

**GREATER LETABA MUNICIPALITY**



**REVIEWED DRAFT INTEGRATED DEVELOPMENT PLAN 2026-2027**

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## **LIST OF ACRONYMS**

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

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

VIP	Ventilation Improved Pit Latrine
WPLG	Water Paper Local Government
WSA	Water Service Authority
WSDP	Water Service Development Plan

## Vision, Mission and Values

### Vision

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

### Mission

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

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

### Slogan

“Maatla go Setšhaba”

### Values

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

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

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



## **MAYOR'S FOREWORD**

As we draw closer to the end of the 2021 term of council, we are reminded of the journey we have travelled, the challenges and possibilities.

When we first adopted the 2022 IDP, the municipality was almost bankrupt and passing an unfunded budget. It has quite been a journey to experience in this difficult terrain of planning while delivering quality services to the people of Greater Letaba with the support of stakeholders, Committees and all role players in the development of a five year plan in the form of an IDP.

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

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

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

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

We cannot shy away from the limited resources we have, hence realizing our vision and mission will confirm correct usage of government resources. We are alive to the realities of the disaster and floods that we have had to respond to as a municipality and we continue to ensure that resources respond adequately to the needs of our people. We still need to come up with innovative ways to properly prioritize on projects and programmes that will have positive spin offs for our people.

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

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

**Cllr. MAMANYOHA T.D**

**MAYOR**

## **EXECUTIVE SUMMARY**

Legislative framework and Section 25 of the municipal systems Act makes it mandatory for the municipalities to embark in a process of developing an Integrated Development Plan that must be aligned with the term of office of the council. To ensure responsiveness of the municipality to the needs that are articulated and prioritized by the people themselves, the IDP is reviewed on an annual basis.

The 2026 IDP review is conducted in line with the MTDP and also respond to the material changes happening in the society. The IDP encompasses the analysis phase which depicts the current state of socio-economic circumstances of the municipality and strategy phase that determines the strategies which needs to be developed to respond to the needs of the municipality.

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

It is the responsibility of the municipality to implement projects budgeted for in the 2026/2027 and ensuing financial years. The council must account to the community on successes and failures on implementing the SDBIP through the appropriate structures and mechanisms that have been put in place to ensure performance and fulfillment of the constitutional mandate.

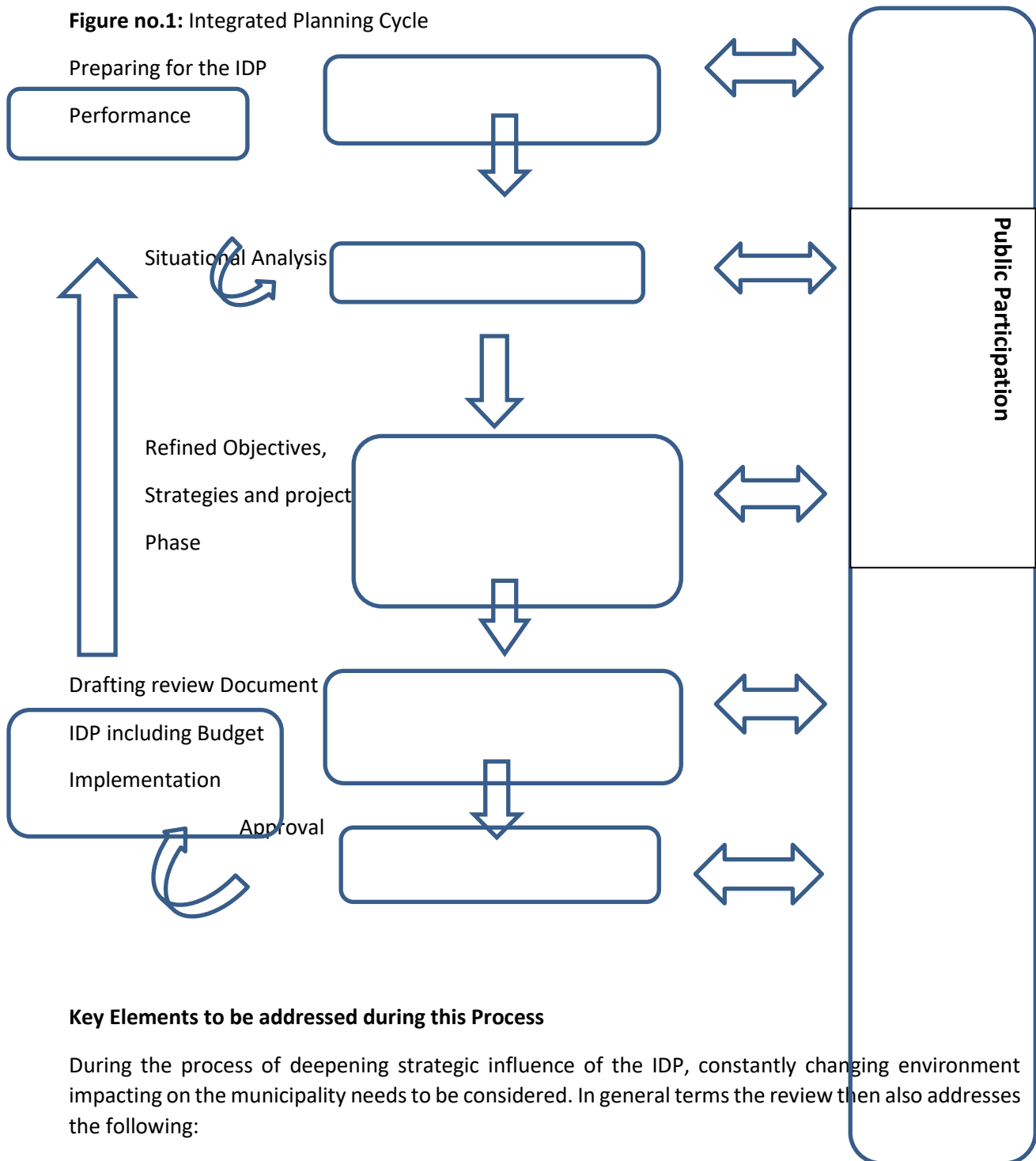
**SEWAPE M.O**

**MUNICIPAL MANAGER**

## Integrated Planning Cycle

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

**Figure no.1:** Integrated Planning Cycle



### Key Elements to be addressed during this Process

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

- Incorporation of comments from various role player;

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

### Strategic Objectives

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

**Table no.1:** Strategic Alignment

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

### Municipal Future Plans

- Ensure that all communities have access to clean portable water by 2025/2026;
- Provide universal waste removal to all communities;
- Integrated Human Settlement in Ga-Kgapane and Mokgoba;
- Effectively deal with communicable and non-communicable disease;
- Strengthen community participation and IGR;

- Integrated planning and service provision in rural areas;
- Increase revenue base;
- Facilitation of economic activities in both urban and rural areas;
- Provide access to housing;
- Provide infrastructure that is conducive for economic development and growth;
- Create job opportunities and reduction of poverty;
- Ensure that all communities have access to electricity and
- Acquire more resources to provide and maintain the existing and proposed infrastructure.

### **Monitoring of the Progress**

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

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

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



# 1. PLANNING FRAMEWORK

## 1.1. Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2025/2026 IDP document is developed, (2) institutional arrangement that are in place to drive the IDP process, (3) process overview in terms of steps and events (4) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programme in the municipality.

## 1.2. Legislative Background

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

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

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

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

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

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

- National Health Act, 2003;
- The Local Government Transition Act Second Amendment Act 1996 (Act 97 of 1996), which requires each local authority to compile an Integrated Development Plan for their jurisdiction;
- The Municipal Demarcation Act 1998 that provides the spatial framework for the on-going demarcation process;
- The Municipal Structure Act, 1998 that defines the institutional setting for municipalities and describes their core function and responsibility;

- Municipal System Act 32/2000 which defines the operation of the municipalities,
- Municipal Finance Management Act 1998;
- The National Environment Management Act, 1998;
- Regulations passed in term of the National Environment Management Act, 1998;
- The Water Service Act, 1997;
- National Water Act, 32 of 1998;
- Mineral and Petroleum Resource Development Act (MPRD) No 28 of 2002;
- Waste Act, 2008;
- Fire brigade services Act No.99 Of 1987 and
- Disaster management Act no: 57/2002.

### **1.3. Framing the 2026/2027 IDP**

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

### **1.4. The National Planning Context**

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

#### **The government has identified priority areas for the next years:**

- Creation of decent work and sustainable livelihoods;
- Education;
- Health; Water
- Rural development, food security and land reform and
- Fight against crime and corruption.
- Gender based violence
- Economic Reconstruction and Recovery

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

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

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

### **1.5. The National Development Plan**

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

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

NDP objectives are:

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

### **1.6. New Growth Path Framework**

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

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

### **1.7. The Provincial Planning Context**

The primary influencing factor in the provincial domain is the LEGDP. The LEGDP sees the competitive advantage of the province in mining, agriculture, tourism and manufacturing. Clustering is viewed as key to success in these sectors. In case of the district, the strategy emphasis investments in agriculture, forestry, tourism and to a lesser extent, trade. In order to give effect to the strategic objectives, as spelled out in the electorate mandate of the ruling party (the African National congress).

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

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

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

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

### **1.8. The Local Planning Context**

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

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

### 1.9. Alignment between IDP, Budget and PMS

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

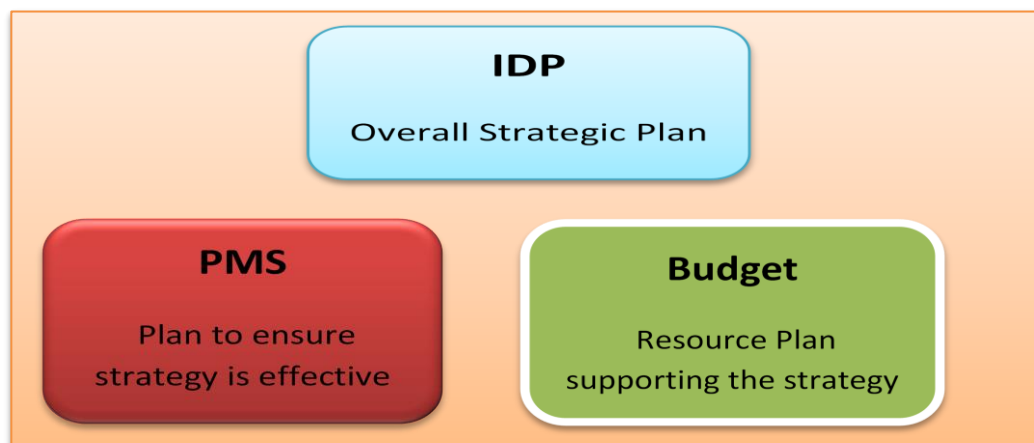
The IDP, performance management systems and budget are all components of one overall development planning and management system:

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

The PMS enables the municipality to check to what extent it is achieving its aims and

Budget provides the resources to achieve the municipal aims.

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



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

### 1.10. Greater Letaba Municipality's Powers and Functions

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

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

## **2. IDP PROCESS PLAN**

## 2.1. Introduction

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

## 2.2. Content of the IDP Process Plan

This plan outlines the following:

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

### Stages/Phases of the IDP Process

IDP Phases	Activities
<b>PREPARATORY</b> July 2025	- Identification and establishment of stakeholders and structures and sources of information.
<b>ANALYSIS PHASE</b> July-December 2025	- Compilation of levels development and backlogs that suggest areas of interventions.
<b>STRATEGIES PHASE</b> January-March 2025	- Reviewing the vision, mission, strategies and objectives.
<b>PROJECTS PHASE</b> October 2025-February 2026	- Identification of possible projects and their fundings sources.
<b>INTEGRATION PHASE</b> January-February 2026	- Sector plans summary inclusion and programmes of action.
<b>Approval phase</b> March-May 2026	- Submission of Draft IDP to Council - Road-show on public participation - Amendments of Draft/Budget according to comments/ inputs, - Submission to council for approval and Adoption.

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Table no.1: Stages/Phases of the IDP Process

### 2.3 Structures that manage/drive the IDP Process

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

Structure	Composition	Roles and Responsibilities
Council	Members of Council <b>(Chair: Speaker)</b>	<ul style="list-style-type: none"> <li>• Adopt the IDP Framework and Process plan.</li> </ul>
Executive Committee	Mayor, Portfolio Heads, Municipal Manager, Directors, and IDP Manager <b>(Chair: The Mayor)</b>	<ul style="list-style-type: none"> <li>• Provide political oversight in the development of the IDP</li> <li>• Assign responsibilities to Municipal Manager.</li> <li>• Deliberate and adopt IDP Framework and Process Plan.</li> <li>• Responsible for the overall management, co-ordination and monitoring of the planning process and drafting process, as delegated to the Municipal Manager and the IDP Technical Team.</li> <li>• Submit draft IDP to Council.</li> </ul>
Portfolio Committee	Chairperson and members of Portfolio Committee <b>(Chair: Head of Portfolio Committee)</b>	<ul style="list-style-type: none"> <li>• Manage the drafting of the IDP on behalf of the Executive Committee</li> <li>• Provide political oversight.</li> </ul>
Ward Committees	Ward councillors; Ward committee members; Local Area Planning Facilitators (LAPs); and Community Development Workers (CDWs). <b>Chair: Ward Councillor)</b>	<ul style="list-style-type: none"> <li>• Collect, discuss and prioritise ward needs.</li> <li>• Submit ward needs to IDP Unit Link the planning process to their respective constituencies, wards and Ward Committees.</li> <li>• Responsible for organizing public consultation and participation.</li> <li>• Ensure the annual business plans and municipal budget are linked to and based on the IDP.</li> <li>• Ensure the IDP is aligned with provincial and national departments' budgets.</li> </ul>

IDP Steering Committee	Mayor, EXCO, Municipal Manager, All Sec 56 Managers, IDP Manager, PMS Manager & Budget Manager.  <b>(Chair: Mayor)</b>	<ul style="list-style-type: none"> <li>• Provide political oversight in the development of the IDP/Budget.</li> <li>• Supervises the implementation of IDP/Budget planning process.</li> <li>• IDP/Budget consultation with various sectors.</li> <li>• Oversee that amendments made to the draft IDP/Budget are to the satisfaction of the Municipal Council.</li> <li>• Be responsible for the submission of the IDP/Budget to EXCO (for recommendation to Council) and MEC for CoGHSTA (for alignment).</li> <li>• Undertakes responsibilities, in response to proposals made by the MEC.</li> </ul>
Municipal Manager	The Municipal Manager	<ul style="list-style-type: none"> <li>• Oversees the whole process and takes responsibility therefore</li> </ul>
IDP Manager	IDP Manager	<ul style="list-style-type: none"> <li>• Managing the IDP process on a daily basis</li> </ul>
Secretariat	Provided by the office of the Municipal Manager	<ul style="list-style-type: none"> <li>• Records proceedings on a daily basic</li> <li>• Issue invites for all IDP meetings</li> </ul>
IDP, Budget & PMS Representative Forum	Community structures, Non-profit making organisations, Traditional Leaders, Ward Councillors, Associations, Interest Groups, Government departments, Church leaders, Ward Committee Members and Mopani Sector Departments and Parastatals  <b>(Chair: The Mayor)</b>	<ul style="list-style-type: none"> <li>• Participate and ratify the completion of each phase of the IDP development and review process.</li> <li>• Represent the communities at strategic decision-making level.</li> </ul>

Table no.2: IDP Structures, roles and responsibilities

#### 2.4 IDP Process Overview for 2025-2026

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

Table no.3: Process Overview: Steps and events

Month	Activities	Time Frame	
		GLM	MDM
July 2025	<b>Preparatory Phase:</b> Identification of and establishment of stakeholders and or structures and source of information	<ul style="list-style-type: none"> <li>July 2025</li> </ul>	29 July 2025
August/September 2025	<b>Analysis Phase:</b> <ul style="list-style-type: none"> <li>Management meets to discuss IDP Analysis Phase</li> </ul>	<ul style="list-style-type: none"> <li>14 August 2025</li> </ul>	29 July-30 September 2025
	<ul style="list-style-type: none"> <li>IDP Steering Committee: Analysis Phase</li> </ul>	<ul style="list-style-type: none"> <li>26 August 2025</li> </ul>	Engagement Session:12-13 September 2025
	<ul style="list-style-type: none"> <li>IDP Representative forum: Analysis phase</li> </ul>	<ul style="list-style-type: none"> <li>19 September 2025</li> </ul>	
October 2025	<ul style="list-style-type: none"> <li><b>Strategies Phase</b></li> <li>Management: Preparation for strategic planning session</li> </ul>	<ul style="list-style-type: none"> <li>10 October 2025</li> </ul>	23 September 2025 to January 2025
January 2026	<ul style="list-style-type: none"> <li>Strategic Planning Session: Strategies phase</li> </ul>	<ul style="list-style-type: none"> <li>21 -23 January 2026</li> </ul>	Engagement Session
	<ul style="list-style-type: none"> <li>Management: consolidate strategic session discussion</li> </ul>	<ul style="list-style-type: none"> <li>04 November 2025</li> </ul>	5 November 2025
	<b>Projects Phase</b> IDP Steering Committee :Projects phase	09 January 2026	
	<ul style="list-style-type: none"> <li>IDP Rep Forum: Project Phase</li> </ul>	<ul style="list-style-type: none"> <li>06 February 2026</li> </ul>	
	<b>Integration Phase</b> <ul style="list-style-type: none"> <li>IDP Integration</li> </ul>	20 February 2026	
February 2026	<b>(Draft IDP)</b> <ul style="list-style-type: none"> <li>Management meeting: Draft IDP</li> </ul>	<ul style="list-style-type: none"> <li>06 March 2026</li> </ul>	February 2026
March 2026	<ul style="list-style-type: none"> <li>IDP Steering Committee: Draft IDP Discussion</li> </ul>	<ul style="list-style-type: none"> <li>13 March 2026</li> </ul>	
	<ul style="list-style-type: none"> <li>EXCO: consideration of the oversight report, draft IDP and Budget</li> </ul>	<ul style="list-style-type: none"> <li>20 March 2026</li> <li></li> </ul>	

	<ul style="list-style-type: none"> <li>• Council: Approval of the oversight report, draft IDP and Budget</li> </ul>	<ul style="list-style-type: none"> <li>• 27 March 2026</li> </ul>	27 March 2026
	<ul style="list-style-type: none"> <li>• Submission of draft IDP to COGSTA for analysis, Publication of the draft IDP documents for inputs</li> </ul>	<ul style="list-style-type: none"> <li>• 03 April 2026</li> </ul>	
April 2026	<ul style="list-style-type: none"> <li>• Public participation on draft IDP/ budget/ PMS</li> </ul>	22 April 2026 to 04 May 2026	
	<p><b>Approval Phase (Final IDP)</b></p> <ul style="list-style-type: none"> <li>• IDP Steering committee: consideration of the inputs from the public participation process</li> </ul>	<ul style="list-style-type: none"> <li>• 29 April 2026</li> <li>•</li> </ul>	29 April- 13 May 2026
May 2026	<ul style="list-style-type: none"> <li>• Management : Effect changes to draft IDP and budget as per public comments and COGSTA</li> </ul>	<ul style="list-style-type: none"> <li>• 06 May 2026</li> </ul>	29 May 2026
	<ul style="list-style-type: none"> <li>• IDP Rep Forum : Consider final Draft IDP/Budget</li> </ul>	20 May 2026	
	<ul style="list-style-type: none"> <li>• EXCO: Final draft IDP/Budget</li> </ul>	<ul style="list-style-type: none"> <li>• 21 May 2026</li> </ul>	
	<ul style="list-style-type: none"> <li>• Council Sitting : Approval of the Final Draft IDP and Budget</li> </ul>	<ul style="list-style-type: none"> <li>• 29 May 2026</li> </ul>	
	<ul style="list-style-type: none"> <li>• Submit approved IDP/Budget CoGHSTA and District (within 10 working days after approval)</li> </ul>	<ul style="list-style-type: none"> <li>• 03 June 2026</li> </ul>	
June 2026	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	

## 2.5. Public Participation

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

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

## 2.6. Publication of the Final IDP

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

## **2.7. IDP Activity Flow**

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

## **2.8. IDP Process Plan: Monitoring, Evaluation and Reporting**

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

## **2.9. Inter-Governmental Relations**

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

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

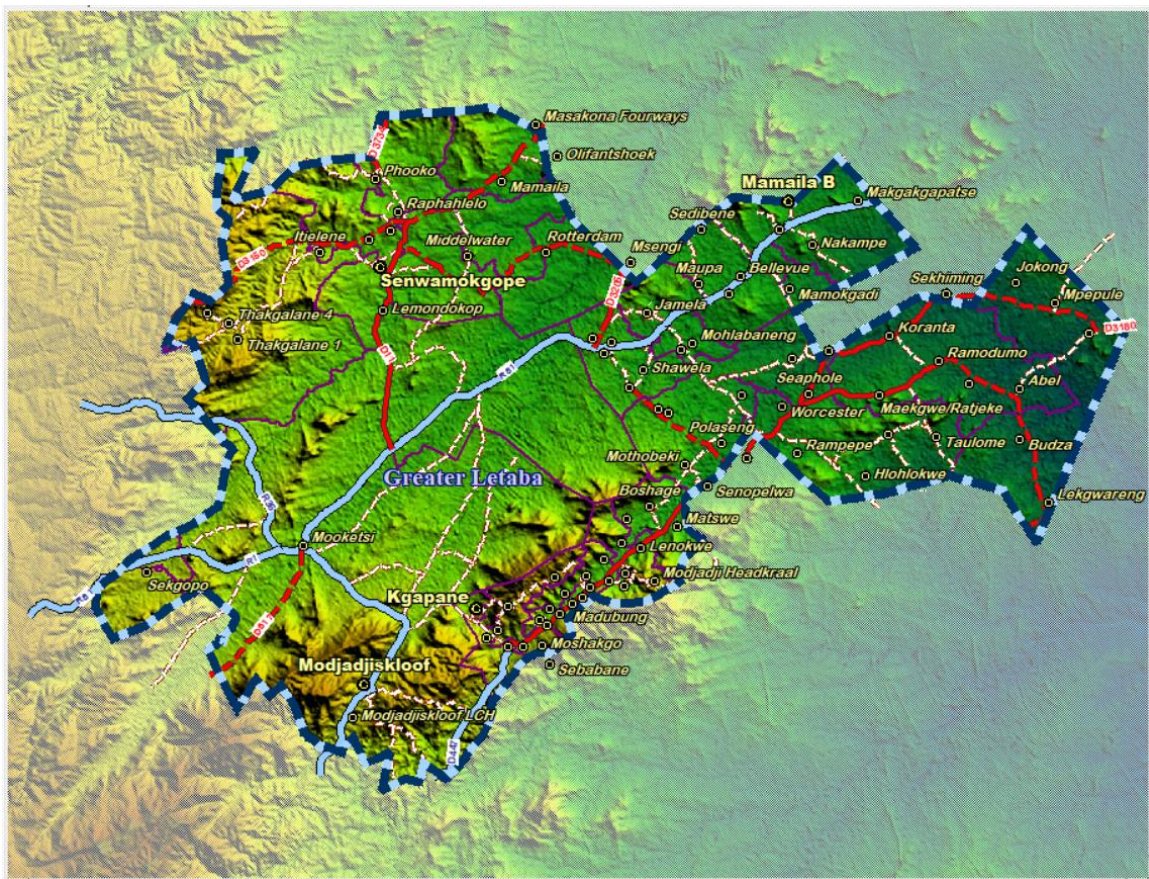
## **2.10. Conclusion**

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

# **3. SITUATIONAL ANALYSIS**

### 3.1 Description of the Municipal Area

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



Map: Greater Letaba Municipality Map

### 3.2 Demographic Profile

#### 3.2.1 Greater Letaba Key Statistics

<b>Name</b>	<b>2022</b>	<b>2011</b>
Total population	261 038	213 932

Young children (0-14 years)	35,1%	34,5%
Working age population (15-64 years)	57,6%	58,5%
Elderly (65+ years)	7,4%	6,9%
Dependency ratio	73,7	70,8
Sex ratio	82,3	81,1
No schooling (20+ years)	23,7%	27,0%
Higher education (20+ years)	6,5%	5,8%
Number of households	65 220	58 612
Average household size	4,0	3,6
Formal dwellings	94,4%	91,8%
Flush toilets connected to sewerage	20,0%	10,2%
Weekly refuse disposal service	17,4%	8,5%
Access to piped water in the dwelling	20,7%	10,1%
Electricity for lighting	97,0%	90,8%

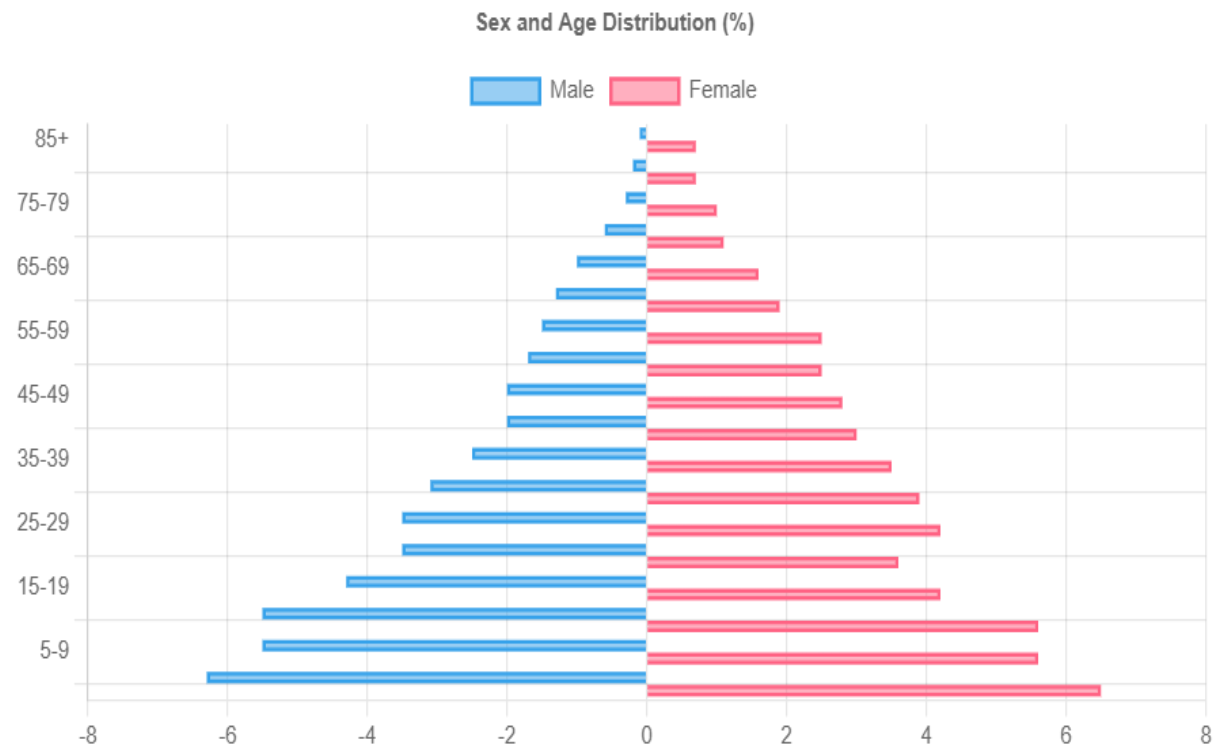
**Source: (Census 2022)**

**Source: (statistics South Africa)**

### 3.2

### 3.3 Age and Gender Distribution

Graph no 1.: Sex and Age Distribution



## 4. SPATIAL RATIONALE

### 4.1 Purpose of Spatial Analysis

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

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

The Greater Letaba Municipal area has the following spatial characteristics:

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

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

### 4.2 Settlement Hierarchy

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

**Table no 12:** Settlement Hierarchy

Type	Characteristics	Area
1 <sup>st</sup> Order Settlement	<ul style="list-style-type: none"> <li>• Growth points;</li> <li>• Settlement located relatively close to each other;</li> <li>• Meaningful economic and social activities;</li> <li>• Services are available for potential business and</li> <li>• Higher level of services.</li> </ul>	Modjadjiskloof, Ga-Kgapane and Senwamokgope
2 <sup>nd</sup> Order Settlement-	<ul style="list-style-type: none"> <li>• This group of settlements are located close to each other;</li> <li>• Have virtually no economic base;</li> <li>• The area has no infrastructure services and</li> <li>• Have a substantial number of people residing in this area.</li> </ul>	Mokwakwaila
3 <sup>rd</sup> Order Settlement	<ul style="list-style-type: none"> <li>• The areas exhibit development potential based on population growth;</li> <li>• The areas are traditionally rural areas;</li> <li>• Have more than 500 inhabitants;</li> <li>• They don't form part of the cluster;</li> <li>• Most of these areas are relatively isolated in terms of surrounding settlement;</li> <li>• The potential of self-sustained development growth is limited and</li> <li>• Lack development opportunities.</li> </ul>	Mapalle and Rotterdam
4 <sup>th</sup> Order Settlement	<ul style="list-style-type: none"> <li>• The settlements are traditional rural areas, whereby they are located in the manner that they are interdependent;</li> <li>• Settlements are linked together by social infrastructure e.g. (clinic, schools etc.) and</li> <li>• The settlements are small and they have less than 1000 people per village.</li> </ul>	
5 <sup>th</sup> Order Settlement	<ul style="list-style-type: none"> <li>• All small settlements are mainly rural villages, which do fall under 4<sup>th</sup> order of settlement;</li> </ul>	Motlhele

	<ul style="list-style-type: none"> <li>No economic base in this area</li> </ul>	
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### 4.3 Land Use Composition and Management Tools-LUS and GIS

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

### 4.4 Spatial Development Growth Points Areas

The table below indicates the growth points within the municipality

**Table no 13:** Spatial Development Growth Points Areas

Provincial	District	Municipal
Modjadjiskloof	Ga-Kgapane Township	Mokwakwaila Senwamokgope

### 4.5 Land Claims and their Socio-Economic Implications

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

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

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

**Table no 14:** Status of Land Claims

Total number of claims lodged	196
Total after consolidation	194
Total settled	3
Hectors restored	91812.01ha
Households Benefited	1923
Beneficiaries	17234
Outstanding claims	97284.02ha

**Table no 15: Land Claims Settled**

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

**Table no 16: Illegal Land Occupation**

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

**4.6 Spatial Challenges:**

- Large area in Modjadjiskloof town is privately owned and these create a challenge in terms of upgrading and expansion of the town;
- There's illegal settlements and land occupation in areas such as Mokgoba and Meshasheng and legal processes are underway to address such challenges.
- Sparse rural settlement and
- Building houses without building plans.

**4.7 Spatial Opportunities**

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

These may be summarized as follows:

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

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

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

- Modjadji Nature reserve, with the Modjadji (Encephalartos Transversalis Cycad Forestry) only found here;
- Vast tomato plantations of ZZ2;
- Modjadjiskloof waterfalls;
- Walking trails both in the Caravan Park and in the nature reserve;
- Manokwe caves;
- Shidila Lodge and Nahakwe Mountain Lodge.
- Lebjene Reins
- Senopelwa / Matipane Showgrounds
- Modjadji Royal White House
- Township Establishment at Modjadjiskloof ext 4

#### 4.8. Greater Letaba Spatial Economy



#### **4.9 Strategically Located Land within the Greater Letaba Municipality**

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

The availability of the palace can also be one of the opportunities for Tourism attracti given the Modjadji dynasty and heritage. There is a lack of private investment in certain places of the main town and this has led to the deterioration of these areas and underutilization of existing infrastructure.

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

- Farms to the West of Ga-Kgapane located on a slightly flat terrain suitable for mixed use development including commercial and industrial. These include the farm Platland and Driehoek;
- The area between Ga-Kgapane and Modjadjiskloof constitute of the farm Spritsrand, Witkrans, Vrystaat and Hilldrop;(Modjadjisklook Ext 4)
- The area between Modjadjiskloof and Mokgoba may serve as a proper link between Mokgoba and the town; thereby attracting further investment in terms of both residential and commercial development;
- Goudplaas and Nooitgedaght with a potential for a new township establishment, extensive agriculture and industrial development;
- The vacant land parcel in Senwamokgope between the built area and the college would be ideal for Convenience Centre development;
- Mookwaila area on the farm Worcester 200-LT given potential by its centrality in Bolobedu and the municipality as a whole.
- Portions of the farms Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East
- Mooketsi (area around the junction) which has a potential for growth as a convenience centre for tourism.

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

#### **4.10 Spatial Development Consideration (Subject to Land Availability)**

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

- Proposed establishment of extension 11,12 and 13 of Kgapane
- Township establishment (286 sites) on the farm Vrystaat, covering 67 hectares: Portion 14;
- Township Establishment (600 sites) on farm Nooigedatcht 342-LT;
- Township Establishment (279 sites): Modjadjiskloof Extension 1 and 2
- Township Establishment (4900 sites): Makhabeni Extension 1 on the farm Altydmooi 379-LT;

- Shopping Centre/ Mall on the farm Schoongelegen: Portion 01;
- Township development and Mall at Mokwakwaila
- Shopping Centre/Mall in Senwamokgope;
- Extension of Ga-Kgapane Shopping Centre
- Shopping Centre of Mamaila Mphotwane

Swot analysis

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

**Table no 17:** Spatial Rationale SWOT Analysis

## 5. ENVIRONMENTAL ANALYSIS

## **5.1. Environmental Setting**

### **5.1.1. Land Cover and Land Use**

The broader land use patterns that occur within the Greater Letaba Municipality are categorized into natural elements, primary economic activities and human settlements which is mostly influenced by diverse set of factors, that includes agriculture, forests, soils, and biodiversity. The Municipality offers more fertile soil, especially in the valleys and along river floodplains which is characterised by a mix of red and yellow, well-drained soils with massive to weak structures. While the region has some rocky areas and limited soil development, its conditions offer moderate potential for farming. (Source: Greater Letaba Municipality SDF)

### **5.1.2. Topography**

The Municipality covers an area of approximately 1 891 km<sup>2</sup> with the average elevation of approximately 766 m above sea level. The Greater Letaba contains significant coverage of thicket and bushland, along with established forest plantations, indicating both natural and managed vegetation cover.

The southern portion of the municipality is characterised by mountainous terrain, which restrict urban development and the North-Eastern areas are less steep with gentler slopes and lower elevation. The South has denser timber-type vegetation while the North has more bushveld and grazing lands. (Source: SA Topographical Maps)

### **5.1.3. Geology**

The geology of Greater Letaba Municipality is varied and complex and consist of mainly sedimentary rocks in the North and metamorphic and igneous rocks in the South. The granite and gneiss are recorded as rock types for parts of the Letaba area emanating from the Groot Letaba catchment with Modjadjiskloof as one of the towns that forms part of the catchment. Granitic rocks weathering results in silty and more sandy soil which affect agriculture and water infiltration. (DWS, Groot Letaba River Water Development Project)

## **5.2. Environmental Governance and Integrated Environmental Management**

Greater Letaba Municipality draws its mandate from Section 24 of the Constitution of the Republic of South Africa which states that everyone has the right to an environment which is not harmful to their health or well-being and to have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that prevent pollution and ecological degradation, promote conservation and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development. This right is further expressed by the National Environmental Management Act, 1998 (Act No. 107 of 1998) ("NEMA") which intends to provide for co-operative environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state and the following Specific Environmental Management Acts (SEMAs):

- National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004),
- National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008);
- National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004); and

- Climate Change Act, 2024 (Act No. 22 of 2024).
- National Environmental Management Protected Area Act, 57 of 2003.

Integrated Environmental Management is emphasising that there should be a balanced consideration of environmental, socio-economic and cultural heritage in decision making, project planning and implementation including the formulation of programmes and policies. This is done to promote sustainable development in municipal planning processes.

To ensure that there is a balanced consideration of environmental and socio-economic factors in municipal projects planning, all infrastructure projects are screened to check whether an Environmental Impacts Assessment (EIA) might be required. This is in line with the EIA regulations enacted under the National Environmental Management Act, 1998 (Act No. 107 of 1998) ("NEMA"). The Specific Environmental Management Acts (SEMAs), as defined in the NEMA, are also considered. Compliance of projects to other legal requirements as outlined by other acts and regulations is also screened before project implementation. This includes compliance with Acts and regulations such as the National Water Act, 1998 (Act No. 36 of 1998), National Heritage Resources Act, 1999 (Act No. 25 of 1999), and other relevant international agreements.

Greater Letaba Municipality has established Environmental Management Forum to provide a structured platform for stakeholders to share information, develop solutions and coordinate actions to achieve effective and sustainable environmental management. Furthermore, the Municipality has a Climate Change forum which addresses local climate crisis. Moreover, GLM forms part of the Mopani District Environmental Management Forum, the Provincial-Municipal Air Quality Officers' forum (facilitated by LEDET) as well as the Provincial Climate Change and Environmental Management Forum (Led by SALGA) which are convened quarterly to discuss environment related issues (air quality, climate change, waste management, biodiversity, etc) in the province.

The Municipality does not have a dedicated environmental structure responsible for environmental management. The environmental management unit falls under Environment, Waste Management, Parks, Cemetery Section which covers general environmental issues.

### **5.3. Biodiversity and Conservation**

Greater Letaba presents a more varied environmental picture. It includes sections of Critical Biodiversity Area 2 and Other Natural Areas, which still retain some natural features and ecological value. However, part of the area of Greater Letaba has been heavily altered, with no natural habitat remaining, indicating areas that have been transformed by agriculture, settlement, or infrastructure development. (Source: Greater Letaba Municipality SDF)

The Municipality has prolific vegetation such as timber and bushveld vegetation. The region includes forests, wetlands and unique vegetation type. One particularly notable site being Modjadji Nature Reserve which is a home to ancient cycads and unique cultural-ecological landscape.

Invasive species such as Lantana camara forms part of the challenges in the Municipality. Programmes such as Land-care project steered by Limpopo Department of Agriculture and Rural Development in Mamaila village targeting clearing of alien species (e.g. lantana camara) and restoring grazing veld were implemented in the Municipality. Furthermore, Deforestation and land-use change resulting from timber plantation and cutting of trees for fire purposes shifts the natural ecosystem. There is a need to allocate budget from the municipality to address issues of alien and Invasive species which

could be done through the development of Alien Invasive Eradication Plans and Open Space Management Plans.

#### **5.4. Agriculture and Forestry**

Greater Letaba Municipality contributes 5.5% to the agricultural activity of the Mopani District, Agriculture plays a crucial role in the municipality as one of the major employers and key source of food security. GLM is a major producer of tomatoes in Limpopo and South Africa, as well as export quality avocados. Tomato production is mainly located in the Mooketsi area, under ZZ2. Greater Letaba Municipality offers more fertile soil, especially in the valleys and along river floodplains. The region is suitable for a variety of crops, including maize, sugarcane, vegetables, and citrus, as well as some fruit farming. It has better infrastructure and irrigation systems compared to other local municipalities within Mopani District Municipality, supporting both crop farming and livestock production. The fertile soil and flat terrain allow for more intensive and large-scale farming in certain areas.

According to the Department of Rural Development and Land Reform Agri hub Toolkit, several forestry plantations in the Greater Letaba Local Municipality consist primarily of exotic plant species such as pines, eucalyptus, and mahoganies.

#### **5.5. Natural Water Bodies**

Greater Letaba Municipality is a home to Modjadji Dam, Modjadjiskloof Waterfall and Molototsi River which forms part of the tributaries feeding the Groot Letaba. (Greater Letaba Municipality SDF). There are also additional small dams within private properties in the Municipality.

Wetlands areas in the Municipality includes Thakalane, Malematja, Bodupe and Mokgoba and proper management of these areas could be of economic importance to the local communities.

#### **5.6. Air Quality Management**

The NEM: AQA 2004 aims to provide reasonable measures to prevent air pollution and give effect to Section 24 of the Constitution (South Africa, 1996). Section 15(2) of the NEM: AQA 2004 states that local authorities are required to develop an Air Quality Management Plans (AQMPs) which should be included in their Integrated Development Plans (IDP) (Act No. 39, 2005) as required in terms of Chapter 5 of the Municipal Systems Act (Act No. 32, 2000).

##### **5.6.1. Air Quality By-Laws**

Section 156(2) of the Constitution of the Republic of South Africa makes provision for a Local Municipality to make and administer by-laws for the effective administration of the matters which it has the right to administer as long as such by-laws do not conflict with National or Provincial legislation.

The Greater Letaba Municipality has not established an air quality by-law. The Department of Forestry, Fisheries and the Environmental (DFFE) has developed a generic air pollution control by-law for Municipalities (Government Notice No. 579, 2010) which deals with most of the air quality management challenges expected in South Africa. The aim of the generic air quality management by-law is to assist Municipalities in the development of their own air quality management by-law within their jurisdictions.

### **5.6.2. The status quo of Air quality in the Municipality**

Municipalities are required to 'designate an Air Quality Officer to be responsible for coordinating matters pertaining to air quality management in the Municipality' (Act No. 39, 2005). The appointed Air Quality Officer must be responsible for conducting air quality monitoring and addressing complaints related to air quality within the Municipality and ensure that before the District issues an Atmospheric Emission License (AEL) to industries within GLM, consultations are made with Local Municipality and a joint pre-licensing inspection is conducted.

Greater Letaba Municipality is led by Mopani District in conducting Air Quality Management compliance monitoring on a quarterly basis in the industries that are reporting on the South African Air Quality Information System (SAAQIS). Some of these industries include Khulani Timbers Industry in Modjadjiskloof and Tzaneen Treated Timbers, which negatively impact on air quality by emitting chemicals resulting from timber treatment.

A list of other factors affecting Air Quality in the municipality includes,

- Burning of Saw dust from Timber industries due to unavailability of disposal site,
- Domestic fuel usage for cooking and heating which comprises of animal dung, coal, paraffin and wood,
- Burning of waste,
- Biomass burning
- Human activities are attached to an increase in Carbon dioxide released from vehicles, especially heavy vehicles that drives from industries through Modjadjiskloof town and Sekgopo; and
- dust resulting from unpaved roads and constructions.

### **5.7. Climate Change**

Climate Change refers to an ongoing trend of changes in the earth's general weather conditions as a result of an average rise in the temperature of the earth's surface often referred to as global warming. This rise in the average global temperature is due, primarily, to the increased concentration of gases known as greenhouse gases (GHGs) in the atmosphere that are emitted by human activities. These gases intensify a natural phenomenon called the "greenhouse effect" by forming an insulating layer in the atmosphere that reduces the amount of the sun's heat that radiates back into space and therefore has the effect of making the earth warmer.

Greenhouse gases (GHGs) are emitted from, and are reabsorbed by, a variety of natural sources, but the rate at which human economies and societies are emitting these gases far exceeds the capacity of natural ecosystems to reabsorb them. Increased industrial activity since the mid-18th century has led to a rapid increase in the atmospheric concentration of GHGs such as carbon dioxide, methane and nitrous oxide, in large part due to the burning of fossil fuels derived from oil, coal and natural gas. (Source: DFFE, National Climate Change Information Systems).

### **5.7.1. Governance**

The National Climate Change Response Policy (NCCRP) White Paper states that climate change considerations and constraints must be integrated into Municipal development planning tools such as Integrated Development Plans (IDPs) and Municipal service delivery programmes. Greater Letaba has developed a Climate Change Response Strategy in house, approved by council. There is a climate change champion at the municipal level, however, performs waste management, air quality and climate change related functions.

GLM convenes a climate change forum and its role is to coordinate the climate change response for the municipality. Different sector departments (Traffic, Disaster Management, LED, etc) in the municipality form part of the forum to ensure that climate change strategy is incorporated in all sector development plans in the Municipality.

### **5.7.2. Climate Change Budget and projects**

The Greater Letaba Municipality is in a process of developing a Climate Change Implementation Action Plan which outlines the potential Climate Change projects and Budget. The Municipality does not have a dedicated budget for climate change action; however, an operational budget is in place for overall operations. Climate Change benefits on project that are related to climate change within the Municipality.

Residential areas in Modjadjiskloof and other parts of the GLM have installed solar system for electricity backup, these include most businesses around the area and businesses in Ga-kgapane and Senwamokgope.

GLM has plans to implement retro-fitting projects i.e. printers that are environmentally friendly. Energy saving high mast lights have been installed at most areas within the municipality, to reduce the Municipality's carbon foot print. Furthermore, the municipality have installed solar panels for electricity backup in the main office and energy efficient lights (LED) have been installed in the offices to reduce energy.

VOLTALIA is in a process of constructing the largest South African renewable power plant in the Greater Letaba Municipality. The plant production will represent a volume equivalent to the annual electricity consumption of 425,000 inhabitants, avoiding more than 237,000 tons of CO<sub>2</sub> emissions, which is equivalent to removing approximately 50,000 cars from the road. However, the plant will be feeding Richards Bay Minerals (RBM) which is located in the Kwa-Zulu Natal province.

### **5.7.3. Climate trends in Greater Letaba Municipality**

Baseline (1961-1990) average annual temperatures for Mopani District Municipality, which Greater Letaba Municipality falls in, are between 20°C-24°C. The average rainfall ranges from 600mm-800mm and 85% of the rainfall in the municipality is received in summer (October to March) rather than in winter. Annual rainfall has declined significantly, while annual minimum and maximum temperatures have increased significantly.

Under a high emission scenario, average temperatures are projected to increase by about 2.0-2.2°C by 2050 in the District. (CSIR, Greenbook).

Risk and Vulnerability assessment was conducted in the Greater Letaba Municipality and the assessment found that most environmental sectors in the municipality are highly sensitive to climate change and the adaptation capacity ranges from low to medium within the sectors.

**Table 1.** below indicates different sectors, their vulnerability to climate change and adaptive capacity.

Sector	Vulnerability to climate change	Adaptive Capacity
Agriculture	High	medium
Water Supply	High	low
Energy	High	Low-Medium
Ecosystem	High	low
Waste Management	High	low
Transportation	High	Medium
Human Health	High	Low-Medium
Extreme weather	High	Low-Medium
Tourism	High	Medium-High
Industries	High	Low
Rural and Urban Livelihood	High	Low-Medium

**Table 1: Sectors Vulnerability to Climate Change**

### 5.8. Waste Management

GLM is collecting waste in Modjadjiskloof, Ga-Kgapane and Senwamokgope. The Municipality has extended the collection of waste to Mokgoba, Meidingen, Raphahlelo, Phooko, Mamaila- Kolobetona, Sekgopo, Jamela, Mamphakhathi, Madumeleng, Modubung, Madibeng, Kheshokholwe, and Matswi, Mooketsi market, Maphalle markets, Sekgosese area and Mokwakwaila business centre and various areas within the municipality. However, the municipality does not collect in some rural areas and informal settlement. Solid waste collection in these areas is done through containers that include skip bins. Skip Bins are procured continuously, depending on budget, each financial year to extend waste services within the municipality. Recycling initiatives, litter picking and clearing of illegal dumping sites are continuously conducted throughout the Municipality to minimise waste challenges. The municipality have recycling facilities that are operational which are located in Jamela, Mabulana, and Maphalle. Furthermore, GLM is in a process of developing Recycling and Waste Minimization Strategy.

There are two operational transfer stations located at Senwamokgope and Ga Kgapane for waste disposal as a temporary storage and one drop off centre for disposing garden waste at Modjadjiskloof. The garden refuse from old Modjadjiskloof dumping site is collected to ZZ2 for composting purpose. The Municipality has no landfill site and currently utilises Greater Tzaneen Landfill site, which is a costly service deliver option for the Municipality; however, phase 1 construction of the new landfill site has been in progress at Maphalle Village. Relevant service provider has been appointed for

planning and designs to comply with the Environmental Waste Act 108 of 2008 and progress has been made to ensure complete implementation.

GLM has developed an Integrated Waste Management Plan (IWMP) in house, assisted by stakeholders i.e., LEDET, DFFE, DWS, and Dept. of Agriculture. The Integrated Waste Management Plan (IWMP) has been approved by the council and endorsed by the MEC of LEDET and is due for review. The Municipality has also appointed a manager that deals with environmental and waste management.

#### **5.8.1. Refuse removal**

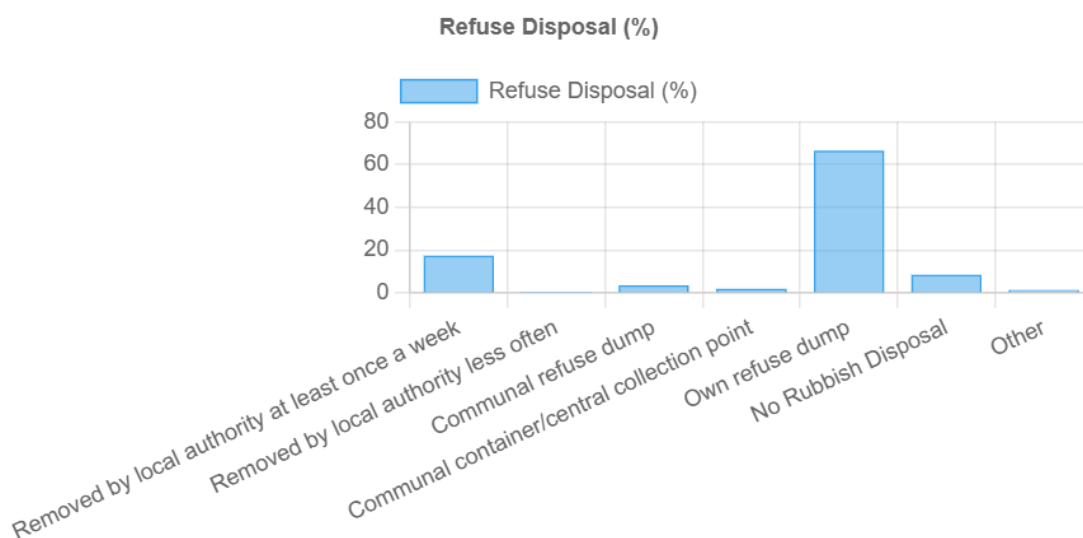
The Main types of waste generators in the district are households, businesses, and mining, farming and Health care facilities. Only 5.3% of the population in GLM receive waste removal services and a total of 43 556 tons of waste are produced annually (projected to be 67 500 t/a by 2026), that is 119 tons of waste per day of which roughly 33% is recyclable and 47% is compostable. 2885 households are serviced by the Municipality with 92 skip bins placed in rural communities. Some rural communities in Greater Letaba Municipality do not have access to waste removal services. GLM still need to purchase more skip bins to establish rural drop off centres and extension for communal refuse collection in various villages within the municipality.

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

**Table 2: Refuse removal in rural areas**

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

### 5.8.1.1. Access to refuse removal



## **Graph 1: Access to refuse removal weekly by the municipality (Source: StatsSA Census 2022)**

### **5.8.1.2. Waste disposal**

The Municipality has placed waste bins in town, villages and townships to address waste disposal challenges. Townships have also been provided with refuse bins in households to deal with issues of waste disposals. The construction of a buy-back centre has been completed but not yet operational.

### **5.9. Environmental Impact Assessments (EIAs)**

Environmental Impact Assessment (EIA) is mandated by the National Environmental Management Act (NEMA), which provides a legal framework for environmental governance in the country. The South African constitution (1996) emphasizes the need for sustainable development, ensuring that economic, social and environmental needs are met without compromising future generations' ability to meet their needs.

Under the NEMA and other related legislations such as Environmental Impact Assessment Regulation developers are required to assess the environmental impact of certain projects. According to Section (2)(4)(f) of the NEMA the participation of all interested and affected parties (I&APs) in environmental governance must be promoted and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.

GLM as an affected party, receive EIA applications for developments in the municipality and monitor new land developments and Section 24 G Draft Assessment applications. Comments reports are then compiled in line with Environmental Impact Assessment Regulations.

#### **5.9.1. Environmental Compliance & Enforcement**

Currently, GLM has no designated Environmental Management Inspectors (EMI) to conduct environmental compliance and enforcement. The purpose of EMI is to ensure that development, industrial, mining and agricultural activities within the Municipality adhere to environmental legislation, hereby preventing degradation and promoting accountability. There is a need for appointment of an EMI in the Municipality or a designation of the current Environmental officer to enable such officer to perform enforcement and compliance function.

#### **Compliance and Enforcement activities**

- Monitoring compliance in terms of environmental management in local authorities as per National Environmental Management Act and its Specific Environmental Management Acts.
- Individual and joint routine and strategic inspections with other relevant authorities on environmental emission licences issued
- Continuous update of the complaints registers
- Investigate all environmental complaints and incidents received
- Follow up / feedback and closure on complaints received
- Issuing of notices, directives and fines on all non-compliant premises

### **5.10. Environmental Awareness Programmes**

Section 2(4)(h) of the National Environmental Management Act, 107, 1998 mandates all organs of state that may significantly affect the environment to ensure that community wellbeing and empowerment are promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.

Greater Letaba Municipality as part of the Local Environmental Forum plays a vital role in addressing issues of environment through education and awareness by facilitating programmes such as cleaning campaign, tree planting and by conducting environmental education and awareness in schools, tribal authorities and communities. The Municipality is in a process to develop Education and Awareness strategy. The Municipality also celebrate environmental calendar days, for example, tree planting is done in commemoration of Arbor Day, furthermore newsletters and community radio are utilised to deliver environmental messages to the communities.

GLM participate in a competition ran by LEDET, known as Greenest Municipality Competition (GMC), which is aimed at encouraging Municipalities to improve service delivery and the competition focuses on waste management, landscaping, tree planting and beautification, community empowerment and leadership.

Furthermore, Mopani District run programme known as the Clean Earth Campaign. The aim of the programme is to raise awareness on environmental issues within the district and to ensure that the community takes a stand in the fight against environmental degradation. This is done by educating and celebrating environmental calendar days with the community as well involving them in various projects that seek to identify and solve environmental problems in their immediate surroundings.

The programmes that are conducted under the campaign cover various aspects of the environment such as waste management, air quality management, climate change, biodiversity, water management, energy conservation, etc. Some of the activities which are conducted under the programme are: Greening/tree planting initiatives, clean-up campaign, beautification and recycling. Various schools within GLM participated in the programme and some of the schools came top in the school competition.

## **6. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

### **6.1 Background**

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

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

### **6.2 Water and Sanitation Analysis**

#### **6.2.1 Water Supply**

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

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

There is a need to address shortage of bulk water through the upgrading of existing purification plants; refurbishment of some resources; provision of package plants and drilling or equipping of additional boreholes as a temporary relief measure. Currently 367 boreholes in GLM, 282 working, 85 not working, 56 needs to be electrified and 19 vandalised.

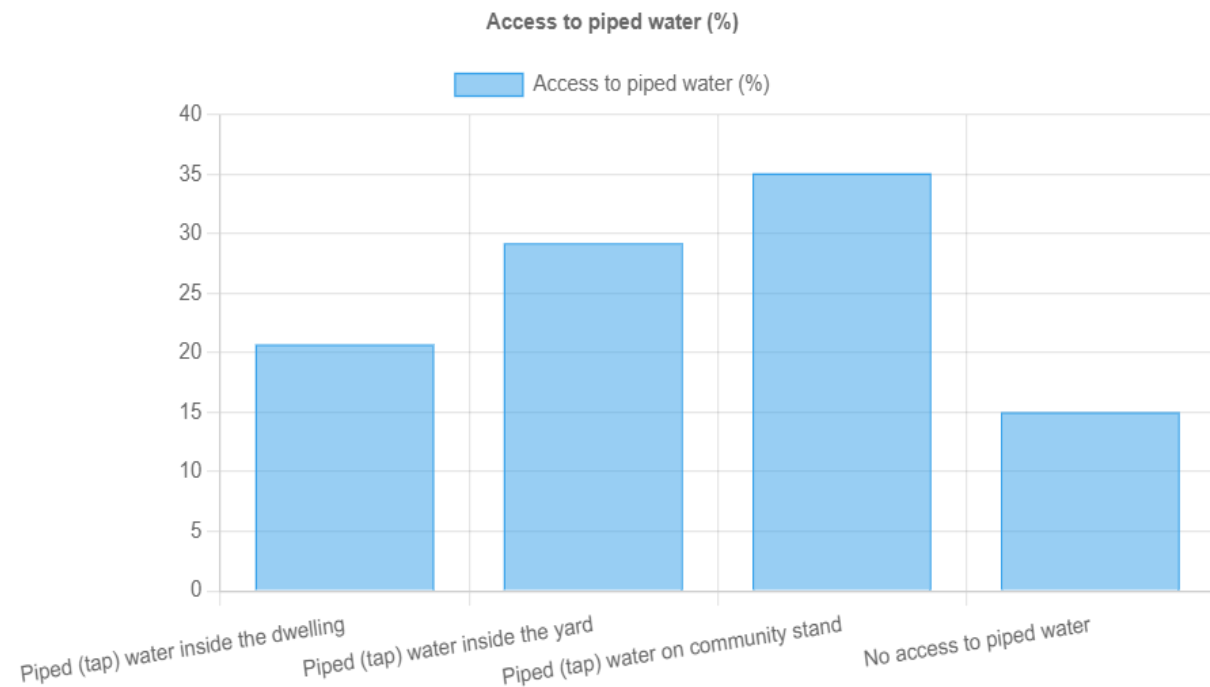
#### **6.2.2 Access to Water**

Greater Letaba Municipality strives to ensure that its residents have unhindered access to water services in accordance with the norms and standard required by law. According to the Census 2022, approximately 75% of the residents draw water from less than 200 m radius; which is the maximum required walking distance to tap water according to the RDP standards. The municipality already supplies at least 30%-40% of the villages with water tanker per week to address issues of water scarcity.

The table below shows that 20.7% of households in the municipality have access to tap water inside the dwellings, while the average for the District Municipality is 16.8 %. The percentage of households with access to tap water inside the yard is 29.2 %. The table further shows that majority of the households have access to tap water on community stands, above the acceptable walking distance 200m as required by standards.

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

**Table no 20:** Piped Water



Census 2022

### 6.2.3 Sources of Water

**Table no 21:** Sources of Water

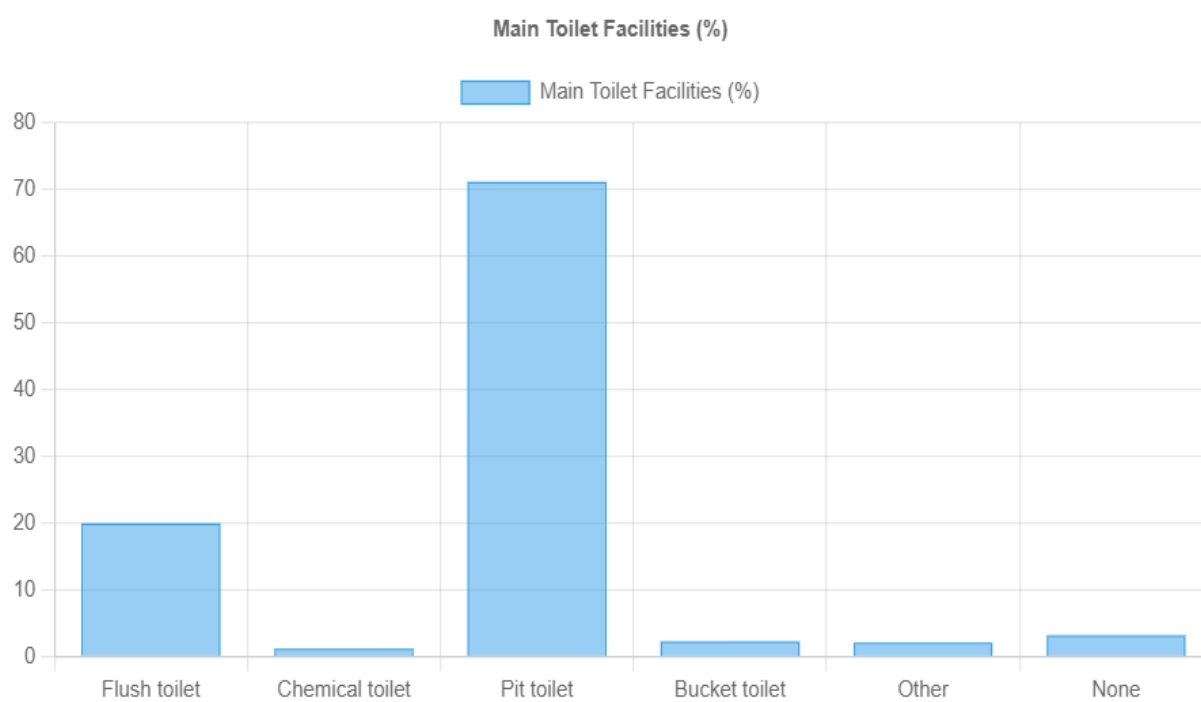
Source	Benefiting Areas

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

#### 6.2.4 Access to Sanitation

According to Census 2022; about 71% of the households within the municipality are either without sanitation facilities or have sub-standard toilets like those without ventilation; bucket system and chemical toilets. The 71% figure might as well be translated into a backlog and that implies that progress in providing sanitation facilities is not satisfactory.

**Table no 22:** Households Access to Sanitation



Source: (Census 2022)

### 6.2.5 Water and Sanitation Challenges

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

### 6.2.6 Free Basic Water and Free Basic Sanitation

The threshold for provision of Free Basic Water is a maximum of six (6) kilolitres per household per month. The municipality has 143 households which reside in the proclaimed towns and they do not pay for the first 6kl of water as reflected in their service accounts.

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

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

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

*Source: Municipal Indigent Register*

## 6.3 Energy and Electricity

### 6.3.1 Status of Electricity Network in Modjadjiskloof

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

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

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

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

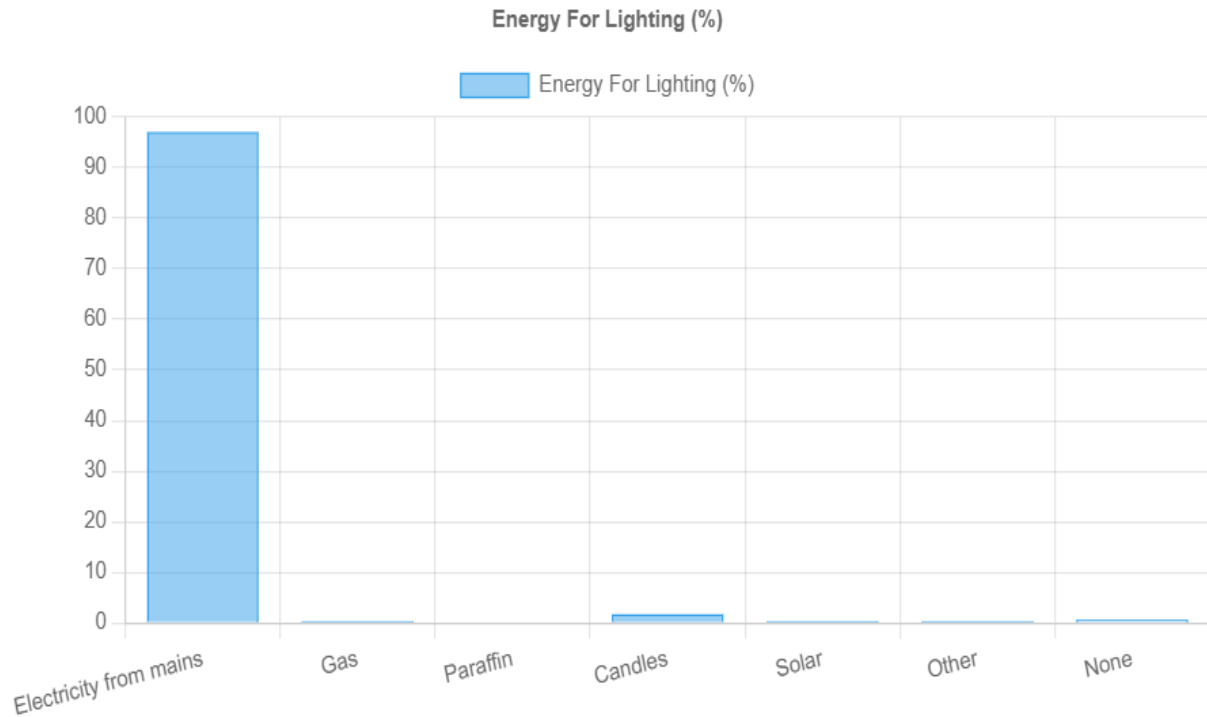
### **6.3.2 Sources of Energy**

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

### **6.3.3 Electricity Backlogs**

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

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



*Access to electricity (Source: Census 2022)*

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

#### **6.3.4 Free Basic Electricity**

The maximum allowable consumption for Free Basic Electrification is 50kwh per qualifying household per month. The municipality has received 144 beneficiaries (for the municipality's licensed area) for FBE of which all beneficiaries are currently connected. ESKOM administers applications and collection of FBE in areas under their distribution licence.

### **6.4 Roads and Storm Water**

#### **6.4.1 Road Networks**

Transportation infrastructure makes a major contribution to the facilitation of economic activities. The assessment of Municipal Road Network completed by the Department of Transport in 2020 revealed that the municipality has a total road network of 1213km.

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

A major progress has been made in improving the condition of the roads in the municipality whereby 91.08km streets have been paved through concrete interlock paving blocks and this has reduced the backlog to 696.08km.

**Table no 25:** Classification of Roads in GLM

<b>National Tarred Roads</b>	
R36	Mooketsi-Modjadjiskloof-Politsi
R81	Sekgopo-Mooketsi-Makgakgapatse

<b>Provincial Tarred Roads</b>	
D1034	R81-Jaghtpad-P43/2
D1308	Mooketsi-Morebeng
D447	P43/2-Kgapane-D848
D1380	Madumeleng –Modjadji
D3205	Maphalle-Blinkwater-Rotterdam
D3200	Lebaka Cross – Hlohlokwe
D11	R81- Mamaila Kolobetona
D3212	Mamatlepa-Ntata
D3180	Mamphakhathi- Mpepule
D3150	Wholesale-Morebeng

<b>Provincial Gravel roads</b>	
D617	Mooketsi-Valkrans
D569	P43/2-D1308

D3221	Lekgwareng-Abel
D3231	Mamaila
D3734	Ga-Phooko
D3160	Itieleng-Senwamokgope
D3211	Nakampe-Skimming
D3242	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe
D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225
D3225	D3195-D3200
D3196	R81-Ditshosing
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellevue-Ntata
D3207	Bellevue-Sidibene
D3206	Sedibeng-Maupa
D3243	Jamela-D3242
D3242	D3205-R81

The following strategic roads are tarred:

**Table no 26:** Strategic Roads

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

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

Roads	Bridges
Road D1329 (near Rabothata) and bridge; Road D3212 (Bellevue - Ga-Ntata); Road D1331 (Polaseng-Mothobekgi); D3179 (Rapitsi to Malematja) Road D3150 (Wholesale – Thakgalang -Morebeng); Road D3164 & D3205 (Sekgosese to Blinkwater); D3180 (Mamphakhathi to Mpepule) Road D3734 (Raphahlelo To Phooko ); Road D3210 (Senwamokgope); Sekgopo – Moshate Road; Road D3200 (Mokwakwaila - Hlohlokwe); Road D3196 (Ditshosing) to R81;	Sephokhubje-Mamaila bridge; Sekgopo (bridge to moshate; Shaamiriri bridge (mpepule to shamfana); Rotterdam - Sephokhubje bridge; Rotterdam bridge; Abel – Shamfana bridge; Mapaana – Medingen bridge; Ramodumo-Kuranta bridge and Motsinoni-Mamakata bridge. Setaseng – Moshate bridge Polaseng-Matipane bridge;

<p>Road D3216 (Mamanyoha - Taolome);</p> <p>Road D3222 (Lomondokop -Sephokhubje);</p> <p>Expansion of R81;</p> <p>Road D3206 (Maupa-Sedibeng);</p> <p>Road D3207 (Bellevue –Shimausu);</p> <p>Road D3242/1 (Jamela road);</p> <p>R81 – Sekhimini road Sekgopo/Setaseng road -R81.</p> <p>D1034 (R81 to R36) Jaagpat road</p>	<p>Mokwasele – Rabothata bridge</p> <p>Mabulane to Mothobekhi bridge</p>
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#### **6.4.2 Road and Storm Water Drainage Backlog**

The municipality has a backlog of storm water drainage in all gravel streets and roads. The backlog is estimated at 696 Km road including storm water drainage. And the upgrading of some internal streets from gravel to concrete paving blocks in various villages and township is continuous.

#### **6.4.3 Public Transport**

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

#### **6.4.4 Types of Transport**

Municipality have three types of transport mode:

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

#### 6.4.4.1 Bus Operations

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

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

#### 6.4.4.2 Taxi Operations and Taxi Ranks

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

**Table no 28:** List of Taxi Ranks

Name of Taxi Rank	Location	Formal/ Informal	Facilities	Utilized route
Modjadjikloof Taxi Rank	Modjadjikloof-on street	Formal	Shelter, hawker facilities, loading bays, offices and ablution blocks	Tzaneen and Ga-Kgapane
Ga-Kgapane Taxi Rank	Ga-Kgapane-off street	Formal	Shelter, loading bays and ablution blocks, hawkers facilities	Tzaneen, Modjadjikloof and Mokwakwaila
Sekgopo Taxi Rank	Ga-Sekgopo on Polokwane-Modjadjikloof road	Formal	Shelter, loading bays and ablution blocks	Modjadjikloof and Polokwane

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

#### 6.4.4.3 Rail Operations

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

#### Public Transport Challenges and Opportunities

- Integrated transport plan not reviewed.
- Lack of transport by-laws;

- Infighting among taxis operators for routes
- Railway if utilised could relieve the burden of road usage.

#### 6.4.6 SWOT Analysis

**Table no 29:** SWOT analysis

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Refuse collected in townships and various villages</li> <li>• Most household have access to basic services such as electricity</li> <li>• Water awareness campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of infrastructure</li> <li>• Low applications of free basic service and water</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Alternative energy source (solar)</li> </ul>	<ul style="list-style-type: none"> <li>• In fighting among taxi operators for routes</li> <li>• Ageing water and sanitation infrastructure (Asbestos pipes)</li> </ul>

## 7. SOCIAL ANALYSIS

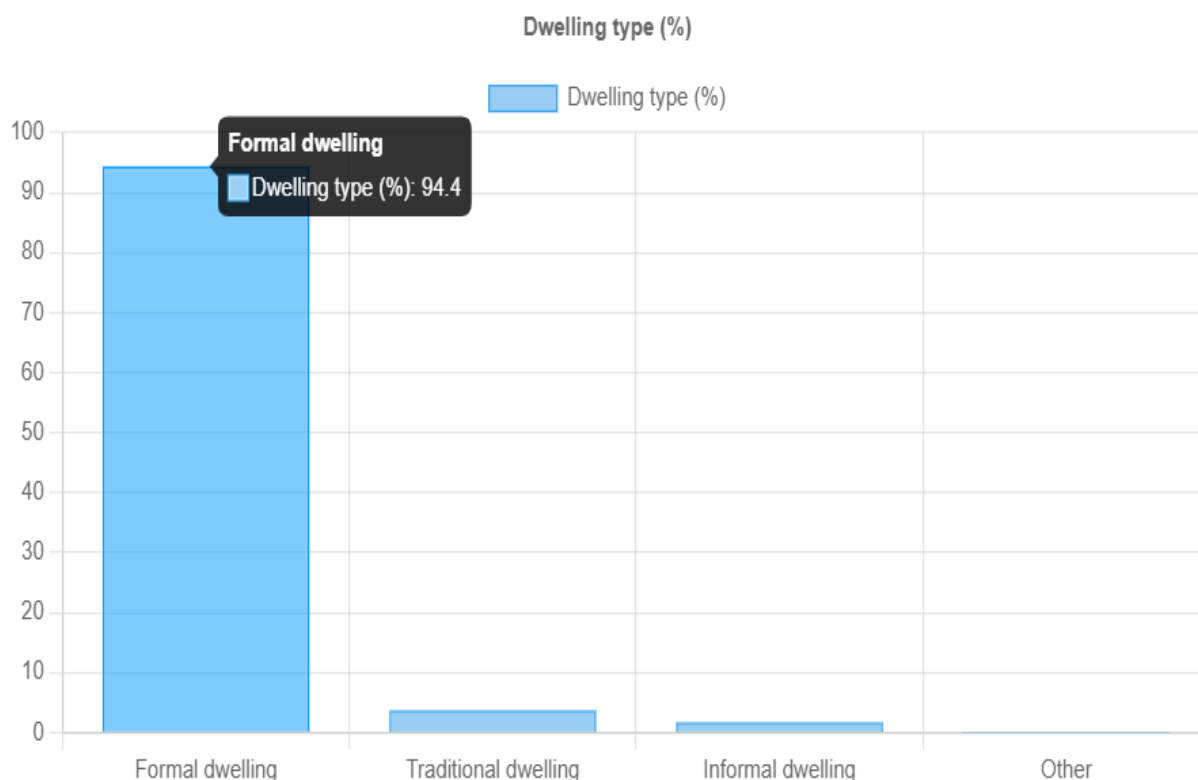
## 7.1 Background

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

The following is the socio-analytic reflection of GLM:

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

**Table no 30:** Type of Dwelling



*Source: Census (2022)*

## 7.2 Housing Backlog

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

However, there are integrated housing developments in Maphalle and Jamela. There are also development proposals in Modjadjiskloof Ext 4, Kgapane in order to address issues of housing.

### 7.3 Challenges

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

### 7.4 Informal Settlement

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

### 7.5 Health and Social Development

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

### 7.6 Health and Social Development Services Standards

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

**Table no 31:** Health Facilities

Village Name	Clinic Name	Hospital/Health Centre
Ga-Kgapane	Ga-Kgapane Clinic	Ga-Kgapane Hospital
Meidingen	Meidingen Clinic	
Sekgopo	Sekgopo Clinic	
Modjadjiskloof	Duiwelskloof Clinic	Duiwelskloof Health Centre
Shotong	Shotong Clinic	
Sikhutini	Modjadji 5 Clinic	
Bolobedu	Bolobedu Clinic	
Matswi	Matswi Clinic	
Senopelwa (Tzaneen)	Senopelwa Clinic	
Seaphole	Seaphole Clinic	
Ramodumo	Charlie Rangaan Clinic	

Mamanyoha	Mamanyoha Clinic	
Lebaka	Lebaka Clinic	
Maphalle	Maphalle Clinic	
Raphahlelo	Raphahlelo Clinic	
Mamaila	Mamaila Clinic	
Sepukhubje	Middlewater	
Thakgalang	Pheeha Clinic	
Rotterdam	Rotterdam Clinic	
Bellevue	Bellevue Clinic	
Mpepule	Ratanang Clinic	
<b>Total</b>	<b>20</b>	<b>2</b>

Source: Department of Health, 2025

### 7.7 Access to Health Care

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

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

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

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

**Table no 32:** Ga-Kgapane Hospital Beds Statistics

Hospital Classification	Approved Beds	Usable Beds	Current Bed Occupancy (%)
District	400	269	68%

Source: Department of Health, 2025

## **7.8 Health Facilities Challenges**

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

## **7.9 Prevalence of Range of Diseases**

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

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

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

## **7.11 Community Lifestyle**

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

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

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

### 7.12 Safety and Security

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

**Table no 33:** Police Stations and Satellites

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

*Source: Dept. of Safety & Security*

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

**Table no 34:** Crime Hotspots

<b>Crime categories</b>	<b>Highly vulnerable areas/Hot Spots</b>

Theft	Meidingeng, Ga-Kgapane, Makaba, Sedibeng Village, Lemondokop, Raphahlelo, Itieleng, Sephokhubje , Mamaila, VaalWater, Westfalia, Mokgoba, Sekgopo, Mooketsi.
Burglary	Ga-Kgapane Township, Medingen Village, Mokwakwaila next to filling station and Sekgopo
Assault	Mokgoba, Mooketsi, Sekgopo
GBH	Ga-Kgapane Township, Burkina Faso ,Mohlabaaneng,Sekgopo

The following areas need satellites police station:

- Rotterdam
- Mothlele

### 7.13 Education

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

**Table no 35:** Number of Existing Schools

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

Learner Ratio            Primary ; 1:40  
                                       Secondary; 1:35

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

*Source: Department of Education*

#### **7.14 Early Childhood Development Centres**

Greater Letaba Municipality has 40 ECD centres.

##### **7.14.1 Challenges of ECD Centres**

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

#### **7.15 National School Nutrition Programme**

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

##### **7.15.1 Challenge for National School Nutrition Programme**

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

#### **7.16 Education Backlog**

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

#### **7.17 Literacy Level**

In terms of Census 2022, the statistics shows decline in the level of illiteracy below 15 %. Although the progress is therefore satisfactory, but the level of illiteracy is still worrying since it impacts on the employability of the population. Therefore, interventions such as Adults Basic Education, libraries and excellence awards are necessary to arrest the situation.

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

### 7.18 Sports, Arts and Culture

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

Facilities	Status
• Mokwakwaila Stadium	Complete
• Senwamokgope stadium	Complete
• Ga-Kgapane stadium	Complete
• Shaamiriri sports complex	Complete
• Sekgopo sports complex	Complete
• Lebaka sports complex	Complete
• Madumeleng sports complex	Under construction
• Rotterdam sports complex	Complete
• Thakgalang sports complex	Complete
• Mamanyoha sports complex	Complete

The municipality has outdoor gyms in the following areas:

- Modjadjiskloof; Ga-Kgapane; Senwamokgope; Sekgopo; Maphalle; Ga-Kuranta, Ga-Abel , Bodupe , Rotterdam and Matshwi.

The municipality has functional community halls in the following area:

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

The municipality should develop a maintenance plan and the utilisation of facilities to avoid dilapidations. There is relatively progress in terms of the community halls in various wards but more can still be done.

### **7.18.1 Sports, Arts and Culture Backlog**

#### **7.18.1.1 Libraries Facilities**

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

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

The library facilities have been completed in the following area:

- Senwamokgope and Shotong library but need to be resourced to become fully operational.
- ]

#### **7.18.1.2 Gravel Playgrounds Facilities**

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

### **7.19 Heritage Sites**

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

- Modjadji Cycad Forest;

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

### **7.20 Thusong Centre Services**

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

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

The following organizations provide services in the centres:

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

### **7.21 Post Office and Telecommunications**

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

### **7.21 Number of Post Offices**

GLM have several post offices which include Moeketsi, Modjadjiskloof, Sekgopo, Sehlakong; Ga-Kgapane post office and Soetfontein post office in Sekgosese area. Satellites post offices have been installed in the villages where the post offices are far away from villages in question.

### 7.22 Network Infrastructure Challenges

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

<b>WARD</b>	<b>VILLAGE</b>	<b>CHALLENGES OF NETWORK (Radio, TV reception, Cellphone &amp; Post office)</b>
12	Thakgalang Itieleng Goedplaas	All Cellphone Network All Cellphone Network All Cellphone Network
13	Senwamokgope Itieleng Chabelane	Vodacom Mtn Mtn
16	Tshamahansi Sephokhubye	Mtn Vodacom Tv Stations not working
14	Lemondekop	Mtn
23	Sefotse Belview Sedibeng	All Cellphone Network All Cellphone Network All Cellphone Network

9	Sekgopo Moshate Mokganya Morekeleng Marotholong Mogano	All Cellphone Network All Cellphone Network All Cellphone Network All Cellphone Network All Cellphone Network
19	Jamela Mohlabaaneng	Vodacom Mtn Telkom
28	Rotterdam	Vodacom Mtn
29	Mokgoba	Mtn
15	Phooko Raphahlelo	Mtn
11	Matshwi	Mtn Vodacom
3	Maapana Tshabelamatswale	Mtn.Vodacom
7	Mohlakamosoma Khekhuting Madiokong	Mtn ,Vodacom,Vodacom
18	Roerfontein Sephokhubje Tykline Newstands	Mtn Vodacom
26	All villages	Mtn Vodacom

**Table no: 37:** Icasa communication challenges

## 7.23 Post Office and Telecommunications Backlogs

### 7.23.1 Post office

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

## 7.24 Fire and Rescue Services, Disaster and Risk Management

### 7.24.1 Background Information

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

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

**Table no 38:** Major Disaster Risks Prevalent in the Municipality

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

## 8. LOCAL ECONOMIC DEVELOPMENT

### 8.1 Overview of the Local Economic Development

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

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

Section 152 and 153 of the Constitution relates to economic development by stating the following objectives of local government:

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

**Key Greater Letaba LED goals include:**

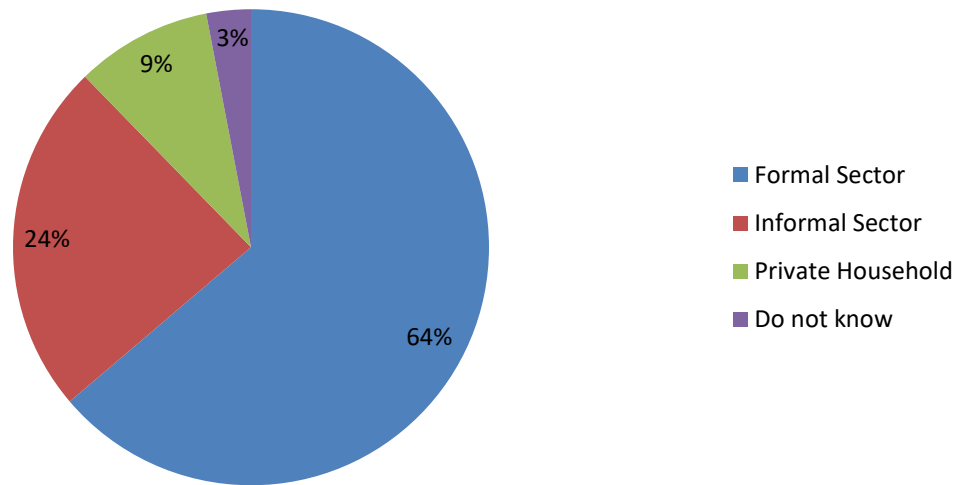
- To create an enabling environment for business to opportunities;
- Supporting small and medium sized enterprises (SMMES);
- Encouraging the formation of new enterprises,
  - Enhancing coordination with agriculture and tourism sectors
- Attracting external investment (nationally and internationally);
- Investing in the developmental state of the municipality;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Targeting particular parts of the locals for regeneration or growth (areas based initiatives);
- Supporting informal and newly emerging businesses.
  - Formalization of the business undertaking

## **8.2 Local Economic Profile**

### **8.3.1 Employment Distribution by Category**

**Graph no 4:** Employment Distribution by Category

## Emploment Distribution by Category



Source: (Census 2022)

**Table no 39: Employment Distribution by sector**

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

## **8.4 Comparative and Competitive Advantage of Greater Letaba Municipality**

### **8.4.1 Agricultural Sector**

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

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

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

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

Commercial farming in GLM compromises mainly mangoes, and avocados, with litchis and nuts also being farmed in the regions surrounding the municipality on a commercial scale. The largest tomato farm in Southern Africa, Z22 is located in the Mooketsi valley within GLM.

### **8.4.2 Forestry Sector**

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

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

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

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

### **8.4.3 Tourism Sector**

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

- Rain Queen (Queen Modjadji);
- Modjadji Nature reserve, with the Modjadji (Encephalartos Transverse Cycad Forestry only found here);
- Vast tomato plantations of ZZ2;
- Shidila Lodge
- Modjadjiskloof waterfalls;
- Modjadjiskloof Lodge and caravan Park;
- Walking trails;
- Grootbosch;
- Manokwe Caves ;
- Nehakwe Mountains Lodge.
- Meloko
- The Modjadji Royal White House

### **8.4.4 Retail Sector**

#### **8.4.4.1 Formal Trading Activities**

The formal trading activities in Greater Letaba Municipality takes place mainly in Modjadjiskloof e.g. Dusort, Kulani timbers Lone sawmill, Spar super market, U-save and Ga-Kgapane were there is

Modjadji Plaza. E.g. Shoprite, KFC, Nedbank, Capitec bank as well as the ATMs for all banks (Standard bank, ABSA, FNB), Mashwi, Usave Modjadjiskloof, Usave, Mamaila Mall, Sekgopo Usave, Rob spices .

#### **8.4.4.2 Informal Trading Activities**

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

### **8.5 Opportunity for Economic Growth and Employment**

Greater Letaba Municipality has the following major economic pillars:

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

### **8.6 Local Skill Base**

Greater Letaba Municipality should concentrate on three priority sectors namely agriculture, tourism, manufacturing and retail. There is general shortage of skills in these sectors. The municipality relies on the Department of Agriculture and Rural Development on agricultural technical skills. The municipality is an agricultural and tourism based potential and skills can be invested in those sectors.

### **8.7 Strategically Located Land for Economic Development**

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

- Ga-Kgapane nodal point which is largely doing well in terms of retail services;
- Senwamokgope nodal point is strategically located for shopping complex and
- Mokwakwaila nodal point could do well in terms of development of shopping complex and residential area also because of its centrality.
- Modjadjiskloof Extension 4

### **8.8 Challenges in the Municipal Economic Development**

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

#### **8.8.1 Land Claims**

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

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

### **8.8.2 Lack of Funding or Financial Support**

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

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

### **8.8.3 Lack of Skills**

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

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

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

#### **8.8.4 Access to Markets**

(Knowledge and market dynamics, agent, market awareness)

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

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

#### **8.8.5 Lack of Adequate Water**

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

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

#### **8.8.6 Lack of Industrial Park**

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

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

#### **8.8.7 Lack of Manmade Tourism Infrastructure**

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

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

### 8.9 LED Projects in Greater Letaba Municipality

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

### 8.10 SWOT Analysis: Local Economic Development

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> <li>• Functional LED Forum</li> <li>• Available tourism natural resources</li> <li>• Available of Arable land</li> <li>• Updated LED Strategy</li> <li>• Available of Business Registration Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Limited economic viable areas;</li> <li>• General shortage of skills in three priority sectors: agriculture, tourism and retail;</li> <li>• Lack of land for industrial development</li> <li>• Lack of infrastructure for development</li> <li>• Poor road networks to economic development areas.</li> <li>• Economic dependence on government for employment and revenue and</li> <li>• Insufficient funds to maintaining existing infrastructure.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Opportunities</b></li> </ul>	<p><b>Threats</b></p>

<ul style="list-style-type: none"> <li>• Growing retail opportunities;</li> <li>• Potential tourism growth</li> <li>• Growing Agricultural economy</li> <li>• Agro-Processing</li> <li>• Formalisation of business undertakings</li> </ul>	<ul style="list-style-type: none"> <li>• High unemployment and high proportion of discouraged workers;</li> <li>• Excessive reliance on un-qualified ground water resources;</li> <li>• HIV afflicting the economically irrational active people and governance structures;</li> <li>• Climate change</li> <li>• Stock theft</li> <li>• Shortage of water</li> </ul>
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**Table no 42:** Local Economic Development SWOT Analysis

## 9. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

### 9.1 Introduction

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

### 9.2 Financial Health Status

The municipality had total revenue of **R596,739,610** in 2025/24 when compared to **R526,582,212** in 2024/23. This marked an increase of **R70 157 398** (13,32%) when compared to the 2024/23 financial year. The municipal revenue is categorized into internal and external sources. The internal sources of revenue contributed **R 100 702 630** which is 16.87% of the total revenue while external sources contributed 83.13%.

Total expenditure for the 2025/24 stood at **R 501 437 348** which illustrate a increase of **R6 942 849 (1.3%)** when compared to **R494 494 499** in 2024/23. The overall expenditure led to a surplus of **R92 503 668** comparison to a surplus **of R28 676 971** in 2024/23 financial year. It is further recommended that this section be read together with the Unaudited Annual Financial Statements.

### STATEMENT OF FINANCIAL PERFORMANCE

#### REVENUE

	2025	2024
<b>Revenue from exchange transactions</b>		
Service charges	31,629,028	32,143,338
Construction contracts	16,940,187	9,561,739
Rental of facilities and equipment	49,886	196,610

Interest received - outstanding receivables	2,240,913	3,475,275
Agency services	3,253,672	3,127,597
Licences and permits	2,908,133	2,258,063
Other income	1,295,320	1,665,683
Interest received - investment	5,431,756	4,692,787
<b>Total revenue from exchange transactions</b>	<b>63,748,895</b>	<b>57,121,092</b>
<b>Revenue from non-exchange transactions</b>		
<b>Taxation revenue</b>		
Property rates	21,898,244	20,495,447
Interest - Property Rates	730,049	236,499
<b>Transfer revenue</b>		
Government grants & subsidies	495,036,980	448,377,024
Fines, Penalties and Forfeits	15,325,442	352,150
<b>Total revenue from non-exchange transactions</b>	<b>532,990,715</b>	<b>469,461,120</b>
<b>Total revenue</b>	<b>596,739,610</b>	<b>526,582,212</b>

## EXPENDITURE

<b>Expenditure</b>		
Employee related costs	155,657,942	142,522,477
Remuneration of councillors	33,706,368	32,203,230
Depreciation and amortisation	49,766,874	47,345,174
Finance costs	3,058,886	2,519,036
Debt Impairment	25,259,774	42,697,046

Bad debts written off	1,091,271	-
Bulk purchases	20,719,875	19,859,883
Contracted services	125,601,532	129,975,697
General Expenses	86,574,826	77,371,956
<b>Total expenditure</b>	<b>501,437,348</b>	<b>494,494,499</b>
<b>Operating surplus</b>	<b>95,302,262</b>	<b>32,087,713</b>
Gain/Loss on assets	691,479	(3,361,751)
Actuarial gains/(losses)	2,585,851	962,676
Impairment Gains/ (Losses)	(6,075,924)	(1,011,667)
	<b>(2,798,594)</b>	<b>(3,410,742)</b>
<b>Surplus for the year</b>	<b>92,503,668</b>	<b>28,676,971</b>

## GRANTS

The municipality received operational and capital grants and utilised 100% of the grants expect on INEP where they achieved 69%.

<b>Grants and Subsidies As At June 2025</b>				
	<b>Budget</b>	<b>Received to date</b>	<b>Spent to date</b>	<b>% Spent</b>
<b>National Government:</b>				
Local Government Equitable Share	385 877 000.00	385 877 000.00	-	
Finance Management Grant	2 000 000.00	2 000 000.00	2 000 000.00	100.00
EPWP Incentive	1 874 000.00	1 874 000.00	1 874 000.00	100.00
Municipal Infrastructure Grant	87 204 000.00	87 204 000.00	87 204 000.00	100.00
Energy Efficiency Demand Management Grant	5 000 000.00	5 000 000.00	5 000 000.00	100.00
Intergrated National Electrification Programme	28 170 000.00	28 170 000.00	19 481 217.12	69.16
Municipal Disaster Response Grant	7 997 000.00	7 997 000.00	7 997 000.00	100.00
Municipal Disaster Response Grant (Rollover)	5 084 978.21	5 084 978.21	5 084 978.21	100.00
<b>Total:</b>	<b>523 206 978.21</b>	<b>518 122 000.00</b>	<b>128 641 195.33</b>	

## CAPITAL EXPENDITURE

The total amount invested in service delivery projects through capital budget implementation amounted to R137 540 978 for the 2025-2026 financial year.

<b>CAPITAL SPENDING JUNE 2025-2026</b>			
<b>Capital Assets</b>	<b>Budget</b>	<b>Spending</b>	<b>%</b>
Transfers recognised - MIG	83 624 000.00	83 624 000.00	100.00
Own funding capital	41 634 000.00	38 054 000.00	91.40
Disaster Management Grant - MDRG - Rollover	5 084 978.21	5 084 978.21	100.00
Disaster Management Grant - MDRG	7 999 000.00	7 999 000.00	100.00
<b>Total capital assets</b>	<b>137 540 978.21</b>	<b>133 960 978.21</b>	<b>97.40</b>

### 9.3 Asset and Liability Management

The table below is a summary is a summary of the audited consolidated statement of financial positions as of 30 June 2025.in comparison with 30 June 2024.

#### Statement of Financial Position as at June 30,2025

<b>Figures in Rand</b>	<b>2025</b>	<b>2024</b>	
			<b>Restated*</b>
<b>Assets</b>			
Current Assets	69,551,184		57,808,195
Non-Current Assets	1,281,427,713		1,211,010,042
<b>Total Assets</b>	<b>1,350,978,897</b>		<b>1,268,818,237</b>
<b>Liabilities</b>			
Current Liabilities	107,269,324		115,796,022
Non-Current Liabilities	25,246,178		27,062,489
<b>Total Liabilities</b>	<b>132,515,502</b>		<b>142,858,511</b>
<b>Net Assets</b>	<b>1,218,463,395</b>		<b>1,125,959,726</b>
Accumulated surplus	1,218,439,652		1,125,959,726
<b>Total Net Assets</b>	<b>1,218,439,652</b>		<b>1,125,959,726</b>

The total actual assets value as at the year ended 30 June 2025 amounted to R 1.350 billion in comparison with the prior year 2023/2024 which amounted to R 1.268 billion , thus indicating an

increase of about R82 million. The total liabilities including current and non-current liabilities for the reported period ended 30 June 2025 amounted to R 132.5 million in comparison with the prior year of 30 June 2024 which amounted to R142.8 million thus indicating an decrease of about R10.3 million.

#### 9.4 Cash Flow and Investment Management.

The table below is the summary of cash flow for the year ended 30 June 2025 thus indicating the cash inflows and outflows:

##### Cash Flow Statement

Figures in Rand	2025	2024	
			Restated*
Net cash flows from operating activities	123,772,048		99,459,947
Net cash flows from investing activities	(121,146,097)		(90,317,925)
Cash flows from financing activities	(2,560,284)		(238,360)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>65,667</b>		<b>8,903,662</b>
Cash and cash equivalents at the beginning of the year	12,486,446		3,582,784
<b>Cash and cash equivalents at the end of the year</b>	<b>12,552,113</b>		<b>12,486,446</b>

The cash generated from operating activities amounts to R123.7 million for the reported period ended 30 June 2025 and indicates an increase of about R24.3 million rand in comparison with R99.4 million for the prior year ended 30 June 2024. The cash and cash equivalents balance amounts to R12.5 million. The Municipality does not have loans.

## **9.5 Other Financial Matters**

### **9.5.1 Supply Chain Management**

The municipality has established three committees, namely The Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee in consistent with the MFMA Supply Chain Management Regulations. The members of the respective committees have been appointed by the Accounting Officer in written. The Treasury department has assisted the municipality in training of the bids committee members. All supply chain management quarterly reports were consistently reported to the Mayor as required by regulation 6 (3) of the supply chain management of 27636 dated 30 May 2005 issued by National Treasury which stipulates that “Municipal Manager must within ten (10) days of the end of each quarter, submit a report on the implementation of supply chain management policy to the Mayor of the Municipality or the board of directors of the municipal entity”

### **9.5.2 Accounting Services and Reporting**

The annual financial statements of the municipality were prepared on an actual basis of accounting in accordance with standards of the General Recognized Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board (ASB) which forms part of GRAP reporting framework. GRAP is the acronym for **Generally Recognized Accounting Practice**, and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications. The annual financial statements were also presented to the municipal Audit Committee.

## **9.2 Financial Management System**

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

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

### **9.2.1 Credit Control and Debt Collection Procedures/Policies**

The municipality has a credit control policy which outlines methods and procedure for debt collections in terms of non-compliance. The Credit Control and Debt Collection Policy was reviewed, the policy is

credible, sustainable, manageable and informed by affordability and value for money. There has been a need to review certain components to achieve a higher collection rate. Some of the revisions included the lowering of the credit periods for the down payment of debts.

### **9.7 Billing System**

The municipality has an effective billing system which enables the municipality to collect revenue.

### **9.8 Revenue Management**

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

### **9.9 Investment Policy**

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

### **9.10 Tariffs policy**

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

### **9.11 Indigent policy**

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

### **9.12 Rates policy**

The Rates policy allows the municipality to exercise their power to impose rates within a statutory framework which enhance certainty, uniformity and simplicity across the nation, and which takes

account of historical imbalances and the burden of rates on the poor. The objective of this policy is to give effect to the implementation of the Rates policy as contemplated in Section 6 of the Municipal Property Rates Act.

### **9.13 Submission of Financial Statements to the Office of the Auditor General of South Africa (AGSA)**

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

### **9.14 Corrective Measures on Auditor General Reports**

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

## **9.6 Financial Viability and Management Swot Analysis**

<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
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<ul style="list-style-type: none"> <li>• Sound cash flow and budget management</li> <li>• Non-reliance on overdrafts and loans</li> <li>• 100% spending of conditional grants</li> <li>• MFMA compliance</li> <li>• Improved SCM controls</li> </ul>	<ul style="list-style-type: none"> <li>• Grant dependency</li> <li>• Small revenue base</li> <li>• Debt collection</li> <li>• Unfunded budget</li> </ul>	<ul style="list-style-type: none"> <li>• Intergovernmental support</li> <li>• MSCOA system</li> <li>• Township establishment in Vrystat for additional revenue sources</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber attacks</li> <li>• Fraud</li> </ul>
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**10. GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

## **10.1 Background**

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

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

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

## **10.2 Municipal Council and Committees**

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

## **10.3 Relationship with Traditional Council**

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

## **10.4 Inter-governmental Relations**

GLM is responsible for facilitating inter-governmental relations within its area of jurisdiction. The municipality is the convenor of the manager's forum for strategic alignment, coordination and

integration. It serves as an intergovernmental structure where sector Departmental managers in the municipality.

### **10.5 Community Input**

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

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

### **10.6 Ward Committees**

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

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

### **10.7 Community Development Workers**

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

### **10.8 Oversight Committees**

#### **10.8.1 Municipal Public Account Committee (MPAC)**

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

### **10.8.2 Municipal Council Committee**

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

### **10.9 Audit, Anti- Corruption and Risk Management**

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

### **10.10 Anti-Fraud- Corruption Strategy**

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

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

## **10.11 Risk Management**

<b>RISK 2025/2026</b>				
<b>No</b>	<b>Strategic objectives</b>	<b>Risk</b>	<b>Root causes</b>	<b>Action Plan</b>
<b>1</b>	Access to sustainable quality basic services.	Basic services disruptions	<ol style="list-style-type: none"> <li>1. Critical damage to infrastructure due to vandalism or natural disaster</li> <li>2. Ageing infrastructure</li> <li>3. Inadequate maintenance of infrastructure</li> <li>4. Ineffective inter-governmental relation</li> <li>5. Inadequate access to communication networks</li> <li>6. Illegal strikes</li> <li>7. Electricity</li> </ol>	<ol style="list-style-type: none"> <li>1. Installation of inventor system</li> <li>2. Implementation of electricity infrastructure maintenance plan</li> <li>3. Implementation of road maintenance plan</li> <li>4. Ensure functionality of the local IGR</li> <li>5. Implementation of the By laws.</li> <li>6. Monitoring of work performed by service providers</li> <li>7. Implementation of institutional service delivery standards</li> <li>8. Implementation of</li> </ol>

			<p>supply instability</p> <p>8. Poor quality of project deliveries by service providers</p> <p>9. Changes in monetary or fiscal policy that can impact economic stability</p> <p>10. Inflation and currency fluctuations.</p> <p>11. Reductions in local government funding can impact services delivery</p> <p>12. Lack of business continuity plan</p> <p>13. Electricity supply instability</p>	by-laws
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			14. Shortage of water	
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2	Improved governance and organization excellence	Fraud and corruption	<ol style="list-style-type: none"> <li>1. Inadequate fraud detection procedures</li> <li>2. Non-compliance to ethical standards</li> <li>3. Non adherence to established internal controls</li> <li>4. Lack of consequence management</li> <li>5. Non-adherence to internal controls</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing financial interest disclosure by all employees</li> <li>2. Pre-employment screenings</li> <li>3. Implement internal controls to ensure accurate financial reporting and compliance with regulations ensuring proper checks and balances</li> <li>4. Implementation of fraud prevention plan</li> <li>5. Conduct fraud and ethics risks assessment</li> <li>6. Employee induction programmes (integrity, ethics and conduct)</li> <li>7. Investigation of fraud and corruption cases reported</li> <li>8. Implementation of</li> </ol>
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				consequence management
3	Sustainable financial institution	Inability to raise sufficient revenue	<ol style="list-style-type: none"> <li>1. Limited revenue streams</li> <li>2. Lack of implementation of revenue enhancement strategy</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase revenue collection (Billing Vs Collection: 95%)</li> <li>2. Implementation of revenue enhancement strategy</li> <li>3. Implementation of debtors and creditors policy and by laws</li> </ol>
4	Improved quality of life	Vulnerability to climate change and natural disasters	1. Increased natural disasters such as floods, heatwaves, and wildfires due to climate change	1. Implementation of climate change response strategy

			<p>2. Environmental degradation threatening global health and economic stability.</p> <p>3. Rising costs and operational disruptions tied to regulatory changes and climate adaptation</p> <p>4. Non-adherence environmental legislation</p>	<p>3. Conducting climate change awareness</p> <p>4. Evaluate the resilience of facilities, equipment and infrastructure to withstand extreme weather conditions (e.g upgrade drainage system)</p> <p>5. Develop and Implement climate change action plan</p> <p>6. Quarterly environmental compliance monitoring &amp; inspections</p>
5		Biodiversity Loss and Ecosystem Collapse	<p>1. Environmental degradation threatening global health and economic stability.</p> <p>2. Urbanization, deforestation, and land conversion for agriculture.</p> <p>3. Unavailability of landfill</p>	<p>1. Promote sustainable agriculture, forestry, and fishing practices to minimize environmental impact.</p> <p>2. Enforce environmental by-laws to reduce pollution and promote clean technologies.</p>

			site due to high costs associated with developing and maintaining a landfill site	3. Development of the landfill site
<b>6</b>	Improved governance and organization excellence	Cyber attack and phishing	Poor knowledge of cyber threats  Use of personal devices on municipal network  Connecting municipal devices to external network  Failure to keep up with the latest technology	1. Conducting vulnerability test assessment  2. Information security awareness campaigns  3. Licensing of security controls (firewall and anti-virus software)  4. Training of IT staff on cyber security  5. Conducting of cyber security awareness campaigns  6. Monitoring of cyber intrusions and network  7. Develop cyber security frameworks  8. Implement

				<p>classification of data</p> <p>9. Use VPNs on all systems</p>
7	Sustainable financial institution	Inability to continue as a Going Concern	<p>1. Inadequate implementation of credit control policy</p> <p>2. Inaccurate and incomplete billing of customers</p> <p>3. Inability to collect debt</p>	<p>1. Implementation of credit control policy inclusive of Government Departments/ entities</p> <p>2. Implementation of property rates and debt collection by-laws</p> <p>3. Conducting of data cleansing on the billing system</p> <p>4. Review of Debt Collection mechanism regarding the parked</p>

				<p>accounts (Inactive accounts)</p> <p>5. Finalise transfer of title deeds for properties that are still in the name of the municipality and yet they are occupied ( Extension 5)</p> <p>6. Reduction of liabilities ( unclaimed deposits, leave provision, retentions etc)</p> <p>7. Implementation of the funding plan</p>
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8	Improved and inclusive local economy	Unsustainability of economic initiatives	<ol style="list-style-type: none"> <li>1. Land claims</li> <li>2. Limited access to credit and financial service SMEs</li> <li>3. Lack of skills</li> <li>4. Difficulty in accessing larger markets due to geographical or logistical barriers.</li> <li>5. Lack of adequate water</li> <li>6. Lack of a defined industrial area</li> <li>7. Lack of tourism infrastructure and coordination in terms of an integrated tourism development plan</li> <li>8. Underutilised economic potential</li> <li>9. Uncoordinated informal and street trading</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishment of an industrial estate with incentives for development</li> <li>2. Installation tourism signage in all tourism establishment.</li> <li>3. Rejuvenate the tourism sector, trade and industry and agriculture sector for the municipality to attract employment and capital investment</li> <li>4. Provide financial assistance to SMMEs</li> <li>5. Identification of tourism heritage sites to be recognised by tourism council</li> <li>6. Coordinating training of SMMEs with Provincial Treasury</li> <li>7. Establishment of business development</li> </ol>
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				<p>center</p> <p>8. Conduct door to door campaigns for unregistered businesses.</p> <p>9. Implementation of Street trading by-Laws</p> <p>10. Identification of dedicated trading areas</p> <p>11. Coordination of LED forums</p>
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9	Integrated sustainable Human settlement	Land invasion	<p>1. Population growth and rural-urban migration</p> <p>2. Inadequate implementation of by-laws</p> <p>3. Delay in eviction of land invaders</p> <p>4. Reluctance of landowners to release land for economic development</p> <p>5. Lack of buy-in from sector departments</p> <p>6. Red tapes in approval processess</p>	<p>1. Implementation land invasion strategy</p> <p>2. Implementation of SPLUMA by-laws</p> <p>3. Implementation of land invasion court orders</p> <p>4. Effective communication with land owners</p> <p>5. Develop service standards for processing of applications</p> <p>6. Partnerships with stakeholders (traditional authority)</p> <p>7. Establishment a GIS unit within the Municipality</p> <p>8 Review of intergrated transport plan (ITP)</p>
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<p><b>10</b></p>	<p>Improved governance and organisational excellence</p>	<p>Non-compliance with laws and regulations</p>	<p>1. Compliance complexities in sustainability reporting.</p> <p>2. Changes to current regulations that can alter compliance requirements</p> <p>3. Changes in Legislation and Regulations</p>	<p>1. Regularly evaluate the regulatory landscape relevant to the municipality</p> <p>2. Maintain communication with regulators and industry associations to stay informed about potential changes</p> <p>3. Establish compliance programs to ensure adherence to regulations</p> <p>4. Consult legal experts to navigate complexities</p> <p>5. Fostering a culture to quickly respond to regulatory changes</p> <p>6. Creating awareness on new legislation developments.</p>
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11	Improved governance and organisational excellence	Unfavourable audit opinion	<ol style="list-style-type: none"> <li>1. Material misstatement in AFS and APR</li> <li>2. Accuracy of revenue from exchange transactions</li> <li>3. Valuation of Contingent Liabilities</li> <li>4. Material irregularity</li> <li>5. Completeness of UIFWE</li> <li>6. Existence and completeness of Property Plant and Equipment</li> <li>7. Ineffective use of consultants</li> <li>8. Inadequate internal control</li> <li>9. Non- compliance with accounting standard</li> <li>10. Inadequate accounting records</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement internal controls to ensure accurate financial reporting and compliance with regulations ensuring proper checks and financial reporting.</li> <li>2. Train finance teams on IFRS and GRAP-based accounting standard to improve accuracy of reporting</li> <li>3. Review procedures to guide reporting practices.</li> <li>4. Review financial statements before the external audit to identify discrepancies.</li> <li>5. Conduct internal audits to assess the effectiveness of controls and compliance with policies.</li> </ol>
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			<p>11. Inadequate review of AFS and APR by stakeholders</p>	<p>6. Implementation and monitoring of recommendation from external and internal audit action plans.</p> <p>7. Regularly convening of audit steering committee (Weekly) after the conclusion of the external audit.</p> <p>8. Conduct quarterly audits of inventory/assets to prevent leakage</p> <p>9. Establishment of record management system</p> <p>Compilation of the quarterly financial statement that are due 60 days after the end of the quarter</p>
<b>12</b>	Integrated sustainable development	Uncoordinated development	<p>1. Inability to fund spatial development projects</p> <p>2. Land claims and disputes</p>	<p>Submission of proposals for infrastructure funding development</p>

			3. Red in approval processess ( Malls)	
			4. Land invasions	

### 10.11 Supply Chain Committees

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

### 10.12 Complaints Management System

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

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

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

**Table no 43:** Municipal Audit Outcomes from 2019/2020 to 2023/2024

2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
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Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
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*Source: Auditor General Report*

#### **10.14 Public Participation Programme**

The municipality has developed an annual public participation programme. The programme targets all wards and specific villages. These meetings afford politicians opportunity to report back on progress made and direct contact with ordinary community members. The municipality will conduct IDP/Budget public participation during the month of April 2025. These meetings were well attended and are spread across the 4 municipal clusters from 22 April to 30 April 2025.

#### **10.15 Communication System**

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

#### **10.16 Special Programme for Council**

The special activities of council are namely:

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

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

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

### **10.17 Organizational Structure and Alignment to Powers and Functions**

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

### **10.18 Special Groups**

#### **10.18.1 Youth and Children**

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

**Table no 44:** Needs and Challenges of Youth and Children

<b>Needs</b>	<b>Challenges</b>
Recreational parks	Child Abuse
Youth information Centre	High school drop-out
Bursaries	Teenage Pregnancy
Community Libraries	Alcohol and substance abuse
Job creation	HIV/AIDS
Sports complex	Unemployment

#### **10.18.2 Women and Elderly**

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

**Table no 45:** Needs and Challenges of Women and Elderly

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

**Table no 46:** Challenges Faced by Disability

<b>Needs</b>	<b>Challenges</b>
Disability friendly RDP houses ( toilet inside)	Abuse and neglect
Braille and sign language interpretation in public events	Inequality
Disability sports and sports facilities	Accessibility of public transport and infrastructure
Automated wheel chairs	Unavailability of assistive devices

### **10.19 HIV/AIDS Mainstreaming in the Housing Sector**

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

Some of the connections between housing and HIV/AIDS:

- Evictions and homelessness
- Overcrowding
- Stretched household budgets

## **11. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

### **11.1 Background**

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

### **11.2 Political Structure**

#### **11.2.1 Political Component**

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

### 11.2.3 The Executive Committee

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

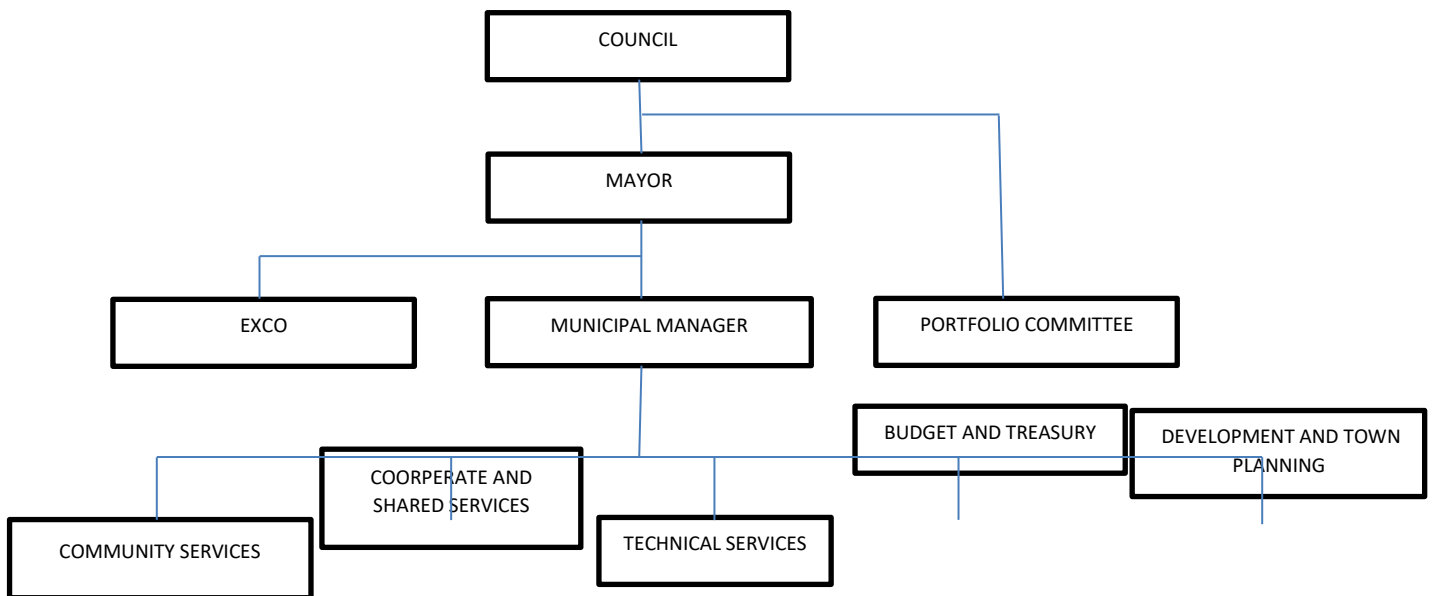
**Table no 47:** Executive Committee Members

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

**Table no 48:** MPAC Committee Members

<b>MPAC Chairperson</b>	Cllr. Manyama M
<b>Committee Members</b>	Cllr. Mohale R.W Cllr. Lekitima M.V Cllr. Mohale M.J Cllr. Monyela K.B Cllr. Selowa D.L Cllr. Ramapuputla L Cllr. Ndimba B.H Cllr. Mabidilala E Cllr. Mangena M.S

**Greater Letaba Municipality Organogram**



**Figure no:1** GLM Organogram

### 11.3 Greater Letaba Municipality Employment Equity

The Greater Letaba Municipality Employment Equity Plan was approved by the council. The plan was last reviewed in July 2022 and it deals with identified employment barriers as well target to achieve demographic representation. The plan is reviewed annually.

**Table no 49: Employment demographics**

Occupational level	Male		Female		TOTAL
	African	White	African	White	
Top management (section 57)	01		00	0	01
Senior management(level 02)	03		02		05
Professionally qualified and experienced specialist and mid management (level 03)	34	1	13	01	48
Skilled technical and academically qualified workers ,junior management, supervisors, foreman, and superintendents	29	0	23	0	52
Semi-skilled and discretionary decision making	49	0	38	0	87

Unskilled and defined decision making	35	01	51	0	87
<b>Total</b>	<b>151</b>	<b>01</b>	<b>127</b>	<b>01</b>	<b>280</b>

#### 11.4 Greater Letaba Municipality's Powers and Functions

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

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

### **11.5 Administrative Component**

The Municipal Manager is the head of the administrative arm of the municipality. There are Six (6) directorates in the municipality namely:

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

Each directorate is headed by a Director who is accountable to the Municipal Manager. The office of the Municipal Manager is organized purposefully to give administrative support to council

sittings, executive committee meetings, office of the mayor, the speaker, the chief whip and three other full-time councillors. The rest of the other councillors utilize the office of the mayor and their respective directorates for administrative and service delivery purposes.

**no 50: Municipal Directorates and their Functions**

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

Community Services and Social Development	To co-ordinate Environmental Health Services, Sports Arts and culture, Education, Libraries, Safety and security, Environmental and Waste management, Health and Social development programmes as well as Disaster management to decrease community affected by disasters.
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Directorate/Office	Purpose of the Directorate
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Office of the Municipal Manager	To lead, direct, manage, motivate and inspire workforce and account to the Greater Letaba Municipal Council as the Accounting Officer for long term Municipal sustainability. To achieve a good credit rating by the municipality. To ensure institutional performance and compliance with relevant legislation. To monitor the performance of the following units: Performance Management System, Risk management, Legal services, Internal audit, Communication and events, Gender and Disability, Special programmes, Youth/HIV and Aids, Public participation.
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## **11.6 Management Information System**

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

The following policies are approved by the Council:

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

### **11.7 Community Participation**

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

Mechanisms used by the municipality to involve communities are:

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

### **11.8 Human Resource Management System**

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

The following human resource policies are approved by the Council:

- Communication policy;
- Cellular phone policy;
- Contract of employment policy;
- Bursary policy for members of the public;
- Conditions of service policy;

- Internship and experiential programme policy;
- HIV/AIDS policy;
- Employee assistance programme policy;
- Labour relations policy;
- Occupational health and safety policy;
- Language policy;
- Performance management system policy;
- Skills development policy;
- Recruitment and selection policy;
- Protective clothing allowance policy;
- Smoking policy;
- Subsistence allowance policy;
- Succession planning policy;
- Travel allowance policy for councillors;
- Telephone management policy;
- Anti-fraud and corruption policy;
- Whistle blowing policy;
- Car allowance policy;
- Career management and retention policy;
- Transport control policy and
- Sports policy.
- Leave management policy

- Ward committee policy
- EPWP policy
- Danger allowance policy
- Covid-19 policy

### **11.9 Employment Equity Plan and Challenges**

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

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

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

### **11.10 Vacancy Rate within the Municipality**

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

### **11.11 Skills Needs within the Municipality**

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

### **11.12 Performance Management System**

Performance Management is a tool that is used to measure the performance of an organisation. It involves setting of desired strategic objectives, outcomes, indicators and targets, alignment of programmes, projects and processes directly to the organisation.

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

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

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

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

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

- Municipal Planning and Performance Management Regulations (2001) and Batho Pele Principle

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

## **12. COMMUNITY PRIORITIES**

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

### **12.1. Priorities of Greater Letaba Municipality**

The following are the priorities of the municipality:

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

## 12.2. Community Priorities

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

### Ward Priority Needs

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

	SDF	Implementation of SDF in all wards	Adopted by Council
<b>Infrastructure Development</b>	Water	<ul style="list-style-type: none"> <li>• Water reticulation in all villages</li> <li>• Maintenance of boreholes and pump water in all villages</li> </ul>	<ul style="list-style-type: none"> <li>• MDM to intervene</li> <li>• Strategic Planning Resolved for the Municipality to meet with MDM on issues of water</li> <li>• Currently 367 boreholes in GLM, 282 working, 85 not working, 56 needs to be electrified, 19 vandalised</li> </ul>
	Sanitation	<ul style="list-style-type: none"> <li>• Replacement of the ageing sewer system in Ga-Kgapane, Modjadjiskloof, Senwamokgope</li> </ul>	<ul style="list-style-type: none"> <li>• MDM to intervene on issues of sewer</li> </ul>

		<ul style="list-style-type: none"> <li>• VIP toilets in all villages (Reported about 7000 Needs across ward)</li> <li>• Connection of sewer system from Mokgoba to Modjadjiskloof</li> </ul>	
	Bridges and Storm water	<ul style="list-style-type: none"> <li>• Low level bridge across various wards ,over 100 reported</li> <li>• Technical to assess for costing</li> <li>• Grading and rehabilitation of streets</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Currently 13 bridges that need intervention namely:</b></li> <li>• Sekgopo (bridge to moshate ;</li> <li>• Motsinoni-Mamakata bridge.</li> <li>• Boshakhe bridge</li> <li>• Sephokhubje-Mamaila bridge;</li> <li>• Shaamiriri bridge (mpepule to shamfana);</li> </ul>

			<ul style="list-style-type: none"> <li>• Rotterdam - Sephokhubje bridge;</li> <li>• Rotterdam bridge;</li> <li>• Abel – Shamfana bridge;</li> <li>• Mapaana – Medingen bridge;</li> <li>• Ramodumo-Kuranta bridge</li> <li>• Setaseng – Moshate bridge</li> <li>• Polaseng-Matipane bridge;</li> <li>• Mokwasele – Rabothata bridge</li> <li>• Mabulane to Mothobekhi bridge</li> </ul> <p>The following low-level bridges will be constructed through the MDRG</p>
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			<p>(Municipal Disaster Response Grant) in the current fy 2023/24:</p> <ul style="list-style-type: none"> <li>• Tshamahansi low-level bridge</li> <li>• Mokwasele low-level bridge</li> <li>• Sekgopo Ramoadi low-level bridge</li> <li>• Ramaroka low-level bridge</li> </ul>
	Roads and Pavements	<ul style="list-style-type: none"> <li>• <b>Bemuda Roads</b></li> <li>1. Sekgopo Street Paving ph2 (2km)(Public Works)</li> </ul>	<p>There is a backlog of 696km of roads that need intervention.</p> <p>Other roads to be prioritised for Regraveling programmes</p>

		<p>2. Mokgoba Street paving Ph2 (500m)</p> <p>3. Moshakga/Makaba Street Paving Ph2 (2,5km)</p> <p>4. Itieleng Street Paving Ph2 (600m)</p> <p>5. Thakgalang Street Paving</p> <p>6. Mapaana Street Paving Ph2</p> <p><b>Flat terrains (Moderate)</b></p> <p>1. Matshelapata Street Paving Ph2 (500m)</p> <p>2. Refilwe street paving (500m)</p>	<p>5.6km of Critical Backlog pavements</p> <p>2,9km moderate pavements that need attention</p>
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		<p>3. Matshwi Street Paving Ph2 (500m)</p> <p>4. Mamaila Phaphadi Street(500m)</p> <p>5. Jamela Street Paving Ph2(900m)</p> <p>6. Mapaana Street Paving</p> <p><b>Flat terrains (Critical)</b></p> <p>1. Masakhaneng Street paving</p> <p><b>• Gravel Roads in need of paving:</b></p> <p><b>Mountainous Terrains</b></p> <p>1. Upgrading of Burkina Faso Access (2km)</p>	
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		<p>2. 1,2 Access road at Itieleng (Ward 3)</p> <p>3. Upgrading of 600m at Tlabeleng access road</p> <p>• <b>Gravel Roads in need of paving: Flat Terrain</b></p> <p>1. Upgrading of 600m access road to cemetery at Mamaila Mphotwane</p> <p>2. Upgrading of 1.8km road from Mphebatho to the borehole</p>	<p>4.9km of Critical roads with backlog of pavements</p>
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		<p>4. Upgrading of 800m access road at Kwetane Village</p> <p>5. Upgrading of 500m via Mmola street at Lemondokop</p> <p>6. Upgrading of 500m access road passing over the low level bridge at Mothobekhi</p> <p>7. Upgrading of 900m access road at Mamatlepa</p> <p>8. Upgrading of 1,5km access road at Rampepe</p> <p>9. Upgrading of 800m Joe - Smiley Street</p>	<p>Over 11km of roads that require attention</p>
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		<p>10. Upgrading of 1,8km access road Mpepule</p> <p>11. Mogano Section 800m Access Road (Sekgopo)</p>	

	Electricity	<ul style="list-style-type: none"> <li>• Electrification of the remaining households</li> <li>• High mast lights in all wards (167 in total so far)</li> <li>• Maintenance of existing high mast lights in all wards</li> <li>• Street lights in junctions</li> <li>• Free Basic Electricity</li> </ul>	<p>In terms of High Mast backlog Bodupe, Hlobola, Kotana, Shawela B,, Sefofotse, Tsatsa and Sekgothi have no High mast installed.</p> <p>Maphalle, Matshwi, Rapitsi, Manningburg, Mamaila, Whole Sale, Sephokubje, Ntata have high rate of Housebreaking and theft and High mast should be prioritised.</p> <p>Total High mast Across wards is 167</p>

<p><b>Economic Development</b></p>	<p>Local Economic Development</p>	<ul style="list-style-type: none"> <li>• Unlock Agriculture Opportunities</li> <li>• Exploiting existing economic opportunities e.g.</li> </ul> <p>Caravan park (Leasing), Waterfalls</p> <p>Manokwe Cave</p> <p>Agro Processing In GLM</p> <p>Mokwakwaila has a potential in terms of its centrality</p> <p>Tourism and Accommodation</p> <p>Modjadji Nature Reserve and Modjadji Nursery</p> <p>Modjadji Queenship and Development of a palace</p>	<p>Need to increase SMME Support Programme in order to create jobs and grow the economy Economy</p> <p>Letaba TVET College as a Key Stakeholder in Skills development</p> <p>Improve relations with ZZ2</p>
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		Refurbishment of the market stalls in Maphalle, Kgapanne Taxi Rank, Wholesale in Sekgosese.	
<b>Environmental and Waste Management</b>	Refuse removal	<ul style="list-style-type: none"> <li>• Removal of waste in all wards</li> <li>• Additional Skip bins in areas of backlog (About 70 Across wards)</li> <li>• Landfill site</li> </ul>	<ul style="list-style-type: none"> <li>• Currently 120 skip bins across wards, There is a backlog across other outstanding villages but attention needed for extra skip bins around Modjadjiskloof, Kgapanne, Madumeleng, Mokwakwaila, Maphalle, Senwamokgope ,ZZ2, Shoprite Usave Sekgopo, Matswi uSave, Mamaila Usave, Mamaila Mall ,All Joy ,Mooketsi Drive Through (22 skip bins with</li> </ul>

			potential for revenue) , this are areas with economic activities and as a results of flee markets and other factors bins regularly needs to be collected
<b>Social Services</b>	Housing	<ul style="list-style-type: none"> <li>• RDP houses and completion of the blocked RDP houses in all wards</li> <li>• Backlog of 3800</li> <li>• Over 10000 Reported across wards</li> </ul>	<ul style="list-style-type: none"> <li>• 106 Allocation</li> </ul>
	Communities Facilities	<ul style="list-style-type: none"> <li>• Maintenance and building of community facilities in all wards</li> <li>• 21 Community Halls</li> </ul>	<ul style="list-style-type: none"> <li>• Community services has put aside budget to continuously maintain facilities</li> </ul>

		<ul style="list-style-type: none"> <li>• 8 Stadia and 6 Libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Service providers for maintenance on advert</li> </ul>
	Health	<ul style="list-style-type: none"> <li>• Mobile clinics</li> <li>• Additional new clinics</li> <li>• 24 Hour clinic operational</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	Transport, Safety and Security	<ul style="list-style-type: none"> <li>• Satellites police stations</li> <li>• Mokwakwaila and Senwamokgope DLTC</li> </ul>	<ul style="list-style-type: none"> <li>• Sekgopo needs Police station</li> <li>• Rotterdam and Mohlele need satellite Station</li> </ul>
	Education	<ul style="list-style-type: none"> <li>• Establishment of new school in Goudplaas and other needy areas</li> <li>• Institution of higher learning e.g. TVET</li> <li>• Extra classrooms and additional blocks in needy schools</li> </ul>	

		<ul style="list-style-type: none"><li>• Resourcing of Libraries</li></ul>	
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Ward 1								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Koope to Khebefe Thibeni to Madumeleng Lenokwe to Matswi Majakaneng to cemetery Majakaneng to Sehlomamotheke	Thibeni to Madumeleng under construction  Makhuthukwe Street complete  The major problem in the area is storm water				

			Mabusana to Mahowa Pakong to Mabusana Thibeni to Maolwe Mabusana to Matswi Paeng to Masalanabo Sehlomamotheka Sehlakoni to Thibeni	drainage control and management as a result of mountainous terrain				
2	Access to sustainable quality basic services	Regravelling	All Villages	Road leading to public facilities like schools, cemeteries are prioritised	Opex	Opex		Regraveling done ongoing process

3	Improved quality of life	Boreholes/Water	Need for operating boreholes across ward	Currently providing water using water tankers	MDM	MDM		
4	Integrated human settlement	Housing/RDP	X240 RDP Houses Across ward X300 VIP toilets	Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation	MDM	MDM		
5	Access to sustainable quality basic services	Electrification	Electrification of Koope/ Khebefe	Koope/ Khebefe complete				

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

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Ward 2								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Mohlakong to Makaba (2km) (phase 2)					

			<p>Bodupe 2 to 4 km (phase 2)</p> <p>Main Road to Selomo (Moshaka)</p> <p>Motsinoni (Senamela to Dingaan, 2km)</p>	<p>Area is mountainous and hilly and as results need to be prioritised.</p> <p>Moshaka makaba in progress</p> <p>Motsinoni Street Complete</p>				
<b>2</b>	Access to basic sustainable quality basic services	Regraveling	All villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritised				
<b>3</b>	Access to sustainable quality basic services	Electrification	Motsinoni and Mahlakong Village Electrification backlog list					

		Public Lightning	High mast Moshaka High mast Bodupe x2	Moshaka and Bopupe has not benefitted in terms of high mast and will be prioritised in the allocation				
4	Improved quality of life	Borehole/Water	Motsinoni and bodupe village don't have functional borehole	To be addressed with the relevant stakeholders, currently providing water using water tankers				
5	Improved quality of life	Houses/RDP	Mohlakong x 150, x120 toilets Bodupe x100 Toilets x100 Mabaka x50, toilets x50	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				

			Moshaka x100, toilets x100 Motsinoni x100, x100 toilets					
6	Access to sustainable quality basic services	Speed humps	Moshaka	Noted and to be addressed with the relevant stakeholders				
7	Improved quality of life	Skip Bins	2 Moshaka 2 Mohlakong 1 Bodupe 1 Mabaka	Prioritised				

<b>8</b>	Bridge	Bridge	2 low level bridge needed at moshakga				
<b>9</b>	Health	Health	Moshakga village need mobile clinic	Priority will be referred to relevant stakeholders			

<b>Ward 3</b>							
<b>Priority</b>	<b>Strategic Objective</b>	<b>Priority</b>	<b>Priority and Location</b>	<b>Departmental Response to priority</b>	<b>Budget Linkage</b>	<b>Departmental Response Update</b>	

					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	<p>Itieleng Paving (Priority)</p> <p>Road maintenance in the ward is key</p> <p>Maapana to Mokgato</p> <p>Paving to Sekhukhumele high school</p> <p>Tshabela-Matswale Street Paving</p>	<p>The area is a mountainous</p> <p>The priority for paving has been noted and will be prioritised based on available budget</p> <p>Tshabela-Matswale Completed</p>				Itieleng Paving 1 000 000 for 2026

	Access to sustainable quality basic services	Low level bridges	<p>Bridge between Home 2000 to Mesopothamia.</p> <p>Bridge between W.M Kgatla and Park Town.</p> <p>Bridge Home 2000 and Ga Rapitsi ext.</p> <p>Seretseng.</p> <p>Tshabelamatswale to Makgalemele (Priority)</p> <p>Moseamedi and Ngobeni</p>	<p>The priority for low level bridges has been noted and will be prioritised based on available budget.</p> <p>No designs developed currently</p>					Meloding Storm Water complete
2	Access to sustainable quality basic services	Regraveling	All ward	Ongoing process, Regraveling of Roads leading to public facilities					

				like schools, cemeteries are prioritized				
<b>3</b>	Improved quality of life	Water	Water infrastructure and boreholes 8 boreholes needed	Water supplied through Politsi Bulk water scheme. Other areas depends on Water tankers, eg Itieleng, Mapaana, Las Vegas				
<b>4</b>	Access to sustainable quality basic services	Sewage	Sewage system 200 toilets	Priority noted and will be referred to relevant stakeholders  Technical department to facilitate				
<b>5</b>		Skip bin	Across ward	4 skip pins needed				
<b>6</b>	Access to sustainable quality basic services	Electrification	No household backlog list received					

			1 High mast across each village in the ward	There is no current registered backlog and additional will be prioritized				
7	Improved quality of life	RDP	250 Across ward Shortage of land a challenge	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation  Technical department to facilitate				

Ward 4									
Priority	Strategic Objective	Priority	Location/Priority	Reported Year	Departmental Response to priority	Budget Linkage			Departmental Response Update
						2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Masakhaneng Newtown Between court & Sassa Molailai to Sekhukhumela Paving Behind hotel	2006,2011,2016,2021	The area is flat and accessible.  Priority will be noted based on available budget				

			Paving at meshasheng, street behind hotel, magistrate & Newtown  Patching of potholes						
	Access to sustainable quality basic services	Speed humps	Speed humps requested in the 10 years  Need speed humps next kgapane hospitals, wm kgatla and kgapane high intersection requested in the past 12 years	<b>2011,2016,2021</b>					
<b>2</b>	Access to sustainable quality basic services	Bridges and low-level bridges	Mesophothamia and Home 2000	2001,2006,2011,2016,2021	The priority for low level bridges has been noted and will be				

			<p>Mesophothamia and Kgaphamadi</p> <p>Between Meshasheng and Plaza</p> <p>Masakhaneng Ext 05 also Shidila</p> <p>Bridge behind ZCC church</p> <p>Khutsong</p> <p>Las Vegas to Mapaana</p> <p>There is collapsing bridge next to shell</p>		<p>prioritised based on available budget.</p> <p>No designs developed currently</p>				
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			<p>The bridge to plaza past 10 years budget withdrawn it twice</p> <p>Removal of soil on paved road Ext 08</p>						
<b>3</b>	Integrated human settlement	Housing	<p>Fixing Dilapidated old 4 room at Mapolankeng</p> <p>RDP Houses in the ward</p> <p>Fix the incomplete RDP</p> <p>Land for housing is needed</p> <p>Delapidated houses at mapolankeng and loss my cherry</p>	<b>2011,2016,2021</b>					

4	Improved quality of life	Sanitation	<p>Replacement of old flush toilets</p> <p>Unblocking ext 7 Sewage blockage (over 10 years reported)</p> <p>Construction of storm water channels (SL Hardware)</p>	2011,2016,2021	<p>Priority noted and will be referred to relevant stakeholders</p> <p>Old flush toilet reported to MDM for intervention and not response currently</p>				
5	Access to sustainable quality basic services	Electricity	<p>Solar Geysers Kgapane</p> <p>Street lights (Mooiplass, Kgapane Entrance, Modjadji Plaza)</p> <p>Fixing of flood light between meshasheng &amp;</p>	2011,2016,2021	Street light priority will be followed up and prioritised based on the available budget				

			plaza, stadium and ext 05						
6	Access to sustainable basic services	Library	Fully resourced library ward 4  Wifi needed at the youth centre  Need sport competitions back	2011,	Engagements with relevant stakeholder to commence				
7	Access to sustainable basic services	Education  Admin Block Mamatlepa  Primary	Re Opening Modjadji College  School for disable people is needed  Classrooms are needed at kgapane high	2011,2016,2021	Department of education to be engaged to consider the priority				

			Kgapane						
	Improved quality of life	Politsi Plant final Phase	Politsi	2012,2015,2016,2021	Dispute on the Water use licence				
<b>8</b>	Improved and inclusive local economy	SEDA and NYDA Offices	Kgapane	2011,2016,2021	Consultations with SEDA and NYDA				
<b>9</b>	Improved and inclusive local economy	Flee Markets Market Stalls	Kgapane Handover market stalls to beneficiaries  Need flea market with 100 stalls  Hawker's path behind plaza  Stimulars packages for SMMEs	2011,2016,2021	LED Directorate to look into the priority based on the available budget				

<b>10</b>	Improved and inclusive local economy	State of the art theatre	Kgapane	2011,2016,2021	Arts and Culture Department to be consulted with the proposal				
<b>11</b>	Improved and inclusive local economy	Swimming Pools	Kgapane	2010,2011,2016,2021	Priority be considered based on the available budget				
<b>12</b>	Integrated human settlement	Police station	Kgapane	2012	Currently under construction				
<b>13</b>	Integrated human settlement	Fire Station	Kgapane	2011,2016,2021	MDM to be consulted				
<b>14</b>	Integrated human settlement	New cemetery	Kgapane	2011	New cemetery establishment completed and functional				

15	Improved quality of life	Skip bin	Kgapane Closure of illegal dumping next to choy	2011	22 bins at ward 04				
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Ward 5								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Rapitsi to Lebala 3 Km in Medingen  Mandela Park, Kgapane, Maboreketla, Majonini, Manyeleti, Malaeneng, Mosholomi, Maduma, Modumelana to Cemetery, Malematja (Primary school), Lebala to Manokwe high and sports ground, Rapitsi to Lebala and Sidewalks ,From Rabothata cemetery,	The area is mountainous and need to be prioritised  Malematja Street Paving registered for MIG and designs have been developed				

			Modumelelana cemetery, Maraka to Mosata				
	Access to sustainable quality basic services	Bridges	Rabothata and Mokwasele Bridge	Bridge critical and needs attention.  No designs and matter to be followed up with department of public works			
2	Access to sustainable quality basic services	Regraveling	Mandela park to Lebala, Sethaseng , Ramatse, New Castle, Open Half,Manyeleti,Maboreketla, Majoninni, Maduma,Makhubidung, Mosholomi, Malaeneng, Rabothata, Malematja	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized			

3	Improved quality of life	Water and Boreholes	4 Boreholes needed	Currently providing water through water tankers				Matter to be escalated to MDM for prioritisation.
4	Access to sustainable quality basic services	Electricity and High Mast	New castle backlog list lack capacity after Eskom verification process adverse finding  7 High masts needed  98 combined Houses need post connections from four various villages	Areas to be prioritised after addressing backlog of places that have not benefited  To be followed up with ESKOM  Technical department to facilitate				GLM to follow-up on capacity status of New Castle village to make way for electrification
5	Access to sustainable quality services	Community Hall and recreational facility	Rabothata Community Hall.  Mandela Park Sports centre	Priority noted and budget availability				Exorbitant cost for foundation and earthworks at Rabothata Community

			Recreational facility in the ward					Hall in excess of over R4 million
<b>6</b>	Integrated human settlement	Safety	Satellite station and active CPF	SAPS to be engaged to investigate the priority				
	Improved quality of life	Houses and Toilets	300 Toilets needed 350 Houses needed	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
<b>7</b>	Improved and inclusive local economy	LED	Development of Manokwe Cave	LED currently busy with proposals to look into the priority, Site visited and assessed				LED budget allocation to be Considered for this project
<b>8</b>	Access to sustainable quality basic services	Skip bins	Ward 5: 2 skip bins	Community service to address backlog based on available budget				

Ward 6								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Mokwasele primary to Modubung, New stands, Shotong to Mokhotlane cemetery, Shotong primary to Nakene graveyard, Main road via Madibeng to moshaka to section, Shotong Tolwane bridge	Mokwasele, Modubung have benefitted on street pavements and Shotong village has not benefitted.  Shotong Street Leading to Community Hall shall be prioritised based on available budget				

			to Mmadiokong joining Shotong paving.					
2	Access to sustainable quality basic services	Speed humps, Road marking and Road signs	Mokwasele, Modubung, Next to Modika High	Priority noted and will be referred to relevant stakeholders				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	Water Reticulation needed Modubung, Nakana, Raseemela Section, Madibeng,	Priority noted and will be referred to relevant stakeholders				

			Shotong village, Replace 2 boreholes at Madibeng Section, Incomplete boreholes at Mokwasele, 2 Boreholes needed at Modubung, Back up generators at Modubung.	Currently receiving water through boreholes and water tankers				
5	Improved quality of life	Houses and toilets	Mokwasele 80 houses Modubung village 300 houses Shotong Village 150 Houses Madibeng 200 houses Modiokong 20 houses Mokwasele 100 Houses	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				

			Khethotong 15 Houses Ramphenyane 35 Houses Modubung village 200 VIP toilets Shotong village 100 VIP Toilets Madibeng village 200 vip toilets Modiokong 20 vip toilets Mokwasele 80 vip toilets Khetothong 15 vip toilets Ramphenyane village 30 Vip toilets					
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6	Access to sustainable quality basic services	Bridges	Mokwasele to Rabothata Bridge, Ramphenyane and Mokwasele, Mokwasele to Modubung, Madibeng next to community hall	Priority noted, affected areas shall be prioritised for designs and future projects allocations  Mokwasele to Modubung Bridge designs completed, construction shall be considered based on budget availability				
7	Improved quality of life	Skip bins	1 skip bin in each village					
8	Access to Sustainable quality of basic services	Electrification	Modubung electrification	Under GLM priority list				

		Public lights	All new extension need electrifications  2 high mast madubung 1 High mast Modiokong	Ramphenyane and Modubung are areas that have not yet benefitted and need attention.				
<b>9</b>	Improved quality of life	Health	Improve conditions at clinic, Security systems, 24 hours.  Increase staff members to avoid waiting for long	Department of health to be engaged on the priority				
<b>10</b>	Access to sustainable quality basic services	Education	Complete Library	Continuous consultations with the relevant department				

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

Ward 7				
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Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Makhurupetji to Rabothata, Maraka to Seatlaleng, Rasodi to Mohlakamosoma, Khekhutini to Cemetery, Mohlakamosoma , Molelema village	Area relatively not mountainous however stormwater control is required.  Priority to be considered based on available budget				
2	Access to sustainable quality basic services	Speed humps,Road marking and Road signs	Along Main Road to Mokwakwaila	To be escalated to the relevant stakeholders for intervention				

3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	Mollong village, Maraka, molloni, mohlakamosoma  And jojo tanks are needed at maraca, molloni, mohlakamosoma	Currently receiving water through water tankers  Issue of borehole noted and to be referred to relevant stakeholders				
5	Improved quality of life	Houses and toilets	X 250 VIP toilets  300 RDP houses					

6	Access to sustainable quality basic services	Bridges	Motsinoni to Mamakata Maraka to Modubung Maraka to Iketleng Low level bridge Iketleng to Mollong low level bridge Setlaleng To Raselaka Low level bridge	Priority noted and will be attended to. Designs not yet done				
7	Improved quality of life	Skip bins	Each bin across ward villages					
8	Access to sustainable quality basic services	Electrification	Post connection Rabothata (70 households)	Makhurupetji contract is still going.				

		Public lights	High mast , 1 Raselaka , 1 Mohlakamosoma, Iketleng 1, 1 Rasodi, kekhutini 1 , rabothisata 1 ,molelema 1	High mast has been installed and will be prioritised when other areas with backlog have been addressed				
9	Improved quality of life	Health	Clinic Needed at Mollong/ Setlaleng					
10	Access to sustainable quality basic services	Skip bins	<b>Ward 7: 3 skip bins</b>  <b>4 skip bins needed at kekhutini,rasodi,makhurupetsi</b>	Community service to address backlog based on the available budget				

Ward 8								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Mamphakhathe and Rapitsi  Paving Maintenance at Mamphakhathe and Rapitsi, Burkina Faso	Area is mountainous and need to be prioritised  Burkina Faso street designs budgeted for 2024				

2	Improved and inclusive local economy	LED and Education	SMMEs support, Bursaries	LED section to look into the priority based on the available budget  Mayor's bursary adopted to also address issues of needy student				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process,  Regravelling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	3 x Rapitsi 2 Mamphakhathi 3 Burkina Faso	Priority noted and will be escalated to relevant stakeholders. Currently they receive water through other boreholes and water tankers				

<b>5</b>	Improved quality of life	Houses and toilets	900 toilets Across the ward  250 house across ward	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
<b>6</b>	Access to sustainable quality basic services	Bridges	Low level bridges  Burkina faso x 2  Mamphakhathe x 2  Rapitsi x 2	Currently no designs have been done for the low-level bridges and priority will be attended to				
<b>7</b>	Improved quality of life	Health	Mobile clinic needed at Rapitsi and Mamphakhathe	Department of Health to be consulted on the priority				
<b>8</b>	Access to sustainable quality basic services	Electrification	2 High mast needed at Rapitsi	Both areas will be attended after high mast backlog has been addressed.				

			2 High mast needed at Mamphakhathe  Free basic Electricity	There is streetlights in some part of the ward				
<b>9</b>	Access to sustainable quality basic services	Sports	Grounds and sports activities across the ward	Technical to look into the priority based on the schedule for grader				
<b>10</b>	Access to sustainable quality basic services	Skip bins	<b>Ward 8: 2 skip bins</b>	Community service to look into the priority based on the available budget				

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

			<p>Mogano to tamogakwa street pavement</p> <p>Makola street pavement</p> <p>Mailula to Headkraal pavement</p> <p>Headkraal to Chicago pavement</p> <p>Maphata to Dropping centre</p>					
2		Education	<p>Sekgopo primary school extra blocks and toilets, Mohumi sec school 5 blocks, Matswidikanye P School, toilets, Maladuma P School one block and hall, and fence, Lebowaganyane P</p>					

			School (block and fence), Motseudi High school,  Munnik P school toilets					
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritised				
4	Improved quality of life	Boreholes/Water	Borehole,Storage, /Resevior and reticulation required in the following places  Moshate village next to Haefele Motswidikanye Primary school,Morekelene	The area does not have bulk water supply and depend on boreholes and supply of water through water tankers				

			Mosate, Makola storage, Setaseng Morekelene, Bolobedu, Ramogakwa central, Marotholong central, Marotholong Mshongo, Marotholong Mapatha, Marotholong Tipen, ,Water pump machine at Moshate					
5	Improved quality of life	Houses and toilets	300 Across ward					
6	Access to sustainable quality basic services	Bridges	Moshate village Chigaco next to Mootane, Makola Shimango Moshonko village, Mogano Balobedu village next to Makoti, Malatji to Munnik connect,	Priority noted, affected areas shall be prioritised for designs and future projects allocation				

			Ramogakwa to bolobedu, Setaseng to Moshate, Headkraal to Chicago, Marotholong to Maphata Dropping centre	Sekgopo (Moshate) Low Level Bridge designs completed during 2020/21 Fy. Construction shall be considered based on budget availability				
7	Improved quality of life	Health	Health centre needed The clinic is operating from Monday to Friday so they need the clinic to operate 24/7	Department of health to be consulted on the priority				
8	Access to sustainable quality basic services	SAPS	Police station needed	SAPS to be consulted on the priority and the urgency				
	Access to sustainable quality basic services	Skip bins	<b>Ward 9: 3 skip bins</b>	Community service to look into addressing backlog				

				based on the available budget				
9	Access to sustainable quality basic services	Electrification	High mast lights at Moshongo, Mosate Chicago, Headkraal, Setaseng, Ramogano - Mogano, Marotholong central, Marotholong Tipen, Marotholong Sekgopo community hall, Electrification of units at Malatjie village ,Tipen 40 houses,Mosate Morekelene 30 houses, Albert park 100 houses(ga	All villages have benefitted on high mast lights however the lamination does not cover the entire area  Additional masts shall be considered based on budget availability  Priority to be given when backlog submitted				

			Koroboi),Mogano ext 25 houses					
<b>10</b>	Improved and inclusive local economy	LED and Housing	Demarcation of sites, 100 sites RDP houses in ward 9, Funding of agriculture projects about 7 youth projects involved in agriculture in ward 9, about 5 women need funding for projects in ward 9	LED to look into the priority , profile the projects involved and where budget can be allocated				

Ward 10								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements	Lebjelola and Sports Complex Morakong to Mam Makhabeni dropping centre Via tribal office (Motseketla) Lehlangeng and Morakong to Mameriri	The area is flat, Re-gravelling shall be considered  Priority to be considered based on available budget				

2	Improved and inclusive local economy	LED and Social	Youth centre needed Lebjalola  Day care centre  Farmer support	LED to look into the priority and identify projects involved and where necessary refer to relevant stakeholder				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Access to sustainable quality basic services	Sports	Ground at Mabulana, Sekgoni,	Technical to address the matter through grading				
5	Access to sustainable quality basic services	Hall Maintenance	Lebjelola	Assessment needed and consider the priority based on the available budget				

<b>6</b>	Improved quality of life	Health	Clinic Lebjelola	Department of Health to be consulted on the priority				
<b>7</b>	Improved quality of life	Boreholes/Water	Water reticulation or borehole across the ward  Electrification of borehole at Makhabeng and Morakong	Priority noted, shall be referred to MDM for intervention  The area depends on borehole and water tankers				
<b>8</b>	Improved quality of life	Houses and toilets	300 RDP Houses across ward  300 toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				

<b>9</b>	Access to sustainable quality basic services	Bridges	Motseketla, Lehlang, Maobing	Priority noted, affected areas shall be prioritised for designs and future projects allocation				
<b>10</b>	Integrated human settlement	Township Establishment	Altyd Mooi Frm	Town planning to make assessment and report back				
<b>11</b>	Integrated human settlement	Fencing cemetery	Makhabeni	Community service to make assessment				
<b>12</b>	Access to sustainable quality basic services	Electrification /High mast	Lehlang Makhabeng Motsheketla	Lethlang will benefit on INEP Project Other Priority noted				
		Skip bin	Ward 10: 3 skip bins					

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

			school, Matswi Hlobola next to Mafa shop					
<b>2</b>	Access to sustainable quality basic services	Pavements	Matswi road to Moshate Rathelele to Moshate wa Tlhabeleni From Pre school to Puding Moroatshehla to Itieleng	Priority to be considered based on available budget Areas mostly not accessible during rainy seasons				
<b>3</b>	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				

4	Improved quality of life	Boreholes/Water	X4 Jojo tanks for the old borehole, Resevior needed at Itieleng, Hlobola borehole, Borehole at Mponeng,	Priority noted, shall be referred to MDM for intervention  Currently received water through Bulk supply and boreholes				
5	Improved quality of life	Houses and Toilets	Across ward	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
6	Access to sustainable quality basic services	Electrification	1 High mast Each Village in the ward  Electrification of new stands	Hlobola to receive high mast based on the priority  Electrification project on progress Itieleng				
7		Ward	Ward 11: 2 skip bins					

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

			<p>section, Malebala</p> <p>Primary to Manyorong,</p> <p>Tribal office Mathoro</p> <p>section, Concrete paving</p> <p>to cemetery, Mohale</p> <p>section, Makelle primary</p> <p>Goudplass, Goutplass</p> <p>community hall</p>				
2	Access to sustainable quality basic services	Bridges	<p>Manatsohle section to</p> <p>Mmangoako, Mathoro,</p> <p>Arcadia</p> <p>section, Madibete,</p> <p>Manyorong section</p>	<p>Priority noted, Areas</p> <p>affected will be prioritised</p> <p>for designs and future</p> <p>projects allocations</p>			<p>Thakgalang Low Level</p> <p>Bridge completed during</p> <p>2018/19 Fy</p>
3	Access to sustainable quality basic services	Regravelling	All Villages	<p>Ongoing process,</p> <p>Regraveling of Roads</p>			

				leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Resevior needed at Thakgalane, ,Seokeng,Thakgalane 4 and 2, Borehole Thakgalane 2 and Jojo tank, Transformer Itieleng, Need for electrical Machine,Borehole Goudplass community hall	Priority noted, shall be referred to MDM for intervention  Currently received water through water tankers and boreholes				
5	Improved quality of life	Houses and Toilets	Across ward and Renovations of other RDP houses Itieleng	Housing Priority to be considered based on allocation from CoGHSTA				

			RDP Houses at Goutpass Residential sites on farm Blinkwater	Toilets to be forwarded to MDM for Allocation				
	Access to sustainable quality basic services	Skip bins	Each across ward villages					
<b>6</b>	Access to sustainable quality basic services	SAPS	Satellite needed Budget for CPF	SAPS to be consulted to look into the priority				
<b>7</b>	Improved quality of life	Health	24 hour clinic Hospital around Sekgosese	Department of health to be consulted to look into the priority				
<b>8</b>	Access to sustainable quality basic services	Electrification	Thakgalane 2 high mast Itieleng High mast	Request done to hire mobile crane to fix the high mast,				

			Manatsohle high mast not working	Additional high mast will be considered after backlog has been addressed				
<b>9</b>	Access to sustainable quality basic services	Education	High school Goudplass  Renovations of classes at Lephai, Pheeha combined school  Library around Goudplass or Itieleng	Department of education to be engaged on the priority.  Goudplass has been having a challenge for a while				
<b>10</b>	Improved and inclusive local economy	LED	Support of SMMES, farmers and cooperatives	LED to consider based on the available budget				
<b>11</b>		Skip bins	Ward 12: 2 skip bins					

Ward 13								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Completion of phase 2	<p>1,8 Km Itieleng Street Paving paved</p> <p>The access is mostly flat and other section mountainous.</p> <p>Regraveling could be convenient for the area</p>				
2	Access to	Bridges	Itielene needed, Kwatane low level bridge needed, Tshabelane 3 low level	Priority noted, affected areas shall be prioritised				

			bridges needed in Lebepane and 2 needed in Maruatona	for designs and future projects allocations				
3	Access to sustainable quality basic services	Regravelling	All Villages	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	1 borehole in Itielene, 1 borehole in Kwatane, 2 borehole in tshabelane, 2 borehole and reticulation in Lebepane, 2 borehole and reticulation in Maruatona	Currently no bulk water. Priorities to be escalated to relevant stakeholders. Currently the area receive water through water tankers and boreholes				

5	Improved quality of life	Houses and Toilets	<p>Prepaid Smart meter reader</p> <p>300 low-cost housing in Senwamokgope, 50 RDP Houses in Itielene, 80 RDP Houses in Kwatane, 50 RDP Houses in Tshabelane, 50 RDP Lebepane, VIP toilets in Maruatona Section</p> <p>VIP toilets across ward</p>	<p>Housing Priority to be considered based on allocation from CoGHSTA</p> <p>Toilets to be forwarded to MDM for Allocation</p>				
6	Access to sustainable quality basic services	Skip bins	<p>Itielene 2 skip bins, 1 skip bin in Kwatane, 2 skip bins in Tshabelane</p>	<p>There is currently 2 skip bins in the ward</p>				

<b>7</b>	Access to sustainable quality basic services	Health and disaster	EMS at Senwamokgope, Fire fighter/ Disaster office Senwamokgope  Hospital					
<b>8</b>	Access to sustainable quality basic services	Electrification	Electrification of new stands	Lebepane will benefit for 2022/23 financial year on electrification				
<b>9</b>	Access to sustainable quality basic services	Education	TVET College at Senwamokgope, Sports Complex at Itieleng and Library	Priority to be referred to relevant stakeholders or possibility of investors.  The plan for TVET has been raised several times				
<b>10</b>	Improved and inclusive local economy	Shopping Complex	Shopping complex	LED and planning to look into the priority based on places to consider for development				

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

3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Lemondokop,Vaalwater 2	Priorities to be escalated to relevant stakeholders.  Currently the area receive water through water tankers and boreholes				
5	Improved quality of life	Houses and Toilets	400 RDP HousesAcross ward  And toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				

	Improved and inclusive local economy	LED	Market stalls and 200 EPWP needed	LED and Community service to look into the priority based on the available budget				
<b>8</b>	Access to sustainable quality basic services	Electrification	Phazirini section , Jacop Zuma section, Lebepane and Phatudi Section Vaalwater	Electrification planned for financial year 2022/23 at Iketleng 1		R1 180 000 R1 500 000		Vaal Water 2 INEP 2024 Nahakwe INEP
<b>9</b>	Access to sustainable quality basic services	Education	Renovation of Phetole High	Department of Education to be consulted on the priority				
		Skip bin	Ward 14: 1 skip bin					

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

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

			section, Machepelele and Tsekere street and small bridge, Street to Lebepane Graveyards, Street Connecting Staseng village to the new sites, Soetfontein main road to graveyard				
<b>3</b>	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized			
<b>4</b>	Improved quality of life	Boreholes/Water	Two big resevoir for Phooko and Raphahlelo Commnunities,Raphahlelo community dam for farmers, Sebelaoloview	Priority noted and shall be referred to MDM for intervention.			

			Water Pump and reticulation, Mountain View Water Reticulation, Lebepane water Reticulation, Makhwibidung Water Pump	The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	X150 Across ward 200 VIP Toilets	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	EPWP needed (x100), Community Market centre, Agricultural Hub, Skills development centre,	LED to investigate the priority and address based on available budget				

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

Ward 16							
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage	Departmental Response Update	

					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Street Paving from Foma to Manyaga to Rotterdam library	Priority noted and will be attended subject to available budget				
2	Access to sustainable quality basic services	Bridges	5 Low level bridges Sephukhubje and Rotterdam	Priority noted, affected areas shall be prioritised for designs and future projects allocations  Sephukubje low level bridge designs completed construction shall be considered based on budget availability				

3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	At least 10 boreholes for both villages  Water Reticulation for Orlando Sebelaolo view and Mountain view	Priority noted and shall be referred to MDM for intervention.  The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	600 RDP Houses  1000 VIP toilets	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				

<b>6</b>	Improved and inclusive local economy	LED	Water catchment for local farmers Irrigation Equipment for farmers	LED to investigate and address based on available budget				
<b>7</b>	Access to sustainable quality basic services	Electrification	High mast for both villages	To be prioritised after eradicated backlog from villages that never benefitted.  Mabitleng to be prioritised based on available budget				
<b>8</b>		Skip bins	Ward 16: 2 skip bins					

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

			Paving covering about 5 sections from the main road					
2	Access to sustainable quality basic services	Bridges	Mabhemane , Mamaila kolobetona  Mmonatsohle and Carel Garden  MosomaTsiditsi ,Ga Ramatse, Setsekane Primary  Low level bridge to Lekgolo primary school	Priority noted, affected areas shall be prioritised for designs and future project allocations				Low level Mamaila was completed in the 2020/21 fy
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities				

				like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Bulk water supply from Middle Letaba Mamaila Kolobetona, Electrification of boreholes at Mamaila, Carel Gardens, Naledi Borehole at Community Hall Mamaila Mall Water	Priority noted and shall be referred to MDM for intervention.  The areas currently depend on boreholes and water tankers  Technical department to facilitate				
5	Improved quality of life	Houses and Toilets	200 RDP houses 350 VIP toilets	Housing Priority to be considered based on allocation from CoGHSTA				

				Toilets to be forwarded to MDM for Allocation				
<b>6</b>	Improved and inclusive local economy	LED	Enhance Sickle bush cutting, Support of SMMEs	LED to investigate and look how the priority can be addressed based on available budget				
<b>7</b>	Access to sustainable quality basic services	Electrification	New sections, Carel Gardens 1 and 2 High mast at Carel Garden, Mabhemane, Citizen, Mosamatshiditsi, Setaseng, Carel Garden 2	To be considered in 2023/24 allocation as deferred from 2022/23 when replaced by Lekgwareng				Carel Gardens INEP
<b>8</b>	Access to sustainable quality basic services	Education	Library at Mamaila	Priority to be referred to relevant stakeholder				

<b>9</b>	Access to sustainable quality basic services	Skip Bins	Extra bins at Mamaila Kolobetona and across ward  <b>Ward 17: 3 skip bins</b>	Skip bins for the mall needed				
<b>10</b>	Access to sustainable quality basic services	Health Care Centre	Mamaila	Department of Health to be consulted based on the priority				
<b>11</b>	Access to sustainable quality basic services	Community Hall	Maintenance and Facility at Mamaila	Priority to be addressed based on the available budget				

Ward 18								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Machipi street via Malapane and Phosa (Tlou tswala / Mphebatho )  Street Paving at Chief Ramosibudi street  Paving to Machethe Dingani to Madiagole at Merejeni section	Priority noted and will be considere based on the available budget  Sephukubje 1.8km was previously done.				
2	Access to sustainable quality basic services	Bridges	2 Low level bridges at Sebelao (Tlou Tswala / Mphebatho section	Priority noted, affected areas shall be prioritised				

			<p>2 low level bridges and one needs to be fixed at Ramosibudi section</p> <p>2 small bridges at Merejeni section</p>	<p>for designs and future projects allocations.</p> <p>Roerfontein bridge designs completed during 2020/21 Fy. Construction shall be considered based on budget availability</p>				
<b>3</b>	Access to sustainable quality basic services	Regravelling	All Village	<p>Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized</p>				

4	Improved quality of life	Boreholes/Water	<p>2 boreholes and 4 jojo tanks (Tlou Tswala Section/Mphebatho section and 75mm Pipe line</p> <p>Jojo Tank at Ramosibudi section</p> <p>Extension of water pipes at Khudugane and borehole in new stands</p> <p>Extension of pipeline at Merejeni section</p> <p>Bohehole in new stands of merejeni section</p>	<p>Priority noted and shall be referred to MDM for intervention.</p> <p>The areas currently depend on boreholes and water tankers</p>				
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			Borehole with jojo tanks in new stands in Siphukubje  Water reticulation a priority					
5	Improved quality of life	Houses and Toilets	200 VIP Toilets  200 RDP Houses	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	Support Of SMMEs	LED to investigate the priority based on the available budget				
7	Access to sustainable quality basic services	Electrification	New stands	To be prioritised when backlog submitted				Khudugane Eletrification from INEP

			<p>Electrification needed in all sections of the ward and post connections in new stands</p> <p>1 high mast between machipi street (Tlou Tshwala /Mphebatho Section</p> <p>1 High mast at Tanana plan next to Usave at Khudugane</p> <p>1 High mast in Merejeni section</p> <p>2 high mast in New stands 1 at new stands and 1 at Tickiline</p>	<p>To be prioritised after eradicated backlog from villages that never benefitted.</p>				
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<b>8</b>	Access to sustainable quality basic services	Education	Library at Khudugane	Relevant stakeholder to be consulted on the priority				
<b>9</b>	Access to sustainable quality basic services	Skip Bins	1 Skip bin at Mphebatho / Tlou tshwala 3 Skip bins at new stands Ward 18: 3 skip bins					
<b>10</b>	Improved and inclusive local economy	Youth Centre Dropping Centre	Ramosibudi	Relevant stakeholder to be consulted on the priority				
<b>11</b>	Access to sustainable quality basic services	Community Hall	Sephukubje	Priority to be considered based on the available budget				

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

				Priority noted and shall be considered based on available budget				
<b>2</b>	Access to sustainable quality basic services	Bridges	Low level bridges across the ward	Priority noted and other affected areas shall be prioritised for designs and future project allocations				Jamela Low Level Bridge completed during 2018/19 Fy  Mohlabaeng bridge constructed under Mohlabaeng Street Paving (bridge completed)
<b>3</b>	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				

4	Improved quality of life	Boreholes/Water	Maupa Jamela and Mohlabaneng new stands	Priority noted and shall be referred to MDM for intervention.  The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	250 RDP Houses across 300 VIP Toilets	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
6	Improved and Inclusive local economy	LED	SMME support	LED to consider priority based on available budget				

7	Access to sustainable quality basic services	Electrification	High mast at Mohlabaneng, High mast at Jamela, Maupa  Electrification of new stands across	To be prioritised after eradicated backlog from villages that never benefitted  Electrification in progress at Mohlabaneng				
8	Access to sustainable quality basic services	Education	Library Jamela	Relevant stakeholder to be consulted on the priority				
9	Access to sustainable quality basic services	Skip Bins	Ward 19: 3 skip bins					

Ward 20								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	

1	Access to sustainable quality basic services	Pavements and Roads	<p>Speed humps at Pipa school to Maphalle Cemetery</p> <p>Completion of Ditshosing paving, Street paving connecting Nyaelane Section to cemetery</p> <p>Shawela Bush paving,</p> <p>Nokane primary and Realedisha, Sethabaneng to Naledi Section</p>	<p>The area is flat with certain sections that are rocky</p> <p>1.8km paved at Ditshosing</p> <p>Shawela pavement requires maintenance</p> <p>Roads conditions noted and will be prioritised based on available budget</p>				
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2	Access to sustainable quality basic services	Bridges	<p>Bridge to Shawela</p> <p>Maintenance of Bridge to Ramaroka</p> <p>Low Level bridge Connecting 2 Maphalle school</p> <p>Low level bridge to the Cemerey at Maphalle</p>	Priority noted, affected areas shall be prioritised for designs and future projects allocations				Ditshosing Low Level Bridge completed in 2018/19FY
3	Access to sustainable quality basic services	Regravelling		Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Aging Water infrastructure at Maphalle	Priority noted and shall be referred to MDM for intervention.				

			<p>Water Reticulation Maphalle, shawela and dichosing</p> <p>Electrification of Borehole at Maphalle, Transformer at Shawela, Borehole electrification Ditshosing</p>	The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	<p>300 RDP houses across</p> <p>400 VIP toilets across</p>	<p>Housing Priority to be considered based on allocation from CoGHSTA</p> <p>Toilets to be forwarded to MDM for Allocation</p>				

6	Access to sustainable quality basic services	Electrification	High mast each village across all ward  Electrification of new stands	To be prioritised after eradicated backlog from villages that never benefitted.  To be prioritised based on allocation				
7	Access to sustainable to basic quality services	Skip Bins	Ward 20: 3 skip bins					

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

			Mohlabaneng (x8) & Dishising (x4)	Ramaroka Low Level bridge designs completed in 2020/21 FY, construction shall be considered based on budget availability				
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Ditshosing need borehole	Priority noted and shall be referred to MDM for intervention.				

				<p>The areas currently depend on boreholes and water tankers</p> <p>Technical department to facilitate</p>				
<b>5</b>	Improved quality of life	Houses and Toilets	<p>600 VIP Toilets Across ward</p> <p>1000 RDP houses across ward</p>	<p>Housing Priority to be considered based on allocation from CoGHSTA</p> <p>Toilets to be forwarded to MDM for Allocation</p>				
<b>6</b>	Access to sustainable quality basic services	Sports	Sports complex or grounds at Ramaroka and Ditshosing	Priority to be considered based on the available budget				
<b>7</b>	Access to sustainable quality basic services	Electrification	Post connection across ward	To be referred to Eskom				Ramaroka INEP Allocation

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

Ward 22								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	R81 to Bochabelo <b>Mamaila</b> needed at Tseana High school street Paving needed from Malaka to graveyard Paving needed from Tribal to Tshamahantsi <b>Nakampe</b> Kgatla to Rabapane	The area or ward is flat, therefore not critical. Roads conditions noted and will be prioritised based on available budget Makgakgapaje and Nakampe areas without street paving				No budget available to deal with issues of pavement in the ward

			Mokhiwa to Sibitlheng Mokutu Sec to Mabina Ramapuputla to Mabulane Tepanyeka to Lejou <b>Makgakgapatse</b> Makganya to Ramphaka Mafenela to Graveyard Ultramel to greenhouse Makhaka to Main street Gandlanani to Main street <b>Refilwe</b>					
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			<p>From graveyard to church</p> <p>From scrapyard to tar Road</p> <p>From Monareng to Nakampe a small piece to be completed</p> <p>Paving not connecting to R81</p>				
2	Access to sustainable quality basic services	Bridges	<p>From Nakampe to R81</p> <p>Leshabane to Water borehole</p> <p>Refilwe</p> <p>From Zone 1 to Zone 3B</p>	Priority noted, affected areas shall be prioritised for designs and future project allocations			Nakampe Low Level bridge completed in 2020/21 FY

			<p>From Zone 3A to Zone 2</p> <p>From Zone 1 to R site</p> <p>X3 bridges at Makgakgapatse, 3x Mamaila, X3 Nakampe</p>					
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	<p>2X Mamaila</p> <p>3x Nakampe</p> <p>2X Refilwe</p> <p>3x Makgakgapatse</p>	<p>Priority noted and shall be referred to MDM for intervention.</p> <p>The areas currently depend on boreholes and water tankers</p>				

			Borehole at Refilwe R site, Malekutu Ext, 1 Nakampe, 2 At Refilwe					
5	Improved quality of life	Houses and Toilets	350 RDP Houses Across ward 400 VIP Toilets Across ward	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
6	Improved and inclusive local economy	LED	SMME Support	LED to assess the priority in the ward based on the available budget				
7	Access to sustainable quality basic services	Electrification	R Site and Malekutu electrification, Nakampe ext, High Mast at Refilwe and other villages across	New stands recently electrified and priority will be looked at again based on the available budget				Makgagapatse INEP  High mast refilwe and new stands

			Tshamahase high mast (1)					
<b>8</b>	Access to sustainable quality basic services	Education	Library needed	Relevant stakeholder to be consulted on the priority				
<b>9</b>	Access to sustainable quality basic services	Skip Bins	Ward 22: 3 skip bins					
<b>10</b>	Improved quality of life	Health	Clinic in the ward					

Ward 23								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Road to cemetery From R81 to Ga Letlaka Maupa to Kheodi Bellevie Motolla to clinic road	Roads conditions noted and will be prioritised based on available budget  Sefofotse 1.8km completed  Sedibeng 1.8km pavement completed  Bellevue and Maupa no street paving  Maupa street paving				

2	Access to sustainable quality basic services	Bridges	Bellview road to cemetery	Priority noted, affected areas shall be prioritised for designs and future project allocations				Sefotse Low Level bridge completed in 2018/19 FY
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Extra boreholes at Masenamela area  Water Reticulation  Jojo tank Sedibeng, Water Reticulation Sefotse	Priority noted and shall be referred to MDM for intervention.				

			Maupa Kheodi	The areas currently depend on boreholes and water tankers				
<b>5</b>	Improved quality of life	Houses and Toilets	250 RDP Houses across ward 300 Toilets across ward	Housing Priority to be considered based on allocation from CoGHSTA Toilets to be forwarded to MDM for Allocation				
<b>6</b>	Improved and inclusive local economy	LED	SMME support Sickle bush project	LED to investigate the priority on the ward based on available budget				
<b>7</b>	Access to sustainable quality basic services	Electrification	Electrification of new section	To be prioritised when backlog submitted				
<b>8</b>	Access to sustainable quality basic services	Education	Library needed at Belleview	Priority to be referred to relevant stakeholder				

<b>9</b>	Access to sustainable quality basic services	Skip Bins	Ward 23: 2 skip bins					
<b>10</b>	Improved quality of life	Health	24 Hours Belleview clinic	Priority to be referred to relevant stakeholder.  Matter reported in a number of times				

<b>Ward 24</b>						
<b>Priority</b>	<b>Strategic Objective</b>	<b>Priority</b>	<b>Location/Priority</b>	<b>Departmental Response to priority</b>	<b>Budget Linkage</b>	<b>Departmental Response Update</b>

					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Connecting Ntata road to R81  Potholes at Mamatlepa and Seaphole, Mamatlepa and Seaphole street paving	The area is generally flat  1.8km internal streets paved at Ga-Ntata. Road connecting Ga-Ntata to R81 shall be considered with relevant stakeholder  Mamatlepa does not have pavement  Priorities noted for street paving and shall be considered based on budget availability				Mamokgadi Paving under construction for 2.5km
2	Access to sustainable quality basic services	Bridges	Low level bridges across villages	Priority noted, affected areas shall be prioritised				Seaphole Low Level bridge completed in 2018/19 FY

				for designs and future project allocations				
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Water Reticulation at Ramathithi	Priority noted and shall be referred to MDM for intervention.  The areas currently depend on boreholes and water tankers				

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

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

Ward 25									
Priority		Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Department Update
						2025	2026	2027	
1		Access to sustainable quality basic services	Pavements and Roads	Tar Road needed from Lekgwareng to Mohokoni via Mahekgwe & Ratjeke  All main streets to be paved at Abel village , Mohlele ,Boqa, and Taolome	The area is flat with stormwater drainage challenges during rainy seasons and some sections are rocky and badly eroded  Abel Street Paving registered for MIG funding and designs have been developed (incomplete)				

2		Access to sustainable quality basic services	Bridges	<p>Low level bridges connecting villages</p> <p>5 Low level bridge at Abel village needed</p> <p>3 Low level bridges needed at mohlele village</p> <p>3 Low level bridges needed at Taolome village</p> <p>3 Low bridges needed at Boqa village</p> <p>3 Low level bridges needed at lekgwareng village</p>	<p>Priority noted, affected areas shall be prioritised for designs and future project allocations</p> <p>Buqa Low Level bridge designs completed in 2020/21 FY, construction shall be considered based on budget availability</p> <p>Immediate attention needed in regard with collapsed bridge between Boqa and Lekgwareng</p>				
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3		Access to sustainable quality basic services	Regravelling	<p>All Villages</p> <p><b>Regravelling from the community to the cemeteries in all villages.</b></p> <p><b>Regravelling from Mahekwe Ramodumo cross to Taolome</b></p> <p><b>Construction of the bridge between Taolome and Mokhwathi road</b></p> <p><b>Construction of all bridges from Mohlele to Lekgwareng</b></p>	<p>Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritised</p> <p>Taolome calvets need to be closed as they pose danger to the society</p>				

4		Improved quality of life	Boreholes/Water	<p>Water reticulation in all villages,</p> <p>Connection of Nkambako Babanana Bulk water supply from Taolome to Mohlele, Mokgwathi to Lekgwareng.</p> <p>Sand water extraction at Abel</p> <p>Additional boreholes needed Taolome and Mohlele and Boqa</p> <p>Jojo tanks needed at Taolome, Mohlele and Boqa</p>	<p>Priority noted and shall be referred to MDM for intervention.</p> <p>The areas currently depend on boreholes and water tankers</p>				
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				<p>All jojo tanks should be connected to the pipelines in all villages</p> <p>Rehabilitation of a reservoir at Mohlele village</p>					
5		Improved quality of life	Houses and Toilets	<p>400 VIP Toilets across ward</p> <p>500 RDP houses across ward</p>	<p>Housing Priority to be considered based on allocation from CoGHSTA</p> <p>Toilets to be forwarded to MDM for Allocation</p>				
6		Improved and inclusive local economy	LED	<p>SMMES Support and farmer support.</p> <p>Road to Mabodyane fresh produce project needed</p>	<p>LED to look into the priority based on the available budget</p>				

7		Access to sustainable quality service delivery	Electrification	<p>New extensions across ward and post connection</p> <p>1 High mast and Transformer needed at Lekgwareng</p> <p>5 High mast needed at newsstands across all villages</p>	To be prioritised when backlog submitted				
8		Access to sustainable quality basic services	Skip Bins	<p><b>Ward 25: 1 skip bin</b></p> <p><b>2 :skin bins per village needed</b></p>					
9		Improved quality of life	Health	Clinic or health centre needed	Priority to be referred to relevant stakeholder				

Ward 26								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Maintenance of road from Sekhiming to Mpepule & from Sekhiming to Mpepule  Mpepule and ramodumo street paving  Maintenance of Shamfana  Street paving from Mookoni to Lekwareng	The area is flat with rocky sections  1.8km streets paved at Shamfana  Ramodumo pavement registered for MIG funding and designs have been developed  Priorities to be considered based on budget availability				Ramodumo Street Paving MIG UNDERWAY

2	Access to sustainable quality basic services	Bridges	Ramodumo and Koranta Shamfana and Abel Low level bridge across ward	Priority noted, affected areas shall be prioritised for designs and future project allocations				
3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Water Reticulation at Mpepule, Ramodumo, Jokong and Shamfana	Priority noted and shall be referred to MDM for intervention.				

				The areas currently depend on boreholes and water tankers				
<b>5</b>	Improved quality of life	Houses and Toilets	200 Toilets Across ward 200 RDP Houses across ward	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
<b>6</b>	Access to sustainable quality services	Electrification	High mast Jokong  Electrification of new stands	To be prioritised after eradicated backlog from villages that never benefitted.  To be prioritised when backlog submitted				Mpepule INEP Allocation

7	Access to sustainable quality services	Maintenance	Mpepule sports complex	Priority to be assessed based on the available budget				
8	Access to sustainable quality services	Skip Bins	Ward 26: 1 skip bin					
9	Improved quality of life	Health	Clinic needed	Priority to be referred to relevant stakeholder				

Ward 27								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Street paving needed at Mamanyoha, Hlohlokwe	The area is generally flat with some rocky sections				

			(phase 2), rampepe, Mohokone & Mahekwe	<p>1.8km has been paved at Thlothlokwe</p> <p>1.8km streets paved at Ratjeke</p> <p>Bridge construction at Rampepe underway</p> <p>Priorities noted and shall be considered based on budget availability</p>				
2	Access to sustainable quality basic services	Bridges	Culverts needed at Mamanyoha, Hlohlokwe, rampepe, Mohokone, Rajeke & Mahekgwe	Priority noted, affected areas shall be prioritised for designs and future project allocations				

3	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Water reticulation needed across ward  About 5 boreholes needed, Hlohlokwe and Other villages	Priority noted and shall be referred to MDM for intervention.  The areas currently depend on boreholes and water tankers				

<b>5</b>	Improved quality of life	Houses and Toilets	350 VIP toilets 300 RDP Houses	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				
<b>6</b>	Inclusive and improved local economy	LED	Youth Employment	LED to look into the priority based on the available budget				
<b>7</b>	Access to sustainable quality basic services	Electrification	High mast Mahekwe, New extension post connection across ward	Priority considered once the backlog has been submitted				Tlhotlhokwe INEP Allocation
<b>8</b>	Access to sustainable quality basic services	Education	Mookoni Primary classroom  New combined school	Department of Education to be consulted to look into the priority				

9	Access to sustainable quality basic services	Skip Bins	Ward 27: 2 skip bin	120 skip bins provided so far across wards, no budget for skip bins 2022/23				
10	Integrated human settlement	Shopping Complex	For the ward					

Ward 28								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
1	Access to sustainable quality basic services	Pavements and Roads	Extension of Street paving at Mahunsi  Paving next to Duvula Mahunsi high school to	Rotterdam Mahunsi 1,5km paved  Rotterdam Duvula 1,5km paved				<b>RAL Budget for road</b>

			<p>Rotterdam sports complex</p> <p>From main road to Mawila Tuck shop via Sam Mtileni, Zoro,Nwamayenyani, Manyama to Ka Xindhengezani</p> <p>From Berea Assembly of God to graveyard</p>	<p>The area is flat</p> <p>Priority noted and shall be prioritised based on budget availability.</p> <p>Re-gravelling program can assist a temporary measure</p>				
2		Bridges	<p>aringe and Manyuny next to Mahove</p> <p>Between Maringe and Daniel Malambhani</p>	<p>Priority noted, affected areas shall be prioritised for designs and future project allocations</p>				<p>Rotterdam Low Level Bridge at New Stand to Ximonele completed during 2018/19 Fy</p>

			<p>Between Ka Ngwagawula and Amies</p> <p>Between Xi Monene and Honoka next to Mkhari</p> <p>Between Dumani and Manganyi next to Mathonsi</p> <p>Between Abby Mabasa and Josephine Macevele next to the Stadium</p> <p>Between Sam Mtileni and Martha Khovani</p> <p>Between Giyani Hlungwani and Florah Mkhari</p>					
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			<p>Between Morris Marhambhani and Magazine</p> <p>Between December Mashele and the Rock church</p> <p>Between Anneta Makaringe and Piet Mabasa</p> <p>Between Daniel Ravimbi and Mahuntsi Pre School</p>				
3	Access to sustainable quality basic services	Regravelling	Vuxungu via Bosman Road, Xikhalichani , Rhena until Midhavuki, Tribal office via Nwancamango to Nwafakazi, From	Ongoing process, Regraveling of Roads leading to public facilities like schools, cemeteries are prioritized			

			Mahuntsi section via Newstands Malume Swafiya la S, Ximonele, via graveyard to Vuxungu					
4	Improved quality of life	Boreholes/Water	Boreholes needed at ward 28 and Jojo Tanks at Barcelona Section, Mikhiligombo section, Masengani Section, Khomisani Sweso section plus 2 jojo tanks Next to Mhangwani	Priority noted and shall be referred to MDM for intervention.  The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	400 RDP house 350 VIP toilets	Housing Priority to be considered based on allocation from CoGHSTA				

				Toilets to be forwarded to MDM for Allocation				
<b>6</b>	Improved and inclusive local economy	LED	SMMEs	LED to assess the Priority				
<b>7</b>	Access to sustainable quality basic services	Electrification	High mast Duvula Xikhulu section, Rock section Deepeleven and Khomisani sweso ka Mhangwani  Post connection needed (72 houses)	Electrification to be implemented at Rotterdam				
<b>8</b>	Access to sustainable quality basic services	Education	Library	Relevant stakeholder to be consulted on the priority				
<b>9</b>	Access to sustainable quality basic services	Skip Bins	Ward 28: 2 skip bins	120 SKIP bins provided so far across wards, no				

				budget for skip bins 2022/23				
<b>10</b>	Access to sustainable quality basic services	Stadium	Completion of Stadium	Priority to be considered based on the available budget				

<b>Ward 29</b>								
<b>Priority</b>	<b>Strategic Objective</b>	<b>Priority</b>	<b>Location/Priority</b>	<b>Departmental Response to priority</b>	<b>Budget Linkage</b>			<b>Departmental Response Update</b>
					<b>2025</b>	<b>2026</b>	<b>2027</b>	
<b>1</b>	Access to sustainable quality basic services	Pavements and Roads	Rehabilitation of Modjadjiskloof town streets	Resealing of Modjadjiskloof				Sekgopo Moshate Street Paving MIG

			<p>Reviving street signage at modjadjiskloof</p> <p>Side walks and grass cutting</p> <p>Mokgoba Paving</p> <p>Sekgopo Matlou</p> <p>Ramoadi street paving</p> <p>Moshate paving</p> <p>Potholes</p>	<p>(Panorama) completed in 2021/2022 FY</p> <p>Street Naming Signage</p> <p>Eugene street 2024</p>				
2	Access to sustainable quality basic services	Bridges	<p>Low level bridges around Sekgopo</p>	<p>Priority noted, affected areas shall be prioritised for designs and future project allocations</p>				

				Sekgopo (Ramoadi) Low Level bridge designs completed in 2020/21 FY, construction shall be considered based on budget availability				
3	Access to sustainable quality basic services	Regravelling	Ramakgolo	Ongoing process, Regravelling of Roads leading to public facilities like schools, cemeteries are prioritized				

4	Improved quality of life	Boreholes/Water	<p>Water reticulation at Ga Sekgopo Mantsha</p> <p>Address boreholes at Sekgopo</p> <p>Sewer system Mokgoba(Critical)</p> <p>Need for Water Modiokong</p>	<p>Priority noted and shall be referred to MDM for intervention.</p> <p>The areas currently depend on boreholes and water tankers</p> <p>Sewage a crisis</p>				
5	Improved quality of life	Houses and Toilets	<p>20 X Toilets Mokwakwaila farm, Ramakgolo,</p> <p>300 RDP houses across ward and farms</p>	<p>Housing Priority to be considered based on allocation from CoGHSTA</p> <p>Toilets to be forwarded to MDM for Allocation</p>				

6	Integrated human settlement	Land	Land for residential at Mokgoba Sites at Modjadjiskloof Shopping Complex	Planning to make assessment and report accordingly				
7	Access to sustainable quality basic services	Electrification	High mast at Sekgopo, Modiokong Electricity installation Electricity installation Mokwalakwala farm, 2 high mast Modiokong, 1 High mast Ramakgolo, Electrification of new stands Sekgopo	To be prioritised after eradicated backlog from villages that never benefitted.  Electrification will be implemented at Design stage				
9	Access to sustainable quality basic services	Skip Bins	Ward 29: 9 skip bins	120 SKIP bins provided so far across wards, no				

				budget for skip bins 2022/23				
<b>10</b>	Access to sustainable quality basic services	Health	Modjadjiskloof clinic infrastructure					

Ward 30								
Priority	Strategic Objective	Priority	Location/Priority	Departmental Response to priority	Budget Linkage			Departmental Response Update
					2025	2026	2027	
<b>1</b>	Access to sustainable quality basic services	Pavements and Roads	Sekgothi (Ga Mampeule to Boshakga)  Mabulana to Tlatja	The area is generally flat with rocky sections  1.8km streets paved at Mothobekhi				

			<p>Mothobekhi to the cemetery</p> <p>Polaseng</p> <p>Matshelapata</p> <p>Kgopong</p>	<p>1.8km streets paved at Matshelapata which is not connecting to the main road (Bermuda Road)</p> <p>Priorities noted and shall be considered based on budget availability</p>				
2	Access to sustainable quality basic services	Bridges	<p>D1330 Boshake to Koope</p> <p>D1331 Molototsi (Matipane to Polaseng)</p> <p>Mokwakwaila to Polaseng</p>	<p>Priority noted, affected areas shall be prioritised for designs and future projects allocations</p> <p>Boshakhe bridge designs have been allocated budget</p>				

			<p>D1331 Mabulana to Polaseng</p> <p>Sekgothi to Boshake</p> <p>Senopelwa to Mothobekhi</p> <p>Mabulana</p> <p>Matshelapata to showground</p> <p>Boshake road to the cemetery X2, Sekgothi X3, Tlatja (8), Kgopong x 4, Mabulana x 6, Mothobekhi x 3, Polaseng x 3</p>	<p>Ward is critical in terms of connecting bridges</p>				
<b>3</b>	Access to sustainable quality basic services	Regravelling	All Village	Ongoing process, Regravelling of Roads				

			Grading of Sports Ground across ward	leading to public facilities like schools, cemeteries are prioritized				
4	Improved quality of life	Boreholes/Water	Lepelle pipeline to supply Boshakge, Sekgothi, Tlatja, Kgopong, Mabulana and reservoir, Borehole across ward	Priority noted and shall be referred to MDM for intervention.  The areas currently depend on boreholes and water tankers				
5	Improved quality of life	Houses and Toilets	RDP Houses needed at Kgopong and Matselapata  300 X RDP houses across ward	Housing Priority to be considered based on allocation from CoGHSTA  Toilets to be forwarded to MDM for Allocation				

			300 x VIP toilets needed across ward					
6	Improved and Inclusive local economy	LED	EPWP, CWP , Farmer support	LED to prioritize based on the available budget				
7	Access to sustainable quality services	Electrification	X96 Post connection 6 Transformers for boreholes 6 high mast across ward	Priority to be considered based on the available budget and also referred to relevant stakeholder				
8	Access to sustainable quality services	Education	Mothobekhi primary school shortage of classrooms  Makhaela primary classroom and educators shortage	Relevant stakeholder to be consulted				

			Gradering of Makhaela Primary school sportsfield  Library needed Sekgothi village					
<b>9</b>	Access to sustainable quality basic services	Skip Bins	Ward 30: 2 skip bins	120 SKIP bins provided so far across wards, no budget for skip bins 2022/23				
<b>10</b>	Integrated human settlement	Showground	Infrastructure at Matipane Showground	LED to look into the priority based on the available budget, the matter had been pending for a while				



## 13. STRATEGIES PHASE

### 13.1. Introductions

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

### 13.2. SWOT Analysis

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

**Table no: 52: Strategic SWOT Analyses**

STRENGTH	WEAKNESSES
Positive audit outcome	
Political stability	Inadequate monitoring and supervision of staff
Functional governance structures	Insufficient office space

Good governance	Poor conditions of the road networks
Sound labour relations	Limited landfill sites
Improved record management	No gender balance within workforce
Improved adherence to internal controls	Low revenue collection
	Inadequate maintenance of infrastructure
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Heritage and Tourism attraction areas	Ageing infrastructure
Availability of natural resources	Land invasion
Existence of agro-processing plant	Drug abuse and crime
Availability arable land	Land claims and counter land claims
Resuscitation of communal farming	Service delivery protests
Job creation	Illegal connections on water
	Poor intergovernmental relations
	High prevalence of HIV/AIDS
	Low investor confidence
	Gender Based Violence
	The effects of communicable diseases

### 13.3 Developmental Strategies

#### 13.3.1. Strategic Intent of Greater Letaba Municipality

Based on the SWOT analysis conducted, the municipality was then able to develop its strategic intent which ultimately is a summary of what the municipalities' intents to achieve. The

foundation established through strategic planning will assist Greater Letaba Municipality to focus all efforts and action towards the attainment of objective identified, enabling municipality to live up to the expectations on their communities.

### **13.3.2. The Greater Letaba Municipality Vision**

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

The vision of the municipality is therefore as follows:

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

### **13.3.3. The Greater Letaba Municipality Mission (Aim)**

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

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

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

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

- *Utilisation of smart technology*

### 13.3.4 Greater Letaba Municipality's Values

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

**Table no. 53: Values**

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

<b>Accountability</b>	The obligation to account. To take responsibility for one's actions.
<b>Courtesy</b>	The obligation to show politeness in one's attitude and behaviour towards others
<b>Innovation</b>	Living this value means that Greater Letaba Municipality representatives should translate ideas or invention into a goods or services that creates value for the municipality and the community it serves

### 13.4 Key Performance Areas – Greater Letaba Municipality

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

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

### 13.5. Strategic Objectives

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

- **Improve quality of life**

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

- **Improved and Inclusive local economy**

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

- **Integrated sustainable development**

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

- **Financially Sustainable institution**

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

- **Improve governance and organisational excellence**

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

- **Access to sustainable quality basic services**

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

- **Integrated human settlements**

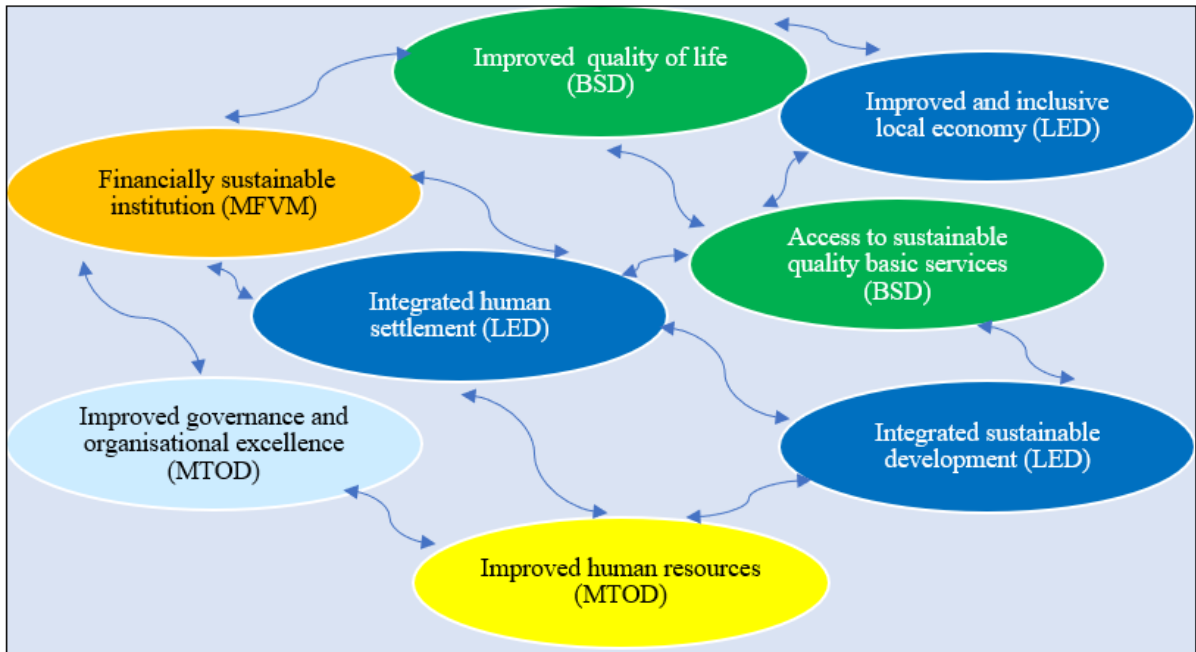
There is a need for the municipality to plan for future human settlement development so that we address the injustices of the past.

- **Improve human resource**

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

### 13.6 Strategic Map (Figure no 5)

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



### 13.7. Alignment with Provincial and National Priorities/Strategies

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

#### 13.7.1. National Priority Areas

- Creation of decent work and sustainable livelihoods;
- Education;
- Health;
- Rural development, food security and land reform and

- The fight against crime and corruption

### **13.7.2. National Outcomes**

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

### **13.7.3. The National Development Plan Chapter**

- Economy and development;
- Economic infrastructure;
- Environmental sustainability: an equitable transition to low carbon economy;
- An integrated inclusive rural economy;

- Positioning South Africa in the world;
- Transforming human settlement and the national space economy;
- Improving education, training and innovation;
- Promoting health;
- Social protection;
- Building safer communities;
- Building a capable and development state and
- Transforming society and uniting the country.

#### **13.7.4. Provincial Objectives**

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

#### **13.7.5. Outcomes**

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

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

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

**Table no. 54: Outcomes**

### 13.8. Operational Strategies

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

#### 13.8.1. Programmes/Projects, KPI's and Targets

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

**KEY PERFORMANCE AREA - SPARTIAL RETIONALE**

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	Medium Term	Long Term	
Integrated human settlement	Implementation of Land invasion strategy	Illegal occupation of municipal land	Issuing of non-compliance notices	Securing of court interdicts and court orders	Well-coordinated integrated human settlement	# of land invasion incidence reported
Integrated human settlement	Land use management	Non-adherence to SPLUMA-By Law	Issuing of non-compliance notices	Securing of court interdict	Well-coordinated integrated human settlement	# Of land use and land development applications processed
	Development of Senwamokgope Cemetery	Shortage of burial site in Senwamokgope	Appointment of service provider  Inception report	Technical studies	Designs and land approval	Approved land for new cemetery
Integrated human settlement	Processing of Building plans and building inspection conducted	Building without approved plans	Issuing of Non-compliances notices	Take actions for non-compliance	Ensure compliance with the building regulations and safe human settlement	# of building plan processed and # of building inspection conduction
	Land audit report	Unaudited land parcels in the municipality	Report on land parcels in municipality	To make land available for development	Optimum utilisation of land in the municipality	# of land audit report developed

Integrated human settlement	Implementation of housing Beneficiary policy	Disorganized allocation of housing units to beneficiaries	Approved housing beneficiary policy	Well-coordinated implementation housing allocation	Well-coordinated allocation of human settlement to the marginalised	# of Housing beneficiaries allocated units
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#### KEY PERFORMANCE AREA – LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	Medium Term	Long Term	
Improved and Inclusive Local Economy	Review LED Strategy	Outdated LED Strategy	Development of term of reference	A reviewed LED Strategy that responds to the economic conditions of our Municipality.	LED strategy that contributes to the growth of the economy of the municipality	# of LED strategy reviewed
	Business Registration and monitoring	Formalization and Non-Compliance of Businesses	To conduct compliance business campaigns	Formalization and registration of businesses	Well-coordinated and formalised business sector in the municipality	Business registration register and # of Blitz conducted
	LED Forums	Non-coordination of business Stakeholders	Coordination of the business activities and	Strengthen relations between business and government stakeholders	Organised business and government stakeholders to promote economic	# of LED Forum conducted

			organising of the business sector	for the growth of the Municipal Economy	growth and development.	
	Marketing Initiative	Lack of exposure to Markets	Attending various Expos and Exhibitions	Exposure of businesses to various market opportunities	Exposure of businesses to various market opportunities	Number of Marketing Initiative conducted
Inclusive Local Economy	SMME Support	Poverty and Unemployment	Financial and Non-Financial Support to SMMEs	Expanding support to reach more SMMEs	Improved economic opportunities and increased employment	# of SMME's supported
Inclusive Local Economy	SMMEs Training	Lack of business skills	Providing training to SMMEs	Forging partnerships with government and other stakeholders for provision of various training needs	Sustainable and well-trained business sector	# of SMME's training conducted
Inclusive Local Economy	Report on Revival of Heritage and Tourism Sites	Neglected heritage and tourism attractions	Identify Tourism and Heritage sites for resuscitation.	Resuscitation of viable tourism attractions	Attracting investment opportunities and more tourists into our heritage sites.	# of reports on Revival of Heritage & Tourism attraction areas

Inclusive Local Economy	Business Compliance and enforcement	Mushrooming of illegal and non-compliant businesses	Business registration, Inspection and Compliance	Increase the number of compliant businesses	Organised and compliant business sector in the Municipality	# of campaigns and enforcement conducted
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**KEY PERFORMANCE AREA – GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	Medium Term	Long Term	
Improved Governance	Internal audit Action plan	Unresolved internal audit findings	100% implementation of the Internal Audit findings	100% implementation of the Internal Audit Findings	100% implementation of the Internal Audit Findings	% of internal Audit recommendation implemented

Improved Governance	External Audit Action Plan	Recurring AG findings	100% implementation of the AG Action Plan	100% implementation of the AG Action Plan	100% implementation of the AG Action Plan	% of AG recommendation implemented
Improved Governance	Municipal by laws (electricity & housing)	Inability to enforce regulations and municipal policies	Develop the electricity and housing by-laws, council adoption and public consultation	Implementation of the Gazetted by-laws	Implementation of the Gazetted by-laws	# Gazetted By-laws
Improved Governance	Fraud and corruption	Lack of accountability	Implementation of the Anti-Fraud & Corruption Strategy	Implementation of the Anti-Fraud and corruption Strategy	Eradication of the Fraud & corruption cases in the municipality	% of Fraud & corruption cases reported
Improved Governance	Risk Management	Risk mitigation actions not fully implemented	Implementation of risk mitigation actions	Implementation of risk mitigation actions	Implementation of risk mitigation actions	% of risk miion actions implemented
Improved Governance	Public participation	Lack of public participation policy	Development of public participation policy, inclusive of all channels of	Implementation of public participation policy	Implementation of public participation policy	Approved public participation policy

			public participation			
Improved Governance	Regular community feedback meetings	Service Delivery protests	Convening of community feedback meetings	Convening of community feedback meetings	Convening of community feedback meetings	Number of communities feedback meetings held
Improved Governance	Electronic Record Management System	Loss of information/data	Procurement of Electronic Record Management System	Implementation of electronic record management system	Implementation of electronic record management system	Electronic Record Management System

**MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	Medium Term	Long Term	
Improved Human Resource	Training and Development Interventions	Non-implementation of the WSP	Implementation of the WSP	Implementation of the WSP	Implementation of the WSP	Number of trainings conducted as per WSP
Improved Human Resource	Legal Services	Municipality involved in number of litigations	Make assessments of all litigations and conduct awareness for employees	Mediate on cases before defending	Mediate on cases before defending	# of cases resolved
Improved Human Resource	Change management strategy	Resistance to change by staff	Awareness campaigns	Implementation of change management strategy	Monitoring and review	Approved change management strategy
Improved Human Resource	Oversight	Lack of effective oversight roles by portfolio committees	Identify trainers and training needs for portfolio committees	Implement capacity building program.	Implement capacity building program	Capacity building program

**KEY PERFORMANCE AREA – FINANCIAL VIABILITY AND MANAGEMENT**

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	Medium Term	Long Term	
To improve on revenue collection	Revenue management	<ul style="list-style-type: none"> <li>• Low Revenue Collection</li> <li>• Extension 5 stands registered under the municipal name (About 32 sands not paying property rates and owing balance for the stand)</li> </ul>	<ul style="list-style-type: none"> <li>• Full implementation of credit control and debt management policy (cut-off with 14 days on current account).</li> <li>• Implementation of Revenue Enhancement Strategy</li> <li>• Split service invoice fr Letaba and Mopani (water services)</li> <li>• Implementation of 60/40 restrictions on prepaid</li> </ul>	Implementation of Revenue Enhancement Strategy	Issuing summons and listing the defaulting customers to the credit bureau.	<ul style="list-style-type: none"> <li>• % of Revenue collection vs billing (95%)</li> <li>• % of Revenue Collection vs Debt Book (10%)</li> <li>• Data cleansing (50/100 of our costumers annually)</li> <li>• Cut-off and Disconnection of defaulting account holder(No of cut-offs per quarter for people owing more than 90days-Modjadjiskoof)</li> <li>• Revenue enhancement</li> </ul>

			<p>electricity purchases</p> <ul style="list-style-type: none"> <li>Automated statements, payments and letter of demands on the financial system</li> <li>Repayment arrangement with Mopani</li> <li>Invite affected customers to sign a valid sale agreement with the municipality</li> </ul>			<p>Strategy implementation (no of meeting held by the committee per quarter)</p>
Reduction of maintenance costs	Fleet Management	<ul style="list-style-type: none"> <li>High maintenance cost.</li> <li>Misuse of Municipal vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the fleet Management policy and fleet management plan</li> <li>Apply consequence</li> </ul>	<ul style="list-style-type: none"> <li>Lease of motor vehicle from service provider</li> <li>Disposal of assets that are high in maintenance</li> </ul>	Disposal of assets that are high in maintenance cost	<ul style="list-style-type: none"> <li>Number of inspection reports conducted (per quarter)</li> <li>Report on use of municipal vehicle (per</li> </ul>

			<ul style="list-style-type: none"> <li>management</li> <li>• Disposal of assets that are high in maintenance cost</li> <li>• Lease of motor vehicle from service provider</li> </ul>	cost		quarter)
Existence of stock loss	Inventory Management	Stock loss	<ul style="list-style-type: none"> <li>• Generate monthly report on surveillance camera on a monthly basis.</li> <li>• Monthly Reconciliation of stock items</li> <li>• Access control to storeroom</li> <li>• Refurbishment of stores</li> <li>• Develop a database of temporary workers per ward</li> </ul>	<ul style="list-style-type: none"> <li>• Generate monthly report on surveillance camera on a monthly basis</li> <li>• Monthly Reconciliation of stock items</li> </ul>		Number of stock take (quarterly)

			<ul style="list-style-type: none"> <li>Recruitment of staff in the stores section</li> </ul>			
Full implementation of the procurement plan	Procurement plan	Low revenue collection on internally funded projects	Submission of specification with the budget inputs	Submission of specification with the budget inputs	Submission of specification with the budget inputs	Number of bids and quotations awarded as per procurement plan
Supply Chain Management	Bids	None	Quarterly reports	Quarterly reports	Quarterly reports	% bids awarded within 90 days after advertisement
	UIFWE Registers	Inaccurate reporting of UIFWE to relevant stakeholders (As at MID year reports are accurate)	<p>Implementation of cost containment policy to address unauthorized expenditure</p> <p>Quarterly reports</p>	<p>Implementation of cost containment policy to address unauthorized expenditure</p> <p>Quarterly reports</p>	<p>Implementation of cost containment policy to address unauthorized expenditure</p> <p>Quarterly reports</p>	Number of Unauthorised, irregular, fruitless and wasteful expenditure registers signed off by the CFO (section 32 of MFMA)
Ensure Compliance with AG Recommendation	Compliance with AG Recommendation	<p>Non-review of AFS supporting schedule</p> <p>Shortage of staff in the reporting office</p>	<ul style="list-style-type: none"> <li>Budget for the official in the reporting office</li> <li>Ensure review of quarterly</li> </ul>			Implementation of the Audit Action plan (relating to the AFS)

			financial statements and annual financial statements			
Municipality to have a funded budget	Budget Management	Unfunded budget	<ul style="list-style-type: none"> <li>• Increase revenue collection</li> <li>• Implement cost containment strategy</li> <li>• Merge active and in-active account</li> <li>• Write-off irrecoverable debts</li> <li>• Implement leave provision as per SALGA main agreement</li> <li>• Reduce trade payables amounts</li> <li>• Reduce leave encashment payments</li> </ul>	Invest retention raised and VAT refundable raised		<ul style="list-style-type: none"> <li>• Departmental leave plans</li> <li>• Cost containment implementation monitoring plan(quarterly)</li> <li>• Funding plan implementation monitoring plan (quarterly)</li> </ul>

**KEY PERFORMANCE AREA: BASIC SERVICES DELIVERY**

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			SHORT TERM	MEDIUM Term	LONG TERM	
Improve access to sustainable and affordable services	Electricity Infrastructure	Ageing Electricity Infrastructure	Preventative maintenance	Implementation of Electricity Infrastructure Maintenance Plan	Creating sustainable electricity network	Electricity Infrastructure Maintenance Plan
Improve access to sustainable and affordable services	Roads and Stormwater	Ageing Roads & Stormwater Infrastructure	Preventative maintenance	Implementation of Roads and Stormwater Maintenance Plan	Refurbishment	Roads and Stormwater Maintenance Plan
Improve access to sustainable and affordable services	MIG Implementation Plan	Implementation of projects beyond 3 year	Implementation of the MIG Implementation Plan	Implementation of the MIG Implementation Plan	Eradicating Infrastructure Backlog	Improve access to sustainable and affordable services

Improve access to sustainable and affordable services	INEP Implementation Plan	Households without access to electricity	Implementation of INEP implementation Plan	Implementation of INEP implementation Plan	Universal access to electricity	INEP Implementation Plan
Improve access to sustainable and affordable services	Energy Efficiency Demand Side Management	Excessive electricity bill	Implementation of Energy Efficiency Demand Side Management (EEDSM) Program	Implementation of EEDSM Program	Reduce electricity consumption	EEDSM Implementation Plan

#### BASIC SERVICES

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			Short Term	Medium Term	Long Term	
Improve Community Safety and Law Enforcement	Road Safety Awareness Campaigns	High accident rate	Conducting Road Safety Awareness Campaigns		Reduction of road accidents	Number of Road Campaign conducted

Improve Community Safety and Law Enforcement	Vehicles and Drivers Compliances	Non-Compliance with the Road Traffic Act	Ensuring continuous visibility of Law Enforcement Officers		Ensuring compliance with the Road Traffic Act.	Number of vehicles stopped and checked
Improve access to sustainable and affordable services	Public Libraries Functionality	Accessibility and maintenance of the Libraries	Implementation of the SLA	Implementation of the SLA	Implementation of the SLA	SLA signed and implemented (Dept of Sports, Arts & Culture)
Improve access to sustainable and affordable services	Establishment of Disaster Management Reporting System	Timeous reporting disaster incidence to MDM	Improve Disaster Management Incidence reporting	Procurement of Disaster Management System	To have Disaster Management System	Number of incidences reported to MDM

## SOLID WASTE MANAGEMENT

Strategic Objective	Programme	Challenge / Issue	Recommended Solutions / Strategies			Strategic KPI
			SHORT TERM	MEDIUM Term	LONG TERM	

Access to sustainable Quality Basic Services	Access to sustainable Quality Basic Services	Illegal dumping sites and littering	Provision of skip bins	Provision of Skip Bins in strategic areas	Provision of extra skip bins	To have a clean and healthy environment
Access to sustainable Quality Basic Services	Implementation of Waste By-Law	Illegal dumping sites and littering	Implementation of waste by-laws	Number of compliance inspection visit	Number of compliance inspection visit	Reduction of illegal dumping and littering
Access to sustainable Quality Basic Services	Provision of clean environment		Maintenance of Cemeteries	To have clean cemeteries.	To have clean cemeteries.	Number of cemeteries Maintained.
Access to sustainable Quality Basic Services	Waste Collection	Provision of clean environment	Provision of waste collections to all proclaimed areas.	Provision of waste collections to all proclaimed areas.	Provision of waste collections to all proclaimed areas.	Number of households with access to kerbside waste collection
Improved quality of life	Climate Change	Inadequate response to current and future climate change impacts			Implementation of climate change response strategy	Climate change Action plan

Access to Sustainable Quality Basic Services	Simple count of the number of Environmental Awareness campaigns held	To educate community members about keeping the environment clean	Reduce and prevent littering and Illegal dumping sites	Reduce and prevent littering and Illegal dumping sites	To have clean and healthy living environment	Number of Environmental Awareness campaigns
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## 14. PROJECT PHASE

### 14.1 Introduction

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

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

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

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



**REVENUE SUMMARY**

<b>BUDGET FOR 2026-2027, 2027-2028 and 2028-2029</b>					
<b>Description</b>	<b>Budget 2025-26</b>	<b>Adjusted Bududget 2025-26</b>	<b>Budget 2026-27</b>	<b>Budget 2027-28</b>	<b>Budget 2028-29</b>
<b>Revenue By Source</b>					
Property rates	- 25 447 920,00	- 25 447 920,00	- 26 389 493,04	- 27 260 346,31	- 28 132 677,39
Service charges - electricity revenue	- 34 974 936,00	- 34 974 936,00	- 38 126 177,73	- 39 384 341,60	- 40 644 640,53
Service charges - water revenue					
Service charges - sanitation revenue					
Service charges - refuse revenue	- 6 629 052,00	- 6 629 052,00	- 6 874 326,92	- 7 101 179,71	- 7 328 417,46
Sales of Goods and Rendering of Services	- 2 696 976,00	- 23 464 751,00	- 14 798 764,11	- 12 296 057,33	- 11 721 507,16
Rental of facilities and equipment	- 272 664,00	- 272 664,00	- 282 752,57	- 292 083,40	- 301 430,07
Interest earned - external investments (Bank)	- 7 098 684,00	- 7 098 684,00	- 7 361 335,31	- 7 604 259,37	- 7 847 595,67
Interest earned - outstanding debtors	- 4 103 724,00	- 9 103 724,00	- 9 440 561,79	- 9 752 100,33	- 10 064 167,54
Interest earned - Propert rates debtors	- 2 842 944,00	- 5 342 944,00	- 5 540 632,93	- 5 723 473,81	- 5 906 624,98
Fines, penalties and forfeits	- 655 680,00	- 655 680,00	- 679 940,16	- 702 378,19	- 724 854,29
Licences and permits	- 24 642 912,00	- 24 642 912,00	- 25 554 699,74	- 26 398 004,84	- 27 242 740,99
Agency services	- 3 684 756,00	- 3 684 756,00	- 3 821 091,97	- 3 947 188,01	- 4 073 498,02
Transfers and subsidies	- 410 348 256,00	- 398 269 261,00	- 386 237 250,00	- 384 276 651,00	- 411 192 747,43
Other revenue	- 1 750 920,00	- 1 750 920,00	- 1 815 704,04	- 1 875 622,27	- 1 935 642,19
Gains on disposal of PPE	- 1 375 284,00	- 1 375 284,00	- 1 426 169,51	- 1 473 233,10	- 1 520 376,56
<b>Total Revenue (excluding capital transfers and co</b>	<b>- 526 524 708,00</b>	<b>- 542 713 488,00</b>	<b>- 528 348 899,83</b>	<b>- 528 086 919,27</b>	<b>- 558 636 920,29</b>
<b>Capital Grant</b>	<b>- 77 125 752,00</b>	<b>- 104 113 752,00</b>	<b>- 69 886 750,00</b>	<b>- 76 018 050,00</b>	<b>- 78 416 800,00</b>
<b>Total Revenue (including capital transfers and co</b>	<b>- 603 650 460,00</b>	<b>- 646 827 240,00</b>	<b>- 598 235 649,83</b>	<b>- 604 104 969,27</b>	<b>- 637 053 720,29</b>

## GRANTS SUMMARY

<u>Grant Allocation 2026/2027</u>				
	Budget 2025/2026	Budget 2026/2027	Increase/Decrease	% Decrease/Increase
<b>National Government:</b>				
Local Government Equitable Share	385 207 000.00	377 862 000.00	- 7 345 000.00	- 1.91
Finance Management Grant	2 000 000.00	2 100 000.00	100 000.00	4.76
EPWP Incentive	2 003 000.00	2 597 000.00	594 000.00	22.87
Municipal Infrastructure Grant	81 185 000.00	73 565 000.00	- 7 620 000.00	- 10.36
Energy Efficiency Demand Management Grant	5 000 000.00	-	- 5 000 000.00	-
Integrated National Electrification Program	28 170 000.00	12 002 000.00	- 16 168 000.00	- 34.71
Municipal Disaster Recovery Grant	21 998 000.00	-	- 21 998 000.00	-
Municipal Disaster Response Grant	5 000 000.00	-	- 5 000 000.00	-
<b>Total:</b>	<b>530 563 000.00</b>	<b>468 126 000.00</b>	<b>- 62 437 000.00</b>	

## EXPENDITURE SUMMARY

Description	Budget 2025-26	Adjusted Bududget 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
<b>Description</b>					
<b>Expenditure By Type</b>					
Employee related costs	161 289 360,00	160 883 360,00	163 192 127,57	166 571 654,72	171 885 947,68
Remuneration of councillors	34 232 676,00	34 232 676,00	35 499 285,01	36 670 761,42	37 844 225,78
Debt impairment	15 249 996,00	15 249 996,00	15 814 245,85	16 336 115,97	16 858 871,68
Depreciation	31 472 100,00	31 472 100,00	32 636 567,70	33 713 574,43	34 792 408,82
Finance charges	1 200 000,00	1 200 000,00	1 244 400,00	1 285 465,20	1 326 600,09
Bulk purchases	25 174 560,00	25 174 560,00	27 442 787,86	28 348 399,86	29 255 548,65
Other materials - Inventory	12 929 604,00	13 129 604,00	13 615 399,35	14 064 707,53	14 514 778,17
Contracted services	120 320 652,00	141 727 792,00	120 360 397,36	104 334 974,47	106 770 469,65
Transfers and subsidies					
Other expenditure	93 476 568,00	93 576 568,00	96 686 170,77	99 857 014,40	103 033 238,86
Irrecoverable Debts written off	2 039 232,00	2 039 232,00	2 114 683,58	2 184 468,14	2 254 371,12
Loss on disposal of PPE					
<b>Total Expenditure</b>	<b>497 384 748,00</b>	<b>518 685 888,00</b>	<b>508 606 065,05</b>	<b>503 367 136,14</b>	<b>518 536 460,49</b>

## 14.2 Projects

### KPA: SPATIAL RATIONALE

#### Strategic Objective: Integrated Sustainable Human Settlement

Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2026/27	Budget for 2027/2028	Budget for 2028/2029
Integrated Sustainable Human Settlement		Establishment of Graveyard on Senwamokgope Township	Establishment of Graveyard on Senwamokgope Township	Capex	R500 000		
Integrated Sustainable Human Settlement		Land Audit	Land Audit	Opex	R1 500 000	R1 549 500	

**KPA: BASIC SERVICES****Strategic Objective: Access to sustainable quality Services**

<b>Strategic Objective</b>	<b>Programme</b>	<b>Project Name</b>	<b>Project description</b>	<b>Funding Type</b>	<b>Budget for 2025/26</b>	<b>Budget for 2026/2027</b>	<b>Budget for 2027/2028</b>
Access to sustainable quality basic services		Brush cutting machine x3		Capex	R60 000		
Access to sustainable quality basic services		Chainsaw x1		Capex	20 000		
Access to sustainable quality basic services	Office facilities	2X 5000 Litres Diesel tank for Mokwakwaila and Sekgosese		Capex			R200 000

Access to sustainable quality basic services	Office facilities	Switch (x3) Extra equipment		Capex	R250 000		
Access to sustainable quality basic services	Office facilities	Recording Machine		Capex	R15 000		
Access to sustainable quality basic services	Office facilities	Clocking System		Capex	R500 000		
Access to sustainable quality basic services	Facilities	X2 Ram Compactor		Capex	R100 000		
Access to sustainable quality basic services	Facilities	Construction of Madumeleng/Shotong Sports Complex	Construction of Madumeleng/Shotong Sports Complex	Capex	R3 000 000	R5 000 000	R2 000 000

Access to sustainable quality basic services	Roads	Pedestrian roller and trailer	Pedestrian roller and trailer	Capex	R250 000		
Access to sustainable quality basic services	Roads	Construction of Boshakge Bridge	Construction of Boshakge Bridge	Capex	R3 000 000	R8 375 754.13	R7 500 000
Access to sustainable quality basic services	Roads	Construction of Ramphenyane Bridge	Construction of Ramphenyane Bridge	(MIG)	R1 000 000	R3 000 000	R10 000 000
Access to sustainable quality basic services	Facilities	Uding of Mokwakwaila Stadium Phase 2	Upgrading of Mokwakwaila Stadium Phase 2	MIG	R5 500 000		
Access to sustainable quality basic services	Roads	Construction of Thibeni street Paving 2.3Km	Construction of Thibeni street Paving 2.3Km(Multi year)	Capex	R3 000 000	R6 000 000	R4 000 000

Access to sustainable quality basic services	Roads	Construction of Burkina Faso street paving (2km) and 4 culvert bridges	Construction of Burkina Faso street paving (2km) and 4 culvert bridges	Capex	R400 000		
Access to sustainable quality basic services	Roads	Construction of Sekgopo Moshate Paving PH2 - 4.3 km	Construction of Sekgopo Moshate Paving PH2 - 4.3 km	MIG	R 9 138 907,01	R 5 872 112,14	R 28 416 800,00
Access to sustainable quality basic services	Roads	Designs Lenokwe to matshwi Street Paving	Designs Lenokwe to matshwi Street Paving	(MIG)	R750000	R1000000	R10 000 000
Access to sustainable quality basic services	Roads	Construction of Itieleng Street Paving	Construction of Itieleng Street Paving	(MIG)	R750 000	R1 000 000	R10 000 000

Access to sustainable quality basic services	Roads	Construction of Maupa Street Paving (4.9 km)	Construction of Maua Street Paving (4.9km) Multi year	(MIG) Capex	R6 997 174.85		
Access to sustainable quality basic services	Roads	Construction of Thibeni Street Paving 2.3 km	Construction of Thibeni Street Paving 2.3 km	Capex	R 3 000 000,00	R6 000 000	R4 000 000
Access to sustainable quality basic services	Facilities	Refurbishment of Mokwakwaila Stadium	Refurbishment of Mokwakwaila Stadium	(MIG)	R 1 491 000,00		
Access to sustainable quality basic services	Roads	Designs Lenokwe to matshwi Street Paving	Designs Lenokwe to matshwi Street Paving	Capex	R750 000	R1 000 000	R10 000 000

Access to sustainable quality basic services	Roads	Designs Rotterdam to Mamaila Street Paving	Designs Rotterdam to Mamaila Street Paving	Capex	R750 000	R1000000	R10 000 000
Access to sustainable quality basic services	Roads	Construction of Mapaana street paving	Construction of Mapaana street paving	Capex	R750 000	R1000 000	R10 000 000
Access to sustainable quality basic services	Road	X1 Tipper Truck		Capex		R950 000	R950 000
Access to sustainable quality basic services	Roads	X 2 Grader		Capex			R11 000 000

Access to sustainable quality basic services	Roads	Road Maintenance	Road Maintenance	Opex	R9 000 000,00		
Access to sustainable quality basic services	Electricity	Transformer Replacement at Modjadjiskloof Old Age	Transformer Replacement at Modjadjiskloof Old Age	Capex	R 2 350 000,00		
Access to sustainable quality basic services	Electricity	Supply and delivery of Cable fault detector	Supply and delivery of Cable fault detector	Capex	R200 000		
Access to sustainable quality basic services	Electricity	Refurbishment of LV network at Veldkornet	Refurbishment of LV network at Veldkornet	Capex		R1700 000	R1 900 000
Access to sustainable quality basic services	Electricity	Pole Replacement HT 11 KV line from Modjadjiskloof to Mokgoba	Pole Replacement HT 11 KV line from Modjadjiskloof to Mokgoba	Capex	R1 000 000		
Access to sustainable quality basic services	Electricity	Refurbishment of Tzaneen interconnector 33Kv line including connection fee to GTM	Refurbishment of Tzaneen interconnector 33Kv line including connection fee to GTM	Capex	R500 000	R2 000 000	

Access to sustainable quality basic services	Electricity	Refurbishment of LV network at Marble Street and Uitsight Street	Refurbishment of LV network at Marble Street and Uitsight Street	Capex			R1 500 000
Access to sustainable quality basic services	Waste Disposal	Construction of Maphalle Land Fill Site Ph2	Construction of Maphalle Land Fill Site Ph2 (Multi-year)	Capex (MIG)	R 43 159 668,14	R 63 145 937,86	
Access to sustainable quality basic services	Electricity	Electrification		Opex (INEP)	R 12 078 996,00		

**KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**Strategic Objective: Access to sustainable basic services**

**Priority Issue: Municipal Facilities, Assets and Offices**

<b>Region/ Ward</b>	<b>Strategic Objective</b>	<b>Programme</b>	<b>Project Name</b>	<b>Project description</b>	<b>Funding Type</b>	<b>Budget for 2026/27</b>	<b>Budget for 2027/2028</b>	<b>Budget for 2028/2029</b>
Head office	Improved governance and organisational excellence	Information Technology	Social Media equipments		Capex	R315 000		
Head office	Improved governance and organisational excellence	Training of council	Training of council		Capex	R1 200 000		
Head office	Improved governance and organisational excellence	Training of Staff	Training of Staff		Opex	R1000 000		

**KPA: LOCAL ECONOMIC DEVELOPMENT**

**Strategic Objective: Improved and Inclusive Local Economy**

<b>Region/ Ward</b>	<b>Strategic Objective</b>	<b>Programme</b>	<b>Project Name</b>	<b>Project description</b>	<b>Funding Type</b>	<b>Budget for 2026/2027</b>	<b>Budget for 2027/2028</b>	<b>Budget for 2028/2029</b>
	Improved and inclusive local economy	Local Economic Development	SMME Support	SMME Support	Opex	R2 000 004,00	R 2 000 004,00	

**KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic Objective: Effective and Efficient Community Development**

Region/ Ward	Strategic Objective	Programme	Funding Type	Budget for 2026/27	Budget for 2027/2028	Budget for 2028/2029
Head Office	Effective and Efficient Community Development	Imbizo	Opex	R 881,95 492	R 509 147,06	
Head office	Effective and Efficient Community Development	Bursary	Opex	R 432,57 2 995	R 094 281,85 3	

Head office	Effective and Efficient Community Development	Gender Activities	Opex	R 256,31 240	R 248 184,77	
Head Office	Effective and Efficient Community Development	HIV/AIDS Desk Activities	Opex	R 82 524,46	R 85 247,77	
Head Office	Effective and Efficient Community Development	MPAC Activities	Opex	R 500 000	R516 000	

**KPA: MUNICIPAL FINANCIAL VIABILITY**

**Strategic Objective: Financially Sustainable Institution**

<b>Region/ Ward</b>	<b>Strategic Objective</b>	<b>Programme</b>	<b>Project Name</b>	<b>Project description</b>	<b>Funding Type</b>	<b>Budget for 2026/27</b>	<b>Budget for 2027/2028</b>	<b>Budget for 2028/2029</b>
Head office	Financially sustainable institution	Fleet Management	Bakkies Single Cap (4)		Capex			R3 000 000

**SECTOR DEPARTMENTS PROJECTS**

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2026/27	Budget for 2027/2028	Budget for 2028/2029
GLM	Access to sustainable quality basic services	Greater Letaba Rural Household Sanitation MTEF -02	Greater Letaba Rural Household Sanitation MTEF -02	<b>Construction of VIP Toilets</b>	MDM	R34,782,608.00		
GLM	Access to sustainable quality basic services	Repairs and Maintenance - Kgapane WWTW	Repairs and Maintenance - Kgapane WWTW	Repairs and Maintenance of WWTW	MDM	R17,352,328.00	R17,352,328.00	
GLM	Access to sustainable quality basic services	Sefofotse to Ditshosine Bulk Water Supply and reticulation	Sefofotse to Ditshosine Bulk Water Supply and reticulation	Sustainable water Provision	MDM	R17 603 004		

GLM	Access to sustainable quality basic services	Middle Letaba Refurbishment of Water treatment Plant	Middle Letaba Refurbishment of Water treatment Plant	Sustainable provision of water	MDM	R23 702 786		
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Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
GLM	Access to sustainable quality basic services							

<b>Region/ Ward</b>	<b>Strategic Objective</b>	<b>Programme</b>	<b>Project Name</b>	<b>Project description</b>	<b>Funding Type</b>	<b>Budget for 2025/26</b>	<b>Budget for 2026/2027</b>	<b>Budget for 2027/2028</b>
GLM	Access to sustainable quality basic services	Mohokone Primary		Upgrading and Addition	Education	R1 200 000		
GLM	Access to sustainable quality basic services	Ramatimana Secondary		Rehabilitation, refurbishment and renovation	Education	R1 750 000		
GLM	Access to sustainable quality basic services	Manokwe Secondary		Rehabilitation, Renovation and rehabilitation	Education	R1 256 708		
GLM	Access to sustainable quality basic services	Khudungane Secondary School		Upgrading and Addition	Education	R 1 023 746		
GLM	Access to sustainable quality basic services	Makelle Primary School		New / Replaced Infrastructure	Education	R2 262 210		

GLM	Access to sustainable quality basic services	Ramollo Primary		Rehabilitation, Renovation and Refurbishment	Education	R 2 143 380		
GLM	Access to sustainable quality basic services	Khekhutini Primary		Rehabilitation, Renovation and Refurbishment	Education	R1 750 000		
GLM	Access to sustainable quality basic services	Kheodi Secondary		Rehabilitation, Renovation and Refurbishment	Education	R15 473 032		

## 15. INTEGRATION PHASE

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

### 15.1 Status of the Plans

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

**Table no 57:** Status of the Plans

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

- Integrated waste management plan;
- Spatial development framework, which proposes a broad spatial development for the municipal area and demonstrates compliance of the Greater Letaba IDP with spatial principles and strategies;
- Poverty reduction and equity programme, which demonstrates compliance of the Greater Letaba IDP with policy guidelines related to poverty and gender specific monitoring;

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

## **15.2. Sectoral Plans and Programmes**

### **15.2.1. Integrated Waste Management Plan (IWMP)**

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

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

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

compostable. Both the Modjadjiskloof and Kgapane hospitals generate medical waste that is burned in an incinerator, while general waste is removed by the municipality

### **15.2.2. Spatial Development Framework**

Municipal Systems Act, 32 of 2000) requires a municipality to compile a Spatial Development Framework (SDF) for its area of jurisdiction to serve as a core component of its IDP. The Spatial Development Framework (SDF), which forms part of the Mopani District Municipality in the Limpopo Province, was approved by the council in 2022 financial year and is therefore being considered for gazetting in line with the requirements of the Spatial Planning and Land Use Management Act, 2013. The SDF is also an essential component for the formulation of an appropriate land use management system.

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

- A land area of approximately 1891 km<sup>2</sup>;
- A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and Modjadjiskloof;
- The incidence of rural settlements evenly spaced along the northern boundary, and a lesser concentration of villages along the south-eastern boundary, of the Municipality;
- The southern part of the municipal area comprises mountainous terrain, which precludes urban development;

- Large tracts of arable land, which are being used for intensive and extensive agricultural activity. These include tomatoes (central), timber (south and south east), game and cattle (central and north-west).
- Significant areas of land owned by the state under custodianship of tribal/traditional authorities;
- Almost half the land area in the municipal area (48%) is subject to the 159 land claims which have been lodged in terms of the Land Restitution Act.

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

- That development initiatives such as housing projects, business or industrial development, extension of infrastructure networks, be used to normalize distorted spatial patterns;
- The adoption and implementation of policies / design criteria to achieve integration diversity of land uses and densification of development;
- The consideration of the environmental impact of development initiatives to minimize environmental degradation;
- The consideration of the land reform potential of each development initiative and the extension of strategies and projects to incorporate this dimension;
- Active intervention by Council with reference to land availability for settlement purposes;
- Facilitation of tenure through interaction with role-players.

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

- The integration of land uses to afford residents the opportunity to live near their workplace and have easy access to facilities;

- The conservation of land as a scarce resource by limiting wastage through the adjustment of norms to promote compact urban design and densification;
- Timeous preparation for urban extension (planning, survey, services), to pre-empt land invasion.

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

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

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

- Placement/redirection of housing allocations to places with development momentum;
- The utilization of housing allocations to unlock further allocations;
- Promotion of industrial development in proximity to Ga-Kgapane;
- Promotion of the development of complementary business functions at Ga-Kgapane and Modjadjiskloof;
- The development of secondary service nodes within the rural areas;
- The promotion of Senwamokgope as service centre for the north-western part of the municipal area; and
- Limited formal and informal business and industry at lower-order nodes.

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

### **15.2.3. Employment Equity Plan**

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

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

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

#### **15.2.3.1. Objectives**

- To do away with all forms of unfair discrimination with regard to employment practices and policies;
- To develop and communicate a sexual harassment policy that is in line with the code of conduct on sexual harassment;
- To eradicate all barriers that may hamper the advancement of the designated groups;
- To create a corporate culture that affirms and exploits workplace diversity;
- To ensure that management is actively committed to implement equity;
- To create IDP related strategies that can be employed to make reasonable and serious progress on employment equity on all occupational levels and categories.

#### **15.2.4. Integrated Environmental Management Plan**

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

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

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

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

##### **15.2.4.1. Key Focus Areas (Guidelines)**

- Waste and Pollution Management (WMP=Waste Management Plan);
- Air Quality, Energy Efficiency and Noise Pollution;
- Water and Surface Pollution Management Plans;
- Sanitation Programs (Sewage & disposal);
- Bio-diversity Management (Nature);
- Land use planning/Spatial development management;
- Cultural heritage protection;

- Eco-system protection and
- Environmental/Public Health Education.

#### **15.2.5. Legislative Framework:**

##### **15.2.5.1. Environmental Conservation Act (Act 73/1989)**

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

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

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

### **15.2.6. Local Economic Development Plan**

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

The local economy within Greater Letaba has the following characteristics:

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

### **15.2.7. Integrated HIV/AIDS Plan**

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

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

- Poverty, gender inequality and orphanage;

- Rapid urbanization and cultural modernization;
- Cross border gates and national routes;
- Dynamics of growing economy;
- Increased in the commercialization of sexual activities;
- High employment rate;
- Low literacy rate;
- Alcohol and substance abuse and
- High crime rate

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

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

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

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

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

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

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

- A policy in respect of life threatening diseases in the workplace should be adopted by Council;
- Establish a HIV/AIDS Council in order to amalgamate & co-ordinate all current activities by various stakeholders in the GLM;
- Draft and implement appropriate awareness programmes;

- Promote public awareness in conjunction with Government and NGO's and
- Establish a HIV/AIDS centre to provide education, testing, counselling, etc.

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

#### **15.2.8. Municipal Institutional Plan**

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

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

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

#### **15.2.9. Workplace Skills Plan**

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

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

Amongst others the following challenges were identified as critical:

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

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

#### **15.2.10. Succession and Retention Plan**

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

strategy to recruit and retain staff members whose services are regarded as critical to the achievement of the municipality's long term goals.

The following are the objectives for the HR Strategy:

- To position GLM as an Employer of choice;
- To increase the grading or category of the municipality
- To attract and retain human capital especially those whose skills are crucial to the municipality achievement of strategic objectives;
- To enhance career development and retention of key personnel whose service are regarded as crucial;
- To identify the employees' potential for assuming a higher degree of responsibility, nurturing and cultivating it;
- To classify roles of managers' / line managers with regard to staff retention;
- To strengthen employees' health and wellness programmes;
- To ensure employees participation in all processes of staff retention;
- To reduce costs associated with staff loss and brain-drain through creation of a conducive and harmonious working environment for the workforce;
- To position Greater Letaba Municipality as an employer of choice.

#### **15.2.11. Disaster Management Plan**

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

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

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

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

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

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

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

- Operational command and control.

The following are also components of the Disaster Management Plan

#### **15.2.11.1. Risk Analysis:**

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

#### **15.2.11.2. Reporting Procedures**

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

### **15.3. Communication**

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

#### **15.4. Public Relations (Media Coordinator)**

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

#### **15.5. Control and Cordoning at the Scene**

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

#### **15.6. Documentation**

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

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

#### **15.7. Emergency Medical Post**

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

### **15.8. Recovery and Rehabilitation**

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

### **15.9. Resource Management**

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

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

### **15.10. Introduction and Usage of Joint Operational Centre**

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

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

### **15.11. Communications Manager - JOC Communication Room**

The communications Manager will be responsible for:

- Providing the Disaster Manager with reports on the emergency situation and any other pertinent information at regular intervals, or as requested;
- Providing assistance to the communicators in relation to communication equipment problems, where possible and practical;

- Coordinating and prioritizing the flow of messages between the Communication Room and the Disaster Management Committee, and other desired groups or locations;
- Maintenance of chronological log of significant communications and events;
- Maintenance of a situation or status board and
- Maintenance of a map(s) containing vital information relative to the emergency.

## **15.12. Organizational Performance Management Systems (OPMS)**

### **15.12.1. Introduction**

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

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

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

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

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

### **15.13. Other Important Documents:**

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

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

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

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

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

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

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

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

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

#### **15.14. Methodology**

The Balanced Scorecard is used for the implementation of the performance management system. The benefits of implementing the Balanced Scorecard are that it brings strategic focus and

direction to the organization, improves governance and accountability, promotes alignment and transparency, and improves management effectiveness.

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

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

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

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

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

- Learning and Growth (Employee Development) Perspective – An organisation’s ability to improve and meet community demands ties directly to the employees’ ability to meet those demands. Managers must answer the question: Is the municipality maintaining technology and employee training for continuous improvement?

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

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

### **15.15. Implementation of the Performance Management System**

The performance management system is implemented through monitoring, evaluation, reporting and review. This phase is guided by the following extract from the Performance Management Guidelines for Municipalities (2001: Ch. 5)<sup>3</sup>: “Having adopted the system, the municipality can

mandate the project team to facilitate the implementation thereof. The team, which may be the same as the IDP team, should develop an implementation strategy. The strategy should be linked to the IDP implementation framework and should entail planning, implementation, monitoring and review.” Measurement and reporting should be included in this phase, according to the Performance Management Regulations.

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

#### **15.16. Planning and Review**

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

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

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

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

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

### **15.17. Strategy and Priority Setting**

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

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

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

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

- Disaster management plans and
- Operational strategies.

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

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

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

#### **15.18. Housing Chapter.**

There is a backlog of housing across villages and that should be addressed through allocation of housing and also provision of sites for development in the municipality. There are measures in

Kgapane to establish township, also in Uitspan portion to address the housing issues. The municipality has also indicated that they are in a process of accessing the strategically situated land where they intend to develop mixed income housing developments. The table below indicates a number of Allocation planned for 2026/2027 by Coghsta.

Housing allocation for the financial year 2026/2027 per ward per village.

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

<b>Boshakge</b>	<b>Rural</b>	03	<b>01</b>	<b>01</b>		<b>00</b>		<b>00</b>	<b>01</b>
<b>Sekgothi</b>		03	<b>02</b>					<b>01</b>	
<b>Hlatsa</b>		03	<b>01</b>			<b>01</b>	<b>01</b>		
<b>Kgopong</b>		02	<b>01</b>	<b>01</b>				<b>01</b>	
<b>Mabulana</b>		03		<b>02</b>		<b>01</b>			
<b>Polaseng</b>		03	<b>01</b>	<b>01</b>		<b>01</b>			
<b>Matselapata</b>		02						<b>01</b>	<b>01</b>
<b>Mothobeki</b>		01				<b>01</b>			
		<b>Total: 20</b>							

**Total allocation for the Greater Letaba Municipality during the financial year 2025/2026 sits at 51 Housing Units**

### **15.19. Conclusion on Housing Chapter**

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

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

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

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

### **15.20. Land Use Management Scheme**

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

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

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

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

### **15.21. Energy Master Plan**

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

#### **15.21.1. Purpose:**

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

### **15.22. Education Plan**

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

**15.22.1. Purpose:**

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

**15.22.2. Requirements:**

The following courses are required:

- Agriculture;
- Science and
- Engineering.

**15.23. Health Plan (Occupational Health and Safety Policy)**

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

**15.23.1. Scope of Application**

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

**15.23.2. Objectives:**

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