: Multi-Year Housing Plan: Housing Need for the Period 2008-2012

TYPE	2007	2008	2009	2010	2011	2012
TRADITIONAL	12710	12869	13012	13145	13268	13383
INFORMAL	2708	2742	2773	2801	2827	2852
BACKYARD	1089	1103	1115	1127	1137	1147
TOTAL	16507	16714	16900	17073	17232	17382
	2007 - 2008	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2007 - 2012
% growth per annum	1.3	1.1	1.0	0.9	0.9	1.0

Source: Limpopo Province Multi-year Housing Plan 2012, August 2007, Africon and Themba Maluleka Consortium

In comparison to the figures provided by the Municipality's Waiting List (14 045 units) and the existing Multi Year Housing Plan for Limpopo Province (16 714 units), the Community Survey (2007) figures for the area is significantly lower at 10 924 units (**Table 5**).

Table 5: Greater Tzaneen: Type of Dwelling, 2001 and 2007

Year	House or brick structure	Traditional dwelling	Flat in block of flats	Town/ cluster/ semi-detached house	House/ flat/ room in back yard	Informal dwelling/ shack in back yard	NEED SUBTOTAL	Room/ flat let not in back yard but on shared property	Caravan or tent	Private ship/ boat	Workers hostel (bed/ room)/Other	Total
2001	56,388	23,174	640	473	975	992	27,628	689	150	21		85,989
2007	76,882	8,157	0	678	124	1,161	10,924	140	0	25	1182	89,831

housing strategy: Land Identified and Projects Underway

The section below reflects on the various areas earmarked for housing projects within the Greater Tzaneen Municipal area to help accommodate the estimated housing backlog of 40 045 units as reflected in Table 2.

i) Social Housing/Community Residential Units (CRU's)

In respect of housing, the transfer of Portion 292 and 293 of the farm Pusele 555-LT^(A) (see **Figure 7**) from Dept of Public Works is a priority in order to provide for social housing and Community Residential Units (CRU's) in the hostels. At present the hostel located on Portion 293 has been upgraded, but the units have not been transferred to Council yet. This makes the administration of the units very difficult, as residents do not have title deeds for the units, which hampers the billing system and collection of rates and taxes in the area.

Remainder 6 of the farm Puselela 555-LT is also located in this precinct and is earmarked to accommodate Social and RDP units. The land belongs to the municipality.

ii) Breaking New Ground (BNG)

An integrated human settlement (BNG) project is underway on Adams Farm (Tzaneen Ext. 78^(B)). The township establishment process for this town is underway and 957 erven will soon be proclaimed. This will be followed by Tzaneen X70 which is Adams Phase 2 comprising 293 erven. Surveying and compilation of the General Plan for this area is underway.

iii) Inclusionary Housing

Other areas identified to first and foremost accommodate existing backlogs and future residential growth (mostly bonded housing) includes a number of portions (266, 57, 58, and 59) of the Farm Pusela 555-LT^(C) to the west of the CBD; the areas to the north^(D) of the CBD along the roads leading to Deerpark and Gravelotte, and to the south-west^(E) of the CBD along the R36 to Modjadjiskloof and Agatha, and along the R528 to Haenertsburg.

As most of these developments will be private sector driven, it is envisaged that these three areas will be the main focus for future Inclusionary Housing Programmes which not only cater for middle and high income bonded housing, but also entry level (Gap Market).

iv) Extended Discount Benefit Scheme

There are several government owned rental units in the municipality which belong to various government departments. However, the rental administration of some of these facilities is severely neglected, and lead to overcrowding and unhealthy social conditions.

The transfer of these rental units to the municipality needs to be speeded up in order for Council to be able to possibly set up a Housing Utility which will then take over the administration of the units.

Rural Areas (General)

i) Rural Subsidies and Peoples Housing Process

These subsidies are distributed amongst the wards in accordance with the criteria as set out in section 1.4 of this document. For the 2008/09 financial year the 200 Rural allocation will be equally divided between Wards 13 and 16 (100 each), and the 100 PHP units are allocated to Ward 5 (see Figure 2).

ii) Agri-Villages

The establishment of agri-villages to accommodate the farm dwellers (\pm 500) can be either done around Haenertsburg, Letsitele and Tzaneen due to the availability of infrastructure, or it could be combined with successful Land Restitution projects in the municipal area. A political directive should be provided in this regard.

Southern Settlement Area

Nkowankowa / Lenyenye District Growth Point (DGP)⁽²⁾⁽⁴⁾

In respect of housing, the formalization of informal settlements, and the prevention of urban sprawl is a priority in this area.

i) Project Linked Subsidies (RDP) and Social Housing

Areas identified in the SDF to accommodate existing backlogs and future residential and economic growth includes (see **Figures 8 and 9**):

- A portion of Mohlaba Location 567 LT (202ha)^(H).
- A portion of Ledzee 559 LT (398ha)^(I).
- A portion of Mohlaba's Location 567 LT (443ha)^(J).
- The Dan Township which is already surveyed, and which comprises about 970 residential erven of which 540 are for RDP housing, and several stands earmarked for Res 4 purposes and which could thus serve for Social Housing.

ii) Hostels Upgrading

There is also a need to upgrade some hostels related to educational facilities in the municipal area, and specifically at the Tivumbeni College and Bankuna High School in the Nkowankowa cluster to the south of Tzaneen Town.

Letsitele Municipal Growth Point (MGP)⁽³⁾

i) Project Linked Subsidies

According to the SDF this area should be seen as a “third priority” area for residential, infrastructural, social and economic development. More specifically, the SDF proposes that all new residential and economic development should be accommodated in a northern and south-easterly direction (see Figure 8). Two areas have been identified in the SDF to accommodate existing backlogs and future residential and economic growth, namely:

- Part Lanquedoc 563 LT (35ha)^(F) (north).
- Part Lanquedoc 563LT (30ha)^(G) (west).

Burgersdorp Municipal Growth Point (MGP)⁽⁶⁾

i) Project Linked Subsidies

Two areas have been identified to accommodate existing backlogs and future residential and economic growth, namely a Portion of Burgersdorp 19 KT (150ha)^(K) and a Portion of Coblenz 666 LT (350ha)^(L).

Demarcation of Rural Sites

The following residential townships are in the process of being planned in the Southern Settlement Area. Not all these sites are already occupied, and those that are still vacant could be utilised for subsidised housing purposes. These vacant sites should thus be the priority areas for housing subsidies in the short to medium term in the Southern Settlement Area of Tzaneen (see **Table 6**).

Table 6: Southern Settlement Area: Residential Demarcation of Rural Sites

Area	Number of Sites	Status
Nkowankowa-D (Mbambamencisi)	9050	General Plan approved
Formalisation of sites at Nkomanini	900	General Plan approved
Petanenge	300	Await approval by Local Government and Housing
Berlyn/Molati	300	General Plan approved
Muhlava Headkraal	50	await General Plan approval
Mariveni	200	In process with layout plan design
Mokgolobotho	1600	In process with layout plan design
Burgersdorp Ext 1	100	General Plan approved
Longvalley – A	157	General Plan approved
Mafarana – A	301	General Plan approved
Runnymede – A	300	General Plan approved

Moleketla / Mandlakazi Municipal Growth Point (MGP)⁽⁷⁾⁽⁸⁾

i) Subsidy Linked Projects

According to the SDF, new development(s) should be accommodated in a north-westerly and south-easterly direction from the existing settlement areas of Mandlakazi and Moleketla respectively. Two areas have been identified to accommodate existing backlogs and future residential and economic growth (see Figure 6):

- A portion of Modjadji's Location 424 LT (85ha)^(M).
- A portion of Mamitwa's Location 461 LT (480ha)^(N).

Demarcation and Rural Sites

The following townships are in the process of being planned in the Northern Settlement Area. Not all these sites are already occupied, and those that are still vacant could be used for subsidised housing purposes. These vacant sites should thus be the priority areas for housing subsidies in the short to medium term in the Northern Settlement Area of the Tzaneen municipality (see **Table 7**).

Table 7: Northern Settlement Area: Residential Demarcation of Rural Sites

Area	Number of Sites	Status
Mamitwa Extension	307	General Plan approved
Mandlakazi – A	491	General Plan approved
Ga-Ramotshinyadi	400	Await approval by Local Government and Housing
Ooghoek	504	Await General Plan approval
Mabyepelong	293	Await General Plan approval
Mawa Block 8 and 9	600	General Plan approved
Babanana	100	General Plan approved
Lekgwareng Ext 1	100	General Plan approved
Mavele	199	General Plan approved
Mookgo Block 7B	213	General Plan approved
Nkambako Unit F2	413	General Plan approved

i) Subsidy Linked Projects

According to the SDF, all new residential and economic development(s) should take place to the north^(O), west^(P) and south-west^(Q) of the existing town centre (see **Figure 10**).

Table 8 provides a summary of the various housing programmes proposed in the Tzaneen municipal area, and the location of these. These represent the proposed Housing Strategy for the municipality.

CONCLUDING REMARKS

Apart from some prevalent institutional problems, the Greater Tzaneen Local Municipality does have a clear and well-directed vision as to how it will meet the existing and projected future housing demand in its area of jurisdiction in a sustainable manner. However, the spatial locations of the current and proposed housing projects are generally not conducive to consolidating the dispersed spatial structure of the LM. Residential development should preferably be concentrated within the primary focus areas⁽¹⁻⁸⁾ identified by the SDF, and in areas currently demarcated for rural erven.

Furthermore, since the allocation of land is mainly done by traditional authorities, there is an absence of a clear hierarchy of settlements regarding Rural Housing with differentiated levels of services. Consequently, the Department of Housing has a critical role to play in helping the Municipality to establish a sustainable and functional settlement hierarchy within the LM, by providing / supporting housing developments / projects identified by the IDP which falls within areas identified as suitable for housing by the SDF of the municipality.

Table 8: Tzaneen Housing Strategy Summary

Housing Programme Functional Area	Banded/Housing (Inclusionary)	BNG Housing	Discount Benefit Scheme	Social Housing	Community Residential Units	Hostels Upgrading	Project Linked Subsidies (RDP)	Rural Subsidies	Peoples Housing Process	Agri-Village
Tzaneen Town										
Portion 292 / 293 / RE6 Puselela 555 LT				X	X					
Adams Farm		X								
Various Areas			X							
Areas C, D, E (Figure 7)	X									
* Agri-Village										
Southern Settlement Area										
Tivumbeni College						X				
Bankuna High School						X				
Rural Townships (see Table 6)		X		X			X			
Dan Township (X1 and 2)		X		X			X			
Rural Areas (Various Wards)								X	X	
* Agri-village										X
Northern Settlement Area										
Rural Townships (see Table 7)		X		X			X			
Rural Areas (Various Wards)								X	X	
* Agri-village										X

* Site to be determined – maybe on Land Claims areas, or at Tzaneen, Letsitele and Haenertsburg

6. PHASE 5- APPROVAL

The 2009/2010 Reviewed Integrated Development Plan was adopted by Council on the 29th May 2009.