



"A Municipality where environmental sustainability, tourism and agriculture thrive for economic growth"

Greater Giyani Municipality. Integrated Development Plan 2021/22 DRAFT



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MAYOR'S FOREWORD

that it fulfils its mandate as enshrined in the constitution of the Republic of South Africa, Act 108 of 1996, it needs a mechanism to identify its priorities, issues and problems. The municipality has engaged in a strategic planning session, at which the mission, vision and strategic objectives were reviewed and retained. This process of planning is guided by two key national objectives:

- ❖ The need to set out the core principles, mechanisms and process that give meaning to development, local governance and to empower the municipality to move progressively towards the social and economic upliftment of communities and the provision of basic services to all communities.
- ❖ The local government must involve the active engagement of communities.

This process, which in a way facilitates planning and delivery, should arrive at decisions on such issues as municipal budgets, local economic development and institutional transformation in a consultative, systematic and strategic manner.

The 2021/22 financial years' budgeted and processes have been largely affected by the COVID-19 pandemic. This has necessitated the reprioritization of projects and programs, to fund COVID-19 related activities, for example – buying water tankers (mobile and fixed) to supply water throughout the municipal area. However, there has been some notable progress in terms of projects.

The civic center building which has been standing for the past years, has been completed. This particular project has saved the municipality a lot of money which used to be spent on office rental. This will help improve coordination within the municipal functions, as the essential staff has been relocated in one central building. Also completed, is more 5.1 km of a road at the Makoxa village.

On the sporting front, I wish to state that the most talked about Mageva stadium is complete. However there has been some challenges on the completion of some projects.

The construction of a 4.2 km between Homu 14A to B has been delayed due to the COVID-19 pandemic. This will however, be completed within the current financial year.

There has been a big milestone as more than 2000 households have been electrified. As there has been a big outcry concerning darkness in villages, which were considered crime hotspots, all villages have been provided with high masts. Majority of them have already been energized.

It is pleasing to highlight that our relationship with the national government has yielded positive results of relieving the headache the municipality has been having regarding two

major roads' projects – connecting more than 15 villages, albeit on separate ways. The roads are as follows:

- 29 kilometers from Mageva to Makhuva
- 32 kilometers from Thomo to Hlomela

Since the inception of democracy in 1994, the municipality has been facing a backlog of residential sites. It is my pleasure to highlight the community that a tittle deed has been secured. This has allowed the municipality to demarcate 539 sites which are ready for disposal to the community.

Despite financial constraints and the adverse situation presented by the COVID-19 pandemic, the municipality is soldiering on and hope to complete all the current projects. We are saying all this, while knowing fully well the various service delivery challenges the Greater Giyani community is experiencing.

For the Greater Giyani Municipality to ensure:

The community's positive involvement in the processes of the municipality, we hope to achieve more.

Cllr. Shibambu B.A.
Mayor

Municipal Manager

MUNICIPAL MANAGER'S FOREWORD

The current COVID-19 pandemic has had a grossly negative impact on the operations of the municipality. This as most of the staff members had to be temporarily stayed home, in accordance with the protocols of the lockdown regulations. Currently, the municipality is operating with minimal staff. This has a very negative impact on service delivery. However, the municipality is soldiering on.

In order to comply with the legislation governing municipal operation, we have managed to approve the IDP and budget for the 2021/22 and two outer years. The process was done under stringent conditions, as the related processes were undertaken during the lockdown period.

It is pleasing to note that the kind of relationship prevailing between management and staff is warm and cordial, which is conducive to the staff's high moral, and also enhances the best service delivery process. Also encouraging, is the best relationship which has been experienced between management and labor. Because of this, we have not experienced a single labor protest across the financial year.

Also on the plus side for the municipality is that all directors' positions have been filled. This I hope will go a long way in improving the audit outcome – hopefully from qualified to clean audit.

I'm pleased to highlight that as administration, we have been able to support our political principals to achieve a remarkable service delivery record.

In conclusion, I wish to state some of the projects which have been planned for the next financial year.

- Waste disposal site under the Mabunda traditional authority.
- Upgrading from gravel to paving at Giyani Section F.
- Upgrading of grading of a road between Nkomo A to B.
- Completion of the Homu 14B sports center.
- Completion of the Section E sports center.

We are currently in the process of selling more than 500 residential sites to the community under the Greater Giyani municipal area.

I hope with the greatest hard work and corporation of my staff, we shall achieve the greatest service delivery heights.

Kind regards.

M.M Chauke
Municipal Manager

Executive Summary

The Integrated Development Plan of the municipality has been developed within an approved IDP framework and process plan 2021/22. The framework indicates legislation requiring the development of the IDP and sector plans, stakeholders' roles as well as responsibilities, timeframes and activities to be undertaken.

Legislative framework

- Constitution of South Africa act 108 Of 1996
- Municipal systems act 32 of 2000
- Municipal structures act 117 of 1998
- Municipal finance management act 56 of 2003
- National spatial development perspective
- Limpopo employment growth and development strategy
- National environmental management act
- Spatial planning and land use management act
- Green Paper on Development and Planning
- National Biodiversity Act 2004 (act. 10 of 2004)
- Waste Management Act (Act 59 of 2008)
- Water Service Act (Act 108 of 1997)
- Local Agenda 21
- World Summit on Sustainable Development.
- KYTO Protocol
- CITES (Convention on international trade and endangered species)
- RAMSAR

The process plan further outlines the phases of the IDP and the development process. Phases of the IDP were developed as follows:

Analysis Phase: The municipality engaged in an intense strategic planning process, where a comprehensive analysis of the municipality was done, this resulted in the identification of challenges in all performance areas.

Strategy Development Phase: This phase outlines the establishment of the **SWOT** analysis, review and development of strategic objectives and development of strategies. The latter mentioned issues were also dealt with in the strategic planning session. The vision and mission were reviewed in the 2020 strategic session.

Project Development Phase: The project development phase outlines the development of projects. The projects emanate from the challenges identified during the strategic planning and public participation sessions. The projects were developed in such a manner that they also addressed national and provincial priorities. Each project has cost estimation, time frames, sources of funding and beneficiaries. Projects were also developed per KPA.

Operational plan: SDBIP: This chapter outlines a one year (2021/22) operational plan of the municipality. The plan only takes into consideration the projects and programs with financial and human resource support. The SDBIP indicates when, how and who will be responsible for implementing each project and program. The SDBIP addresses all projects and programs in the projects phase.

Financial Plan: This chapter outlines the financial position of the municipality, its Mid-year performance budget, the planned budget for 2021/22. The Mid-year Budget performance influences the compilation of the following financial year.

Integration phase: this phase demonstrates integrated planning of sector plans that ensures that projects are aligned for efficient and effective service delivery.

Table0: Structures which drive the IDP

Role-player	Roles
Executive Committee	Participate in the drafting and approval of IDP Process Plan and the chairperson of the Planning and Development portfolio committee chairs the Representative Forum meetings.
Portfolio Committee	<ul style="list-style-type: none"> • Analyze and ensure that the IDP document addresses issues raised • Assist in setting of targets for projects implementation in their Clusters committees' meetings
Ward Councilors and their Committees	<ul style="list-style-type: none"> • Participate in the Rep Forums and collect information from the community for inclusion in the IDP. • Disseminate information to the community about the developmental issues as contained in the IDP and • Participate in the project implementations at their specific wards

Role-player	Roles
Municipal Manager	Monitor and oversee the overall IDP planning and implementation process
Line function managers	<ul style="list-style-type: none"> • Participate in the steering committees' meetings and Rep forums. • Provide technical/sector expertise
IDP Manager	<ul style="list-style-type: none"> • Is the secretary of the IDP Steering Committee, • Coordinate the overall IDP planning and implementation process. • Monitor the overall IDP planning and implementation process.
Sector departments (province & national)	<ul style="list-style-type: none"> • Provide data and information for better planning & alignment • Provide information about project to be implemented in the municipality as well as the budget allocation • Provide technical and professional support
Mopani District Municipality	<ul style="list-style-type: none"> • Coordinate and align planning activities of locals • Ensure horizontal and vertical alignment
Business sector	<ul style="list-style-type: none"> • Provide information and suggestions about business development.
NGOs & CBOs	<ul style="list-style-type: none"> • Participate in Rep forums meetings • Represent interest and contribute knowledge and ideas
Community members	<ul style="list-style-type: none"> • Participate in their wards by providing information to the ward committees • Participate in local meetings • Provide comments during the IDP advertisement period.

01 PREPARATORY PHASE FOR THE REVIEW OF 2020/21 IDP AND DEVELOPMENT OF 2021/2022 IDP/BUDGET PROCESS PLAN.			
NO	DATE	ACTIVITY	RESPONSIBILITY
1.	28/06/2020	1) Approval of SDBIP 28 days after approval of budget.	Mayor.
2.	15/07/20	2) Finalization and signing of performance agreements (by senior managers).	Municipal Manager & Corporate Services
3.	01/07/18/31/08/20	Development of draft IDP/budget process plan	Development planning & BTO
4.	15/08/2020	Draft process plan submitted to IDP and Budget Steering Committee	Development planning & BTO
5.	17/08/2020	Draft process plan submitted to Portfolio Committee	Development Planning & BTO
6.	22/08/2020	Special presentation of the Draft Process Plan to all Councillors	Development planning & BTO
7.	17/08/2020	Advertise Draft Process Plan	Strategic planning & BTO
8.	22/08/2020	Process plan submitted to REP forum meeting	Development planning
9.	25/08/2020	Final Process Plan submitted to EXCO	Development planning
10.	30/08/2020(Special Council)	Final IDP/Budget Process plan to submitted to council for approval	Council services
02 ANALYSIS AND STRATEGY DEVELOPMENT PHASE			
11.	01-30/09/2020	Confirmation and analysis of community needs submitted previous financial year	IDP office
12.	04/09/2020-30/11/2020	Development of Ward Profiles/and status quo analysis Training of ward committees' and CDW	Public participation and development planning

13.	20/09/2020	Review of quantitative analysis per Sector	IDP office
14.	29/10/20	Second quarter report submission to council	Municipal manager
15.	21/10/2020	Submission of reviewed analysis to IDP steering committee	All Departments
16.	31/08/2020	Submission of annual performance report and AFS to Auditor general	Municipal manager office
17.	23/11/2020	IDP /Budget Steering Committee Draft Annual and Report	Development planning
18.	09/01/2020	Draft Annual report submitted to portfolio committee	Portfolio Committee
19.	16/01/2020	Draft Annual report submitted to EXCO	EXCO
20.	31/01/2020	Tabling of Draft Annual Report) to council for adoption. Submission of annual report to MPAC for oversight and public participation.	COUNCIL
21.	14/12/2020	Draft Analysis Phase presented	Steering Committee & IDP office.
22.	19/12/2020	Draft analysis phase presented to portfolio	Planning and development
23.	22/12/20	Draft analysis phase presented to REP forum	Planning and development
24.	24/01/2021	Submission of mid-year report to council for adoption	Municipal manager office
25.	18-20/01/2021	Strategic Planning (Review of Vision, Mission, Organizational Structure and Strategies)	Development planning
26.	27-29/01/2021	Alignment of sector departmental strategies with municipal strategy	Development planning
27.	01/02/2021	Alignment with NDP and other government plans.	Development planning
28.	03/02/2021	Alignment with district plans and strategies	Development planning

29.	05/02/2021	Finalisation of all sector plans	Development planning
PROJECT PHASE			
30.	08/02/2021	1) Review past performance (financial & non-financial): Analysis of current reality including basic facts and figures 2) Analysis of infrastructure and current service delivery level.	<ul style="list-style-type: none"> Municipal Manager & all senior managers MM/Technical Services Manager.
31.	18/02/2021	1. IDP/Budget steering committee (preparation for public participation on draft projects, request community needs and feedback on performance(SDBIP)	<ul style="list-style-type: none"> All managers
32.	20/02/2021 to 3/03/2021	Ward Public participation for 2021/22 financial year. Meetings in all clusters.	All managers/directors All Councillors and all stakeholders
33.	22/02/2021 to 11/03/2021 25/02/2021	Identification of projects (own, MIG, Grant Funding and Sector Departmental Projects) Tabling of 2021//22 adjusted budget (special council)	IDP, Management MM Council
34.	28/02/2021-30/04/21	prioritization of project	All managers & All councillors
INTEGRATION PHASE			
35.	01/03/2021 to 14/03/2021	Review of sector Plans and budget related policies Progress report to be done at all portfolio meetings throughout the year e.g <ul style="list-style-type: none"> LED strategy Disaster management plan Spatial Development Framework Environmental Plan All financial policies Institutional Plan 	management All councillors Relevant stakeholders All departments

		<ul style="list-style-type: none"> • By-laws • All budget related policies 	
APPROVAL PHASE			
36.	07/03/2021	Request for advert for IDP rep forum and advert of 21 days public consultation and 14 days publication of adopted IDP	Development Planning
37.	07/03/2021	Draft IDP/ Budget 2021/22 submitted to steering committee	IDP/ BUDGET Steering Committee
38.	10/03/2021	Draft IDP/ Budget 2021/22 submitted to joint portfolio committee	Portfolio Committee of planning & development and BTO
39.	16/03/2021	Briefing on the Draft IDP/Budget 2021/22	BTO & development planning
40.	21/03/2021	Rep Forum (Draft IDP/ Budget 2021/22	Development Planning
41.	12 /03/2021	Draft IDP/ Budget 2022/22 submitted to EXCO	EXCO
42.	31/03/2021	Draft IDP/ Budget 2021/22 submitted to council. Adoption of oversight report on annual report for 2019/20	Council
43.	01/04/2021	Advertise for 21 days for public comments	Development Planning
44.	18/04/2021	Mopani public participation programme	MDM and GGM
45.	06/05/2021	Final IDP/ Budget 2021/22 submitted to REP forum meeting.	Development planning
46.	14/05/2021	Final IDP/ Budget 2021/22 submitted to portfolio committee	Development planning
47.	17/05/2021	Submission of final draft IDP/BUDGET 2021/22 to EXCO.	Development planning
48.	30/05/2021	Final Draft 2021/22 IDP/budget submitted to council for adoption	Municipal managers office
49.			
50.	24/06/2021	Signing of SDBIP by the mayor	Mayor.

1. Analysis Phase

1.1. INTRODUCTION AND OVERVIEW

1.1.1. Introduction

This chapter provides an overview of the municipality. The Municipal System Act 32 of 2000, requires all municipalities to develop a five-year Integrated Development Plan and review it annually. In principle the IDP is a business plan of the municipality and it has included financial and performance elements. It has been developed within the approved IDP framework and process plan 2021/22.

1.1.2. Overview

The Greater Giyani Municipality is one of five (5) local municipalities falling within Mopani District Municipality in the Limpopo Province. The other four local municipalities are Greater Tzaneen (+/-120km), Greater Letaba (+/-90km), Ba-Phalaborwa (+/-160km) and Maruleng (+/-195km). The town is located +/- 185km from Polokwane, +/-100km from Thohoyandou and +/-550km from Tshwane. The municipality covers approximately 2967,27km² areas with only one semi-urban area being Giyani. The municipality is demarcated into 31 wards and has 62 councilors. It has 10 traditional authority (however as per the new provincial gazette three more traditional authorities are in the process of being recognized by office of the premier) areas comprising of +97 villages. Giyani town is the largest center of population concentration, employment opportunities, shopping and recreational facilities.

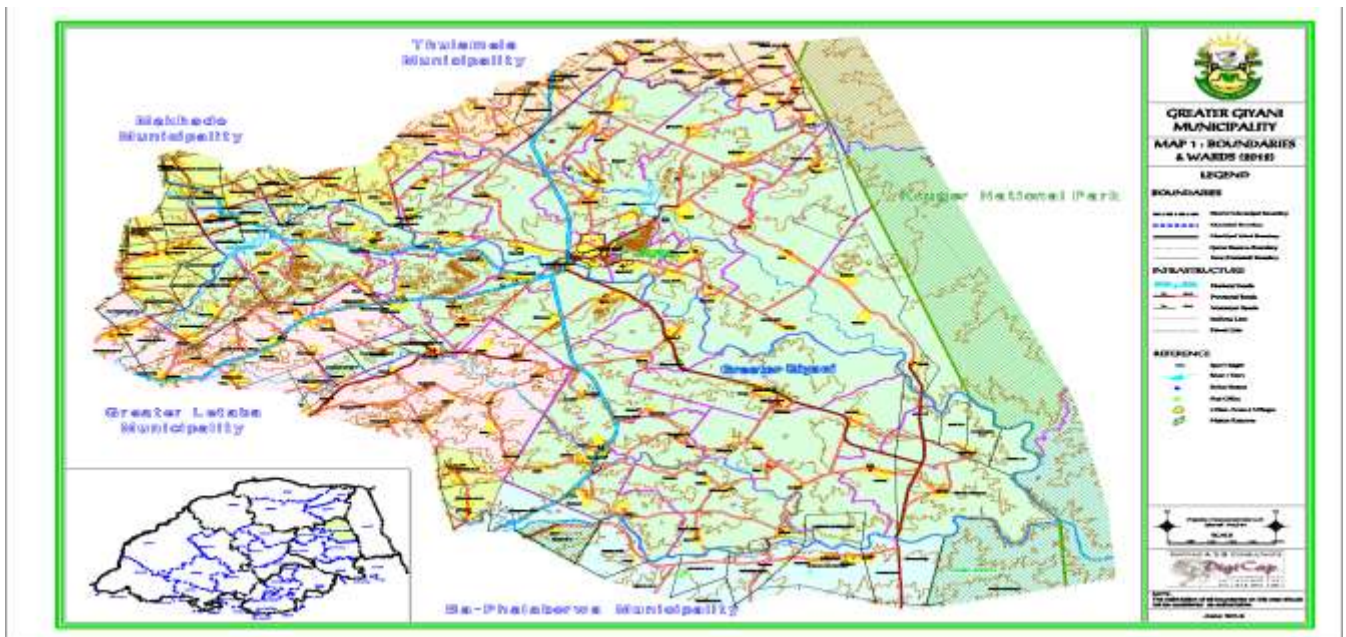
Map 1 below displays the spatial layout of the municipality. Indicating wards boundaries and boundaries which the municipality shares with neighboring municipalities. The new demarcations has the Shingwedzi and bateleur camps with into ward 19; that on its own has cost implications in relation to the provision of services, but on a positive note it provides Giyani to become a strategic stakeholder in the International renown Kruger National park, it is an economic potential that the municipality can take advantage of.

The Map further indicates natural resources such as rivers and mountains. This spatial indication provides guidance in the development of human settlements and Agricultural initiatives.

MAP 1: SPATIAL ORIENTATION OF GREATER GIYANI MUNICIPALITY

Source: Demarcation Board 2018

1.1.3. Total Population



The total population is **256,300** with a total number of households of **70,537**. The municipality has **31 wards** grouped into 5 clusters. In most wards, the population exceeds 5000 people. In the past few years, the population has shown a slight decline. In the 2011 census, the population was counted at **247,565** but according to the 2011 census, it has declined by almost **3000** people. The decline may be attributed to migration to other urban centers, such as Polokwane, Gauteng and Tzaneen in which the migrants search for better working conditions. **(2016cs)** The information above is supposed to be reviewed this year 2021 because statistics south Africa will be conducting fully fledged census (census 2021)

Table 2: Total population per ward

Ward	Male	Female	Total
1	3636	4636	8272
2	4531	5798	10329
3	4607	6123	10730
4	4411	5537	9948
5	4482	5652	10134
6	4663	5922	10585
7	3487	4468	7955
8	4704	5882	10586
9	3113	3934	7047
10	6363	7027	13390
11	8829	11119	19948
12	2432	3029	5461
13	4122	5161	9283
14	4172	5359	9531
15	4057	5390	9447
16	4487	5572	10059
17	3512	4419	7931
18	2045	2755	4800
19	4362	5494	9856
20	4583	5799	10382
21	3682	4761	8443
22	4464	5698	10162
23	3313	4072	7385
24	3305	4114	7419
25	3732	4605	8337
26	4326	6322	10648
27	5111	7384	12495
28	6214	8347	14561
29	10100	14200	24300
30	9432	13110	22542
31	5342	8123	13 465
TOTAL	111094	148473	256300

1.1.4. Population per Gender and Age

There are various factors contributing to the age group population patterns, such as mortality rate, migration and death. The table below depicts that from the age group 0-4, 5-14 and 15-34. The population patterns do not differ much. In the age groups 35-64 and over 65, there is a clear decrease in population growth patterns, with females exceeding males.

Table 3: Population per age and gender

Estimated Population for Greater Giyani, 2011& 2016)by Gender and Age						
	Gender	2001	%	2011	%	2016
0-4	Male	15135	49.3	13559	49.7	16436
	Female	15566	50.7	13725	50.3	12151
5 to 14	Male	34728	49.3	35850	49.5	16424
	Female	35692	50.7	36509	50.5	17964
15 to 34	Male	32123	44.1	37640	44.4	18749
	Female	40659	55.9	47117	55.6	18749
35 to 64	Male	11976	35.2	14966	35.1	4436
	Female	22054	64.8	27633	64.9	7166
Over 65	Male	2732	32.4	3091	29.6	1845
	Female	5712	67.6	7345	70.4	3473
Total	Male	96694	44.7	105106	44.3	107094
	Female	119683	55.3	132329	55.7	140473
Total	All	216377	100	244217	100	256300

(STATSA, 2016)

1.1.5. Level of Education

The majority of people in the age groups 5 to 24 years, did attend school in 2011 (74.4%). It is indicated that 22.6% of the population in this age bracket, does not attend any educational institution; possible factors contributing to this may be accessibility of schools and affordability of higher learning institutions.

Table 4: Educational Institutions being attended

Persons	2016	%
None	29217	22.6
Pre-school	2773	2.1
School	95970	74.4
College	635	0.5
Technikon	134	0.1
University	73	0.1
Adult Education Centre (ABET)	113	0.1

Other	106	0.1
Total	129021	100

(Census 2011)

Table 4) presents statistics on the highest level of education attained by persons older than 20 years, between 2011 and 2016. It indicates that the population with no schooling decreased from 47.6% to 42.1% in 2001. The percentage of the population with an educational level higher than Secondary school increased from 4.7% in 1996 to 7.4% in 2001 with the actual number almost doubling during this period. A factor that may contribute to the lower percentages on higher learning institution is the capacity and the variety of qualification offered by our local institutions.

1.1.6. Employment Profile

Table 7 indicates that the number of unemployed people has increased from 20 534 (50.7%) in 2011 to 31 636 (60.4%) in 2016. Unemployment has a negative impact on society which might eventually result in an increase in crime, grant dependency, and non-payment of services.

Table 5: Labor Force

Persons	2011	%	2016	%
Employed	19979	49.3	20759	39.6
Unemployed	20534	50.7	31636	60.4
Total Labour Force	40513	100	52395	100
Not economically active			75829	

Source: Demarcation Board, 2003

Table 6: Labor Status

	Male	Female
Employed	16206	17360
Unemployed	10919	16178
Not economically active	31701	44720
Not applicable	2247	1833

Source: Statssa 2016

Table 6 indicates that most females are employed than males; this may be a result of job opportunities within the municipality. This might also be due to the effort done to address gender equity in labor intensive work opportunities such as construction and mining.

1.1.7. Household Income

The average income for all members of community within Greater Giyani can be categorized as presented in Table 9. The percentage of people earning no income decreased from 82.34% in 2011 to 78.04% in 2016. The percentage of people earning less than R400 per month did increase tremendously (the number of persons doubled from 5764 in 2011 to 18631 in 2016) and there was a decline in those earning between R401 and R800 per month. The high statistic of low earning people may be in relation to the employment industry. Agriculture in general, employs more people,

but with the lower wages. People that are earning higher incomes are professionals which are usually fewer in number.

Table 7: Population by Individual Monthly Income, Greater Giyani, 2011 & 2016

Persons	2011	2016
None	185284	130,547
R1 - 400	19631	62076
R401 - 800	18131	9968
R801 - 1600	4668	24584
R1601 - 3200	4867	5010
R3201 - 6400	3216	5586
R6401 - 12800	1257	4280
R12801 - 25600	143	773
R25601 - 51200	76	56

Cont. Table 8: Population by Individual Monthly Income, Greater Giyani, 2011 and 2016

R51201 - 102400	70	59
R102401 - 204800	58	65
Over R204801	35	127
Total	244 217	256 300

1.2 Analysis of Key Performance Areas (KPAs)

1.2.1. KPA 1: SPATIAL RATIONAL

1.2.1.1 Purpose of Spatial Analysis and overview

The spatial analysis provides a visual picture of existing spatial patterns, e.g. eco-system, environmental sensitive areas, growth points, population concentration areas, land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlement and local economic development.

The municipality shares borders with two local Municipalities within the Mopani District and another two in the Vhembe district. It is demarcated into thirty (31) wards consisting of ninety one (94) villages, three (3) RDP towns, a proclaimed township with seven sections which include the Central Business District (CBD). There is a visible network of streams and rivers, a considerable percentage of land for grazing, subsistence farming, dilapidated irrigation schemes and natural resources (Mopani Worms & Marula Fruits). A significant area of land owned by the state is under the custodianship of traditional authorities. Large tracts of high potential agricultural land are being utilized for intensive and/or extensive farming activities. There is an influx of people to the Giyani town, which is perceived to offer employment opportunities and basic services. There is an informal settlement of Mozambican immigrants and South African nationals in the eastern portion of Giyani (Hluphekani), which lacks basic services (roads, water, electricity).

The CBD is locked in the Tribal Authority land. As a result, the town is growing inwards. There are visible unstructured developments which impact negatively on the image of the town. There is a need to revitalize the town and develop incentive policies to attract investment. With the current disputes between traditional leadership hampering significant development the municipality need to intensify negotiations with the relevant traditional leaders to release land for development.

1.2.1.2 Settlement Patterns

Giyani population is concentrated in 95 rural villages and 7 sections of the township. The Giyani spatial economic development patterns are marked by apartheid legacy with the majority of people confined to rural areas with limited economic activities and access to urban infrastructure.

Rural communities are situated far apart, which makes infrastructure development expensive. Villages are an average distance of 35 kms away from the CBD and most roads are gravel. In rainy seasons, the roads are not easily accessible, which affects service, most importantly, emergency services.

1.2.1.3. Hierarchy of settlements

Table 9: Hierarchy of settlements

TYPE	AREA
First order	Giyani Section A, B, D, E and F
Second order	Dzumeri, Shawela, Nkomo, Risinga and xikukwani villages.
Third Order	All other villages

1.2.1.4. Land Claims and their socio-economic implication

Approximately 18,633 hectares of land is under claim which poses a very serious developmental challenge. On the other hand, land redistribution processes may result in many people obtaining access to land, resulting in improved quality of life. It could also result in a large-scale sterilization of economic productive land, e.g. agricultural land and mining. This might lead to job losses if not well managed. Our LED strategy is anchored in two pillars agriculture and tourism of which both requires land for development.

1.2.1.5. Land Reform

According to the land claims commission, more than 44 land claims were received from Greater Giyani. However, upon investigation, it was discovered that only 11 of them were found to be valid. The rest are still being validated. **(DRDLR land claims section 2019).**

Eight land claims have already been fully settled and their communities, which include Hlomela, Siyandhani, Shimange Risinga and recently Muyexe, Ndindani Nwazekudzeku, Nwamankena and Dzumeri communities have benefit in terms of their settlement agreements.

Challenges that the Land Claims Commission is faced with are as follows: -

- Counter claims or overlapping of claims.
- Validity of chieftainship.
- Land owners challenging the validity of the claims.

- New land owners not having the expertise to continue with the production and running of the farms commercially.
- Capacity of staff to deal with all claims at once.
- Negative media reporting.
- Illegal land looting.

1.2.1.6. Illegal land occupation and informal settlements

Giyani has 16 informal settlements which are spread across the municipal area. They are both on municipal and traditional land. Informal settlements have a negative impact on planning, provision of services and attraction on investment the map below highlights some of the challenges with regard to informal settlements.

Map 2: informal settlements on proclaimed land



(Source: GGM LUS)

Map 2, indicates an example of encroachment of informal settlements on proclaimed land. There is a need for the municipality to identify land and township establishment for the relocation of informal communities. There is a need of the enforcement of by-laws as well as the application of the land Use Management Scheme. The LUS is currently under review and will be adopted this financial year.

1.2.1.7. SDF and LUS

The municipality is in the process of reviewing its SDF and will be adopted in the current calendar year.

There is a need to review the SDF to ensure that the following are indicated:

- Environmental Sensitive areas (Flood lines, mineral)
- Climate and soil potential in relation to potential crops
- Urban line
- Potential land for development and growth of the town.
- Alignment of SDF and LUS

The SDF, also clearly indicates the development nodes of the municipality. It goes further to indicate the level of services around Giyani as well as shows the mineral belt.

During a strategic planning session held in December 2020, the planning tools were noted as critical:

- Geographic Information System (GIS)
- Land Use Scheme (LUS)
- Spatial Development framework (SDF)
- Information Management Systems (IMS)

The LUS indicates land uses within the municipality, layout patterns of all villages and townships, as well as the encouragement of informal settlements on proclaimed land (Map 2) and parks. One challenge within the LUS was open spaces which have not been designated.

1.2.1.7.1. Review of LUS

The municipality is currently reviewing the land use scheme to determine various land uses

- Land ownership right must be determined.
- Public participation must have been done.
- Applicable legislation.
- Recognition and inclusion of existing land uses

The municipality has met all the above requirements except that the scheme is yet to be promulgated. The promulgation of LUS is stalled by challenges of open spaces within proclaimed areas as indicated in Map 3 below.

Map 3: proclaimed areas with open spaces



Source: GGM LUMS

1.2.1.8. Strategic Land for development

The GGM Spatial Development Framework (SDF) and LUS guide development in the municipality. It is a framework that ensures that development is cost effective and sustainable. Sustainable development looks into bringing human settlements to the economic activities and ensuring that development does not compromise the environment. Map 4 displays strategic land for the development as elaborated below.

1.2.1.8.1. Strategic Land for residential development

The land which is situated north of R81 road from Giyani to Polokwane is strategically located for residential purposes in line with the government objective of creating sustainable integrated human settlements. The land will accommodate high, medium and low-income earners as per map 3 below. Giyani golf course is amongst the pieces of land the municipality is earmarking for rezoning and subdivision for high end residential properties but maintaining the current golf course.

1.2.1.8.2. Private/Tribal Authority land for development

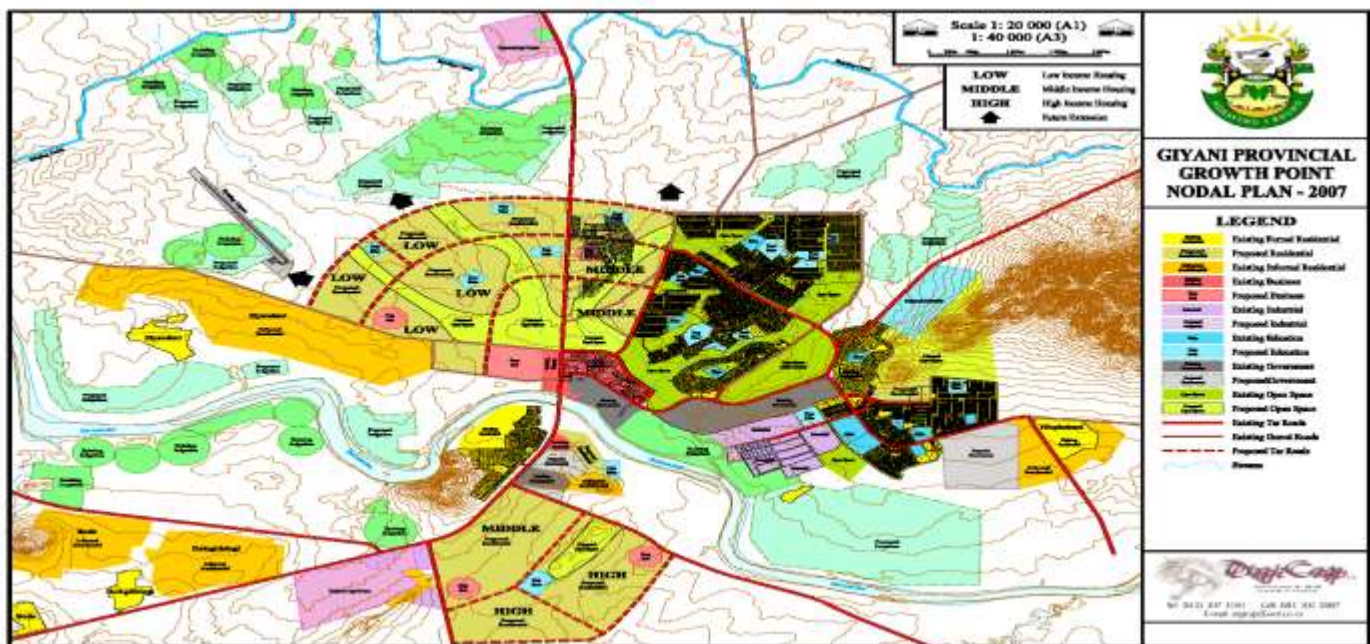
The land which is situated adjacent to the CBD is strategically located for both residential and business purposes. The municipality is in the process of developing the infrastructure master plan which will assist to develop the land. Currently negotiations are going on between the municipality and traditional leaders for the release of land which is suitable for development. (see the attached map 3 below)

1.2.1.8.3. Government land suitable for development.

The municipality has earmarked the land which is situated east of the R81 road to Polokwane and north of the R71 road to Tzaneen next to area commissioner's office for business development as per our spatial development framework. (see the attached map 3 below.)

1.2.1.8.4. Ideal land for industrial development

Strategic Land of industrial development is located along R81 to Malamulele with envisaged growth to be towards the west. The area is ideal since it is not within environmental sensitive areas such as water bodies and minerals. Private land developers are showing interest in the development of the land towards Malamulele road however infrastructure in the form of bulk water, electricity needs to be upgraded to attract serious development.



Map 4: Strategic land for Development

Source: GGM Land Use Schemes
1.2.1.9. The Environmental analysis

In terms of the National Environment Management Act (NEMA), people must be placed in a healthy environment. There is a need to determine flood lines within the municipal area in order to minimize potential risks and disasters.

The following are some of the environmental factors which need to be considered:

- Climate
- Geology
- Terrain
- Hydrology
- Soil potential and agriculture
- Tourism and conservation

a. Climate

The climate of Giyani is characterized by low rainfalls with a very hot summer. This could be caused by its position in the Lowveld. The municipal area received between 200 – 400ml of rain annually. The general rainfall has a direct impact on development, especially on agriculture. This results in the shortage of surface water, leaving the municipality to rely on ground water.

b. Geology

The Greater Giyani Municipality is characterized with different types of soil and also there is a mineral belt which passes from the western part to the eastern part of the municipal area towards the Kruger National Park. There are 24 disused mines in the whole area with gold as the dominant mineral, as well as a little deposit of cilica around the Muyexe area.

c. Terrain

Greater Giyani is a low-lying area with the abundance of Mopani and Marula trees. It is mainly grassland which is often overgrazed due to overstocking.

d. Hydrology

All rivers (Middle Letaba, Nsami and Molototsi) are mostly perennial. All the rivers feed into the Letaba River in the south. Other rivers such as Malatsi, Mbaula and Molototsi are tributaries of the Greater Letaba River.

e. Soil potential and Agriculture

The municipality has soil which is suited for arable land and for agricultural purposes. The majority of the land around the municipal land falls under the local traditional authorities. Commercial farming occurs at a lesser scale only to be superseded by subsistence farming. The rest of the land is used from communal grazing.

f. Tourism and conservation

The municipal area has two proclaimed nature reserves, Mbawula ranch and Man’ombe nature reserves, they are both state owned. The reserves are mainly offer opportunities to tourist for activities like hiking, trail, hunting and game drives.

The following are environmental challenges identified in GGM:

Table 10: Environmental challenges

<p><u>Air Pollution</u></p> <p>Air pollution is an environmental problem which affects mainly the Giyani Town due to the concentration of vehicles and small industries (factory units), and the illegal burning of garbage at the current dumping site.</p>	<p><u>Water Pollution</u></p> <p>Water pollution in the Greater Giyani Municipality is a serious problem. Water is polluted by littering and the overflow of sewage, creating serious health problems for people who depend on water from rivers and streams. Informal businesses, conducted alongside the road to Moeketsi – Malamulele, worsen the problem by illegal dumping in the Klein Letaba River along the Ngove, Nkomo and Homu villages.</p>
<p><u>Deforestation.</u></p> <p>Deforestation affects most of the Greater Giyani</p>	<p><u>Veld and Forest fires</u></p> <p>Veld and forest fires are experienced in the whole of Greater Giyani Municipality. The magnitude of the problem is severe. The major causes</p>

<p>municipal area. Firewood collectors, farmers, villagers, traditional healers, and herbalists aggravate the problem. The problem of deforestation is worse around major routes and villages.</p>	<p>of this problem is poaching, firewood collection, uncontrolled burning of forests. Veld fires are prevalent in winter or early summer and affected areas include grazing land and the Man'ombe Nature Reserve.</p>
<p><u>Soil Erosion</u></p> <p>Soil erosion is a problem in Greater Giyani municipal area especially around rural villages. The major causes of soil erosion are veld and forest fires, deforestation through wood gathering, overgrazing and poor land use planning and management.</p>	<p><u>Informal settlements</u></p> <p>Informal settlements have major negative effect on the environment in that whenever it occurs, natural vegetation is destroyed worsening problems such as deforestation, soil erosion, water and air pollution e.g. Hluphekani in the eastern part of Giyani Town, Matshamahinkanu (between Sections E and F), the squatter camp in Section A. The major causes of informal settlements are influx of people from villages to the town due to poverty, unemployment, population growth and urbanization.</p>
<p><u>Overgrazing</u></p> <p>Overgrazing is another environmental problem which is rife in the Greater Giyani Municipality. The contributing factor is the unscientific stock farming which at the end exerts pressure on the grazing land.</p>	<p><u>Wetlands</u></p> <p>The wetland are unprotected, and as a result people occupy them illegally. Also, there is a great deal of illegal dumping in the wetlands.</p>

Table 11: Environmental SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Environmental by-Laws • -Land-care projects • LEDET and DEA are supportive of the municipal environmental management. • he greenest municipal competition 	<ul style="list-style-type: none"> • Non-rehabilitated excavated areas • Declining biodiversity • Lack of capacity in the Disaster unit • Lack of capacity to enforce by-laws • Unmonitored veld fires. 	<ul style="list-style-type: none"> • Proximity of environmental experts in the Kruger National Park • Proximity to Mopani District • Less Industrious area • environmental specialist in the municipality 	<ul style="list-style-type: none"> • Reduction of grazing land • Reduction of arable land • Increased occurrence of mosquitoes • Droughts and floods • Fire station not well resourced-Fire station • climate change • Natural disasters, eg. • Flooding, drought. • Covid 19

1.2.1.10. Challenges: Spatial Rational

- Unstructured Development
- Lack of Land Use Management
- Lack of Land Use Policies' application
- Minimum participation by all stakeholders on land use matters and policies
- Lack of compliance by stakeholders
- Lack of Monitoring on land matters
- Lack of alignment of SDF and SPLUMA
- General lack of land for development.
- Chieftaincy disputes.

1.2.2. KPA 2: Institutional development and Transformation

The Greater Giyani Municipality was established in terms of the Constitution Act, no 108 1996, the Demarcation act 27 of 1998 and Section 12 Notice issued in terms of the Local Government: Municipal Structures Act 117 of 1998. The municipality is organized into political and administrative structures.

1.2.2.1. Political Structures

Council has appointed seven full time councilors as follows:

- Mayor
- Speaker
- Chief Whip
- Chairperson infrastructure development
- Chairperson finance committee
- Chairperson corporate governance and shared services
- Chairperson MPAC

1.2.2.2. Portfolio Committees (established by council)

Table 12: Portfolio committees

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
01	BUDGET AND TREASURY	BUDGET AND TEASURY	FINANCE
02	WATER, SANITATION AND ENERGY	TECHNICAL.	INFRASTRUC TURE
03	ROAD AND TRANSPORT	TECHNICAL	INFRASTRUC TURE
04	HEALTH AND SOCIAL DEVELOPMENT	COMMUNITY SERVICES	SOCIAL
06	CORPORATE AND SHARED SERVICES	CORPORATE SERVICES	CORPORATE GOVERNANC

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
			E & SHARED SERVICES
07	SPATIAL PLANNING AND LED	PLANNING AND DEVELOPMENT.	ECONOMIC DEVELOPMENT
08	INFRASTRUCTURE DEVELOPMENT	TECHNICAL SERVICES	INFRASTRUCTURE
09	SPORTS, ARTS AND CULTURE	COMMUNITY SERVICES	SOCIAL

Council also has the following special programs that are located in the Office of the Mayor:

- Gender
- Disability
- Traditional Affairs
- Youth
- HIV/Aids
- Older persons.
- Officials responsible for the coordinating this special program have been appointed and are reporting to the manager in the office of the mayor.

1.2.2.3 MPAC and its functionality

Section 129 of the MFMA requires municipalities to prepare an oversight report over the annual report and to publish it in the website and also send them to the provincial legislature.

Section 79 of the MSA provides for committees of council reporting directly to the council, in accordance with the terms of reference of such committees as developed by the council. Such committees, because of direct reporting lines to council, are best suited to do oversight in the municipality, not only in terms of oversight report, but general oversight over both the administrative and executive authority of the municipality.

The Greater Giyani Municipality has established the MPAC and a chairperson has been appointed on full time basis, and the committee consist of eight members. The new governance model has been introduced and the municipality has designated ten (10) councilors as chairpersons of portfolio committees assisting the political heads of portfolio committee and provides oversight toward the activities of executive committee.

The MPAC committee has quarterly meetings, and the position of a researcher has been appointed to ensure effective and efficient functionality of the office. The committee has assessed the annual report for 2019/20 and it will also be engaged in a public participation session in that regard. The new governance model has introduced 10 new chairpersons of portfolio committee which support the executive committee and provide oversight function.

Organizational structure

The municipal organizational structure is headed by the municipal manager who is supported by directors, Managers and other officials for effective running of the municipality. The organizational structure is reviewed annually taking into consideration financial and environmental consideration and it is reviewed together with the budget and the integrated development plan of the municipality.

The organizational is an important instrument which ensures that the correct human and financial resources are matched in order to realize the objectives of the municipality as set in the IDP and the supporting sector plans.

GGM APPROVED ORGANISATIONAL STRUCTURE FOR 2020/21

1



SIGNATURE: *[Handwritten Signature]*

CRI17-29/06/20 SP

The Greater Giyani Municipality has been established in terms of Section 12 Notice.

The administration structure consists of the following departments and Units: headed by Municipal Manager.

- Budget and treasury office
- Corporate Services
- Community services
- Technical Services Department
- Planning and Development; all this position are currently filled by directors.

1.2.2.4. Mandate, Powers and Functions

The Greater Giyani Municipal Council is a category B Municipality which consists of 62 Councilors and 10 Traditional Leaders. The Municipality has been assigned powers and functions in terms at Section 84 (2) of the Local Government: Municipal Structures Act, 117 of 1998 as amended. Greater Giyani Municipality was assigned the following powers and functions:

Table 13: Municipal Powers and Functions

FUNCTION	RESPONSIBLE DEPARTMENT	DEFINITION
Municipal Planning	Strategic Planning & LED	Development of the integrated development plan in terms of the municipal Systems Act, 32 of 2000.
Local Tourism	Strategic Planning & LED	The promotion, marketing and, if applicable, the development of any tourism attraction within the area of the municipality with a view to attract Tourist; to ensure access, and municipal services to such attraction, and to regulate structure and control
Markets	Community Services and Strategic planning and LED	The establishment , operations, management , conduct, regulations and / or control of markets other than fresh produce markets including market permits, location, times, conduct, etc.
Trading Regulations	Strategic Planning & LED	To regulate of any facility and /or activity related to the trading of goods and services within the municipal area not already regulated by National and provincial legislation
Municipal Parks	Technical Services and Community Services	The provision, management, control and maintenance of any land, garden or facility set aside for recreation, sightseeing and / or tourism and including playground, but exclude sport facilities.

Open places	Community Services	The management, maintenance and control of any or facility owned by the municipality for public use.
Noise pollution	Community Services	The control and monitoring of noise that adversely affects the well-being of human health or the eco-system that is useful to maintain, now or in the future.
Control of public nuisance	Community Services	The regulation, control and monitoring of any facility or activity.
Municipal Airport	Technical Services	A demarcation area on land or water or a building which is used or intended to be used, either completely or in part, for the arrival or departure of air craft which includes the establishment and maintenance of such a facility, including all infrastructure and services
Municipal Public Transport	Technical Services	The regulation and control and where applicable, the provision of: services for the carriage of passengers, whether scheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Storm Water drainage	Technical Services	The Management Systems to deal with storm water in building-up areas.
Portable Water	Technical Services	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply.
Sanitation <i>District function</i>	Technical Services	The establishment, operation, management and maintenance and regulation of a system, including infrastructure, for the collection of human excreta and domestic waste-water to ensure minimum standard of service.
Refuse Removals, refuse dumps, solid waste disposable	Community Services	Removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and include the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
Street Trading	Community Services	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve.
Bill boards and the display of advertisements in public places	LED	The display of written or descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the used of goods and services found on the streets.
Amusement facilities/ beaches	Community Services	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competency of the National and provincial government.
Cemeteries, Funeral palour a and crematoria	Community Services	The establishment, conduct, control facilities for the purpose of disposing of human and animal remains
Municipal Roads	Technical Services	The construction, maintenance and control of all public roads

Street Lighting	Technical Service	The provision and maintenance of lighting for the illumination of streets.
Local Amenities	Technical services	The provision, management, preservation and maintenance of any municipal place, land and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any of such amenities.
Traffic and parking	Community Services	The management and regulation of traffic and parking within the area of the municipality including but not limited to the control over the operating speed of vehicles on municipal roads.
Municipal Public works	Technical Services	Any supporting infrastructure or services to empower a municipality to perform its functions
Building regulations	Technical Services	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of Jurisdiction of a municipality, which must at least provide for approval of building plans, building inspections.
Electricity reticulation <i>ESKOM is responsible</i>	Technical Services	Maintenance of the electricity reticulation network, bulk supply or electricity which includes for the purpose of such supply, the transmission, distribution and where applicable, the generation of electricity and regulation control.

1.2.2.5. Employment equity

Table 14: Employment Equity

Number of women in top and middle management.	04	
Disabled	4	
PDI	Employees	
	Males	Females
	163	178

1.2.2.6. Retention Policy

Retention policy is in place.

1.2.2.7. Vacancy rate 2021/22

The vacancy rate in the municipality is currently standing at 37% as per the approved organizational structure. For this financial year 20 position has been appointed and will be filled with the hope of reducing the vacancy rate by 20%.

Percentage of position filled	Percentage of position vacant
63%	37%

Table 15: Skill Development Plan for 2021/22

Department	No. to be trained	Gender	
		M	F
1. Basic Service Delivery	Sanitation 11	11	0
	Storm water	1	0
	Land Scaping 13	9	4
	Road Maintenance 2	2	0
	Waste Management 6	5	1
	Land fill management 2	1	1
	Horticulture 1	0	1
Financial Viability	SCOA 10	4	6
	Payroll 5	2	3
	IMFO 4	4	0
	GRAP 9	7	2
	Audit 2	1	1
	Risk 1	1	0
	Contract management 1	1	0
	MFMP 5	5	0
	Accounts Payable and Accounts Receivable 13	4	9
Public Participation	Protocol and Events Management 3	2	1
PLANNING	LED and IDP 7	5	2
Institutional Development	Workplace Training 141	74	67

1.2.2.8. Performance Management System

The Municipality has a Performance Management Framework policy approved and system is developed. There is still room for improvement the area of monitoring, assessment and evaluation.

The PMS policy only addresses the performance of the organizational and S57 managers. SDBIPs for 2021/22 was signed and submitted to COGHTA as per MSA 32 of 2000. Performance report has been submitted on quarterly bases, and Mid-year report 2020/21 was approved by 25th January 2021 and submitted to COGHSTA. The performance audit committee has been appointed by council and it is operational.

1.2.2.9. Challenges on Institutional Development and Transformation

- Office space not adequate to create an enabling working environment.
- Inadequate record Management Systems.
- Inadequate security on some municipal buildings.
- Review of policies.
- Incomplete job evaluation process by SALGA.
- Draft Individual Performance Management policy in place, but there is lack of capacity for implementation of the systems.
- The recent spate of COVID 19 pandemic

1.2.3. KP 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

This KPA focuses on the infrastructural development, maintenance and provision of basic services.

1.2.3.1. Water

The Greater Giyani Municipality is not a Water Service Authority. The Mopani District is providing water to our communities and does the maintenance of bulk infrastructure; however GGM and MDM have signed an SLA which defines GGM as a WSP.

The Greater Giyani municipal area is characterized by low summer rainfalls. This results in severe water shortages and drought conditions. However, the municipality has experienced good rains in the year (2020/21), though the rain also damaged some of the road infrastructure.

Water resources are restricted to surface and groundwater. The major surface water resources are the Middle Letaba Dam (fed by Middle Letaba, Koedoes, Brandboontjies rivers as well as minor streams) and The Nsami Dam (mainly fed by Nsami River). The current infrastructure in Giyani is inadequate to supply water to the whole of the municipal area. The district municipality provides

56ml/d to GGM. Middle Letaba Dam and its treatment water works capacity at 24ml/d ,Mapuve water works at 3,6ml/d and Nsami Dam and its treatment water works capacity at 28ml/day. The demand for water in villages has also increased. However the pumping capacity have increase due to the commissioning of new water treatment plant at Nsami dam. The department of water and sanitation has embarked on a massive project in greater Giyani for the refurbishment of water infrastructure by putting in new pipeline and upgrading of the existing water plant. The project will in future augment water supply to the whole of greater Giyani municipality.

Table 16: The Population which needs water supply in Greater Giyani

Pipeline	Population	Pipeline	Population	Pipeline	Population
A		C		Mapuve Water Works	
Thomo	5 880	Giyani Town	22 651	Mapuve	4 876
Khakhala	2 100	Hluphekani	12 093	Zamani	2 142
Gawula	2 680	Siyandhani	5 460	Jim Nghalalume	2 733
Mahlathi	2 681	Homu C		Sifasonke	2 960
Ndindani	1 820	D		Tomu	2 618
Hlomela	1 530	Giyani Town	Sections: A, D, F, Gvt Building	Middle Letaba Water Works	
Total	16 691	Kremetart		Babangu	2 272
B		E		Gon`On`O	1 708
Homu A	4 059	Dzingidzingi	2 000	Nhlanike	4834
Homu B	4 866	Bode	2 100	Mavusa	1 501
Mapayeni	4 220	Maswanganyi	2 000	Rivala	1 994
Nwakhuwani		D (south)		Khani	5 595
Vuhehli	1 890	Sikhunyani	5 831	Basani	2 587
Savulani	2 380	Ngove	6 280	N`Wamakena	3 737
Shikhumbaba	2 450	Nkomo A	2 408	Dingamazi	1 694
Shawela	3 980	Nkomo B	4 150	Shimange	2 740
Mahumani	2 030	Bambeni	1 290	Nden`Eza	4 088
Makhuva	4 330	Maphata	2 000	Phikela	2 300
Mbaula	3 620	Munghonghoma	1 260	Muhlahlandlela	2 643
Phalaubeni	2 210	Gidja (loloka)	1 420	Ximausa	3 129
Mushiyani	1 640	Mbhendlhe	1 230	Msengi	3 902
F (South)		Guwela	1 530		
Thomo	2 710	Kheyi	1560		
Mninginisi Block 2	2 630	Mageva	6 990		

Pipeline	Population	Pipeline	Population	Pipeline	Population
A		C		Mapuve Water Works	
Mhlava Willem	1 540	Dzumeri (Ndhambi)	6 970		
Muyeshe	4 100	Daniel	1 230		
F (North)		Mphagani	5 590		
Shikukwani	7652	Zava	5 677		
Mavalani	4567	Khanxani	2 910		
Bon Wani	1389	Shitlakati	2 060		
Mbhatlo	2456	Matsotsosela	2 302		
Shivulani	2356	Mzilela	1 150		
N`wadzekudzeku	3124	Mayephu	1 940		
Mninginisi b/1 & 2	6754				

Source DWS 2018.

Table 17 indicates the main water supply for households in Greater Giyani. Households with water inside their dwellings decreased from 18.94% in 2007 to 11.26% in 2016. These figures are however questionable. Other factors that might have contributed to the latter mentioned fact are the re-demarcation of municipalities. However, 42.83% of the household's does not have access to at least RDP standard water supply in 2018.

Table 17: Main water sources supplying households

Households	2011	%	2016	%
Dwelling	7942	18.94	5887	11.26
Inside Yard	12396	29.56	16894	32.31
Community Stand	19274	45.96	7112	13.60
Community stand over 200m	0	0.00	15404	29.46
Borehole	712	1.70	1485	2.84
Spring	1091	2.60	20	0.04
Rain Tank	336	0.80	71	0.14
Dam/Pool/Stagnant Water	0	0.00	110	0.21
River/Stream	0	0.00	3065	5.86
Water Vendor	0	0.00	150	0.29
Other	189	0.45	2086	3.99

Households	2011	%	2016	%
Total	41940	100.00	52284	100.00

(Stats SA, 2016)

1.2.3.1.1. Free Basic Services

The municipality provides **6 kiloliters** of free basic water to all households with piped water. Boreholes are also used in communities where there is an acute shortage of water to augment the supply; the municipality is paying for diesel and electricity used for pumping water to the communities. The municipality also provides free basic electricity to all qualifying household by providing electricity tokens worth 50kwh. All indigent households are encouraged to register with the municipality in order to benefit from the services that the municipality is subsidizing.

1.2.3.2. Sanitation

Sanitation is a major problem, which also contributes to health hazards and underground water pollution. Most of the people within the municipal jurisdiction area use pit latrines (45.5% in 2011) without ventilation while others have no sanitation facilities at all (74.9% in 2016). 22.2% of Households had RDP standard sanitation in 2011 with 41 108 (77.8%) households still below the RDP standard. The department of water and sanitation is in the planning process of constructing new sewer treatment works to augment the existing plant.

Table 18: Sanitation facilities for households.

Households	2011	2016
Flush Toilet (connected to sewerage system)	7222	7222
Flush septic tank (with septic tank)	311	
Chemical toilet	1305	0
Pit Latrine with ventilation (VIP)	2921	18 123
Pit latrine without ventilation	11908	0
None	29050	
Total	63 867	

Stats SA, 2016

Electricity

Electricity is generated and distributed by Eskom. Electricity and energy are provided by means of the following sources:

- Grid electricity, which is supplied from power stations.
- Non-Grid electricity generated from solar panels, petrol and diesel generators, as well as
- Other sources of energy which include batteries, paraffin, coal, wood, candles, gas, etc.

Table 19: ESKOM PROPOSED PFOJECTS FOR 2021– 2023 (UNITS)

2021-2023		2021-2023	
Mageva	461	Ngove	589
Noblehoek	20	Makosha	299
Bode	380	Mavhuza	57
Botshabelo	154	Mnghonghoma	86
Maphata(100	Daniel	50
Phalaubeni	91	Loloka	57
Blinkwater	218	Hlaneki	196
Nsavulani	170	N’wamankena	93
TOTAL:	1594	TOTAL:	1427
2021-2023			
Xawela	117	Mbhedlhe	30
N’wazekudzeku	120	Khakhala	34
Mayephu	16	Guwela	32
Xikuk wani	800	Bon’wana	30
Shikhunyani	30	Basani	33
Matsotsosela	28	Homu 14C	509
Ndhambi	170	Thomo	300

Shivulani	31	Nkomo A	19
		TOTAL:	2140

Table 20: GGM PROPOSED ELECTRIFICATION PROJECTS FOR 2021 – 2023 (Units)

2021-2023			
Gon'on' o	58	Ndhengeza	216
Makhuva	610	Mphagani	87
		TOTAL: R11 652 000	971

2021-2023			
Dingamanzi	73	Gandlanani (done)	257
Phikela	66	Shimange	10
Mbaula	167	Rivala	35
Silawa	38	Shikhumba	195
Maswanganyi	76	Vuhehli	43
Mninginisi B3	308	Bambeni	188
Mbatlo	30	Mhlava-Willem	50
Kheyi	20	Mzilela	24
Ndindani	14	Ximawusa	27
Gawula	76	Mushiyanni	40
N'wakhuwani	10	TOTAL:	1308

2021-2023			
Risinga	723	Mahlathi	26
Ntshuxi	15	Hlomela	11
Xitlakati	48	Khaxani	31
Shivulani	31	Sekhiming	119
Homu 14 a	112	Homu 14b	89
Siyandhani	11	Babangu	19
Nkomo B	16	NkomoC	7
Dzingidzingi	56	Mninginisi B2	13
Muyexe	88	Xawela	117
Mapayeni	60	TOTAL	1608

The total number of households without electricity in GGM is 9 073 (NB it should be noted that this figure does not include informal settlement).

Table 21 indicates sources of lighting by households in Greater Giyani. It can be seen that the majority of households have been provided with electricity i.e. in 2011 19114 (45.7%) and in 2016 was 35503 (67.2%), therefore 33.8% or 17364 households still need electricity.

Table 21: Source of Energy for Lighting

Households	2011	%	2016	%
Electricity	35503	67.2		80.9
Gas	122	0.2		0
Paraffin	6200	11.7		5.5
Candles	10718	20.3		12.9
Solar	60	0.1		0.1
Other	264	0.5		0.5
Total	63 567	100		70 547

Source: Stats SA 2016

1.2.3.3. Refuse removal / solid waste

The Greater Giyani municipality has two solid waste disposal sites. The legal status of the old site is challenged since it does not adhere to the requirements of the Department of Environmental Affairs and Tourism. The site is located at the confluence of Murhongolo and Klein Letaba rivers and waste material overflows and contaminate rivers, causing health hazards. Littering and illegal dumping is also a major problem, particularly in the CBD area of Giyani Town and along the main roads. There is no proper refuse removal systems in the rural areas (63.2% use their own dump site) therefore, causing a health hazard. The municipality is intending to extend this service to rural areas (8 villages). A new land fill site has been established and has acquired the related legal status. The site is not yet functional; there is a currently construction taking place in the new site and closure of the old

dumping site the process is ongoing and budget will be set aside in the in the next financial year to finalize the closure.

Table 22: Refuse Removal

Households	2011	%	2016	%
Municipal Weekly	5302	10.1		12.9
Municipal Other	146	0.3		0.3
Communal Dump	402	0.8		2.6
Own Dump	33028	63.2		64.7
No Disposal	13406	25.6		19.4
Total	52284	100		100.0

Stats SA, 2016

Table:22.1 Refuse removal backlog urban and rural.

Refuse removal service	Urban(access)	Rural(access)
Waste removal	8865	1234
Refuse transfer station	64	Nil(0)
Backlog	Urban backlog 123	Rural backlog 68200

1.2.3.4. Housing

In terms of the information provided by the local communities, housing is one of the needs, which require some attention, in order to achieve the ultimate goal of providing decent shelter and a better life for all. In terms of Table 23, a large number of people are not properly housed and that becomes a problem during the rainy seasons.

Table 23: Number of sites by housing type

Housing Type	No of Sites 2012 COMPLETED	Backlog
PHP (people housing program)	12 354	17 826
Rural Housing (RDP)	13 487	18788

(Source: Municipal Database, 2016)

In terms of Table 24 most dwelling in Greater Giyani are either formal (44.4% in 2011) or traditional (53.3% in 2001). It is notable that the number of formal houses increased from 30.5% in 1996 to 44.4% in 2011 while traditional houses decreased from 66.45% in 2007 to 53.3% in 2011. Therefore, the housing backlog be the

informal & traditional dwellings amounting to 28 985 or 55.4 the department of local government has appointed consultants to develop the housing chapter for Greater Giyani which will inform the housing need of the municipality. This chapter will also assist in the establishment of integrated sustainable human settlement and also making our IDP credible. According to municipal housing chapter the housing backlog is estimated at 22504 housing units. The housing chapter has also identified possible land that could be used to build new houses in line with government policy of integrated human settlement.

It must be indicated that the majority of houses in Greater Giyani are thatched roof mud roundavels, some of these houses were destroyed during the recent floods. This problem persists during rainy period. There are township establishments in the municipality. Department is also building houses (RDP) within existing stands in the villages and some middle-income township establishment in the municipality. Provincial department of housing has allocated more than 190 units in the current financial year to deserving beneficiaries to alleviate the housing backlog in the municipality.

Table 24: Dwelling By Type	% 2011 STATSSA	% 2016, CS
House or brick structure on a separate stand or yard	41.0	70.0
Traditional dwelling/hut/structure made of traditional materials	53.3	24.9
Flat in block of flats	0.7	0.3
Town/cluster/semi-detached house (simplex, duplex, triplex)	0.3	0.1
House/flat/room in backyard	1.9	1.5
In backyard	0.3	0.5
Not in backyard (informal, squatter, settlement)	0.8	2.1
Room/flat let not in backyard but on a shared property	0.5	0.3
Caravan or tent	0.1	-
Private ship/boat	-	0.1
WORKER'S HOSTEL (BEDROOM)	-	0.1
OTHER	-	0.3
TOTAL	100.0	100.0

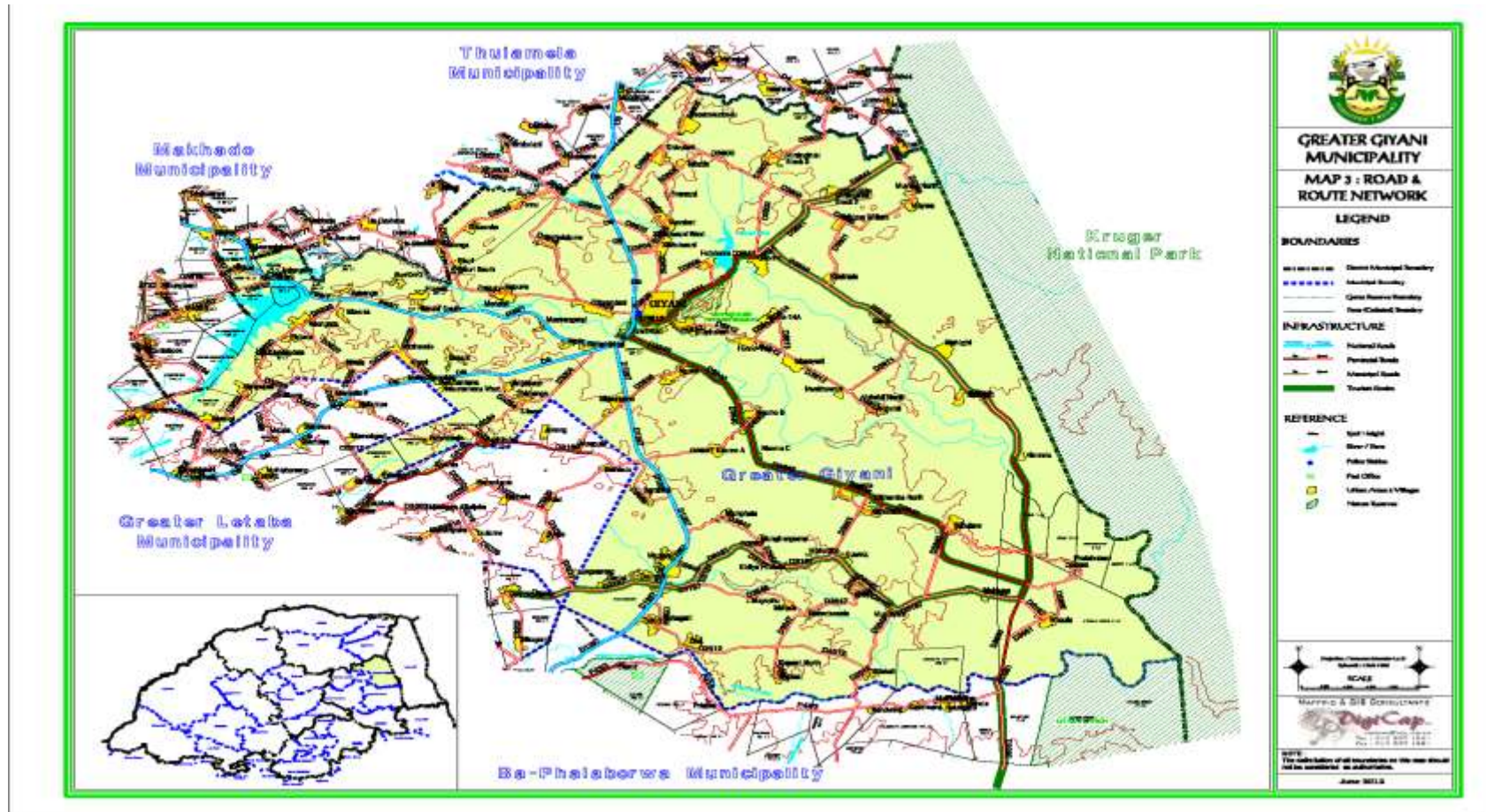
Statssa 2016.

1.2.3.5. ROADS AND TRANSPORT

1.2.3.5.1. Roads and Storm Water

The road network within Greater Giyani Municipal area which was damaged by the rainfall during the recent rains are being repaired. What remains now is for provisions to be made to ensure that they are maintained regularly, and potholes are also repaired. Most of the roads need rehabilitation and maintenance especially provincial road e.g. Giyani to Phalaborwa and Giyani Via thomo roads and bridges need to be repaired due to high rainfall during December 2020 to March 2021 .Giyani has approximately **200 KM** of provincial tarred road which cut across the municipality and approximately **700 KM** of gravel road belonging to the District and local municipality needs to be surfaced.SANRAL has approved two roads that will be surfaced in the near future with the total of 61KM in the municipality e.g Mageva to Makhuva 29KM and thomo to Hlomela road 32KM this will significantly reduce the number of gravel roads in the municipality and the total of 15000 households will benefit out of this projects.

1.2.3.5.2. Strategic Road network: Map: 5



Source: GGM SDF 2020

Map 3 displays the spatial road network of Major roads that link Giyani to neighboring municipalities and the Kruger National Park and Tables below provides a description and type of utilization of the road. The roads are either linkages to strategic destinations or are freight and economic corridors. Table 25 indicates roads' numbers and their kilometers and most of these roads need serious attention. EPWP is being used as a vehicle to assist the municipality in addressing potholes and all other roads maintenance programmed in the municipality.

Table 25: Road connections by type

Provincial Tar Roads – GGM : K m		
P99/1	Gaza beef – Sterkrivier dam Linkage corridor that connects Giyani Municipality and Vhembe District. The rout is also an alternative choice to Polokwane (N1)	34
Total		34
District Tar Roads – GGM		
D9	Makgagapatse - Mushwani junction	38
D1267	Kremetart - Constatia(D2512)	32
D3815	Masingita - D3641	4
D3812	D3815 – Vuxakeni to Homu	3
D3641	D3815 –Giyani college of education to Hlomela	45
	The roads are a linkage to remote villages to Giyani Town. D3815 is a linkage between Giyani and Kruger National Park, with Tourism Destination along such, Shangoni Gate, Muyexe Conference center, Thomo Cultural Village, Manombe game Reserve.	17
Total		79
District Gravel Roads – GGM		
D3641	Giyani college of education -	24
D3812	Vuxakeni - Vuhehli road (4 km tarred,) 1,2km added	20

D3635	D3809 -D3636(Mudavula)	20
D3634	Giyani – Malonga (Completed)	29
D3810	Thomo -Hlomela road planning in progress	34
D3802	Thomo –Shangoni(7km left to proposed shangoni gate)	8
D3803	Mninginisi – Shingwedzi	13
D3801	Khakhala -Mhava Willem	8
D3800	Shangoni road -	26
D3809	Manombe - Makosha - Mahlangula	7
D3799	Shingwedzi – Muyexe	6
D3805	D9 - Nwazekudzeku–Shingwedzi)	10
D3816	Siyandhani –Ngalalume -D3635	14
D3807	D3805 – Mavalani	5
D3633	Malonga - Sifasonke -D3635	12
D3804	Xikukwani - Mbatlo -Shangoni	18
D3814	14B - 14A	4
D3813	14A – Mapayeni	4
D3811	Vuhehli -Mahlathi gate	8
D3207	Ximausa – Sedibene	8
D3209	Rivala – Khani	9
D3238	Hlaneki – Gandlanani	8
D3206	Sedibene – Border	8
D3187	Lekwareni – Mbaula	49

D3836	Sikhunyane – Ngove	10
D3840	Kremetart - D3187	46
D3837	Nkomo – Shamriri planning in progress	09
D2512	Constatia – Shitlakati	24.6
D3849	Matsotsosela –Molototsi	11
D3847	Kheyi – Khashane	16
D3848	Mushiyane – Xitlakati priority road agricultural support	8
D3981	Mbaula - Letaba river	8
D3982	Kheyi - D3187	2
D3854	Shiawela – Shikhumba	6.2
D3948	Mngongoma – Gidja	2
D3844	Mphagani - D1267	3
D3820	Babangu – Msengi (implimentation phase)	25
D3187	Mageva road – to makhuva road (planning in progress)	36
D3842	Mngongoma – Maphata - Bambeni	10
D3853	Guwela - Shikhumba -Shawela	8
D3980	Makhuva gate – Letaba river	10
D3966	Mbaula – Phalubeni	6
D3204	Skhiming – Dzingidzingi tarred	9
D3234	Shimange - via – Dingamazi tarred	10
D3211	Skhiming to Nakampe	9
D3983	D1267 – Bambeni tarred	6

Total	150.8
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(Source: Municipal database)

Most streets in Giyani, with the exception of Kremetart, have no names. This creates problems for tourists, businesses, emergency services and police services. Road & information signs are also critical in the municipal area.

Public Transport

With regard to public transport, the area is served by buses and taxis. GNT has a fleet of more than 40 buses which have been distributed all over Greater Giyani Municipal area, however the fleet is dilapidated and some of the no longer in use. The buses serving the area are augmented by long distance buses which are either privately owned, ferrying passengers from Giyani to Gauteng on a daily basis. There are private bus companies which assist in conveying commuters to and from work on a daily basis, e.g. Risaba Bus Service and John Hlungwane as well as approximately 500 fleet of taxis. Table 26 presents the main mode of travel to work for the population in Greater Giyani during 2001. From the table it is clear that most people get to work/school on foot (44%), while 2.4% use minibus/taxis.

Table 26: Mode of Travelling for Work or School

persons	2016	%
Bicycle	1578	0.4
Bus	2686	1.1
Car Driver	10045	1.2
Car Passenger	4561	1.5
Minibus/Taxi	18709	2.4
Motorcycle	188	0.1
NA	116349	49.0
Foot	104445	44.0
Other	359	0.2
Total	256 300	100

Stats SA, 2016

The municipality has a traffic testing station. The station operates under the framework of NaTIS Regulation and performs transactions such as vehicle registration and licensing, learner license testing, driver's license testing, driver's license card renewals and vehicle roadworthy testing. The station has

been upgraded from grade B to grade A testing station which will also test heavy duty vehicles like trucks and buses this has significantly reduced the backlog in the municipality.

Greater Giyani municipality has an airport/landing strip which was developed by the former Gazankulu Government. The strip has not been adequately utilized due to poor and unmaintained infrastructure. However, the Gateway Airports Authority Limited (GAAL) has indicated plans to upgrade and maintain it. The municipality intends to put strategies in place to market and promote the airport. Some developers has shown interest in partnering with government to upgrade and utilize the airport for commercial purposes.

The Department of Transport has indicated the intention to revive the idea of an intermodal transport facility which was put on hold due to financial constraints by provincial government. This will serve as a taxi and bus rank with some local amenities. The municipality is in negotiations with local traditional authorities to avail land for this proposed development.

1.2.3.6. Safety and Security

The municipality has one police station which is operational and the other one at Muyexe is yet to be completed with three satellite stations: Dzumeri, Makhuva and Bend store. The police stations is fully operational, However the municipality is developing more resources will be required, in order to enhance service delivery. There is a need to increase the number of satellite police stations to ensure that all areas have access to police services. Community policing fora have been established in all wards to deal with crime related issues. The police station has +-700 police officers which have been distributed to all the units. The most common crimes in the Giyani policing area are:

- Housebreaking (business and residential)
- Assault
- arson
- Rape
- Murder

There are some challenges which impact on the police ability to fight crime effectively e.g. bad road networks, lack of street names and poor communication services. The municipality is doing its best to assist in the war against crime by improving the road networks and erecting high mast lamps in crime hotspots. It is also in the process of street-naming which will assist the police to respond to complaints quickly. The municipality has installed 91 high mast lights in all the villages, except in the newly formalized settlements.

1.2.3.7. Education

Education is one of the key priorities of the present government; this analysis will try to highlight the number of schools per circuit in Greater Giyani. Greater Giyani is divided into five circuits as depicted by the table below:

Table 27: Education Circuits

Circuit	Number of primary schools	Number of secondary schools	Number of educators	Number of learners primary schools	Number of learners secondary schools
Nsami	15	10	496	8705	6080
Klein Letaba	18	13	556	9537	7420
Groot Letaba	18	12	529	8236	7590
Manombe	23	15	744	10970	8558
Shamavunga	20	15	688	8880	7044
TOTAL	94	65	2528	46328	36692

1.2.3.7.1. Teacher learner ratio and quintiles

Table 28: Teacher learner ratio and quintile levels

1	2	3	4	5	Total
101	25	22	1	0	149

There is a challenge with regard to most schools in rural areas, which are dilapidated, with no proper sanitation and water. The department is in the process of rehabilitating most of them by building new state of the art classrooms. The department is also providing scholar transport for villages which do not have schools within a 10km radius.

1.2.3.7.2. ABET and ECD Centers

The municipality is having ABET and ECD centers which provide education to children and adults. There are approximately 30 ABET centers and more than 100 ECD centers that assist communities with

early learning and adult basic education in order to realize the objectives of National Development plan (Vision 2030) of universal access to education.

1.2.3.8. Sports, Arts and Culture

Sports and recreation is coordinated by the Department of Sports, Arts and Culture of Limpopo in liaison with the local municipality. Sport council is in place to coordinate sporting activities. The development of sports in the municipality area is still a challenge. There is a need for constant maintenance of our sporting facilities. The municipality has signed a memorandum of understanding with the district municipality as well as the department of Sports, Arts and Culture to upgrade the Giyani Youth Camp into a sports academy for the whole district however budget is still a challenge to achieve this goal.

The municipality is having 10 sport centers and their status, namely:

- ❖ Dingaan Peter Rikhotso. (Need refurbishment)
- ❖ Homu (incomplete)
- ❖ Amon Nghulele(needs refurbishment)
- ❖ Mavhuza(need refurbishment)
- ❖ JB Chauke(need refurbishment)
- ❖ Mzilela (dilapidated)
- ❖ Thomo (private and need refurbishment)
- ❖ Mapuve(private need refurbishment)
- ❖ T P Khuvutlo (need refurbishment)
- ❖ Kremetart(need refurbishment)
- ❖ Muyexe need refurbishment)
- ❖ Section E (incomplete)
- ❖ Shivulani (incomplete)
- ❖ Mageva. completed

Most of these centers have been vandalized due to underutilization and the lack of security personnel; however the municipality is engaged in the process of revitalizing the centers by encouraging communities to take ownership and taking care of their facilities and also by appointing security personnel to guard these facilities.

Library Facilities

There are five libraries in the municipality which assist the communities with access to information. They are as follows:

- Giyani
- Mopani District Library
- Makhuva
- Muyexe
- Xihlovo
- Zamani
- Mavalani .

The challenge, however, is that these facilities have a shortage of books and computer equipment as well as opening and closing times for access by the communities.

1.2.3.9. Arts and Culture

The municipality is having an arts and culture center which assists the community in facilitating arts and culture related work. However, the Centre is not fully utilized as there is no full time staff dedicated to it. The center will be up for face lift in the next financial year. The municipality in partnership with SABC Munghana Lonene Xitsonga music award is proving to be a catalyst for sustainable arts and culture festival that has a potential of improving the lives of the local artist. There is a plan to make it an annual event that will celebrate the cultural diversity of the local people.

1.2.3.10. Heritage Sites

The municipality currently has one declared heritage site which is Baleni. It is found 30 km east of the Giyani town, which has natural phenomenon e.g. natural salt and hot spring water. More research needs to be conducted to discover other heritage sites in the municipality.

1.2.3.11. Thusong Service Centers

The municipality is having three Thusong service centers(one stop centers) which assist the community in accessing various government services through GCIS. These centers are located at:

- Makhuva
- Zava
- Muyexe

Additional centers are needed in order to help communities to access services closer to their homes and also to bring services closer to the communities. Staffing, equipment and usage are still a challenge.

Table 29: Primary Health Care Facilities (and staffing)

Facility	OPM	Nurses	Facility	OPM	Nurses
1. Msengi/24h via on call	1	8	2. Ndhengeza/24h via on call	1	11
3. Nkuri/24h via on call	1	11	4. Ntluri/24h/on call	1 act.	8
5. Basani/24h night shift	1 act.	15	6. Hlaneki /24 on call	1 act.	11
7. Loloka /24h/via on call	1 act.	10	8. Ratanang/24h on call	1	7

9. Sekhimini/24h via on call	1	10	10. Ngove/24h on call	1 act.	11
11. Kremetart/day care clinic	1	12	12. Bochabelo/24h on call	1 act.	9
13. Nkomo/24h night shift	1	12	14. Gateway day care clinic	1 act.	12
15. Xitlakati/24h via on call	1	7	16. Zava/24h/on call	1 act.	9
17. Makhuva/24/on call	1	13	18. Kheyi/24h on call	1	8
19. Matsotsosela/24h via on call	1 act.	7	20. Shikhumba/24h shift clustered with nkomo clinic	1	9
21. Shivulani/24h via on call	1 act.	11	22. Muyexe/24h on call	1 act.	9
23. Mhlava-Willem	1 act.	11	24. Khakhala-Hlomela/24h on call	1 act.	10
25. Thomo	1 act.	14	26. Mapayeni/24h on call	1	14
27. Nkhensani Gateway	1 act.	8	28. Dzumeri Mobile 2	1 act.	11
29. Giyani Mobile 3	1	13	30. Giyani Health Centre/24h night shift	1 2 act.	38
31. Dzumeri Health Centre/24h night shift	3 act.	37	Total: Permanent OPM = 14 Acting OPM = 20 Nurses = 386		

The facilities are feeders to the Nkhensani Regional Hospital and Evuxakeni mental institution. The challenges are that most of the facilities are managed by acting personnel and there is a shortage of professional staff. Nkhensani Hospital is unable to attract highly qualified personnel because of its grading. This also created a lot of referral movement to the Mankweng and Letaba hospitals respectively.

The state-of-the-art nursing college is currently producing personnel who migrate to other areas and do not feed the local health facilities. A rigorous marketing campaign is needed in order to attract locals as students in the facility to augment the current staff in our local health facilities.

Emergency Medical Services (EMS) are not enough with only three (Giyani, Dzumeri and the proposed Muyexe).

Most of the local health facilities are not easily accessed by the community because of the dilapidated road networks and poor communication infrastructure.

Most cases are not promptly addressed as communication systems to ambulances are stifled by the lack telecommunication aerials(high masts aerial)

1.2.3.12. Rural Development

The new government has set itself five key priority areas:

1. Education
2. Creating decent and sustainable jobs
3. Rural development and land reform
4. Health and social development
5. Fighting crime and corruption

Greater Giyani was chosen as a pilot project for rural development in South Africa. Muyexe Village in ward 18 was selected to be a pilot project for this new initiative. The President of the country has on 17 August 2009 officially launched the comprehensive rural development program in Muyexe village. The CRDP in Muyexe will be used as a model for rural development in the country. The community of Muyexe has identified 25 key priority issues (projects) for the CRDP to address.

Different government departments, state owned enterprises; NGOs have committed themselves to fund some of these projects. The program will run for two years under the leadership of Department of Rural Development and Land Reform. The department has also added 3 villages which also form part of CRDP sites which are; Thomo, Dingamanzi and Gonono. The project is currently no longer active although government has invested a lot of money in the area, provincial government need to ensure that projects that were initiated are sustained and those that are not complete are completed and handed over to the community.

1.2.3.13. Challenges: Infrastructure Development and Basic Service Delivery

- Inadequate and dilapidated infrastructure for water and sanitation
- Inadequate storm water drainage
- Shortage of water
- Inadequate sanitation infrastructure, as a result contaminating underground water
- Vandalism of community facilities
- Inadequate animal pounding infrastructure and the unit is not fully functional
- Lack of enforcement of by-laws
- Town Planning Unit not fully functional.
- Land use Scheme not applied
- Illegal development and connection to services
- Inadequate road infrastructure
- Sports facilities not fully utilized.
- Invasion of proclaimed land and open spaces

- Lack of proper public transport facilities e.g bus rank
- SDF not adequate to assist environmental restrictions
- Lack of security on municipal properties, such as boreholes
- Lack of resources
- Heavy rainfalls
- Poor storm water drainage system.
- Poor public transport infrastructure eg lack of proper bus rank
- Inadequate public transport by-law enforcement
- High numbers of KM of gravel road
- Poor road signage
- Poor public transport connection nodes
- Poor regulation of taxi industry
- Poor maintenance of public transport systems.

1.2.4. KPA 4: LOCAL ECONOMIC DEVELOPMENT

1.2.4.1. Economic Overview

The economy of the municipality is underpinned by four economic sectors, namely:

- Agriculture
- Tourism
- Retail
- Transport

Giyani comprises of four divergent sub-economies. The public sector which is the major contributor to the GDP, agriculture comprising of small scale commercial farming, retail and service sector, mainly in the Giyani CBD, and transport which is mainly concentrated in the taxi and bus industry, although its contribution is very little. The municipality has managed to create more than 3100 short and long term jobs through LED initiatives most of those jobs were created through EPWP and CWP programs which is currently in ward 18, 23,10,21,22,6,3 and 26.

Economic activities contribution

Economic activity	Contribution to GDP	Contribution to LED
Agriculture	17%	8%

Tourism	6%	3%
Mining	0,01%	0.1%
Trade	21%	7%

1.2.4.2. Economic development in the municipality

The economic activity that mostly takes place in Greater Giyani both formal/informal are: small-scale agriculture (maize, vegetables, tomatoes, and beef), services, and transport and retail development. There are however, a number of factors impacting negatively on the economic growth such as geographical location (distance to markets), shortage of skills, poor infrastructure, climatic conditions and diseases (HIV & Malaria). The municipality has potential for tourism and conservation development due to the existing natural heritage sites through the area, mining (24 disused mines), abandoned farming schemes, processing of natural products (Mopani Worm and Marula Fruit). According to our spatial development framework different nodes were identified as growth points, e.g.

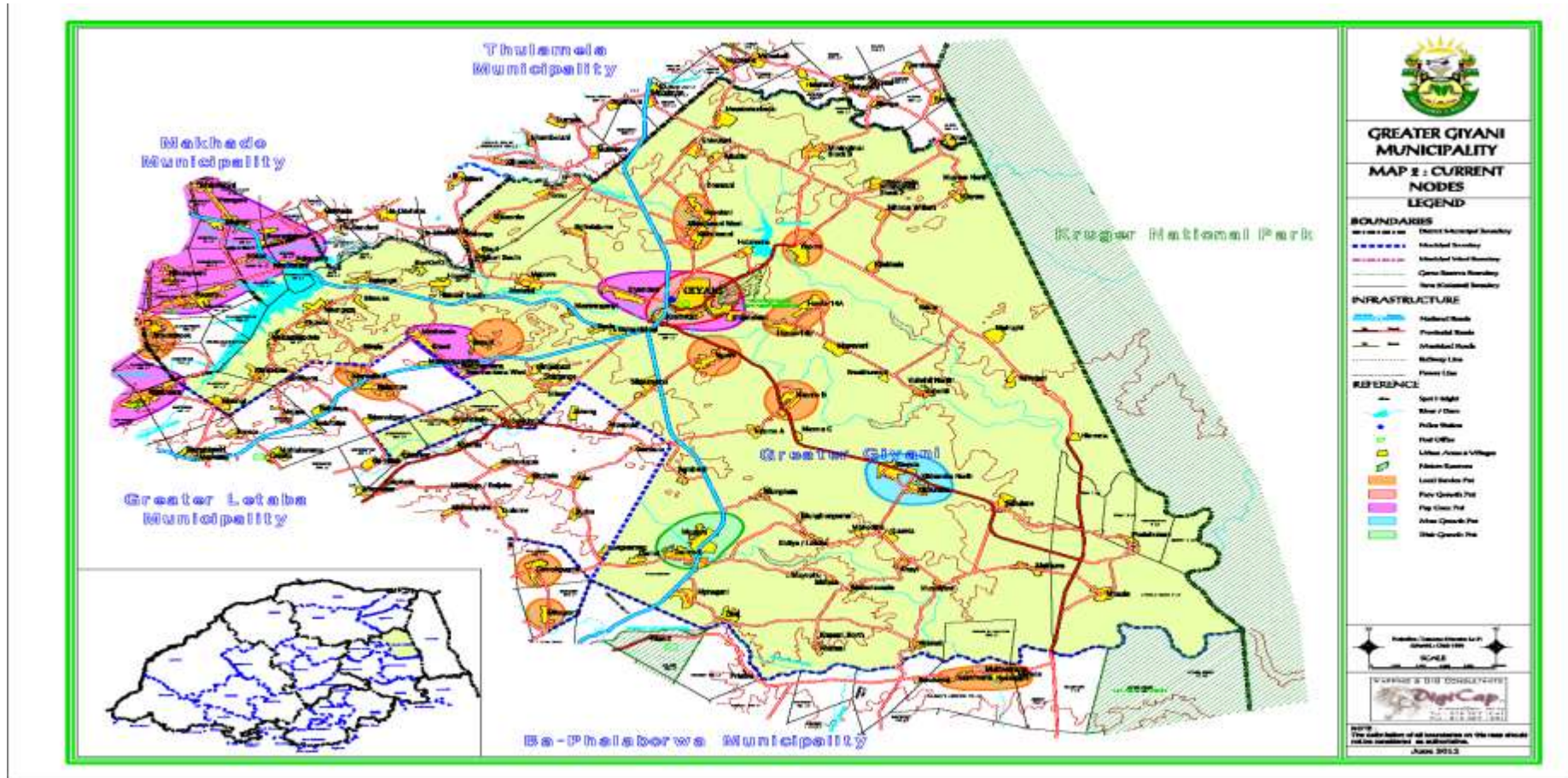
Table 30: Economic Growth points

Prov. Growth points	District Growth points	Municipal Growth points	Local Growth points
Giyani	Ndhambi	Xawela, Nkomo, Xikhumba, Muyexe, Gonono, Dingamanzi	Mavalani, Thomo., Homu., Ngove, and xikukwani.

Table 30 indicates Economic Growth points within the municipality and Map 3 gives a spatial expression of the nodes. Routes connecting Giyani Town and development nodes are all tar. There is still a need to unlock economic potential activities within the identified nodes. The municipality is to develop a Master plan that will assist in mobilizing funding and attracting investors in the Nodes.

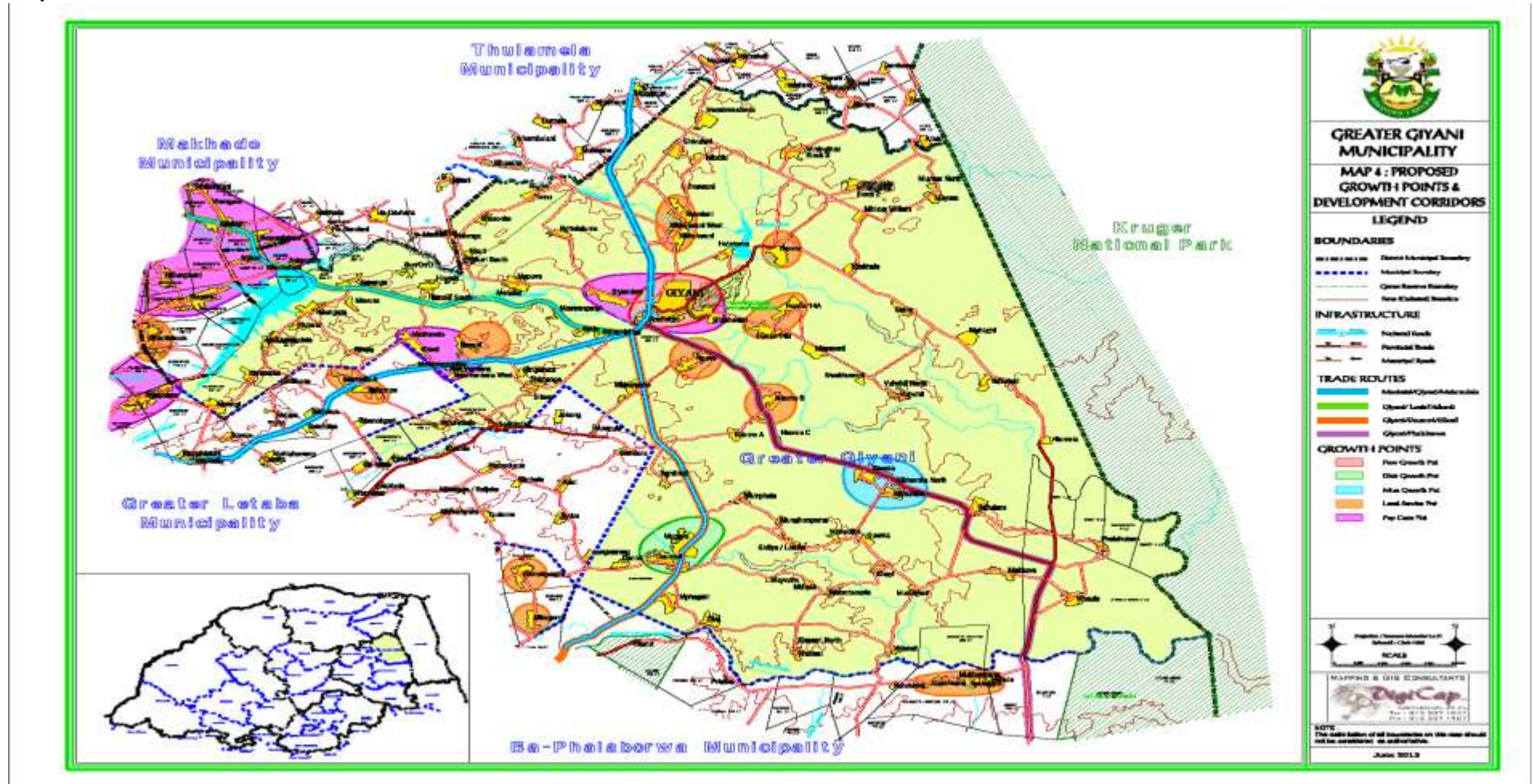
Map 6 further indicates proposed development corridors which are aligned with the development Nodes.

Map 6: Economic growth point



Source: GGM SDF 2020

Map 7: PROPOSED GROWTH POINTS AND DEVELOPMENT CORRIDORS



Source: GGM SDF 2020

1.2.4.3. Opportunities for Economic Growth

The municipality's LED strategy points to many growth opportunities, especially on natural resources, tourism and agriculture. The beneficiation of natural resources, which is in abundance in our municipality, has a potential of growing the local economy and creating employment. GGNRDP is an excellent example of natural resource beneficiation. Our close proximity to Kruger National Park is also an opportunity for economic growth. Covid 19 is one of the challenges that the municipality is facing and it will have a serious impact on the economic growth of the municipality especially on the tourism sector which is one of our pillars in terms of our economic growth. In response to this challenge the municipality has set aside some funds in our budget that will mitigate the effects of COVID 19 pandemic by ensuring the rolling out of major infrastructure programme which have the potential of creating jobs.

1.2.4.4. Comparative Advantages

Giyani municipality has a comparative advantage in the district because of its large tracts of productive land. The striking natural landscape and the major development corridor routes which pass via Giyani and our low crime rate can be a catalyst to serious economic growth. The pilot project at Muyexe is also an advantage to our economic growth. Two major roads which links the municipality to all major tourism areas are currently being upgraded to link the whole province with Kruger national park

1.2.4.5. Sector Analysis

1.2.4.5.1. Tourism

With the striking natural landscape and close proximity to Kruger National Park put Greater Giyani in a good stead to be a tourism destination of choice. Middle Letaba and Nsami dam offers opportunities for water sports and fishing. The statue of Nghunghunyani, which is situated at the banks of Letaba River and Maombe nature reserve offer some impetus to the tourism industry. Shangoni gate, situated 40 km from Giyani, can also attract more tourists. The department of rural development and land reform in partnership with KNP is in the process of opening the Shangoni gate, a service provider has been appointed to conduct the feasibility study to determine what kind of businesses can be conducted outside the gate and KNP is busy with their road network inside the park.

There is an estimated 700 beds distributed amongst 50 bed and breakfast; lodges; and hotel in the municipality. 70% of these facilities are found in town or very close to town. These facilities offer clients outstanding service at reasonable rates. Our tourism strategy offers opportunities for investors to invest in tourism industry in Giyani because of its striking natural landscape and eco-cultural activities. Greater Giyani municipality has a competitive advantage in this area due to our proximity to Kruger national park and

other tourist attraction areas. Department of water and sanitation has concluded plans to maximize the use of our two dams as potential tourist attraction centers, water sports like boating, fishing and professional fishing will be conducted in the dams. As indicated above the impact of COVID19 will seriously impact on the tourism sector since a limited number of tourist will not be coming to our tourism hotspots due to the disease.

1.2.4.5.2. Agriculture

Currently agricultural products are undergoing serious decline because the area has been hard hit by drought and shortage of water. However, with the recent rains agriculture can be a major contributor to the local economy if the climate can be favorable. Agriculture has been a backbone of Giyani local economy. The municipality has vast track of arable land and irrigation schemes. The greater Giyani economic summit identified several projects that need to be explored and implemented as per LED strategy implementation plan. We are currently in the planning process to review our LED strategy to include some of the key agricultural development that are currently being explored especially the revitalization of former homeland irrigation schemes by the department of rural development and land reform.

1.2.4.5.3. Retail Sector

The retail sector is also a major contributor to the local economy and most activities of this sector are concentrated in Giyani town and CBD. There are a number of shopping centers and Masingita mall which makes shopping a pleasant experience in Giyani. Spar Centre and Pick 'n Pay is also major shops in the CBD. Banks and restaurants are also well represented in the CBD. We have five major banks, e.g. ABSA, Standard Bank, First National Bank, Nedbank and Capitec. Bank Masingita group has recently opened a regional mall in the CBD with big retail stores e.g. game. This mall will serve as a catalyst for economic growth as local SMMEs will be supplying the various shops with their products. Plans are in place by the Masingita group to develop the remainder of Kreme tart with various car dealership showing interest to bring their business.

1.2.4.6. Informal Sector

Informal sector also plays a key role in the local economy. Informal trading is more prevalent in the taxi ranks with hawkers lining their products on the pavements. Giyani has approximately **800** hawkers who are having some formal agreement with the municipality; however, the municipality is updating the data base. Currently the by-laws are

not being implemented and this has a negative environmental impact and puts a strain on the cleaning services provided by the municipality. There is currently no infrastructure such as sanitation and water for hawkers operating within the CBD. The informal sector in Giyani is one of the fastest growing economic contributors towards sustainable growth in the municipality, it contributes more than 20% of gross domestic products in Giyani. This sector needs to be regulated in order for the municipality to realize its full potential in terms of job creation and economic development

1.2.4.7. Challenges: LED

- Infrastructure development
- Lack of Business investment, attraction, and retention strategies
- Lack Value chain
- Lack of enforcement of by-laws
- Budget constraints
- Lack of municipal property for economic development
- Distance to the markets
- Lack of land for development.
- Insufficient land for business and residential development.
- Dilapidated road infrastructure network
- Long distance to market
- Shortage of technical skills required to improve the economy
- Shortage of reliable water for economic development
- Unstructured development in the CBD and adjacent township.
- Absence of factories and warehouses for economic development
- COVID 19

1.2.5. KPA 5: FINANCIAL VIABILITY

1.2.5.1. Overview of alignment between IDP and BUDGET

The constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in south African society can only be realised through credible integrated developmental planning processes. Municipalities in south Africa need to utilise IDP as a method to plan future development in their area of jurisdiction so as to find lasting solutions to achieve sound long term development goals as espoused in the NDP. Municipal IDP provides a five year long strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a developmental platform, which correlates with term of office of political office. The plan aligns the resources and the capacity of the municipality to its overall developmental aims and guides the municipal budget. The IDP is therefore a key strategic instrument in which the municipalities use to provide the vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make best use of scarce resources and speed up service delivery.

Integrated developmental planning in the context of south African planning trajectory is aimed at involving all role players to jointly find sustainable solution to their developmental challenges. It provides strategic environment for managing and guiding all planning, development and decision making in the municipality. It is of critical importance that The IDP developed by municipalities correlate with national and provincial development goals in other words it must integrate with all scopes of government.

The aim of constantly revising the cycle is to develop and coordinate a coherent sound plan to improve the quality of life for all the people living in the area, also reflecting on the issues happening in the provincial and national sphere.

Table 31: Budget performance 2020/21

Table 31: Budget performance for 2020/21 to 2021/22

Table BB demonstrates that from the previous 4 years the municipality did not meet the target as planned due to various reasons such as high indigent register, poverty levels that directly relates to household affordability. However, the municipality is looking into the review of the revenue enhancement strategy in 2021/21 financial year. The municipality is in the process of data cleansing to ensure that we bill correct customers.

Table 31: Budget performance : actual expenditure on operational, capital and revenue collection

IDP objective	KPI	ACTUAL L 2019/20	ACTUAL 2020/21	ACTUAL 2021/22
To improve financial management systems to enhance revenue base	Operational expenditure	211 638 263	458,119	455,663
	Capital expenditure	136 583 819	138,638	92,530
	Revenue collection	9 490 000	599,757	548,192

Table CC indicates that there is a need for the municipality to develop strategies that will improve on capital expenditure and project management. The Operational expenditure is slightly high due overtime expenditure and disaster occurrences e.g Covid 19 is one of the major cost drivers in terms of operational expenditure.

Table 32: Income (Types of grants)

Type of source	Projected budget 2020/21 '000	Projected 2021/22
Equitable Share	R	R369,293,000
Financial Management Grant	R	R2,000,000
EPWP	R	R3,851,000
Municipal Infrastructure Grant		R64,105,000
National Electrification Grant	R	R18,000,000
Transfers from District	R	R20,248,144
LGseta		R300,000

1.2.5.3. Debtors Account

Table 34: Debtors Account

Financial Year	'000
2009/10	47,468
2010/11	67,453
2011/12	74 454
2012/13	39 297
2013/14	73 759
2014/15	76 812 795
2015/16	88 589 089

2016/17	92 696 100
2017/18	96 756 000
2018/19	101 234 000
2019/20	

1.2.5.4. Revenue by sources

The following revenue sources are ranked per their performance for 2020/21

Table 35: Revenue Sources

Tariff	Ranking per performance
Property rates	1
Sale of water	2
Vehicle licensing	3
Refuse removal	4
Vehicle registrations (agency fees)	5
Sewerage	6

Confirmation letters	7
Sale of tender documents	8
Advertising & billboards	9
Traffic fines	10
House rental	11
House loans	12
Building plans	13
Sewer unblocking	14
Sale of grave-plots	15
Hall reservations	16
Sale of sites	17
Water re-connection	18

Registration & transfers	19
Registration of suppliers	20
Use of caravan park	21

The total number of indigents is 22 845. The municipality is providing free Basic services to all registered indigents. Tariffs on FBS are as follows:

Table 36: Tariff and Basic Services (2021/22-22/23)

Revenue category	2021/22 proposed	2022/23 proposed
Property rates	4,6%	4,6%
Refuse removal/solid waste	4,6%	4,6%

Property rates increases are necessitated by among others the inflation rate, it is therefore important that in the light of inflation forecast and our need to remain afloat as critical government institution that property rate be increase. The forecast of property rate is 4,6% in terms of budget circular 99 for 2020/21 MTREF.

We all know that inflation will rise and the cost of delivering services will also rise, this includes labor related costs, maintenance and running cost and thus call for the increment of user charges. Having taken into cognizance the various factors such as income levels, unemployment statistics and the inflation forecasting the above table reflect the increase in the coming financial year

Financial Management Policies

Supply Chain Policy

Supply Chain Management Policy is in place and aligned to model SCM policy developed by NT. Amendment in the form of Policy Addendum. SCM policy makes provision for LED through preferential points for locality to support development of SMMEs and PDIs, participation of targeted sectors (e.g. SMME) promoted through flexibility of functionality points on the evaluation mode, spending quotas per targeted categories of bidders (e.g. SMMEs)

1.2.5.4.1. Budget related and other policies

Table 38: Other financial policies and their status 2021/22

POLICY NAME	POLICY NATURE	STATUS
Virement policy	Policy	Under review
Revenue management and credit control policy	Policy	Under review
Property rates	Policy	Under review
Indigent policy	Policy	Under review
Cash and investment management policy	Policy	Under review
Subsistence and travel - Councilors	Policy	Under review
Subsistence and travel - Officials	Policy	Under review
Supply chain management policy	Policy	Under review
Indigent policy	policy	Under review
Remuneration policy	Policy	Under review
Asset disposal	Policy	Under review
Property rate policy	Policy	Under review
Tariff policy and tariff structure		Under review
Car allowance policy	Policy	Under review
Fleet management policy		Under review
Budget policy		Under review
Credit control and debt collection	Policy	Under review

OTHER POLICIES

Policy	Policy nature	Status
Placement policy	Policy	Approved
ICT policy	Policy	Approved
Fleet management policy	Policy	Approved
Risk management policy	Policy	Approved
Recruitment policy	Policy	Approved
Bereavement policy	Policy	Approved

1.2.5.5. Impact of Covid 19 on the Budget and IDP

The Covid 19 was declared a pandemic of international proportions by the world health organisation WHO on the 5th of march 2020 south Africa registered it first case wherein after the new infection and transmission spread rapidly across the country. Having considered the magnitude and the severity of the virus and the possible future impact for south Africa the minister of cooperative governance and traditional affairs declared the national state of disaster in terms of (act no 57 of 2002) and lockdown was announced from the 27th of march 2020.

Covid 19 is having serious implication on the development of both IDP/budget because certain budget cuts need to be implemented to address the provision of personal protective equipment's and certain infrastructure needs to be built to combat Covid. With the current universal rollout of vaccine municipal budget were have to be cut in order

to fund vaccine rollout throughout the country this has also affected our budget and it will impact negatively to the service delivery project of the municipality. Majority of projects which were earmarked to be implemented in the medium-term framework has to be deferred to future financial years.

1.2.5.6. Asset Management System

Assets management is one area the municipality is still struggling however; the municipality has appointed a service provider to update our fixed asset register which is GRAP compliant and other related systems. The municipality is currently conducting asset verification twice per annum. we are currently building in-house capacity to deal with assets management. Staff has been provided to augment the current staffing in the unit with the view of reducing the use of consultants as previously raised by auditor general.

1.2.5.7. Challenges: Financial Viability

- Low revenue base,
- No cost recovery in rural settlements
- Inadequate personnel to implement strategies.
- Inadequate financial systems
- Increasing debt accounts
- Culture of non-payment of services
- Asset management.
- Poor record keeping
- Limited revenue and high number of indigent households
- Covid 19

1.2.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Section 152 of the Constitution requires the involvement of communities' local government processes. The Municipality has established political structures according to the Municipal Structures Act. The structures are community representatives in the governance of the municipality. Delegation of powers has been developed to ensure effective and efficient governance. Covid 19 has added another dimension to this critical process because in the previous and current financial year we are struggling to conduct meaningful physical public participation due to the pandemic but we are using proactive method like using our regional radio station and local radio stations to conduct our public participation session. Zoom platforms and social media space are also used to communicate municipal programs and processes.

1.2.6.1 Auditor General opinions

The Audit Issues in the AG are mainly on finance and other issues were on leave systems and Supply Chain. On the management report the issues on the alignment of SDBIP and IDP was emphasized. The municipality has also established the municipal public accounts committee (MPAC) which will assist the municipality in achieving clean audit.

However, an AG mitigation plan has been developed. Some of the issues were given immediate attention and some were to be addressed by the appointment in vacant positions and the others in the 2020/21 financial year.

Financial Year	Opinion
2014/15	Qualified
2015/16	Qualified
2016/17	Adverse

2017/18	Qualified
2018/19	Qualified
2019/20	Pending

1.2.6.2 Risk Management

A risk management plan is in place. Some of the risks are managed on a day-to-day bases and some will be factored in to the IDP 2019/20 financial year, risk manager has been appointed to manage all strategic risk in the municipality. The municipality has appointed risk management committee that assists the municipality to ensure all top ten risks are well managed.

Top 10 municipal strategic risks
1 Dilapidated infrastructure
2 Inability to attract and retain competent staff
3 Inadequate revenue sources
4 fraud and corruption
5 lack of land ownership
6 Unstructured land development
7 Uncoordinated record management system
8 Inadequate participation of stakeholders in public participation activities
9 Inability to attract and retain investors

1.2.6.3 Auditing

The Audit committee has been appointed and its functional it is assisting the municipality to follow-up all issues as raised by auditor general and advice the municipality to respond to queries. The audit committee is reviewing all the municipal documents with the assistance of the internal auditor before documents are submitted to auditor general. Municipality has established audit steering committee which meet regularly to implement the audit action plan and to come up with proactive measures to improve municipal audit outcome.

1.2.6.4. Relationship with Traditional Leaders

In general, the municipality has a good working relationship with traditional leaders. All ten traditional leaders are members of different committees and they participate in all municipal activities e.g. IDP Rep Forums, Imbizos and Council sittings. The municipality currently assists traditional councils with logistical requirements. The mayor has established the Mayor-Tihosi forum which meet on quarterly basis to review progress in relation to service delivery and all matters of mutual interest e.g Land development and arts and cultural activities. Budget has been set aside to compensate the traditional leaders for attending official engagement e.g council meetings.

1.2.6.5. Special Programs

The special programs of the municipality are located in the office of the Mayor to champion the interest of designated groups in the municipality. The programs are as follows:

- Youth
- Disability
- Old Age
- HIV/AIDS

- Traditional Support
- Gender

Some of the needs of the special groups are as follows:

- Skills development
- Employment opportunities
- Assistance devices e.g. wheelchairs, walking sticks and hearing aids
- Housing
- Access to government facilities and services

The office of the mayor through the manager in the office is coordinating all this programme to ensure social cohesion in the municipal area and to ensure intergovernmental relation with all spheres of government.

1.2.6.6. **Portfolio Committees**

The municipality has established portfolio committees headed by political heads. Portfolio committees are chaired by chairperson appointed by council to ensure proper oversight by executive committee in line with the new governance model. Administrative Heads (Directorates) in the municipality are providing the necessary technical assistance. The municipality has implemented the system of clustering, and the following grouping has been agreed. The clusters are as follows:

- Shamavunga(wards 10,21,22,23,29)
- Nsami(Wards 14,16,17,18,19,20)
- Middle-Letaba(wards 1,2,3,4,,6,7,8,)
- Chamiriri(wards 23,24 25,26,27,28
- Man'ombe(wards 5, 9,11,12,13,14,30 and 31)

This clusters are a vehicle through which the municipality is able to service the communities with relative ease especially during IDP/Budget public participation.

MUNICIPAL WIDE PRIORITIES.

- Water and sanitation
- Roads and storm water drainage
- Electricity extensions.
- Health Facilities
- Sports Facilities (community facilities)

- Community halls.
- Housing
- Fencing and access to cemeteries
- Refuse removal
- Education Facilities
- Culvert bridges
- Cellphone networks
- Greening projects
- Clinics.

Public participation

Table 40: Public Participation inputs

During public participation sessions, the communities reflected the following challenges pertaining to their localities:2020 to 2023

WARD 1	SHIMAWUSA Apollo light Electrification of the extension Clinic Additional Classrooms at N'wamavimbi Access Bridges RDP Houses	BLINKWATER Apollo lights Access Bridges RDP Houses Electrification of Extensions Additional Boreholes Access road to traditional authority	NOBLEHOEK Access Bridges Tarring of Road from Babangu to Blinkwater Water Apollo lights Additional Classrooms	
WARD 2	MASHAVELE High School Apollo Lights Blading of internal street Water reticulation	RIVALA Access Bridge Additional Class Rooms Blading of Internal streets Apollo Lights Water	PHIKELA Blading of internal streets Apollo Lights Water Regravelling of Streets	MAVHUZA Refurbishment of Sports Centre Access Bridge Clinic Additional Boreholes Blading of internal streets Apollo lights
WARD 3	NDHENGEZA Community hall Apollo lights Culvert bridges Refurbishment of the post office Blading of internal streets	BABANGU Access road to the village from the main road Apollo lights Culvert bridges Visiting point clinic	NTSHUXI Blading of internal streets Culvert bridges Apollo lights Upgrading of visiting point to the clinic	RDP(Ndhengeza) Sanitation Apollo lights Blading of internal streets Demarcation of sites

	Electrification of extensions			
WARD 4 SHIMANGE ECD Apollo lights RDP houses Re-gravelling of streets Electrification of extensions Pipeline extension	N'WAMANKENA Water 4 culvert bridges Electrification of extensions Apollo lights Blading of internal streets Boreholes	BASANI Access road to the main road Apollo lights Boreholes Access road to the graveyard Completion of blogged houses	MASWANGANYI Water Reservoir Apollo lights Blading of internal Streets Electrification of Extensions	
WARD 5	MAPUVE Blading of internal streets. Upgrading of boreholes at tomu . Pension pay point. Electrification of extensions Sanitation Apollo lights	JIMU Connector road tomu to jimbu Blading of internal streets Pipeline to jimbu Jimbu clinic Apollo lights Community hall. Sport center, access to graveyard, electricity extensions	Additional blocks at jimbu-rhangani Upgrading of visiting point, water reticulation new extensions. Upgrading of siyandhani to jimbu to tomu road from gravel to tar.	
WARD 6	HLANEKI Culvert bridge to graveyard Re-gravelling of internal streets Electrification of extensions Community Hall Apollo lights	GON'ON'O Extension of Pipeline Paving of internal streets Electrification of Extensions RDP houses Access road to the main road Street lamps Water RDP houses	KHANI Apollo lights High School Tarring of the main road Water reticulation Blading of internal Streets Community Hall RDP houses Electrification of extension houses	

	Tarring of main road Street lights in the new road. RDP houses	Community Hall Pay point	Pay point Toilets Khani to Rivala road.		
WARD 7	SIYANDHANI Tarring of internal streets. Blading of internal Streets Clinic Community offices Additional Apollo light Electrification of extensions	BODE Blading of internal streets Culvert bridges Apollo lights Electrification of Extensions Re-gravelling of internal streets Tarring of internal streets Community Hall			
WARD 8	SELAWA Apollo lights Clinic RDP houses Access to the Graveyard Earth Dams Electrification of extensions	SKHIMING Apollo lights Blading of internal streets Water Earth dam Electricity	BOTSHABELO Apollo lights Electrification of extensions Earth Dam Speed humps Completion of road to nakampe	SHIMANG E Apollo lights Clinic RDP houses Access to the Graveyard Earth Dams Electrification of extensions Community hall	DINGAMANZI Water Access road to Silawa High School Clinic School sanitation Earth Dam Apollo lights Access road to graveyard ECD
WARD 9	HOMU 14 A 1 access bridge to graveyard	HOMU 14 B Connector road to HOMU 14A Electrification of newsstands			

	<p>Reticulation of pipes ECD Blading of streets Access bridge to new stands Apollo lights TAR ROAD FROM HOMU B TO 14A,ring road tarring, community hall.</p>	<p>Reticulation of water pipes Appollo lights community hall</p>		
WARD 10	<p>Access road to the village from the main road Blading of internal streets Apollo lights Water Community Hall Access bridges</p>	<p>NKOMO B Tarring of internal street and the main road Additional Classrooms – Primary school Relocation of Clinic Access road to the Graveyard Blading of internal streets Apollo lights Demarcation of Sites Library</p>	<p>NKOMO C Boreholes Apollo lights Blading of internal Streets Earth Dam Visiting Point Primary School</p>	<p>NGOVE (part of it) Paving of internal streets. Electricity extensions Paypoint Taxi rank and market stalls Sport center Library Sanitation graveyard Apollo lights Site development empty sites Poultry farming Ngove R12m Egg production R8m</p>
WARD 11	<p>GIYANI SECTION E Maintenance of street lamps Sports Centre Extension of Giyani Graveyard Tarring of internal streets Rezoning of Parks Apollo lights</p>	<p>GIYANI D1 Re-development of golf course Rezoning of Parks De-bushing between D1 and CBD Gymnasium Hospice care Centre Maintenance of Street lamps Apollo lights. Street naming</p>		

	Development of empty sites Naming of Streets Parking Space at Giyani Graveyard Plot for Xikongomelo Community Development Hospice Centre Speed humps			
WARD 12	SECTION A Development of parks Tarring of Nyagelani internal streets Apollo lights Maintenance of street lamps Development of empty sites Enforcement of By-laws Speed humps	HOMU 14C Apollo lights RDP houses Sanitation Blading of internal streets Electrification of extensions Main road taxi route tarring		
WARD 13	GIYANI SECTION F Demarcation of Sites Apollo Lights Phase 3 Road Street Lamps Blading of Internal Street Water	GIYANI SECTION D2 Street lamps Apollo Lights Water Rehabilitation of Giyani College Road Demarcation of Sites	RISINGA Road to B9 Primary and high school. Water,sport center Sanitation. Formalization. Electricity.	Makosha b9 Tarring of main road,water,RDP,sanitation, Appollo lights Schools primary and high school Dermaacation of sites Sanitation

	Sports Centre Gymnasium Rezoning of Parks Additional School	De-bushing between Section F and D2 Re-development of Golf Course		
WARD 14	MAKOSHA Tarring of connector road from the main road from Giyani. Clinic. Water reticulation Electrification B9 Sanitation at graveyard Appolo lights	XIKUKWANI Electricity eco park. Access road to schools Refurbishment of boreholes Appolo lights Formalization of settlement, blading of streets, sanitation, recreation facilities, schools,	B9 (part of it) Water, sanitation/schools, appolo lights, Electricity, demarcation of graveyard	
WARD 15	N'WADZEKUDZE KU REFURBISHMENT OF BOREHOLES Water reticulation. Blading of internal streets Electrification extension Appolo lights	SHIVULANI Additional boreholes. Access road to clinic Access road to hanyanyani (bridge) Appolo lights Grand stand for the sport center.		
WARD 16	MNINGINISI BLOCK 2 Apollo Lights Closing of potholes Water Access Bridge to the grave yard Electrification of Extension Additional Boreholes	MNINGINISI BLOCK 3 Clinic Additional Boreholes Apollo Lights Blading of Internal Streets Electrification of Extensions Community Hall	MHLAVA-VHELEM Community hall. Connector road between mhlava and khakhala RDP houses Tar road from mninginisi to mhlava Appolo lights. sanitation. High school	

	Building of Additional Classes Reticulation of Water pipes Access Bridges			
WARD 17	THOMO COMMUNITY HUB Completion of tar road inside the village Renovation of youth camp Upgrading of lunghani sport center Jojo tanks Appolo lights	Rehabilitation of the internal tar road, sanitation, support to SMME, completion of thomo heritage park,		
WARD 18	MUYEXE DIPPING TANK. Water reticulation. Paving of internal streets. Opening of shangoni gate Appolo lights	GAWULA Boreholes addition. Jojo tanks Dipping tank One stop center Appolo lights	KHAKHALA Jojo tanks Additional boreholes Appolo lights Connector	
WARD 19	MAHLATHI Access road to graveyard Tarring of the main road thomo to Giyani Appolo lights	SHINGWEDZI AND BATELEUR CAMP	HLOMELA Fencing of high school Electricity extensions Appolo lights	NDINDANI Access road to the graveyard. Community hall Satellite police station Appolo lights
WARD 20	MAVALANI	BON'WANI	MBATLO	

	<p>Mavani clinic Upgrading of internal streets Apollo lights Electrification of extensions Completion of road from Xikukwani to N'wazekudzeku</p>	<p>Electrification of villages. Blading of internal streets Appolo lights Dermacation of sites</p>	<p>Water shortage mbatlo Electrification of extention Appolo lights</p>	
WARD 21	<p>NGOVE (part of it) Paving of internal streets. Electricity extensions Pay point Taxi rank and market stalls Sport center Library Sanitation graveyard</p> <p>Apollo lights Site development empty sites Completion of Access road Construction of multi-purpose centre Upgrading of road between Sikhunyani and Ngove villages.</p>	<p>KREMETART Development of empty sites Patching of potholes Security fence/wall Apollo lights Sports Centre Maintenance of street lamps De-bushing of access roads</p>	<p>DZINGIDZINGi Apollo lights Tarring of internal streets Community Hall RDP houses Sports Centre Extension (electricity)</p>	

	Construction of an alternative road to Giyani.				
WARD 22	XIKHUMBA PHASE 2 TAR ROAD BLADING OF INTERNAL STREETS Appollo lights Earth dam Blading of internal streets Additional boreholes Refurbishment of the tar road(internal to the clinic)	SHAWELA Appollo lights Access road Heath center Upgrading of graveyard Community hall Upgrading of JB chauke sport center		RDP (Shawela) Appollo lights Blading of internal streets Sanitation Refuse bins	NSAVULANI Blading of internal streets Basani and d1 extra borehole Appollo lights Clinic RDP houses Culvert bridges
WARD 23	GUWELA Sanitation Boreholes Blading internal streets	MBHENDLE Reservoir and jojo tanks. Additional boreholes	Nsavulani. Appollo lights,blading of streets, access road to the village	KHEYI Access road to matsotsosela bridge Electricity extensions Appollo lights Community hall Connector road kheyi to xitlakati	MUXIYANI. Upgrading of road from muxiyani to makhuva Internal streets upgrading Blading of internal streets Appollo lights
WARD 24	LOLOKA BLADING OF INTERNAL STREETS Access road to graveyard Appollo lights Library Culvert bridges	MAGEVA Electrification of extensions Post office Appollo lights Earth dam Library Community hall		MGHONGHOMA Blading of internal streets Additional boreholes Littering of pampers Access to graveyard Electricity extensions	
WARD 25	NDHAMBI	DANIEL		RDP	TOWNSHIP

	<p>Access bridge to graveyard Market stalls Refurbishment of the Sandwell GGNRDP completion Appolo lights Electrification of extensions Post office Water and additional boreholes Community Hall Library Paving of internal streets Community hall at Ndhambi.</p>	<p>Electrification of boreholes ECD Appolo lights Internal Street paving Community Hall Extension Electrification</p>	<p>BOREHOLES BLADING OF internal streets Primary school ECD Appolo lights Sanitation</p>	<p>Library Paving of internal streets Appolo Light Tarring of access road. Demarcation of sites.</p>	
WARD 26	<p>MAPHATA</p> <p>Clinic Access road maphata to mghonghoma Tar road from the main road to the village Appolo lights</p>	<p>SKHUNYANI</p> <p>UPGRADING skhunyani to mpepula Primary school Appolo lights</p>	<p>NKOMO A</p> <p>Appolo lights Access bridges High school Earth dam Electricity extensions</p>	<p>BAMBENI</p> <p>Blading of internal streets Appolo lights Electrification of extensions Access road to phadi Earth dam Construction of a community hall. Construction of a clinic.</p>	
WARD 27	<p>XITLAKATI</p> <p>Blading of internal streets Earth dam ECD</p>	<p>KHAXANI</p> <p>Internal streets</p>	<p>MZILELA PHASE 2 SPORT CENTER EARTH DAM Appolo lights</p>	<p>MATSOTSOSELA</p> <p>RESEVOIR ADDITIONAL BOREHOLES Fencing of community gardens Fencing of graveyard</p>	<p>MAYEPHU.</p> <p>Culvert brides between mayephu and mzilelela Secondary school.</p>

	Apollo lights	Drilling of additional boreholes Clinic Apollo lights	Balding of streets	Apollo lights	Appolo lights Blading internal streets
WARD 28	MPHAKANE Tar road from main road to the village. Electrification of extension. Sanitation Apollo lights Earth dam Water reticulation Blading of internal streets	ZAVA Booster pumps Upgrading of water plant Upgrading of zava nurses' home Operationalize MPCC Community gardens Apollo lights Library Electricity extensions			
WARD 29	MAKHUVA Access road to mbaula Culvert boxes graveyard Upgrading of internal streets Appolo lights Health center Upgrading of library	MBAULA Upgrading of road from gravel to tar Additional boreholes Apollo lights Blading of internal streets. Appollo lights. Clinic.		PHALaubeni Vodacom, TN and cell C aerial Access to graveyard. Community hall Additional boreholes Apollo lights Upgrading of the main taxi road from gravel to tar	
WARD 30	NKURI-ZAMANI Library Upgrading of taxi road from gravel to tar Apollo lights Sanitation	. NKURI-SHIRILELE Apollo lights Blading of internal streets Electrification of Extensions Tarring of main road from Giyani to Malonga		Nkurhi tomu Apollo lights VIP toilets RDP houses Culvert bridges Community hall Access road to jimu	

	Tarring of the main road from Giyani to Malonga Electrification of Extension ECD		Electricity extensions	
WARD 31	MAPAYENI. Connector road to Edward homu, completion of road from 14b to mapayeni, storm water drainage system, RDP houses Electrification of Munyangani Extension	VUHEHLI Access to new stand road, appolo lights, water, community hall, library, internal streets upgrading, visiting point, RDP houses	NWAKHUWANI High and primary schools, culvert bridges, support of community projects, Access road to the village. Pension pay point. RDP houses.	

1.2.6.7. **Ward Committees and CDW**

The municipality will establish 31 ward committees after the local government elections to add on the current 31 wards. . Their main role is to ensure that communities in their wards are involved in and informed about council decisions which affect their lives. The ward committees have been set up in a way that they can reach most sectors in their various wards. The ward committees' main tasks are to communicate and consult with the community in respect of development and service plans. The municipality is currently allocated 20 community development workers each allocated various wards and they assist in the collating of information from their wards and update profile of each ward.

1.2.6.8. **Public Participation and Communication Strategy**

The municipality has been promoting public participation through various mechanisms such as the IDP Representative Forum, Imbizos, ward committees and newsletters to ensure that information is disseminated to the community. The municipality has appointed a senior communications officer who deals with communication and events management issues. A communication strategy is in place and a public participation policy is in the process of being developed.

1.2.6.9. **Public Participation and Good Governance Challenges**

- Minimal participation by sector departments.
- Lack of effective community structures
- Lack/minimal participation by traditional councils.
- Lack of participation by professionals (e.g. educators, nurses and doctors, etc
- COVID 19

2. STRATEGY DEVELOPMENT PHASE

The Municipal Systems Act of 2000, chapter 5, requires that municipalities must develop strategies in line with any National and Provincial sector plans and planning requirements binding on the municipality in terms of legislation.

The development of Strategies demonstrates that all needs and challenges identified in the analysis phase will be addressed. Strategies were developed per Key Performance Indicator (KPI) addressing a specific National KPA. The strategies Developed are smart i.e. specific, measurable, attainable, realistic and time bound.

2.1 VISION, MISSION AND VALUES

VISION

“A Municipality where environmental sustainability, tourism and agriculture thrive for economic growth”

MISSION

“A democratic and accountable municipality that ensures the provision **of quality and sustainable services through sound environmental management practices, local economic development and community participation**”

VALUES

Commitment
People centered
Honesty
Ubuntu and excellence.

2.2. SWOT ANALYSIS

Prior to the development of strategies, a SWOT analysis was established. The purpose of the SWOT analysis is to assist the municipality to do introspection, and understand internal and external factors that made the success and failures of the municipality.

SWOT analysis is as follows:

Table 41: SWOT.

<p>STRENGTH</p> <ul style="list-style-type: none"> • Land use management policies in place (SDF, LUMS, By-laws) • Environmental framework (disaster management policies, integrated waste management plan) • Waste management facilities • Tourism • Sport facilities in rural communities • Skilled personnel 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of implementation of land use management policies and by laws. • Lack of engagement with the review processes of policies (lack of ownership) • Out-dated data that does misinforms planning • Lack of capacity in land sue management • Lack of institutional governance systems (record management and mail/ correspondence system) • Minimum utilization of facilities and development programs • Lack of insured infrastructure • Lack of integrated processes • Lack of implementation of council resolutions • Poor maintenance of infrastructure
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Tourism • Waste recycling which will result in create jobs • To produce a healthy society due to availability of sport facilities • Poverty: Government investment directed to Giyani • Proximity to Kruger national park 	<p>THREATS</p> <ul style="list-style-type: none"> • Lack of critical/ specialized skills to ensure legislative compliance (esp in land use and finance) and has a negative impact on development • Legal cases against the municipality due Loss of infrastructure and human lives due disaster and accidents occurrence, since the infrastructure is not insured • Non functionality of disaster management center • Ecological degradation • Relationship with Tribal Authority (development not addressing the vision) • Unavailability of land for development • Food mouth disease • Lack of water • COVID 19

2.3. STRATEGIC OBJECTIVES

The MSA of 32, 2000, chapter 5, requires that municipalities to develop strategic objectives that are realistic and measurable. Strategic objectives states what the municipality needs to achieve in relation to each National Key Performance Area and to ensure that National priorities and Municipal vision are realized.

Table 42: Revised strategic objectives.

KPAs	CONFIRMED STRATEGIC OBJECTIVES 2021/22
1. Spatial Rational	To develop an effective spatial framework that promotes integrated and sustainable development
2. Institutional Development and Transformation	To develop and retain the best human capital, effective and efficient administrative and operational support systems
3. Infrastructure Development and Basic service Delivery	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life
4. Local Economic Development	To create an enabling environment for sustainable economic growth
5. Financial Viability	To improve financial management systems to enhance revenue base
6. Good Governance and Public Participation	To develop governance structures and systems that will ensure effective public consultation and organizational discipline

2.4. STRATEGIES 2021/2022/23/24//25

Table 43: Strategies:

KPA 1: SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial frame work that promotes integrated and sustainable development					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
LUMS ,SDF and SPLUMA	Lack of compliance with LUMS by stakeholders	Facilitate the promulgation of SPLUMA BY-LAW by COGHSTA Facilitation the implementation of SDF and LUS by 2021/22	ST to LG	Traditional Leaders, Council, strategic planning department, DRDLR	GGM ,DLG&H
Land Use Management	Mushrooming of informal settlements	Set a memorandum in terms of 6km radius of the Master Plan 2021/22 Coordinate Land summit 2021/22		Traditional leaders, GGM, COGSTA, DRDLR, DPW, HDA, SAPS	GGM HDA
	Unstructured development	Establishment of a permanent structure to deal with traditional land issues Formalize and relocation of illegal occupation of land			
	No development and growth of the town	Identification of land claimed and resolved, report to EXCO by 2021/22			

KPA 1: SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial frame work that promotes integrated and sustainable development					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAEKHOLDERS	SOURCES OF FUNDING
Environmental management		ensuring a sustainable and habitable environment 2021/22 by implement legislation		GGM, MDM, Dept. of Environmental Affairs.	GGM &MDM
Intergrated human settlement		Ensure the provision of sustainable human settlement for the municipality	SH to LT	DHSWS	DHSWS

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
IDP		To develop a credible IDP by ensuring compliance with the MFMA and comments from MEC of COGHSTA	SH to LT	Council, Community and Rep-forums	GGM
PMS		To develop an adequate PMS by cascading the system to lower level to establish some level of responsibility and accountability	SH to LT	Council, Managers and Community	GGM
Capacity building		Building capacity through skills development and adequate administrative systems on an ongoing process.	SH to LT	SDF; ; LGSETA; DBSA; NATIONAL TREASURY; TRAINING COMMITTEE; EMPLOYEES;EMPLOYER;DEPT OF LABOUR;TRADE UNION.	INTERNAL/OWN REVENUE; EXTERNAL FUNDING
KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI		STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
PMS		Develop a an effective, efficient and accountable work force through a credible PMS by 2021/22 June	SH to LT	Employer, employee, trade unions	OWN FUNDING
Legislative compliance		Ensure legislative compliance through enforcement of by laws and policies on an on-going bases	SH to LT	Employer, employee, trade unions	GGM
Organization structure		Filling of Strategic positions to ensure that the municipality realize its vision	SH to LT	All directors	GGM
Report Submissions		Establish mechanism of monitoring submission of reports by integrating the function into the PMS.	SH to LT	All directors	GGM
Contract Management		Centralization of contract management in the SCM unit with consultation with legal office.	SH to LT	All directors	GGM
Occupational health		Capacitating the OHS unit to ensure compliance with Safety regulations in the municipality both internal and external	SH to LT	Contractors and all employees	GGM
Job Evaluation		Proper evaluation and placement of personnel through development	SH to LT	All employees and unions	GGM

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
		of policy and consultation with all relevant structures			
Equity		The review the equity plan to ensure compliance with National legislation	SH to LT	All employees and cllrs	GGM
KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI		STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
IT Development		Create a conducive working environment through an integrated system, effective and efficient ICT and security systems.	SH to LT	All employees and cllrs	GGM
Corporate Discipline		Establish an electronic logging system to manage availability of employees at their work stations	SH to LT	All employees and cllrs	GGM
expenditure reduction		Develop a monitoring tool for fuel consumption of fleet	SH to LT	All directors	GGM
Record Management		Establish an adequate record management system by ensuring compliance with the record management framework and introducing effective and efficient tools.	SH to LT	Director Corporate services.	GGM

KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Data Updating - GIS	Ensure the full operation of the GIS Unit by 2021/22	SH to LT	OTP, GGM, MDM DLGH	Own Funding-GGM, External Funders
Water (MDM)	Ensure the implementation of the WSP functions	SH to LT	MDM, DWA,	MDM, DWA
Electricity	Ensure effective coordination for provision of basic and bulk services to communities to improve the livelihoods as an when required Mobilize funding for electrification of village extensions through DBSA Grant Establishment of a municipal entity to explore on acquiring an electricity license	SH to LT	Department of Energy	DOE
Electricity	Maintenance and upgrading of electricity assets of the municipality	SH to LT	ESKOM and DOE	DOE
KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Sanitation	Ensure the implementation of the WSP functions	SH to LT	MDM DHS	DHS
Sustainable water and sanitation	Ensure the provision of sustainable water and sanitation services	SHto LT	MDM,DHS	DHSWS
Maintenance, upgrading and extending water and sanitation services	To facilitate and ensure the expansion and upgrading of water and sanitation services to all communities	SH to LT	MDM,DHSWS	DHSWS

Roads	Develop a road infrastructure with storm water that will support economic development and improve the life of our people by 2021/22 Ensure regulation to control temporary street closure (damaging of the streets by tents)	SH to LT	Dept of Roads and Transport, MDM, RAL, GGM	Roads and Transport, MDM, RAL, GGM
Storm Water Drainage	Ensure continuous operations and maintenance of the storm water drainage system to ensure functionality	SH to LT	Director Technical services	GGM
KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Refuse Removal	Improve the livelihood of the community by establishing an environmentally compliant system. Ensure extension of the refuse removal in surrounding villages by 2021/22	SH to LT	GGM, DEA	GGM
Provision of free basic services	Improve the livelihoods of our community through grant compensation	SH to LT	GGM	GGM
Basic Services	Improve the livelihoods of our community through development of adequate infrastructure reticulation and effective maintenance	SH to LT	GGM, MDM	GGM

Community facilities	Develop a healthy society through provision of well-maintained community facilities (on-going) on an on-going basis	SH to LT	All directors	GGM
KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	REVIEWED	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Sport facilities	Ensure review of the tariff structure for hiring of the public facilities to ensure that there is maximum use Ensure continuous routine maintenance of the public facilities to ensure maximum utilization Ensure deployment of personnel to safeguard facilities against vandalism	SH to LT		GGM
Education	Facilitate sound engagement between the department and all relevant stakeholders to provide sustainable education facilities	SH to LT	DOE	NT DOE
Health services	Ensure the provision of health infrastructure and programess	SH to LT	DoH	DoH
Libraries	Develop a knowledgeable society through provision of well-maintained community facilities and access to developmental resources on an on-going basis	SH to LT	Director community development	GGM
Cemeteries	Restore dignity within our communities through ensuring that burial site are accessible	SH to LT	GGM	GGM
Environment	Ensure that we have a clean environment through enforcement of by-laws and policies		GGM and LEDET	GGM
Public Transport and safety	improve the livelihoods of communities by Developing a public transport management system to ensure access to economic/ employment bases and community facilities and safety facilities	SH to LT	GGM and DEPT of safety and security	GGM

KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Disaster Management	Implementation of the DM strategy			
Waste management (Landfill sites: disposal)	Improve the livelihood of the community by establishing an environmentally compliant system and a habitable environment.	SH to LT	MDM,COGSTA and GGM	Community Services
Traffic Control and Licensing	Ensure compliance and safety of our road users at all times offering an accessible and efficient licensing services and equipping traffic control officers with relevant resources.	SH toLT	GGM	Community services

KPA 4: LOCAL ECONOMIC DEVELOPMENT				
STRATEGIC OBJECTIVE: To create an enabling environment for sustainable economic growth				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
LED Framework	To develop a framework that will assist the municipality in strategic LED planning 2021/22	SH to LT	Planning and LED	GGM
LED conceptualization	To continuously generate a proper understanding of the LED concept within the institution.	SH to LT	All employees and politicians	GGM

SMME Development	To continuously mobilize funding by identifying potential funders through the LED strategy	SH to LT	The Mayor, MM, planning and development	GGM , LEDET and DEA
Promotion of PPP and community partnership	Ensure the establishment of PPP with community stakeholders and government	SH to LT	Planning and development	
Investment attraction	Development of Business Investment and retention strategy	SH to LT	Planning and development	
Revenue enhancement	Establish a Business Centre Unit by July 2021	SH to LT	Planning and development	
Sector Development	Continuously Create a conducive environment for Sector development through revitalization of sector forums by	SH to LT	Planning and development	GGM
Marketing	Place a GGM on a competitive market position through a strategic marketing strategy by 2020/21	SH to LT	Mayor, MM, Planning and development	GGM, LEDET and DEA
KPA 5: FINANCIAL VIABILITY				
STRATEGIC OBJECTIVE: To improve financial management systems and to enhance revenue base				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Revenue enhancement	Review Enhance municipal revenue through implementation of revenue enhancement strategies by 2021/22	SH to LT	All politicians and all directors	GGM
Legislative Compliance	Implementation of systems and policies framework by 2021/22	SH to LT	Finance	GGM

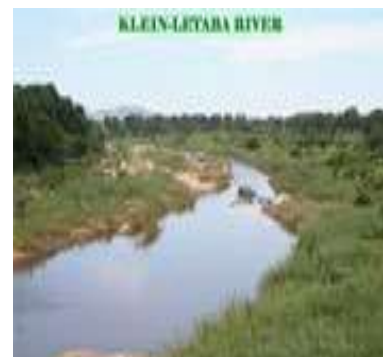
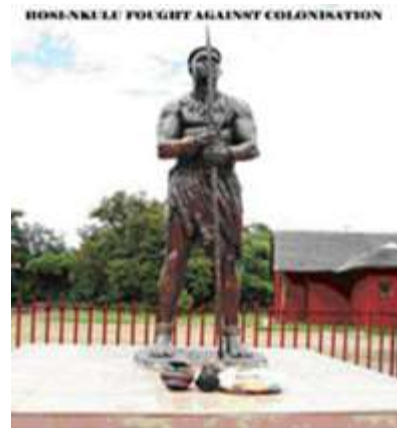
Debt reduction	To decrease the escalation of debt through effective implementation of the credit control policy by 2020	SH to LT	Finance	GGM
SCM	To ensure effective and efficient SCM processes through implementation of SCM policies and regulations on an on-going basis Development of procurement plans within the SDBIP.	SH to LT	Finance and all directors	GGM
Asset	Development of a credible asset register that is GRAP compliant twice a year	SH to LT	Finance	GGM
Expenditure	Record Management Payment of suppliers within 30days	SH to LT	Finance	GGM
Budget and Reporting	Budget, IDP and SDBIP alignment	SH to LT	Finance	GGM
Financial Systems	Development of integrated financial management system		Finance	GGM
Capacity building	To improve functionality of BTO through well capacitated personnel by July 2021/22	SH to LT	Finance & Corporate Services	GGM
Audit	To ensure that the municipality attains a clean audit report by 2020/21 by developing an audit recovery plan and report on quarterly bases.	SH to LT	Audit office and all directors	GGM
Risk management	Create a minimal risk environment through development and implementation of risk management strategy by 2021/22	SH to LT	All directors	GGM

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: To develop governance structures and systems that will ensure effective public consultation and organizational discipline

KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Administrative Support to political structures	To increase administrative support to political structures by providing additional of human capital	SH to LT	Corporate Services	GGM
Functionality of political structures	Ensuring the functionality of council committees by utilizing the CoGHSTA performance monitoring tool	SH to LT	Corporate services and political bearers	GGM
Public Participation	Maximize understanding between the municipality and communities through effective consultation and information sharing, which will as a result involve all stakeholders in the decision making process 2021/22 (Strategy and policy)	SH to LT	Corporate Services, Strategic planning, political bearers	GGM
Communication	Enhance communication through the establishment of communication unit and review of communication strategy	SH to LT	All employees and cllrs	GGM
Support of Special groups	Support and Development of Special groups (gender, disability, elderly age, children and traditional support, HIV/AIDS, Youth)	SH to LT	All employees and cllrs	GGM

3. PROJECT DEVELOPMENT PHASE PER KPA



The Project Development phase outlines all projects that are addressing all challenges identified in the analysis phase and are also emanating from the needs identified during IDP public participation.

Projects are also developed in a way that the municipality takes advantage of the strength and opportunities and addresses the threats and weaknesses.

Project Development involves the crafting of a project, project costing, identification of beneficiaries, identification of sources of funding and ensuring that the projects are informed by specific strategies.

Project prioritization is guided by available funds, the need mostly raised by communities, municipal competency and the nature of a need, e.g if a need is basic, such as water, sanitation and electricity. The projects must also address National priorities.

3.1. Final projects and budget allocation

3.1.1 Table 44: Summary of Total Budget

Budget items	Total Budget: 2019/20	Total Budget; 2020/21	Total Budget; 2021/22
Total proposed budget	R 422,044.330	R596,756,742	R615,679.148
Operational Budget	R422 044,330	R420,946,738	R
Capital Assets (Acquisition)	R8,350,000	R17,950,000	R15,900,000
Programmes	R28,772,000	R28,772,000	R32,420,000
Capital project budget	R143,838,004	R143,838,004	R136,254,206
General expenses	R83,712,118	R69,594,466	R73,746,173
Repairs and maintenance	R21,610,000	R44,180,000	R46,650,000
Salaries CLLRS	R25,022,991	R25,022,991	R29,978.730
Administration	R143,356,669	R165,099,281	R173,930.036
Depriciation	-	R68,000,000	R74,800,000
Bad debt	-	R34,300,000	R32,000,000
Equitable share	R263,418,800	R 369,293,000	R320,318,000
Funding(Grants)MIG	R66,649,000	R60,286,000	R64,105,000
INEP	-R11,200,000	R11,724,000	R18,000,000
EPWP	--	-	R3,851,000
LGseta	-	R300,000	R300,000
FMG	-	R2 ,000,000	R2,200,000
MDRG	-	R	

Municipal own revenue	-	-R152,469,742	R
Total revenue	-	R599,756,742	R
Total expenditure	-	-R596,756,742	R
Surplus	-	R3,000,000	R

Note:

- This chapter only focuses on programs and projects. Operational issues will reflect in the SDBIP.
- The Project template is per KPA. All infrastructure projects that are support projects (such as LED, Municipal facilities, sports and community facilities) to other municipal functions are all registered under the KPA 2: Infrastructure and Basic Service Delivery.
- Please note that columns that reflect Zero amount are operational votes are funded through operational expenditure.

KPA 1: SPATIAL RATIONAL						
STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development.						
PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
Street naming CBD and A section C	R300 000	0	0	0	0	GGM
Servicing of 539 sites	R500,000	0	0	0	0	GGM
Formalization of church view	R300,000	R600,000	R300,000	0	0	GGM
Street naming section A and F	R400,000	0	0	0	0	GGM
formalization of Makosha Risinga extension	R200 000	0	0	0	0	GGM
Township establishment at Siyandhani	R1,000,000	R500,000	R500,000	0	0	GGM

Rezoning, registration and subdivision of municipal properties in villages and town	R300,000	0	0	0	0	GGM
Ngove town expansion	R1,5M	R0	R0	0	0	GGM
Township establishment Nsavulani	R300,000	0	0	0	0	GGM
Rezoning and subdivision of parks	R300, 000.	R300,000	0	0	0	GGM
Subdivision and rezoning of remainder of 1946 section F	R200,000	R0	0	0	0	GGM
Review of SDF	R350,000	0	0	0	0	GGM
Review of LUS and alignment to spluma	R300,000	0	0	0	0	GGM
Demarcation of sites at ndhambi and sikhunyani	R500 000	R700,000	R700,000	0	0	GGM
GIS upgrade	R400 000	R100,000	R100,000	0	0	GGM
Golf course development	R1,000,000	R800,000	R500,000	0	0	GGM
Proclamation programme	R300,000	R600,00	R800,000	0	0	GGM
Deeds registration of sites and street naming	R400,000	R700,000	R700,000	0	0	GGM

Dumazi land development and site demarcation.	0	0	0	0	0	Private developer/PPP
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KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIC OBJECTIVE: TO DEVELOP GOVERNANCE STRUCTURES AND SYSTEMS THAT WILL ENSURE

PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
REPORT COMPILATION AND SUBMISSION	0	0	0	0	0	GGM
Automated PMS system	R1,170,000	R1,170,000	R0	0	0	GGM
TRAINING ON PMS	0	0	0	0	0	GGM
Leased assets	R500,000	0	0	0	0	GGM
By-Laws development	R100,000	0	0	0	0	GGM
By-law enforcement	R500 000					GGM

Tablets and printers purchase	R2,2M	R2,2M	R2,3M	0	0	GGM
Wellness Program	R100 000	R800 000	R800 000	0	0	GGM
Help desk software	R310,000	R310,000	R320,000	0	0	GGM
Software licencing	R3M	R3M	R3M	0	0	GGM
Computer equipment's	R800,000	R800,000	860,000	0	0	GGM
Computer servicing	R300,000	R300,000	R300,000	0	0	GGM
Business continuity plan	R300,000	R350,000	R400,000	0	0	GGM
Furniture and office equipment's	R3,000,000	R3,000,000	R3,100,000	0	0	GGM
IT Master plan	R400,000	R0	R0	0	0	GGM
Specialised computer services	R2,8 M	R2,9M	R3M	0	0	GGM
Disaster recovery plan and site	R300,000	R0	R0	R0	R0	GGM
Legal advise and Litigations	R5,000,000	R5,000,000	R5,200,000	0	0	GGM
E mail archiving	R300 000	R0	R0	0	0	GGM
Compensation commission	R1,300,000	R1,300,000	R1,300,000	0	0	GGM
Automated audit System	R1,170,000	R0	R0	R0	R0	GGM
Business continuity plan	R300,000	R0	R0	R0	R0	GGM

KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promote economic growth and improved quality of life.

A. ELECTRICITY:

PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. ELECTRIFICATION OF 200 HH Nkuri Tomu	R3,600,00	R0	R0	R0	R0	INEP
2. ELECTRIFICATION OF 100 HH Maphata village	R0	R3,000,000	R0	R0	R0	INEP
3. ELECTRIFICATION OF: Nsavulani	R0	R3,000,000	R0	0	0	INEP

4. ELECTRIFICATIOBN OF 200 HH Jim Nghalalume village	R	R0	R0	0	0	INEP
5. Electrification of 200 HH Mapuve village	R0	R0	R0	0	0	INEP
6. Electrification of 200 HH Blinkwater village	R3,600,000	R0	R0	0	0	INEP
7. ELECTRIFICATION OF 150 HH AT:Noblehoekvillage	R0	R0	R0	0	0	INEP
8. ELECTRIFICATION OF 150 HH AT:Mashavela village	R0	R0	R0	0	0	INEP
9. Electrification of 200 HH Mavalani village	R3,600,000	R0	R0	0	0	INEP
10. Electrification of 100 HH Daniel Rababalela village	R0	R0	R0	0	0	INEP
11. Electrification of 150 HH Hlaniki	R0	R3,6m	R0	0	0	INEP
12. Electrification of 200 HH Ngobe village	R	R 3,000,000	R	0	0	INEP
13. Electrification of 500 HH Thomo village	R0	R0	R0	0	0	INEP
14. Electrification of 150 HH Sifasonke	R3,600,000	R 0	R0	0	0	INEP
15. Electrification of 200 HH Siyandhani	R3,600,000	R0	R0	0	0	INEP
16. Electrification of	R0	0	R0	0	0	INEP
17. Electrification of Ndengeza 200HH	R1,200,000	R0	R0	0	0	GGM
18. Electrification of Tomu 60 HH	R0	R0	R0	0	0	INEP
19. Electrification of 100 HH Babangu	R1,000,000	R0	R0	0	0	GGM
20. electrification of 150 HH Hlaneki	R0	R0	R0	0	0	INEP
21. Electrification of 200 HH Dzingidzingi	R0	R0	R4,000,000.	0	0	INEP
22. Electrification of 200 HH Gonono	R1,200,000	R0	R0	0	0	GGM

23. Electrification of 200 HH Maphata village	R0	R3,000,000	R0	0	0	INEP
24. Electrification of 200 HH Zava village	R0	R0	R3,000,000.	0	0	INEP
25. Electrification of 200 HH Mphakane village	R0	R3,000,000	R0	0	0	INEP
26. Electrification of 150 HH Makhuva village	R0	R0	R3,000,000	0	0	INEP
27. Electrification of 150 HH Botshabelo village	R0	R0	R3,000,000	0	0	INEP
28. Electrification of 100 HH Nwazekudzeku village	R0	R3,000,000	R0	0	0	INEP
29. Electrification of 539 HH Giyani section F	R50,000	R0	R9,000,000	0	0	GGM
30. High mast energising	R0	0	0	0	0	GGM
31. Installation of high masts in 93 villages(CBD)	R500,000	R0	R0	0	0	GGM
32. Installation of traffic lights and R81 lighting in Giyani	R100,000	R0	R0	0	0	GGM
33. Installation of energy saving street lamps	R8,000,000	R4,000,000	R4,000,000.	0	0	GGM
34. Installation of traffic lights in Giyani township	R0	R500,000	R500,000	0	0	GGM
35.	R0	R0	R0	0	0	GGM
B. ROADS AND STORM WATER						
PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. Alternative access to R81 Giyani CBD	R1,000,000	R0	R0	R0	R0	GGM

2. Nkhensani hospital access road	R50,000	R2,000,000	R10,000,000.	R0	R0	GGM
3. Giyani Section F upgrading from gravel to paving Phase 4.	R0	R0	R0	R0	R0	MIG
4. CBD rehabilitation roads , storm water and lighting	R0	R0	R0	R0	R0	GGM
5. Makosha Phase 2 completion upgrading from gravel to paving blocks	R0	R0	R24,000,000.	R0	R0	MIG
6. Rehabilitation of streets in all of the Giyani township	R0	R0	R8,076,606.	R0	R0	GGM
7. Development of road and stormwater master plan	R0	R0	R0	R0	R0	GGM
8. Giyani Section sport precinct	R0	R0	R0	R0	R0	GGM
9. Nkomo B to nkomo A upgrading from gravel to tar (9.9 km)(3837)	R0	R0	R0	R0	R0	GGM
10. Giyani Section E upgrading from gravel to paving (voningani)	R0.	R0	R0.	R0	R0	MIG
11. Giyani section E upgrading from gravel to to paving (Voningani)	R8,0000	R10,000,000	R0	R0	R0	GGM
12. Access Roads to communities	R0	R0	R0	R0	R0	MIG
13. Upgrading of NKhensani Hospital Access, Side Walks and Lighting	R50,000	R2,000,000	R10,000,000	R0	R0	GGM
14. Blinkwater upgrading of internal streets	R8,000,000	R0	R0.	R0	R0	MIG
15. Blinkwater upgrading of internal streets	R100,000	R11,500,000	R0	R0	R0	GGM
16. Nkurhi zamani upgrading of internal streets	R8,000,000	R0	R0.	R0	R0	MIG
17. Nkurhi Zamani upgrading of internal streets	R100,000	R0	R0	R0	R0	GGM

18. Thomo upgrading internal streets	R12,112,641	R3,887,360.	R0.	R0	R0	MIG
19. Thomo upgrading of internal streets	R100,000	R6,805,400.	R0	R0	R0	GGM
20. Culvert bridges to Cemeteries ward 1 to 31	R0	R0	0	R0	R0	GGM
21. Silawa upgrading from gravel	R0	R1,219.845	R24,431,420	R0	R0	MIG
22. Upgrading of Road D3187 from gravel to tar	R0	R0	R0	R0	R0	GGM
23. Siyandhani ring road	R0	R0	R20,000,000.	R0	R0	MIG
24. Silawa upgrading from gravel to paving	R0	R1,219,845.	R24,431,420		R0	MIG
25. Shimange upgrading of road from gravel to paving	R100,000	R0	R0	R0	R0	GGM
26. Shimange – upgrading of road from gravel to paving (5km)	R20,000,000	R0	R0	R0	R0	MIG
C. COMMUNITY FACILITIES						
PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. Homu 14b sport centre development	R0	R0	R0	R0	R0	MIG
2. Homu B Sports Centre Development	R4,600,000	0	0	R0	0	GGM
3. Purchase of bins	R100,000	R0	0	R0	0	GGM
4. Refurbishment of Gawula Sports Centre	R50,000	R0	R0	R0	R0	GGM
5. Refurbishment of Shivulani Sports Centre	R1,500,000	R0	R0	R0	R0	GGM

6. Refurbishment of Mzilela, Shawela, Mavhuza, Muyexe and Khani Sports Centres	R0	R0	0	R0	0	GGM
7. Mavalani Indoors Sports Centre	R	R21,457,650	R0.	R0	0	MIG
8. Mavalani indoor sport center	R2,000,000	R0	R0	R0	R0	GGM
9. Jim Nghalalume Community Hall	R0	R19,500,000	R8,000,000	R0	R0	MIG
10. Jim-nghalalume community hall	R2,000,000	R0.	R0	R0	R0	GGM
11. N'wadzekudzeku Community Hall	R0	R19,500,000.	R10,000.000	R0	0	MIG
12. Nwadzekudzeku Community hall	R2,000,000	0	0	0	0	GGM
13. Redevelopment of Giyani Golf course	R1,000,000	R800,000	R500,000	R0	0	GGM
14. Vehicle registration and law enforcement	R1M	R200,000	R250,000	R0	0	GGM
15. Ndhambi Taxi Rank Development	R12,456,642.	R0	R0	R0	R0	MIG
Ndhambi taxi rank	R1,000,000	R0	R0	R0	R0	GGM
16. Public transport facilities	R0	R0	R0	R0	R0	GGM
17. Refurbishment of Giyani stadium and TP Khuvutlu	R0	R0	R0	R0	R0	GGM
18. Mageva sport centre pitch extension	R1,000,000	R0	R0	R0	R0	GGM

15 Giyani section E sport centre	R50,000	R0	R0	0	0	GGM
D. MUNICIPAL FACILITIES						
PROJECT/PROGRAM	2021 /22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. Giyani Civic Centre Phase 4 - Upgrading	R7,064,924	R12,840,000 0	R0	0	0	GGM
2. Giyani civic centre phase 3	R0	R0	R0	0	0	GGM
3. Waste Disposal Site	R0	R0	R0	0	0	MIG
4. Waste Disposal Site(Own funding)	R500,000	R0	R0	0	0	GGM
5. Office furniture	R	R	R0	0	0	GGM
6. Rehabilitation of the Giyani Dumping Site	R	R5, 000,000.	R5,000, 000.	0	0	GGM
7. Law enforcement equipment	R0	R0	R0	0	0	GGM
8. Refurbishment of the Giyani Arts and Culture Centre	R0	R0	0	0	0	GGM
9. Installation of camera and monitor	R500 000	R0	R0	0	0	GGM
10. Firearm acquisition	R500 000	R0	R0	0	0	GGM
11. Upgrading of the Giyani Parking lot	R2,100,000	R0	R0	0	0	GGM
12. Purchase of monitor	R700,000	0	0	0	0	GGM
13. Acquisition of air conditioners	0	0	0	0	0	GGM
14. Walk through metal detector purchase	R0	R0	R0	0	0	GGM
E. EPWP						
PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. EPWP - SOCIAL	R	R	R	R0	R0	GGM
2. EPWP – ENVIRONMENT AND CULTURE	R4,170M	R4,170M	R	R0	R0	GGM
3. EPWP - INFRASTRUCTURE	R5.112M	R5,112M	R	R0	R0	GGM

4. EPWP - NSS	R0	R0	R	R0	R0	GGM
F. DISASTER MANAGEMENT PROGRAMS						
PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. Disaster recovery plan	R0	R0	R0	R0	R0	GGM
2. Disaster Management Campaign	R0	R0	R0	R0	R0	GGM
3. Sanitisation of municipal facilities	R500,000.	R0	R0	R0	R0	GGM
4. Sanitisation of taxi ranks	R0	R0	R0	R0	R0	GGM
5. Purchase of two(2) water tankers	R0	R0	R0	R0	R0	GGM
6. Hire of two water tankers	R0	R0	R0	R0	R0	GGM
7. Disaster education	R0	R0	R0	R0	R0	GGM
8. Purchase of GGM branded masks for CLLRS and ward committees	R150,000	R0	R0	R0	R0	GGM

KPA 4: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE: To create an enabling environment for sustainable economic growth

PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. LED SUPPORT	R 1,040,000	R1,040,000	R1,140,000	0	0	GGM
2. RAND Easter Show	R60,000	R0	R0	0	0	GGM
3. African travel Indaba	R0	R0	R0	0	0	GGM
4. Siyandhani Airport Development	R0	R0	R0	0	0	GGM
5. Shangoni Gate Development	R0	R0	R0	0	0	GGM
6. Female entrepreneur awards	R 245,000	R245,000	R245,000	0	0	GGM
7. Review of LED strategy	R800,000	R0	R0	0	0	GGM
8. Marula show	R60,000	R60,000	R60,000	0	0	GGM
9. Mopani dimension stones	R0	0	0	0	0	GGM
10. Municipal internal signage	R20 000	R0	R0	0	0	GGM

KPA 5: FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: To improve Financial Management Systems to enhance the municipal revenue base.

PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. Fleet management acquisition of machinery and equipment	R3M	R3M	R3,2M	0	0	GGM
2. Fleet(acquisition of vehicles)	R3M	R1,5M	R1,5M	0	0	GGM
3. Maintenance of equipment's	R3M	R3M	R3M	0	0	GGM
4. Repairs and maintenance	R46,650,000	R32,730,000	R28,803221	0	0	GGM
5. Fuel(wet oil)	R3,500,000	R3,500,000	R3,500,000	0	0	GGM
6. Employee related costs	R169,885,036	R175,651,230	R184,454.019	0	0	GGM
7. Remuneration of councillors	R29,978,730	R31,237,837	R32,549,826	0	0	GGM
8. Depreciation	R74,800,000	R74,800,000	R75,000,000	0	0	GGM
9. Bad debts	R32,000,000	R33,000,000	R34,000,000	0	0	GGM
10. Programmes	R32,420,000	R21,523.000	R21,859,000	0	0	GGM

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: To develop governance structures and systems that will ensure effective public consultation and organizational discipline.

PROJECT/PROGRAM	2021 /22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. IDP Review(expenses)	R600,000	R605,000	R610,000	0	0	GGM
2. Public meetings and Campaigns	R400,000	R210 000	R220,000	0	0	GGM
3. Audit	R200,000	R0	R0	0	0	GGM
4. Events management	R50,000	R60,000	R70,000	0	0	GGM
5. MPAC	R216,000	R257,000	R298,000	0	0	GGM
6.PMS programme	R130,000	R130,000	R130,000	0	0	GGM
7 Remuneration of ward committee's	R5,9,000	R5,900,000	R6,000,000	0	0	GGM
8 Audit committee fees	R896,000	R934,000	R973,000	0	0	GGM
SPECIALAND GENERAL PROGRAMS						
PROJECT/PROGRAM	2021/22	2022/23	2023/24	2024/25	2025/26	SOURCE
1. Mayor's Tournament	R0	R0	R0	0	0	GGM
2. Youth Support	R30,000	R31000	R33,000	0	0	GGM
3. Communication Related	R1,542,000	R1,574,000	R1,545,000	0	0	GGM
4. Child and Old age support	R10,000	R10,500	R11,000	0	0	GGM
5. Traditional Authority Support	R90,000	R105, 000	R115,000	0	0	GGM
6. Disability Support	R10,000	R10,500	R11,000	0	0	GGM
7. Gender	R10,000	R10,500	R11,000	0	0	GGM
8. HIV/AIDS	R40,000	R41,000	R42,000	0	0	GGM
9. Free Basic Electricity	R15,000,000	R10,000,000	R10,000,000	0	0	GGM

10. Excellent awards	R100,000	R150,000	R160,000	0	0	GGM
11. Wellness programme	R0	R0	R0	0	0	GGM
12. Library Outreach programs	R150,000	R100,000	R100,000	0	0	GGM
13. Indigenous Games	R100,000	R110,000	R120,000	0	0	GGM
14. Heritage Day Celebration	R100,000	R120,000	R120,000	0	0	GGM
15. Sports, Arts and Culture Support	R200,000	R310,000	R320,000	0	0	GGM
16. Sports Development	R200,000	R310,000	R320,000	0	0	GGM
17. Indigent Support	R70,000	R100,000	R100,000	0	0	GGM
18. Disaster Response and Recovery	R0	R0	R0	0	0	GGM
19. Disaster Awareness	R70,000	R80,000	R90,000	0	0	GGM
20. African travel Indaba	R0	R0	R0	0	0	GGM
21. LED Support	R1,40,000	R1,40,000	R1.140,000	0	0	GGM
22. EPWP infrastructure	R5,934,000	R15,000	R15,000	0	0	GGM
23. EPWP Environment and Culture	R4,090,000	R4,190,000	R4,315,000	0	0	GGM
24. EPWP social	R0	R0	R0	0	0	GGM
25. Bursaries(non-employees)	R0	R0	R0	0	0	GGM
26. Environmental Awareness	R160,000	R200,000	R200,000	0	0	GGM
27. Event Management	R50,000	R60,000	R70,000	0	0	GGM
28. Public Meetings	R800,000	R820,000	R840,000	0	0	GGM
29. MPAC	R216,000	R257,000	R298,000	0	0	GGM
30. PMS	R130,000	R130,000	R140,000	0	0	GGM
31. Female entrepreneur	R245,000	R245,000	R245,000	0	0	GGM
32. IDP Programme	R600,000	R605,000	R610,000	0	0	GGM
33. Amarula Show	R60,000	R60,000	R60,000	0	0	GGM
34. Rand Easter Show	R40,000	R60,000	R60,000	0	0	GGM
35. Municipal Signage	R20,000	R0	R0	0	0	GGM

NATIONAL, PROVINCIAL, DISTRICT AND PARASTATAL PROJECTS 2020/ 2021-23

A. DEPT. OF HEALTH						
PROJECT/PROGRAM	DESCRIPTION	LOCATION	2021/22	2022/23	2023/24	24/25
1. Evuxakeni hospital	Replacement of hospital	Giyani	R14,000,000	R14,840,000	R0	R14M
2. Evuxakeni hospital	Replacement of standby generator and related infrastructure	Giyani	R0	R0	R0	R0
3. Evuxakeni hospital	Development of mini hub laundry	Giyani	R8,000,000	R8,480,000	R0	R0
4. Giyani nursing college campus	<u>Upgrade of student accommodation</u>	Giyani	R5,000,000	R5,300,00	R0	R0
5. New nkhensani hospital	Repairs and maintenance	Giyani	R0	R10	R0	R0
6. New nkhensani hospital	Upgrade neonatal facilities	Giyani	R15,700,000	R20.140,000	R0	R0
7. Old nkhensani hospital(EMS station)	EMS health technology	Giyani	R0	R0		
8.						

LEDET

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2020/21	2021/22	2022/23
1.					
2.					
3.					
4.					

B. ESKOM

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2021/22		
1. Basani electrification	Electrification of HH	Basani	R4,166,802		

2. Ximausa electrification	Electrification of HH	Ximausa	R1,760,991		
3. Ngobe extension electrification	Electrification of HH	Ngobe	R857,205		
4. Giyani infills	Infills electrification	Giyani	R3,622,291		
5.					
6.					
7.					

DEPARTMENT OF AGRICULTURE and Rural development.	PROJECT	2021/22
1 Muyexe paving of streets	Completion of Muyexe paving of internal streets	R46,368,646
2. Macena Garden packhouse	Upgrading of packhouse	R837,492,00
3. Greater Giyani grain projects, Mhlava willem, Hlaneki and Guwela	Support by production input for 131 beneficiaries	R400,000
4. Ahi tirheni Mqekwa	Energy source and reservoir	R1.560.000

5.procurement of broiler house,feeds and medication for various villages	Broiler house, feeds and medication	R610,000
6.GGM vegetable projects for various villages	Procure seeds,seedlings,fertilizers and chemicals	R700,000
7.GGM grain projects	Ploughing and procuring 1x10KG maize seeds for 441 farmers	R307,000
8 GGM piggery projects	Procure piggery feeds and medication	R60,000
Fetsa tlala project for prioritised villages	Hiring of tractors tractor operators	R3,212,000
COGHSTA	HOUSING UNIT	

Program/projects	Description	Location	2021/22	2022/23
1. Construction of houses	30 housing units	Matsotsosela		
2. Construction of housing units	30 housing units	Khaxani		
3. Construction of housing units	20 housing units	Kheyi		
4. Construction of housing units	15	Nwadzekudzeku		
5. Construction of housing units	31	Nwakhuwani		
6. Construction of housing units	05	Zamani		
7. Construction of housing units	20	Bonwani		

8. Construction of housing unit	10	Nkomo C		
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Mopani District Municipality/LNW/MISA					
Program/Project	Description	Location	2021/22	2022/23	2023/24
1. Middle letaba dam	Construction of water reticulation network	Hlaneki,Bode and Maswanganyi	R21 380 952	R36 225 637	
2. Rural household sanitation	Construction of VIP toilets	Giyani	R17 104 762	R21 542 305	R25,000,000
3. Giyani water scheme pipeline A&B	Construction of water reticulation pipeline and stand pipes	Dzingidzingi	R2,000,000	R0	R0
4. Giyani water scheme pipeline C&D	Construction of water reticulation network	Mapuve	R2,000,000	R0	R0
5. Lower molototsi water scheme	Construction of water reticulation pipeline	Dzumeri	R2,000,000	R0	R2 000 000
6. Giyani pipeline C&D	Construction of water reticulation pipeline	Mageva	R2,000,000	R0	R0

7. Pipeline C&D	Construction of water reticulation pipeline	Makhuva	R2,000,000	R0	R0
8. Pipeline C&D	Construction of water reticulation pipeline	Zava	R2,000,000	R0	R0
9. Giyani RWS scheme	Construction of water reticulation pipeline	Giyani	R2,000,000	R0	R0
10. Giyani pipeline C&D	Construction of water reticulation pipeline	Makosha	R2,000,000	R0	R0
11. Nhlaneke upgrading of of water reticulation	Construction of water reticulation pipeline	Hlaneke	R4,500 000	R0	R0
12. Refurbishment of middle letaba water treatment works	Refurbishment of water treatment works	Giyani	R2,000,000	R0	R0
13. Eco park xikukwani water reticulation	Construction of water reticulation pipeline	Xikukwani eco park	R5 000 000	R0	R0
14. Ngove water reticulation	Construction of water reticulation	Ngove	R2 000 000	R0	R0
15. Giyani water treatment plant	Construction of water reticulation pipeline	Giyani	R10 000 000	R10,000,000	R10 000 000
16. Giyani water scheme A&B	Construction of water reticulation pipeline	Bode	R0	R0	R10 000 000
17. Noblehoek booster pump station	Construction of water reticulation pipeline	Noblehoek	R5 000 000	R0	R0
18. Xikhumba water supply	Construction of water reticulation pipeline	Xikhumba	R0	R0	R8 000 000

19. Nkomo upgrading of water reticulation	Construction of water reticulation pipeline	Nkomo	R10 000 000	R10 000 000	R0
20. Homu upgrading of water reticulation	Construction of water reticulation pipeline	Homu	R0	R0	R10 000 000
21. Daniel bulk water reticulation pipeline	Construction of water reticulation pipeline	Daniel Rababalela	R0	R0	R10 000 000
22. Shawela water reticulation	Construction of water reticulation pipeline	Shawela	R0	R0	R10 000 000
23. Sikhunyani water reticulation	Construction of water reticulation pipeline	Skhunyani	R0	R0	R8 000 000
24. Giyani bulk water supply	Giyani water bulk supply	Giyani	R111,341,000	R248,989,000	R250,000,000
25. Giyani water service	Giyani water service	Giyani	R130,000,000	R120,000,000	R11,595,000
26. Groundwater development project, borehole development and refurbishment	Completion of bulk project and reticulation for 55 villages in Giyani and 38 additional villages	Giyani	R95,000,00	R0	R0
27. Giyani water service project	Bulk lines water distribution 55 villages	Giyani	R874,000,000	R0	R0

DPWRI/SANRAL/RAL					
Program/Project	Description	Location	2021/22	2022/23	2023/24
1. Planning and engineering services for road construction	Upgrading of Mageva to Makhuva road from gravel to tar(29KM)	Mageva to Makhuva	TBC	R0	R0
2. Mageva to Makhuva road (D3187)	Upgrading from gravel to Tar	Makhuva to m Mageva	TBC	R0	R0
3. Thomo to 4. Hlomela road(D3810)	Upgrading from gravel to tar	Thomo to Hlomela	TBC	R0	R0
5. Maintenance of road 3840 Giyani to Phalaborwa	Maintenance of road from Giyani to Palaborwa	Kremetart to phalaborwa	R39,700,000	R0	R0
6.Routine household maintenance	maintenance of road	Giyani	R80,831,279	R0	R0
7.R81	Improvement of R81 road	Giyani to Letaba	R162,271,667	R0	R0
8.Giyani college to Mninginisi Block2	Maintenance	Giyani college to Mninginisi B2	R39,000,000	R0	R0

9. Babangu to Maphalle	Upgraded road	Babangu to Maphale	R10,000,000	R0	R0
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DEA							
	Project Name	Description	Location/ward	2021//22	2022/23	2023//24	2024//25
1							
2							
3							
4							

Program/Project	DSAC		2021/22	2022/23
	Description	Location		
1 Muyexe Library	Maintenance of existing library	Muyexe	R620,000	R0
2 Makhuva Library	Maintenance of existing library	Makhuva	R460,000	R0

MDM SPATIAL PROJECTS					
Program/Project	Description	Location	Funder	2021/22	
1. Xivulani township establishment	Demarcation of 500 sites, layout plan and general plan	Xivulani village ward 16	MDM	R1,000,000	
2.					
SOCIAL DEVELOPMENT					
Project/Program	Location	Budget	2021/22	2022/23	2023/24
1. Dzumeri one stop center office accomodation	Dzumeri	R25,000,000	R25,000,000	R0	R0
2. DSD district offices office accomodation	Giyani	R30,000,000	R30,000,000	R0	R0
3. ECD services to communities	Giyani	R0	0	0	0
4. Job creation through EPWP	Giyani	R0	0	0	0
5. Victim empowerment programs	Giyani	R0	0	0	0
6. HIV/AIDS provision of counselling	Giyani	R0	0	0	0
7. Disability support	Giyani	R0	0	0	0

8. Child protection and care services	Giyani	R0	0	0	0
9. Crime prevention services	Giyani	R0	0	0	0
10. Substance abuse	Giyani	R0	0	0	0
11. Youth development	Giyani	R0	0	0	0
12. Sustainable livelihoods	Giyani	R0	0		
13. Women development	Giyani	R0	0		

1. SERVICE DELIVERY IMPLEMENTATION PLAN (OPMS)

The annual operational plan of the municipality is in relation to the budget of the current financial year. The MSA 32 of 2000 require all municipalities to develop a Performance Management System. MFMA 56 of 2003 Service Delivery Implementation Plan. The SDBIP is an element

with in the performance management system. It is a performance plan that indicates how and when all projects and programs in the IDP will be implemented throughout the year.

The process of development of this plan is guided by the financial performance and capacity of the municipality.

The prioritization of projects and programs is influenced by the following

- The availability of budget and skills
- Municipal powers and functions
- The vision
- The nature of the need raised by communities in relation to National priorities and constitutional requirements, e.g provision of basic services to all citizens.

The SDBIP/ performance plan includes only those that have financial and human resource support.

This chapter is concluded with the adoption of the Budget 2021/22.

4. INTEGRATION PHASE

The integration phase indicates of all sector plans that supports the IDP. It is expected of all sector plans to be aligned with all provincial and National plans. The following are existing sector plans within the municipality.

- **Land Use Management Schemes (LUS)**

The Scheme has been developed within the framework of the Development Facilitation Act, Spatial Development Framework, Development and Planning Act, the Municipal Systems Act, National Environmental Management Act, and may more as outlined in the Scheme.

The Land Use Management Scheme is an interim scheme. The Scheme Outlines land uses and zoning of land parcels. However the Scheme has further indicated challenges within proclaimed land that has not being developed as per the scheme. It further illustrates spatial challenges as indicated in Chapter 1.

- **Housing Chapter**

The Housing Chapter indicates that type of Households and type structure within the municipality. It indicates that RDP houses are mostly in rural areas that in remote areas from the town. The low cost houses (RDPs) do not have basic service such as sanitation and water, but have at least electricity. Other

Housing structures within the villages are mud houses which have poses a great risk to families. Generally type of structures in villages is Mud houses with thatch roof, brick and cement.

Informal settlements are dominated by tin houses. Type of structures in the township and suburb (Kremertart) are mostly brick and cement with basic services. The households also benefit from refuse removal services unlike villages were dumping is dumped and burned within the yard or disposed illegally on public spaces.

- **Local Economic Development Strategy (LED)**

The LED strategy looks into the development of the first and the second economy. It provides an in-depth analysis of economic sectors and challenges thereof. The strategy clearly indicates that the administrative sector is competitive, and that the economic tress Index is 50%, which means that municipality is not dependent on one single sector. It indicates that over the years agricultural sector was highly supported and also provided employment to most communities.

The economic activity that mostly takes place in Greater Giyani both formal/informal are: small-scale agriculture (maize, vegetables, tomatoes, beef), services, transport and retail development. There are however, a number of factors impacting negatively on the economic growth such as geographical location (distance to markets), shortage of skills, poor infrastructure, climatic conditions and diseases (HIV & Malaria). The municipality has potential for tourism and conservation development due to the existing natural heritage sites through the area, mining, abandoned farming schemes, processing of natural products (Mopani Worm and Marula Fruit).

- **Spatial Development Framework**

The SDF displays the space character, indicates how land has been and currently being utilized. The SDF of GGM covers all areas within municipal boundaries as per the demarcation board. Among other issues, it has indicated issues such as encroachment of development and informal settlement of sensitive areas, development or illegal extension beyond erf boundaries mostly in the CBD,

The SDF is not detailed on geological matters which poses an environmental risk. The SDF displays strategic road network, land and Corridors for development.

The land which is situated north of R81 road from Giyani to Polokwane is strategically located for residential purposes in line with government objective of creating sustainable integrated human settlement. The land will accommodate high, medium and low income earners as per map three below.

The land which is situated adjacent to the CBD is strategically located for both residential and business purposes and we are in the process of developing the infrastructure master plan that will assist the municipality to develop the land. Currently negotiations are going on between the municipality and traditional leaders for them to release land which is suitable for development.(see the attached map 3 below)

The municipality has earmarked the land which is situated east of the R81 road to Polokwane and north of the R71 road to Tzaneen next to area commissioner's office for business development as per our spatial development framework.(see the attached map 3 below.)

Strategic Land of industrial development is located along R81 to Malamulele with envisaged growth to be towards the west. The area is ideal since it is not within environmental sensitive areas such as water bodies and minerals.

- **Environmental Management Plan**

The Environmental plan of the municipality has given a in depth analysis of environmental status of the municipality and has further went to recommend environmental programmed that will enhance and protect the environment. It further developed strategies that were influence by the following environmental challenges:

Overgrazing is another environmental problem that is rife in the Greater Giyani Municipality. The contributing factor is the unscientific stock farming which at the end exert pressure on the grazing land.

Informal settlements have major negative effect on the environment in that whenever it occurs natural vegetation is destroyed worsening problems such as deforestation, soil erosion, water and air pollution e.g. Hluphekani in the eastern part of Giyani Town. The major causes of informal settlements are influx of people from villages to the town due to poverty, unemployment, population growth and urbanization.

Soil erosion is a problem in Greater Giyani Municipal area especially around rural villages. The major causes of soil erosion are veld and forest fires, deforestation, overgrazing and poor land use planning and management.

Veld and forest fires are experienced in the whole Greater Giyani Municipality. The magnitude of the problem is severe. The major causes of this problem is poaching, firewood collection, uncontrolled burning of forests. Veld fires are prevalent in winter or early summer and affected areas includes grazing land and Man'ombe Nature Reserve.

Deforestation affects most of the Greater Giyani Municipal area. People who are firewood collectors, farmers, villagers, traditional healers, and herbalists aggravate the problem. The problem of deforestation is worse around major route and villages.

Water pollution in the Greater Giyani Municipality is a serious problem. Water is polluted by littering and the overflow of sewage, creating serious health problems for people who depend on water from rivers and streams. Informal businesses conducted alongside the road to Moeketsi – Malamulele, worsen the problem by illegally dumping in the Klein Letaba River.

Air pollution is an environmental problem that affects mainly the Giyani Town due to the concentration of vehicles and small industries.

- **PMS framework Policy**

The PMS Policy guides the development and Implementation of the Performance Management System of the municipality. It indicates legislative framework, stakeholders and their roles and responsibilities, it further outline segregation of duties in relation to the process.

The Performance Management System currently addresses the organizational performance and performance assessment of s57 managers. The system has not yet cascaded to lower levels.

The Policy is developed within the following framework

Municipal Finance Management Act 56 of 2003 (MFMA), requires municipalities to develop serve Delivery Implementation Plan (SDBIP) and must be signed by the Mayor within 28days after the budget has been approved.

Municipal Systems Act 32 of 2000, requires municipalities to develop Performance management Plan that must be reviewed quarterly. The performance management plan must be aligned to the IDP and indicate measurable and realistic targets for each Key Performance Indicator.

Performance Regulations, 2006 for Managers reporting to the municipal manager and the municipal manger, outlines the process of the development of Performance agreements. The MFMA 56 2003, further requires that Section 56 manager and Municipal Manager must develop performance agreement that must be signed by the municipal manager and the Mayor, respectively. This Performance plans must be linked to the SDBIP, IDP and Budget.

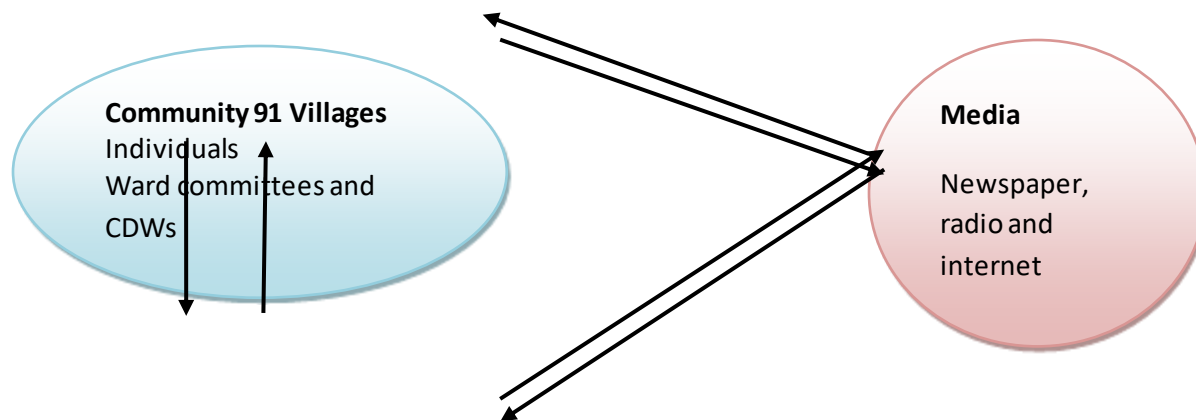
- **Communication Strategy**

Communication Strategy outlines different structures of communication. It indicates protocol within those structure and as a result determining communication lines. The strategy is developed within a legislative framework such as the Municipal Systems Act and Municipal Structures Act.

The strategy looks into internal and external communication. It also indicates communication tools and media that the municipality should use. It outlines the administrative communication structure that also supports the political structure.

The municipal manager is the person who communicates with the media on behalf of the municipality. Brief communication structure is as follows:





Stakeholders within the strategy are 3. The Media and community are categorized as external stakeholders. The community makes inputs and has representatives sitting in the internal stakeholder environment that participate in the decision-making process of the municipality. Communities are not restricted to communicate directly with media and with the municipality; however, the municipality has a structured way of communication. Communication between the three stakeholders is a two-way process. Communication with other stakeholders is done for various reasons, such as advertising a public participation process, providing information to the community, advertising of posts or tenders and responding to community concerns, awareness campaigns.

- **Employment Equity Plan**

The Municipality has an equity plan approved by council at the moment the municipality is at 45% woman employment. The municipality is striving to employ women in managerial positions to close the gap that has existed many years back.

DISASTER MANAGEMENT PLAN

Greater Giyani Municipality faces a number of disaster risks. The most critical disaster risk that the municipality faces are the climate change-related such as recurrent floods, persistent drought and extreme weather conditions, biological hazards which include communicable diseases

outbreaks such as malaria and foot-and-mouth diseases. The municipality also faces a risk of environmental hazards such as land degradation and biodiversity loss.

Section 16(3) of the Disaster Management Amendment Act, 16 of 2015 stipulates that a local municipality must establish Capacity for the development and co-ordination of a disaster management plan and the implementation of a disaster Management function for the municipality which forms part of the approved disaster management plan.

To this end, Greater Giyani Municipality has developed a disaster management plan which guides all the disaster management activities as well as informs development planning within the Municipality. Furthermore, the municipality has established, and continues to develop, capacity to implement the disaster management function.

The following sector plans are outstanding

- Transport Master Plan
- Infrastructure Master Plan
- Water Demand Management and Conversation strategy.
- Environmental management plan
- Five year financial plan

5. INSTITUTIONAL PLAN

This Chapter demonstrates organisational capacity in relation to human capital. This plan supports the operational plan as outlined in chapter 5. It demonstrates the capacity in place that will enable the municipality to realise its vision.

5.1. Institutional Challenges per KPAs

KPAs	Challenges	Additional Resources needed
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<p>1. Spatial Rational</p>	<ul style="list-style-type: none"> • Unstructured Development • Lack of Land Use Management • Lack of Land Use Policies' application • Minimum participation by all stakeholders on land Use Matters and policies • Lack of compliance by stakeholders • Lack of Monitoring on land matters • Lack of alignment of SDF and LUMS 	<ul style="list-style-type: none"> • GIS and GIS specialist • Integrated Planning System (IT-GIS-Financial)
<p>2. Institutional Development and Transformation</p>	<ul style="list-style-type: none"> • Office space and IT resources not adequate to create an enabling environment. • Inadequate record Management Systems. • Inadequate security on other municipal buildings • Review of policies. • Lack of retention strategy. • Incomplete job evaluation process by SALGA • Lack of Individual Performance Management policy and systems 	<ul style="list-style-type: none"> • Integrated IT System • IT Master plan • IT equipment (laptops, printers, 3Gs) • IT Backup system and security system
<p>3. Infrastructure Development and Basic service Delivery</p>	<ul style="list-style-type: none"> • Inadequate and dilapidated infrastructure for water and sanitation • Inadequate storm water drainage • Shortage of water • Inadequate sanitation infrastructure, as a result contaminating underground water • Vandalism of community facilities • Inadequate animal pouding infrastructure and the unit is not fully functional • Lack of enforcement of by-laws • Town Planning Unit not fully functional. • Land use Scheme not applied • Illegal development and connection to services 	<ul style="list-style-type: none"> • Infrastructure Master plan

	<ul style="list-style-type: none"> • Inadequate road infrastructure • Sports facilities not fully utilized. • Invasion of proclaimed land and open spaces • SDF not adequate to assist environmental restrictions • Lack of security on municipal properties, such as boreholes • Lack of water conservation and demand management. 	
4. Local Economic Development	<ul style="list-style-type: none"> • Infrastructure development • Lack of Business investment, attraction, and retention strategies • Lack Value chain • Lack of enforcement of by-laws • Budget constraints • Lack of municipal property for economic development • Distance to the markets • Lack of land for development • Serious water shortages and drought • Brain drain 	<ul style="list-style-type: none"> • Financial muscle to develop road network supporting economic development
5. Financial Viability	<ul style="list-style-type: none"> • Low revenue base, • No cost recovery in rural settlements • Inadequate personnel to implement strategies. • Inadequate financial systems • Increasing debt accounts 	<ul style="list-style-type: none"> • Integrated financial System • Revenue enhancement strategy • Asset manager
6. Good Governance and Public Participation	<ul style="list-style-type: none"> • Minimal Participation by sector department 	<ul style="list-style-type: none"> • Maximum utilisation of CDWs

7 The Following positions were recommended for the 2021/22-2023 financial years.

TECHNICAL SERVICES

UNIT	POSITION
PUBLIC WORKS	Road Superintendent and 2 foremen
BUILDING	1 Senior Building inspector 2 Plumber
FREE BASIC SERVICES	
ELECTRICAL MECHANICAL DIVISION	1 Mechanical Technician 2 General workers - electrical

COMMUNITY SERVICES

UNIT	POSITION
PARKS	1 Driver
ADMINISTRATION	
TRAFFIC	3 traffic officers
VEHICLE TESTING STATION	1 Cashier 1 Customer Car Clerk
COMMUNITY SAFETY	1 Community liaison officer

PLANNING AND DEVELOPMENT

UNIT	POSITION
LED	1 Senior LED Officer – Business Regulation
IDP	IDP coordinator

CORPORATE SERVICES

UNIT	POSITION
HUMAN RESOURCE	1 HR clerk
IT	IT security Administrator
ADMIN	Messenger
COUNCIL SUPPORT	
PUBLIC PARTICIPATION	1 Admin Clerk
LEGAL	Legal admin officer

OFFICE OF THE MM

UNIT	POSITION
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MM's office	PA
Risk	Structure retained
Audit	Structure retained

OFFICE OF THE MAYOR

UNIT	POSITION
Mayor's officer	VIP PROTECTION OFFICER

OFFICE OF THE SPEAKER

UNIT	POSITION
Office of the speaker	VIP PROTECTION OFFICER

BUDGET AND TREASURY OFFICE

UNIT	POSITION
ASSETS	4 Admin clerks

8. Management Capacity within the Municipality

Management Level	Key Functions	Supporting Divisions or Unit
Municipal Managers Office	Overall administrative management Risk Management and Correcting of AG queries as per AG. Financial management Disaster management Provision of legal services	Internal Audit Risk Management Unit Performance Management Unit Disaster Management Unit Legal services
Corporate Service Department	Institutional Development and transformation; Good Governance and Public participation Provide auxiliary services Labour and legal services Support Council services (ward committee meetings and Imbizos)	Human Resource Management IT services Council Services Administration Public participation
Management Level	Key Functions	Supporting Divisions or Unit
Budget and Treasury	Financial Management GAMAP compliance	Budgeting and Financial reporting Expenditure

	MFMA Compliance (that includes reporting with in legislative framework. Procurement Evaluation rolls and asset management	Revenue Supply chain Assets division
Technical Services	Infrastructure Development and Service Delivery Infrastructure maintenance (road, internal reticulation of water and sanitation)	Roads and Maintenance Electricity Water and Sanitation PMU
Planning and LED	Planning and Development Town Planning Monitoring of land uses Development of IDP Local economic development	LED Spatial Planning and Land Use Management IDP
Community Services	Basic service delivery and Social and Community development Waste management Promoting safety and law enforcement Providing security Registration and licensing Environmental Management Library services	Community safety(licencing and traffic services) Waste Management and Cleaning Services Library Services Environmental Management

7 Conclusion

The IDP 2021/22 review process has enlightened the municipality on their strength weaknesses and identified threats and opportunities. Strategies were developed to ensure that the municipality take advantage of opportunities and address their weaknesses. There is also a need to improve in five Key Performance areas, and sustain Key Performance area, Good Governance and Public Participation. The municipality is addressing issues of Public Participation at a satisfactory level.

Challenges impacting on service delivery are mainly of financial viability (lack of revenue), and Institutional Development (lack of integration of HR systems with Financial Systems). However, strategies have also been developed to address challenges in all key performance areas. Projects that are developed emanated from the identified challenges and needs identified during public participation, strategic planning session and AG queries. It is evident that the performance of the municipality will continue to be challenged, among other factors, due to budgetary constraints. The municipal has not achieved their planned revenue collection in the past years and the revenue enhancement strategy has not been enforced due to lack of staff.

Nevertheless, the IDP 2021/22 demonstrates the municipality's endeavor to deliver services to their community despite the limited resources.

The municipality has also reviewed the organizational structure to ensure that it overcomes issues especially those that led Audit queries. The Budget and Treasury office has been capacitated with two managers and a position for Asset Manager has been established. A support Unit for Agriculture has also been established to ensure that the Agricultural Sector is strengthened and more jobs are created.

The Audit office has also made additional positions to ensure that the municipality complies with relevant legislation. The position for risk manager has also been established to assist manager to manage risks within their respective departments.

The IDP also demonstrates forward planning through the five year financial plan and long term strategies. Due to financial constraint the municipality has developed a five year project plan so as to ensure that there is continuity and gaps and backlogs are addressing accordingly.

The municipality will further developed on operational plan that outlines a one year implementation plan. Targets and Timeframes are set with in an operational plan, the SDBIP which will be monitored through a performance management system

2020/21 COMMUNITY PUBLIC PARTICIPATION INPUTS

Ward	Village	Concern/Need
1.	<p>Blinkwater</p> <p>Ximawusa</p> <p>Noblehoek</p>	<ul style="list-style-type: none"> • Provide boreholes and fix dysfunctional pipelines • Paving of internal streets • Add high mast lights • housing • Clinic • Electrify the extended village • RDP houses • Renovate the local High School classrooms • Culvert bridge to the cemetery • Community hall • Sports center • Police satellite station • Create jobs • Internal streets upgrading • Fixing of boreholes • Additional highmasts • Paving internal streets • RDP hoses • Community hall • Culvert bridges • Library • Water challenges
2.	<p>Rivala</p> <p>Maxavele</p>	<ul style="list-style-type: none"> • Culvert bridge to the cemetery • Connector road to Khani village • Tarring of road from Phaphathi to Ndengeza • Electrify the extension • Toilets • Paving of internal streets • Visiting point • Jobs • High school • Water • Storm water drainage • RDP Houses • Electrify the extension • Provide road signs between N'wamankena and Maxavele

	<p>Mavhuza</p> <p>Phikela</p>	<ul style="list-style-type: none"> • Resuscitate boreholes • Paving of internal streets • Jobs • Paving of internal streets • Community Hall • Resuscitate the 2 dysfunctional boreholes • Provide road signs at Mavhuza and Phikela villages • Renovation of the sports center • Create jobs • Paving of internal streets • Community Hall • Culvert bridge to the cemetery • Reservoir • Visiting point • Electrify the extended village • Fund projects • RDP Houses • Water for the extended village
3.	<p>Ntshuxi</p> <p>Babangi</p> <p>RDP location</p>	<ul style="list-style-type: none"> • Access road – Khomanani Tribal area • Access road and internal streets • High school • Appollo lights • RDP • Access road to ntshuxi • Culvert bridges • Pay points
4.	<p>Maswanganyi</p>	<ul style="list-style-type: none"> • Community Hall • Sports Center • Reservoir • Internal street paving • RDP Houses • High School • Clinic • Electrify extension • Toilets • High mast light • Jobs • Boreholes • Speed humps at R578 road

	Basani	<ul style="list-style-type: none"> • Renovate the tar road entering the village • Reservoir • Register the local community hall for maintenance purposes • Water reticulation • Internal street paving • Library • RDP houses • Toilets • High Mast light • Boreholes
5.	Mapuve	<ul style="list-style-type: none"> • Community hall • Transformer for high mast lights • Grading of all streets • Resumption of the renovation o Primary School • Refurbishment of High School • Bridge needed between • Tarring of the internal streets • Electrification of all units
	Jimu	<ul style="list-style-type: none"> • Community Hall • Sports Centre • Conversion of the local clinic to e health centre • Tarring of main road. • Tarring of the main road • Internal streets upgrading
6.	Khani	<ul style="list-style-type: none"> • High school • Community Hall • Tarring the road between Hlaneki and N’wamankena • Visiting Point • RDP Houses • Toilets • Bridges from Khani to Maxavele • High mast light • Shelter at pay points • Dam for domestic animals • Jobs • Connector road from Khani to Rivala • Renovation/upgrading of sports center • Library
	Hlaneki	<ul style="list-style-type: none"> • RDP houses • Toilets • Culvert bridge to cemetery

	Gon'on'on'o	<ul style="list-style-type: none"> • Re-gravelling of internal streets • Reservoir at Nyanisi site • Community Hall • Sports Center • High mast light • Paving of street which connects the road from Shivambu to Jopi • Jobs (EPWP/CWP) • Bursaries • Paving of internal streets • Library • Electrification of the extended village • Renovation of the Tribal Office <ul style="list-style-type: none"> • RDP Houses • Re-gravelling of internal streets • 2 High mast lights • Culvert bridge across Mantocho • Cleaning of Pay points • Shelter at pay points • Bursaries • Resuscitation of boreholes • Jobs • Sports Center • Reservoir • Electrify the extended village
7.	Bode Siyandhani	<ul style="list-style-type: none"> • Sports center • Clinic • Additional high masts <ul style="list-style-type: none"> • Paving internal streets • Sports Center • Review the Limpopo aviation strategy and upgrade the Airport • Clinic • Paving internal streets
8.	Botshabelo	<ul style="list-style-type: none"> • Tarring of the road from Sekhiming to Nakampe • Paving of internal streets • Community Hall • Library • High mast lights • Water provision of the extended village • Clinic • Sports center

	<p>Dingamanzi</p> <p>Silawa</p> <p>Sekhiming</p> <p>Shimange</p>	<ul style="list-style-type: none"> • Community Hall • RDP houses • Paving of internal streets • Clinic • Sports center <ul style="list-style-type: none"> • Tarring the road from Silawa to Jokong • Library • Community Hall • High mast light • Water • Upgrade of internal streets <ul style="list-style-type: none"> • Community Hall • Bridge between Sections D and C • Speed humps • Add high mast light • Water <ul style="list-style-type: none"> • Paving of internal streets • Water • High mast light • Community Hall • Clinic
9.	Homu 14 A and B	<ul style="list-style-type: none"> • Clinic • Recreation Hall • Library • Water reticulation and reconnection of reservoirs • Culvert Bridges to the following areas: Xakufa, Gumbani/Chapu, New • Access Roads to the following schools: Hipanmbukile, Tanani, Madzi • Renovation of Hipambukile and Mafumani Schools. • Renovation of the tribal office • Installation of road signs • Speed humps needed at 14B • An extra high mast light. • Electrification of extensions at Homu A and B
10.	Nkomo	<ul style="list-style-type: none"> • Refurbishing of the existing boreholes and drilling of 3 more • Provide 8 elevated water tanks • Provide access roads to the clinic • Provide access bridges to Nkomo school and the news settlement • Provide culvert bridges to cemeteries • Paving of the taxi route • Tarring of the road linking Nkomo B and Tshamuriri

	Ngove	<ul style="list-style-type: none"> • Community hall, sports center and library • Provide security guards for all government buildings • Provide a pay-point for Nkomo C • Building of school and clinic for Nkomo C • Paving of taxi route • Provide an access bridge to Xigodini • Drill a borehole for Ndhua Rikhotso area • Provide a taxi rank
11.	Giyani Township	<ul style="list-style-type: none"> • Tarring of streets • Add high mast and street lights • Naming of streets • Demarcation of new sites • Construction of speed humps • Add skip bins • Water provision • Rehabilitation of Murogolo River. • Construct toilets for Tsakani • Filling up of potholes • One stop youth center
12.	Homu 14c Section A	<ul style="list-style-type: none"> • Tarring of taxi route • Creation of new streets • Drill boreholes for new residential sites. • Rezone residential sites at the hostel squatter camp and empty no. 26 • Construct an access road between Ngove and Section A • Rehabilitate the water reticulation • Seal all potholes

		<ul style="list-style-type: none"> • Unlock ward 12 proclaimed sites. • Community Hall • Library • RDP Houses at Mountain vies
13.	<p>Section F</p> <p>Section D2</p> <p>Risinga View</p> <p>B9 Makosha View</p>	<ul style="list-style-type: none"> • Paving of the street leading to Comprehensive school • Paving of the road from Golele to Makosha B9 • Clinic/Mobile • Sports Center • Satellite police station • Community Hall • Paving of passage along the Risinga High School fence • Seal potholes • Add speed humps • Clinic • Community Hall • Primary School • Sports Center • Water • High mast light • Clinic • Community Hall • Primary School • Sports Center • Water • High mast light
14.	Makosha and Xikukwani	<ul style="list-style-type: none"> • Culvert bridges • Community Hall • Library • Sports Centre • RDP Houses • Toilets • Additional High Mast Lights • Water (Xikukwani only) • Speed humps at schools • Clinics - to replace the non-operational one • Grading of streets

	<p>Khakhala</p> <p>Gawula</p>	<ul style="list-style-type: none"> • Provide water at the cemetery • Provide water for the village extension • Provide electricity of the village extension • Renovate Hatlani-Muyexe High School • Provide a bridge between Muyexe A and B • Provide RDP houses and toilets • Provide High mast lights • Construct a bridge to Mhlava-Willem • Electrify the village extension • Construct a community hall • Provide boreholes to alleviate water shortages • Grade the internal streets • Tar the road between Khakhala and Homu Block 14 • Provide a library for the community • Construct a community Hall • Provide a dam for domestic animals • Construct a nursery (E.O.I) • Provide an information centre • Satelite police station • RDP houses and toilets • Provide a clinic • Grade internal streets • Provide a farming area • Repair the water tank which is leaking.
19.	<p>Ndindani -</p> <p>Mahlathi</p> <p>hlomela and</p> <p>shingwedzi</p> <p>camp(KNP)</p>	<ul style="list-style-type: none"> • Clinic to cater for Ndindani, Hlomela and Mahlathi villages • Refurbish boreholes which are not functioning • Culvert bridges to cemeteries and schools (Ndindani, Mahlathi and Hlomela) • Refurbishment of primary and high schools of the villages mentioned • Construction of a nutrition block at Tshovani primary school. • Bush clearing from Hlomela to Makhuva • Electrify high mast lights at Mahlathi and Hlomela villages. • Tarring of road from Thomo to Hlomela villages. • Electrification of Mahlathi village • RDP houses for Hlomela, Ndindani and Mahlathi villages.
20.	<p>Mavalani</p>	<ul style="list-style-type: none"> • Clinic • Water tanks/2 reservoirs • Sports Centre • Tar Road • Library • Community Hall • RDP House • Electrification of Extensions

	<p>Bon'wani</p> <p>Mbatlo</p>	<ul style="list-style-type: none"> • Renovation of Pfluxetani Primary School • Dam for cattle • High mast light • Tarring of the main road • Culvert bridge at Siribagwema • RDP Houses • Primary School • Fencing of water reservoir premises • Dam for animals • Water reservoir • Renovation of Mafanele primary school • Community Hall • Electrification of the village extension • Culvert bridge to the cemetery • Public transport shelters • Deep of cattle • Tarring of the main road.
21.	<p>Ngove</p> <p>Dzingidzingi</p> <p>Kremetart</p>	<ul style="list-style-type: none"> • Library • Grading of internal streets • Sports center • Internal streets • Construction of a bridge at Hamaskraal • Clinic • Grading of internal streets • Robot needed • Wall fence needed around the suburb • Debushing of the area • Speed humps at Nyala road • High mast light • The clinic should be brought back • Address overcrowding at Dombeni properties • Fix overloaded sewage pipes • Seal potholes
22.	<p>Shikhumba and Shawela</p>	<ul style="list-style-type: none"> • Conversion of Shikhumba clinic into a health center • D3851 road from Shawela to Shikhumba • Community Hall • Dam for livestock • Reservoir • Renovation of RDP houses

		<ul style="list-style-type: none"> • Additional boreholes • Renovation of Khwezu and Leleni primary schools • Electrification of the extended village • Construction of a taxi rank
23.	<p>1. Nsavulani</p> <p>Mushiyani</p> <p>Kheyi</p> <p>Guwela</p> <p>Mbhedlhe</p>	<ul style="list-style-type: none"> • Renovation of Manghezi School including the administration block. • Paving of access road from the tar road to internal streets. • Water reticulation • Culvert bridge to Faza primary school • Mobile clinic • Community Hall • Energize the high mast light. • Access road from Mushiyani to Xitlakati • Renovation of Chameti High School • Electrification of the village extension • Refurbishment of boreholes • Grading of internal streets • Tarring of the road from Mageva to Makhuva • Culvert bridge to the cemetery • Access road from Kheyi to Matsotsosela • Energizing of the high mast light • Add boreholes • Construction of RDP houses. • Upgrading of Nghilazi primary school • Reopening of Penny Secondary school • Culvert bridge to Nghilazi primary school • Energizing the high mast light • Reservoir • Water reticulation • Cattle dipping tank • Satellite police station • Reservoir and 5 jojo tanks
24.	Mageva	<ul style="list-style-type: none"> • Sports ground • Culvert Bridges • 6 Boreholes • Repair of Ukuthula Primary school • High mast light • Jobs • Classrooms at Nghonyama High School • RDP Houses • Community Hall

		<ul style="list-style-type: none"> • 220 RDP houses • Paving of main street • Level 4 and 5 training educators and stipend • Scraping of soccer pitches
26.	<p>Sikhunyani,Nkomo A</p> <p>Maphata</p> <p>Bambeni</p>	<ul style="list-style-type: none"> • Mobile clinic • Renovate Sikhunyani Secondary School • Renovate Mhlanganisweni Primary School • Water and Sanitation • Community Hall • Library • Community Hall • Sports Center <ul style="list-style-type: none"> • Upgrade the from gravel to tar(Nkomo to chamriri) • Culvert bridge at Bela-hi-moya extension • Clinic • Community hall • Renovate Phayizani primary school • Sports center <ul style="list-style-type: none"> • Clinic • Community Hall • Library • Sports Center • Completion of the tar road • Increase water reticulation capacity
27.	<p>Xitlakati</p> <p>Khashane</p> <p>Matsotsosela</p>	<ul style="list-style-type: none"> • Sports ground • Library • Culvert Bridge • Tar road • Water provision <ul style="list-style-type: none"> • Sports ground • Library • Culvert Bridge • Tar road • Water provision <ul style="list-style-type: none"> • Community Hall • Library • Culvert Bridge • Tar road • Water provision
		<p>Re-gravelling of internal streets</p> <p>Re-gravelling of internal streets</p> <p>Re-gravelling of internal streets</p>

		<ul style="list-style-type: none"> • Toilet at the graveside • Paving of internal streets
30.	<p>Nkuri-Zamani</p> <p>Nkuri-Shirilele</p> <p>Nkuri-Tomu</p>	<ul style="list-style-type: none"> • Upgrading of taxi route from gravel to tar • Electrification of the extended village • ECD • High mast lights • Blading of internal streets • Electrification of the extended village • High mast lights • Toilets • RDP houses • Culvert bridges • Community hall • Access road to Jimu • Electrify the extended village
31.	<p>1. Mapayeni</p> <p>2. N'wakhuwani</p> <p>3. Vuhehli</p>	<ul style="list-style-type: none"> • Tarring of the main road • Community hall • High mast light at Edward Homu High School • Library • Sports Centre • Dam • Electricity at mnyangani at mnyangani • Tarring of the main road • Clinic • Community Hall • Library • Sports Centre • High mast light • Main Road tarring • Water • Clinic • 3 High mast lights • Library • Three phase electricity • Boreholes • Renovation of Vuhehli Primary and Hlovani High Schools • 2 Bridges to Hlovani • Deeping place for cattle.

