

MUTALE MUNICIPALITY

**IDP REVIEW DOCUMENT FOR
2008/2009**

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EXECUTIVE SUMMARY

We acknowledge the huge service delivery backlogs that we have inherited from the past era. However, we are encouraged by the steady improvement on service delivery in the areas of electricity, water and sanitation, roads and housing for the past five years. More needs to be done in delivery of sanitation, water and refuse removal in order to meet the national targets.

Our biggest challenge as the municipality for the past seven years remains revenue collection. This is by and large due to small revenue base and we hope if both the provincial and national government can intervene as is always the case this challenge can be resolved.

The Integrated development Plan for Mutale Municipality was compiled in consultation with the Council, District, communities and various stakeholders. The compilation flows from the process plan until the final approval by council. It was informed by community needs and municipal vision and mission.

The mandate for the council is to review IDP for 2008-2009 and the mandate are derived from the community needs, national targets, Constitution of the Republic of South Africa and Municipal Systems act of 2000 and other relevant legislations.

Priorities issues in the municipal area are water and sanitation, electricity and street lighting, housing and land, waste management, financial viability, municipal transformation, good governance, agricultural development, tourism, industries and skills development, sport and recreation, mining, SMME, education and training, health and social development, telecommunication and safety and security.

In order for us to reach the targets as set out by the National Government our strategies in terms of delivery of electricity, housing, sanitation, water and refuse removal were aligned to the national targets. There is a need to invest in the human capital to meet the challenge faced by municipality to address the back logs. Much needs to be done on retaining our current staff in order to address the shortage of skill. The municipality is in a process of developing a retention strategy to address the human capital challenge that we face.

During the Analysis phase the process focused only on the relevant aspects of issues influencing the development of the municipality. The purpose of this phase was also to ensure that decisions on strategies and projects will be based on the **qualitative priority needs** and challenges on local residents, proper **quantitative information** on all those priority issues, clear knowledge of the availability of local resources, and A holistic understanding of the **dynamics or key issues** determining the various development priorities within the municipality. The first draft IDP together with the sector plans were approved by council during March 2007.

The IDP went through the participation process where in different stakeholders who form part of the IDP representative forum were invited to participate in the development of the document, provide inputs and projects to be implemented in the municipal area. It also went through the community participation process were in all 11 wards with the municipal area were visited and the draft IDP document together with the plans were presented before the communities.

The following policy and strategy have been developed by the municipality:

- Spatial Development Framework
- Local Economic Development Strategy

- Communication strategy
- Waste Management strategy
- Disaster Management strategy
- Water Service plan
- Supply Chain Management Policy
- Indigent Policy
- Performance Management Systems
- Employment Equity Plan Policy
- Budget & SDBIP

In conclusion the development of 2008-09 IDP departed drastically from past practice and experience. A broad range of role players and resource person contributed. The development of this IDP has brought forth issues that still need further and focused attention in the short to mid term (Water, electricity, Housing, Sanitation, Refuse removal and others). Against the backdrop of the twelve anniversary of our freedom and, Mutale Municipality is well positioned to play a crucial part in building a caring society and a better life for all and in enhancing self-reliance as well as sustainable livelihoods, particularly amongst the poorest of the poor.

1. INTRODUCTION

Mutale Municipality has prepared a 5 year IDP and this IDP Review 2008/ 09 Process Plan which addresses the following:

- § Programme for different planning steps
- § Procedures for consultation and participation of stakeholders
- § Identification and observation of binding plans and planning requirements
- § Institutional arrangements and participants' roles and responsibilities
- § Budget allocation for the planning process

The IDP review 2008/2009 and the process plan were done in accordance with the provisions of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) & Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

2. INSTITUTIONAL ARRANGEMENTS & PARTICIPANTS' ROLES & RESPONSIBILITIES

As the IDP/ Budget process is supposedly consultative and participatory in nature, roles and responsibilities of participants must be identified and clearly clarified. The roles and responsibility of participants are outlined as follows.

2.1. COUNCIL

- § Adoption of the IDP Review/ Budget Process Plan
- § Ensure the adherence of the planning process to timeframes
- § Ensure the participation of all stakeholders in the review process
- § Ensure that the plan is strategic and implementation orientated
- § Adoption of the reviewed IDP and Budget

2.2 EXECUTIVE COMMITTEE

- § Manage the compilation of the IDP Review/ Budget process.
- § Assign the responsibility in this regard to the Municipal Manager
- § Table the IDP Review/ Budget Process Plan to the Council
- § Table the reviewed IDP/ Budget to the Council

2.3. MUNICIPAL/ IDP MANAGER

- § Prepare in consultation with the Chief Financial Officer a programme for IDP Review/ Budget
- § Responsible for the overall management, coordination & monitoring of the planning process
- § Ensure that all participants are appropriately involved in the planning process
- § Ensure that the review process complies to set timeframes and budget
- § Ensure that alignment procedures and mechanisms are adhered to
- § Ensure that the planning process is strategic and implementation orientated
- § Convene and chair Steering Committee meetings

2.4. IDP STEERING COMMITTEE

Composed of Departmental Managers, senior officials and a Councilor representing the Executive Committee, the IDP Steering Committee is a technical team tasked with the following responsibilities:

- § Commission research studies
- § Provide terms of reference for various planning activities
- § Considers and comments on inputs from sub committees and study groups
- § Considers and comments on inputs from provincial/ national sector departments and support providers
- § Processes, summarizes and documents outputs
- § Makes content recommendations
- § Prepares, facilitates and document meetings

2.5 IDP REPRESENTATIVE FORUM

The IDP Representative Forum institutionalizes and guarantees representative participation in the IDP process and has the following responsibilities:

- § Represent the interests of their constituents in the IDP process
- § Provide an organizational mechanism for discussion, negotiation and decision making between stakeholders
- § Ensure communication between all the stakeholders representatives
- § Monitor the performance of the planning and implementation process

3. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

Municipalities are required in terms of chapter 4 of the Municipal Systems Act to develop a culture of municipal governments that complements formal representative government with a system of participatory governments. Municipalities must therefore involve communities in the process of reviewing and implementing their Integrated Development Plans. Mutale Municipality has committed itself to insuring maximum participation of communities in the IDP Review/ Budget 2008/ 09 processes. The following participatory strategy will be applied throughout the process:

3.1. STAKEHOLDER ROLES IN PUBLIC PARTICIPATION

This has been outlined in 2.5 above.

3.2. REPRESENTATION OF UNORGANISED GROUPS

The plight of unorganized and marginalized groups will be represented through the participation of CBOs', NGOs' and provincial/national government departments advocating their needs.

3.3. PARTICIPATORY MECHANISMS FOR THE DIFFERENT PLANNING PHASES.

This has been structured as follows:

ANALYSIS PHASE

- § Ward Committee meetings
- § Ward-based community participation meetings
- § IDP Representative Forum meeting

STRATEGIES

- § IDP Representative Forum workshop

PROJECTS

- § Dialogue between Project Task Teams and project beneficiaries
- § IDP Representative Forum meeting

INTEGRATION

- § IDP Representative Forum meeting

APPROVAL

- § Ward Committee meetings
- § Ward-based community participation meetings
- § IDP Representative Forum meeting

3.4. RESOURCES FOR PUBLIC PARTICIPATION

The Municipality will bear logistical costs in terms of venue, stationary, payment of facilitators and catering costs. Participants are responsible for their traveling costs.

4. MECHANISMS AND PROCEDURES FOR ALIGNMENT

Alignment within the review process serves as an instrument to synthesize and integrate the top-down and bottom-up planning processes between the three spheres of government. Mutale Municipality will ensure alignment as reflected in Vhembe District Municipality's IDP Review Framework & Process Plan 2008/ 09.

5. PROGRAMME AND BUDGET FOR THE PLANNING PROCESS

5.1 PHASE 1: ANALYSIS

Planning activity	Task	Responsible Person	Time schedule	Participants	Required resources
1.1. Revision of status quo report	<ul style="list-style-type: none">• Data collection• Upgrading of status quo report	Sector official	1- 30 September 2007	<ul style="list-style-type: none">• Sector Officials• Steering Committee	

1.2 Community and stakeholders level analysis	<ul style="list-style-type: none"> Request communi ty needs Reconcili ation of status quo and communi ty needs 	Steering Committee, and Ward Councilors	1- 30 September 2007	Ward level stakeholders	R16 500.00
1.3 Budget instructions	<ul style="list-style-type: none"> Departments are issued with instruction to budget for 2007/08 	Finance	1 – 30 September 2007	Chief Financial Officer & all Heads of Departments	
1.4 Review of Municipal priority issues	Re-establishment of rep. forum & rep. forum workshop	<ul style="list-style-type: none"> Sector officials, steering committee. 	1 – 31 October 2007	Steering Committee and IDP Rep. Forum	R2 000 R4 000
1.5 Confirmation of priority needs	Desktop	<ul style="list-style-type: none"> Steering Committee 	1 – 31 October 2007	Steering Committee	
TOTAL= R22 500					

5.2 PHASE 2: STRATEGIES

Planning Activity 1	Task 2	Responsible Person 3	Time Schedule 4	Participant 5	Required resources & cost
2.1 Review of objectives	<ul style="list-style-type: none"> • Steering committee meetings 	Steering committee	1 – 30 November 2007	Steering committee members	R2 000
2.2 Review of strategies	<ul style="list-style-type: none"> • Creating strategic alternation • Public debate on alternatives 	Steering Committee, sector officials.	1 November – 31 December 2007	IDP rep. forum, steering committee ward based stakeholders	R4 000
2.3. Project identification	Identification of projects	Steering committee, sector officials.	1 Dec. – 31 December 2007	IDP rep. forum, steering committee and based stakeholders	R4 000
SUB-TOTAL = R10 000.00					

5.3 PHASE 3: PROJECTS

Planning Activity 1	Task 2	Responsible Person 3	Time schedule	Participants	Required recourses and cost
3.1 Budget proposals from HOD	Submissions of proposals to Finance Department.	HOD'S	1 Dec - 30 December 2007.	Finance Manager & HOD'S	
3.2 Designing project proposals	Project Designs	Project task teams, and HOD technical.	1 January – 28 February 2008	Steering Committee	R2 000

3.3 Preliminary Budget allocation	Budgeting	Project Teams, steering committee & HOD's Finance & Technical	1 – 28 February 2008	Steering Committee, CFO	
3.4 Target group and Project partners participation in Project Planning	Ward based meetings	Project task, teams, steering committee, Exco & Ward Councilors	1 Feb – 28 February 2008	Ward based structures	R8 000.00
3.5 Setting indicators for objectives	• Workshop • Desktop	Steering committee	1Feb – 28 February 2008	IDP rep. forum	R4 000.00
SUB-TOTAL = R14 000.00					

5.4 PHASE 4: INTERGRATION

Planning Activity 1	Task 2	Responsible Person 3	Time schedule	Participants	Required recourses and cost	
4.1 Screening of Draft Project proposals	Office work	Steering Committee.	1- 28 February 2008	Steering Committee	R2000	
4.2 Integrating	Workshops	Project Task teams & sector	1- 28 February	Steering Committee &	R4 000.00	

Projects & Programmes		officials	2008	IDP rep. forum		
				TOTAL	R 6 000,00	

5.5 PHASE 5: APPROVAL

Planning Activity 1	Task 2	Responsible Person 3	Time schedule 4	Participants 5	Required resources and cost 6
5.1 Provide opportunity for comments from provincial / national government	Provincial / National comments	<ul style="list-style-type: none"> MEC for Local government Minister for DPLG 	1 – 31 March 2008	Relevant stakeholders	R20 000.00
5.4 Adoption of Draft IDP/ Budget by Council	Council meeting	EXCO	1 – 31 March 2008	Council	R2 000.00
5.3 Incorporated Respond/comments from Province/ National departments Ward-based community	Office work & workshops Facilitate	<ul style="list-style-type: none"> Steering Committee Councilors 	1 – 30 April 2008 Ward-based	Steering Committee & IDP forum Ward-based	R4 000.00 R16 500.00

consultative workshops	& conduct workshops	<ul style="list-style-type: none"> • Ward committee s • Steering Committe e 	1 April – 31 May 2008	stakeholders	
5.4 Adoption by Council	Council meeting	EXCO	1 – 31 May 2008	Council	R4 000.00
				TOTAL	R 46 500.00
				GRAND TOTAL	R 99 000.00

PHASES 1

1. ANALYSIS

1.1 INTRODUCTION

During the Analysis phase the process focused only on the relevant aspects of issues influencing the development of the municipality. The purpose of this phase was also to ensure that decisions on strategies and projects will be based on:

- § the **qualitative priority needs** and challenges on local residents,
- § proper **quantitative information** on all those priority issues,
- § clear knowledge of the availability of local resources, and
- § A holistic understanding of the **dynamics or key issues** determining the various development priorities within the municipality.

2. BACKGROUND

2.1 LOCATION

Mutale Local Municipality is one of the four local municipalities comprising Vhembe District Municipality. It is situated in the far north eastern corner of the District. It serves a population of 131 781 spread over 150 villages. The total land cover of the Municipality is 2375, 78212 Hectares. The Kruger National Park forms the eastern boundary of Mutale Local Municipality, with the great Limpopo River forming the north-eastern boundary. The Municipality's strategic location affords it many opportunities for tourism development.

Mutale Local Municipality shares borders with Musina Local Municipality and the Republic of Zimbabwe on the North, the Republic of Mozambique on the East, Makhado Local Municipality to the west and Thulamela Local Municipality to the south. The Municipality is accessed through R525 linking the Kruger National Park to other local municipalities within Vhembe District. It can also be accessed through P277/1 linking Thohoyandou and Mutale.

2.2. DEMOGRAPHICS.

WARD	POPULATION 2007.	POPULATION 2008	HOUSE HOLDS
01.	18605	12500	2850
02.	8649	8749	1624
03.	9215	9215	1821
04.	11808	12306	2760
05.	12611	16359	2982
06.	5607	5607	1491
07.	16350	13740	2270
08.	16759	14952	2423
09.	10545	11466	2078
10.	12117	12117	2028
11.	9515	11200	1912
TOTAL	131781	128211	24239

2.3 REGISTERED VOTERS PER WARD.

WARDS	REGISTERED VOTERS	% of registered voters
WARD 1	4168	10.74%
WARD 2	3090	7.94%
WARD 3	3434	8.84%
WARD 4	3606	9.28%
WARD 5	3406	8.78%
WARD 6	3879	9.90%
WARD 7	3300	8.5%
WARD 8	4070	10.47%
WARD 9	3319	8.5%
WARD 10	3318	8.5%
WARD 11	3242	8.39%
TOTAL	38782	100%

2.4. ACCESS TO MUNICIPAL SERVICES

The total number of households within the Municipality area is 24 239. Service Levels are as per the table below.

SERVICE	2005 (20 795 HOUSEHOLDS)		2006 (24 469) households		2007 (24 239)HOUSEHOLDS	
	Access (RDP RDP Standard)	No access (below standard)	Basic and above	Below basic	Basic and above	Below basic
Water	4 343	16 452	6 611	17 858	6573	17666
Sanitation	3 683	17 212	6 392	18 107	6354	17885
Electricity	9 574	11 221	13 703	10 766	13665	10674

Refuse Removal	900	19 895	1 224	23 245	1186	23053
Housing	12 865	7 930	15 171	9 298	15133	9106
Telecom.	6 595	14 200	7 586	16 883	7547	16692

Current service delivery backlogs

Sanitation	:	73.8%
Water	:	72.9%
Electricity	:	44%
Refuse removal	:	95%
Housing	:	37.6%
Telecommunication	:	68.9%

2.5. Population receiving Free Basic Services

FBS	Total households	Total indigent households	Household/Indigent served	% Served
FBW	24 239	15 100	15 100	61%

FBS	Households R1100 and less monthly income	TOTAL HOUSEHOLDS RECEIVING FREE BASIC ELECTRICITY	BUDGET ALLOCATION (2005/06)	TOTAL EXPENDITURE (2006/07)
FBE	9 574	1205	636 000	369 180.56

FBS	POPULATION 2007	GENERATED WASTE 2007 (TONS)	% POPULATION RECEIVING SERVICE	%POPULATION NOT RECEIVING
FBR	128 211	2500	7%	93%

2.6. MUNICIPAL WIDE PRIORITY ISSUES

1	WATER & SANITATION
2	ELECTRICITY AND STREETS LIGHTS
3	ROADS AND STORMWATER DRAINAGE
4	HOUSING AND LAND
5	WASTE MANAGEMENT
6	FINANCIAL VIABILITY
7	LOCAL ECONOMIC DEVELOPMENT
8	MUNICIPAL TRANSFORMATION
9	GOOD GOVERNANCE
10	TOURISM
11	SPORT AND RECREATION
12	INDUSTRIES AND SKILLS DEVELOPMENT
13	SMME SUPPORT & TRADE PROMOTION
14	MINING
15	EDUCATION AND TRAINING
16	HEALTH AND SOCIAL DEVELOPMENT
17	TELECOMMUNICATION
18	SAFETY AND SECURITY

3. ANALYSIS OF PRIORITY ISSUES.

These priority needs, together with the core operational and management functions form the basis of the IDP process and assisted the Representative Forum in Identifying the important development priorities to be addressed during the next five years.

The dynamics underlying each of these priority issues will be discussed according to this discussion framework in more detail below

SOCIAL DEVELOPMENT
Water &
Electricity and Lights
Housing and Land
Roads Sanitation & Storm
water drainage
Waste Management
Health & Welfare
Education and training
Safety & Security
Sports & Recreation

ECONOMIC DEVELOPMENT
Agricultural development
Tourism
Industries & Skills
Development
Mining
SMME support & Trade
Development

GVERNANCE AND ADMINISTRATION
Financial Viability
Municipal Transformation
Good Governance

3.1. SOCIAL DEVELOPMENT.

3.1.1 Water

Approximately 73% of the population does not have access to clean potable water.

While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access “to a secure source of water for human consumption”. Many people have to travel a distance to collect water from a public tap.

The rural areas mostly make use of fountains and boreholes as their water source as there are, in many cases, difficulties experienced with water supply from farm owners. In some cases surrounding farm workers even collect water from communal stands in nearby urban areas.

Core issues

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUE	DESCRIPTION
Water losses	Water is lost from the network annually due to illegal connections, wastage and leakages. These losses could be reduced by proper metering and leakage repair, resulting in accountable water and financial savings.
Maintenance and upgrading of equipment	Maintenance and upgrading of equipment will facilitate the constant and uninterrupted provision of water services. Proper equipment will also ensure a long term cost saving through maintenance rather than constant replacement.

Management of Capital projects	Although the municipality does not have the capacity to design and manage large capital projects yet, constant effort should be made to increase internal capacity to monitor and manage such projects to ensure compliance with internal planning and constantly becoming less dependent.
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3.1.2 Sanitation

In general the provision of sanitation services bulk sanitation in all the urban areas is inadequate and not up to the minimum standard as required by law. Approximately 74% of the population does not have access to proper sanitation.

Core issues

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
Upgrading sub standard services	The continuous provision of suitable sanitation services to all unserviced areas is the most direct activity in addressing current backlogs.
Rural sanitation provision	Efforts will have to be made to include rural areas within the projects and budget of the municipality, referring to the provision of services. Pit Latrines are recommended for those areas
Capacitated personnel	None of the town units within the municipality has sufficient technical and human resources to be able to upgrade and maintain the sanitation infrastructure beyond basic repairs. Organizational structures should include sufficient technical Personnel as far as possible.
Maintenance and upgrading of network and	Maintenance and upgrading of equipment will facilitate the constant and uninterrupted provision of sanitation services. Proper equipment will also ensure a long-term cost saving through maintenance rather than constant

equipment	replacement.
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3.1.3 Electricity and Street lights.

Eskom distributes electricity throughout the region.

Within the rural areas only an estimated 66 % have electricity connections to their houses. The communities have identified areas, which are in need of electricity

Core issues

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed, are summarized in the table below:

CORE ISSUES	DESCRIPTION
Clusters of erven without electricity.	The clusters of households in the various towns that are not connected to the electricity network should receive attention. These households should be connected to the network as soon as possible to provide equality of services to all.
Absence of area lighting in all areas.	The lack of area lighting in all areas makes nightlife dangerous and difficult. Crime is more evident in these areas and especially women and children are vulnerable in these situations.

3.1.4 Roads and Storm water.

Important routes for economic and tourism has been identified for development. These are Shadani, Masisi, Matavhela-Muswodi, Folovhodwe, Tshipise and Tshandama- Matavhela via Tshixwadza.

Overall, the roads within the jurisdiction area of the municipality are in a poor condition and in dire need of upgrading. Apart from the main provincial and regional roads, most of the rural access routes are graveled and not being maintained properly. Within the urban areas, the main roads are old and deteriorating rapidly, whilst most of the distributor roads are graveled. The biggest threat to road maintenance is the absence of proper bulk storm water drainage systems. The roads situation within Mutale is as follows:

The remainders of all the roads in Mutale as well as in Masisi are dirt roads that are graded on a regular basis.

Core issues.

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
Insufficient storm water in various areas.	The lack of storm water drainage contributes greatly to the poor state of roads. The provision of adequate storm water drainage will drastically limit the need for maintenance.
Weak condition of roads.	Roads are not maintained regularly with the result that the condition of poor roads deteriorate rapidly. Large trucks make use of many of the major roads.

3.1.5 Housing.

Since the provision of housing does not fall under the core competency of the local municipality, the main focus is on the promotion of housing developments through assisting in the provision of erven, submission of applications and the control of beneficiaries. Approximately 38% of the population does not have access to proper RDP houses.

The majority of the residents live in traditional huts, which is, in terms of RDP standards, described as inadequate housing.

Core issue.

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
Housing backlog.	Housing is a basic need and many of the people have insufficient housing. This backlog will have to be addressed to provide quality of life to these citizens.

Related services infrastructure requirements	Housing projects should not be seen in isolation and support service infrastructure will have to be supplied to areas earmarked for housing development. The subsequent costs and ability of the municipality to deliver such services should also be considered.
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3.1.6 Cemeteries.

The Municipality is sharing a burial site with the local (Phalama) village and the average number of burials per month is 3, as stipulated in the table below:

TOWN	No. of old Cemeteries, no longer in use	No. of current cemeteries in use	Pressure (No. of sites still available)	Average No. of burials per month
Mutale	1	1	0	3
Masisi	0	0	0	0
TOTAL	1	1	0	3

3.1.7 Health.

Emergency services associated with health care are given in the table below:

Municipality	Hospital	Health Clinics	Health Centre	HIV/Aids Desk	Mobile Clinics	Oral Health	Nutrition Program	Emergency Service	Radio graphic Service
Mutale	0	17	1	0	3	0	y	1	0

The main community needs are also summarized below:

3.1.8 Ambulance Services.

Ambulance service serves a wide area within the region and the operating cost is escalating constantly.

3.1.9 Fire Fighting Service.

Fire Fighting Service is rendered by the District Municipality. A proper fire station has been erected at Mutale by the District Municipality. Local residents have to be trained in fire fighting.

3.1.10 Hospital.

Hospitals are located in Thulamela, which is 100km away from the residents. The services at the local health clinics are not up to standard. A fully equipped hospital is urgently needed in Mutale.

3.1.11 HIV/AIDS Desk.

There is a significant increase in HIV/AIDS and TB occurrence. A counseling/help desk is needed in each clinic where the community can be guided and counseled

3.1.12 Malnutrition.

Malnutrition occurs, especially among young children. Nutrition programs must be initiated by the municipality and the Dept of Health.

4. EDUCATION.

Education is a crucial part of higher provincial structures and the role of the municipality is only seen as one of supporting SGBs, liaising with the Department of Education, assisting in the provision of land and facilities and promoting regional policies aimed at maintaining a high quality of education of both the younger learners as well as adults and the labor market.

There are 83 Primary Schools and 27 Secondary schools in the Mutale area, which are predominantly government funded and operated.

There is no tertiary facility. Due to the agricultural characteristic of the area, as well as the lack of education facilities in the rural areas, the development of a quality agricultural school for the region should be investigated. The establishment of tertiary institution should also be investigated and facilitated.

ABET projects within the municipal area are non-functional, mainly because of budgetary constraints and lack of interest.

Core issues.

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
Maintain high level of pass rate	All efforts should be made to maintain the increased level of pass rate at schools in the area.
Discipline of learners and educators.	Measures should be put in place to maintain the discipline. Mechanisms should be considered to address discipline of both learners and educators.
Parent Involvement. Improve discipline.	Parent involvement in the education of their children, as well as the general management, maintenance and functioning of the school and its facilities should improve education standards.
Adult literacy.	High levels of adult illiteracy occur within the various areas of the community and this in return increases poverty and health risks due to ignorant residents. The local ABET programme will have to be expanded and promoted to address this issue.
Tertiary education opportunities.	The rural areas as well as smaller towns do not have direct access to local tertiary satellite education services. This results in a rapid decline in the higher education levels within the area, as well as an outflow of youth seeking education opportunities in major centers. Local access to student loans, satellite services and information could remedy this situation.

5. PUBLIC SAFETY AND SECURITY.

As would be expected in smaller towns, the general crime rate is lower than other urban nodes in the province

The ability to combat crime is hampered through a lack of proper communication, a lack of information from community members and under resourced police stations. It is believed that a greater community involvement through existing structures should address most of these problems.

Core issues.

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
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Community co-operation.	Intelligent policing is dependent on the input of the entire community in terms of both resources and basic information. Currently these efforts of community involvement are hampered by intimidation and the fact that all role players are not involved in a structured system. The Sectoral Policing Forum will address these problems.
Capacity of local stations. Distances	The capacity of the SAPS stations is limited due to a lack of proper equipment and vehicles and sufficient numbers of police officers. This problem is caused by a lack of financial resources.

6. SPORTS AND RECREATION.

The area lacks adequate Sports and Recreational facilities. There is only two Community Halls, situated in Mutale and Masisi which must cater for all residents. There are mostly inadequate grounds to use for soccer fields throughout the municipal area. The youth are generally not exposed to other sporting codes.

7. ECONOMIC DEVELOPMENT.

7.1 Agricultural Development.

Extensive farming (crop and livestock) is more prevalent in the eastern areas.

Core issues.

The underlying causes of agricultural development realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
Very little value adding taking place.	The fact that very limited value adding is taking place places a large burden on the agricultural sector and makes the region very vulnerable to factors influencing agriculture. Many of these factors cannot be controlled such as the weather and prices. To limit the vulnerability to markets it is important to add value to products before it is exported out of the municipality.

Good agriculture potential.	The area has proven that it has good agricultural potential. This should be exploited, but as mentioned above the necessary supporting sectors will have to be developed before the agricultural sector can expand.
Role of emerging farmers.	Emerging farmers need support from existing commercial farmers and the Department of Agriculture in terms of knowledge and information sharing. The agricultural sector should be made more accessible to emerging farmers.

7.2 Tourism Development.

The table below provides a brief overview of tourist attractions and facilities within the area of jurisdiction of Mutale.

Tourist Attraction	Location	Exclusiveness
Baobab Tree	Zwigodini Village	Biggest tree in Africa
Domboni Caves	Domboni Village	Hiding place during Tribal wars
Sagole Spa	Tshipise	Warm baths and accommodation
Nwanedi Nature Reserve	Folovhodwe	Animal viewing & accommodation
Makuya Park	Adjacent to Kruger National Park	Animal viewing & camping facilities
Tshavhadinda Cave	Ha-Rambuda	Hiding place during Tribal wars
Tourist Attraction	Location	Exclusiveness
Awelani	Tshikuyu	Caves
Dzhinzhikoni	Dzamba	Potholes
Dalavhuredzi Water falls	Mufulwi	Ancient finger prints
Khwanda dza Mbidi cultural village	Pile	Traditional houses arts & culture
Tshathanga Caves	Maramanzhi	Hiding place during tribal wars
Mutavhatsindi Nature reserve	Thengwe	Miracle tree

Gundani Mutsiwa Camp site	Gundani	Mutsiwa tree and bird viewing
Mutale water falls	Makuya park	Makuya park
Tshiungani Ruins	Tshiungani	Hiding place during tribal wars
Gogogo parks	Gogogo	Cultural village
Tshandama arts	Tshandama	Tourism and Information center
Phafuri cultural village	Bennde Mutale	Cultural villages
Mangwele cave	Mangwele Village	Cave

These natural wonders are however not easily accessible due to the poor road infrastructure of the Municipality. A lack of reliable energy and potable water also hinder the growth of the tourism industry. No database of all tourism centers exist, resulting in these centers not properly developed and marketed

Core issues.

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
Co-ordination of efforts.	To maximise the potential of tourism within the area it is important that there is a coordinated approach in planning and developing the tourism industry. This will limit duplication and strengthen existing efforts.
Cultural tourism attraction	The cultural diversity activities of the area, coupled to the increase in international cultural interest should be exploited as integral part of the tourism effort.
Accessibility of facilities.	Accessibility refers to both physical accessibility as well as socio-economic affordability.

7.3 Light Industries & SMME's.

No major industrial developments are taking place in Mutale. The promotion of agri-processing plants and other value adding industries should be encouraged in order to diversify the economy of the area. Currently there is an established facility available for the development arts and crafts. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

A Training College for Traffic Officials is situated in Mutale and is utilized on a regular basis.

Small to medium sized enterprises within the municipality operate in isolation and without some sense of common purpose. There is no existing database of SMME's available. The viability of these businesses is also questionable, as the operation methods generally do not comply with modern practices of operating businesses.

Core issues.

The underlying causes of the abovementioned realities as well as the resulting core issues that need to be addressed are summarized in the table below:

CORE ISSUES	DESCRIPTION
Low market potential	Consumer price indexes should be targeted to stimulate local markets and expenditure.
Cost of infrastructure and services.	Start with provision of infrastructure on a small scale
Organized and mobile labour force.	A large contribution to the high unemployment rates are the fact a major portion of the potential labour market is unskilled or unstructured, making it difficult to access information and opportunities which might arise.
Skilled labour force.	Skilled labourers are leaving the area constantly and should be engaged in the LED process to retain them. Unskilled labourers should also be trained locally for local potentials and needs.

8. GOVERNANCE AND ADMINISTRATION.

The Organizational structure of Mutale municipality consists of the Council as a political structure and five main Departments namely: Technical Services, Corporate Services, Finance, Community Services and the Municipal Managers Office. The

Council consists of 22 Councilors including the Mayor and the Speaker. There are three portfolio committees established by the Executive Committee namely Technical Services, Finance, Social and Community Services.

The Organizational Structure was reviewed and adopted by the Council on 31 May 2006 and was linked with the reviewed budget and IDP. The total staff complement for the year under-reviewed as per Organizational Structure was 173 and 24% of the total number staff were women. To address this gender imbalance in the workplace the Employment Equity plan was adopted on the 24 February 2004. In addition to the adoption of Employment Equity Plan the Council also approved skills development plan to address skills gap.

In line with the provision of System Act all section 57 Managers had signed performance agreement with the municipality. Performance Management Policy was also adopted by the Council on 24 February 2005. This policy provides a frame-work within which the performance of staff can be measured inline with the overall objectives of the municipality.

The following transformation desks were established and were located in the Mayor's Office: Disabled desk, Old age forum and Aids Council. The main aim of these forums is to ensure that their interests are taken on board.

9.1 Number of staff per function

Function	Number of staff	Total positions	Vacancies	Temporary/ Interns staff
Water & Sanitation	4	4	0	0
Budget & Treasury office	11	15	0	4
Communications	2	2	0	0
Sports arts and culture	1	1	0	0
Traffic	16	19	3	0
Function	Number of staff	Total positions	Vacancies	Temporary/ Interns staff
Roads and Bridges	43	37	0	6
Human Resources	3	4	1	0
Housing	1	1	0	0
Survey	2	2	0	0
Building	2	2	0	0
Disaster Management	1	1	0	0
Planning	2	3	1	1
LED	4	4	0	0

Transport	8	8	0	0
Registry	4	5	1	0
Administration	5	5	0	0
IT	1	3	1	1
Security	24	26	2	0
Cleansing	9	9	0	0
Waste Management	8	9	1	0
Directors	3	4	1	0
TOTAL				

PHASE 2 : STRATEGIES

This phase deal with strategy to address objectives of key priority issues as identified on the analysis phase

VISION OF THE MUNICIPALITY

A developmental Municipality that ensures sustainable economic growth and equitable service delivery.

MISSION STATEMENT

The following is the mission statement for the municipality:

We strive to provide quality service & building local economy through information and knowledge building, strong partnerships in harmony with the natural environment.

Key priority issues	Objectives	Strategies
Water and Sanitation	Ø Ensure that 17 820 households have access to clean potable water at RDP levels by	Ø Building of water service infrastructure in villages with shortages Ø Provision of water to 2545 households each year.

	2014	<ul style="list-style-type: none"> Ø Tankering of villages with critical water shortages Ø Review of water sector plan
	<ul style="list-style-type: none"> Ø Extension of 15 100 free basic water to indigent. 	<ul style="list-style-type: none"> Ø Provision of funds for indigent.
	<ul style="list-style-type: none"> Ø Extend billing to 8 929 households with metered connections by 2014. 	<ul style="list-style-type: none"> Ø Provision of individual connections through the implementation of an approved water tariff structure to 500 households each year.
	<ul style="list-style-type: none"> Ø Ensure that 18069 households have access to sanitation that complies with at least minimum RDP requirements by 2014. 	<ul style="list-style-type: none"> Ø Provision of VIP to 2581 households that do not have access to sanitation each year.
Electricity and street lightening	<ul style="list-style-type: none"> Ø Ensure that 10 728 are connected to grid electricity by 2010 electricity. 	<ul style="list-style-type: none"> Ø Reticulate 3576 households with bulk supply using ESKOM electrification programmes each year.

Key priority issues	Objectives	Strategies
Electricity and street lightning	<ul style="list-style-type: none"> Ø Ensure that 14 262 indigent households are provided with free basic electricity by 2008. Ø Construction of 130km feeder line by 2009. 	<ul style="list-style-type: none"> Ø Subsidizing of 14 262 indigent households by 2014. Ø Provision of free basic services to 14 262 Indigent population by 2014. Ø To construct 65 km of feeder lines each year.
Roads and Storm water	<ul style="list-style-type: none"> Ø Ensure that all roads are properly maintained and are in good conditions by 2011. Ø Ensure road safety with the municipality Ø To ensure that storm water are provided and maintained in all roads 	<ul style="list-style-type: none"> Ø Development of a road master plan by 2008 Ø Maintenance and regravelling of roads every year Ø Fencing of all tarred roads within the municipal area with the assistance of department of Transport. Ø Establishment of local transport forum Ø Revision of the naming and numbering of access roads. Ø Development of storm water drainage systems in all roads constructed.
Land and Housing	<ul style="list-style-type: none"> Ø Ensure the adherence of housing development to the provision of sustainable human settlements as well as provision of 	<ul style="list-style-type: none"> Ø Development and implementation of municipal housing development plan

	<p>project management system.</p> <ul style="list-style-type: none"> Ø Facilitate the provision of low cost housing to all impoverished communities by 2014. Ø Ensure that land is identified for housing and township establishment Ø Ensure proper land use management within the municipality 	<ul style="list-style-type: none"> Ø Demarcation and servicing of land for housing development Ø Identification of potential housing subsidy recipient Ø To facilitate the blocked projects to be completed by 2009 Ø Identification of land for future township establishment and housing development Ø Development of land use management scheme and by 2008
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Key priority issues	Objectives	Strategies
Financial viability	<ul style="list-style-type: none"> Ø Ensure maximum collection of revenue Ø Ensure sound financial management 	<ul style="list-style-type: none"> Ø Broadening of revenue base e.g. introduction of Development fund Ø Broadening of tax base e.g. extend billing to rural areas Ø Implementation of property rates act by July 2008. Ø Introduction of Public Private Partnership
Municipal transformation	Ø Provision of support systems and ensure institutional readiness to tackle development challenges	<ul style="list-style-type: none"> Ø Review and implementation of policies, procedure and systems every year
Good governance	Ø Ensure that community and other stakeholders participate fully in municipal affairs	<ul style="list-style-type: none"> Ø To promote functional ward committee system Ø To review communication strategy by 2008 Ø To promote batho pele principles Ø Community involvement in municipal programmes
Waste management	Ø Ensure that waste management service is extended to 23 207 households by 2011.	<ul style="list-style-type: none"> Ø Development and management of a permit land fill site at Makwlidza by 2008. Ø Acquisition of suitable water/refuse removal equipments

	<ul style="list-style-type: none"> Ø Ensure that free basic refuse removal is extended to indigents in serviced settlements by 2011. 	<ul style="list-style-type: none"> Ø Development or review of waste management strategy by 2008 Ø Provision of refuse services to 3565 Indigent population by 2011 Ø Appointment of service provider to collect refuse to accessible area
Agricultural development	<ul style="list-style-type: none"> Ø To add value to agricultural products in order to ensure employment and income generation from agricultural sectors Ø Ensure that the agricultural sector is properly organized 	<ul style="list-style-type: none"> Ø Development of training programmes aimed at emerging farmers. Ø Source funding for agricultural projects and training of farmers Ø Encourage the development of co-operatives in our communities. Ø Data base of all our farmers should be developed with the aid of Dept. of Agriculture.
Key priority issues	Objectives	Strategies
Tourism	<ul style="list-style-type: none"> Ø To promote local tourism in a manner that will attract investors and tourists to the municipality. Ø Ensure the development of tourism support infrastructure and services to enhance accessibility and ensure competitive edge. 	<ul style="list-style-type: none"> Ø Work closely with Limpopo Tourism and Parks and other agencies to market the local tourism experience nationally and internationally Ø Identification of emerging tourism initiatives and source funding on their behalf Ø Support local tourism entrepreneurs through capacity building programme Ø Develop a tourism route guide Ø Introduction and training of tour guides Ø Establishment of tourism agency Ø Provision of tourism support infrastructure and services by 2010
Industries	<ul style="list-style-type: none"> Ø Promote industrial development within the two identified municipal growth points and potential growth points 	<ul style="list-style-type: none"> Ø Investment attraction through offering tax incentives and rebates on service on service charged. Ø Identification of industrial site for development

	<ul style="list-style-type: none"> Ø To assist in the mobilization of local labour force through skills development opportunities 	<ul style="list-style-type: none"> Ø Establishment of a local trading centre
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Key priority issues	Objectives	Strategies
Sports and recreation	<ul style="list-style-type: none"> Ø Ensure community access to sporting facilities Ø Ensure the provision of new and maintenance of sporting facilities 	<ul style="list-style-type: none"> Ø Erection of sporting facilities in targeted areas. Ø Maintenance and upgrading of existing sporting facilities.
Mining	<ul style="list-style-type: none"> Ø Promote mining development and encourage community beneficiation 	<ul style="list-style-type: none"> Ø Work in close cooperation with DME to promote mining development.
SMME	<ul style="list-style-type: none"> Ø Ensure the establishment and management of business support Ø Ensure the training of unskilled laborers to strengthen SMME and attraction of skilled laborers to support EMME 	<ul style="list-style-type: none"> Ø Establishment of business support centers in Mutale. Ø Provide technical business advice Ø Capacity building programme for LED stakeholders
Education and skills development	<ul style="list-style-type: none"> Ø Reduce illiteracy level Ø Facilitate provision of adequate educational facilities 	<ul style="list-style-type: none"> Ø Promotion of adult learning center Ø To participate in learner ship programme Ø Coordinate the provision and renovations classrooms
Health and social development	<ul style="list-style-type: none"> Ø To facilitate rehabilitation of all health facilities by 2011 Ø Ensure the extension of social grants to all qualifying persons by 2009 Ø Ensure the development and upgrading of health facilities 	<ul style="list-style-type: none"> Ø To coordinate renovation of clinics Ø Identification of social grant beneficiary from indigent population Ø Coordinated the establishment and upgrading of health facilities
Safety and security	<ul style="list-style-type: none"> Ø Promotion of community involvement in policing 	<ul style="list-style-type: none"> Ø Community information sharing through sectoral policing forum
Public transport	<ul style="list-style-type: none"> Ø To ensure safe public transport system 	<ul style="list-style-type: none"> Ø Coordination and facilitation of public transport through transport

		forum
Youth development	Ø To ensure youth empowerment	Ø Establishment of functional youth councils and utilization of youth advisory center.

PHASE 3 PROJECTS

THE FOLLOWING ARE IDP PROJECTS FOR 2008-2009.

1. ELECTRICITY PROJECTS.

ELECTRIFICATIONS: 2008/2009

VILLAGES	IMPLEMENTING AGENT	2008/2009
1. Lwathudwa	Eskom	211
2. Masisi RDP	Eskom	388
3. Gumbu	Eskom	175
4. Tshivaloni	Eskom	240
5. Maramanzhi	Eskom	305
6. Mutele B	Eskom	196
7. Sigonde	Eskom	160
12. Zwigodini	Eskom	165
13. Mbodi B	Eskom	260

14.	Mukomawabani	Eskom	135
15.	Bennde Mutale	Eskom	143
16.	Mbodi	Eskom	76
17.	Domboni	Eskom/VDM	75
18.	Mukununde	Eskom/VDM	100
19..	Tshamutavha	Eskom/VDM	70
20.	Dovho/Duluthulu	Eskom/VDM	140
.	Tshikuyu	Eskom/VDM	90
22.	Tshenzhelani	Eskom	100
23.	Mabila	Eskom	125
24.	Madzwororo	Eskom	90

3. WATER.

The following water projects will be MIG funded and VDM will implement the projects.

No.	Sector	Project Name	Funding	Location	2008/9 AMOUNT ALLOCATE D
1	Water	Tshikuyu, Dovho, Duluthulu, Bennde Mutale & Masisi water supply	MIG	Tshikuyu, Dovho, Duluthulu, Bennde Mutale and Masisi.	1,015 662.00

2	Water	Rehabilitation of Makuya water scheme	MIG	Makuya	3 343 750.00
3	Water	Mukununde, Maramanzhi water supply	MIG	Mukununde, Maramanzhi.	3 789 064.00
4	Water	Mavhode, Madatshitshi, Tshamulungwi & Mafhohoni water supply	MIG	Mavhode, Madatshitshi, Tshamulungwi & Mafhohoni.	6 000 000.00
5	Water	Tshiungani water reticulation phase 2	MIG	Tshiungani.	3 339 906 07
6	Water	Tshixwadza water reticulation phase 2	MIG	Tshixwadza.	2 000 000.00
7	Water	Khakhu water supply	MIG	Khakhu	3 121 402.00
8.	Water	Dzimauli – Tshixwadza extension o	MIG	Dzimauli - Tshixwadza	7 000 000.00
		f bulk supply			
9	Water	Mutale RWS refurbishment of treatment plant phase 2 (including telemetry)	MIG	Mutale	5 000 000.00

The following road projects will be funded and implemented by RAL.

NO	Road no.	Descriptions	Implementi	Proposed	Villages roads	2008/9
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Project Description						
		Implementing Agent	kilometer			
1.	D 3689/D3675/ D3917/D376 0	Matavhela to Shakadza to Muswodi to Big tree to Sagole to Dambale to road P135/1	RAL	39 KM	Shakadza,Muswodi,Madifha,Big tree,Sagole,Dambale	X
2.	Access road	Upgrading of road from Tshilamba to Guyuni	Vhembe	7.5 KM	Khunguni	X
3.	Access road	Construction of access road from Mangwele to Khakhu	Own funds MIG	7.5KM	Mangwele	X
4.	Access road	Upgrading of Tshandama/Thengwe road from gravel to tarr.	MIG	10 KM	Tshandama,Lukau,Tshilamba,Phalama,Mulodi, Thengwe.	X

DEPARTMENT OF PUBLIC WORKS PROJECTS 2008/2009.

NO	KPI	PROJECT DISCRIPTION	SCOPE OF WORK	BUDGET	START DATE	FINISH DATE
1.	Renovation of 05 government houses	Renovation of government houses at Mutale	-Repair floors (50m2) - Repaint ceiling and walls of 1066m2.	121 919.11	14/4/2008	30/06/2009

DEPARTMENT OF LOCAL GOVERNMENT & HOUSING.

NO	PROJECT DISCRIPTION	IMPLEMENTING AGENT	VILLAGES	2008/2009
1.	Construction of urban houses		Masisi town	501
2.	Construction of urban houses		Mutale town	400
3.	Construction of rural housing		Ward 1 = 11,Ward 2 = 12,Ward 3 = 11,Ward 5 =11,Ward 6 = 11,Ward 7	X

			=11,Ward 8 = 11,Ward 9 =11,Ward 11 =11	
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DEPARTMENT OF AGRICULTURE.

NO	PROJECT DISCRIPTION	IMPLIENATION AGENT	ACTIVITIES	FUNDING	2008/2009
01	Shandukani Estate	Dept of Agriculture	Orchard	LDA	240 000.00
02	Ntshavheni,Ntsieni Piet	Dept. of Agriculture	Orchard	LDA	240 000.00
03	Musunda citrus	Dept.of agriculture	Orchard	LDA	400 000.00
04	Godzwana Fisheries	Dept.of Agriculture	Fish Production	LDA	100 000.00
05	Gundani Poultry Project	Dept.of Agriculture	Broiler production	LDA	R5.000
06	Helula Poultry Project	Dept of Agriculture	Broiler Production	LDA	R20.000
07	Mataulu poultry project	Dept of Agriculture	Broiler production	LDA	R100.000
08	Makuya Farmers co-operative	Dept of Agriculture	Feedlot	LDA	R3.000.000
09	Funanani Youth project	Dept of Agriculture	Cash crop	LDA	R200.000.00
10	Manenzhe goat project	Dept of Agriculture	Goat production	LDA	R300.000
11	Vuvha livestock	Dept of Agriculture	Livestock production	LDA	
12	Gogogo grazing camp	Dept of Agriculture	Livestock production	LDA	
13	Maluzhawela grazing camp	Dept of Agriculture	Livestock prodoction	LDA	R303.127.10
14	Gundani grazing camp	Dept of Agriculture	Livestock production	LDA	R75.042
15	Muswodi arable lands	Dept of	Dryland	LDA	R80.000.00

		Agriculture	farming with Maize		
16	Mukondeni grazing camp	Dept of Agriculture	Livestock production	LDA	R303.127.10
17	Repairing Mukovhawabale earthdam	Dept of Agriculture	To store water for livestock usage	LDA	R2.000.000
18	Repairing of Lambwe & Ha-Ndele earthdams	Dept of Agriculture	To store water for livestock usage	LDA	R2.000.000
19	Area wide planning	Dept of Agriculture	Land care	LDA	R3.000.000

4. MIG/ OWN FUNDING ON BUILDINGS.

The following projects will be MIG funded or Municipal funded.

NO	Project name	Descriptions		Implementing Agent	Villages roads	2008/9
1	Building	Completion of Mutale Municipal offices		VHEMBE	Mutale	X
2	Townhall	Completion of Masisi townhall		VHEMBE	Mutale	X

5. LED.

The following are LED projects which will be funded and implemented as indicated below.

No.	Sector	Project Description	Funding	Location	2008/2009 Budget in Rand
1.	LED	Makuya	NDA	Makuya feedlot	1 000 000.00
2.	LED	Construction of Eco - Tourism Centre	VDM	Tshikuyu/ Duluthulu	10 000 000.00

3.	LED	Capacity building & support to LED stakeholders	EU - LGSF	Mutale Municipal area	672 815 00
4.	LED	Construction of Madimbo/ Matshakatini border bridge	DEDET	Madimbo corridor	X

DEPARTMENT OF ROADS AND TRANSPORT.

NO.	PROJECT NAME	PROJECT DESCRIPTION	PROJECT LOCATION	2008/2009
01	Multi-nodal point development	Construction of taxi-bus rank and animal drawn vehicles parking	Masisi town	1 200 000.00
02	Road fencing	Fencing of tarred road	Mutale Municipality	2 000 000.00

PHASE 4 INTEGRATION: MUTALE MUNICIPALITY SECTOR PLANS.

The following sector plans were compiled and approved by the council.

1. Waste management plan
2. Disaster management plan
3. Communication strategy
4. SDF
5. PMS
6. WSP
7. Organisational structure
8. LED strategy
9. Five year financial plan
10. Indigent policy.

Mutale municipality Waste Management Plan.

VISION AND MISSION OF THE MUNICIPALITY

Vision

A developmental Municipality that ensures sustainable economic growth and equitable service delivery.

Mission Statement

The following is the mission statement for the municipality:

Waste Generators

Different types of human activity generate different types of waste. Each must be examined separately and solutions for each must be fashioned as part of the overall Plan.

This Plan focuses on the waste from households and to a lesser degree with waste from businesses. Hazardous waste from health care facilities, mines, farming and industry is outside the scope of this plan. But hazardous wastes from these generators particularly from health care can (e.g. Disposal of infectious waste without proper treatment at a waste disposal site, or use of incinerator ash in road work and brick making) enter the municipal waste stream and is therefore discussed in this plan.

The following types of waste generators are found in Mutale:

- § Households
- § Businesses
- § Mining
- § Farming
- § Health Care Facilities

Waste volumes and characteristics

It is necessary to determine the amounts of the different components of the waste stream as the foundation for proper planning.

In developing the companion plan for the Vhembe District, a sampling exercise was conducted in Thulamela to determine a figure that was used as an average to calculate the amount of waste that is generated per person. This average figure was also cross checked with figures from studies in other parts of South Africa and internationally.

The plan is based on the calculation that each individual generates 0,5 kg per day including household (,35) and commercial (,15). The household waste includes organic (45%) non organic recyclables (30%) and rest waste (25%). Commercial waste is estimated to contain 60% recyclable material due to the presence of packaging materials.

Additional studies were conducted in Gundani village as part of an integrated waste management pilot project conducted in conjunction with the study. This revealed a lower amount of waste generation. It can be expected testing in different areas will produce results that are either above or below the average used.

With respect to HCRW generation rates of 1.1 Kg/day/patient and 0,25kg/patient/day for clinics was used.

Existing waste management strategies, systems and practices

1.1 Collection

Mutale provides waste collection services in Tshilamba and Masisi. Tshikondeni mine operates a private collection service.

1.1.1 Tshilamba

In Tshilamba, waste is collected on Monday, Tuesday, Wednesday and Thursday removed to the Gundani dumping site, located approximately 12km from the town. Mutale municipality uses different types of refuse collection bins in the different areas. There are refuse drums in public places such as the bus stop, taxi rank, etc.

Figures 1 to 3 indicate the types of public and private refuse bins utilised in Mutale.



Figure 1: Refuse drums on entrance road Figure 2: Other bin types in Tshilamba Figure 3: Taxi rank in Tshilamba

The waste from public places is collected by the municipality and disposed at the Gundani dumping site which is located approximately 12km from the town. The municipality also collects waste from the healthcare centre, governmental institutions, two supermarkets, bottle store, petrol station and restaurant that make up the business areas of Tshilamba.

Figure 4 shows the enclosure where the waste from the municipality offices is dumped before being burned. The enclosure is filled with burned metal cans and residual ash.



Figure 4: Pit for dumping and burning of municipal Office waste

1.1.2 Masisi

Mutale collects waste in Masisi from households and businesses on Fridays. The current dumpsite used for the disposal of the collected waste is located far from the town. The dumpsite is not permitted and therefore operates as an illegal dumping facility that needs to be upgraded. People from Masisi buy their own plastic bags for waste collection. The municipality does not provide bins to the residents for waste storage.

1.1.3 Tshikondeni Mine

Waste collection at Tshikondeni mine is handled privately. Waste is collected daily and disposed at the dumpsite. The Tshikondeni mine truck is also used for collection of waste from various other places like residential areas, businesses, clinics and schools. Table 1 shows the collection details for Mutale.

Table 1: Collection details of Mutale Municipality

1.2 Vehicles/Equipment

Mutale uses one flat truck for waste collection.

Area	Collection Service	Equipment Vehicles and volume	Frequency of collection		Rounds/vehicle /day	Time/round	Dist. to disposal site (km)	Amount/day removed in (m ³)
			Household	Business				
Tshilamba	Municipality	6t truck flat bedded loading space, 8m ³	Monday-Friday	Monday	1-2	N/a	App. 12	12
Masisi	Municipality	6t truck flat bedded loading space, 8m ³	Friday	Friday	1-2	N/a	App.5	8
Tshikondeni mine	Private	8t truck flat bedded loading space, 10m ³	Mon-Fri.	Mon-Fri.	1-3	N/a	App. 3	N/a

1.3 Recycling and reuse

There are no formally recognised recycling projects coordinated by the municipality. A small recycling business is carried out at the Tshikondeni mine dump site.

Composting

Composting is practised at Rambuda Farm, located at the western side of Tshilamba town. The farm covers an area of 240 hectares. A total number of 105 families are involved in farming at Rambuda farm. Each of these families has 1-4 hectares of farming area.

Some of the farmers use compost to improve the fertility level of the soil, whilst others make use of chemical fertilizers.

The farmers have two methods for compost use: -

- Organic waste is placed in a pit with manure and then cover with soil
- Organic manure is placed in a pit and covered with the soil. The pits are watered once per week and left for three months.



Figure 5: A manure compost pile on Rambuda farm

1.4 Treatment

Waste treatment modifies waste before final disposal.

The only identified treatment was the incineration of some medical waste.

1.5 Health Care waste

The municipality has one health care centre, 17 clinics, and three mobile clinics. All clinics and the health centre produce Health Care Risk Waste that requires special handling, treatment and disposal.

1.5.1 Mutale health centre

The health centre was established 20 years ago, with a total of 40 beds. It registers approximately 160-170 patients per month. There are approximately 25 daily inpatients and casualty admissions.

Dustbins with different coloured internal plastics are used for different types of waste. Red plastics are used for medical waste and black plastics for general waste. The sharps and syringes have special containers with capacities of 10L and 20L. When these are full they are taken for incineration. The health centre has an incinerator on the premises but it does not work due to mechanical failure, the sharp containers are taken for incineration to the Donald Frazer Hospital in Thulamela. The health centre has on its premises a large cemented placenta pit.

1.5.2 Tshipise clinic

Tshipise clinic is located on the north-eastern side of Tshilamba town. The clinic is fenced and has a staff of 19 people, 11 nurses, three cleaners and five security guards.

The clinic uses dustbins with different coloured internal plastics for different types of waste. General waste is collected in black plastics and medical waste is collected in red bags. Special containers are used for collecting sharps and syringes. The full containers are taken to Donald Frazer hospital for incineration.

The clinic has a cemented placenta pit. Another pit is used for the burning of general waste collected by the cleaners on a daily basis.

Figure 6 shows the placenta pit with a lockable gate. Figure 7 shows the general waste pit where waste is reduced by burning.



Figure 6 Placenta pit at Tshipise clinic Figure 7 General waste pit at Tshipise clinic

1.5.3 Private health services

Mutale municipality has two private clinics. One clinic is situated in Tshilamba town, adjacent to the main access road and the other clinic is located on the eastern side not far from the first clinic.

The clinics individually separate general and medical waste and each have a pit for disposal and burning of infectious waste. Sharps and syringes are collected in special containers to be taken for incineration. A contractor collects the full containers for incineration. The clinics pay R60 each for this collection service.

The municipality collects and disposes of general waste at the Gundani dumpsite once a week.

1.6 Final Disposal of waste

There are four recognised dumping sites in Mutale. Of these, three are municipal owned. These are Pile, Gundani and Masisi. The fourth is a privately owned site called the Tshikondeni Mine waste disposal site. None of the dumping sites in Mutale are permitted and are therefore operating illegally.

1.6.1 Gundani waste disposal site



Figure 8: Gundani waste disposal site

The Gundani waste disposal site is located at the north-eastern side of Tshilamba town, approximately 12kms from the town and covers an area of approximately one hectare. The site is fenced but poor management has caused deterioration in the fencing and the lack of an entrance and exit gate poses entry problems, as the site is accessible to anyone. The site has no administration building, which poses a problem with regard to ablution facilities and a covered workstation for workers on duty. The dumpsite has been operating since 2000. The road from the main road to the dumpsite is in good condition. The road through frequent use may become dusty but the road in general is suitable for an access way for vehicles entering/exiting the site. If the site is identified for upgrading, then dust suppression by spraying may be used.

The site itself contains burned metal cans and burned waste. Due to the high volumes of ash present on the site, reshaping of the site, in the event of upgrade, must be considered. The site is well located away from natural water resources human settlements. The nearest water resource is located more than 1km down stream of the site while the nearest settlement is approximately 2km away from the site entrance. Water supply to the site for site water needs may be drawn from water tanks located in the nearest settlement.

The municipality has employed a security guard but no training or protective clothing has been provided for the performance of his task.

The Gundani disposal site operates during normal working hours and serves the Tshilamba area and surrounding villages. All the waste collected in this disposal site is burnt, some of which is hazardous as it was evident that medical waste and syringes are also dumped at this site.

The site is fenced but not completely secure and waste covers approximately 30% of the total disposal capacity of the site. The presence of infectious waste and lack of protective gear for the guard on duty are problems that still require attention.

The dumping site has a buffer zone of approximately two kilometres away from the nearest settlement. There are no nearby rivers and the settlement community near the dumping site utilise tap water coming from a tank.

The municipality intends to upgrade the site to a permitted waste disposal site.

1.6.2 Masisi waste disposal site

Masisi disposal site is located at the southern side of the town of Masisi, approximately five kilometres away. The disposal site was reported to have been a gravel quarry before it became a waste dumping started. The site is not fenced, allowing people and animals free access onto the area.

Mutale has not acquired a permit from the DWAF to operate the site. A gravel road links the disposal site and main road; it is however not properly maintained since it is not regularly graded and watered for dust prevention.

There are no stipulated hours of operation and the municipality has yet to appoint staff at the site. Masisi disposal site serves Masisi town and surrounding communities. All waste collected at the dumpsite is burnt.



Figure 10: Masisi disposal site

The dumpsite has a buffer zone of approximately two kilometres to the nearest settlements.

1.6.3 Pile waste disposal site

The Pile disposal has a buffer zone to the nearest residential area, which is greater than the MR distance. The roads leading to the site have been flood damaged preventing current use, as the site is no longer accessible. A municipal decision was thereafter taken to close this site and open one in the Gundani area.

1.6.4 Tshikondeni (mine) waste disposal site

Tshikondeni waste disposal site is located in the mine yard. The area is fenced and is not a permitted waste disposal site. The road leading to the dumpsite is in an acceptable condition.

An employee of the mine serves as a security guard and is also responsible for sorting out recyclables such as metal, tins and glass.

An on site incinerator is used to burn boxes, paper, plastic and medical waste from the clinic. The ash is then dumped on an open site adjacent to the incinerator.

Figure 11: illustrates the type of incinerator in which paper, plastic and cardboard is burned. Figure 12 shows evidence of the ash from the incinerator dumped next to it. Ash coming from medical waste from the incinerator is considered to be hazardous and it must be handled with care.



Figure 11: Incinerator at Tshikondeni disposal site



Figure 12: Incinerated ash dumped next to incinerator

An individual had been appointed to attend the recycling of tins and glass, but financial difficulties caused the halt of the project. An amount of sorted tins and crushed bottles still remain at the dumpsite.

Figure 13 and 14 indicate the sorted recyclables that remain on the site. Figure 13 shows bags filled with crushed bottles whilst Figure 14 illustrates the heap of metal cans that lie in another section of the dumpsite.



Figure 13: Bags of crushed bottles on site



Figure 14: Separated metal cans

Other disposal sites

In rural areas where the municipality does not render waste collection services, different methods of disposal are employed. Some people dispose waste in a pit where waste is burned. When the pit is filled with ash it is closed and another pit is excavated for disposal. Waste was also found dumped in open space and along roadsides.

THE INTEGRATED WASTE MANAGEMENT PLAN

In accordance with national policy this Plan is designed to accomplish a paradigm shift to Integrated Waste Management based on separation at source, composting of organics, and maximum recovery of non-organic recyclables and proper disposal of only the limited amount of remaining waste.

In order to accomplish these goals, the Plan sets forth the following short term strategy for immediate implementation.

The concept for waste management for the Mutale Municipality includes the integrated implementation of the following elements:

- § Waste Management Policy
- § Waste By-Laws
- § Cleaner Production
- § Separation at source
- § Recycling
- § Collection and transport system using appropriate equipment
- § Permitted landfills
- § Improved working conditions for salvagers
- § Waste information system
- § Organisational development
- § Monitoring/planning

Development and adoption of a Waste Management Policy clarifies goals, promotes a paradigm shift towards Integrated Waste Management and provides an overview of the way forward. In addition, it provides an opportunity to include stakeholders in the process of planning and can ensure that the interests of all are debated and considered from the beginning of the implementation process.

By-laws establish a legal framework within which to promote and enforce the central elements of an Integrated Waste Management System such as separation at source and an end to burning of waste. While By-laws provide a legal framework they cannot directly and in isolation lead to desired change. For example, enforcing a ban on burning without offering an alternative could lead to an increase in illegal dumping.

Cleaner Production focuses on production processes in order to ensure that the volume of waste over the life cycle of a product is reduced and minimized. In addition, Cleaner Production focuses on the efficient use of natural resources including water and energy. For example, a more energy efficient production process can reduce the need to burn coal for electricity and reduce the generation of

ash from power plants. In this way Cleaner Production is an integrated and preventative approach to environmental management that goes beyond the field of waste management itself.

Separation at source is the foundation for the Integrated Waste Management System. The goal of separation is to remove organic waste and non organic recyclables from the waste stream. In this way, the amount of waste that must be land filled is significantly reduced and waste management costs are reduced. Moreover, eliminating the landfill of organic waste dramatically reduce the generation of methane gas a dangerous green house gas. South Africa has committed itself to reduce production of methane as part of a global campaign to prevent global warming.

Recycling includes: Reuse, Composting and Resource Recovery. The objectives of recycling are to save resources as well as reduce the environmental impact of waste by reducing the amount of waste that must be transported and landfilled. Reusing an item longer or for different purposes reduces the need to purchase replacements. Composting removes organic waste from the waste stream and converts it into a useful product. This reduces collection, transport and landfilling costs, Moreover, it reduces the amount of biologically active material in the landfill and in this way reduces the generation of leachate and methane gasses in the landfill and this reduces management costs and risks to human health and the environment. Recovery of materials such as glass, cans, plastics and paper products can save production costs while it preserves natural resources.

The right equipment is needed to both improve the efficiency of existing collection services and to ensure that it is available to all residents.

For example, more expensive and sophisticated equipment such as Rear End Loaders (RELs) can provide efficient service in densely populated areas where the road/street conditions are good but the same vehicles cannot operate efficiently where settlements are less dense and road conditions are poor since such vehicles require high levels of maintenance.

At the other end of the equipment spectrum are non-motorised vehicles. Donkey carts are an example of such vehicles. Donkey carts have proven particularly effective in serving rural communities in several African countries like Botswana and Ghana where the use of motorised vehicles is impractical in some rural areas.

Donkey carts have many important advantages:

- § Community ownership of waste management system
- § Potential for small business development and job creation
- § Encourage recycling and home composting
- § Alternative to salvaging
- § Low operating cost
- § Low maintenance cost
- § Potential to operate on a cost recovery basis

National policy and regulations require that the final disposal of waste occur only at properly constructed and managed landfills that are permitted and monitored by the Department of Water Affairs.

National policy will lead to the elimination of salvaging at landfills. But this will take some time and as an interim measure it is important to ensure that salvagers have proper working conditions. In addition, education and training should be provided to enable salvagers to make a transition to better jobs within waste management or in other industries.

National Government is establishing a waste information system to assist national government in coordinating implementation of a national Integrated Waste Management System. Mutale and Local Municipalities will be required to collect data and provide this to the provincial and national governments. In addition, the collection of this data will make it possible for Mutale Municipality to monitor and evaluate progress in implementing its own strategy.

Organisational development including:

- § Developmental and strategically led local governance system
- § Broad Based Black Economic Empowerment
- § Municipal Service Partnerships
- § Capacity building

is crucial to the success of all other waste specific initiatives.

The cornerstone legislation for municipal management adopted since 1994 provide the framework within which to establish developmental and strategically led local government. The Broad Based Black Economic Empowerment Act (2004) mandates government (among other things) to promote equity, skills development, affirmative procurement and enterprise development as it reorganizes, upgrades and expands its service delivery system. Municipal Service Partnerships can be used to promote cost effective and community based solutions for collection and recycling as well as other elements in the integrated waste management system. No progress can be expected without capacity building within the government and communities.

Monitoring and evaluation of initiatives is an essential element for long term planning. The ideal tool for capturing data and rendering it accessible for planning purposes is a Geographical Information System or GIS. Critical cost factors in waste management involve transport and collection. A GIS system can assist in route planning, site selection for collection points and waste disposal sites as well as the mapping of all essential data for planning purposes.

Implementing an Integrated Waste Management System requires promotion of individual responsibility combined with a municipal service delivery system. One without the other will fail. Thus, progress is dependant upon a commitment to encourage and support behaviour change by individuals and within municipal government.

The integration of individual responsibility and municipal delivery systems maximises the cost, human health, environment and job creation benefits generated by separation at source as part of an Integrated Waste Management System.

6. PILOT PROJECT FOR IMPLEMENTATION

Bazisa Technical Waste Solutions in collaboration with Mutale Municipality implemented (February 2005) a pilot project for rural integrated waste management in Gundani Village. The project has demonstrated that donkeys can be used for collection and separation at source makes it economically viable to implement recycling. The project is also designed to determine the actual costs involved in rural service delivery, promote research and capacity building for local municipality staff.

MUTALE DISASTER MANAGEMENT PLAN

PREVENTION IS BETTER THAN CURE.

1. BACKGROUND

In terms of section 52 & 53 of Disaster Management Act of 2002 all Municipalities within the Republic of South Africa are required to prepare Disaster Management plans for their Municipal areas.

In Mutale Municipal area there are many hazards that may cause disasters. These events can destroy and slow down years of development planning and implementation.

A plan is needed to prevent the occurrence of disaster or minimise its severity to protect the lives and properties of the communities. It is the responsibility of each institution to stay prepared to manage any disastrous event that may affect our area.

According to the Act the plan should:

1. Form an integral part of municipal IDP
2. Anticipate the types of disasters that are likely to occur in the municipal area and their possible effects
3. Establish the operational concepts and procedures associated with day to day operational response to emergencies
4. Identify the communities at risk
5. Provide for appropriate prevention and mitigation strategies
6. Identify and address weaknesses in capacity to deal with possible disasters
7. Facilitate maximum emergency preparedness
8. Contain contingency plans and emergency procedures in the event of disaster, providing for:
 - The allocation of responsibilities to the various role players and co-ordination in the carrying out those responsibilities.
 - The dissemination of information
 - The establishment of strategic communication links

- Disaster recovery and rehabilitation focused on elimination or mitigation
- Prompt disaster response and relief

2 . OBJECTIVES

The following are the objectives of this plan:

1. To develop and implement prevention and mitigation strategies.
2. To determine the roles and responsibilities of various role players in order to ensure coordinated action in the event of disaster.
3. To ensure that in time of disaster appropriate system procedures and resources are in place to assist those affected by disaster and to enable them to help themselves.

3 . IMPLEMENTATION OF PLAN:

The responsibility for the implementation of the plan will be the Disaster Management Officer

4. TYPES OF HAZARDS IDENTIFIED WITHIN MUTALE MUNICIPAL AREA.

See annexure “A”

5. PREVENTION AND MITIGATION

The responsibility of the Municipality is not only to react to disaster but also to prevent the effects of disasters. It is the responsibility of each role player to implement the prevention and mitigation strategies as indicated in Annexure “A”.

6. ALLOCATION OF TASKS TO THE ROLE PLAYERS

Should there be any occurrence of disaster in this area each role player will be allocated with responsibilities.

See Annexure “B”

7. ESTABLISHMENT OF JOINT OPERATION CENTRE (JOC)

In time of disastrous events the Disaster Management Officer will activate the Role players to establish **JOC**.

The joint operation committee will perform the following functions:

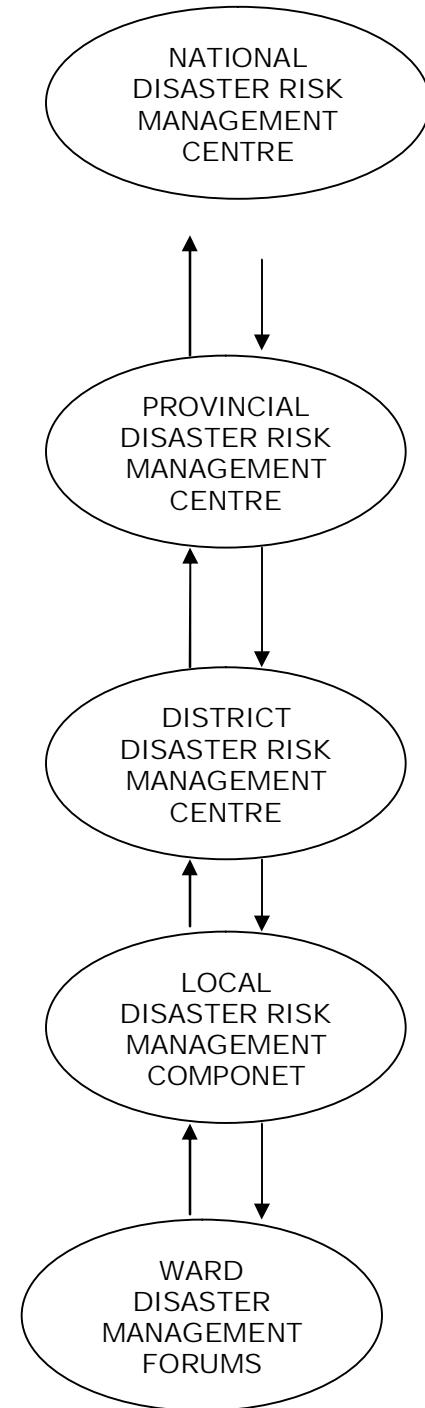
- § Issue public warnings
- § Prepare list of fatalities, casualties and missing persons
- § Co-ordinate response with non-governmental disaster relief organisation
- § Prepare a list of destroyed and damaged properties
- § Decide on emergency measures
- § Establishment and maintenance of working groups to do effective disaster risk Planning
- § Maintain records of communication, decisions and expenditures
- § Provide information to the media for dissemination to the affected community and the general public

8. LIST OF LOCAL DISASTER MANAGEMENT ADVISORY FORUM MEMBERS.

See annexure “C”

9. COMMUNICATION

9.1 Line of communication



9.2 EMERGENCY NUMBERS TO REPORT DISASTERS AND RELATED INCIDENTS

1. DISASTER MANAGEMENT UNIT : 015 967 9000
082 398 9736
2. MUTALE FIRE STATION : 015 967 0121/3
3. MUTALE SAPS : 015 967 0681
4. MAKUYA SAPS : 015 957 9200
5. MASISI SAPS : 015 966 5568/9
6. TSHAMUTUMBU : 015 539 0629
7. MUTALE FIRE STATION : 015 967 0123

9.3. PUBLIC WARNINGS

Public warnings will be sent through ward councilors

10. RESOURCES

The following institutions will assist with resources during disastrous event:

RESOURCES	INSTITUTION
1. Road machineries	1. Municipality 2. Roads and Transports
2. Accommodations	1. Municipality 2. Education

	3. Churches 4. Traditional leaders 5. PDMC
3. Transport	1. Municipality 2. Roads and Transports 3. Tribal Authorities 4. DWAF 5. Social Development 5. Environmental Health
4. Communication facilities	1. Municipality 2. SAPS 3. PDMC

10.1. RESOURCE MANAGEMENT

In time of disastrous event the list of all resources will be kept by the JOC

The JOC will also be responsible for the allocation of resources but the maintenance of equipments and overtime payments will be done by the relevant institution.

11. INSTITUTIONAL PLANS

Each role player in Disaster Management within Mutale municipal area is expected to prepare its own disaster management plan and submit a copy to the Municipal Disaster Management Officer.

The plans for sector departments should be focused on the following:

- Risk and vulnerability Assessment leading to needs analysis
- Its capacity to fulfill its role and responsibilities
- Prevention through risk elimination
- Prevention though risk reduction
- Preparedness planning for risk that can non be eliminated
- Lines of communication
- Awareness and Education

12. RESPONSE TEAMS

Should there be an occurrence of disaster in our area the response teams will be established and activated to perform the following functions:

- Assessment of damages
- Supply disaster relief to the victims
- Evacuate the victims to the safe places
- Compile assessment reports
- Compile and keep records for all items received by the Municipality
- Compile and keep records for all items delivered to the victims
- Control storeroom for disaster items
- To liaise with the Disaster Management co-ordinator

13. INTEGRATION OF DISASTER MANAGEMENT PROGRAMS IN THE IDP

In order for Disaster Management section to perform its functions effectively the following program should be integrated in the IDP:

- Hazards and Risks assessment
- Launching of Disaster Management forums
- Trainings for WDMCs, LDMAF and Municipal staff
- Disaster Management Mock Drill
- Community awareness.

MUTALE MUNICIPALITY COMMUNICATION STRATEGY

1. Introduction

Communication strategy of Mutale Municipality takes cognizance of the fact that communicators communicate in a complex environment, competing for attention with voices that have objectives that are different and often opposing, and in a world in which everyday concerns weight heavily on most people

- Mutale Municipality fully comprehend the fact that communication is very much more than just media liaison therefore the municipality will adopt and implement a comprehensive multi-facet communication strategy

Mutale Municipality like all other public sector bodies serve many masters who demand openness and accountability, the municipality also has the right and obligation keep certain information confidential.

Communication service of this Municipality also recognize the important role that internal communication plays in any institution/organization. Living the brand internally is critical to Mutale Municipality specific strategies and deliverables.

As the municipality communication services, and as communicators, our biggest challenge is the need to address perceptions, culture and thinking. We should always be on the guard against communicating, disintegrated, uncoordinated conflicting and fragment message, as it often said in communication circles that a thousand voices speaking without a common message and a single purpose will in the end just make a distinct noise that few will hear.

2. Background

Mutale Local Municipality is one of the four municipalities comprising the four District Municipality. It is situated in the far north eastern corner of the District. It serves a population of 95 712 (Municipal IDP) SPREAD OVER 150 Villages. The total land cover of the Municipality is 2375, 78212 Hectares. The Kruger National Park forms the eastern boundary of Mutale Local Municipality, with the great Limpopo River forming the North-eastern boundary. The Municipality's strategic location affords. It may opportunities for tourism economic development.

Mutale Local Municipality shares borders with Musina Local Municipality to the North, Makhado Local Municipality to the South. The Municipality is accessed through R525 linking the Kruger National Park to other Local Municipalities within Vhembe District. It can also be accessed through R linking Thohoyandou and Mutale.

Mutale Municipality is located North –east of Vhembe district .The municipality has 11 wards, 22 councilors and 7 Mahosi in the council. Its population of 120-000 people predominantly speaks Venda.

Mutale Municipality economy is based on mining, Agriculture and Tourism industries.

“Three spheres of government speaking in one voice sending a consistence message”

The key factor of a social marketing and communications programme is that the customer is regarded as the bottom line for judging its success. This is similar to the behaviorists approach but unlike the educators approach. Marketers communicators may be satisfied that messages were distributed and received and that people have apparently learned some facts .Social marketers argue that learning facts is only important if it leads to a desired behavioral outcome.

This strategy document is premised on the end to take seriously and embrace the notion of (developmental communication) . There are seven core elements to developmental communication.

- Ø Is empowering and responds to the needs of the communities stakeholders .It has as its pivotal message the improvement of the quality of the citizens
- Ø Is interactive and is informed by continuous feedback.
- Ø Is innovative and creative .It makes use of a combination of current technology and the line communication which is appropriate to the context in which communication takes place.
- Ø Enhances participatory democracy .This approach builds participatory mechanisms into the strategy ,i.e. all audiences or municipal stakeholders are encouraged to interact and inform municipal communication channels.
- Ø Is sustainable. Communication channels most are continuous and regular. Communities must come to expect and rely on particular channels of communication. This ensures that they are kept current with municipal activities, and have an opportunity to provide feedback to the municipality.
- Ø Is accessible. This means that channels of communication are available to all stakeholders and not merely the most influential or the most easy to access. Accessibility must apply to language especially Tshivenda
- Ø Is educational. Information provided must contribute to an improved community who are better able to access and benefit from municipal services.

This communication strategy is based on the following:

- The National GCIS Framework.
- Municipal System Act (Act 32 of 2000)
- The Constitution of the republic of South Africa (Act no 108 of 1996)
- Provincial Communication Conference co-organized by SALGA and Limpopo Government (2002)
- District Communication workshop (2003 and 5)
- Premier's opening of the Legislature.
- The state of the Nation address by the President -SONA
- The state of the Province Address-SOPA
- State of the District Address-SODA
- Mutale Municipality IDP
- VISION

To provide communications services in accordance with Mutale Local municipality IDP, to enable effective, efficient, two-way communication between the municipality and its immediate stakeholders with particular emphasis on developmental municipality that ensures sustainable, economic growth and equitable service delivery.

3. Objectives

- To enhance effective communication between Mutale municipality, communities and sector departments.
- To enhance and co-ordinate activities of National, Provincial and provinces at the local sphere of Government.
- To project the positive image of the municipality locally, provincially, nationally and internationally.
- To inform and educate the public about the work of government.
- To forge links with the Media.
- To develop and maintain correct public perceptions on Government delivery.
- To ensure that we communicate our common messages on priorities said by government.

CORE VALUES

- Ø Access
- Ø Transparency
- Ø Responsiveness

- Ø Service
- Ø Knowledge and learning
- Ø Professionalism.

4. Environmental Analysis

- Hostile media, unmediated communication. Creating a friendly environment with the media and a platform of communication between Mutale municipality, communities and sector departments.

4.1 Political

- Mutale municipality is politically characterized by the presence of the Democratic Alliance, Azanian People's Organization, and African National Congress.
- African national Congress is the leading party in Mutale Municipality

4.2 Economical

- Mutale Municipality is mostly rural with high poverty and illiteracy rate.
- The municipality has been identified as having potential in the mining, agriculture and tourism.
- It is the fastest economic growing municipality in the district
-

4.3 Public Mood

- People at grassroots level complain about service delivery
- People perception is that Government is slow in terms of delivery.

4.4. Media Agenda

- Positive coverage is enjoyed at some public broadcasters and local at certain issues, though there is a lot of negative coverage on government and its programmers by the commercial media.
- The community radio station is operating but does not cover all the areas in the Municipality.
- Local media available comprise of Phalaphala F.M, Univer F.M, Mirror
- National television stations hardly respond to invitation unless on negative issues.

4.5 Demographics and Psychographics

- Mutale Municipality is predominately rural with maximum support of Traditional Leaders.
- Poverty, illiteracy and lack of employment's form part of the daily problems.
- Language spoken in Mutale Municipality includes Tshivenda, Tsonga, English & Afrikaans

4.6 Institutional arrangements

- Mutale Municipality Communication Forum should be a component of the Vhembe District Government communicator's Forum.
- Mutale Municipality Communication Forum be chaired by Mutale Municipality Communication Official
- Mutale Municipality should have full functional Communication directorates.
- Mutale Municipality Communication Manager be part of Vhembe District Communicator's Forum and its management Committee.
- Communication structures be aligned in all spheres of Government as follows:
- National Government Communicator's Forum - Provincial Government Communicator's Forum - District Government Communicator's Forum and Mutale Municipality Government Communicator's Forum.

4.7 Legal Provisions

- Chapter 7 of the Constitution of the Republic of South Africa (Act number 108 of 1996.)
- The Management Structures Act 117 of 1998.
- The Municipal System Act. (Act 43 of 2000)
- The Municipal Demarcation Act of 1998.
- The Municipal Finance Management Act (Act 56 of 2003)
- The Preferential Procurement Policy Framework Act.

5. STRUCTURE AND PROCESS

The communication unit exists to provide support to the political and administrative arms of Vhembe district municipality and council.

The head of the unit will report political to the major and administratively account to the municipal manager

- Ø Key function of this unit is to strategically lead communication in the municipality so that the people of vhembe participate actively in their development and governance
- Ø The unit should be organized in a way that it provide this support in a manner that:
 - Support and enhance the vision and strategy of the district municipality
 - Support and enhance the government's development priorities and agenda, national provincial and local
 - Support and enhance the national government communications strategy and agenda

MANAGING CRISES

- Ø While it is unarguable that crisis management should not be the de facto manner of operation, from time to time crisis will arise. To this end, the following approach should be employed.
- Ø Pre—empts crises by ongoing communication with the media, as well as buy strictly adhering to the media strategy. A Media strategy should be designed and implemented for each of the municipality process
- Ø Identify the crisis and assess the nature and scale of the potential and actual damage
- Ø Co-ordinate an ad hoc crisis management committee. The committee should be consisted of people in leader position, technical expert's relevant people from other departments and a support team.
- Ø All communication should be centralized through this committee. The committee should only have one spokesperson
- Ø Senior management must be involved in management of the crisis. Their involvement should be visible. This ensures uniformity and credibility of message

DEALING WITH NEGATIVE PUBLICITY

All interaction with the media must be strategic .This means that the timing, the channel (i.e. Phalaphala f.m, Univern f.m Mirror. Sowetan The particular Journalist involved

- Ø Before responding to negative media the following should be considered
- Ø Is the negative coverage widespread, or confined to a particular area?

- Ø Does the coverage have short- medium –and long –term implication?
- Ø What is the exact nature of the message?

STRUCTURE AND PROCESS

- Ø The communication unit exists to provide support to the political and administrative arm of Mutale Municipality and the council. The head of the unit will report politically to the Mayor and administratively account to the Municipal Manager.
- Ø The key functions of this unit to lead communications in the Municipality so that the people of Mutale actively participate in the development and governance.

- Ø The head of communication is the overall Manager of communication components.
- Ø Is the spokesperson of the municipality?
- Ø Sits in the management and to the executive respectively.
- Ø Oversees the implementation of the communication strategy.
- Ø Promote and manage the integration of communication with all spheres of government.
- Ø Chairs all communications co—coordinating forums within the municipality.
- Ø Compile communication strategy and be responsible for the implementation
- Ø Continuous profiling “good news “stories within the municipality.
- Ø Give assistance on protocol related issues
- Ø Plan and ensures participation in imbizo focus week.
- Ø Compile messages for current affairs and issues for discussion at the council meetings.

7. COMMUNICATION SUPPORT TO THE MAYOR

- Ø The communication manager or the spokesperson of the mayor should support the mayor in all media –related activities and function, these include the following;
- Ø Organize, manage and facilitate media conferences in line with the media strategy
- Ø Communicate the commitment made by the mayor
- Ø Write articles, speeches. And media statement
- Ø Organize interviews and information sessions.

8. COMMUNICATION CYCLE

- Ø Communication cycle of the municipality should be the mirror of the IDP
- Ø It is undisputed fact that the state of the Nation Address (SONA), the state of the Province address (SOPA), and the Minister of Finances Budget speech are features that inform our communication strategies. It is true that the municipal financial term begin in July.
- Ø It would therefore be ideal that the communication cycle of the municipality begin in February after the SONA.,SOPA and the National budget speech and ends in February of the following year

9. NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT CYCLE.

- Lack of reporting on decision made by the council.
- Popularizing of the programmed of Action on the implementation of IDP and the ISRDP programmed.
- Strengthening relations with media stakeholders.
- Intensifying communication on LED/economic opportunities.
- Strengthening confidence of municipal programmers.
- Building partnership with other stakeholders.
- Create a better way for people to complain about lack of service.
- Communicators not sitting in the management and decision making bodies.
- Inclusion of municipality in the interdepartmental forums.
- Making sure that government institution within Mutale Municipality sent common messages without getting into a competition.
- Developing and maintaining positive public perception on government programmers and activities.
- Provide feedback on government programmers at the local level.
- Develop and maintain positive relations with the media.

10. CORE MESSAGES

10.1 Mutale Municipality Core message

Improving quality of service delivery.

10.2 Sub - theme

- ◆ Wider access to services.

- ◆ Information is power

11. KEY PRINCIPLES.

11.1 People centered approach

- ◆ All programmers of government should be people centered.

11.2 Strategic Communication

- ◆ The strategy should place the political principal correctly on the strategy i.e. on top.
- ◆ Mutale Municipality Mayor and council programmers should be co-ordinate in a way that they do not divide the audience.
- ◆ “One Government, one voice and a consistent message.

11.3 Communication management and services

- ◆ The principle of Batho Pele should inform the communication strategy.
- ◆ Mutale Municipality is obliged to take information to the people.

11.4 Development Communication

- ◆ Our communication strategy should take into account the needs of society, the developmental goals of government and the general empowerment of our people.

12. MESSENGERS

- ◆ Principal messenger: Mutale Municipality Mayor.
- ◆ Support messenger: Mutale Municipality Municipal Managers and Councils and Councilors.
- ◆ Communicators.
- ◆ Traditional Leaders.
- ◆ CDW's
- ◆ Community structures
- ◆ Churches

- ◆ NGO's

13. AUDIENCE

- ◆ Media.
- ◆ Communities in Mutale Municipality.
- ◆ Public Servants.
- ◆ Business sector
- ◆ Organs of civil society.
- ◆ Schools.

14. COMMUNICATION CHANNELS

14.1 Outreach programmed

- ◆ Council meets the people.
- ◆ Imbizo).
- ◆ Departmental outreach programmers,
- ◆ MPCC Road shows.
- ◆ Information Days.
- ◆ State of the nation address.
- ◆ CBOs.
- ◆ NGOs.
- ◆ Educational institutions.
- ◆ Business service centers.
- ◆ Religious institutions.
- ◆ Dzikoro (traditional Courts and gatherings)
- ◆ Community radios.
- ◆ MPCCs,
- ◆ Promotional materials.
- ◆ SALGA

14.2 The use of Mass Media

- ◆ A communication plan should be done for every campaign / event to identify relevant media as per the type of audience targeted.
- ◆ Mutale Municipality and the Community media should enter into discussions to find ways of assisting each other in ensuring that Government programmers are communicated event to the poorest of the poor.

14.3 Internal Communication

- ◆ There should be notice boards strategically placed that are frequently updated for internal stakeholders.

14.4 Production of Information Material

- ◆ Mutable Municipality should produce quarterly newsletter external and Monthly for internal stakeholders.
- ◆ Departments operating within Mutable Municipality should produce other information materials as well as promotional as per demand.

15. EXPLANATIONS ON THE COMMUNICATION CYCLE.

March / April

- ◆ IDP/Budget Consultative meeting.
- ◆ Align of IDP campaign with Imbizo focus week as marketing tool.

May

- ◆ Communication strategy and IDP Budget consideration and adoption.
- ◆ Submission of plans with costs.

June / July

- ◆ State of District Address.

July

- ◆ Implementation of the strategy.

Dec / March

- ◆ Review of the strategy.

April

Development of New strategies

16. COMMUNICATION PRINCIPLES

Marketing and communication needs to be seen as an integral tool in the operations of the Mutale local municipality. To this end , communicators should adopt the following marketing and commutation principles ;

- Ø Communication must be seen as an ongoing and continuous activities
- Ø All issues and activities which arise within the municipality must be viewed and considered in terms of their communication implications
- Ø All communication issues must be viewed from an internal and external perspective
- Ø Whenever possible communication must be proactive and not reactive
- Ø Crisis communication should be seen as the exception to the communication principles rather than the modus operandi of communication.

17. COMMUNICATION CAMPAIGNNS SHOULD HAVE;

- Ø A brief which is clear, specific and has a set of measurable objective
- Ø A Well- articulated municipal positioning statement i.e. How do you want your audience to perceive your campaign
- Ø A Carefully considered campaign LOOK AND FEEL
- Ø Detailed audiences profiling
- Ø Appropriate audiences messages
- Ø Alignment of budget to campaign needs , and the overall communication budget

18. OPERATIONAL PLAN**19. OUTREACH PROGRAMMERS.**

- ◆ Council meets the people, Imbizo, IDP consultative meetings, Departmental outreach programmers, MPCC Road shows, Information Days, State of the nation address, State of the Province address, State of the District Address, State Municipality Address, Celebration and National and commemorative Days should be carried out.
- ◆ Focus should be on economic opportunities.
- ◆ Mutale Municipality Mayor, Sector Departments and Municipal Managers should be part of the all these community programmers.
- ◆ More exhibitions should be done at these programmers.
- ◆ Achievements should be communicated through these programmers.
- ◆ These outreach programmers should be evaluated and improved with time.
- ◆ Communicators should participate more in the planning and execution of outreach programmers.

20. THE USE OF MASS MEDIA

- ◆ Informed by the demographics, psychographics and behaviorist characteristics of the Mutale Municipality imperative that the mass media be used to maximally capture all members of our community.
- ◆ Priority should be placed on the most commonly used tools of mass media information.
- ◆ Local, Regional and community media with an emphasis on radio should be taken into account.
- ◆ Communicators should communicate to the public through the advertorials, letters to the editor, talk shows, face to face and opinion articles.

21. EXTERNAL COMMUNICATIONS.

- ◆ External newsletters.
- ◆ Exhibitions.
- ◆ Workshop and conferences.
- ◆ Community meetings.

22. INTERNAL COMMUNICATIONS

- ◆ Mutale Municipality newsletter is produced monthly.
- ◆ Departments should develop brochures, flyers and leaflets and other information material.
- ◆ Mutale Municipality and departments should conduct exhibitions in places such as the shopping centers, Arts, Craft and Sport centers, MPCCs, Parks , Community Halls, Local Business centers, etc.

23. COMMUNICATIONS FORUM.

The communication forum emphasizes the following principles:

- ◆ Consistency

- ◆ Regular reports
- ◆ Regular attendance

24. COMMUNICATION PLAN SCHEDULE

- ◆ Focus on the economic opportunities
- ◆ Plan embrace vertical and horizontal communication component

25. IMPLEMENTATION STRATEGY

Mutale Municipality communication budget covers the following vertical and horizontal calendar of events

MONTH	ACTIVITY	TIME FRAME
July	Mutale Municipality Municipal Budget	July 2007
July	Mutale Municipality IDP Campaign	July 2007
August	Mutale Municipality National Women's Day	9 th August 2007
September	Mutale Municipality Arbor week	1-7 September 2007
September	Mutale Municipality International literacy Day	8 September 2007
September	Mutale Municipality Heritage Day	24 September 2007
September	Mutale Municipality GCF's Workshops	30 September 2007
September	Mutale Municipality MPCC LISSC Roads shows and Workshops at	30 September 2007

October	Mutale Municipality Imbizo focus week	31 October 2007
October	Mutale Municipality Mayor's messages of support to learners writing examinations	1st October 2007
November	Mutale Municipality 16 days of activism	25 November 2007
December	Mutale Municipality World Aids Day	01 December 2007
December	Mutale Municipality International Day for Disabled Persons	03 December 2007
December	Mutale Municipality Mayors Christmas messages	15 December 2007
December	Mutale Municipality Mayors New Year messages	26 December 2007

January	Mutale Municipality Back to School Campaign	15 January 2007
February	Mutale Municipality SONA Mutale Municipality SOPA Mutale Municipality Provincial Treasury Budget Speech	28 February 2007
February	Mutale Municipality STI/Condom Week	9-14 February 2007
March	Mutale Municipality South African Library week	14 – 18 March 2007
March	Mutale Municipality World Consumer rights day	15 March 2007
March	Mutale Municipality Human Rights Day	21 March 2007
March	Mutale Municipality Sports events	31 March 2007
March	Mutale Municipality Awareness Days	31 March 2007
March	Mutale Municipality World Tuberculosis Day	24 March 2007
March	Mutale Municipality National Water week	21-27 March 2007
April	Mutale Municipality Imbizo focus week	9 April 2007
April	Mutale Municipality Freedom Day Celebration	27 April 2006
May	Mutale Municipality Workers Day	1 May 2007
June	Mutale Municipality Youth Day	16 June 2007
June	Mutale Municipality World Environmental Week	June 2007
June	Mutale Municipality International Day against Drug abuse	26 June 2007

SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER 1

INTRODUCTION

1.1 APPOINTMENT

MUTALE LOCAL MUNICIPALITY has appointed a service provider to compile a Spatial Development Framework (SDF) for them. The service provider is HANNES LERM & ASSOCIATES (Town Planners) in a joint venture comprising of GLEN STEYN & ASSOCIATES (Development Economists) and MANAGEMENT & DEVELOPMENT STRATEGIES (Development Planners). Following below are the deliverables as expected by the local for the MSDF. These deliverables form part of the Terms of Reference as contained in the relevant advertisement as received by the service provider. It is expected by the Municipality that the appointed service provider delivers on these outputs, and that they should be accepted as part of the contract.

1.2 PROBLEM STATEMENT

Previously development policies such as segregation, lack of access to opportunities for the urban poor and urban sprawl are still evident across the local despite the progress made by the Government since 1994 in formulating and promulgation of relevant ameliorating spatial planning legislations and policies. To date, fragmentation continues unabated.

Main clues include a displaced urbanization and settlement pattern that is distorted, fragmented, unequal, incoherent and inefficient. Most of the poor are located far way from places of economic, cultural, recreational and educational opportunities. The District is faced with the following challenges in the field of spatial development:

- The integrated Development Plan (IDP) of a local municipality is prepared in terms of the municipal system act, no 32 of 2000. One of the requirements of the said act is that IDP should contain a spatial development framework (SDF).
- The SDF needs to be informed by the vision of the municipal area, the development objectives and outcomes envisaged for the next 5-years as well as the strategies and outputs identified in the IDP. The SDF is therefore the spatial presentation of the restructuring and transformation objectives of local government also ensuring that a more sustainable land use pattern and optimum utilization of space are established. Dysfunctional spatial pattern and land use management systems.
- Uneven social development

- Infrastructure disparities and deterioration
- Skewed and scattered settlement patterns
- Demographic imbalances
- Environmental deterioration

1.3 OBJECTIVES OF THE PROJECT

The main objective of the project is to restructure the current spatial pattern, ensure equity, efficiency, sustainability, integration and economic growth in order to contribute towards eradication of poverty. Such plan shall ensure a well spatially coordinated district and facilitate alignment of municipalities' spatial plans both vertically and horizontally.

1.4 RELATIONSHIP BETWEEN THE SDF AND THE LUMS

The SDF should be flexible and able to change to reflect changing priorities, whereas the land use management scheme should be tighter and only amended where required for a particular development. The SDF should therefore inform the content of the LUMS, rather than to act as a direct source of rights and controls itself. In this regard, the SDF should:

- Ø Only be strategic, indicative and flexible forward planning tool to guide planning and decisions on land development.
- Ø Develop an argument or approach to the development of the area of jurisdiction, which is clear enough to allow decision-makers to deal with the unexpected.
- Ø Develop a spatial logic which guides private sector investment
- Ø Ensure the social, economic and environmental sustainability of the area.
- Ø Establish priorities for public sector investment.
- Ø Identify spatial priorities and places where public-private partnerships are a possibility

The rural context 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 SDF is not to infringe upon land existing rights but to guide future land uses. The maps should be used as schematic representation of the desired spatial form to be achieved by the municipality in the long-term. The boundaries created through this process should therefore be left for interpretation and not be scaled

The SDF needs to be informed by the vision of the municipal area, the development objectives and outcomes envisaged for the next 5 years as well as the strategies and outputs identified in the IDP. The SDF is therefore the spatial presentation of the

restructuring and transformation objectives of local government also ensuring that a more sustainable land use pattern and optimum utilization of space are established.

1.5 CONTENTS OF AN SDF

According to the white paper on spatial planning and land use management, The SDF should comprise the following four components:

- Ø Policy for land use management
- Ø Guidelines for land use management
- Ø Capital expenditure framework for spending
- Ø Strategic environmental assessment

The SDF must take the following into consideration:

- Ø Give effect to the development facilitation act (DFA) principles
- Ø Set out objectives that reflect desired spatial form
- Ø Set out basic guidelines for land use management system
- Ø Set out capital investment framework for development programmes
- Ø Incorporate a strategic environmental assessment of the SDF
- Ø Identify programmes and projects for development of land as identified on the IDP
- Ø Be aligned with the neighbouring SDF's
- Ø Provide a visual representation of the desired spatial form of the municipality, which is namely:
 - Must indicate public and private land development and infrastructure investment
 - Must indicate desired/undesired utilization of space
 - Must identify areas where strategic intervention is required
 - Must indicate where priority spending is required

1.6 FORMAT OF THIS REPORT

The SDF document for Mutale municipality will consist out of the following:

CHAPTER 1: INTRODUCTION

CHAPTER 2: SPATIAL INTERPRETATION OF IDP

CHAPTER3: SPATIAL ANALYSIS

CHAPTER4: SPATIAL GOAL

CHAPTER5: IMPLEMENTATION STRATEGIES AND PROGRAMME

CHAPTER6: CONCLUSION

CHAPTER7: ANNEXURE

CHAPTER 2

SPATIAL INTERPRETATION OF THE IDP OF THE MUNICIPALITY

2.1 MISSION & VISION

“A DEVELOPMENTAL MUNICIPALITY THAT ENSURES SUSTAINABLE ECONOMIC GROWTH AND EQUITABLE SERVICE DELIVERY”

2.2 WHITE PAPER ON SPATIAL PLANNING AND LANDUSE MANAGEMENT

The White Paper on Spatial Planning and Land Use Management (WPSPLUM) contains principles and norms, collectively forming a vision for land use and planning in the country. The overall aim of the principles and norms relating to spatial development is to achieve planning outcomes that:

- § Restructure spatially inefficient settlements,
- § Promote the sustainable use of land resources in the country,

- § Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalised areas,
- § Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and environment,
- § Stimulate economic development opportunities in rural and urban areas, and
- Support an equitable protection of rights to and in land.

These national policies create a concrete mechanism in which integrated development can be achieved by all the sphere of government. They also provide what policy articulation could mean in practice since they promote the compilation of IDP's. The Mutale ISDF should represent a desired pattern of development as stipulated in these national policies.

2.3 MUNICIPAL CHALLENGES IN ORDER OF PRIORITY (BACKLOGS)

Sanitation: 74%

Water: 73%

Electricity: 44%

Refuse Removal: 93% have no access

CHAPTER 3

ANALYSIS OF CURRENT REALITY

Mutale local municipality forms part of the Vhembe district municipality. The other municipalities that constitute the district are Thulamela, Makhado and Musina. It is one of the municipalities that are found on the northern part of the Limpopo province.

3.1 CHALLENGES FACED BY MUNICIPALITY

The challenges faced by the municipality are the following:

- q Formulation of place marketing and industrial recruitment strategy.
- q Integrating settlement areas and introducing higher density developments and mixed land uses.
- q The prevention of illegal occupation of land, the relocation and prohibiting of informal settlements in flood line areas.
- q Addressing the issue of land ownership.
- q Alleviating poverty and creating opportunities within the rural areas.
- q Compete for new investments and strengthening the existing and emerging businesses within the area.
- q Ensuring the sustainable use of resources and the integration of environmental, land use management systems.
- q The impact of HIV/AIDS and to plan timeously for the social and economical problems associated with it.
- q The creation of job opportunities needs to get priority as many qualified people leave the municipal area in search for work elsewhere (migrant labour)
- q To improve the quality of municipal services in some areas, particularly infrastructure i.e. roads, electricity, water and other social services.

KEY ISSUES THAT NEED TO BE ADDRESSED

The following are the key issues that have to be addressed on the spatial plan:

- q The need for spatial reconstruction
The first aspect refers to the addressing the unequal distribution of resources and facilities, containing low-density sprawl, addressing the lack of opportunities in disadvantaged areas and increasing the use of public transport
- q The formulation of the land use management systems will help to the speeding up of land us applications, the adoption of a more flexible and investor-friendly approach, the integration of environmental and transport planning as part of land use planning and the enforcement of land use regulations.

3.2. POPULATION PROFILE

Table 1: POPULATION PROFILE

Ward	Population	% of total population
1	18605	14
2	8649	7
3	9215	7
4	11808	9
5	12611	10
6	5607	4
7	16350	12
8	16759	13
9	10545	8
10	12117	9
11	9515	7
TOTAL	131781	%

Source: Mutale IDP (2006/2007)

3.3 SETTLEMENT PATTERNS

The settlement pattern of an area indicates the spatial distribution of settlements, which represents the concentration of people in specific geographical areas because of certain activities. These activities could be social, economic or natural, and can differ from one to another in terms of type, extent and rate of change. The settlement pattern is closely linked to the economic activities, population concentration and the physical environment, which can include natural and man-made activities i.e. transport corridors.

The natural growth of the population and migration patterns alters the settlement patterns over time and subsequently changes the size and order of settlements. The order or size of a settlement relates to the type of activity and the concentration of people and is supported by the linkages within the region and sub-region. It should be realised that each of these activities can result in a unique spatial pattern where no two-settlement areas are identical.

Mutale Municipality population is spread over former homeland areas, commercial farms, towns and semi-urban centres. The settlement pattern is dispersed in terms of size, function, services and population. The area largely consists of communally occupied land and includes a large number of rural settlements (150) administered by tribal authorities. Towns and rural service centres do exist in the Mutale local municipality. The specific order of settlements can however be derived.

3.3.1 Criteria Used to Determine Hierarchy

The criteria used to identify different settlement hierarchies are derived from the Limpopo Spatial Rationale. The following criteria played a very important role in the identification of settlement clusters as well as in the identification of growth points and population concentration points in the municipal area, viz.:

- § **Population size** (concentration of relatively large numbers of people);
- § **Population density**, being the number of people per hectare per settlement;
- § **Settlements or a group of settlements**, which are located, close to each other. Smaller settlements have been included where they functionally may form part of the settlement cluster and therefore the growth point/s or population concentration within such a settlement cluster;
- § The location of individual settlements or group of settlements w.r.t. **Main arterials** (e.g. provincial or main district roads), which are usually, tarred roads. Not all the settlements are directly adjacent to these main roads or intersections of main district roads. Settlements which are within close proximity to these roads have in some instances also been included;
- § The location of **existing health infrastructure** such as clinics, but more specifically health centres and hospitals. Clinics are situated throughout rural areas, often in small settlements. Growth points and many of the population concentrations have higher order health facilities or have more than one clinic situated within the population concentration;
- § The location of **tertiary education facilities**. These facilities are usually located in higher order nodes such as growth points and sometimes in population concentration points;
- § Although **primary and secondary schools** occur throughout the Mutale, municipality consideration was given to the location of these schools in the identified growth points and population concentrations. Most of these nodes have a significant number of primary and secondary schools located within the cluster area;
- § The location of **government offices**, as well as local municipality and district municipality offices were considered with the identification of priority development nodes. By far the majority of these office functions are situated within growth

points or population concentrations. Provincial and regional office functions are, however, within the identified growth points;

- § **Existing economic activities** such as businesses, mining activities in or in close proximity of these development clusters have also played an important role in the identification of clusters with growth points and population concentrations within these settlement clusters;
- § The **availability of water** (both bulk and internal reticulation) has been considered to some extent in the identification of the proposed hierarchy of settlements. The present levels of internal water supply (in terms of RDP standards) were investigated and were considered with the identification of settlement clusters, but to a lesser extent. Furthermore, the availability of bulk water supply over the short to longer term has also been considered but generally not regarded as a disqualifying factor. In some of the local municipality areas, the water supply levels are so low that if it is used as a key element for evaluation no meaningful nodes can be identified as growth points or significant population concentrations for future development.

The above-mentioned criteria were therefore applied less rigidly in the identification of an appropriate settlement hierarchy for these local municipality areas. It can be stated that depending on the local circumstances these criteria were applied with some flexibility to accommodate the specific prevailing circumstances in an area.

Selected rural settlements (e.g. growth points and population concentrations) are likely to grow in terms of population size and local economic development. The population sizes together with local economic development potential will result in the natural growth of these settlements, which in turn could form the basis for longer-term sustainable growth and development. It is envisaged that growth and development of the selected identified priority development nodes (e.g. growth points and population concentration points) will ultimately result in a gradual decline of other smaller settlements in the rural areas. At present, there is already a tendency for people to migrate from smaller settlements to larger settlements in the district or to neighbouring districts and even to other provinces.

3.3.2 SPATIAL INDICATOR OF DEVELOPMENT

The revision of the Limpopo Spatial Rationale (2002) proposed a hierarchy of settlements based on the new local government structure, as well as on policies and information that was not available during the compilation of the original Limpopo Spatial Rationale document in 1999. The proposed settlement hierarchy for Mutale Local Municipality in terms of the new document can be described as follows:

1. **First order settlements**, which include the provincial growth points, district growth points and the municipal growth points.
2. **Second order settlements** which comprise of the Population concentration points.
3. **Third order Settlements**, which are the local service points.
4. **Fourth order settlements**, which are scattered villages.

3.4 EDUCATIONAL FACILITIES

Mutale municipality consist of different educational facilities where they have 43 primary school; they also consist of 16 secondary school and 2 combined school which are ST Augustine residential & Tshokotshoko primary; the municipality consist of 1 collage which is Manenu traffic collage.

3.5 HEALTH FACILITIES

BASIC HEALTH INFRASTRUCTURE SERVICE:

Municipality	Facility Type	No.	With Telephone	Borehole	24hrs
Mutale	Clinics	14	02	03	14
	CHC	1	01	0	01
	Hospital				

3.6 LAND OWNERSHIP PATTERNS

Mutale municipality consist of proclaimed area and unproclaimed area, the municipality own only 2 areas which is Masisi and Tshilamba/ other part of Tshandama most of the land is owned by the tribal authority, the list below indicate the tribal names which are:

- Manenzhe
- Tshikundamalema
- Thengwe
- Rammbuda
- Khakhu tribal council
- Makuya
- Mutele

3.7 MUNICIPAL INVESTMENTS

The projects within the municipality are done by the municipality, governments department, government departments and other private sector, table below indicate the existing projects stipulated from IDP 2006/2007

No.	Sector	Project Description	Funding	Location	2006/2007 Budget in Rand	2007/2008 Budget in Rand	2008/2009 Budget in Rand	2009/2010 Budget in Rand	2010/2011 Budget in Rand	Total Project cost	Time Frame	Priority
6-7/05	Water	Borehole, Construction of reservoir & pipeline at RDP level	MIG	Tshenzhelani	2 000 000							
6-7/06	Water	Construction of reservoir & pipeline at RDP level	MIG	Tshikuyu, Dovho, Duluthulu, Bende Mutale & Masisi village	7 000 000							
6-7/07	Water	-Construction of reservoir & pipeline at RDP level. -Construction of package and treatment plant.	MIG	Tshivaloni, Mutele A& B, Sanari, and Mukoma villages.	2 000 000 5 000 000							
6-7/08	Water	Construction of reservoir & pipeline at RDP level	MIG	Mukununde, Tshamutavha, Maramanzhi	2 000 000							

6-7/09	Water	Rehabilitation of Makuya RWS	MIG	Makuya	2 000 000							
No.	Sector	Project Description	Funding	Location	2006/2007 Budget in Rand	2007/2008 Budget in Rand	2008/2009 Budget in Rand	2009/2010 Budget in Rand	2010/2011 Budget in Rand	Total Project cost	Time Frame	Priority
6-7/10	Water	Rehabilitation of Gwangwatini RWS	MIG	Gwangwatini	1 500 000							
6-7/11	Water	Reticulation & pipeline at RDP level Phase 2	MIG	Tshiungani, Masea, Matshena	1 500 000							
6-7/12	Water	Reticulation & pipeline at RDP level Phase 2	MIG	Tshixwadza	2 000 000							
6-7/13	Water	Rehabilitation of existing infrastructure	MIG	Khakhu	3 000 000							
6-7/15	Water	Extension of bulk water line phase	MIG	Dzimauli - Tshixwadza	7 000 000							

No.	Sector	Project Description	Funding	Location	2006/2007 Budget in Rand	2007/2008 Budget in Rand	2008/2009 Budget in Rand	2009/2010 Budget in Rand	2010/2011 Budget in Rand	Total Project cost	Time Frame	Priority	
6-7/16	Water	Refurbishment of water treatment plant Phase 2 X	MIG	Mutale RWS	5 000 000								
6-7/17	Sanitation	Construction of VIP- 1050	MIG	Matshavhawex 24 Gogogo x 24 Tshibvumo x 24 Ngalavhani x 23 Gwangwatini x 23 Tshandama RDP House x 187 Phalama x 24 Maheni x 24 Makwilidza x 24 Mukovhawabale x 24 Shakadza x 24 Gumela x 24 Tshitanzhe x 24 Musunda x 24 Masea x 24 Bale x 24	3150 000.00								

				Matatani x 24 Gwakwani x 24 Tshivaloni x 24 Tshikuyu x 24 Khavhambe x 24 Masisi RDP House 385									
6-7/18	Electricity	Electrification of 950 households	Own funding	Mutale Extension	2 000 000.00								

No.	Sector	Project Description	Funding	Location	2006/2007 Budget in Rand	2007/2008 Budget in Rand	2008/2009 Budget in Rand	2009/2010 Budget in Rand	2010/2011 Budget in Rand	Total Project cost	Time Frame	Priority
6-7/19	Electricity	Electrification of 150 households	Eskom	Madadani	750 000							
6-7/20	Electricity	Electrification of 80 households	Eskom	Mapate	400 000							
6-7/21	Electricity	Electrification of 150 households	Eskom	Phalama Extension	750 000							

6-7/22	Electric ity	Electrification of 180 households	Eskom	Tshanzhe	900 000							
6-7/23	Electric ity	Electrification of 200 households	Eskom, VDM	Folovhodwe	1 000 000							
6-7/24	Electric ity	Electrification of 150 households	Kumba Resources	Mukomawab ani	750 000							

No.	Sector	Project Description	Funding	Location	2006/2007 Budget in Rand	2007/2008 Budget in Rand	2008/2009 Budget in Rand	2009/2010 Budget in Rand	2010/2011 Budget in Rand	Total Project cost	Time Frame	Priority	
6-7/25	Land & Housing	Construction of 350 units	DLGH	Bale X 13; Lwathudwa X10; Tshiungani 2 X 13; Maramanzhi X 18; Tshandama X 12; Lukau X 10; Phalama X 9; Khunguni X 2; Mulodi X 15; Matshetshete X 9; Tshitunguni X8; Sigonde X 10; Tshenzhelani X10; Gumela X 10; Ngalavhani/ Gwangwatini X 10, Guyuni 1 & 2 X 10; Pile X 3; Tshapasha X 10, Dzamba X 11; Mapuloni X 1; Gogogo X 11; Tshivhongweni X 11; Zwigodini X 10; Matatani X 8; Gwakwani X 4; Muraluwe –	11 917 150	400 units X	450 X						

				Tshipale X 2; Madadani X 10; Tshithuthuni X 10; Madzivhanani X 10; Tshitambe X 7; Musunda X 3; Tshitanzhe X 3; Ngalavhani X 4; Mphagani X 10; Madzwororo X 5; Tshifume X 5, Maholoni X 16, Khavhambe X 10.									
6-7/26	Roads	Construction of tarred road	RAL	Shadani - Masisi	60 000 000								
6-7/27	Roads	Construction of tarred road	RAL	Shakadza, Big Tree, Dambale, Bale.	Not yet confirmed								
6-7/28	Roads	Construction of tarred road	RAL	Tshandama - Siloam	Not yet confirmed								
6-7/30	Roads	Construction of gravel road	RAL	Shakadza - Tshirunzini									

6-7/31	Roads	Upgrading of gravel road into graft sil.	RAL	Muswodi – Muraluwe	Not yet confirmed							
6-7/32	Roads	Construction of gravel road (phase 2).	MIG	Mutale - Khunguni	Not yet confirmed							
6-7/33	Roads	Construction of bridge & access road	MIG	Dotha	Not yet confirmed							
6-7/34	Waste Management	Construction of permitted land fill site	MIG/ VDM	Gundani	3 329 000							
6-7/35	Water	Construction of dam	Dwaf	Mutale river	Not yet confirmed							

No.	Sector	Project Description	Funding	Location	2006/2007 Budget in Rand	2007/2008 Budget in Rand	2008/2009 Budget in Rand	2009/2010 Budget in Rand	2010/2011 Budget in Rand	Total Project cost	Time Frame	Priority
6-7/36	LED	Construction of Cultural village & Tourism Centre	Kumba Resources	Bennde Mutale	430 000							
6-7/37	LED	Construction of Eco - Tourism Centre	VDM	Duluthulu	955 000							
6-7/38	LED	Capacity building & support to LED stakeholders	EU - LGSF	Mutale Municipal area	841 020							
6-7/39	LED	Business support Service Centre	EU - LGSF	Mutale Municipal area	Not yet confirmed							
6-7/40	LED	Youth Advisory Centre staffing.	Umsobomvu	Tshandama Arts & craft center	300 000							
6-7/41	LED	Fruit Market Stalls	DEDET	Makuya MPCC	Not yet confirmed							

6-7/42	LED	Support to Arts & Crafts Cooperative	ILO	Mutale	380 000						
6-7/43	LED	Livestock Infrastructure/ Grazing Camp	Dept. of Agriculture	Manenzhe	125, 000						
6-7/44	LED	Livestock Infrastructure/ Grazing Camp	Dept. of Agriculture	Tshamutavha	125, 000						
6-7/45	LED	Livestock Infrastructure/ Grazing Camp	Dept. of Agriculture	Tshibvumo	125, 000						
6-7/46	LED	Livestock Infrastructure/ Grazing Camp	Dept. of Agriculture	Vuvha	125, 000						
6-7/47	LED	Livestock Infrastructure/ Grazing Camp	Dept. of Agriculture	Gogogo	125, 000						
6-7/48	LED	Emerging farmers programme	Dept of Agriculture	Mutale	200 000						
6-7/49	LED	Micro enterprise	Dept of Agriculture	Mataulu	174 713						

6-7/50	LED	Revitalization of irrigation schemes	Dept of Agriculture	Folovhodwe	4 483 167							
6-7/51	LED	Revitalization of irrigation schemes	Dept of Agriculture	Klein Tshipise	4 081 167							
6-7/52	LED	Revitalization of irrigation schemes	Dept of Agriculture	Sanari	4 591 167							
6-7/53	LED	Revitalization of irrigation schemes	Dept of Agriculture	Rambuda	5 662 167							
6-7/54	INSTITUTIONAL	Establishment of PMU.	MIG	Mutale	171 000							
6-7/55	Education	Construction of comprehensive school.	Dept. of Education	Thengwe sec. school x 40 classrooms, 1 admin block, 3 laboratories and 2 computer center and a sports facility.	20 000 000							

6-7/56	Sports, Arts & Culture	Palisade fence	Own fund	Tshixwadza	200 000							
6-7/57	Sports, Arts & Culture	Extention of town hall to include indoor sports centre	N L D F	Tshilamba	Not yet confirmed							
6-7/58	Sports, Arts & Culture	Registering cooperatives and skills training	ILO.	All wards	18400							
6-7/59	Health	Upgrading of Mutale Health center into a hospital	Dept. of Health and Social Dev.	Tshilamba	Not yet confirmed							
6-7/60	Traffic	Construction of MV test pit	Own fund	Tshilamba Extension	2 500 000.00							
6-7/61	Disaster management	Purchase of Disaster tents	Own fund	Municipal office	100 000.00							
6-7/62	Traffic	Purchase of fire arms.	Own fund	Municipal office	50 000.00							

6-7/63	Waste management	Purchase of refuse containers	Own fund	Tshilamba/Masi	50 000.00							
6-7/64	Technic al	Constructio n of streets lights	Own funding	Tshilamba	500 000.00							
6-7/65	Sports	Constructio n of museum	Sports, A & Culture and Environm ental affairs	Tshilamba	Not yet confirmed.							
6-7/66	Corpor ate	Purchase of office equipment	Own fund	Tshilamba	500 000.00							
6-7/67	Sports	Constructio n of stadium phase 1	Own funding/D onors	Tshilamba	Not yet confirmed							
6-7/68	Sports	Constructio n of Indigenous game centre	Sports, A& C	Tshilamba	500 000.00							
6-7/69	Technic al	Demarcatio n of residential sites	DLGH	Tshipise x100, Musunda x 100, Bale x100, Lurangwe x 100, Mafukani x 100, Maholoni x	Not yet confirmed							

				100, Mapakoni x 100, Tshapasha x100, Maheni x 100, Tshilavulu x 100.								
6-7/70	Technic al	Constructio n of a tower	Trade & Industry	Tshilamba	Not yet confirmed							
6-7/71	Sports	Upgrade of playground	Own funding	Phalama	300 000							
6-7/72	INSTIT UTIO- NAL	IDP Review/ Budget Process 07/ 08	MSIG		294 000							
6-7/73	INSTIT UTIO- NAL	Ward Committee Capacity Building	MSIG		90 000							
6-7/74	INSTIT UTION AL	Compilation of Valuation Roll	MSIG		350 000							
6-7/75	INSTIT UTIO- NAL	Implemen tation of WSP	Own		500 000							

6-7/76	Social	Municipal Social Crime Prevention Programme	Safety & Security		160 000							
6-7/77	Social	Project five star of the cells	Safety & Security, SAPS	Mutale Police Station								
6-7/78	Institutional	Formation of Transport Forum	Roads & Transport		18 750							
6-7/79	Transport	Animal Drawn Carts	Roads & Transport		70 000							
6-7/80	Transport	Bicycle project	Roads & Transport		1 000 000							
6-7/81	Transport	Taxi Recapilization	Roads and Transport		6 750 000							
6-7/82	Education	Construction of 8 classrooms	Education	Khavhambe Primary School	123 000	123 000						
6-7/83	Education	Construction of 4 classrooms	Education	Ladzani Primary School	61 500	61 500						

6-7/84	Education	Construction of 12 classrooms	Education	Karel Ngigideni Primary School	184 500	184 500						
6-7/85	Education	Construction of 8 classrooms	Education	Masisi Primary School	123 000	123 000						
6-7/86	Education	Construction of 8 classrooms	Education	Tshanzhe Primary School	123 000	123 000						
6-7/87	Education	Construction of 8 classrooms	Education	Tshipise Primary School	123 000	123 000						
6-7/88	Education	Construction of 4 classrooms	Education	Tshikuyu Primary School	61 500	61 500						
6-7/89	Education	Construction of 4 classrooms	Education	Tshivhambe Primary School	61 500	61 500						
6-7/90	Education	Construction of 4 classrooms	Education	Mangwele Primary School	61 500	61 500						
6-7/91	Education	Construction of 8 classrooms	Education	Guyuni Primary School	123 000	123 000						
6-7/92	Education	Construction of 8 classrooms	Education	Tshikundamalema Secondary School	123 000	123 000						

6-7/93	LED/ Tourism	Infrastructure Upgrade	Limpopo Tourism & Parks Board	Makuya Park	4 525 000							
6-7/94	LED/ Tourism	Infrastructure Upgrade	Limpopo Tourism & Parks Board	Nwanedi Park	3 720 000							

3.8 INFRASTRUCTURE & SERVICES

As depicted above, the Municipality is characterised by huge service backlogs. This can mainly be attributed to the following factors:

- Inadequate infrastructure. The municipal area received minimal investment in service related infrastructure from government pre 1994. The little infrastructure in place was also poorly maintained to such an extent that it can not cope with the current demand for services. It is unfortunate that the culture of non maintenance of service delivery infrastructure continued post 1994. A snap shot view of the budgets of Mutale Municipality over the last five years demonstrate that the maintenance of infrastructure is not prioritised.
- Poor planning, implementation and monitoring of service delivery. This problem affects key services such as water, sanitation, electricity and roads. The mismanagement of water services in particular poses serious sustainability challenges in the provision of the service. Meter reading is done on an ad hoc basis and communities, save for Mutale Town residents are not billed for the consumption of water. Other service delivery problems include illegal dumping and disposal of waste and poorly maintained roads and streets.

All these issues have a negative impact on the quality and standard of the service provided and fuel the growing perception of service delivery. More in-depth analysis need to be conducted on the causes and effects of these problems.

3.9 IDENTIFICATION OF EXISTING NODAL POINTS

In terms of Limpopo special rationale Mutale municipality consist of the following Growth points:

- a. **Tshandama** growth point covers the following villages including the villages which surround it:

Lukau,
Malandini
Tshandama,
Tshilamba,
Thengwe,
Phalama,
Mulodi.

The municipal offices are located in this growth point. It covers an area of approximately 390 hectares with a population of ± 8834 with 1443 households and has the following social facilities.

1 health centre,
1 clinic,
1 police station
1 magistrate office
1 community hall
Local business centre.

It is regarded as the economic hub of the municipality

b. **Masisi Municipal Growth Point** has a population of \pm 2376 with 335 households, occupying an area of more or less 193 hectares. There are only a few social services, namely one police station and one clinic. The municipality wants to locate an office in the area for the purpose of accessibility. The area has a few RDP houses located at Masisi. Tshikondeni mine is located within the vicinity of this growth point which covers the following villages:

Madangani,
Masisi,
Mutele B
Sanari, including a few surrounding villages

c. **Tshipise Population Concentration Point** can be declared to be the local service point as it has a few investment opportunities such as mining and agricultural activities.

d. **Villages**

The municipality is composed of approximately 130 villages, which are completely rural, which need a serious development attention, as most of the people are concentrated here and ungravelled road networks and little base infrastructure characterize the villages.

e. **Development Potential**

The growth point has the potential as the municipality is planning to locate a business centre on it. There is a mining- and tourism potential.

f. **Tshipise Growth Point**

The municipality proposed a growth point at Tshipise which will form a belt from Tshipise through Dambale, Zwigodini, Muswodi, Dipeni, Tshisimani, and Folovhodwe up to Tshamuya.

g. **Rambuda Population Concentration Point**

This is the area proposed by the SDF because of the high population, which has concentrated here. Because there are only a few services, the area needs further development. The settlement is clustered in such a way that certain developments are needed. The area has a graveled road and is mountainous.

CHAPTER 4:

DESIRED SPATIAL GOAL

4.1 DEVELOPMENT CORRIDORS

INTRODUCTION

The development of corridors has been identified as one of the potential instruments available to restructure the settlements into robust and efficient areas. Corridors are linear tracts of land between growth points that contain a variety of transportation modes especially public transport, and a variety of intense and dense land uses.

Corridors have an important contribution in:

- § The growth and development of the area
- § Realising the economies of agglomeration
- § Supporting more efficient service delivery in the district
- § Creating access to opportunities along the corridors
- § Supporting public transportation

This chapter identifies and assesses the location of major transportation routes and movement corridors impacting on the Mutale Local Municipality and their significance as a development catalyst.

4.1.1 ASSESSMENT OF DEVELOPMENT CORRIDORS

It is important at this stage to recognise that effective corridor development does not occur over a short period of time. The critical factors to take into account are time frames and the phasing of development. Many corridors that have been identified in other areas fail not because they do not have potential but because they lack necessary ingredients to grow. The availability

of adequate infrastructure in these identified areas and the functionality of nodes within the corridors is crucial. These corridors need to be linked up with other transportation and mobility functions.

These corridors have various clusters, which are primarily classified as population concentration points, including municipal growth points. They also connect various villages with different growth points. They are strategically distributed and links well with the primary and secondary corridors identified above. Some of the identified tertiary corridors need upgrading in order to stimulate economic growth in these clustered villages and municipal growth points.

4.1.2 SETTLEMENT OUTSIDE THE CORRIDORS

In many instances settlements don't just grow in the middle of nowhere. They grow because there are certain activities that sustain them, physical, economic and social. Some of these villages emerge because of their agricultural potential. In order to make these villages more sustainable their primary activities those have a development potential need to be promoted. This will result in creating a balanced growth between corridor development and areas outside corridors.

Integration with other nodes is necessary since these villages will depend on nearby towns for certain services. These villages need to be linked to the existing corridors by efficient public transport system supported by good roads infrastructure.

Social infrastructure should be developed in such a way that it is able to provide the necessary needed social services such as health and education in close proximity. Resources should not only be spent in identified growth points, but it should be spread all over the district in both small and larger villages so as to promote a sustainable and a balance settlements. Green fields' development should be avoided in small villages, rather housing should be provided in their existing place of residence. This will also reduce expenditure relating to infrastructure provision. Growth in these small settlements needs to be monitored to avoid continuous spreading without the necessary infrastructure.

4.1.3 CORRIDORS AND SERVICE DELIVERY

The effective functioning of the corridors will largely depend on the services and infrastructure provision. These services will also require on-going maintenance. Currently there is a substantial backlog in subsidised housing in the Mutale Local Municipality. Though there are a number of approved subsidised housing, the level at which they get implemented is very slow.

The municipal area is largely characterised by gravel roads particularly in scattered villages and population concentration points. Maintenance of these roads to address transportation problems should be noted as priority. Other issues relating to the upgrading of roads includes upgrading of traffic signals and public transport facilities within the road reserve that are virtually non-existence in most parts in the municipal area. Any new development within the corridor needs to take full cognisance of the infrastructure situation in the area. Bulk water supply need to be considered by the municipality along these corridors. Water supply levels are so low that if nothing is done about it no meaningful growth can be achieved in the identified growth points or significant population concentrations areas.

4.1.4 PROPOSED DEVELOPMENT CORRIDORS

After an assessment of the development corridors we identify development corridors within the municipality, we have the Masisi development corridors which can serve the following villages Madangani, Tshikuyu, Nkotswe, Bendmutale, Tshenzhelani, Gumbu, Sigonde etc; Masisi development corridor can also serve the tourist to Kruger national park and Tshikondeni mine.

Other corridor is Tshipise development corridors will serve the following villages Zwigodini, Muraluwe, Tshivhongweni, Matatani, Muswodi, Shakadza, Tshirunzini, Dambale etc; this corridors will also serve the tourist in Sagole and Big tree.

We also identify the Shadani Makuya development corridors; this corridor will serve the following villages' ha-Makuya, Guyuni, Musunda, Hawillie, Dotha, etc. It will serve the tourist to Makuya Park.

4.1.5 CONCLUSION

In order to have a fully functional corridor, it will require massive financial and infrastructural support from the municipality. The corridor development should be done in phases starting from the provision of necessary infrastructure such as roads and water in order to attract investors. For a sound investment by the municipality to support these corridors, prioritisation need to be made supported by feasibility studies to support their decisions. Corridors might prove to be the best action for a start. This will significantly help the municipality to align their budget.

Effective functionality of these corridors will also be enhanced if compact development along them is promoted. Such kind of development reduces the cost involved in the provision of infrastructure. Policy guidelines and principles should promote sustainable settlements along the corridors.

4.2 DEVELOPMENT OF ROAD AND TRANSPORT NETWORK

The following table provides details of the various roads which will be upgraded in Mutale municipality over the next ten years by Roads Agency Limpopo.

Road. No	Road Particulars	Length KM	Development Strategy	Upgrading Plan		
				05/06	06/07	08/09
P227/1	Makonde to Masisi main access from communities to Thohoyandou and Tshikondeni mine	55	GHS,SDR			
D3689	Matavhela to Muswodi to Folovhodwe serves a large number of communities.	27	SDR Tourism		20	35

Source: Road Agency Limpopo – 2005 to 2010

Roads which need priority maintenance and upgrading are: Shadani road, Matavhela-Muswodi road, Folovhodwe, Tshipise, Tshandama- Matavhela via Tshixwadza. These roads cover the whole municipality.

4.3 DEVELOPMENT TRENDS

Mutale local municipality is completely rural wherein there is a serious development needed. There is a little base of infrastructure but the municipality has the development potential.

The municipality has been transformed and established according to the municipal structure act.

- q Tshilamba and Masisi serve as the main areas of attraction with few business opportunities.
- q The municipality only generates revenue in Masisi and Tshilamba townships. There is a need for creation of revenue collection within the municipal area.
- q Illegal occupation of land.
- q Improper planning of settlement hinders service delivery
- q The road layout of the municipal area is affected because of the uneven topography and the mountains.
- q Environmental health awareness needs to be emphasized as most of the areas environmental potential is being polluted.
- q The municipality has a backlog of 66%, as most of the people are dependant to the housing subsidies from the local government.
- q Poor road conditions exacerbate the problem of poor transportation in the municipal area.
- q Uncontrolled advertising creates unsafe traffic situations and spoils the town's environment especially in Tshilamba town.
- q Land is still allocated by the chief and many of the residents have no security of tenure. Investment in the municipality is limited due to insecurity of tenure.
- q There are no proper land use management guidelines or regulations.
- q Mutale has a potential for mining, tourism and agriculture.

The municipality is situated along the African ivory routes, which is the tourism development corridor.

4.4 GROWTH POINTS

The municipality has two municipal growth points, which are Masisi and Tshandama. The municipality has 2 population concentration points, which are Folovhodwe and Mulodi. It is also composed of villages and few farms. The municipality is linked to other areas with road networks. The municipality is composed of approximately 131781 populations. The proposed growth points of the municipality are:

- Tshandama/Tshilamba municipal growth point
- Masisi municipal growth point
- Makuya minor growth point
- Muswodi local service point
- Tshixwadza local service point

4.5 PRIVATE AND PUBLIC LAND DEVELOPMENT

4.5.1 Housing

350 units are going to be constructed in Mutale municipality; the housing project is funded by department of local government and housing. 350 units are going to take place in the following villages are Bale X 13; Lwathudwa X10; Tshitungani 2 X 13; Maramanzhi X 18; Tshandama X 12; Lukau X 10; Phalama X 9; Khunguni X 2; Mulodi X 15; Matshetshete X 9; Tshitunguni X 8; Sigonde X 10; Tshenzhelani X 10; Gumela X 10; Ngalavhani/ Gwangwatini X 10, Guyuni 1 & 2 X 10; Pile X 3; Tshapasha X 10, Dzamba X 11; Mapuloni X 1; Gogogo X 11; Tshivhongweni X 11; Zwigodini X 10; Matatani X 8; Gwakwani X 4; Muraluwe – Tshipale X 2; Madadani X 10; Tshithuthuni X 10; Madzivhanani X 10; Tshitambe X 7; Musunda X 3; Tshitanzhe X 3; Ngalavhani X 4; Mphagani X 10; X 5; Tshifume X 5, Maholoni X 16, Khavhambe X 10.

4.6 SOCIAL FACILITIES

Mutale municipality is composed of ± 16 clinics; 2 health centre and 0 hospitals, we proposed 2 hospitals in Mutale in Tshilamba/Tshandama and Masisi; in terms of school there are several schools surround the municipality; according to Vhembe District required public transport facilities we have taxi ranks in the following villages:

- § Mutale Taxi rank
- § Tshikondeni village
- § Matavhela village
- § Mukondeni village
- § Tshidongololwe village
- § Dzimauli village
- § Folovhodwe village
- § Mafukani village
- § Thengwe village
- § Tshilamba village
- § Tshixwadza taxi rank
- § Mukovhawabale village
- § Gogogo village
- § Hamutele village
- § Mavhode village
- § Muswodi dipeni taxi rank
- § Niani

- § Shakadza village
- § Tshamulungwi village
- § Tshipise

Proposed major taxi rank

- Tshilamba / Tshandama taxi & bus rank
- Masisi taxi & bus rank
- Makuya taxi rank
- Gogogo/Tshixwadza taxi rank
- Muswodi/ Folovhodwe taxi & bus rank

4.6 BUSINESS DEVELOPMENT

Tshilamba and Masisi serve as the main areas of attraction in the municipality with few business opportunities. We proposed Masisi and Tshilamba/Tshandama as the major growth point in Mutale municipality. We also proposed business development in the development corridors; we also proposed business development in local service point around Mutale municipality.

4.7 SPORTS AND RECREATIONAL AREAS

Tshilamba and Masisi are the main growth point in the municipality without any recreational and sports area; currently their building a stadium in Tshilamba / Tshandama area and we proposed to have another stadium in Masisi; Mutale municipality is composed of several formal and informal playground; and we also proposed formalize some playground around the municipality; we also proposed some parks around the municipal growth point

CHAPTER 5

IMPLEMENTATION STRATEGIES AND PROGRAMME

5.1 RELEVANT STRATEGIES & POLICIES

(a) National Heritage Resources Act, 1999.

Principle	PRINCIPLES	LOCAL STRATEGIC GUIDELINE/PRINCIPLE
DFA1: 3(1)(b)	Policy, administrative practices and laws should discourage the illegal occupation of land, with due recognition of informal land development processes.	No settlement/occupation of land will be allowed in the Mutale Municipal Area without following a legal establishment process; Land for settlement should be provided at a rate that meets the demand.
DFA: 3(1)(c) (iii)	Policy, administrative practice and laws should promote efficient and integrated land development in that they promote the availability of residential and employment opportunities in close proximity to or integrated with each other.	New land development in the municipal area should be directed towards the existing district and provincial road system to enhance the efficiency of public and private transportation.
LUM2: 7(b)	Areas where people live and work should be close to each other.	

¹ The Development Facilitation Act, 1995 (Act No. 67 of 1995)

² The Land-Use Management Bill, 2001

Principle	PRINCIPLES	LOCAL STRATEGIC GUIDELINE/PRINCIPLE
DFA: 3(1)(c) (iv) LUM: 8(c)	Policy, administrative practice and laws should optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities. Spatial planning, land-use management and land development processes and decisions should be determined by the availability of appropriate services and infrastructure, including transport infrastructure.	New land development should be located as such to optimise the utilisation of existing infrastructure (e.g. roads, schools, water, clinics, etc.); New land development should take inherent qualities of land parcels into account, e.g. minerals, good quality soils, etc.). Are the availability of existing services and infrastructure, including public transport, taken into account during the planning of the land development project?
DFA: 3(1)(c) (vi) & (vii) LUM: 7(a)	Policy, administrative practice and laws should: discourage the phenomenon of “Urban Sprawl” in areas and contribute to the development of more compact towns and cities, and Contribute to the correction of the historically distorted spatial patterns of settlement. Land development should promote development of compact human settlements, combating low intensity urban sprawl.	New land development should promote the compaction of all residential settlements in the Mutale Municipal Area.

Principle	PRINCIPLES	LOCAL STRATEGIC GUIDELINE/PRINCIPLE
DFA: 3(1)(c) (viii)	Policy, administrative practice and laws should encourage environmentally sustainable land development practices and processes.	Any land development should: minimise interference with the natural environment; avoid settlement in places of hazard or high risk, e.g. flood plains; avoid settlement on unique natural habitats of flora and fauna; avoid air and water pollution; and promote recycling of waste in forms in which they can be reabsorbed into the natural environment.
HA ³ : 2(1)(f)	Housing development should consider and address the impact on the environment.	
LUM: 5(d)	The protection of existing natural, environmental and cultural resources should be the primary aim in spatial planning, land-use management and land development processes and decisions.	<ul style="list-style-type: none"> • An environmental Scoping Report should be compiled for the identification and development of new refuse disposal sites; • Recycling of waste should be promoted throughout the municipal area.
NEMA ⁴ : 2(3)	Development must be socially, environmentally and economically sustainable.	
NEMA: 2(4)(iv)	Avoid or minimise generation of waste, re-use or recycle waste where possible and dispose waste in a responsible manner.	
DFA: 3(1)(h)	Policy, administrative practice and laws should promote sustainable land development at the required scale.	<ul style="list-style-type: none"> • Are all physical conditions which might affect the development taken into account, e.g. flood lines, geological conditions, hazardous mining areas, etc?

³ Housing Act, 1997 (Act No. 107 of 1997)

⁴ National Environmental Management Act, 1998

Principle	PRINCIPLES	LOCAL STRATEGIC GUIDELINE/PRINCIPLE
3(1)(j)	<p>Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservation, industrial, community facility, mining, agricultural or public use, should be regarded as being less important or desirable than any other use of land.</p>	<ul style="list-style-type: none"> • No specific land-use will be promoted/prioritised as a matter of principle at the expense of other land-uses.
DFA: 3(1)(k)	<p>Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilised for other purpose, their interest in such land or homes should be reasonably accommodated in some other manner.</p>	<ul style="list-style-type: none"> • Security of tenure should be promoted by new land development; • Upgrading of land tenure schemes, or any other land development project, should minimise the dislocation of existing occupants; • If dislocation of occupants is inevitable, alternative and secure arrangements should be made to accommodate such “beneficiary” occupants.

Principle	PRINCIPLES	LOCAL STRATEGIC GUIDELINE/PRINCIPLE
WPLP ⁵ HA: 2(1)(c)(i)	Tenure reform must allow people to choose the tenure system which is appropriate to their circumstances. Housing development should provide as wide a choice of housing and tenure options as is reasonably possible.	<ul style="list-style-type: none"> The provision of the Communal Land tenure Act should be explored to promote various land tenure options
WPLP	Land is a basic human need and government must address landlessness to remedy the unacceptable unequal distribution of land in South Africa.	<ul style="list-style-type: none"> Does the land project assist landless people to obtain access to and security in land? Land claims should be processed expediently
HA: 2(1)(e) (vii)	Higher densities in respect of housing development should be promoted to ensure the economic utilisation of land and services.	<ul style="list-style-type: none"> Higher residential densities should be pursued in new housing developments - the needs of communities should however be taken into account.
HA: 2(1)(e) (ix)	The provision of community and recreational facilities in residential areas should be promoted.	<ul style="list-style-type: none"> Community and recreational facilities should be provided in residential areas according to prescribed standards.
LUM: 5(e)	Land used for agricultural purposes should only be reallocated to other uses where real need exists and prime agricultural land should remain in production.	<ul style="list-style-type: none"> See LUM principle
NEMA: 2(4)(a)	During any land development the following factors should be	<ul style="list-style-type: none"> An environmental Scoping Report should be compiled during the planning of new projects that

⁵ White Paper On South African Land Policy, April 1997

Principle	PRINCIPLES	LOCAL STRATEGIC GUIDELINE/PRINCIPLE
	<p>considered:</p> <ul style="list-style-type: none"> • Avoid or minimise the disturbance of landscapes and sites that constitute the community's cultural heritage. 	<p>indicates the impact on the environment and cultural heritage sites;</p> <ul style="list-style-type: none"> • Are the conditions and the principles of the National Heritage Resources Act, 1999 taken into account?
NHRA ⁶	<p>The Heritage Impact Assessment (HIA): If an EIA is not called for in terms of the Environmental Conservation Act, 1989, the Mineral Act, 1991 and the Development Facilitation Act, 1995 then an HIA must be conducted in the following circumstances:</p> <ul style="list-style-type: none"> • Any linear development exceeding 300 meters (a pipeline, power line, etc); • Any construction of a bridge or structure longer than 50 metres; • Any development exceeding 5000 square metres; • Any rezoning, change of land-use or township establishment in terms of local by-laws or the DFA; • When SAHRA requires that an EIA or HIA should be 	<ul style="list-style-type: none"> • See NHRA requirements.

⁶ National Heritage Resources Act, 1999 (Act No. 25 of 1999)

Principle	PRINCIPLES	LOCAL STRATEGIC GUIDELINE/PRINCIPLE
	conducted.	
NHRA	If an EIA or HIA is not required or called for in the urban environment (structures) then you need a permit for any alteration or demolition of any structure older than 60 years (section 34 of the NHRA).	<ul style="list-style-type: none"> • See NHRA requirements.

The policies and legislation regime assessed above has serious impact on the content of the SDF. In the main the assessment define the parameters of what the SDF should contain and also lay the foundation for the principles for Land-Use management system (LUMS). These will be crystallized into development guidelines and LUMS principles in chapter 5 of this document.

5.2 RELEVANT SECTOR PLANS

Mutale SDF will be composed of the relevant sector plan and stakeholders which are:

- § Municipality
- § Business holders
- § Provincial government
- § District Municipality
- § Traditional leaders
- § Community
- § Councillor

5.3 REVISION OF EXISTING POLICIES

A range of policies and planning documents has been compiled for the municipal area. The SDF will guide future Landuse changes within the municipal area. The SDF therefore replace the land development objectives (LDOs).

Objectives compiled in terms of the Development Facilitation Act, 67 of 1995. Other policy and documents not specifically mentioned here need to be guided by the objectives and principles contained in SDF. These documents will therefore be open for interpretation. However, some will remain applicable till more detailed plans have been drawn for those areas affected.

5.4 PROPOSED TOOLS TO FACILITATE URBANISATION

The proposed tools to facilitate urbanisation is to have Land use management scheme which can regulate the land uses within the municipality; the Land use scheme will also prevent the illegal Land use within the municipality therefore the municipality will attract people; the other tools which can facilitate urbanisation or migration is the proposed growth point within the municipality; the growth points will attract people in terms of economic, social, institutional activities etc.

5.5 LINK BUDGET WITH THE SDF

The municipality link the SDF with the IDP contract in order to implement.

5.6 MONITORING AND EVALUATION TOOLS

The SDF must be monitored and evaluated within the municipality?

5.7 PROPOSAL ON HOW SDF SHOULD BE MARKETED

The SDF must be marketed in the following institution:

- Ward committee

- Media
- Notice/ Posters advertisement
- Community participation

5.8 TIME FRAMES

CHAPTER 6

CONCLUSION

The Mutale local municipality spatial development framework has to form part of the IDP of the municipality and it is subjected to revision simultaneously with the IDP. The plan also needs to be aligned with the other plans prepared in the municipality.

DRAFT PERFORMANCE MANAGEMENT POLICY

1. Introduction

It is important for a Municipality to continuously measure itself against the implementation of the approved Integrated Development Plan (IDP). This can only be effectively done if there are clear performance indicators set at the outset. Indicators help to translate complex social economic development issues into quantifiable and measurable constructs. The indicators are therefore crucial in a proper assessment of the impact of Government in improving the quality of life of all.

The White Paper on Local Government (1998) proposed the introduction of Performance Management Systems to Local Government, as a tool to ensure developmental Local Government. It concludes, “Integrated Development Planning, budgeting and Performance Management are powerful tools which can assist Municipalities to develop an integrated perspective on development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands. It will enable them to direct resource allocations and institutional systems to a new set of development objectives”.

2. Preamble

The development of a Performance Management System fulfills National Government’s mandate that requires Municipalities to put in place Performance Management Systems. The Performance Management System is a system that provides processes for accountability as well as outputs and outcomes driven Service Delivery.

The legislative framework that includes prescripts and regulatory guidelines from the following further determines the mandate:

- **South African Constitution (1996) Chapter 7: Local Government;**
- **White Paper on Local Government, 1998;**
- **Local Government Municipal Structures Act;**
- White Paper on Transformation of the Public Service;
- White Paper on Transforming Service Delivery (Batho Pele), (1998); and
- **Municipal Systems Act.**

The legislative framework provides guidelines and certain prescriptions that are important and entails different components of the Performance Management System. The processes should assist and enable Mutale Local Municipality to develop an integrated perspective on development in its areas. The process needs to be managed and monitored effectively since it is happening within complex and diverse demands of the communities. The process must also facilitate efficient utilisation of allocated resources and institutional resources optimally.

3. purpose of a performance management system

THE PURPOSE OF DEVELOPING AN INTEGRATED PERFORMANCE MANAGEMENT SYSTEM IS TO ENSURE THAT THE STRATEGIC PRIORITIES OF THE MUNICIPALITY ARE TRANSLATED INTO FUNCTIONAL OPERATIONAL OBJECTIVES SO THAT PERFORMANCE IS MONITORED AND MANAGED. THIS INCLUDES ENSURING:

- o Active participation of wider communities in setting service delivery priorities;
- o Constant feedback to the Municipality from service users to ensure quality delivery;
- o Mobilisation of local partners to assist in building a culture of service delivery;
- o Budgeting i.e. management and allocation of the financial resources within increased developmental responsibilities for the Municipality;
- o Consistency in managing, monitoring and measuring performance;
- o Provision of a holistic approach that ensures clear alignment of individual and business unit performance in attaining the overall Municipal outcomes;
- o Enhance public trust in the Municipality;
- o Creating pressure for change;
- o Creating a culture of best practice and encouraging shared learning;
- o Empower the local community to hold the Municipality accountable for its performance;
- o Contributing to the overall development of systems; and
- o Helping to develop meaningful interventions & mechanisms.

4. definition of a performance management system

The Performance Management System is a means of optimizing results from the Municipality, Departments, teams/groups and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. It is a process for establishing shared understanding about what is to be achieved, and an approach to managing and developing people and the Municipality and its resources in the short and the long term.

5. objectives of the performance management system

The objectives of a well-designed Performance Management System are to:

- Increase the responsiveness of the municipality in satisfying the demand for better service and quality;
- Provide better information for decision-making;
- Promote integration of activities across organizational divisions;
- Enhance priority setting and resource allocation and effective & efficient use of resources;
- Identify shortcomings in the capacity of the Municipality;
- Enable the Municipality to continuously improve the way in which it exercises its function in an effective & efficient manner;
- Ensure that plans are actually implemented to produce desired results;
- Ensure more appropriate service delivery methods are used; and
- The strategic orientation of the Municipality;

6. the identification of stakeholders

The Performance Management System takes into consideration all the different stakeholders who are involved in the performance planning, monitoring and management of Mutale Local Municipality for service delivery. Further to that it takes into consideration the different levels of operation where performance is planned for, executed, managed and monitored. These levels include the communities, the organisational level, the Departmental Managers and the individual employees.

6.1 The Community Level

Community needs are communicated to the Municipality by the elected Community Representatives. Thus these representatives play a big role in the planning and monitoring towards fulfillment of their needs by the Municipality.

6.2 The Municipality Level

The Performance Scorecard sets out and measures the overall objectives of the Municipality. It looks at the highest possible strategic priorities, goals, objectives and long-term indicators of the Municipality. It is more service delivery oriented and revolves around the Integrated Development Plan. It comprises of objectives for the Key Performance Areas as well as the Key Performance Indicators. It further looks at outcomes versus outputs for the long terms.

6.3 The Departmental Level

The Departmental level focuses on outputs and outcomes versus the traditional way of performance where people concentrated mainly on managing inputs and activities. It looks at the collective of operational indicators and outputs that will eventually lead to

achievement of overall outcomes of the Municipality. It is also adaptable and can be used for planning work at the different organizational, team and individual levels.

6.4 The Individual Level

Individual employees' performance contributes to the overall performance of the Municipality. Once the departmental objectives have been clearly defined individuals are given responsibilities and accountabilities to deliver on the objectives. It is very important that individual's tasks and functions are aligned to the overall objectives of the Municipality. This entails that whatever work is performed by individuals, contributes to the attainment of the Municipalities' strategies and objectives.

7. THE PROCESS FOR DEVELOPING THE PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System will be developed in terms of the following process which include different phases of planning, monitoring, measuring, review and evaluation and lastly managing and dealing with good and poor performance. The following aspects form the different components of the Performance Management System process:

- Alignment with Integrated development planning process;
- Setting objectives;
- Set key performance indicators;
- Set targets for each KPI;
- Develop monitoring framework;
- Develop measuring framework;
- Progress and reporting;
- Review and evaluate performance;
- Determine under performance and undesirable outcomes;
- Determine reasons for poor performance;
- Formulate strategies for addressing or preventing under performance;
- Delegation of responsibilities;
- Setting up Internal Institutional arrangements;
- Managing the change process;
- Creating structures for stakeholder participation;
- Publication of the system;
- Adoption of the system; and
- 360° Feedback.

8. SETTING UP INTERNAL INSTITUTIONAL ARRANGEMENTS

In terms of paragraph 3.2 of the *Performance Management Guidelines*, a Municipality may establish a project team led by a senior manager delegated by the Municipal Manager. This person should preferably be the same person that was involved in or responsible for the integrated development process. The team will report to the Municipal Manager who will eventually make proposals to the Council. The Performance Management System project team should drive the implementation and monitoring of the Performance Management System within the organization.

9. MANAGING THE CHANGE PROCESS

The change process should be actively managed with regular feedback reports to the Municipal Manager, Council and other stakeholders. A Project Team should be established consisting of senior officials to manage the change process.

10. CREATING STRUCTURES FOR STAKEHOLDERS PARTICIPATION

The following processes and structures should be approved and implemented to ensure smooth and efficient implementation of the Performance Management System:

- That the Council delegates the responsibility to develop, implement and maintain a Performance Management System, within the policy framework, to the Municipal Manager;
- That each Departmental Manager be made responsible for the implementation and management of Performance Management within his/her portfolio;
- Establishing any other internal infrastructure that deems to be necessary;
- That a Performance Management Project Team be established, consisting of representatives from each department and Human Resources; and
- That the Performance Management Project Team be made responsible for preparing the organization, facilitating the development of the Performance Management System and supporting the organization in the implementation of the Performance Management System.

11. PUBLICATION OF THE SYSTEM

Paragraph 4.6 of the *Performance Management Guidelines* requires a Municipality to publish the Performance Management System in the local media for public comment. This strategy would ensure public participation and buying into the process.

12. ADOPTION OF THE SYSTEM

Before the Performance Management System may be fully implemented by the Council, a formal resolution should be taken by the Council, adapting and spelling out how to manage the Performance Management System.

13. 360° FEEDBACK

The Municipal Manager should implement a monitoring framework that should at least include the following:

- Provides for reporting to the Council at least twice a year.
- Enables the Municipality to detect early indication of under performance
- Provides for corrective measures where under performance has been identified
- Compares current performance versus base line indicators

14. ALIGNMENT WITH INTEGRATED DEVELOPMENT PLANNING (IDP) PROCESS

The IDP is an informing document for Mutale Local Municipality's Performance Management System. It provides the whole Performance Management process with key information in terms of the Municipality's functions, priorities, objectives, Key Performance Indicators, Targets and the responsible functions. The IDP in determining the Municipality's priorities involves the community participation and involvement. The objectives, Key Performance Indicators, targets are defined and set from these objectives. Some of the Key Performance Indicators are standard having been determined from National Government and are prescribed to ensure that the Municipality at least carries its basic functions.

15. SETTING OBJECTIVES

When setting objectives, it is important that such objectives are clearly spelt out in terms of their intentions, location, time frames, desired results, resources, outcome and their impact. The process of setting objectives should be guided by the SMART criteria. This entails that objectives should be specific, measurable, achievable, relevant and time bound.

16. KEY PERFORMANCE INDICATORS AND TARGETS FOR THE MUTALE LOCAL MUNICIPALITY

Key Performance Indicators are measurements that inform stakeholders whether progress is being made in achieving set goals. Indicators are important as they:

- Provide common framework for gathering data for measurements and reporting;
- Translate complex concepts into simple operational measurable variables;
- Enable the review of goals and objectives;
- Assist in policy review processes;
- Help the Municipality to focus on strategic areas; and
- Help to provide feedback to the Municipality and staff.

17. TYPES OF OBJECTIVES

Objectives will be set not only for capital project works but also for the operational plan. This refers to targets being set in terms of National Objectives, Generic Objectives and Specific Departmental Objectives.

National Objectives are set by National Government. Generic Objectives refer to day to day managing of the Department and Specific Objectives refer to specific individual Departmental goals.

17.1 National objectives

The current and future Performance Management System will reflect and indicate on National Objectives as set by the National Government, as prescribed in terms of Section 43 of the Municipal Systems Act (Act No 32 of 2000):

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of the local Municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's Integrated Development Plan (IDP);
- The number of jobs created through the Municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of Management in compliance with the Metropolitan Municipality's approved Employment Equity Plan;
- The percentage of the Metropolitan Municipality's budget actually spent on implementing its Workplace Skills Plan; and
- Financial viability as expressed by the following ratios:

$$(1) \quad A + \frac{B-C}{D}$$

Where –

“A” represents debt coverage

“B” represents total operating revenue received

“C” represents operating grants

“D” represents debt service payments (i.e. interest + redemption) due within the financial year.

$$(2) \quad A = \frac{B}{C}$$

Where –

“A” represents outstanding service debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services

$$(3) \quad A = \frac{B + C}{D}$$

Where –

“A” represents cost coverage

“B” represents all available cash at a particular time

“C” represents investments

“D” represents monthly fixed operating expenditure

17.2 Generic objectives

The current and future Performance Management System will include generic functions such as General Management and budgets, which is dealt with on a daily basis.

17.3 Specific objectives

Specific objectives refer to the business plan for each individual Department. This refers to specific targets and goals that have been set for individual functional areas.

18. MANAGING GOOD PERFORMANCE AND POOR PERFORMANCE

18.1 MANAGING UNSATISFACTORY PERFORMANCE

In the case of unsatisfactory performance the Municipality will:

- Provide the Manager with the necessary tools, equipment and skills to improve his/her performance; and
- If the performance is so unsatisfactory and the desired improvement cannot be effected, steps may be taken in terms of the Performance Agreements of Departmental Managers or in terms of the Disciplinary Code or in terms of the Contract of Employment.

18.2 INCENTIVE FOR GOOD PERFORMANCE

Council in collaboration with the Municipal Manager will draw up guidelines to reward good or excellent performance for the Municipal Manager and Section 57 Departmental Managers, which will be spelt out in the Performance Agreements of individuals concerned.

18.3 TRAINING AND EDUCATION

Training should support work performance and career development. It should become increasingly driven by needs and link strategically with Human Resource Management practices and programmes aimed at enhancing employment equity and skills development.

**Mutale Local Municipality
[LP342]
Water Services Provider
Business Plan
FY2006/07**

Prepared for: Water Services Authority

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SECTION A: GENERAL

DEFINITIONS

19.1 In this Business Plan, unless the context clearly indicates a contrary intention, clause headings are for convenience and not to be used in its interpretation, a natural person includes an artificial person and *vice versa*, the singular includes the plural and *vice versa*, and the following expressions bear the meanings assigned to them below and cognate expressions bear corresponding meanings:

19.2 “*Act*” means the Water Services Act, Act No. 108 of 1997;

“*agreement*” refers to the Inter Service Delivery Agreement between VDM and Musina Local Municipality.

**19.2.1 “*District Intergovernmental Forum*” or “*DIGF*” means the forum contemplated in The Intergovernmental Relations Framework Act [IGRF] [Act No. 13 of 2005] ;
“*DWAF*” means the Department of Water Affairs and Forestry;**

“*effective date*” means 31 March 2007;

“*Local Municipality*” means the Local Municipality of Mutale (MLM) ;

“*MFMA*” means the Local Government: Municipal Finance Management Act, Act 56 of 2003;

“*parties*” means the parties to the Interim Service Delivery Agreement;

“*property*” means the land in the immediate vicinity of the water services works, on which the works are situated, which surveyed land will not be larger than is necessary for the effective operation of the works;

19.2.2 “*Systems Act*” means the Local Government: Municipal Systems Act, Act 32 of 2000;

“*VDM*” means the Vhembe District Municipality in its capacity as the authorised municipality to act as water services authority;

“*water services*” and “*water services works*” has the same meaning assigned to it in terms of the Water Services Act, 1997 (Act No 108 of 1997), as amended, and includes for purposes of this Business Plan water for industrial purposes and the disposal of industrial effluent but exclude water provision for agricultural usages.

BACKGROUND

The Vhembe District is located at the North-western tip of South Africa in the Limpopo Province. It is bordered by Zimbabwe to the north and Botswana to the northeast. The Limpopo river valley forms the border between the District and its International neighbours.

Through the Kruger National Park the Vhembe District also Boarders Mozambique on its Eastern border. Within South Africa the Kruger National Park to the east, the Mopani District to the Southeast, and the Capricorn District to the Southwest border the Vhembe District. The District has four local municipalities namely, Thulamela, Musina, Makhado, and Mutale. The Municipal offices of the District are situated in the Town of Thohoyandou in the Thulamela Municipality.

The Limpopo Province had the fourth largest provincial population in South Africa, with 2% of the Nation’s population. The total population of the Vhembe District Municipality is approximately 1.2 million people. The population of the Vhembe District is predicted to increase by approximately 91,100 people by 2008. Between 2000 and 2008 the population growth rate is predicted to decline by 0.4% to just slightly more than 1% growth rate.

Within the District, 90% of the population is located in two of its Local Municipalities, namely Thulamela and Makhado. The Vhembe District Municipality represents 22% of the population of the Limpopo Province.

The majority of the available workforce in the District is predominantly female (55%), and more so towards the upper age groups of the economically active population. The LED strategy thus has a strong focus on involvement of women in all economic activity being pursued. The Population of Vhembe is also predominantly young as 39% of the population is under the age of 15. More than half (57%) of the population of Vhembe District Municipality is between the age of 15 and 64. To keep the youth from migrating is vital to the economic development of the Vhembe District.

The population is concentrated in the South-east of the Vhembe District Municipality, with the north and western parts of the district being very sparsely populated. The Vhembe District Municipality is a predominantly rural, with 95% of its population living in Tribal settlements and or farms, and only 5% living in urban areas. The urban population in Vhembe is less than half of that of the Limpopo Provincial average of 11% living in urban areas. The settlement hierarchy of the District is also very much biased towards smaller settlements, as only 13 of the 2446 recorded settlements are classified as Growth Points.

There is thus a need for improved transport to increase accessibility of the existing services and employment prospects to residents of the smaller settlements. The unemployment rate in each of the Local Municipalities has a similar pattern as that of the Vhembe District as a whole. On average, across all age groups, 53% of the labour force in the Vhembe District is unemployed. In both the Limpopo Province and the Vhembe District the services sector comprises, nearly half of all employment, 41% and 44% respectively.

The sectors, which contributed the most to the Musina Municipalities GDP, are mining (38%), followed by transport, finance and services sector. The mining sector contributes the overwhelming majority of GDP to the Mutale Local Municipality.

The Thulamela Local Municipality's key GDP contributing sector is services (due to the large concentration of government activities), followed by finance sectors. The Makhado Local Municipality's key contributing sector is finance followed by services, which together constitute approximately half of the GDP of the municipality.

On the basis of its population the Vhembe District is under performing in its contribution the Limpopo Province's GDP. While Vhembe represents 22% of the Limpopo Province's population, the District contributes only 12% of the Province's Gross Domestic Product. The District's Gross Domestic Product is contributed mostly from the Makhado (41%) and Thulamela (39%), with Musina (11%) and Mutale (8%) splitting the remainder.

Formal employment is highly concentrated in the government and personal services sector and the economy is therefore highly vulnerable to external shocks that will impact the purchasing power of government employees. The trade sector has high potential for growth but needs to have stronger linkages to the local economy. The district represents an important production area for certain horticulture products such as macadamia nuts, as well as for forestry. There is a large potential for agro-processing in the local economy.

Tourism development also shows large potential in the Vhembe District. There is also the potential for both the development of SMME mining operations as well as the attraction of Large-scale mining operations within the Vhembe District Municipality. In light of the key sectors identified in the District, namely Agriculture, Mining, Tourism, and Manufacturing as well as the existing opportunities identified in the LED strategy, five strategic thrusts were identified for economic development.

These thrusts had been identified during the process of consultations with various role-players including government departments, the community, businesses and workshops. Each of the thrusts are further comprised of strategic focus areas and programmes.

1. INTRODUCTION

The Vhembe District Municipality as the Water Service Authority entered into an Interim Service Delivery Agreement (ISDA) with the Local Municipality's to be their Water Service Provider's for the provision of the retail water services. "Retail water services" is to be defined as that section of the reticulation system providing water to the end users of the service through a metering or prepaid device". Water obtained from boreholes provided to end users is regarded as retail provision of the water services.

From the above mentioned factual situation it means that the ISDA arranges the function to be performed. The Business Plan (BP) on the other hand deals with the procedures related to "how" the function is to be performed. Therefore all aspects mentioned in the BP should be in accordance with and must be in support of the ISDA. The comments and contributions to this BP were done in terms of the above viewpoint.

2. MUTALE LOCAL MUNICPALITY (MLM)

The Mutale Local Municipality (MLM) was established in terms of the Municipal Structures Act, 117 of 1998, which provides for the establishment of municipalities, their categories, competencies powers and functions.

3. VISION

The MLM is intent on becoming the Water Service Provider on behalf of the Vhembe District Municipality.

4. LINKS TO INTEGRATED DEVELOPMENT PLAN, WATER SERVICES DEVELOPMENT PLAN AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

In 2001 MLM produced its first IDP as required by the Municipal Systems Act. The 2001 IDP document was aimed at guiding the municipality as a tool for speeding-up service delivery. The document serves as a 5-year strategic plan for council in addressing the service backlogs. The municipality is reviewing its five-year plan for the last time during its term of office as council.

The Municipal Systems Act 2000 section 26(c) (Act No. 32 of 2000) stipulates that an Integrated Development Plan must reflect, “the council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs”.

The MLM is engaged in a process of assessing its performance and undertaking an annual review of the IDP as to:

- § Effect immediate, appropriate changes in service delivery and management of resources.
- § Identify and strive to overcome major or systematic blockages, and
- § Guide future planning on developmental objectives and resource usage.

In accordance with the legislative requirements, the current Council is presently undertaking its last IDP review. After the next municipal election which is due early in 2006, the next Council will be required to develop a five year Integrated Development Plan which will guide it for its term of office of five years. This Integrated Development Plan must be reviewed annually. The new council is under no obligation to continue with the already existing IDP as developed by the current Council.

The Local Government Municipal Finance Management Act, Act 56 of 2003, Chapter, 4, sections 17 and 21, determines that when an annual budget is tabled in terms of section 16(2), it must be accompanied by measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality’s Integrated Development Plan.

Section 21(1) further provides that the Mayor of a municipality must:

- a) Coordinate the processes for preparing the annual budget and for reviewing the municipality's Integrated Development Plan and budget-related policies to ensure that the tabled budgetary provisions of the Integrated Development Plan and budget-related policies are mutually consistent and credible.
- b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for:
 - i) The preparation, tabling and approval of the annual budget,
 - ii) The annual review of:
 - § The Integrated Development Plan in terms of Section 34 of the Municipal Systems Act, Act 32 of 2000, and
 - § Budget-related policies,
 - iii) The tabling and adoption of any amendments to the Integrated Development Plan and budget-related policies.
- c) Section 21 (2), determined that when preparing the annual budget the Mayor must:
 - i) Take into account the municipality's IDP, and
 - ii) Take all reasonable steps to ensure that the municipality revises the IDP in terms of Section 34 of the Municipal systems Act, Act 32 of 2000, taking into account realistic revenue and expenditure provisions for future years. (MTEF).

In addition to the requirement that every municipality should compile an IDP, the Municipal Systems Act, Act 32 of 2000, (hereafter referred to as the MSA) further requires that the IDP is implemented, and its performance monitored and evaluated. Thus, Municipal Council must:

- a) Review its IDP annually, in accordance with an assessment of its performance measurement in terms of Section 41, and
- b) May amend its IDP to the extent that changing circumstances so demand, in accordance with a prescribed process.

Since the adoption of the IDP in 2002 the MLM has complied with the abovementioned legislative requirements in respect of review and adoption of the IDP.

SECTION B: CURRENT STATUS

5. CURRENT STATUS OF WATER SERVICES PROVIDER CAPACITY

5.1 Financial status of water services

The MLM has not as yet implemented cost recovery for water services. To date the MLM has however incurred personnel cost of R837,398.35 for the 2004/04 financial annum and R1 430,729.02 for the 2005/06 financial annum. The above-mentioned costs incurred by the MLM must be recovered from the VDM.

5.2 Technical/Operations & Maintenance

The core functions of operation and maintenance on water services infrastructure is performed by the water division of the municipality.

5.3 Operations & Maintenance

See section 5.2

5.4 Human Resources

There is currently no establishment for a water services section within the MLM.

5.5 Customer Care

Customer services are provided by the MLM through Ward Councillor, as well as the Ward Committee members. In most instances customers report issues to the Satellite Office who in turn will pass the problem on to the Area Office. Once the problem or query is dealt with the Area Office will report back to the Satellite Office in order to give feedback to the customer.

The MLM is however intent on establishing a one-stop-shop for water services queries by the end of June 2007.

5.6 Legal

The TLM has a proposed water tariff and tariff structure in place for regulating water services provision, but will comply with the by-laws and policies promulgated by the VDM.

5.7 Identified Gaps

The following are gaps that have been identified by the MLM;

- § Water supply to many of the villages are inconsistent and fluctuate between 0 and 12 hours;
- § Most of the households do not metered yard connections; and
- § Cost recovery for water services has not yet been implemented fully.

6. CURRENT STATUS OF WATER SERVICES

6.1 Number of people served

See Table 1 below for detail

Table 1: Access to services

SERVICE	1996 (13 113 households)		2001 (17 645 households)		2005 (20 795 households)		2006 (20 795 households)	
	Basic and above	Below basic	Basic and above	Below basic	Access (RDP Standard)	No Access (Below RDP Standard)	Access (RDP Standard)	No Access (Below RDP Standard)
Water	9 474	3 639	7 795	9 467	4 343	16 451	5 591	15 203
Sanitation	7 540	5 573	2 373	14 890	3 583	17 212	5 321	15 474
Electricity	931	12 182	7 280	10 365	9 574	11 221	11 606	9 189
Refuse Removal	224	12 889	1 067	16 578	900	19 895	1 087	19 708
Housing	4 316	8 799	9 447	8 195	12 865	7 930	13 215	7 580
Telephones	2 165	10 948	12 108	5 538	6 595	14 400	8 615	12 180

6.2 Level of service

Refer to table 1 for detail.

6.2.1 Residential consumer units for water and sanitation: level of service

Refer to table 1 for detail.

6.2.2 Number of people not served

This information is not yet available and will be obtained by the end of June 2007.

6.3 Demographics

Table 2: Distribution of population and growth rates per Local Municipality

	Musina	Mutale	Thulamela	Makhado	Vhembe
Population: 1995	32,795	69,399	532,933	455,479	1,090,606
Population: 2000	37,935	75,743	571,930	487,274	1,172,881
Population: 2004	42,656	81,234	606,075	515,050	1,245,015
Growth rate: 1995 - 1999	3%	1.8%	1.5%	1.4%	1.5%
Growth rate: 1999 - 2004	3%	1.7%	1.4%	1.4%	1.5%

(Source: Quantec, 2006 and Kayamandi calculations)

The above Table shows that the total population of the Vhembe District Municipality is approximately 1.2 million people. The population of Vhembe District Municipality grew by 1.5% between 2000 and 2004, and between 1995 and 1999. During the 2000 to 2004 time period, the Vhembe District's growth rate exceeded that of South Africa.

The fastest growing area of the Vhembe District Municipality, during both time periods, was the Musina Local Municipality with a growth rate of 3 %. The population Growth rate has been slowest in the more rural Local Municipalities. Both the Thulamela and Makhado Local Municipalities had the lowest population growth in both time periods. Although the growth rate of the District has remained constant over the two time periods the Mutale and Thulamela Local Municipalities have experienced a slight decline in the second time period.

According to the District's Draft Spatial Rational (2006), the population of the Vhembe District is predicted to increase by approximately 91,100 people by 2008. Between 2000 and 2008 the population growth rate is predicted to decline by 0.4% to just slightly more than 1% growth rate (1.06%).

Table 3: Percent distribution of Vhembe's population¹

	Musina	Mutale	Thulamela	Makhado	Vhembe
% of Vhembe: 1995	3	6	49	42	100
% of Vhembe: 2004	3	7	49	41	100

(Source: Quantec, 2006 and Kayamandi calculations)

As the above Table shows, within the District, 90% of the population is located in two of its Local Municipalities, Thulamela (49%) and Makhado (41%). The remaining 10% of the District's population resides in the Musina (3%) and Mutale (7%) municipalities.

Table 4: Number of men per woman per municipality

Age	Musina	Mutale	Thulamela	Makhado	Vhembe
0-4	1	1	1	1	1
5-9	1	1	1	1	1
10-14	0.9	1	1	1	1
15-19	0.9	1	1	1	1
20-24	0.9	0.8	0.9	0.8	0.8

25-29	0.8	0.6	0.7	0.7	0.7
30-34	0.9	0.7	0.7	0.7	0.7
35-39	0.9	0.6	0.6	0.7	0.6
40-44	0.8	0.6	0.6	0.6	0.6
45-49	1	0.6	0.6	0.6	0.6
50-54	1.3	0.7	0.6	0.7	0.7
55-59	1	0.7	0.6	0.7	0.7
60-64	1	0.6	0.6	0.6	0.6
65-69	0.6	0.5	0.4	0.4	0.4
70-74	0.9	0.5	0.3	0.4	0.4
75-79	1	0.5	0.4	0.5	0.4
80-84	0.6	0.4	0.3	0.4	0.4
85+	0.6	0.5	0.3	0.3	0.3
Average	0.9	0.7	0.6	0.6	0.6

(Source: Quantec, 2006 and Kayamandi calculations)

The above Table shows that, Women do not outnumber Men in all age groups in the Vhembe District. The ratio of Men to Women is equal in the population under the age of 19 then begins to decline.

The proportion of women is highest for those over 65, as there are 0.4 Men over 65 to Women over 65. Each of the Local Municipalities follows the same gender profile as that of the District municipality as a whole, with the exception of Musina where the Male to Female ratio begins to decline at the 10-14 age group but rebounds to equality between ages 45 and 64, and again in the 75-79 age group.

The only occurrence of the adult male population being larger than females is in the 50 to 54 age group in Musina, where there are 1.3 men to every woman. This change is most likely due to a decrease in the male economically active population migrating to other Provinces. This implies that the available workforce in the District is predominantly female, and more so towards the upper age groups of the Economically Active Population.

Table 5: Age distribution per municipality, 2004

	Age 0-14	Age 15-64	Age 65+	Total
Musina	11,602	22,289	1,156	35,047
Mutale	34,051	39,838	5,027	78,916
Thulamela	238,300	312,225	34,040	584,565
Makhado	260,306	279,359	32,758	572,423
Vhembe	479,169	626,791	73,008	1,178,968

(Source: Quantec)

Table 6: Percentage distribution of age per municipality, 2004

	Age 0-14	Age 15-64	Age 65+	Total
Musina	33	64	3	100
Mutale	43	50	6	100
Thulamela	41	53	6	100
Makhado	45	49	6	100
Vhembe	36	60	4	100

(Source: Quantec, 2006 and Kayamandi calculations)

From the above Tables it can be noted that the population in the Limpopo Province is predominantly young as 30% of its population is under the age of 14. The proportion of those under the age of 14 in Limpopo is 4% higher than that of the nation as a whole. The Population of Vhembe is also predominantly young as 39% of the population is under the age of 15. More than half (57%) of the population of Vhembe District Municipality is between the age of 15 and 64. Senior citizens make up the smallest portion of the District's population, as only 6% of the population is over 65 years of age.

To keep the youth from migrating is vital to the economic development of the Vhembe District. The Limpopo Province has been able to attract a larger share of the adult Male population away from migration in the 1995-2004 time periods. This is a positive development for the economy and most likely due to the increasing rate of growth in employment in the Limpopo Province.

Table 7: Urbanisation per local municipality

	Musina	Mutale	Thulamela	Makhado	Vhembe
Total Population	38,734	76,692	582,027	490,355	1,187,897
Urban Population	18,674	524	29,398	15,049	63,767
% of Population Urban	48%	1%	5%	3%	5%
Population density People/ km²	5	32	180	53	51

(Source: Quantec, 2006 and Kayamandi calculations)

As indicated in the above Table, the Vhembe District Municipality is a predominantly rural Municipality, with 95% of its population living in tribal settlements and/or farms and only 5% living in urban areas. The urban population in Vhembe is less than half of that of the Limpopo Provincial average of 11% living in urban areas.

As shown above, Musina is the most urbanised Local Municipality as 48% of its population lives in urban areas, compared to Thulamela Local Municipality that has 5% of its population in urban areas. Makhado and Mutale have the smallest urban populations with 3% and 1% of their municipal populations residing in urban areas.

Additionally, the census only found informal settlements in the Thulamela Local Municipality. Approximately 0.4% of the Thulamela Local Municipality's population or 2,397 people live in these settlements. This is much lower than the 7% of the Provincial population who reside in Informal settlements.

The vast majority (96%) of the rural population in the Vhembe District resides in tribal settlements. Only in the Musina and Makhado Local Municipalities did any significant percentage of the rural population reside on farms. In the Musina Local Municipality 86% of the rural population resided on farms.

Despite its rural population, Vhembe District Municipality has a population density of 51 people per km². This is 12 more people per km² than the Limpopo Province and 19 more

people per km2 than in South Africa. This is however mostly due to the large population concentration within Thulamela, which has 180 people per km2.

The Musina Local Municipality only has 5 persons per km2, while the Mutale Local Municipality has 32 persons per km2 and Makhado has 53 persons per km2. Thulamela is presumed to have such a high population density since it 'hosts' a conglomerate of municipal and District offices.

According to the Limpopo spatial rationale (2002), only 27% of the Vhembe District's population lives in Provincial, District, or Municipal Growth Points. The settlement hierarchy of the District is also very much biased towards smaller settlements, as only 13 of the 2446 recorded settlements are classified as Growth Points. Of the 13 growth points 6 are located in Makhado and 4 are in Thulamela.

Table 8: Percent distribution of household income

	Musina	Mutale	Thulamela	Makhado	Vhembe
No income	14	5	15	30	20
R1 - R4 800	34	37	27	13	22
R4 801 – 9 600	23	24	25	25	25
R9 601 – 19 200	12	16	14	14	14
R19 201 – 38 400	7	10	9	9	9
R38 401 – 76 800	4	5	5	5	5
R76 801 – 153 600	3	2	3	3	3
R153 601 and more	2	1	1	2	2
Total	100	100	100	100	100
Average Household Income (in Rand)	R29,249	R12,584	R7,071	R9,239	R9,058

(Source: Quantec, 2006 and Kayamandi calculations)

The Limpopo Province is 4th amongst the Provinces in terms of its non-income earning

population, but 8th in terms of its population earning more than R150, 000. In comparison the average household income in Vhembe was nine thousand Rand per year, 23% less than the provincial average of eleven thousand Rand per year.

The percentage of households in Vhembe that do not receive any income is 20%, seven percent higher than that of the Province. In terms of the average income per household there is a wide variance in the average annual income per household between the District's four Local Municipalities. The highest was in Musina just under (R 30,000) and it was nearly four times the annual household income of the Vhembe District.

Mutale had the second highest annual household income of approximately R 12,000. Only Thulamela (R 7,000) had a lower average annual household income than what occurred in the District as a whole. In 2001, nearly a quarter of the South African households did not earn an income, compared to 13% of households in Limpopo Province and 20% in Vhembe. The Limpopo Province has 3% more non-income earners and 3% less in the greater than R 153,601 category than the National Average. This implies that the Limpopo Province is under financed in terms of its population.

Table 9: Distribution of household size

Household Size	Musina	Mutale	Thulamela	Makhado	Vhembe
1	4153	1916	13285	13,107	32,461
2	2465	1892	13242	12,929	30,528
3	1512	2546	19056	16,309	39,424
4	1208	3004	21884	18,230	44,326
5	876	2598	19671	16,446	39,591
6	552	2062	15320	12,469	30,403
7	357	1301	10199	8,207	20,064
8	197	870	6228	5,018	12,313
9	112	477	3539	3,006	7,134
10	140	564	4246	3,605	8,555
Total	11572	17231	126670	109,326	264,799

Average size	4	4.5	4.5	3.4	4.6
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(Source: Quantec, 2006 and Kayamandi calculations)

Based on the 2001 Census data, shown above, the average household size in both the Vhembe District Municipality and the Limpopo Province is 4.5. This is slightly higher than the national average of 4.0 people per household. The average household size varied within the District from a Low of 3.4 in Musina Local Municipality to a High of 4.6 in Mutale and Thulamela. There are also a disproportionately higher percentage of one and two person households in the Musina Local Municipality when compared to the other Local Municipalities and the District as a whole.

6.4 Water resources

Table 10: Water supplied to consumers (Ml/year) - rural

	Current	Estimate Year 5	Record: Prior				
			-Yr 1	-Yr 2	-Yr 3	-Yr 4	-Yr 5
1.Residential communal water supply							
2.Residential controlled volume supply							
3.Residential uncontrolled volume supply							
4.Industrial Supply – Wet							
5.Industrial Supply – Dry							
6.Commercial supply							
7.Other supply (including water supplied to other water services institutions)							
8.Sub-Total (treated water supplied) (sum 1 to 7)							
9.Raw water (i.e. supplied untreated)							
10.Recycled (from treated effluent) (must be reported as a negative figure)							
11.Total water supplied (8 + 9 + 10)							

12.Physical water losses (bulk water supplied minus 11)							
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The information to populate the above table is not available and must be sourced for DWAF.

6.5 Identified Priorities

Table 11: Annual water and sanitation project list

PROGRAMME/ PROJECT NAME	ACTIVITIES	TARGET/TIME FRAME	PEOPLE EMPLOYED	MILESTONE	FUTURE PLAN	CONTRIBUTION TOWARDS OVERALL OBJECTIVE	BUDGET
Luphephe/Nwanedi Regional Water Scheme	Implementation of Phase III. Reservoir & pipeline borehole development	<ul style="list-style-type: none"> Shakadza Muswodi –Dipeni Development of boreholes 	40	pipe line 90% Reservoir 98%	Extend pipe line to Tshivhongweni .	To assist community to get clean water	R3 469 718 00
Mutale Reginal Water Scheme, Raw water pump	Construction of water pump and upgrading of water plant	<ul style="list-style-type: none"> MutaleRWS. 	06	<p>Phuthadichaba Contractor has been appointed.</p> <p>Pump house 80% Pumps have been ordered, to arrive by 10/11/2006.</p> <p>Overall 35%</p>	Work will commence in two weeks time	<ul style="list-style-type: none"> To increase a provision of cleaner water to communities. 	R4 000 000 00
Upgrading of prerification plant	Upgrading of purification plant from 4 mgl to 7 mgl per day	<ul style="list-style-type: none"> Mutale RWS 	0	<p>Consultant has been appointed; The approval has been received by DPLG, To be out of Tender soon.</p> <p>Overall 05%</p>	Increase water capacity 4 mega litres to 12 mega litres per day	<ul style="list-style-type: none"> To increase a provision of cleaner water to communities. 	R6 000 000 00
Manenzhe –Bale	Construction reservoir	<ul style="list-style-type: none"> Manenzhe and Bale 	59	<p>Pipe line 100% Reservoir 100% Manhole is 60% Only connection left.</p> <p>Overall 98%</p>	house connections	<ul style="list-style-type: none"> To increase a provision of cleaner water to communities. 	R2 500 000 00
Tshokotshoko water supply	Construction of reservoir and pipe line	<ul style="list-style-type: none"> 04 months Tshokotshoko Thahari 	0	<p>Tender stage and it has been closed. Waiting for evaluations.</p> <p>Overall 5%</p>	house connections	N/A	R 700 000

Tshipise Dambale Water supply	Construction of reservoir and pipeline	<ul style="list-style-type: none"> • Tshipise • Dambale 	70	<p>Contractors abandon the site. Busy with the termination of contract.</p> <p>Overall 68%</p>	house connections	N/A	R1420 000
Gogogo- Fefe Water supply.	Construction of reservoir and pipeline	<ul style="list-style-type: none"> • Gogogo • Fefe 	46	<p>Trenches 100%</p> <p>Site Establishment 100%</p> <p>Reticulation is 100% complete</p> <p>Reservoirs 0 %</p> <p>Pipe line is 100% Complete</p> <p>Stand pipes 60% complete.</p> <p>Overall 65%</p>	house connections	To assist community to get clean water.	R2 500 000 00
Tshitanzhe-Gumela, Musunda water supply.	Construction of reservoir and pipeline	<ul style="list-style-type: none"> • Tshitanzhe • Gumela 	0	<p>Site hand over for the contractor was done 24/10/2006.</p> <p>Overall 10%</p>	house connections	To assist community to get clean water.	R3 793 446 00
Sigonde-Gumbu water supply.	Construction of reservoir and pipeline	<ul style="list-style-type: none"> • Sigonde • Gumbu 	43	<p>Site Establishment 100%</p> <p>Trenches 100%</p> <p>Pipeline 98%</p> <p>Reservoir 10%</p> <p>Stand taps 88%</p> <p>Overall 65%</p>	Site hand over will be done very soon	To assist community to get clean water.	R2 500 000 00
Mukununde, Domboni/ Tshamutavha water supply.	Construction of reservoir and pipeline	<ul style="list-style-type: none"> • Mukununde • Domboni • Tshamutavha 	70	<p>Contract was Appointed</p> <p>Site Establishment 100%</p> <p>Tranches 70%</p> <p>Pipeline 75%</p> <p>Reservoir 0% waiting for abeco tanks.</p> <p>Overall 40%</p>	house connections	To assist community to get clean water.	R3 2345 168 00
Mapakoni/Makavhini water supply	Construction of reservoir and pipeline	.Mapakoni Makavhini	30	<p>Pipe line 100%</p> <p>Reservoir 60%</p> <p>Stand Taps 95%</p> <p>Overall 90%</p>	Instalation of Abe co Tank at Mapakoni	To assist community to get clean water	R3 816 000 00

7. CURRENT STATUS OF WATER SERVICES INFRASTRUCTURE

7.1 Existing capacity versus water demand

7.1.1 Water – urban areas

No information available.

19.3 7.1.2 Water – rural areas

Water supply to the rural is measured at 808,241 MI/Y.

7.1.3 Sewer – urban areas

19.4 The following areas have access to water borne sewage supply:

- § Tshilamba – 941 sites; and
- § Masis – 30 sites.

19.5 7.1.4 Sewer – rural areas

The VIP system is in use in the rural areas.

7.2 Future capital requirements

Refer to section 6.5

7.3 Current financial position

Information to be submitted by the CFO.

7.4 Identified priorities and constraints

A further big constraint is the huge loss in income that is incurring by the municipality due to the fact that the Mutale Local Municipality is not a WSA.

SECTION C: OBJECTIVES

8. OBJECTIVES FOR THE NEXT FINANCIAL YEAR IN THE CONTEXT OF THE CURRENT WATER SERVICES DEVELOPMENT PLAN

This information will be made available on completion of the WSDP for the VDM. At the time of the compilation of the BP the WSDP was not available.

SECTION D: RINGFENCING

9. ESTABLISHMENT OF A RING-FENCED WATER SERVICES UNIT

9.1 Purpose

The purpose of a ring-fences water services unit is to ensure that cost and performance associated with the provision of water services can be accounted for by the MLM as required by the ISDA.

9.2 Organisational structure

The current ring fenced organisation structure for the Water Services Unit within MLM is as detailed in section 5.4 of the BP.

9.3 Methodology

19.6 The VDM as the WSA, resolved in terms of section 76[b] of the Systems Act to enter into an ISDA with the MLM as their WSP to provide the retail water services in the demarcated area. The MLM is therefore legally bound to comply with the said ISDA.

19.7 The Water Services Act No. 108 of 1997, section 20(1), determines that revenue and expenditure for the provision of the water services be dealt with in a “Ring fenced Water Account”. This means that the VDM and the MLM must open and control within its primary bank account a “ring-fenced” [manage and account separately] water services account. This method of bookkeeping will enable

the MLM to determine immediately the direct cost as well as all income received for the provision of the retail water service on behalf of the WSA.

19.7.1 The determination of direct cost is the only and correct method to ensure that the MLM will be able to determine the actual management fee, referred to in clause 10.5 of the ISDA and to defend the figures claimed from the WSA. In terms of section 10.5 of the ISDA the MLM shall account for and charge a management fee from the VDM. The management fee comprises of the total direct actual costs incurred by the MLM to render, as normal business, the retail services to the VDM. Direct cost includes the actual and all cost for metering, billing and implementation of the relevant policies and by-laws as negotiated and agreed to between VDM and the MLM at the DIGF.

19.7.2 The management fee shall be reflected in the Business Plan and Budget of the parties to the ISDA. The MLM shall invoice the VDM on a monthly basis in respect of the management fee and the VDM will pay a quarterly allocation in advance, based on average payments for previous months within thirty [30] days of a detailed invoice submitted to VDM. Consequential adjustments in regard to payment made will be made in the next quarterly allocation.

The MLM will annually prepare a budget to identify the current and capital expenditure needed to render the retail water service and will utilise the DIGF to report progress and inform the VDM and other stakeholders of their performance.

SECTION E: PROVIDING WATER SERVICES

10. GENERAL APPROACH TO IMPROVING WATER SERVICES

10.1 Changing the negative trends/addressing identified gaps

The current arrangements for addressing customer complaints are very effective. The water services provider unit within MLM responds to all complaints that are logged by customers.

The following are issues that have been identified as areas of concern pertaining to water services provision:

- § Water supply to many of the villages are inconsistent and fluctuate between 0 and 12 hours;
- § Most of the households do not metered yard connections; and
- § Cost recovery for water services has not yet been implemented fully.

In order to ensure proper provision of water services additional staff must be appointed, water abstraction points and reticulation to identified villages upgraded, more VIPs built and the sewer purification works upgraded. The above-mentioned issues must be communicated to the VDM and the planning, budgeting and construction activities jointly planned and scheduled within the WSDP and IDP of VDM.

10.2 Community participation

A comprehensive drive to ensure support from the community for payment for water services will be undertaken. To this end much effort will be invested in information sharing and consultation processes in order to ensure cost recovery for water services,

especially within the rural areas. Information sharing will also create the required understanding for the water tariffs and tariff structure that will be promulgated by VDM and applied by MLM.

10.3 Customer focus

Refer to section 10.2 above.

10.4 Improving business processes

10.4.1 Financial

The MLM will annually prepare a budget to identify the current and capital expenditure needed to render the retail water service and will utilise the DIGF to report progress and inform the VDM and other stakeholders of their performance.

MLM has the required policies in place to ensure that payment for water services is managed in the appropriate way. The policies that are currently in place are listed below:

- § Cash management and investment policy;
- § Asset management policy;
- § Risk management policy;
- § Supply chain policy;
- § Budget policy;
- § Credit control policy;
- § Payment policy; and
- § Tariff policy.

All policies currently in use with MLM must be aligned to the policies and by-laws to be promulgated by VDM. The vacancies within the current establishment must be filled as soon as possible to ensure the effectiveness and efficiency of the water services provision unit.

10.4.2 Technical

19.8 In general water services to the urban and rural areas within MLM are in good order, apart from the villages that require more VIPs. What must take priority in the future is to meter all connection with pre-paid systems. In this respect VDM must take a policy decision that all new water projects must ensure sustainability through metered connections.

Twenty (20) households receive Free Basic Water.

10.4.3 Human resources

In terms of section 81 (2) (c) of the Municipal Systems Act (MSA) the WSA (VDM) agrees to transfer or second personnel to the Local Municipality in order to provide water services. The proposed organisation structure for the purpose of giving effect to the above-mentioned section of the (MSA) is detailed hereunder as **Annexure A**. A name list of the proposed personnel to render the retail water services provision, as to be performed by the TLM is attached as **Annexure B** of the BP.

10.4.4 Customer care

Refer to section 10.1 and 10.2 of the BP.

10.4.5 Health and safety

All practices related to health and safety within the ambit of the water supply function will be as per the requirements of the Occupational Health and Safety Act and other applicable legislation.

10.4.6 Environmental

All practices related to the environment within the ambit of the water supply function will be as per the requirements of the applicable legislation.

10.5 Financial reporting

The level and detail with respect to financial reporting is aligned with the policies and procedures as provided for within the framework of the Municipal Finance Management Act, as well as the applicable legislation.

10.6 Legal compliance

MLM complies with all the legal requirements to perform the function as a Water Service Provider. The BP provides for the legal framework within which the arrangements between the VDM and the MLM will be formalised.

10.7 Planning

The planning for the provision of water services to the relevant communities is in place. Apart from the urgent need to address the gaps as detailed in section 5.7 of the BP, all the relevant planning initiatives are in place to ensure effective and efficient water service provision.

It is anticipated that the current provision of water services will be extended in the near future to include the water infrastructure to be transferred from DWAF to VDM. All indication from the section 78/80 (3) assessment process that is currently underway is that the local municipalities will be appointed by the VDM as WSPs for retail water to the end users. By implication MLM, as WSP to VDM will be required to operate and maintain the applicable water infrastructure that falls within the current municipal boundaries of the MLM.

Detail of the water scheme and number of staff to be transferred to MLM are captured in the table below.

Table 12: Detail of the water scheme and number of staff to be transferred to MLM

Scheme Name	Scheme Number	Number of Employees
Mutale	NN12	133
Masisi	NN9	36
Luphepe/Nwanedi	NN6A/6B/6C	40
Tshifudi	NN19	22
TOTAL		231

10.8 Implementation of capital projects

A number of capital projects for the implementation have been identified by the MLM as detailed in table 11. The implementation of these projects will be done on behalf of the VDM, as per the agreed project implementation and project funding principles.

10.9 Funding

Funding for the above-mentioned water and sanitation projects will be funded from the Municipal Infrastructure Grant allocations in conjuncture with the VDM.

Funding required for the staffing and the operation and maintenance function to be performed within the water schemes to be transferred from DWAF to VDM as from 01 April 2007, will be provided for by DWAF. It is anticipated that necessary financial and supply chain management policies and procedures will be agreed to and put in place in order to firstly transfer the funds from DWAF to the VDM and then from the VDM to the MLM.

10.10 Optimization and protection of infrastructure

Will be performed in terms of best water services provision best practice associated with the water sector.

11. WORK PLAN TO ENSURE SUSTAINABILITY

11.1 Legal

11.1.1 Water service emergencies

The MLM is aware of the lack and shortage of water in the rural areas due to insufficient and inadequate infrastructure as far as proper water and sanitation systems are concerned. The climatic nature of the area and the impact on the availability of water as a scarce commodity can perpetuate current water crisis's.

The solution to this requires the collective attention of all stakeholders namely DWAF, Provincial departments, VDM and other LM's. The DIGF seems to be the ideal vehicle to be utilised to deal effectively with these matters.

11.1.2 Regulatory Matters

In terms of clause 4 of the ISDA, the MLM enjoys the exclusive right as retail WSP. The MLM is authorised and obliged to provide water services to all customers in the area in the demarcated area in terms of Annexure A to the ISDA. The MLM will apply and enforce the powers that reside in the VDM as the WS. to ensure access to water services in terms of current and future policies and by-laws, National policy, norms and standards and the available funding provided for in the annual approved budget.

11.2 Human resources and organisational development

The current organisation structure for the water services unit within the MLM must be expanded to include the staff to be received from DWAF. The organisational design of the MLM must reflect the requirements for effective and efficient provision of water services, inclusive of the development principles associated with such service provision activities.

It is imperative that the capacity of the MLM be developed in such a way that it can perform the provision of the contracted services to the appropriate standards and norms within the water sector. For this purpose the MLM will collaborate with the VDM in order to secure the required funding for training and development interventions.

11.3 Specific approach to low income areas

MLM has initiated the compilation of an Indigent Persons/Household Register that is to be kept updated on an annual basis. The Indigent Register can be used as the basis for the supply of Free Basic Services within the municipality and the allocation of the Equitable Share allocation from VDM.

11.4 Non-revenue water

Non-revenue water must be limited to the minimum. Where applicable the detail of such arrangements for non-revenue water must be agreed to with the VDM and the MLM must account thereof.

11.5 Water Services Development Plan: information to be provided to WSA

Information pertaining to the WSDP as required by the VDM will be provided as part of the annual WSDP development cycle. The WSDP as a legal requirement will provide the framework for the development of water services infrastructure within the municipality, as agreed to by the VDM and informed by the input from the MLM.

11.6 Standard operating procedures

To be developed for water services provision infrastructure.

11.7 Operations and maintenance manuals

To be developed for water services provision infrastructure.

11.8 Maintenance management policy, procedures and plans

To be developed for water services provision infrastructure.

11.8.1 Corrective maintenance policy, procedures and plans

To be developed for water services provision infrastructure.

11.8.2 Preventative maintenance policy, procedures and plans

To be developed for water services provision infrastructure.

11.8.3 Maintenance of manufacturer's and supplier's warranties

As per the purchase agreement.

11.8.4 Vehicle and equipment maintenance

As per the purchase agreement and best maintenance practice.

11.8.5 Maintenance record keeping

As per best maintenance record keeping practice.

11.8.6 Stores deployment, access, stocking and management issues

MLM will establish sound Supply Chain Management policies and procedures in order to ensure the effective and efficient provision of water services to the end users.

11.9 Energy management

The operation of the retail water services infrastructure will be done by applying best practices and in so doing conserve energy.

11.10 Flow and pressure management

There is currently no flow and pressure management system in the area.

11.11 Managing the pumping & purification of water

This activity will be performed to the supply needs of the end user, the design requirements in terms of both capacity and standards and norms within the water sector.

11.11.1 Existing infrastructure

The existing infrastructure will be operated and maintained to the required standards and norms in the water sector in order to ensure the maximum durability and effectiveness thereof. In cases where the existing infrastructure has deteriorated to the point where it cannot operate to the above-mentioned criteria, such infrastructure will have to be upgraded and/or replace.

The MLM will engage the VDM in order to formalise the planning of such activities.

11.11.2 Distribution, metering, operability and functionality

In order to optimise the payment for water services the MLM must ensure that the highest volume of purified water be distributed to the end users. Water losses will have to be minimised through effective and efficient operation and maintenance practices and all water users that are bound by legislation to pay for water services must be metered with the appropriate technology and charged for the water services consumed by them.

A combination of conventional meters and pre-paid meters will be used, as required by the situation. Free basic water will be provided as prescribed by legislation and any consumption in excess of the 6 kl/per capita/per must be paid for as per the tariff structure to be applied by the VDM.

11.11.3 Purification of water to meet quality standards and performance

Standards

Water is currently not being monitored to ensure compliance with the quality and performance standards. The water is only chlorinated to ensure that harmful bacteria are killed.

11.11.4 Conducting water quality tests

Water quality tests are currently not being done.

11.12 Managing the distribution of water to customers

The managing of water distribution to customers is currently limited to the areas under supply for MLM.

11.12.1 Water supply to existing customers

Water supply in the Musina area is delivered from reservoirs that are fed from the bulk pump system which abstract water from the Limpopo River sand beds.

11.12.2 Water supply to customers outside service area

Not applicable unless required and agreed to with the VDM.

11.12.3 Water supply to new customers

Water supply to new customers still needs to be investigated and included in the Water Services Development Plan.

11.12.4 Field inspections to monitor the supply and distribution to customers

There are currently no field inspections in order to monitor the supply and distribution of water to the customers.

11.12.5 Construction of extensions to the distribution system

The expansion of the distribution system still needs to be investigated and will be included in the Water Services Development Plan.

11.12.6 Laboratories and laboratory functions

The MLM does not have own laboratories for testing of water samples. Arrangements for such services will be agreed upon with VDM.

11.13 Managing the collection, treatment and disposal of waste water

11.13.1 Existing connections

Both conservancy tanks (needs to be emptied on a regular basis) as well as water borne sewer pipes are used within Mutale.

11.13.2 Installing new service connections

The need for new service connections will be addressed in the Water Services Development Plan.

11.13.3 Construction of extensions to the wastewater collection system

The need for extensions will be addressed in the Water Services Development Plan.

11.13.4 Monitoring and responding to reports of flow blockages

No planned monitoring actions are currently being done on flow blockages, but blockages are cleared within a reasonable time. Reporting of blockages is done through the 24-hour helpline.

11.13.5 Water and waste water sampling, analysis and monitoring programme

The water and waste water sampling needs to be improved and the analysis and monitoring programme needs to be instituted.

11.13.6 Possibilities for reclamation and reuse of treated effluent for non potable use

The uses of treated effluent may be considered but at this stage there is no problem with available water from the current water source. This water is relatively cheap and the water consumption is actually encouraged by the municipality.

11.14 Providing water supply other than through pressure networks

The water supply in the rural area makes use of boreholes and water tanks. Some of these tanks provide water under pressure.

11.15 Providing sanitation services other than waterborne sewage

The sanitation in the rural areas consists of VIPs.

SECTION F: REVENUE MANAGEMENT

12. GENERAL APPROACH TO IMPROVING REVENUE SERVICES

12.1 Public education programme

Currently no specific public education programmes are in place for the improvement of payments related to water services. Payment for water services is however satisfactory since it is formalised within the current municipal policies.

12.2 Improvement in customer service

The provision of water services can be improved through addressing the gaps as have been identified and listed in section 6.7.

12.3 Customer service training programme

No specific programme is in place.

12.4 Revenue management

The MLM has fully functional cost recovery systems in place and will ensure that the payment for water services is as agreed to with the VDM and based on the applicable legislative prescriptions and the policies in place with the VDM.

12.5 Meter reading

The current meter reading practices as applied by the MLM will remain in place.

13. WORK PLAN TO ENSURE SUSTAINABILITY OF REVENUE SERVICES

13.1 Public education programme

13.1.1 Development of public education programme

A programme is to be developed by the end of June 2007.

13.1.2 Water conservation

A water conservation strategy is to be developed by end of June 2007.

13.1.3 Liaison with other organizations and government institutions

Liaison will be done through the existing forms as established by the VDM. Details pertaining to further mandates will be agreed to with VDM.

13.1.4 Roll-out of public education programme

The public education programme will be rolled out by the end of June 2007 to include the areas currently under the DWAF management that will be transferred to VDM.

13.2 Customer service practices

13.2.1 Review of existing customer practices and development of a customer management strategy and charter

A review of current practices to be done by the end of June 2007, where after a draft customer management strategy will be developed for approval by the end of October 2007.

13.2.2 Customer service related to new water and wastewater connections

To be aligned with the WSDP.

13.2.3 Receiving and handling customer queries and complaints

Refer to section 13.2.1.

13.2.4 Managing changes to customer details

Refer to section 13.2.1.

13.2.5 Reviewing and updating existing customer contracts and preparing new customer contracts

Refer to section 13.2.1

13.2.6 Integration and coordination with other sources of customer data (e.g. rates, electricity)

Refer to section 13.2.1

13.3 Training of customer services staff

A training plan will be developed by the end of June 2007.

13.4 Revenue management plan

The current revenue management plan will be updated by the end of June 2007.

13.4.1 Review effectiveness of existing water and wastewater billing practices and development of a strategy to improve existing billing practices

Review to be undertaken by the end of June 2007 and best practices to be put in place by the end of October 2007.

13.4.2 Review effectiveness of existing collection practices and procedures and development of a strategy to improve existing collection practices, procedures and systems

Review to be undertaken by the end of June 2007 and best practices to be put in place by the end of October 2007.

13.4.3 Strategy for the limitation and disconnection of water services

To be developed and agreed to with the VDM by the end of June 2007.

13.4.4 Top consumers

The list of top consumers will be updated on a quarterly basis.

13.4.5 Municipal and other government institutions

All municipal and government institutions must be audited for payment by the end of June 2007 and remedial measures for non-payment are affected by the end of July 2007.

13.5 Meter reading

13.5.1 Methodology to read all meters

The current methodology to remain in place and reviewed annually.

13.5.2 Co-operation with other services requiring meter readings

Refer to section 13.5.1.

13.5.3 Method of estimating consumption in cases of un-metered connections or queries

The technical department will develop the required methodology for calculating un-metered consumption by the end of June 2007.

13.5.4 Method of checking accuracy of meters and meter readings

The technical department will develop the required methodology for checking meters and meter readings by the end of June 2007.

13.5.5 Addressing vandalism and the replacement of meters

To be addressed through the VDM policies.

13.5.6 Meter repair/renewal policy

Refer to section 13.5.5

13.5.7 Converting meter readings into bills/accounts

Current practice to remain in place and reviewed in line with prescriptions from VDM.

SECTION G: SPECIFIC PERFORMANCE TARGETS

14. MANAGEMENT ACTIVITIES

14.1 Reporting

The MLM will, in accordance with clause 17 of the ISDA, report during every meeting of the DIGF in regard to all prescribed monitoring aspects to enable the VDM to comply with section 81(1)(b) of the Systems Act. The following matters will inter alia be part of the report derived from the MUS. LM. records:

- Statistics:
 - Consumers – current and backlogs;
 - Consumption - trends;
 - Infrastructure - shortcomings, and the items listed in the performance agreement- clause 9.5 of the ISDA;

- Standards: The standards set by the VDM and the compliance thereof in regard to quality and quantity especially the requirements of DWAF in regard to waste water; and
- Free basic water services: The need for and the provision of free basic services as well as the financial implications of the demand for such service.

14.2 Financial Reporting

The following must be reported on pertaining to water services provision and the requirements as per the ISDA:

- Income and expenditure as approved in the budget;
- Direct cost and any deviations from the approved budget;
- Capital spending and the need for capital projects;
- Maintenance cost as well as the extent of emergency services;
- Responding time -actual time to attend to leaks and other problems;
- Grant funding and equitable share needed to ensure a sustainable retail service. The amounts transferred from VDM to MLM and the spending thereof – performance in terms of the budget; and
- Managing fees received, short falls and faulty calculations.

14.3 Credit control and debt collection (including Free Basic Water and the registry of indigent persons/households)

The MLM will comply and implement the Customer Care, Credit Control and Debt Collection Bylaws accepted by the VDM Council and the applicable clauses delegated to their WSP on2005, Resolution and promulgated on In the Provincial Gazette.

15. HUMAN RESOURCES

15.1 Performance Management Systems (PMS)

The PMS is in place and a copy of the document available from the MLM.

15.2 System audit management

To be advised by the MLM.

15.3 Productivity and organisational fit audit

To be advised by the MLM.

15.4 Skills development

A Skills Development Plan is in place and a copy available from the MLM.

15.5 Communication plan (CP)

A Communication Plan is in place and a copy available from the MLM.

15.6 Organisational Development Plan (ODP)

An ODP is in place and a copy available from the MLM.

15.7 Industrial relations management

All the required policies and procedures aligned with the applicable legislation are in place. Organised labour is represented and has been involved in the VDM Section 78 assessment process.

16. LEGAL SUPPORT AND ACTIVITIES

16.1 Legislation

The MLM will also comply with the under mentioned Policies and Bylaws of the VDM:

- Policy A: Framework for the WSA.
- Policy B: Bylaws.
- Policy C: Customer Care, Credit Control and Debt collection.
- Policy D: Indigent Support.
- Policy E: Water & Sanitation Tariff.
- Policy F: Public Participation.
- Policy G: Asset Management.
- Policy H: Cash and Investment Management.
- Policy I: Debt Management.
- Policy J: Supply Chain and Procurement.
- By-law: Water and sanitation.

- By-law: Tariffs, norms and standards.

As a result of the promulgation of the above policies and bylaws, the MLM will repeal its own legislation in this regard as the MLM is no longer the WSA and only the above can be implemented legally.

16.2 Emergency Plan

Emergencies are dealt with by the Emergency Services Department within the MLM.

17. FINANCE ACTIVITIES TO SUPPORT SUSTAINABILITY

17.1 Financial efficiencies

The MLM must ensure that current financial policies, procedures and systems are aligned with the requirements of the ISDA, as well as the policies and by-laws to be promulgated by the VDM as listed in section 16.1 of the BP. The current financial systems within MLM are effective and the ring-fenced support functions from the financial and commercial departments within MLM are in place.

17.2 Revenue management

The income from the water services will be collected on behalf of the VDM and paid over as per the financial arrangements to be finalised with the VDM.

17.3 Credit control measures

Credit control measures will be applied as per the Credit Control Policy of the VDM.

17.4 Free Basic Water

Free basic water will be provided to the poorest-of-the-poor as per the FBW Policy of the VDM.

17.5 Proposals for improved tariff structure

The MLM will consult with the VDM pertaining to future tariff structures, based on the information related to the cost for providing water services.

18. CUSTOMER CARE AND COMMUNICATION

18.1 Community participation and Local Economic Development

Chapter Four of the Systems Act and the VDM's Policy on Public Participation will be utilised to ensure an informed client basis and community about the functioning of the water service through the WSA and the WSP.

Water and sanitation plays a vital role in the daily needs of all the inhabitants and it is therefore an important part of the municipality's administration and finances. In terms of municipal governance function this service must be rated very high on the LED priority list of projects. Exact record keeping and reports will be of great value to provide information in regard to LED programs.

19. ENGINEERING INTERVENTIONS AND ACTIVITIES

19.1 Maintenance Management Plan (MMP)

An MMP is not currently in place and will be developed in conjunction with the DWAF staff that will be transferred to MLM.

19.2 Operations Management Plan (OMP)

An OMP is not currently in place and will be developed in conjunction with the DWAF staff that will be transferred to MLM.

19.3 Water loss management

A Water Loss Management Plan is not currently in place and will be developed in conjunction with the DWAF staff that will be transferred to MLM.

SECTION H: FINANCIAL IMPLICATIONS

20. BUDGET FOR NEXT 5-YEARS

20.1 Income Statement

To be advised by the budget, SDBIP and the financial planning for the MTEF cycle.

20.2 Cash Flow Statement

To be advised by MLM as agreed to with VDM.

20.3 Balance Sheet

To be advised by MLM as agreed to with VDM.

20.4 Proposed tariffs and fees

The tariffs and fees structure related to water services will be informed by the VDM Council and applied by the MLM.

8

21. CAPITAL INVESTMENT PLAN FOR NEXT 5-YEARS

21.1 The Water Services Development Plan

VDM will take the lead in the annual compilation of the WSDP for the district. Input will be made by the MLM in order to ensure that the priorities for the development and sustaining of water services are planned for.

21.2 Identified projects and priorities

To be detailed in the WSDP as detailed in Table 11.

21.4 Funding (Loans, Grants, etc.)

Funding for the provision of water services will be budgeted for by MLM and a service fee raised for the provision thereof as detailed in the ISDA. Funding for staffing costs and the cost to operate and maintain the water schemes transferred from DWAF to VDM for the next three (3) financial annums will be obtained from VDM.

The devolvement of the Equitable Share for the provision of Free Basic water services will be aligned with the provisions of the Division of Revenue Act as applied to the Vhembe District. The transfer of the apportioned monies for the rendering of Free Basic water services is to be agreed with VDM.

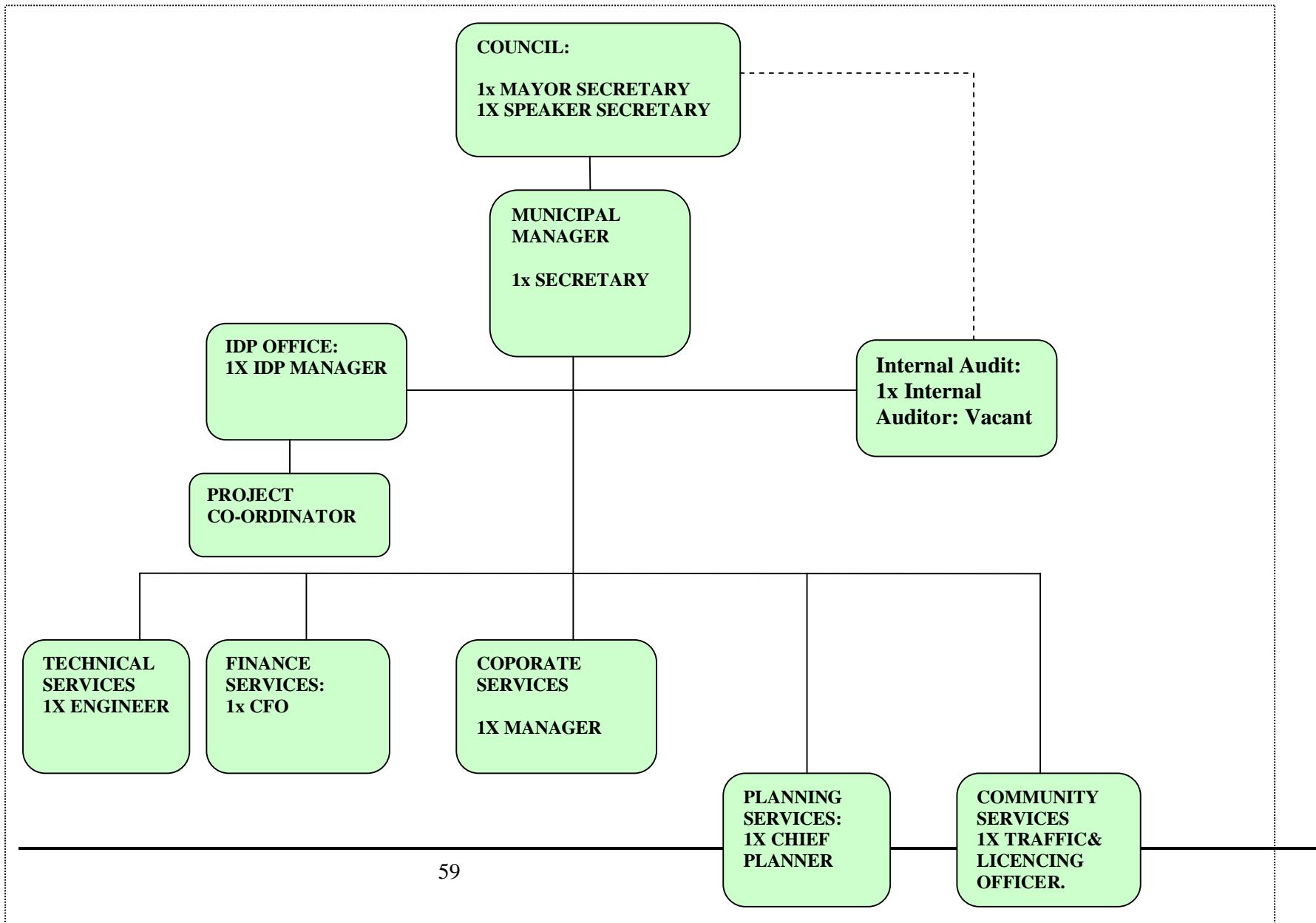
SECTION I: CONCLUSIONS

22. CONCLUSIONS

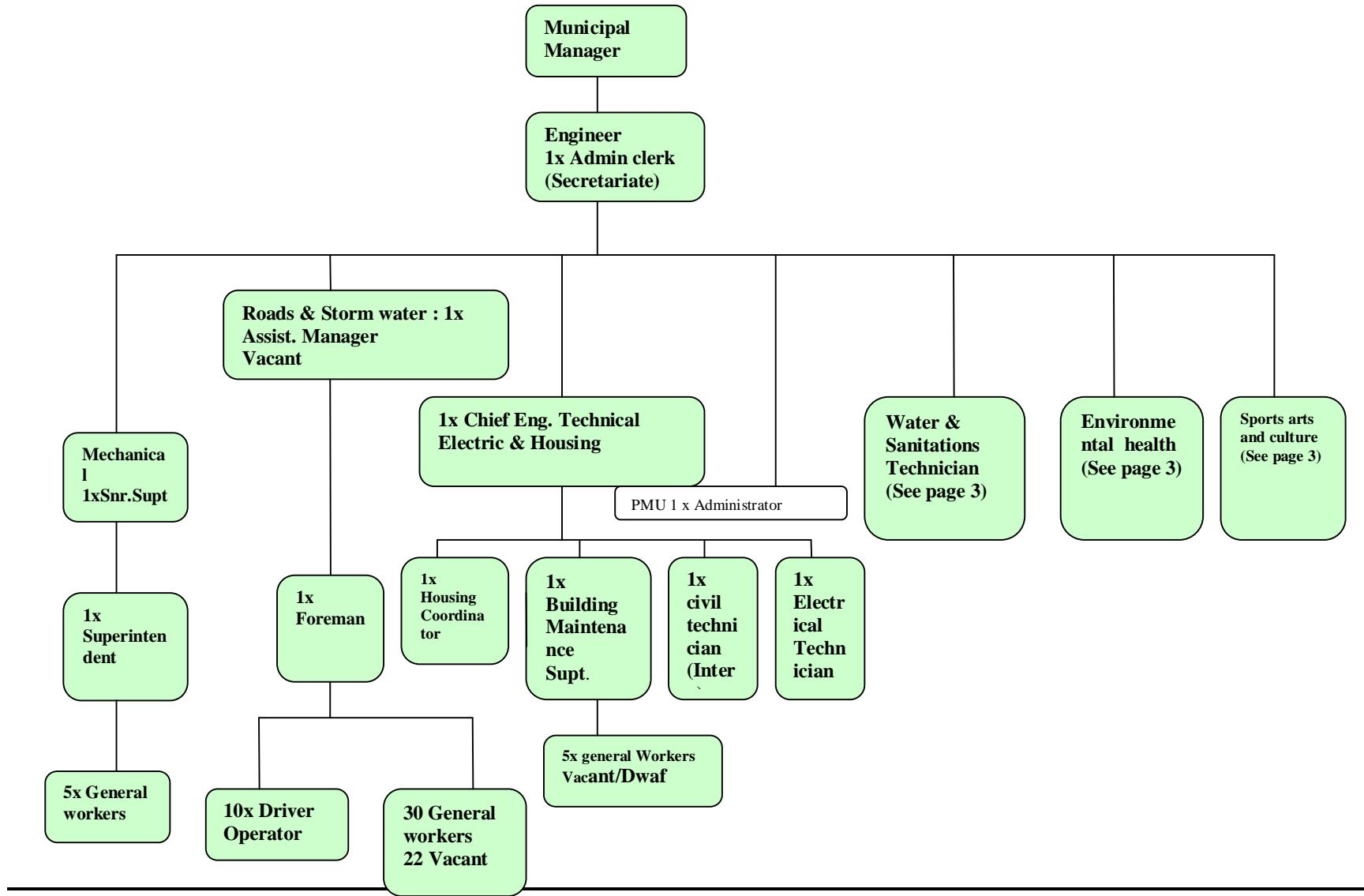
In conclusion MLM is able and willing to provide water services on behalf of the VDM, should the VDM decide to appoint the MLM as WSP. The current BP is a first attempt to provide the necessary framework for the provision of water services as an addendum to the ISDA.

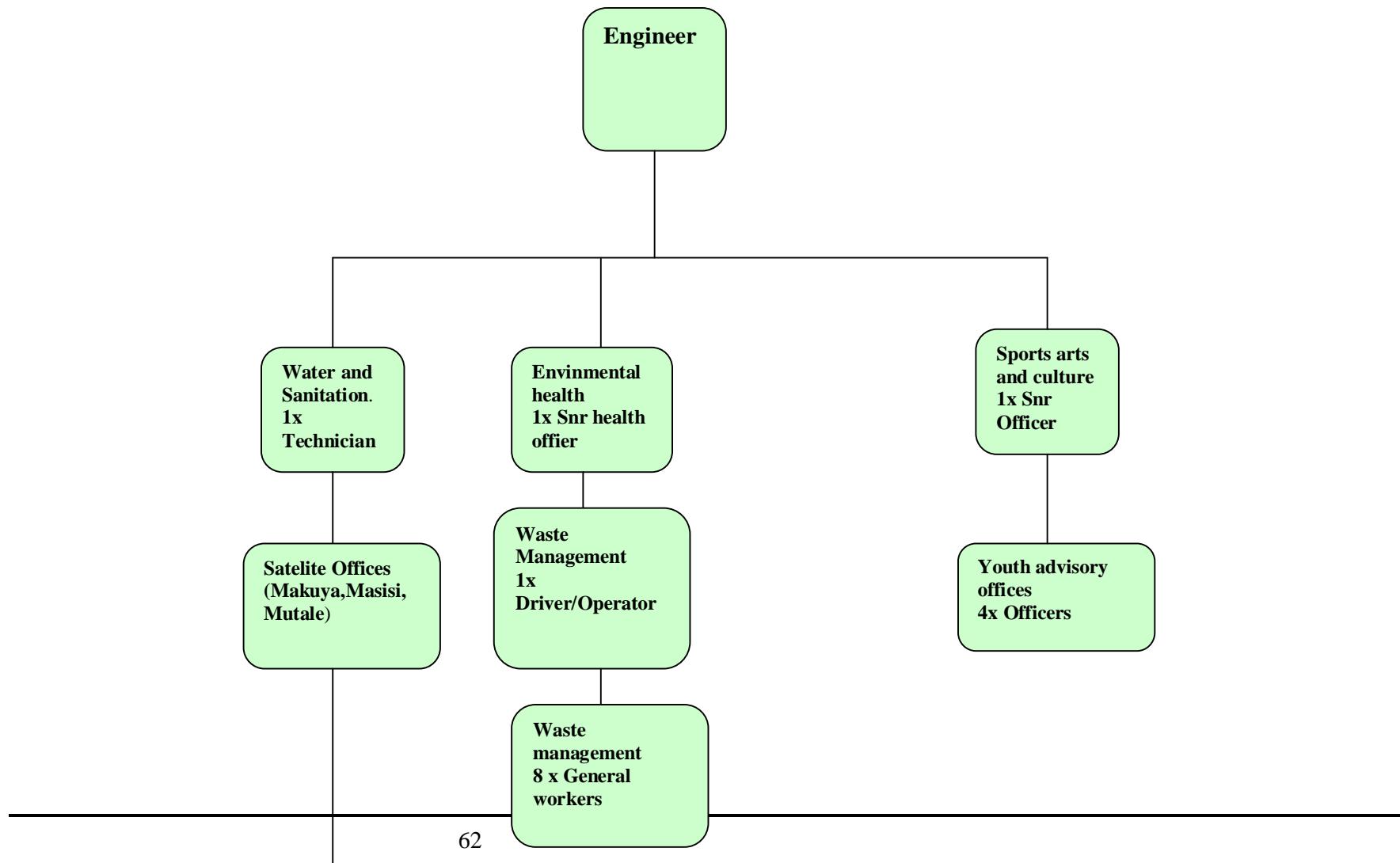
The WSP BP will be updated in conjunction with the VDM on an annual basis.

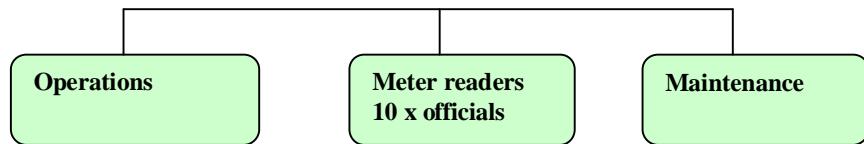
MUTALE MUNICIPALITY ORGANIZATIONAL STRUCTURE

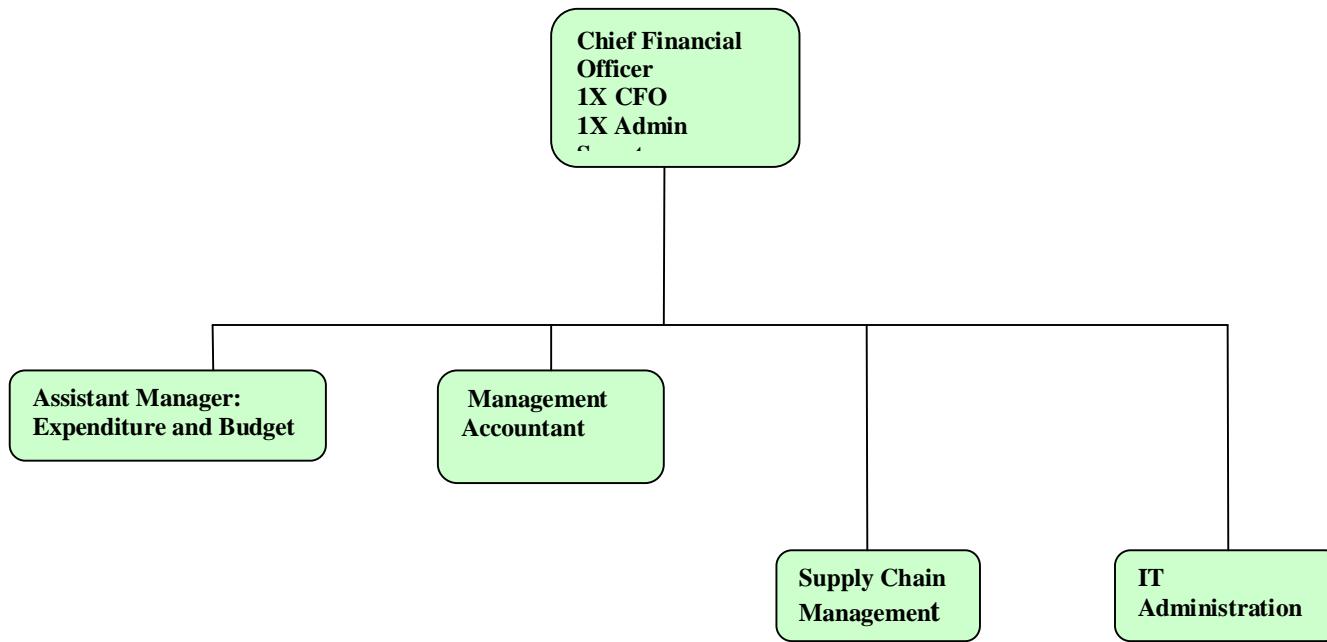


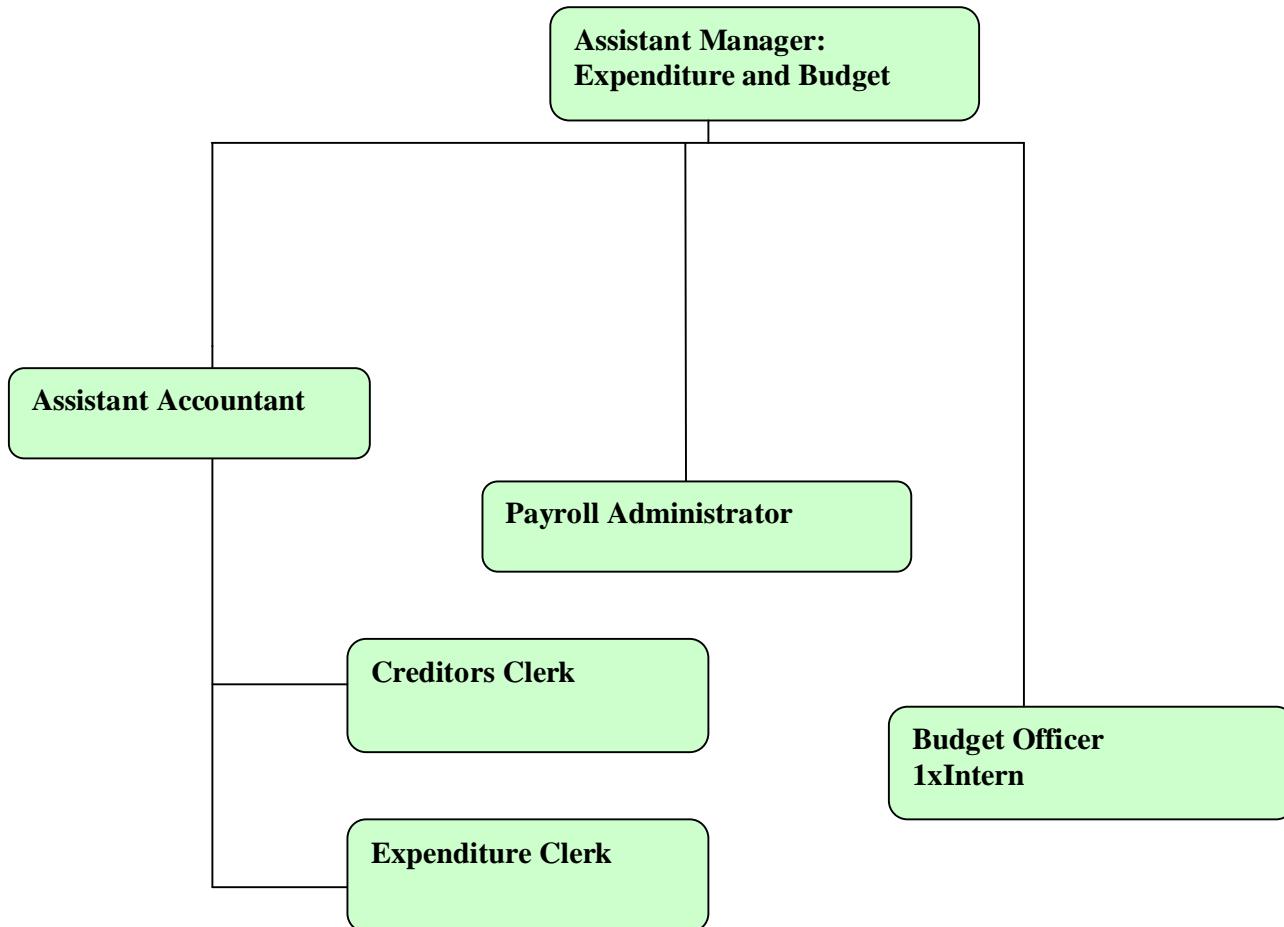
Technical services

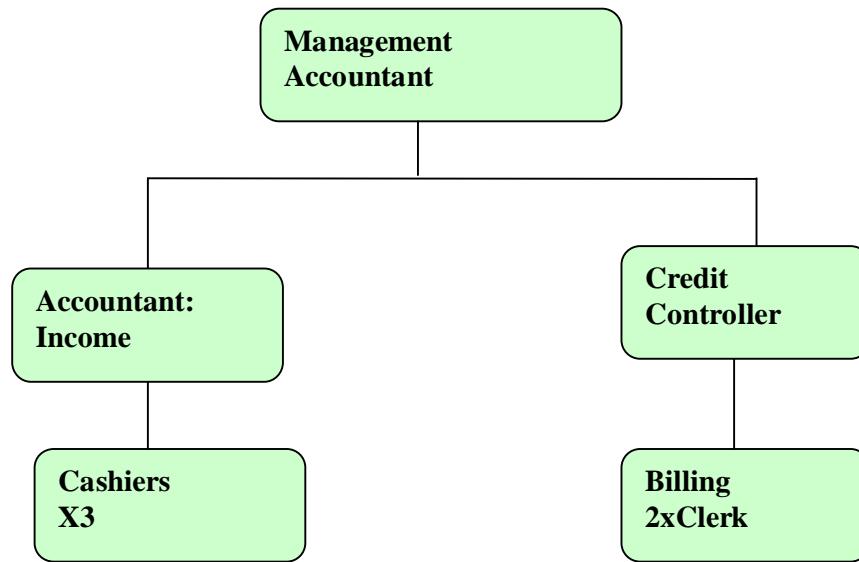


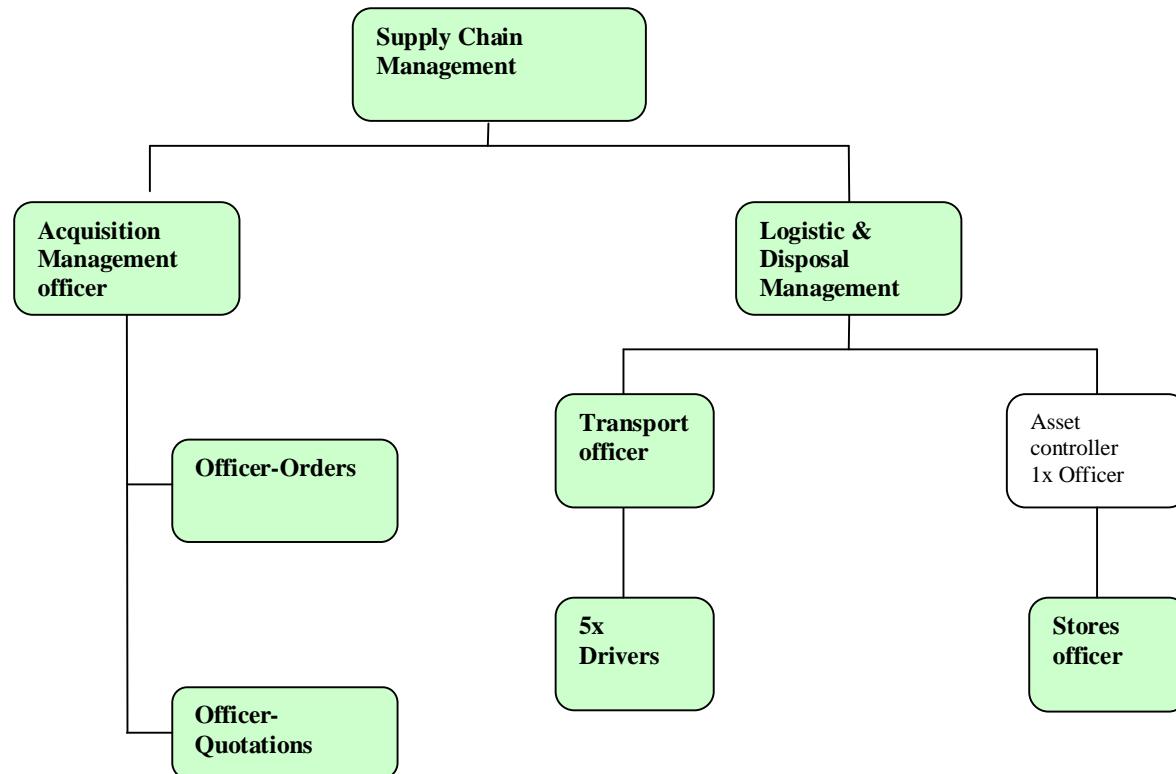


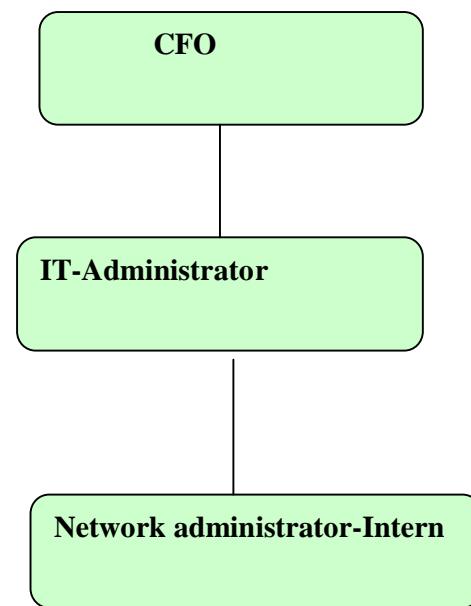


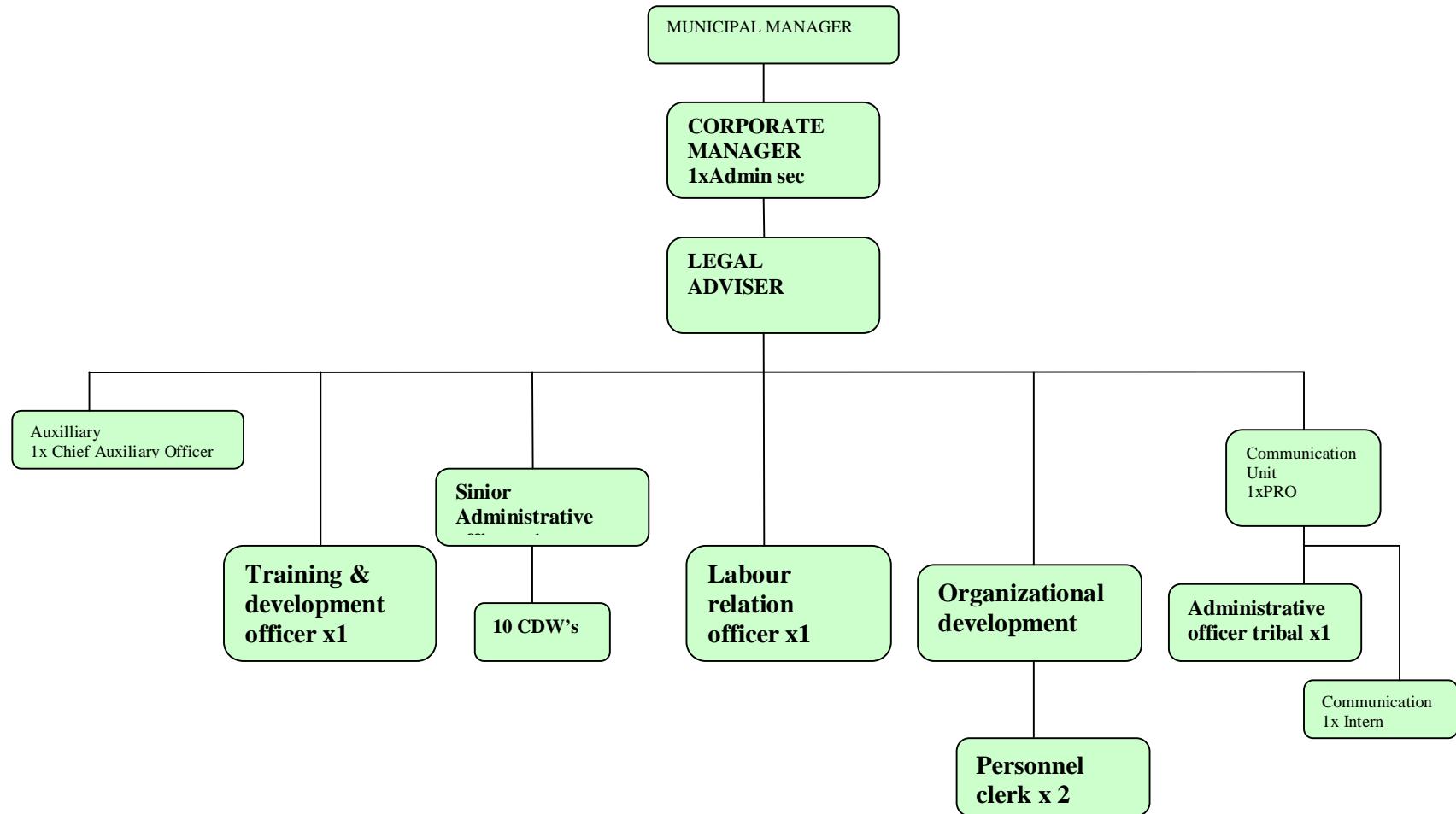


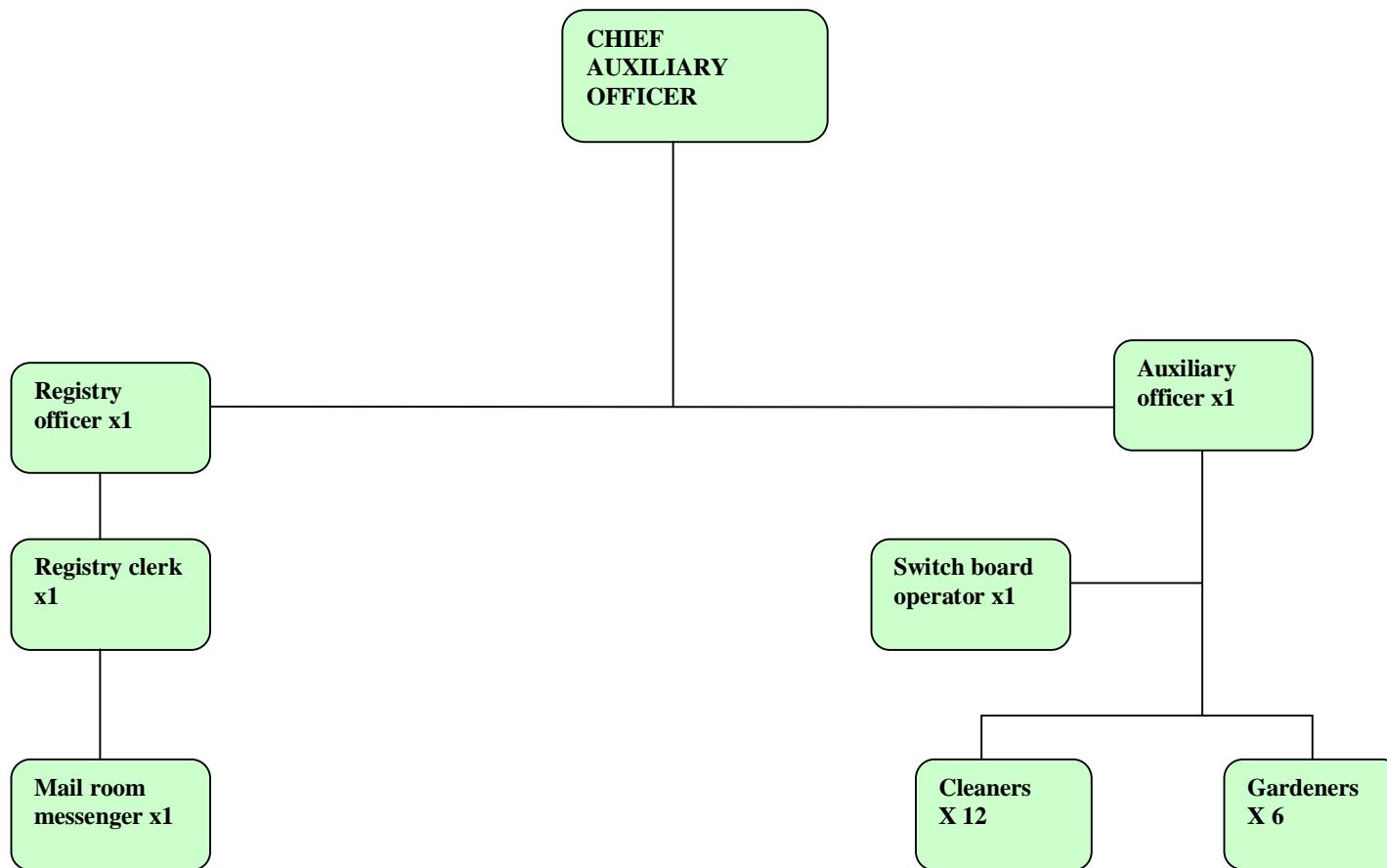


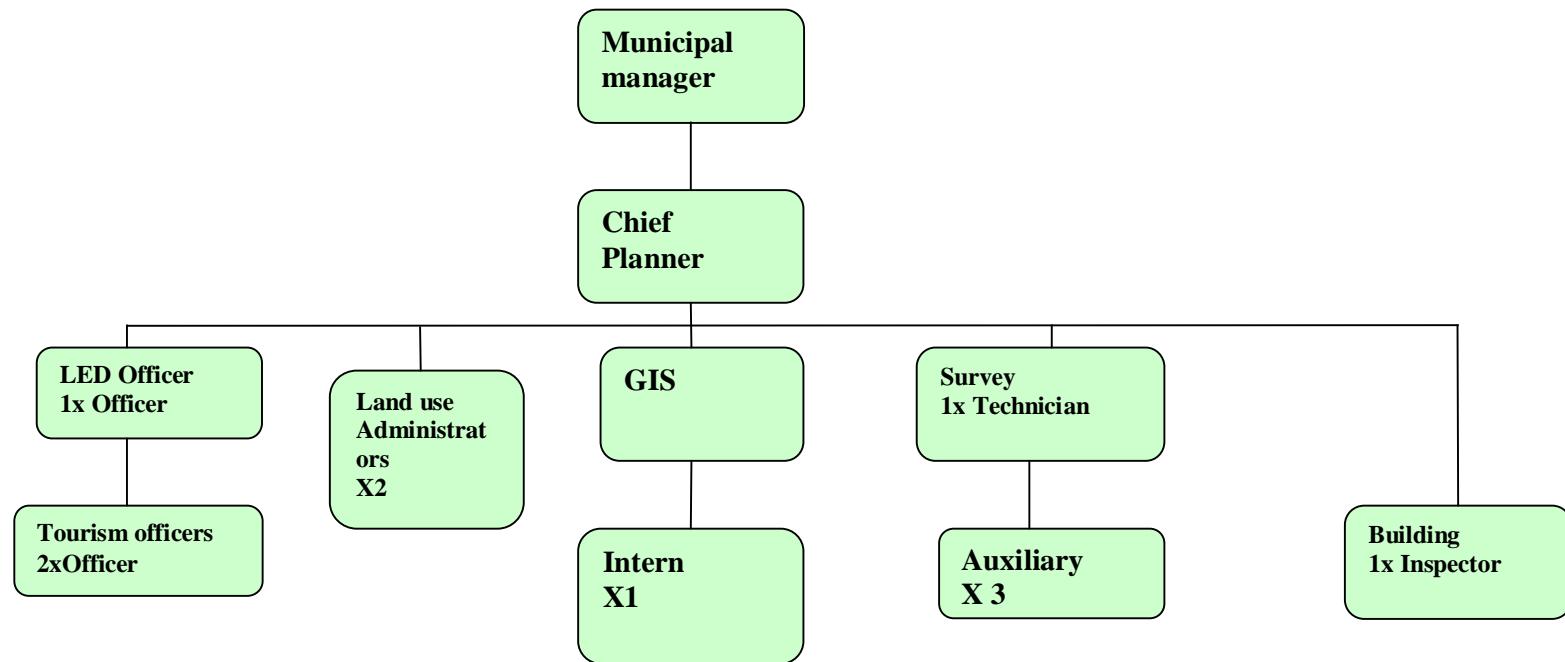




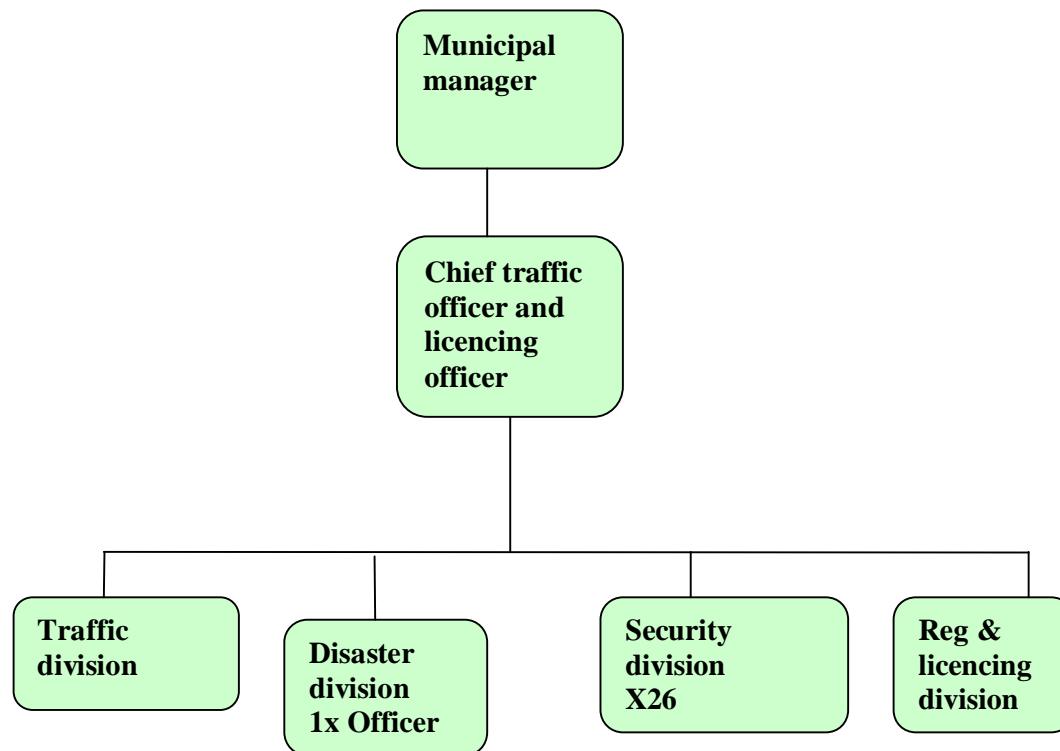


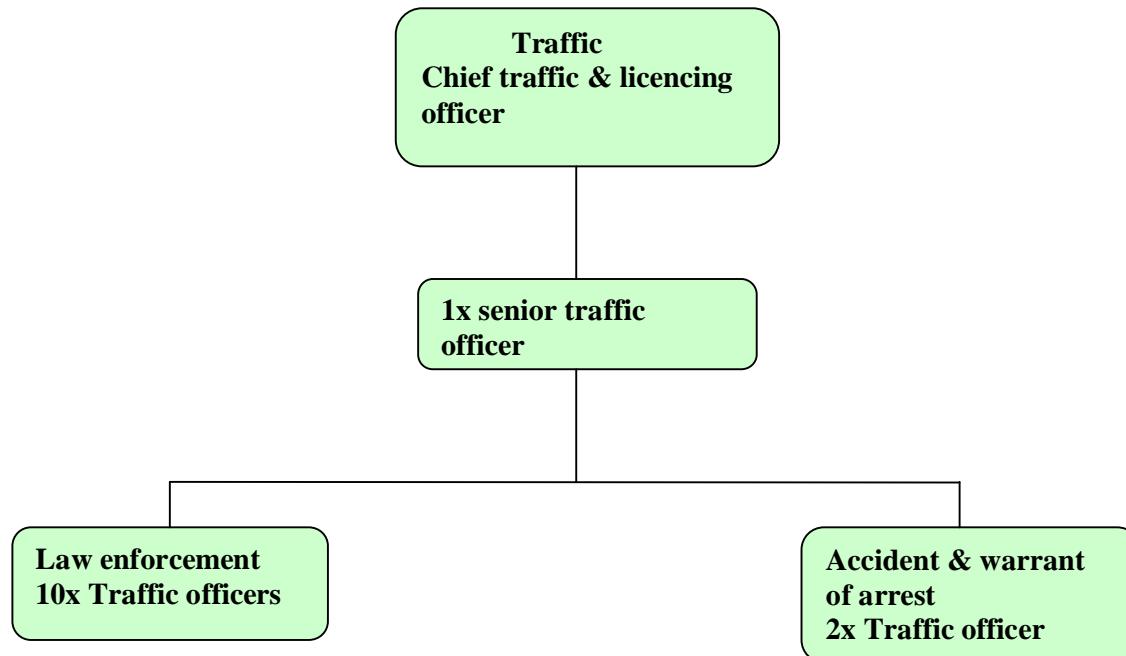






COMMUNITY SERVICES





ANNEXURE H

NP342 Mutale Municipality Strategy On Local Economic Development

EXECUTIVE SUMMARY

Introduction

This “Strategy on Local Economic Development for Mutale Municipality” was compiled in consultation with Mutale’s LED Task Team consisting of the Mayor and Councillors, LED Portfolio Committee members, the Municipal Manager, Director of Development & Planning, various officials and Deloitte Consulting, with inputs from Limpopo Province, DPLG and LGWSETA.

The document flows from the earlier development of the “Policy Framework for Local Economic Development for Mutale Municipality” which is published under separate cover.

It was informed by a Scope & Planning Workshop held with the stakeholders in the 1st quarter of 2004, the Mutale’s IDP compiled by Deloitte, very extensive research into national and international best practices on LED, an exhaustive series of consultations with the leading LED practitioners across the whole spectrum of the institutional development framework in South Africa and our resident internal developmental partners, such as EU, GTZ, UNDP, USAID, WD, to mention but a few, and several workshops with Mutale’s team.

Several versions of this document were compiled and reworked to arrive at this final product.

Objectives

The objective of this study was to develop a set of policy guidelines, procedures and an outline of the support structure necessary to equip Mutale Municipality to be self-sufficient to discharge its constitutional obligation and mandate of stimulating economic development in its area.

This has been achieved as adherence to the principals contained herein details the steps through which the requisite researching, preparing of fundable proposals, compiling of business plans and bankable funding proposals, procedures for successfully soliciting of funding and investments, negotiating the establishment of projects and other necessary pertinent activities can be successfully conducted in collaboration/partnership with their community as well as national and international donors and investors.

Achievements

In addition to the compilation of the manuals and hand guides that were developed in the listed of reference attached, the following activities were jointly embarked on with Mutale's LED officials during this past months:-

1. Identification of the strategic advantages, potential business opportunities, resources, etc, which can be developed in the area.

2. Formulation and compilation of a policy framework, a strategic plan and working procedures for Mutale's approach, methodology, marketing activities, etc, in pursuit of the objective.
3. Compilation of business plans and funding proposals for a selected set of priority projects as example to follow in future.
4. Guidelines for the preparation of essential promotional materials and handouts for prospects.
5. Drafting of the requisite procedures, positioning documents and opening of dialogue with selected foreign municipalities in line with the DPLG's MIR (Municipal International Relations) guidelines with the view to entering into twining and other co-operation and exchange agreements.
6. Guidelines for preparation, reception and presentations for visiting prospective funders and investors.
7. An action plan to lobby grant funders, suppliers of bulk services and potential investors and start the roll-out thereof together with the LED section.

8. Collection of the most comprehensive set of national and internationally published best practices material in the field of LED.

Strategy, Activity and Project Plans

To grasp the full picture this document must be read in conjunction with the “Action Plans” and other strategic documents developed for Mutale-See “*List of references*” below.

Additionally Mutale identified set key projects for which “Projects Plans” have been developed under separate cover-See “Section 9.6”below.

The Way Forward

To succeed at stimulating economic growth Mutale Municipality will have to the both inward and outward looking.

From this work Mutale now has the means to put the essentials in place to successfully solicit funding and investments. In doing so it will need to attract the attention of the national and international players.Because of its remote geographical

location it will be necessary for Mutale to make a concerted effort to position itself in the limelight. To this end a high profile publicity campaign should be considered.

1. Defining LED

Local Economic Development is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community.

Local Economic development (LED) offers local government, the private sector, the not-for-profit sectors and the local community the opportunity to work together to improve their economy. It often focuses on both enhancing competitive, and thus increasing growth; and also on redistributing that growth through the creation of SMME's and through focusing on job creation. LED encompasses many different disciplines, such as planning, economics and marketing. It also encompasses many local government functions including planning, infrastructure provision, real estate and finance. The practice of local economic development can be undertaken on many different scales. A local government often pursues LED strategies for the benefit of their entire area. However individual communities and thus individual areas within a local government's jurisdiction can also pursue led strategies to uplift their own communities. These are most successful if pursued jointly.

In essence, led is about communities continually upgrading their business environments to improve their competitiveness, retain jobs and improve incomes. Local communities respond to their led needs in many ways. There are a wide variety of led initiatives including:

- ✓ Ensuring that the local business environment is conducive to major businesses and sectors in the area
- ✓ Supporting small and medium sized businesses(smme`s)
- ✓ Encouraging new enterprise
- ✓ Attracting investment from elsewhere9within the country and internationally)
- ✓ Investing in physical(hard)infrastructure
- ✓ Investing in soft infrastructure(including human resource development, institutional support systems and regulatory issues)
- ✓ Supporting the growth of particular clusters of businesses
- ✓ Targeting particular parts of the municipality for regeneration or growth(spatial targeting)
- ✓ Survivalist(often informal)businesses
- ✓ Targeting certain disadvantaged groups

1. Background

Mutale municipality is a category b municipality with an executive system as contemplated in section 3(b) of the determination of types of municipality act, 2000(act no.1 of 2000)

The powers and functions assigned to the new municipality are stipulated in sections 156 and 229 of the constitution and sections 83 and 84 of the local government: municipal structure act, 1998. the council of the municipality consist of 17 councilors.

Mutale local municipality is situated in the far north eastern part of the Limpopo province, with the population estimated at 78 922. It is one of the four local municipalities comprising vhembe district municipality.

Mutale local municipality borders musina municipality and the republic of Zimbabwe on the north, the republic of Mozambique on the east, makhado municipality on the west of thulamela municipality on the south.

The municipality serves an almost a 100 percent of rural communities which are poverty stricken and the unemployment burden is very high. It has 17 councilors on its municipality council and has an executive committee. The municipal council has nine directly elected (ward councilors) and eight proportionally elected councillors. the political head of the municipal council is the mayor and the administrative head is the municipal manager.

2. Regulatory Environment

In compliance with sections 152(1) of the republic of South Africa act 108 of 1996

The objectives of local government are:

- A. Provide democratic and accountable government for local communities;

- B. Ensure the provision of services to communities in a sustainable manner;
- C. Promote social and economic development;
- D. Promote a safe and healthy environment; and
- E. Encourage the involvement of communities and community organizations in the manner of local government.

And section 153 of the constitution act 108 of the republic of South Africa, 1996

A municipality must:

- A. structure and manage its administration, and budgeting and planning process to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- B. participate in national and provincial development programmes.

And chapter 5(section 23-37) of the municipal systems act of 2000, the municipal council, officials, provincial and national sector departments and all other stakeholder organizations and individuals, constituted under the municipality's development plan (idp) representatives

Forum engaged in the integrated development planning process which resulted in the formulation of this IDP document.

The local government transition act second amendment act (act 97 of 1996) introduces a provision for integrated development plans, or idps, seek to build on the Idos and achieve the “integrated development and management of the area of jurisdiction of the municipality.”

The development facilitation act or dfa (act 67 of 1995) empowers mutale municipality to establish statutory land development objectives, r Idos, which set out a clear approach to land development for the locality.

Mutale has therefore a distinctive mandate to govern, provide services and to promote social and economic development. These responsibilities require that mutale must develop distinctive policies aimed at meeting the particular needs of its communities. This implies that mutale will need to go beyond the narrow service provision role implicit in the most local government ordinances.

4. LED Related Planning Process

When planning local economic development, such planning has to be carried out with an understanding of various processes unfolding in the following areas:

- ✓ Municipal strategic plan
- ✓ Planning, zoning, resource management and land use development strategies
- ✓ Transportation strategies

- ✓ Leisure and recreation strategies
- ✓ Housing strategies
- ✓ Anti- poverty strategies
- ✓ Education and training strategies
- ✓ Crime and public safety strategies
- ✓ Environment strategies and agenda 21
- ✓ Waste disposal and pollution control strategies.

5. Provincial Laws and Policies

Rules and regulations and the various municipal by-laws, will very much have an impact on the manner at which economic development can occur and the following are some of the ones needing consideration:

- ✓ Telecommunications deregulation
- ✓ Financial regulations
- ✓ Environmental standards
- ✓ Taxation
- ✓ Land and property laws

- ✓ National government infrastructure investment plans.

6. Context for LED

6.1. International dynamics

Mutale cannot develop in isolation, and therefore needs to take the following into account:-

6.1.1. Economic

The declining importance of commodities

The impact of global strategic alliances between multinational corporations on their investment and buying behaviors.

The over supply of manufacturing production in key global sectors

Increasingly mobile capital, making finance easier to access nearly everywhere

The changing employment dynamics from primary and manufacturing to the service sectors.

6.1.2. Technological

Technological advances and increased efficiency in production processes etc

Major advance in logistics giving rise to reduced need for and costs of shipping

no national boundaries to internet communication e.g.-commerce and e-government

importance of information services and information technology in all sectors

6.1.3. Political, governmental and regulatory falling trade barriers

The impact of global environmental and labour standards. The impact of regional trade groupings and regional integration.

6.2. National level dynamics

- ✓ Macro-economic and political stability
- ✓ Fiscal and political decentralization(a world-wide trend)
- ✓ Widespread privatization of whole industries and decentralization of government services
- ✓ Increasing democratization that brings increasing pressures and expectations from individuals and groups
- ✓ National LED, industrial and economic policies

- ✓ Industrial in incentive schemes
- ✓ Taxation and regulatory reform.

6.3. The role of Local Economic Development Agency (LEDA)

6.3.1. Objectives of A LEDA

Foster the economic development of the territory where it works; tap the endogenous potential of territory. Capitalize on endogenous resources and concentrate on support for those groups with the most difficult access to regular economic and financial circuits. Foster integration and co-ordination of local institutions and associations around a shared vision of local economic development. Promote local small and medium sized business; create entrepreneurial culture. Plan and bring into being a system of services to public and private organizations that can support local economic development. Pay special attention to identifying the most vulnerable social groups and identifying poverty traps.

6.3.2. What is a Local Economic Development Agency?

Sets up, runs, and support an endogenous network able to catalyze development. The essential mission of LEDA is to:

- ✓ Create jobs

- ✓ Promote and support small and medium-sized businesses in the various branches of production
- ✓ Improve the economic context and opportunity of the territory
- ✓ Promotes free competition among healthy businesses
- ✓ Provides tools for economic development that include the weakest and most vulnerable
- ✓ Uses businesses as a weapon in the fight against poverty
- ✓ Develops relationship of collaboration and co-operation across sectors
- ✓ Allows the local government to be the direct actor

6.3.3. Characteristics of a LEDA are:

6.3.3.1. It is an organized structure.

LED's have their own legal structure and functional autonomy; it has a legal framework. They involve local actors from both the public and private sector; consortium of public and private sector groups. On-profit association. Bundles service together: financial services, technical assistance, training of potential entrepreneurs, territorial service. Institutional entity-plays a role in the local and national political picture. Contractual entity-independent access to funding, to subcontracts and provide services and credit.

6.3.3.2. It is a territorial structure.

Tool for development policy in decentralized states. Provides practical support for national policies concerning the decentralization of economic development decision-making and services.

6.3.3.3. Forum for social dialogue.

Forum where local actors can promote and determine their own process of economic development. LEDA autonomous and democratic quality: public institutions and local associations are participants, but LEDA is not accountable to individual parties but to the general assembly. Space for decision-making.

6.3.3.4. Co-ordinates local economic development planning and implementation.

Assembles all the actors in order to design a strategy for local economic development. Indicates the most promising sectors. priority interventions and their configurations. Provides technical assistance to the local administrations responsible for planning. Assists the entrepreneur to find a good idea and develop his or her business plan, ascertaining its feasibility. Assists business both during start-up and their initial period of activity.

6.3.3.5. Weapon against poverty.

Credit is accessible to all: LEDAs act as guarantors with the banks, providing collateral for the poor. Associative structure enables all territorial organizations to participate and play a role in the decision-making process. Vehicles for small procedures to market products outside the local area.

6.3.3.6. Provides Credit

Helps to finance business plans. Credit disbursed on the basis of feasibility of project.

LEDAs currently boast high loan repayment levels.

6.3.3.7. Sustains enterprise development and sustainability.

Helps the beneficiary to draw up business plans and provides inexpensive credit. Helps in formulating reliable business plans, credit disbursement and post-financing assistance.

6.3.3.8. Social Benefits.

Protects and enhances the environment. Business plans that capitalize on environmental resources and introduce new environment friendly, energy-efficient “The challenge is to find the rules and the institutions for stronger governance-local

national, regional and global-to preserve the advantages of global markets and competition, but also to provide enough space to ensure that globalization works for people, not just for profits" [Human Development Report,UNDP,1999].Technologies receive a higher score for their financing. Is an additional resource for women; i.e., many offer subsidized credit lines to assist the creation of businesses and projects that address their deep-felt needs.

6.3.3.9. Has links with national and international networks.

As wide as possible a network of contacts and partnership needs to be developed.

6.4 Who belongs to a LED Agency?[STAKEHLODERS]

All the local public and private-sector entities that want to participate are involved in the decision making bodies: community groups {Traditional Leaders, Women, Youth} and civic association {SANCO],TRADE UNIONS[COSATU], PRODUCER`S ORGANIATIONS,BUSINESS ASSOCIATIONS,SERVICE CENTRES[Business Advisory Centers],municipality governments[Mutale Municipality],specialized structures[ESKOM,TELKOM,CSIR,ARC,TRANSNET,NDA,UMSOMBOMVU,DBSA,NEF,IDC,NTSIKA,KHULA,IDL,DTI,LAND BANK],vocational training institutes[Technical Colleges ,Private Colleges, SETAs, etc.],banks[DBSA, Commercial Banks, World Bank ,etc.],universities[UNIVEN]Religious Domination's and Church Groups, Donor Community [USAID, AUSAID ,SIDA, Embassies etc.

6. Mutale LEDA Governing structure:

7.1. It must be comprised of representatives from the following:

- ✓ Tribal Authorities
- ✓ Ward Committee
- ✓ Mayoral Committee
- ✓ Municipal Committee
- ✓ Business Committee
- ✓ Youth Committee
- ✓ Women's Committee
- ✓ Civil Society

The governing structure consists of 5-10 members and is elected from the ranks of the aforementioned structures. The governing structure's term of office is usually one or two years. Responsibilities within it are subdivided, with the election of the chairman, the treasury and the secretary.

7.2 Procedures that Mutale will follow to set-up a LED Agency

7.1.1 Promoting the Idea & Making Contacts.

Promote the idea with potentially interests parties. Identify possible founding members. Seek their consensus and encourage their dialogue and participation in designing and implementing the project. Hold individual meeting with the different groups to hear different viewpoints [i.e. public authorities and local administrations, local offices of state or public-interest institutions, universities, trade associations and unions, international development agencies, etc.].

7.2.2 Organize local meeting &establish a committee.

The purpose of LEDA committee is to draft a plan for the LEDA: Organize a profile of the structure, setting out objectives, organization, functions, legal form, budget, projects and activities. Formulate a plan indicating the main operational stages. Draft by-laws basic rules for governing [esp. by-laws that facilitate the entry of new members].

7.2.3 Presenting the LEDA.

Contact competent national authorities and institutions in order to present the idea to them and define the relationship between the LEDA, Municipality, District as well as Provincial policies.

7.2.4 Equip the LEDA with Necessary Instruments to Operate.

A short-term plan of operations [The steps needed to establish procedures find offices, etc the activities for training its members and future technical staff promote LEDA in the territory).a formal budget an initial investment in the LEDA; costs must cover the following:

- ✓ Capital formation expenses
- ✓ Operating expenses
- ✓ Program expenses
- ✓ Procedure for managing the credit fund.

- ✓ Operating procedures that are clear, defined, adopted and ensure qualitative standards, such as transparency and democracy.
- ✓ Personnel selection procedures.
- ✓ Offices and equipment, the LEDAs headquarters needs to be recognizably autonomous (headquarters will be located adjacent to Mutale Municipality and will acquire its own assets and find ways for public and private funding).
- ✓ Initial external visibility.
- ✓ Legal personality: legal consultants and support from Mutale Municipality.

7.2.5. Give priority to initiative that maximize visibility or respond to emerging needs.

Building credibility as an institution that responds to concrete local needs, for instance, the reconstruction of a road of strategic importance for marketing local crop, improvement of transportation systems or the opening of a credit line from agricultural commodities.

7.2.6. Technical tem does a SWOT (Strengths, Weaknesses, Opportunities & Threats analysis.

Identify the local economy `s most promising sectors and the main impediments to the unfolding of its potential. Business plans should exploit the area's potential and respond to the needs of the population expand the local economy to the benefit of the entire population.

7.3. Programs to be implemented by the Mutale LED Agency.

7.3.1. What LED agencies do?

- ✓ Integrated the business in the lines of production that are the centre of the endogenous local development.
- ✓ Assist the enterpreneur to find a good idea and develop his or her business plan by providing information on business opportunities and offering specific technical assistance.
- ✓ Assist businesses both during start-up and in their initial period of activity (supply support in organizing production perfecting technology and administration, managing markets, and marketing).
- ✓ Provide financial support, facilitating access to credit on reasonable terms.
- ✓ Prepares a consolidated plan for local economic development that constitutes a reference point not only for its members but also for national and international organizations interested in investing in the territory.

- ✓ Launches key lines of production for the territory, by creating a significant number of new enterprises and financing and reinforcing existing ones.
- ✓ Introduces Special Training Programs.

7.3.2. Programs that LED agencies implement:

- ✓ Territorial development plans.
- ✓ Studies and surveys directed at local and territorial organization.
- ✓ Specialized technical assistance for local institutions.
- ✓ Enhanced co-ordination of different actors engaged in this area.
- ✓ Orienting international co-operation and national development programs.
- ✓ Encouraging the creation and spread of other specialized services, such as financial and commercial services.
- ✓ Local marketing campaigns
- ✓ Research and education of entrepreneurial activities
- ✓ Provide information on area's resources and potential, laws, regulations and consumption
- ✓ Overall business support: formulation of territorial and business development plans, locating potential sources of funding, applying to the appropriate bodies for finance and following through on the application.

8. Conducting the Competitive Assessment of Mutale

8.1. Demographic Information

8.1.1. Population

According to the National Census 2001 statistics, Mutale municipality has an estimated total population of 78 922 and is arranged in the following manner:

(See *statistics South Africa*)

Persons	2001
Africans	78 456
Colored	29
Indians	16
Whites	421
Total Population	78 922

There are about 14 502 females in Mutale between the ages of 15-34 years and 11 740 males in the same age **bracket**. Large numbers of males migrate to the industrial bases due to perceived better prospects for employment. Pensioners are arranged as follows: 3 514 females and 1 519 males.

8.1.2. Education

There about 83 primary schools and 25 secondary schools in the area of Mutale mainly funded by the government. There are no tertiary institutions. Due to the Agricultural characteristics of the area, as well as the lack of education facilities in the rural areas, the development of a quality agricultural school for the region should be investigated. The establishment of tertiary institution should also be investigated and facilitated. Adult Basic Training (ABET) within the municipal area are non-functional, mainly because of budgetary constraints and lack of interest.

The general levels of education are very low in the area. About 11 617 have no formal education at all, 5 885 attended some primary education but didn't complete. High school graduates represents about 9 139.

(See statistics South Africa)

Persons	2001
No Education	11 617
Some Primary Education	5 885
Completed Primary	2 117
Secondary Education	9 139
Matrix	3 920
Tertiary	1 928

8.1.3. Unemployment /Employment

The total available labour force Mutale is 15 523, only 6 553 are employed in the local economy, therefore 8 970 are presumed to be unemployed. The following table gives employment by sector:

(see statistics South Africa)

Industry	Number of Employed
Agriculture/Forestry/Fishing	409
Community/Social/Personal	2 108

Construction	507
Electricity/Gas/Water	82
Financial/Insurance/Real Estate/Business	316
Manufacturing	208
Mining/Quarrying	850
Other	0
Private households	572
Transport/Storage/Communication	182
Undetermined	589
Wholesale and retail	732

8.1.4. Income Levels

Out of a total population of 78 922 people, 54 641 do not have an income at all. This disturbing statistics that almost 70% of people in the municipality do not have some sort of reliable income leads to a conclusion that poverty is very rife in the area.

People with indifferent income depend on other people for survival. A significant number of income earners, that is 12 494, earn between R1 to R400 a month.

Individual Monthly Income (see statistics South Africa)

Category	Number
None	54 641
R1-400	12 494
R401-800	7 414
R801-1 600	1 344
R1 601-3 200	1 561
R3 201-6 400	1 004
R6 401-12 800	295
R12 801-25 600	81
R25 601-51 200	26
R51 201-102 400	39
R102 401-204 800	19
Over 204 801	3

8.1.5. Infrastructure and Services

Infrastructure represents the wheels of economic activity and users need it for raising their productivity through the reduction of time and effort needed to secure safer water, bringing crops to markets, commute to work, electricity for heating or preservation of certain perishables. Investments in infrastructure will help towards economic growth, poverty alleviation, and can be seen as an important LED tool. Jobs, business opportunities can result from the investment in infrastructure by way of using labour intensive methods.

8.1.5.1. Water Levels in Mutale

Mutale has water in 4074 dwelling areas, water in 5679 inside the yard, 572 community standpipe within 200m, 227 borehole and spring, 886 river tank and water vendor. About 90% of the population doesn't have access to clean potable water. There are illegal connections and therefore a lot of water are lost in the system, leakages due to some estates of disrepair of some of the infrastructure and therefore the accounting systems are also affected. It's worth noting that a bulk of the information was measured in terms of the RDP standards. There are developments ongoing which are not accounted in these statistics. Vhembe District Municipality is said to be in the process of developing the Water Services Development Plan (WSDP) and according to the IDP, that process is incomplete. Mutale would need to follow this process closely with a view of aligning its water delivery programme with the broader district plan. (See IDP)

8.1.5.2. Sanitation

Bulk sanitation services in urban areas are inadequate and do not meet legal minimum standards. Water borne is about 496, Septic Tank 503, Chemical toilets 201, VIP 1173, Pit latrines 1096 bucket systems are 0 and those without any form of sanitation are 7730. (See IDP)

8.1.5.3. Electricity and Lights

Rural areas have estimated 20-30% electricity connections to individual households. Electricity is available to 4220 households; Gas is available to 5839 households, 68378 firewood. This leads to 78437 households with some form of energy. (See IDP)

8.1.5.4. Roads

The roads are in a poor condition and in need for upgrading. Most of the roads are graveled and not being maintained properly. In urban areas the main roads are old and deteriorating rapidly and the distributor roads are graveled. The roads lack drainage systems and therefore, storm water is accelerating the deterioration process.

8.1.5.5. Housing and Land

708 Housing units were constructed between FY2001/2. An additional 800 units were envisaged for FY2003/4. About 400 houses were allocated to Mutale Municipality FY2004/5.

9. Developing the LED Strategy

9.1. Vision

Mutale Municipality Local Development (LED) vision seeks to ensure the creation of favorable conditions for social and industrial prosperity.

9.2. Goals

- ✓ An increase in the per capita incomes of the community members of Mutale.
- ✓ Attracting an Inward investment into the Mutale municipal area.
- ✓ Encouraging individual participation of individual and entities in the Mutale local economy.

- ✓ Ensure full exploitation of Mutale's competitive advantage.
- ✓ Ensure infrastructure development for a sustainable development of the Mutale's local economy

9.3. Objectives

Want to ensure at least three percentage (3%) increase in the general employment levels on an annual basis for the residents of Mutale. To achieve this, Mutale will ensure that it makes its strategic advantages effectively both internally and externally, nationally and internationally so that there is investment. The municipality also plans on ensuring that community members that are eligible for various social security grants have access to such grants in order to help ease the poverty in the area. The Municipality plans on making sure that all aspirant entrepreneurs in the area are given a chance and the necessary assistance to start enterprises and flourish. Mutale municipality wants to make sure that all government institutions that might have a contribution to make towards this effort are brought to the party. Skills development will also be another priority area wherein, attention is focused and that the skills generated are in-line with the dictates of the economic development priorities and patterns set by Mutale Local Municipality.

9.4. Profiling of Mutale

Mutale would need to work around developing its terms of its strategic advantage by the use of certain marketing strategies, lead projects, and investment in infrastructure, property development, sporting and cultural activities. All these things will

need to be captured and made known to the world-wide. The municipal will also need to promote its informal sector, small and big businesses, tourism, set-up tourism centers, industrial parks and development facilitation.

9.5. Programmes

Industrial promotion and support is an important dimension of local economic development policy in very small locality such as Mutale. LED promotion policies for industrial promotion range from marketing and promotion of inward investment to support for smaller and more local businesses from promotion of entrepreneurship to provision of economic overhead capital and investment in human capital. These policies are important and must be undertaken within a Mutale Municipality context working closely with local business and alongside the local Training and Business Advisory Council/ or Centre.

After a very lengthy consultative process with all relevant stakeholders, workshops, IDP process and the planning and scoping meetings held, the following strategic areas were identified:

See Mutale Marketing and Communication Strategy.

9.5.1. Tourism

Mutale has a very good tourism potential and has a number of strategic attraction sites that can be leveraged upon namely:

Tourism Attraction	Destination	Exclusiveness
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Boabab Tree	Zwigodini Village	Biggest Tree in Africa
Domboni Caves	Domboni Village	Hiding Place During The Tribal Wars
Sagole Spa	Tshipise	Warm baths and accommodation
Luphephe Nwanedi Nature Reserves	Folovhodwe	Animal viewing, fishing accommodation
Makuya Park	Adjacent to Kruger National Park	Animal viewing, fishing accommodation

There are however, challenges that makes it hard for this industry to takeoff due to the condition of road infrastructure of the Municipality. A lack of reliable energy and potable water hinder the growth of the tourism industry, like for instance at Sagole Spa. A database of all centers needs to be further developed and marketing of sites.

9.5.2. Agriculture

Crop and Livestock farming is a prevalent feature in the eastern areas. The area is very rich in terms of the soil and weather conditions for crop farming and therefore, products such as banana, mangoes, pawpaw, ground nuts, tomatoes, avocados, litchis, tea, oranges, morula, maize, etc, agriculture can then be divided into primary, secondary and tertiary processes. Primary agriculture focuses mainly on the farming aspects of livestock such as raising the animals as well as ploughing, planting and maintaining crops while they are still in the soil. The secondary process related to the processing of these products involving certain technologies such as juice make drying, canning, medicinal plant propagation etc.

Some kind of EIA needs to be conducted to determine water supply and irrigation components requiring reservoir inundation area. The component of farming must be divided into large scale, small scales farming with some co-op structures put in place for co-ordination of communities would need to be consulted through public meetings, random interview questionnaires etc. Mutale Municipality will need to assist aspirant farmers with:

Funding Application needs

Formulation of Coops

Marketing activities internally and externally

Co-ordination activities of relevant stakeholders

Registrations of businesses

Advisory Services

9.5.3. Mining

There are a number of mines that have closed down in the diamond, coal and graphic sectors. A full investigation needs to be conducted to determine the reasons for these closures with view of finding ways of restarting them. Some funding needs to be sought, to finance the feasibility studies and the development of initial business plans that would be financially sound for capital investment in the revival of these mines. Proper negotiations between the department of energy municipality, tribal authorities and potential investors and financiers needs to be started.

9.5.4. Trade

The Municipality through the LEDA should design programs that help make the area favorable trading and must set-up infrastructure that promotes sustainable economic development. The following activities must be conducted:

Project definition and investment analysis.

Activities that support large capital investments include:

Foreign Direct Investments (FDIs)

Joint Ventures (JVs)

Private Public Partnerships

Loans

Capita Infusion etc

Trade capacity building and sector development.

Activities involving

Industry Standards

Rules and Regulations

Trade Agreements

Market Liberalization etc.

9.5.5. Small, Micro and Medium Enterprises development (SMME)

The aim for SMME development in Mutale is to identify, develop and support aspiration entrepreneurs, particularly those owned and operated by previously disadvantaged individuals in fair, equitable, competitive and transparent environment so that they can reach a stage where they are no longer disadvantaged and can be expected to perform to a particular standard.

To achieve this, the Mutale Municipality will need to ensure that they target their tendering process to favour the Historically Disadvantaged Individuals and those institutions that have an acceptable BEE structure in place. Again, the municipality will need to, as far as feasible, procure services from the local service providers, or ensure that external contractors partner with local contractors.

Agri- processing plants and other value adding industries should be encouraged in order to diversify the economy of the area currently there is an established facility available for the development of arts and crafts promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation the utilization of existing facilities e.g. land buildings and railways for industrial promotion purposes is necessary

A number of enterprises in the area are operating in isolation without any co ordination of effort there isn't an existing database of SMMEs available. The viability of these businesses is also questionable as the operation methods generally do not comply with modern practices of operating businesses.

9.5.6. Capacity Building

9.5.6.1. Technology Development

The council for Scientific and Industrial Council (CSIR) has made a commitment to assist Mutale Municipality in terms of technology that needs to be employed for the various projects identified by the municipality.

In terms of the Bioscience Technologies. The municipality will be assisted with the development of medicinal plants for novel therapies to combat malaria, tuberculosis, diabetes etc. A number of potential markets can be identified namely: Healthcare; Chemicals and Agriculture. (These markets will inform the SMME sector of Mutale).

In terms of Information Communication Technology, CSIR will assist with the implementation of relevant technologies in the area. For Mutale to be competitive, it needs to participate actively through the use of ICT and also advertise itself in the world-wide-web so that prospective investor from far a field can access area information. The community itself needs to be versed with the use of this technology so that they can be able to use this form of technology to communicate with the rest of the world.

In terms of the Manufacturing Technology CSIR will assist with the Advanced Technology Manufacturing Strategy, Hardness Measurement Technology, Hydroponics, Fibre development and other Technologies that might be necessary in certain industries that might be emerging.

With reference to the Mining Technology, CSIR will assist Mutale in identifying appropriate inexpensive and yet productive technology that can be used in the revival of the closed mines and other new mines that are being pursued in the area. CSIR has a device called Goafwarn used to detect possible collapse of a coal mine roof. CSIR has a programme called Coaltech

2020 with over 53 projects in the coal mining environment focusing on geology, and geophysics, surface environment, surface mining, coal processing and distribution, underground mining and also human and social aspects.

With regards to Infrastructure Technology, President Thabo Mbeki emphasized the need for infrastructure development to address issues of governance, administration; social and economic challenges (see State of the Nation Address and Toward a Ten Year Review).

CSIR will assist with infrastructure technology that will address human settlements (low cost housing and new approaches to school designs) and transport network technology (overloading freight logistics etc.)

9.5.6.2. Human Skills Development

The department of labour has a National Skills Development Act which seeks to help increase skills levels in the country. Mutale needs to register training with the various Sector Education and Training Authorities wherein, people can be trained in various areas such as Agriculture, Finance, Engineering, Food Technology/and processing, Mining, Insurance, Local Government, Diplomatic and Intelligence, Banking etc.

One of the challenges for people to pursue education is funding. The National Skills Fund makes available about 15 000 per learner to participate in various learner ships and this is a resource that the municipality can leverage on to build capacity.

These learners can then be employed on the various municipal projects at no cost to the municipality. The municipalities can also try and ways of encouraging those people who leave the area to study at universities across the country return and invest in business development in Mutale.

9.5.6.3. Financial Support

With the new legislation on municipal finance the landscape of fiscal governance changes dramatically and necessitated a new approach to how municipalities deal with their service delivery responsibilities. Mutale would therefore need a strategic management that integrates the process of planning and budgeting. The thrust of LED is to create enabling condition for local economic growth and more specifically creating jobs through local projects that are facilitated and initiated the municipality.

9.6. Projects and Action Plans

Mutale has identified the following key projects for which Projects 7 Action Plans have been developed under separate cover:-

Construction of a Shopping Centre

Handicraft Development

Fish farming

Forestry and Rubber

Mining

LED Learner ships with LGWSETA

Community Radio Station

Tourism Development

Agricultural development

Multi-Purpose Community Sports Centre

9.7. Budgetary Constraints

The most important resource available to Mutale to meet its LED objectives are the existing local government revenues, intergovernmental grants and subsidies, private investment from local business and other external investors that are interested in investing in the area, Sectoral Education and Training Authorities in terms of skills development in that they are funded from the National Skills Fund, Municipal Infrastructure Grants (MIG) from DPLG, the Development fund form DBSA

and a few other possibilities. There are other partners who can assist such as the Council for Scientific and Industrial Research (CSIR), Agricultural Research Council (ARC), the National Development Agency (NDA), Umsobobvu Youth Fund which should finance some of the Youth Programmes and Projects etc. The challenge however, is that these institutions are not necessarily accessible in that some of the conditions attached to their funding are often very rigid and do not accommodate the realities on the ground.

10. Implementing the LED Strategy

Most local economic growth is generated by small-and medium-sized businesses that are established in the community. Encouraging local business growth involves providing support and resources to enable these existing local businesses to grow. These strategic sometimes called business retention and expansion strategies. The range of initiatives to local businesses is vast. Some can be expensive, but others are not. Programs and projects included.

10.1. Business retention visits and surveys

Visits to and surveys of existing firms can help identify problems, determine the business performing, from where it sources its inputs, whether it is expanding etc. These visits can be to encourage local businesses to source more inputs locally,

Identify and finance training and needs, and contribute to LED strategy development. An important role at these visits is to identify factors that might forestall a business leaving the area.

10.2. Technical assistance to business

This can include broad-based management and marketing programs, quality and environment standards training and advice, through to more specialized export training or research development support. The focus here should be on providing accredited, demand-led, technology assistance, paid for on a fee-for service basis, if possible. Often these services are provided than one-stop business service centers.

10.3. Financial advice and assistance

One of the hardest issues for businesses is to access capital. An appropriate financial support program will be able to give advice and training on financial planning, access to capital and etc. In some cases it may be possible to establish small grant or loan programs to encourage examples, investment in modern technology. Great care should be taken with these to fairness; these schemes should always be transparent.

10.4. Public procurement policies and “buy local” campaigns

These are local, business friendly policies where the local government, public sectors organization and larger local businesses make their contracts more accessible to local companies. This has to be done within fair-practice laws. Initiatives could include adjusting the size of contracts so smaller companies may bid, encouraging and accepting bids from groups of local companies holding procurement events for local businesses, publishing local business competency directors and so on.

10.5. Bureaucracy reduction programs

The number of permits and approvals that local government require for businesses, and the times to obtain these can act as disincentive to register into the formal economy or expand. A place to start is to review existing regulations and laws, consult with stakeholders and developed remedial plan. This will probably include streamlining local government processes and may include a lobbying program to reduce bureaucracy in other government areas. A program minimizes the complexity, cost and bureaucracy associated with approval processes will improve the competitiveness of an area.

10.6. Provision of sites and premises

Since local authorities and the state are often the owners of industrial and commercial land and buildings, they can use these to encourage business investment and expansion. A good understanding of the local property market should enable a local authority to plan for growth. Funding such hard infrastructure investments is a challenge; however, rents and sales should provide a market return for the authority: The option of private sector intervention or partnership should always be examined to ensure best use of local authority resources.

10.7. Encouraging New Enterprises

Encouraging new enterprises involves providing advice, technical support, information and resources to help individuals to set up their own business in the form of sole traders, partnership, co-operators, or community enterprises. Programs and projects include:

10.8. Provision of finance for new businesses

Micro-enterprise financial support is key to enabling small businesses. SMME's often experience difficulty in accessing traditional lending and investment institutions. Micro-enterprise financing a specialist area and is well documented. There are

many examples of largely private successful micro-enterprise support institutions. Most require seed capital before becoming self sustaining through revolving funds. Local authorities assist these schemes through meeting with micro-enterprise institutions to assess the forms of support needed and ways of collaboration. It is not usual for local authorities to act as direct providers micro-finance schemes. Local governments generally do not possess the skills and resources to do this. Their role is to usually identify needs and encourage institutions and private sector players to intervene in this sector.

10.9. Provision of micro and managed workspace

The provision of micro and managed workspace to support new enterprise is one of the most effective ways to assist new businesses, especially when tied to technical and administrative support and mentoring programs.

10.10. Providing technical advice on business management

First time business owners require a variety of information. This includes knowing how to produce his or her product, finance, business planning, marketing, some aspects of the law including employment, taxation, safety at work, environmental legislation. The provision of training and support in these areas meets these basic needs best practice reveals success of one stop shops or independent advisers. As in most areas of technical assistance, it is usually better for the local

authority to enable the provision of these services rather than provide them itself, again an issue of skills and resources. Charging for these services can be difficult, and some agencies give a limited number of consultations and they make modest charges thereafter.

10.11. Supporting the establishment and implementation of formal and informal business networks

People learn from each other. Networks facilitate that learning. Active involvement in business networking is also important for developing a customer base, acquiring intelligence for expanding business and developing collaboration relationships with businesses in the same sector.

10.12. Conducting business mentoring programs

Good practice suggests that by linking new and small business owners with established businesses, significant benefits can result for both businesses. These need not be formal networks. In addition, informal networks of mentors and new businesses can create further benefits by developing supplier linkages, establishing critical mass for specialist training and so on.

10.13. Promoting Foreign Direct and Domestic Inward Investment

Promoting foreign direct and inward investment attracts businesses to an area from elsewhere in the country and from other countries. Attracting large manufacturing and services sector employers into communities is one of the most difficult, frustrating and riskiest of all LED strategies. This is partly because there are far fewer investors than there are communities seeking to attract them and many communities are prepared to offer massive incentives to inward investors. Foreign direct investors often prefer Greenfield, edge-of-town sites. To accommodate these wishes, communities often over ride their planning policies in order to attract the investment. This brings with it considerable problems, contributes to urban sprawl and transportation problems, for example. Careful consideration should be given to the costs and benefits of attracting inward investors.

10.14. When locating a business, inward investors seek:

- ✓ A stable macro-economic climate
- ✓ A stable political and regulatory environment
- ✓ Market access and open competition
- ✓ A welcoming environment

- ✓ Available sites and or premises
- ✓ Appropriate and available and reliable utilities and transportation
- ✓ Available skilled workforce
- ✓ Available local suppliers and resources
- ✓ Appropriate education, training and research facilities
- ✓ A good quality of life, especially when bringing ex-patriots
- ✓ Manageable regulation and taxation systems
- ✓ Incentive schemes

The benefits when success is achieved can be great. Besides direct employment, an increase in the tax base and direct employment, there are potential wins for the local community through up-skilling of the workforce, increase in wages, and opportunities for local SMEs that supply and buy from these investors.

10.15. Inward investment strategies are likely to be most successful when:

They form small part of a board LED strategy. The community has the appropriate hard and soft infrastructure in place or available to support the likely investments. Targeted investments fit the competitive advantage of the receiving community [normally a sector/ cluster approach is likely to be most successful]. Marketing strategies are carefully prepared, budgets are

appropriate and follow up procedures are in place. Incentive programs are considered, varied and not excessive [for example, funding to help local workers to upgrade their skills]. Staff involved in attracting strategic investors has an understanding of investment needs and what their community has to offer. Opportunities for local businesses are optimized through careful after-care programs. This means that when a new investor is attracted to a community, every opportunity is taken, on an ongoing basis, to encourage the investor to source their supplies locally, enabling supply chain advantages to be exploited locally. This is most successfully achieved developing an investor after care program. These programs are aimed at ensuring investors are happy and that they are given every opportunity to source their inputs from the local community.

10.16. Investment in Hard Infrastructure

Investment in hard infrastructure involves investing in improving the built environment for businesses thereby making it more attractive for business retention, expansion and recruitment programs and projects include:

- ✓ Building or improving key access roads
- ✓ Improving the railway for passenger and goods services
- ✓ Developing, improving and/or expanding the local airport
- ✓ Developing, improving and/or expanding the local port

- ✓ Developing, improving and/or expanding sites and buildings; this could include anything from planting a few trees to comprehensive landscaping or building entire new science parks
- ✓ Developing, improving and/or expanding commercial sites and buildings [for shops and offices]
- ✓ Increasing the availability of industrial and potable water
- ✓ Improving and/ or expanding the sewerage disposal system
- ✓ Improving and expanding the telecommunication systems
- ✓ Improving and expanding the energy systems
- ✓ Environmental enhancements
- ✓ Crime prevention equipment installation

10.17. Investment in Soft Infrastructure

Investment in soft infrastructure involves investing in improving the commercial environment for businesses. Programs and projects include:

10.18. Enabling or providing skills training

The provision of skills training should be demand-led, i.e., training should be provided in response to employer skills needs. Wherever possible this should be linked to education programs in schools.

10.19. Providing increased business focused education and access to education

The more school can do to prepare young people for the world of work the better. Programs could include: work ethics, information technology, basic entrepreneurship education and sector studies where students can study key business sectors of importance to their communities. If adult literacy is a major problem, it could be addressed through LED education and outreach strategies.

10.20. Supporting research and development

Research and development support can be provided through collaborative projects between businesses and institutions of higher learning. Some ideas include a local research fund could be established, or a graduate placement program.

10.21. Providing business advisory services

Depending on budgets, this service could start with one person who just people in the right direction, for example, to lenders, to skills training. Clear sign posting is the key to good business advisory services. Good practice points to “one stop shops”

as an effective way of providing technical and financial support. Effective one-stop shops are usually housed in one building where local businesses may access all the technical support they need. Good practice also points to these facilities offering a one-stop service centre for all local authority legal and regulatory issues as well as business issues. These are often housed in building that have become redundant because of structural change so the one-stop shop facility may also be used to house incubator or managed work or office space, thus generating cost savings.

10.22. The provision of access to capital and finance

At the most basic level, this could be a sign posting service where businesses are directed to potential sources of finance. Local authorities rarely become involved in detailed advice to businesses on funding issues as these services are provided by specialist institutions.

10.23. Supporting the development of business and trade associations

This is a basic institution building process that could bring considerable benefits to the business community and LED efforts. Ideally all towns and cities should have a number of these organization including Chambers of Commerce, Boards of Trade, etc. Also more specific groups can be supported such as town centre promotion groups, sector activities such as a tourism marketing group or an exporters club. Most are likely to initially need some 'pump-priming' funding [i.e. initial funding to get the scheme started] and capacity building support.

10.24. Improving delivery of local government services to businesses

This is a key area as businesses are not only the drivers of the local economy, they are also potential ambassadors. A happy business person may well be able to attract more businesses to the area. All aspects of regulations, taxation and licensing are candidates for review to minimize cost. Time and frustration for businesses, whilst maintaining appropriate necessary environmental and related standards.

10.25. Social inclusion strategies

A first stage should be to establish who and where the most vulnerable communities are, and then develop strategies to include them. These could include, for example, language programs for ethnic minority communities, helping women into /

back to work, encouraging the recruitment of disabled people into the workplace, and encouraging social activities for the very young and elderly citizens.

10.26. Crime prevention measures

These can include everything from introducing 'good citizenship' classes into the school curriculum, to initiating after-school activities to keep young people busy, other initiatives could include everything from drug-free zones to imposing curfews at night.

10.27. Cluster and/ or Sector Development

Cluster development means that LED initiatives are concentrated on encouraging and supporting inter- firm collaboration, institutional development and support in targeted industrial sectors. Cluster developments undertaken within a broader LED strategy that would normally include the standard approaches. Programs and projects include:

10.28. Developing broker and network agencies

Special attention is paid to encouraging local people engaged in the same cluster to meet together enable business development opportunities. These could include encouraging local fishermen are fish processors to meet and exchange ideas on improving facilities and adding more value to the products so they would all benefit. Another example could be to start a craft network. The network could jointly market their goods and then start inter-trading with each other to build synergies.

10.29. Supporting joint research

Institutions of higher learning can undertake research that benefit all in the cluster.

10.30. Developing cluster-focused public procurement and local purchasing agreements

The public sector is often the largest buyer in a municipality and as such there are opportunities to enable local businesses to access tender processes more easily. It is often difficult for small businesses, in a cluster or not, to bid for large government contracts. A cluster initiative here could include developing a food supplier network to supply government catering needs. A logical cluster development initiative could be to encourage suppliers of basic food products to enter into some form of food processing. Cluster development activities could then move on to transportation, producing processed foods for the private sector.

10.31. Providing cluster specific information

One of the most effective ways of developing a cluster is to gather and disseminate information about businesses and institutional support systems in the cluster. Thereafter, with a small effort supplier linkages can be developed.

10.32. Developing cluster related marketing efforts Cluster identification and development forms the basis for investment promotion and marketing as well as support.

10.33. Developing demand-led skills and education training programs

A key outcome of the business networking within a cluster initiative is an appreciation of skills needs in the sector. When a number of businesses express needs, it is more likely that training or education will be provided. A lone voice is not likely to be taken as seriously.

10.34. Area Targeting

Area targeting means that strategies are developed to address specific site or small area LED issues. While most LED initiatives can be targeted at specific locations, area targeting examines a specific area within a municipality to address a specific area-based problem such as a redundant factory. A declining shopping area, a slum and so on. Although many LED initiatives are aimed at ensuring that the entire municipality becomes competitive, there are normally areas that need special attention for one reason or another example could be a run-down centre, abandoned factory complexes a redundant port comp or similar. For these situations, special measures are called for. Programs and projects include:

10.35. Town centre enhancement schemes

These can include a wide range of initiatives including developing a business partnership marketing the town centre, undertaking surveys, upgrading the physical environment, targeting investment and so on . A vital and vibrant town centre is the heart of an area's ability to competitive.

10.36. Upgrading out-of-date or abandoned industrial premises

Regeneration strategies are targeted at communities that have normally suffered from structures change, such as a major industry closing or a rural area in decline or a town centre suffering from neglect and crime.

10.37. Developing industrial estates, business parks or science parks

This type of activity is normally undertaken by the private sector; however local authorities can pave the way by establishing a demand for such a facility and encouraging an enabling environment within the local authority. Investing in servicing sites with water, electricity and sewerage is expensive, so is building speculative advance factory units [where no tenant has been identified] Because of these reasons local authorities are encouraged to seek private sector investment in this area.

10.38. Encouraging investment into growth nodes

One strategy to encourage growth is to identify specific areas within a municipality where certain types of business will be encouraged to locate. A growth node may then act as the centre for planned growth and employment.

10.39. Encouraging investment in corridors

These are similar to nodes, but here growth is encouraged to expand from an area of promising economic activity out towards a more challenging area. By encouraging incremental investment, the aim is to develop an active growth corridor linking richer and poorer areas, reducing social economic exclusion.

10.40. Informal markets

Areas where informal economy activities agglomerate are also areas ripe for regeneration. In addition to ensuring adequate health safety standards, these projects also support the poor.

11. Reviewing the LED Strategy

Reviewing an economic development strategy is done on an annual basis, in conjunction with the Mutale Local Municipality Financial planning cycle. Both the authority group and the steering committee are involved in the review process.

Issues that Mutale Municipality looks at include:

Is the SWOT analysis still valid or have circumstances changed?

Is there more information to hand that changes the view of the issues?

Are changes required in the vision, goals or objectives to reflect changing circumstances?

Are projects achieving what was hoped they would achieve?

If not, why not?

What changes need to be made?

Should the indicators be changed?

Should there be more action on projects?

Should the projects be changed?

Is the funding sufficient, or should it be increased / or decreased?

12. Conclusion

Application of the strategies recommended in this document will equip Mutale Municipality to be fully self sufficient to fulfill their constitutional obligation and mandate to stimulate local economic development best practice and adapted to Mutale's unique situation.

It should also be noted that it should be read in conjunction with the other Mutale strategic documents referred to in the list of references over page in order to get the full picture.

MUTALE

MUNICIPALITY

FIVE YEAR FINANCIAL PLAN
2007/2008– 2011/

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MUTALE LOCAL MUNICIPALITY FIVE-YEAR FINANCIAL PLAN

1. LEGISLATIVE BACKGROUND

The financial affairs of a municipality are governed within the framework contained in the following legislation:

- § Constitution of the republic of South Africa, Act 108 of 1996;
- § The Municipal Finance Management Act 56 of 2003
- § Financial and Fiscal Commission Act 99 of 1997
- § Intergovernmental Fiscal Relations Act 97 of 1997
- § Annual Division of Revenue act
- § Annual Medium Term Budget Policy Statement
- § Preferential Procurement Policy Framework Act 5 of 2000 and the Preferential procurement regulations
- § Policy Guidelines for a Supply Chain Management Framework and Regulations
- § Auditor- General Act 12 of 1995
- § Audit Arrangement Act 122 of 1992
- § Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000)

The Financial Plan is compiled in line with the Integrated Development Plan (IDP) process.

20.11.1 THE AIM OF THE FINANCIAL PLAN

The aim of the Financial Plan is to assist the Municipal Councillors, municipal officials and relevant decision-making bodies, with the making of informed decisions and to facilitate and encourage stakeholder participation.

The Financial Plan can further be detailed as a Medium Term Strategic Financial Framework for the allocation of all available municipal resources, through a proper process of municipal budgeting. In order to address development and ascertain effective and efficient service delivery, as well as, viability and sustainability of the municipality's operations and investments,

The above objective can only be achieved through setting up of appropriate guidelines, strategies, policies and procedures - hence the purpose of this document.

20.21.2 APPROACH

The approach to the preparation of a detailed financial plan involved the following phases:

Phase 1 – Status Quo Analysis

Phase 2 - Planned Financing

Phase 3 – Identification of Sources of Revenue

Phase 4 – Preparation of Revenue and Expenditure Plan (Budget)

Phase 5 – Financial Management strategy

2. PHASE ONE: STATUS QUO ANALYSIS

21.12.1 INSTITUTIONAL FRAMEWORK

The municipality is structured in six directorates, namely:

§ Corporative Services

§ Financial Services

§ Technical Services

§ Community Services

§ Planning

21.22.2 Municipal Income

The Municipality is to a large extent dependent on grants and subsidies to augment its operating income as scheduled below:

Income Source	2007/2008 Budget
Grants and Subsidies	38 516 120 (74%)
Other income	7 592 503 (16%)
TOTAL	46 108 623

Source: Mutale Local Municipality approved budget for 2007/08

21.2.12.2.1 Grants and Subsidies

All Grants and Subsidies received by the Municipality are set out in the table below

GOVERNMENT, PROVINCIAL AND DISTRICT GRANTS AND SUBSIDIES RECEIVED	2007/2008 YTD RECEIPTS
FMG	500 000.00
Municipal Systems Improvement Grant	734 000.00
Municipal Infrastructure Grant	4 345 822.05
Equitable Share	14 390 468.00
Vhembe District	13 029 184.24
Lottery	468 160.00
Umbsobobvu Youth Fund	120 000.00
Totals	33 587 634.29

21.2.22.2.2 Income

INCOME	2007/2008 (Budget)

Property rate	4 000 000.00
Rental	51 428.18
Licensing	3 788 138.72
Refuse removal	27 312.00
Interest earned from external	3 000.00
Interest earned from o/s debtors	47 684.00
Traffic fines	242 980.00
Water	130 059.67
Other income	4 801 900.00
Total	46 108 622.94

Other income is composed of the following

Cattle pounding
 Billboards advertising
 Admin charges
 Entrance fees
 Dustbins sales
 Business applications
 Approval of plans
 Sale of sites
 Telephone
 Outstanding debts
 Identification of site
 Registration of suppliers
 Net VAT Receivable

21.3

21.42.3 Municipal Expenditure

21.4.12.3.1 Operating Expenditure

The major expenditure categories for Mutale Local Municipality are set out in the table below.

Expenditure Item	2007/2008 (Budget)	2007/2008 (Actual till April 2008)
Employee related expenditure	27 190 429	18 868 008
Operating expenses	10 693 404	4 136 701
Capital expenditure	11 479 707	4 285 643
Total Expenditure	49 363 540	27 290 352

Source: Mutale Municipality Approved budget for 2007/08 and information as per Sec 71 report for period ended 30 April 2008

3. PHASE 2: PLANNED FINANCING

22.13.1 Anticipated Financial Needs

The determination of the Mutale Municipality's anticipated financial need for the medium term is in the Draft IDP for 2007/08-2011/12 financial period, i.e. the determination of the extent of expenditure the municipality will need to fund planned projects. The following are some of the statistics as included in our integrated development planning document,

- § Water
- § Sanitation
- § Electricity
- § Roads

4. PHASE 3: IDENTIFICATION OF SOURCES OF REVENUE

23.14.1 Grants, Equitable Share, Donations

In addition to the existing sources of income, the municipality could access further income from a variety of funding organisations. Each of these has strategic priorities for their funding allocations, and conditions to be complied with. The municipality can approach these organisations for assistance in funding IDP projects.

Possible funding sources include:

- § European Union;
- § Lotto

National grant funding sources include:

- § Equitable Shares;
- § Municipal Infrastructure Grant
- § Municipal Systems Infrastructure Grant
- § Skills development levy
- § Umbsombobvu fund
- § Vhembe district municipality

23.24.2 Revenue Base

The municipality for the past 5 years dependant's on grants as its own major source of revenue and with little being received from rates and taxes. With the implementation of Property rates Act to all properties, the municipality will also focus on property rates tax as its own revenue base. The following strategy will be used

- § The municipality will ensure that credit and debt control policies of the municipality is full implemented;
- § Ensuring that service charges are paid in line with service level agreements.

5. PHASE 4: THE REVENUE AND EXPENDITURE PLAN (BUDGET)

24.15.1 Expected Income and Expenditure

The forecast of revenue and expenditures is a key component for the determination of future options and anticipated problems. This phase involved the combining of the forecasting of revenues and the forecasting of expenditure into a financial plan and was based on various alternative service delivery options, the financing need, and the realistic level of revenue.

Summary of Revenue.

Revenue	2007/2008 (000)	2008/2009 (000)	2009/2010 (000)	2010/2011	2011/2012
Local Government Financial Management Grant	500	500	750		
Municipal Systems Improvement Programme Grant	1000	1000	1000		
Municipal Infrastructure Grant					
Property rates	4,000,000.00	6,067,605.50	6,431,661.83	6,817,561.54	7,226,614.66
Rental	51,428.18	69,284.00	72,748.20	76,385.61	80,968.74
Licensing	3,788,138.72	1,843,669.78	2,058,652.01	2,319,929.01	2,459,124.75
Refuse Removal	27,312.00	45,000.00	47,250.00	49,612.50	52,589.25
Interest earned- external investments	3,000.00	1,000.00	1,550.00	1,102.50	1,168.65
Interest earned - outstanding debts	47,684.00	55,000.00	58,250.00	60,637.50	50,000.00

Revenue	2007/2008 (000)	2008/2009 (000)	2009/2010 (000)	2010/2011	2011/2012
Traffic fines	242,980.00	257,558.80	273,012.33	289,393.07	306,756.65
Water	130,059.67	4,887,102.40	5,180,328.54	5,491,148.26	5,820,616.88
Sanitation	-	190,593.00	201,655.20	213,375.15	226,177.65
Other Income	4,801,900.00	7,774,875.56	5,292,552.17	5,412,661.00	5,737,420.66
Total					

Source: Mutale municipality draft budget 2007/8

Summary of Expenditure.

Revenue	%	07/08 (000)	08/09 (000)	09/10 (000)	10/11 (000)	11/12 (000)
Salaries and wages	59	27,190,428.68	33,993,742.83	35,797,299.34	37,648,656.62	39,907,576.01
Capital expenditure	16	7,562,962.13	8,808,707.15	10,034,850.00	12,464,316.00	13,212,174.96
Operational expenditure	25	11,355,232.14	18,337,027.15	20,900,865.04	24,948,341.75	26,445,242.25
Total	100%	46,108,622.95	61,139,477.38	66,733,014.38	75,061,314.37	46,108,622.95

24.2 Source: Mutale municipality 2007/2008 draft budget

6. PHASE 6: Financial management strategies

6.1 The municipality will ensure that it fully complies with the council approved policy and procedure manual.

6.2 Ensure that the stipulation of the Municipal Finance Management act are fully complied with to ensure regular reporting to council and national treasury so that council take timeous informative decisions.

6.3 The implementation of a monthly cash flow plan to ensure that expenditure does not exceed actual cash received.

6.4 As far as financially possible, invoices from creditors are paid monthly, within thirty (30) days upon receipt of such an invoice by the Accountant who has been delegated powers to make such payments on behalf of the municipality. There must also be orders issued for purchases. If there are no orders, no payments will be done. Strict budget control should be exercised.

25.16.5 To ensure successful implementation of the budget it is imperative that strict budget control measures be implemented throughout the financial year. In this regard actual results will be monitored on a monthly basis against budgeted amounts. Monthly budget report will be submitted to HOD, before the 10th of the next month, for explanation of significant variance against monthly cash flows.

- - 7. Financial Targets

Set out below are financial targets for the Mutale Municipality:

- § Tariff escalations – 6%
- § Indigent support linked to government norms
- § Property rate tax – 1 cent for every R100 for residential and 2 cents for every R100 for business property
- § Credit Control Policy - 99% payment rate
- § HR Development Policy - 2,5% per annum to be spent on training and development of staff
- § Expenditure to be in line with available cash, creditors to be paid within 30 days of invoice.
- § Budget Norms
 - Salaries not to exceed 50%
 - Operating expenses not to exceed 20%
 - Capital expenditure not to exceed 30%

No.	Implementing agents	Project Name	Funding	Location	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
		Grader		-	-	2,500,000.00		2,650,000.00	
		Precast Culvert			74,247.15	-	1,000,000.00	1,060,000.00	
		Thengwe-Tshandama road				3,572,000.00	4,280,000.00	8,000,000.00	
		Dotha Bridge			2,997,752.85	1,502,247.15	-	0.00	
		High Mast			1,074,247.15	2,750,460.00	-	0.00	
		Equipments			54,000.00	133,000.00	262,000.00	224,720.00	
		Electrification			3,362,714.98				
		SDF		-		350,000.00	400,000.00	0.00	
		Vehicles					450,000.00		0.00

		Landscaping and concrete slab			106,000.00	206,000.00		218,360.00	
		Mockdrill			20,000.00		-	0.00	
		Roadblock trail			125,000.00	126,250.00		0.00	
		Guardrooms		-		-	500,000.00	0.00	
		Sound system			20,000.00				
		Franking machine			5,000.00		-	0.00	
		Floor machine			20,000.00				
		Irrigation system			10,000.00		-	0.00	
		Voice Processing system			85,000.00		-	0.00	
		Matavhela Workshop		-	100,000.00	300,000.00		300,000.00	
		Info board and signage		-	10,000.00	10,600.00		11,236.00	
					7,562,962.13	8,808,707.15	10,034,850.00	12,464,316.00	



MUTALE MUNICIPALITY INDIGENT POLICY

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MUTALE MUNICIPALITY DRAFT INDIGENT POLICY

1. INTRODUCTION

Access to social services is part of the socio economic rights enshrined in the Constitution, which obliges government departments and municipalities to avail social security services, including social assistance to those who are unable to support themselves and their dependents, and to take certain reasonable legislative and other measures within their available resources to achieve the realization of these rights.

At local government level indigent services is one of the means to provide social security services to the poor people. Social support at municipal level is implemented through the provision of water and sanitation services, electricity services, rebates on property rates and taxes, other services and levies charged by municipalities.

2. LEGISLATIVE FRAMEWORK

2.1. Sections 26(1)(2)and 27 (1)(2) of the Constitution of RSA provides that everyone has the rights to have access to adequate housing, health care, food water and social security. The right to adequate housing requires availability of land, appropriate services such as water and removal of sewerage and the financing of all these including the house itself.

Subsections 2 of the above section states that the State must take reasonable legislative and other measures within its available resources to achieve the progressive realization of these rights.

2.2. Section 152(1) (b,c,d) provides the objects of local government which include among others:

- to ensure the provision of services to the communities in a sustainable manner;
- to promote social and economic development; and

- to promote a save and healthy environment.

2.3. Section 153 (a) provides that a developmental municipality must structure and manage its administration and budget and planning process to give priority to the basic need of the community and to promote the social and economic development of the community.

2.4. Section 104(1) reads with section 120 and 97 of the Municipal Systems Act mandates the DPLG to issue guidelines or regulations which serve as a guide for municipalities indigent policies and provide advice among others on the development and implementation of municipal indigent policy.

2.5. Section 15 of the Property rate Act (Act N0.6 of 2004) provides for the exemption of certain category of persons from pay full account.

3. DEFINITIONS

In this policy unless stated otherwise the following words shall bear the meanings below:

3.1 A “household” means:

- a family unit of persons or individuals in occupation of a building or part or part of a building designed for residential occupation by such family unity or individual.

3.2. An indigent household means:

- the category of people being the unemployed , disabled and pensioners who are at and below the determined poverty thresh hold and are unable to pay the full cost of the average municipal account;
- those households who due to a number of socio-economic factors are unable to make a full monetary contribution towards services;

3.3 “Municipal basic” services means:

A service provided by a municipality and includes:

- water and sanitation
- Refuse removal
- Housing
- Electricity
- Roads and storm water

3.4. “Market value” means the amount the property would have realized if sold on the date of valuation in the open market by a willing seller to a willing buyer.(Property Rate Act sec 46)

3.5. “Property” means property as defined in chapter 1 of the Property Rate Act (Act N0.6 of 2004)(Property rate Act definition)

3.6 “Rate” means municipal rate on property as envisaged in section 229(1) (a) of the Constitution (Property rate Act definition)

3.7. “Rebate” in relation to rate payable on property means discount granted in terms of section 15 of the municipal property rate on the amount of the rate payable on the property (Property rate Act definition).

3.8. “Indigent tariff” means a tariff as determined by council designed for indigent households.

3.9. “Thresh hold” means total house hold income that does not exceed R1100-00 per month.

4. OBJECTIVES OF THE POLICY

The main objectives of this policy are:

- to give effect to sections 26,27,152 and 153 of the Constitution as alluded above ;
- to comply with the guidelines set by the DPLG with regard to the development and implementation of indigent policy ;
- to comply with the recommendations set by water services framework regarding the provision of free basic water; and
- to comply with the EBSST policy on the provision of free basic electricity.

5. QUALIFICATION CRITERIA FOR AN INDIGENT

Based on the definitions of an indigent person or households outlined above, Mutale municipality shall regard any person or households with a total income of R1100.00 and below per months as an indigent.

6. SCOPE AND SERVICES

Mutale municipality shall provide indigent services to an indigent person or households as defined above inline with the Constitution and DPLG guidelines. The scope of services in which indigent support will be offered covered the following:

- Water and sanitation
- Free basic electricity (FBE)
- Refuse removal
- Property rate
- Roads and storm water

The municipality shall provide indigent support to qualifying persons or households as tabulated below:

Type of service	Level or standards of Service	Frequency	Indigent support	
Water and sanitation	25 liters per person within 200 meters	daily	6000 kiloliters free monthly	
Refuse removal	On site refuse collection in towns and communal refuse collection in rural areas	<ul style="list-style-type: none"> - twice per week - Once per week 	<ul style="list-style-type: none"> - 50% discount in onsite collection - Flat rate 	
Electricity	Grid electricity to none connections and	Monthly	- R40-00 per household for grid electricity	

	In house connections where there is a line	Monthly	- R19.98 per house hold for none grid	
Property Rate	Assessment rate per	Monthly	<ul style="list-style-type: none"> - None payment on property with a market value of less than R15000.00 - A rebate of 5% on any property with the value more than R15 000.00. 	
Roads and storm water	Protection from floods by putting storm water drainage	Annually	<ul style="list-style-type: none"> - Targeting areas with a large number of indigents 	

7. PROCESS OF IDENTIFYING INDIGENTS

7.1 The municipality shall use a self targeting approach in terms of which households with a gross monthly income of R1100-00 and below qualify to apply for an indigent status and will receive basic services charged at an indigent tariff.

7.2. The Municipality recognizes its responsibilities in terms of the Municipal Systems Act (Act N0 32 of 2000) of ensuring that poor households have access to at least basic services through:

- Tariffs that cover only operating and maintenance or
- Special tariffs for basic level services, or
- any other direct or indirect subsidization of tariffs for the poor.

7.3. No person will receive an indigent subsidy unless:

- An application has been made to the municipality for indigent status on a prescribed form.
- Such an application is accompanied by an affidavit which indicates the applicant's declaration that he/she qualifies to be an indigent.
- In the case of an indigent who is employed, a pay slips are attached to the application form to substantiate indigent status.
- The application form has been duly signed by the applicant himself/herself.
- The application has been advertised in a local or national newspaper and no members of the public have lodged an objection to the applicant being given an indigent status.

7.4. An application for indigent status approved by the municipality constitutes an agreement between the applicant and the municipality and takes effect upon approval by the municipality.

7.5. A person approved by the municipality as an indigent will be responsible to make arrangements with the municipality for the payment of any outstanding amounts where the applicant's indigent status has changed while he/she still owes the municipality.

7.6. The applicant will be informed in writing or in other means of communication if the municipality declines his/her application for the provision of indigent services.

7.7. The application form should undergo the process of verification whereby the following minimum requirements will check:

- residential address of Mutale municipality
- SA bar coded I.D
- physical or postal address
- Pay slips showing household income as defined or an Affidavit in support of self employment

- Confirmation of indigents status by traditional leader and ward councilor

8. COMPILATION OF AN INDIGENT REGISTER

The process of compiling an indigent register will begin with campaigns in all wards informing people to apply for indigent status. Application forms will be distributed using the self targeting approach. Ward committees, municipal officials, councilors and CDWs must assist the communities in the completion of the application forms.

All approved applications will be captured in the computer where after an indigent register is produced. The indigent register must be approved by council before implementation.

9. RENEWAL OF INDIGENT STATUS

The indigent status shall be renewed every year. It is the responsibility of an individual to renew and declare the change on his or her indigent status.

10. WITHDRAWAL FROM THE REGISTER

An individual will be withdrawn from the indigent register on the following conditions:

- Death
- Change of indigent status.
- Submission of fraudulent documents
- Relocation from the municipality
- Abuse of indigent status

11. APPEAL PROCESS

Every person has the right to appeal in writing to the Municipal Manager if he/she is not satisfied with the process of compiling an indigent register or not happy with the decision to disapprove his/her applications based on whatever reasons given. An appeal should be lodged within two weeks after the advertisement of the register.

12. FUNDING FOR INDIGENT SERVICES

Due to low revenue collection Mutale municipality shall depend largely on equitable shares and other subsidies to finance indigent services. However this does not imply that the municipality will not use its own sources to finance indigent services where possible a budget for indigent services will be made available annually.

The municipality will also use other means of financing indigent services such as discounts, EPWP and other government programs to support the indigents.

13. PAYMENT OF INDIGENT SERVICES

13.1 All prescribed tariffs or charges payable in respect of indigent services rendered by the municipality in terms of this policy are determined by the council in accordance with;

- the rates and tariff policy of the municipality.
- any applicable regulations from the provincial and national acts.

13.2. The council should as part of the budgetary process determine an indigent tariff. The amount payable by an indigent household should be determined as follows:

Actual tariff:	xxxx
Less indigent tariff:	xx
Amount payable:	xx

13. INSTITUTIONAL ARRANGEMENTS WITH REGARD TO CO-ORDINATION AND IMPLEMENTATION OF INDIGENT SERVICES

The following departments shall be responsible for the coordination and implementation of indigent services:

- Corporate services will be responsible for the development and review of the indigent policy and compilation of the register.
- Technical services will be responsible for implementation by providing the necessary services and infrastructure
- Finance department will be responsible for the billing and payment of services.

14. DATE OF EFFECT

This policy shall become effective on the date of approval by council.

