



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

Greater Giyani Municipality. Integrated Development Plan 2018/19

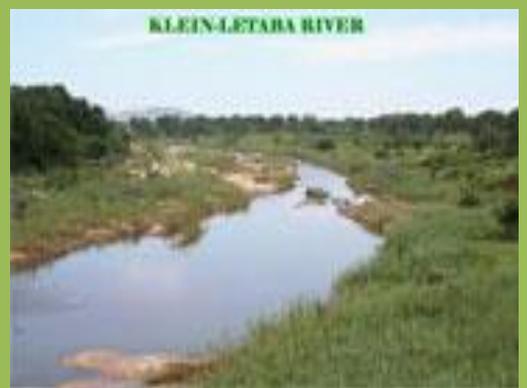
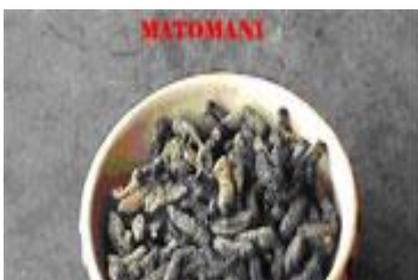


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MAYOR'S FOREWORD

For the Greater Giyani Municipality to ensure 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.

Noting that the IDP does not only inform municipal management, but is also supposed to guide the activities of any agency from the other spheres of government, corporate service providers, NGO`s and the private sector within the municipal area.

Given the legislated parameters and imperatives of the IDP, municipality embarked on a consultative process within very stringent timeframes to elicit the necessary input from various communities, to inform the compilation of this IDP. Emanating from this consultative engagement, the municipality was able to pick a basket of developmental issues which remain endowed to our communities ranging from roads, water, electricity, sanitation, housing, access to health facilities, sporting amenities, crime, unemployment etc.

These issues also find expression in the National Development Plan, the diagnostic document which points out that “while we have made some progress in reducing poverty, poverty is still pervasive. Millions of people remain unemployed and many working households live close to the poverty line”.

Critical to the legislated parameters, is the Local Government Municipal Systems Act 32 of 2000, in particular, Chapter 5 which states that a municipality must undertake developmentally-oriented planning so as to ensure that it-

- a) Strives to achieve the objectives of local government set out in section 152 of the constitution;
- b) Give effect to its developmental duties as required by section 153 of the constitution.

For the municipality to monitor its performance for the realisation of projects and programmes outlined in this IDP, Chapter 6 of the Local Government Municipal Systems Act requires that all municipalities must develop a performance management system which will monitor the implementation of the IDP. The municipality in line with this legislated imperative, has developed an annual operational plan which outlines the Service Delivery Implementation Plan (SDBIP). The SDBIP indicates projects and programmes which are to be implemented per KPI within the IDP in the current financial year.

Therefore, the municipality had endeavoured, as required, to align the IDP process with the budget and the SDBIP.

As the current council is nearing the end of its term, we are proud to hand over the baton of governance to the incoming council, to take over from where we have left and for it to continue enhancing the level of service delivery for the betterment of our people.

Together moving South Africa forward.

Cllr. Mathebula S.S

MAYOR

Municipal Manager

In spite of the current world economic meltdown, we at the Greater Giyani Municipality are proud to state that we have managed to soldier on enhancing the quality of life of the citizens of the area.

With the meagre budget we have had, we managed to electrify more than 3 000 household. We have also managed to upgrade more than 20 km of gravel road to surface, which has gone a long way to improve transportation and also improve the economic development of Giyani.

In view of the greatest spatial shortage that we have been facing over the years, it is soothing to announce that we are nearing the completion of the second and final phase of the civic center building. This will alleviate the community's frustration of locating municipal offices which are currently scattered around the civic center, LEDA building, and the former UNIGAZ offices. Without doubt, the center will be complete by the end of 2018.

In terms of good governance, we are proud to announce that we maintained last financial year's qualified audit opinion. In this way, I would like to indicate that we have survived very negative audit opinions before. However, we cannot express contentment as we intend improving greatly on the current opinion. The best would be an unqualified opinion.

May I indicate that we have achieved all this with the greatest assistance of the community through the public participation programs we have had through the financial year. The greatest partnership we have had with the community should continue until time immemorial.

In conclusion, we wish to announce that we have emerged the best municipality in Limpopo regarding the expenditure of the municipal infrastructural grant. This has necessitated the provincial treasury to allocate us a bonus of 10 million rand. The amount allowed us to speed up the conclusion of some projects.

Municipal Manager
Chauke M.M

Executive Summary

The Integrated Development Plan of the municipality has been developed within an approved IDP framework and process plan 2018/19. 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 2018 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 (2018/19) 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 2017/18. 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
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

Role-player	Roles
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 2017/18 IDP AND DEVELOPMENT OF 2018/19 IDP/BUDGET PROCESS PLAN.			
NO	DATE	ACTIVITY	RESPONSIBILITY
1.	28/06/2017	1) Approval of SDBIP 28 days after approval of budget.	Mayor.

2.	15/07/17	2) Finalization and signing of performance agreements (by senior managers).	Municipal Manager & Corporate Services
3.	01/07/17/31/08/17	Development of draft IDP/budget process plan	Development planning& BTO
4.	15/08/2017	Draft process plan submitted to IDP and Budget Steering Committee	Development planning& BTO
5.	17/08/2017	Draft process plan submitted to Portfolio Committee	Development Planning & BTO
6.	22/08/2017	Special presentation of the Draft Process Plan to all Councillors	Development planning & BTO
7.	17/08/2017	Advertise Draft Process Plan	Strategic planning& BTO
8.	22/08/2017	Process plan submitted to REP forum meeting	Development planning
9.	25/08/2017	Final Process Plan submitted to EXCO	Development planning
10.	30/08/2017(Special Council)	Final IDP/Budget Process plan to submitted to council for approval	Council services
02 ANALYSIS AND STRATEGY DEVELOPMENT PHASE			
11.	01-30/09/2017.	Confirmation and analysis of community needs submitted previous financial year	IDP office
12.	04/09/2017-30/11/2017	Development of Ward Profiles/and status quo analysis Training of ward committees' and CDW	Public participation and development planning
13.	20/09/2017	Review of quantitative analysis per Sector	IDP office
14.	29/10/17	Second quarter report submission to council	Municipal manager
15.	21/10/2017	Submission of reviewed analysis to IDP steering committee	All Departments
16.	31/08/2017	Submission of annual performance report and AFS to Auditor general	Municipal manager office
17.	23/11/2017	IDP /Budget Steering Committee Draft Annual and Report	Development planning

18.	09/01/2018	Draft Annual report submitted to portfolio committee	Portfolio Committee
19.	16/01/2018	Draft Annual report submitted to EXCO	EXCO
20.	31/01/2018	Tabling of Draft Annual Report) to council for adoption. Submission of annual report to MPAC for oversight and public participation.	COUNCIL
21.	14/12/2017	Draft Analysis Phase presented	Steering Committee & IDP office.
22.	19/12/2017	Draft analysis phase presented to portfolio	Planning and development
23.	22/12/17	Draft analysis phase presented to REP forum	Planning and development
24.	24/01/2018	Submission of mid-year report to council for adoption	Municipal manager office
25.	18-20/01/2018	Strategic Planning (Review of Vision, Mission, Organizational Structure and Strategies)	Development planning
26.	27-29/01/2018	Alignment of sector departmental strategies with municipal strategy	Development planning
27.	01/02/2018	Alignment with NDP and other government plans.	Development planning
28.	03/02/2018	Alignment with district plans and strategies	Development planning
29.	05/02/2018	Finalisation of all sector plans	Development planning
PROJECT PHASE			
30.	08/02/2018	<ol style="list-style-type: none"> 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.	18/02/2018	<ol style="list-style-type: none"> 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.	20/02/2018 to 3/03/2018	Ward Public participation for 2016/17 financial year. Meetings in all clusters.	All managers/directors All Councillors and all stakeholders
33.	22/02/2018 to 11/03/2018 25/02/2018	Identification of projects (own, MIG, Grant Funding and Sector Departmental Projects) Tabling of 2017/18 adjusted budget(special council)	IDP, Management MM Council
34.	28/02/2018- 30/04/18	prioritization of project	All managers & All councillors
INTEGRATION PHASE			
35.	01/03/2018 to 14/03/2018	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 • By-laws • All budget related policies 	management All councillors Relevant stakeholders All departments
APPROVAL PHASE			
36.	07/03/2018	Request for advert for IDP rep forum and advert of 21 days public consultation and 14 days publication of adopted IDP	Development Planning
37.	07/03/2018	Draft IDP/ Budget 2018/19 submitted to steering committee	IDP/ BUDGET Steering Committee

38.	10/03/2018	Draft IDP/ Budget 2018/19 submitted to joint portfolio committee	Portfolio Committee of planning & development and BTO
39.	16/03/2018	Briefing on the Draft IDP/Budget 2018/19	BTO & development planning
40.	21/03/2018	Rep Forum (Draft IDP/ Budget 2018/19	Development Planning
41.	12 /03/2018	Draft IDP/ Budget 2018/19 submitted to EXCO	EXCO
42.	31/03/2018	Draft IDP/ Budget 2017/18 submitted to council. Adoption of oversight report on annual report for 2015/16.	Council
43.	01/04/2018	Advertise for 21 days for public comments	Development Planning
44.	18/04/2018	Mopani public participation programme	MDM and GGM
45.	06/05/2018	Final IDP/ Budget 2018/19 submitted to REP forum meeting.	Development planning
46.	14/05/2018	Final IDP/ Budget 2018/19 submitted to portfolio committee	Development planning
47.	17/05/2018	Submission of final draft IDP/BUDGET 2017/18 to EXCO.	Development planning
48.	30/05/2018	Final Draft 2018/19 IDP/budget submitted to council for adoption	Municipal managers office
49.			
50.	24/06/2018	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 2018/19.

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 areas comprising of +93 villages. Giyani town is the largest center of population concentration, employment opportunities, shopping and recreational facilities.

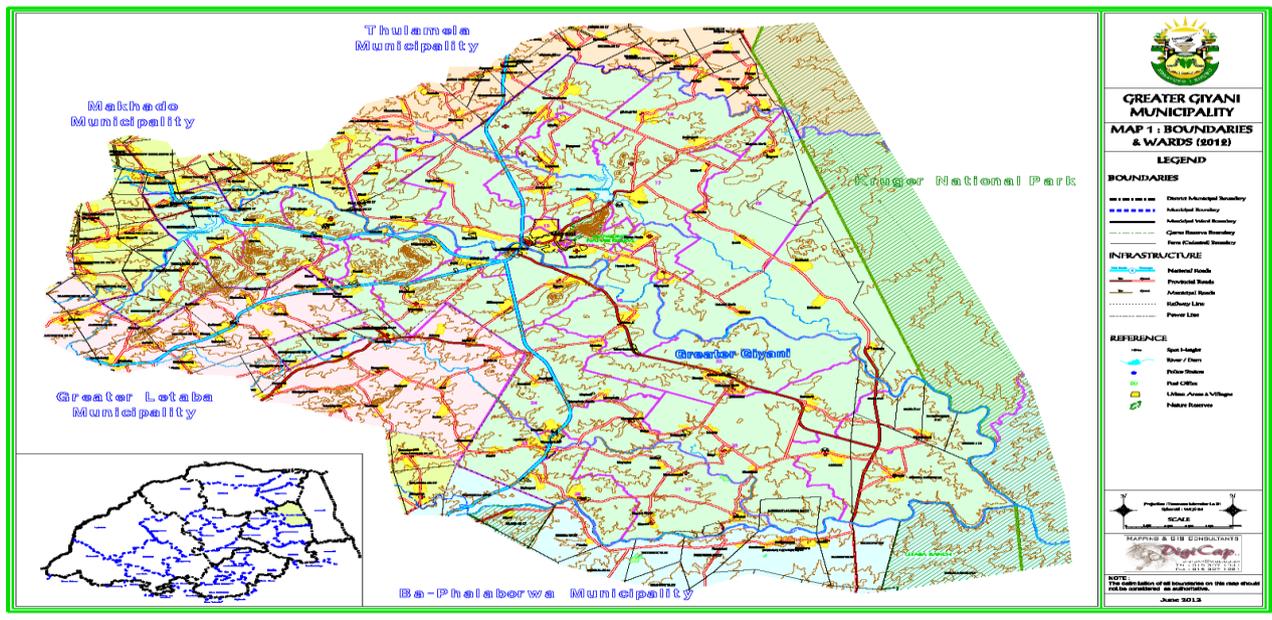
Map 1 below displays the spatial layout of the municipality. indicating wards boundaries and boundaries which the municipality shares with neighboring municipalities. The new demarcations has the Shingwedzi camp with into ward 19; that on its own has cost implications in relation to the provision of services, but on a positive note it provides Giyani to become a strategic stakeholders in the International known 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 2014

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)

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 , 2001& 2011by Gender and Age						
	Gender	2001	%	2011	%	2011
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	244 217	100	256 300

(STATSA, 2011)

1.1.5. Level of Education

The majority of people in the age groups 5 to 24 years, did attend school in 2007 (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 2001 and 2007. 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 1996 to 31 636 (60.4%) in 2001. 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 2007 to 78.04% in 2011. The percentage of people earning less than R400 per month did increase tremendously (the number of persons doubled from 5764 in 2007 to 18631 in 2011) 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

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 insinuations. 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.

1.2.1.2 Settlement Patterns

Giyani population is concentrated in 94 rural villages and 7 townships. 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 35kms 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
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.

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 2017).**

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

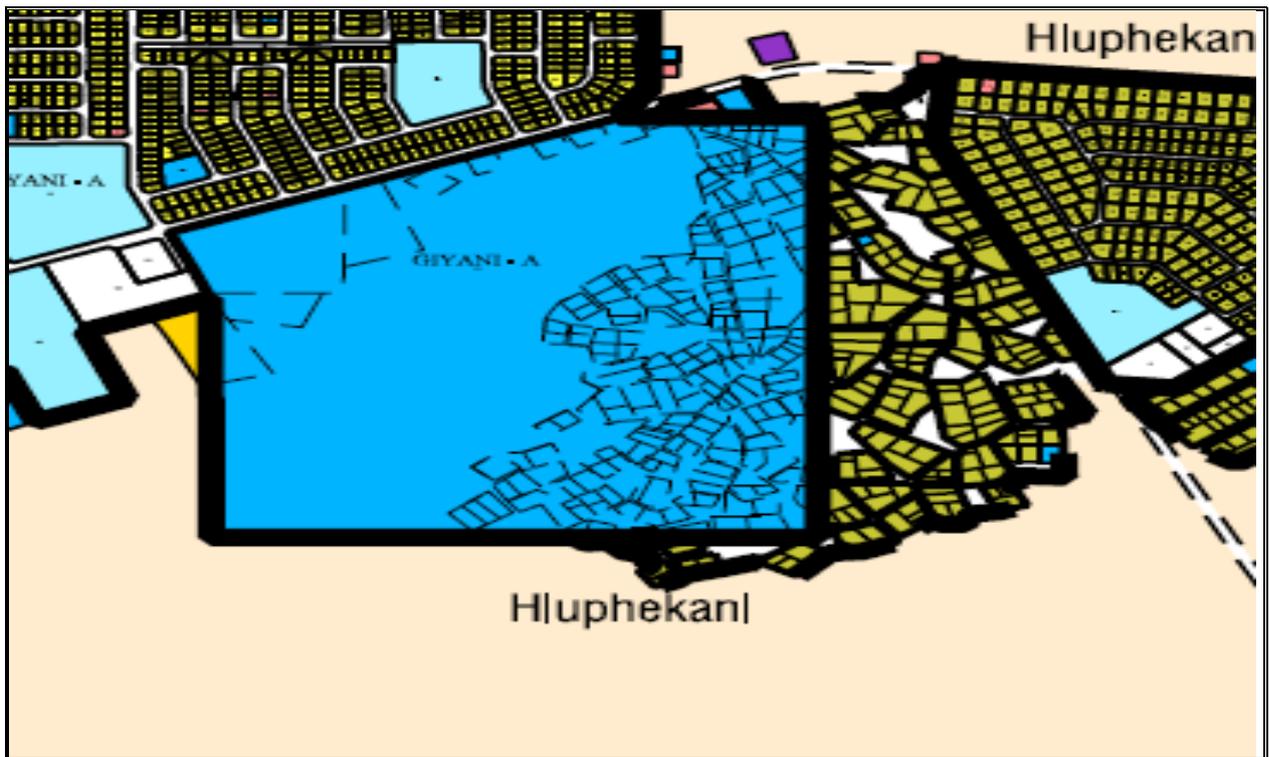
Challenges that the Land Claims Commission is faced with are as follows:-

- 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.

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.

Map 2: informal settlements on proclaimed land



(Source: GGM LUMS)

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 LUMS has been advertised and approved and is yet to be promulgated.

1.2.1.7. SDF and LUMS

The municipality has adopted its SDF. 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 LUMS

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 November 2013, the planning tools were noted as critical:

- Geographic Information System (GIS)

- Land Use Management Scheme (LUMS)
- Spatial Development framework(SDF)
- Information Management Systems (IMS)

The LUMS 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 LUMS was open spaces which have not been designated.

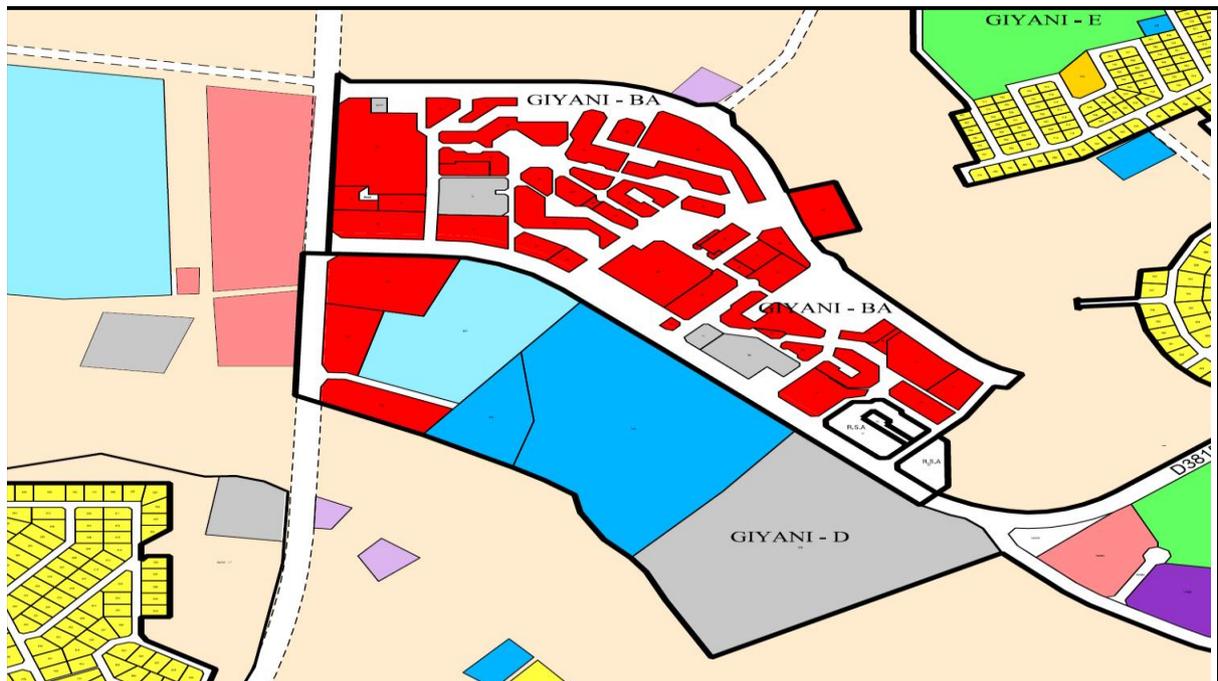
1.2.1.7.1. Promulgation of LUMS

The promulgation of LUMS needs to meet the following requirements:

- 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 LUMS 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 LUMS 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.

1.2.1.8.2. Private/Tribal Authority land for development

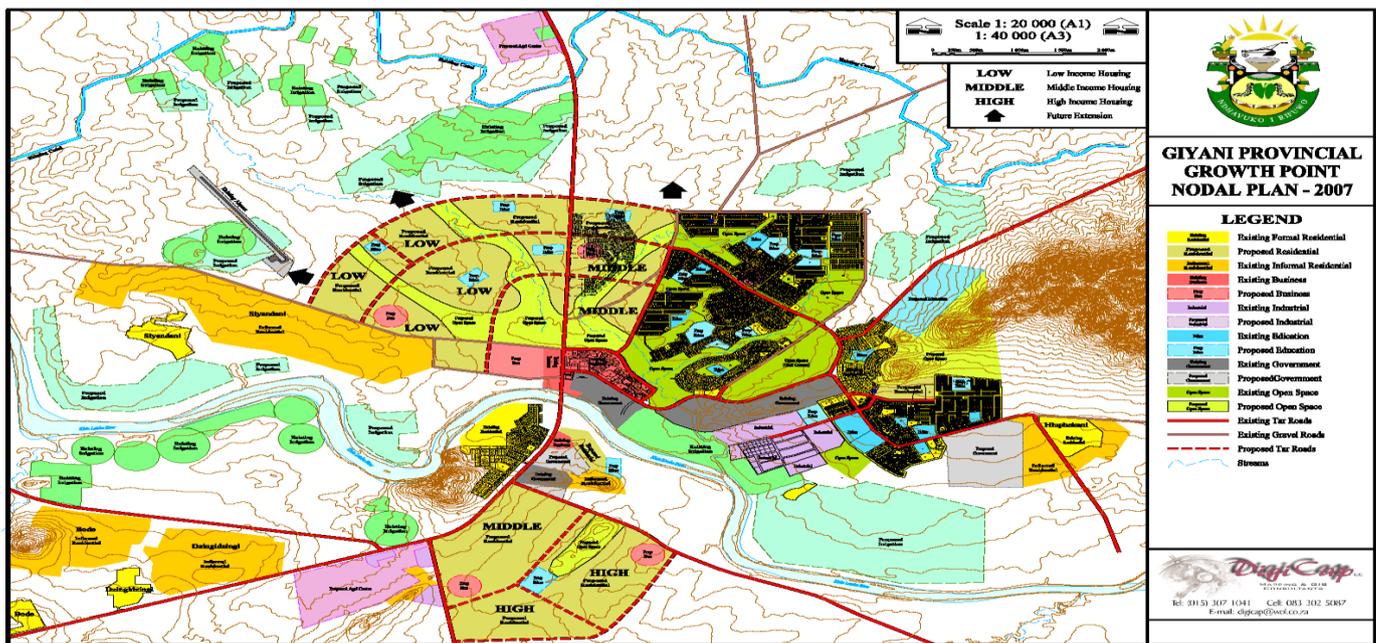
The land which is situated adjacent to the CBD is strategically located for both residential and business purposes. The municipality is in the process of developing the infrastructure master plan which will assist to develop the land. Currently negotiations are going on between the municipality and traditional 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.



Map 4: Strategic land for Development

Source: GGM Land Use Management 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 deposits of silica around the Muyexe area.

c. Terrain

Greater Giyani is a low-lying area with the abundance of Mopani and Maroela 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 velt 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.

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.

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	STRATEGIC PLANNING AND ECONOMIC 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

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.

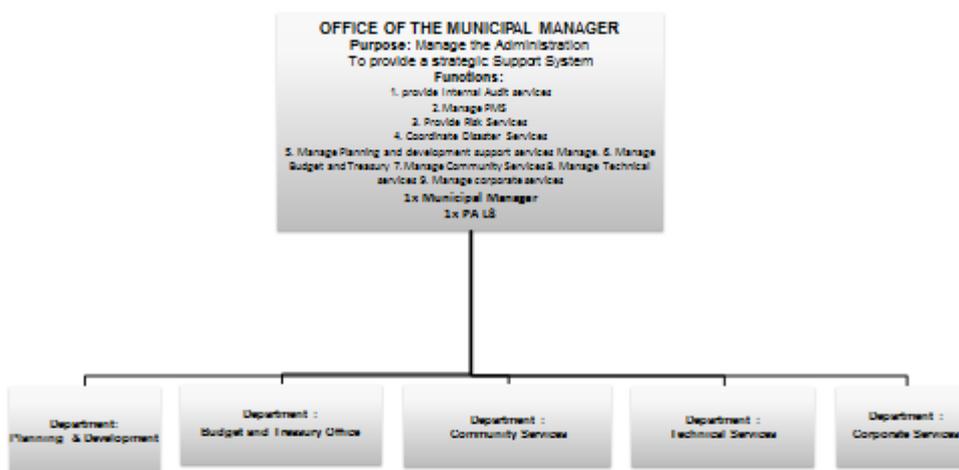
Section 79 of the MSA provides for committees of council reporting directly to the council, in accordance with the terms of reference of such committees as developed by the council. Such committees, because of direct reporting lines to council, are best suited to do oversight in the municipality, not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

The Greater Giyani Municipality has established the MPAC and a chairperson has been appointed on full time bases. Members of the MPAC are 8.

The committee has quarterly meetings, and an admin officer has been appointed to support the office. A position of a researcher has been included during the strategic planning session to ensure effective and efficient functionality of the office. The committee has assessed the annual report for 2018/19 and also engaged in a public participation session in that regard.

1.2.2.4. Administrative Structures

The municipal organizational structure is headed by the municipal manager who is supported by directors.



1

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

1.2.2.5. Mandate, Powers and Functions

The Greater Giyani Municipal Council is a category B Municipality which consists of 60 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 parlour 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.

1.2.2.6. Employment equity

Table 14: Employment Equity

Number of women in top and middle management.	4	
Disabled	0	
PDI	Employees	
	Males	Females
	163	178

1.2.2.7. Retention Policy

Retention policy is in place.

1.2.2.8. Skills development plan

The position of a skill Development Facilitator is filled and a Work Skills Development Plan 2016/117 to 2018/19 is in place and implemented as follows:

Table 15: Skill Development Plan for 2018/19

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

1.2.2.9. 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 draft PMS policy only addresses the performance of the organizational and S57 managers. SDBIPs for 2018/19 was signed and submitted to COGHTA as per MSA 32 of 2000. Performance report has been submitted on quarterly bases, and Mid-year report 2017/18 was approved by 25th January 2018 and submitted to COGHSTA. The performance audit committee has been appointed by council.

1.2.2.10. 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.

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 (2016), 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
Nwakhwani		D (south)		Khani	5 595
Vuhehli	1 890	Sikhunyani	4 831	Basani	2 587
Savulani	2 380	Ngove	6 280	N`Wamakena	3 737
Shikhumba	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	Muhlahandlela	2 643
Phalaubeni	2 210	Gidja (loloka)	1 420	Ximausa	3 129
Mushiyan	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		Zava	5 677		
Mavalani		Khanxani	2 910		
Bon`Wani		Shitlakati	2 060		
Mbhatlo		Matsotsosela	2 302		
Shivulani		Mzilela	1 150		
N`wazekudzeku		Mayephu	1 940		
Mninginisi b/1 & 2					

Source DWS 2016.

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 2011. 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 2016.

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.

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 (22.5% in 2011) without ventilation while others have no sanitation facilities at all (54.9% in 2011). 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, 2011

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 2018 – 2020 (UNITS)

2018/20		2018/20	
Mageva (done)	461	Ngove done	589
Noblehoek(done)	20	Makosha done	299
Bode(done)	380	Mavhuza	57
Botshabelo(done)	154	Mnghonghoma done	86
Maphata(done)	100	Daniel in progress	50
Phalaubeni(done)	91	Loloka in progress	57
Blinkwater (done)	218	Hlaneki done	196
Nsavulani(Done)	170	N’wamankena done	93
TOTAL: R19 128 000	1594	TOTAL: R17 124 000	1427
2018-2020			
Xawela	117	Mbhedlhe	30
N’wadzekudzeku	120	Khakhala	34
Mayephu	16	Guwela	32
Xikukwani	800	Bon’wana	30
Shikhunyani	30	Basani	33
Matsotsosela	28	Homu 14C	509
Ndhambi	170	Thomo	300
Shivulani	31	Nkomo A	19
		TOTAL: R25 680 000	2140

Table 20: GGM PROPOSED ELECTRIFICATION PROJECTS FOR 2018 – 2020 (Units)

2018-20			
Gon’on’o(done)	58	Ndhengeza(done)	216
Makhuva(done)	610	Mphagani(done)	87
		TOTAL: R11 652 000	971
2018-2020			

Dingamanzi	73	Gandlanani(done)	257
Phikela	66	Shimange	10
Mbaula	167	Rivala	35
Silawa	38	Shikhumba	195
Maswanganyi	76	Vuhehli	43
Mninginisi B3(done)	308	Bambeni	188
Mbatlo	30	Mhlava-Willem	50
Kheyi	20	Mzilela	24
Ndindani	14	Ximawusa	27
Gawula	76	Mushiyanni	40
N'wakhuwani	10	TOTAL: R16 296 000	1308
2018-20			
Risinga	723	Mahlathi	26
Ntshuxi	15	Hlomela	11
Xitlakati	48	Khaxani	31
Shivulani	31	Sekhiming	119
Siyandhani	11	Babangu	19
Nkomo B	16	NkomoC	7
Dzingidzingi	56	Mninginisi B2	13
Muyexe	88	Xawela	117
Mapayeni	60	TOTAL: R19 296 000	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 2011/10 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 functional; there is a need for construction of the new site and closure of the old one. Fencing is completed and this financial year, the second phase will commence.

Table 22: Refuse Removal

Households	2011	%	2016	%
Munic Weekly	5302	10.1		12.9
Munic 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

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 can be seen as 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 2000 floods. This problem persists during rainy period. There are township establishments in GGM. Currently Department is building houses (RDP) within existing stands in the villages. No Middle income township establishment in the municipality.

Table 24: Types of dwelling DWELLING 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/flatlet 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

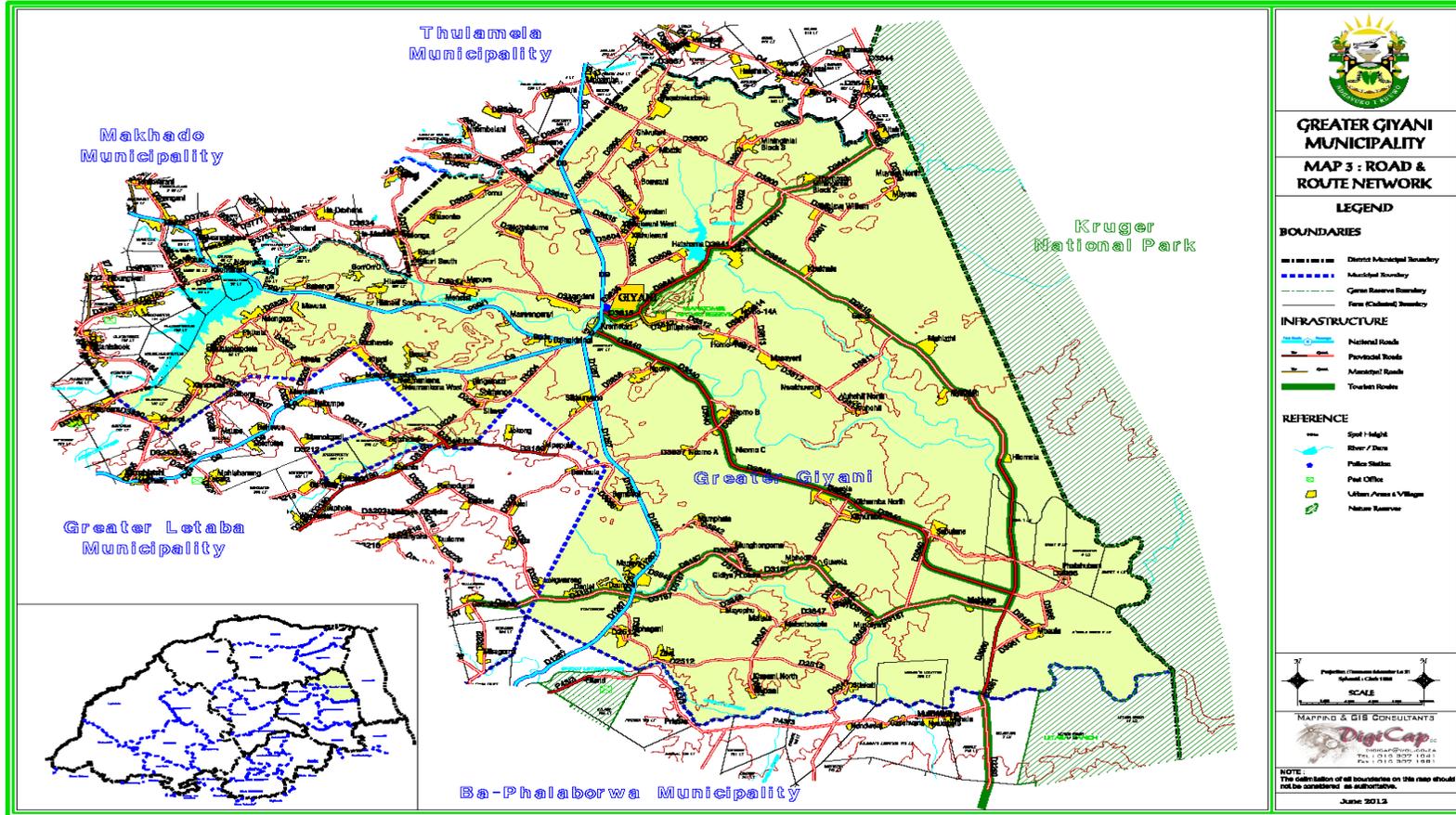
Statssa 2016

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 **2000** has been repaired. What remains now is for provisions to be made to ensure that they are maintained regularly. Most of the roads need rehabilitation and maintenance and bridges need to be repaired. Giyani has **79km** of provincial tarred road and **608km** of gravel road.

1.2.3.5.2. Strategic Road network: Map: 5



Source: GGM SDF 2013

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	Makgakgapatse - Mushwani junction	38
D1267	Kremetart - Constatia(D2512)	32
D3815	Masingita - D3641	4
D3812	D3815 – Vuxakeni	3
D3641	D3815 –Giyani college of education	2
	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.	10
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(planning in progress)	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 – Nakampe	9
D3983	D1267 – Bambeni tarred	6

Total	606.8
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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.

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. The buses serving the area are augmented by long distance buses which are either privately owned, ferrying passengers from Giyani to Gauteng. 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 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	911	0.4
Bus	2686	1.1
Car Driver	2952	1.2
Car Passenger	3561	1.5
Minibus/Taxi	5709	2.4
Motorcycle	188	0.1
NA	116349	49.0
Foot	104445	44.0
Other	359	0.2
Total	256 300	100

Stats SA, 2011

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 is

currently being rehabilitated and some funds have been set aside to upgrade the station to be a grade A testing station which will also test heavy duty vehicles like trucks and buses.

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.

The Department of Transport has indicated that a transport facility to the amount of R150 million will be built in Giyani. This will serve as a taxi and bus rank with chain shops. Presently the project is at a design stage and the only challenge is land where the facility will be built. However, the site has been identified for this purpose.

1.2.3.6. Safety and Security

The municipality has two police stations, with 03 satellite stations: Dzumeri, Makhuva and Bend store. The two police stations are up to standard. However more staffing is 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
- Housebreaking

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 30 ABET centers and 98 ECD centers.

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. A 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.

The municipality is having 10 sport centers, namely:

- ❖ Dingaan Peter Rikhotso(to be refurbished)
- ❖ Amon Nghulele
- ❖ Mavhuza
- ❖ JB Chauke
- ❖ Mzilela
- ❖ Thomo
- ❖ Mapuve
- ❖ T P Khuvutlo (to be refurbished)
- ❖ Kremetart
- ❖ Muyexe
- ❖ Section E and Homu sport centers are currently in the implementation stage
- ❖ Shivulani (to be refurbished)
- ❖ Mageva (to be constructed in the 2017/18 financial year)

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 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 (to be constructed in the 2017/18 financial year)
- Mavalani library to be constructed in the 17/18 financial year.

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 community.

1.2.3.9. Arts and Culture

The municipality is having an arts and culture center which assists the community in art related work. However, the Centre is not fully utilized as there is no full time staff dedicated to the it. The center will be up facelifted in the next financial year.

1.2.3.10. Heritage Sites

The municipality currently has one declared heritage site which is Baleni. It is found 30 km from the Giyani town, which has natural phenomenon e.g. natural salt and hot water spring. 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 which assist the community in accessing various government services. 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	1	8	2. Ndhengeza	1	11
3. Nkuri	1	11	4. Ntluri	1 act.	8
5. Basani	1 act.	15	6. Hlaneki	1 act.	11
7. Loloka	1 act.	10	8. Ratanang	1	7
9. Sekhimini	1	10	10. Ngove	1 act.	11
11. Kremetart	1	12	12. Bochabelo	1 act.	9
13. Nkomo	1	12	14. Kremetart Mobile	1 act.	12
15. Xitlakati	1	7	16. Zava	1 act.	9
17. Makhuva	1	13	18. Kheyi	1	8
19. Matsotsosela	1 act.	7	20. Shikhumba	1	9
21. Shivulani	1 act.	11	22. Muyexe	1 act.	9
23. Mhlava-Willem	1 act.	11	24. Khakhala-Hlomela	1 act.	10
25. Thomo	1 act.	14	26. Mapayeni	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	1 2 act.	38
31. Dzumeri Health Centre	3 act.	37	Total: Permanent OPM = 14		

Acting OPM	= 20
Nurses	= 386

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

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.

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.

Most cases are not promptly addressed as communication systems to ambulances are stifled by the lack telecommunication aerals.

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.

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
- SDF not adequate to assist environmental restrictions
- Lack of security on municipal properties, such as boreholes
- Lack of resources
- Heavy rainfalls
- Poor storm drainage system.

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 and 26.

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.

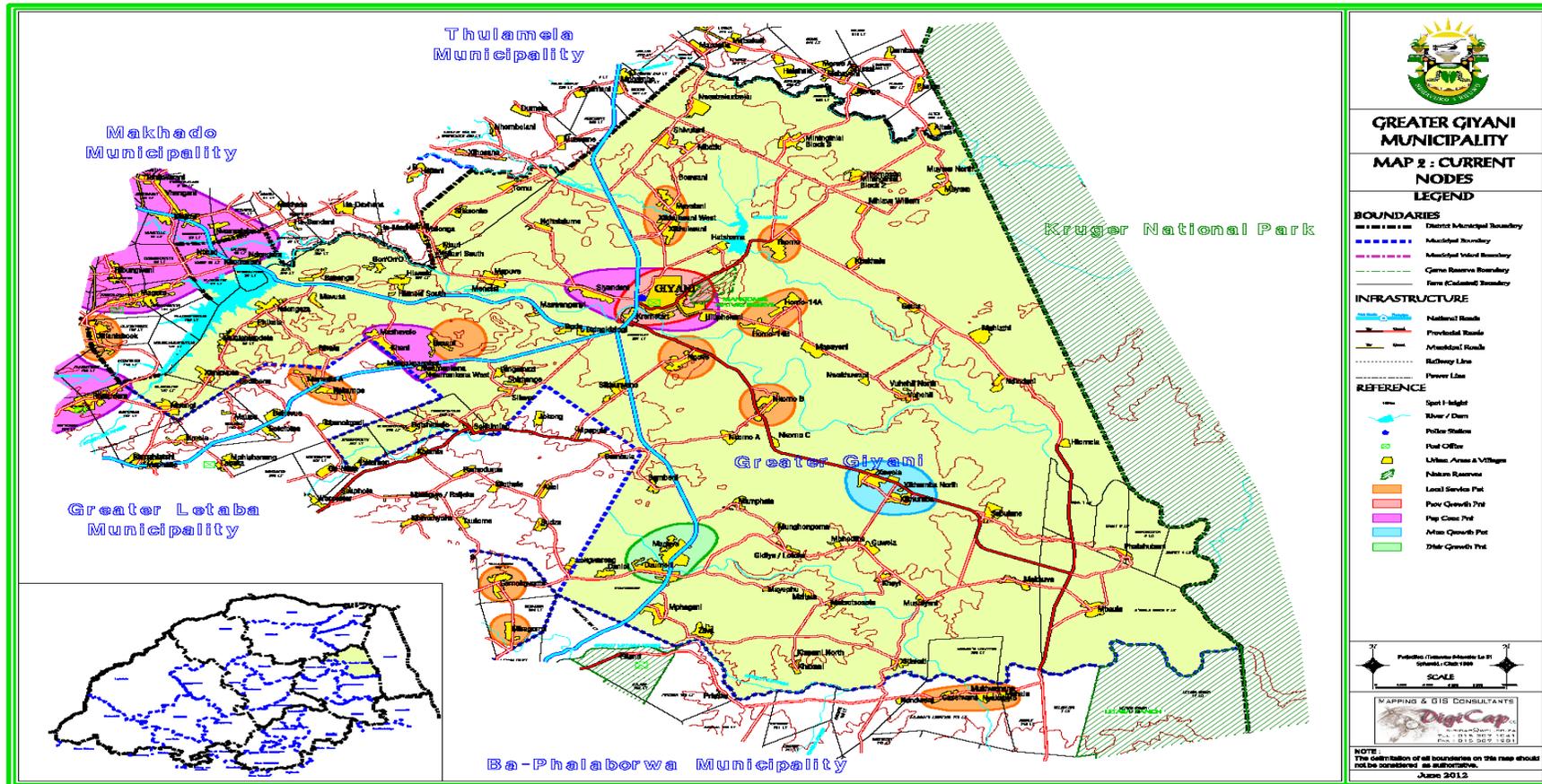
Table 30: Economic Growth points

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 noted are all tart. There is still a need to unlock economic potential activities within the identified notes. 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 2013

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.

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.

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 450 beds distributed amongst 30 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.

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 grater Giyani economic summit identified several projects that need to be explored and implemented as per LED strategy implementation plan.

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, Ned bank and Capitec Bank.

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.

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

1.2.5. KPA 5: FINANCIAL VIABILITY

1.2.5.1. Financial Overview and budget performance

The municipality's financial viability is reliant on budget performance of the municipality, meeting planned targets in terms of income and expenditure and skills competency within the budget and treasury department.

Revenue collection target was **R222.9m** and actual achieved R201.8m for 2017/18, Operational Expenditure target: was R156m and actual achieved R153m, Capital Expenditure target was R78m and actual capital expenditure R73.1m achieved (Total Amount for Roll over: MIG: R10.7m), Debtors Accounts: R89m (2016/17), R89m (2018/19)

The municipality's budget performance over the years is as follows:

Table 31: Budget performance 2017/18

Table 31: Budget performance 2016/17 to 2017/18

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 2017/18 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 2015/16	ACTUAL 2016/17	ACTUAL 2017/18
To improve financial management systems to enhance revenue base	Operational expenditure	211 638 263	286 355	353 781 970
	Capital expenditure	136 583 819	185 587 768	217 924 270
	Revenue collection	9 490 000	8 450 000	11 450 000

Table CC indicates that there is a need for the municipality to develop strategies that will improve on capital expenditure and project management. The Operation expenditure is slightly high due overtime expenditure and disaster occurrences.

Table 32: Income (Types of grants)

Type of source	Projected budget 2016/17 '000	Projected 2018/19
Equitable Share	286 355 947	0
Financial Management Grant	0	0
Municipal Systems Improvement Grant	0	0

Municipal Infrastructure Grant		
National Electrification Grant	R20M	R11M
Transfers from District	0	0

1.2.5.3. Debtors Account

Table 34: Debtors Account

Financial Year	'000
2007/8	47,468
2008/9	67,453
2009/10	74 454
2010/11	39 297
2011/12	73 759
2012/13	76 812 795
2013/14	88 589 089
2014/15	92 696 100
2015/16	96 756 000
2016/17	101 234 000

1.2.5.4. Revenue sources

The following revenue sources are ranked per their performance for 2018/19

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
Use of sport-fields	22
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
Use of sport-fields	22
Use of caravan park	21

Use of sport-fields	22
Use of golf course	23
Sewer connection	24
Water connection	25
Escort fees	26
Market rental	27
Re-issue of statements	28
Clearance certificate	29
Public phones – containers	30
Sale of refuse bins	31
Use of libraries	32
Public phones - loose	33
Other income	0

1.2.5.5. Tariffs on free Basic Services

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

						2017/18	2018/19
Water	1-6KL (free)	“	1-6KL (free)	“	0-6Kl free basic	R3.88	R4.61
	7-12KL (1.20)	“	7-12KL (1.35)	“	6-12Kl R1.50	R4.09	R5.09
	13-40KL (1.25)	“	13-40KL (1.43)	“	12-40Kl R1.59	R4.34	R5.15
	41-80KL (1.72)	“	41-80KL (1.55)	“	40-80Kl R1.72	R5,05	R6.00
	>40KL (2.50)	“	>40KL (2.10)	“	80Kl and above 2.33	R5.95	R7.50
Electricity	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sanitation (sewerage)	0	0	0	0	0	0	0
Refuse removal	N/A	N/A	N/A	N/A	N/A	N/A	

Financial 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)

1.2.5.5.1. Other policies and budget related Policies

Table 38: Other financial policies and their status 2018/19

POLICY NAME	POLICY NATURE	STATUS
Investments	Policy	Approved
Petty cash	Policy	Approved
Property rates	Policy	Approved
Donations	Policy	Approved
Purchasing and payments	Procedure	Approved
Subsistence and travel - Councilors	Procedure	Approved
Subsistence and travel - Officials	Policy	Approved
Draft care management policy	Policy	Approved
Supply chain management	policy	Approved
Remuneration policy	Policy	Approved
Draft PMS policy	Policy	Approved
Draft risk management policy	Policy	Approved
Draft internal security policy	Policy	Approved
Asset disposal	Policy	Approved
Bank and cash policy	Policy	Approved
Recruitment policy	Policy	Approved
Telecommunication policy	Policy	Approved
Conditions of service policy	Policy	Approved
Car allowance policy	Policy	Approved
ICT policy	Policy	Approved
IT systems operations and security	Policy	Approved
Credit control and debt collection	Policy	Approved
Draft payroll policy	Policy & procedure	Approved

Placement policy	Strategy	Approved
Fleet management policy	Policy	Approved
ICT equipment policy	Policy and procedure	Approved

1.2.5.6. Vat Recovery

Recoveries for the past financial year stand at R17, 340,000. This is an indication of the municipality sound financial management

1.2.5.7. 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.

1.2.5.8. 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.

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.

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 2016/17 financial year.

Financial Year	Opinion
2012/13	Disclaimer
2013/14	Adverse
2014/15	Qualified
2015/16	Qualified
2016/17	Adverse

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 2016/17 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.

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.

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. wheel chairs, walking sticks and hearing aids
- Housing
- Access to government facilities and services.

1.2.6.6. **Portfolio Committees**

The municipality has established portfolio committees headed by political heads. 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
- Nsami
- Middle-Letaba
- Chamiriri
- Man'ombe

It must however, be noted that such an arrangement will be changed in case the wards change.

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

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

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	RIVALA Access Bridge Additional Class Rooms Blading of Internal streets Apollo Lights	PHIKELA Blading of internal streets Apollo Lights Water Regravelling of Streets	MAVHUZA Refurbishment of Sports Centre Access Bridge Clinic Additional Boreholes

	Water reticulation	Water		Blading of internal streets Apollo lights
WARD 3	NDHENGEZA Community hall Apollo lights Culvert bridges Refurbishment of the post office Blading of internal streets Electrification of extensions	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
WARD 4 SHIMANGE	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	JIMU Connector road tomu to jimuz Blading of internal streets Pipeline to jimuz Jimuz clinic Apollo lights Community hall.	Additional blocks at jimuz-rhangani Upgrading of visiting point, water reticulation new extensions. Upgrading of siyandhani to jimuz to tomu road from gravel to tar.	

	Sanitation Apollo lights	Sport center, access to graveyard, electricity extensions			
WARD 6	HLANEKI Culvert bridge to graveyard Re-gravelling of internal streets Electrification of extensions Community Hall Apollo lights Tarring of main road Street lights in the new road. RDP houses	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 Community Hall Pay point	KHANI Apollo lights High School Tarring of the main road Water reticulation Blading of internal Streets Community Hall RDP houses Electrification of extension houses 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	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	DINGAMANZI Water Access road to Silawa High School Clinic School sanitation

	Earth Dams Electrification of extensions			Access to the Graveyard Earth Dams Electrification of extensions Community hall	Earth Dam Apollo lights Access road to graveyard ECD
WARD 9	HOMU 14 A	HOMU 14 B			
	1access bridge to graveyard 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.	Connector road to HOMU 14A Electrification of newsstands Reticulation of water pipes Appolo lights community hall			
WARD 10	Access road to the village from the main road Blading of internal streets Apollo lights Water Community Hall Access bridges	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	NKOMO C Boreholes Apollo lights Blading of internal Streets Earth Dam Visiting Point Primary School	NGOVE (part of it) Paving of internal streets. Electricity extensions Pay point Taxi rank and market stalls Sport center Library Sanitation graveyard Apollo lights Site development empty sites Poultry farming Ngove R12m	

				Egg production R8m
WARD 11	GIYANI SECTION E Maintenance of street lamps Sports Centre Extension of Giyani Graveyard Tarring of internal streets Rezoning of Parks Apollo lights Development of empty sites Naming of Streets Parking Space at Giyani Graveyard Plot for Xikongomelo Community Development Hospice Centre Speed humps	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		
WARD 12	SECTION A Development of parks Tarring of Nyagelani internal streets Apollo lights Maintenance of street lamps Development of empty sites	HOMU 14C Apollo lights RDP houses Sanitation Blading of internal streets Electrification of extensions Main road taxi route tarring		

	Enforcement of By-laws Speed humps			
WARD 13	GIYANI SECTION F Demarcation of Sites Apollo Lights Phase 3 Road Street Lamps Blading of Internal Street Water Sports Centre Gymnasium Rezoning of Parks Additional School	GIYANI SECTION D2 Street lamps Apollo Lights Water Rehabilitation of Giyani College Road Demarcation of Sites De-bushing between Section F and D2 Re-development of Golf Course	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
WARD 14	MAKOSHA Tarring of connector road from the main road from Giyani. Clinic. Water reticulation Electrification B9 Sanitation at graveyard Appollo lights	XIKUKWANI Electricity eco park. Access road to schools Refurbishment of boreholes Appollo lights Formalization of settlement,blading of streets,sanitation,recreation facilities,schools,	B9 (part of it) Water, sanitation/schools,appollo lights, Electricity,dermacation of graveyard	
WARD 15	N'WADZEKUDZE KU REFURBISHMENT OF BOREHOLES Water reticulation. Blading of internal streets	SHIVULANI Additional boreholes. Access road to clinic Access road to hanyanyani(bridge) Appollo lights Grand stand for the sport center.		

	Electrification extension Appolo lights			
WARD 16	MNINGINISI BLOCK 2 Apollo Lights Closing of potholes Water Access Bridge to the grave yard Electrification of Extension Additional Boreholes Building of Additional Classes Reticulation of Water pipes Access Bridges	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	
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.	GAWULA Boreholes addition. Jojo tanks	KHAKHALA Jojo tanks Additional boreholes	

	<p>Paving of internal streets. Opening of shangoni gate Appolo lights</p>	<p>Dipping tank One stop center Appolo lights</p>	<p>Appolo lights Connector</p>	
WARD 19	<p>MAHLATHI Access road to graveyard Tarring of the main road thomo to Giyani Appolo lights</p>	<p>SHINGWEDZI CAMP</p>	<p>HLOMELA Fencing of high school Electricity extensions Appolo lights</p>	<p>NDINDANI Access road to the graveyard. Community hall Satellite police station Appolo lights</p>
WARD 20	<p>MAVALANI Mavani clinic Upgrading of internal streets Apollo lights Electrification of extensions Completion of road from Xikukwani to N'wazekudzeku</p>	<p>BON'WANI Electrification of villages. Blading of internal streets Appolo lights Dermacation of sites</p>	<p>MBATLO 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>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>	

	<p>Apollo lights Site development empty sites Completion of Access road Construction of multi-purpose centre Upgrading of road between Sikhunyani and Ngove villages. Construction of an alternative road to Giyani.</p>				
WARD 22	<p>XIKHUMBA PHASE 2 TAR ROAD BLADING OF INTERNAL STREETS Apollo lights Earth dam Blading of internal streets Additional boreholes Refurbishment of the tar road(internal to the clinic)</p>	<p>SHAWELA Apollo lights Access road Heath center Upgrading of graveyard Community hall Upgrading of JB chauke sport center</p>	<p>RDP (Shawela) Apollo lights Blading of internal streets Sanitation Refuse bins</p>	<p>NSAVULANI Blading of internal streets Basani and d1 extra borehole Appollo lights Clinic RDP houses Culvert bridges</p>	
WARD 23	<p>GUWELA Sanitation Boreholes Blading internal streets</p>	<p>MBHENDL E Reservoir and jojo tanks. Additional boreholes</p>	<p>Nsavulani. Appollo lights,blading of streets, access road to the village</p>	<p>KHEYI Access road to matsotsosela bridge Electricity extensions Appollo lights Community hall Connector road kheyi to xitlakati</p>	<p>MUXIYANI. Upgrading of road from muxiyani to makhuva Internal streets upgrading Blading of internal streets Appollo lights</p>

WARD 24	LOLOKA BLADING OF INTERNAL STREETS Access road to graveyard Appolo lights Library Culvert bridges	MAGEVA Electrification of extensions Post office Appolo lights Earth dam Library Community hall	MGHONGHOMA Blading of internal streets Additional boreholes Littering of pampers Access to graveyard Electricity extensions	
WARD 25	NDHAMBI 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.	DANIEL Electrification of boreholes ECD Apollo lights Internal Street paving Community Hall Extension Electrification	RDP BOREHOLES BLADING OF internal streets Primary school ECD Apollo lights Sanitation	TOWNSHIP Library Paving of internal streets Apollo Light Tarring of access road. Demarcation of sites.
WARD 26	MAPHATA Clinic	SKHUNYANI UPGRADING skhunyani to mpepula Primary school	NKOMO A Appollo lights Access bridges High school Earth dam	BAMBENI Blading of internal streets Appolo lights Electrification of extensions Access road to phadi

	Access road maphata to mghonghoma Tar road from the main road to the village Appollo lights	Apollo lights		Electricity extensions	Earth dam Construction of a community hall. Construction of a clinic.
WARD 27	XITLAKATI Blading of internal streets Earth dam ECD Appollo lights	KHAXANI Internal streets Drilling of additional boreholes Clinic Appollo lights	MZILELA PHASE 2 SPORT CENTER EARTH DAM Appollo lights Balding of streets	MATSOTSOSELA RESEVOIR ADDITIONAL BOREHOLES Fencing of community gardens Fencing of graveyard Appollo lights	MAYEPHU. Culvert brides between mayephu and mzilelela Secondary school. Appollo lights Blading internal streets
WARD 28	MPHAKANE Tar road from main road to the village. Electrification of extension. Sanitation Appollo 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 Appollo lights Library Electricity extensions			
WARD 29	MAKHUVA Access road to mbaula Culvert boxes graveyard	MBAULA Upgrading of road from gravel to tar Additional boreholes Appollo lights Blading of internal streets.		PHALAUENI Vodacom, TN and cell C aerial Access to graveyard. Community hall Additional boreholes	

	Upgrading of internal streets Appollo lights Health center Upgrading of library	Appollo lights. Clinic.	Appollo lights Upgrading of the main taxi road from gravel to tar	
WARD 30	NKURI-ZAMANI Library Upgrading of taxi road from gravel to tar Appollo lights Sanitation Tarring of the main road from Giyani to Malonga Electrification of Extension ECD	. NKURI-SHIRILELE Appollo lights Blading of internal streets Electrification of Extensions Tarring of main road from Giyani to Malonga	Nkurhi tomu Appollo lights VIP toilets RDP houses Culvert bridges Community hall Access road to jimbu 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, appollo 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 30. . 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 Greater Giyani municipality has 23 CDW allocated to all 31 wards.

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.)

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 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.

STRENGTH <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	WEAKNESSES <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
OPPORTUNITIES <ul style="list-style-type: none">• Tourism• Waste recycling which will result in create jobs	THREATS <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

<ul style="list-style-type: none"> • To produce a healthy society due to availability of sport facilities • Poverty: Government investment directed to Giyani • Proximity to Kruger national park 	<ul style="list-style-type: none"> • 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
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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 2018/19
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 2018/19 to 2023

Table 43: Strategies:

KPA 1: SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial framework 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 of review of SDF and LUS by 2018/19	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 2018/19 Coordinate Land summit 2018/19		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 2018/19			

KPA 1: SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Environmental management		ensuring a sustainable and habitable environment 2018/19 by implement legislation		GGM, MDM, Dept. of Environmental Affairs.	GGM &MDM

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; DLGH; LGSETA; DBSA; NATIONAL TREASURY; TRAINING COMMITTEE;EMPLOYEES;EMPLOYER;DEPT OF LABOUR;TRADE UNION.	INTERNAL/OWN REVENUE; EXTERNAL FUNDING
KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					

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
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 2019 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 of policy and consultation with all relevant structures	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
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 2018/19	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	DE
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
Roads	Develop a road infrastructure with storm water that will support economic development and improve the life of our people by 2018/19 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 refusal removal in surrounding villages by 2018/19	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, DMD	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 safe guard facilities against vandalism	SH to LT		GGM
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
Environment	Ensure that we have a clean environment through enforcement of by-laws and policies		SH to LT	GGM
Public Transport	improve the livelihoods of communities by Developing a public transport management system to ensure access to economic/ employment bases and community facilities		SH to LT	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	SH to LT	Community Services
Traffic Control and Licensing	Ensure compliance and safety of our road users at all times offering an accessible and efficient	SH toLT	SH to LT	Community services

	licensing services and equipping traffic control officers with relevant resources.			
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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 2018/2019	SH to LT	Strategic 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, Strategic planning	GGM
Investment attraction	Development of Business Investment and retention strategy	SH to LT	Strategic planning and LED	
Revenue enhancement	Establish a Business Centre Unit by July 2019	SH to LT	Strategic planning and LED	
Sector Development	Continuously Create a conducive environment for Sector development through revitalization of sector forums by	SH to LT	Strategic Planning	GGM

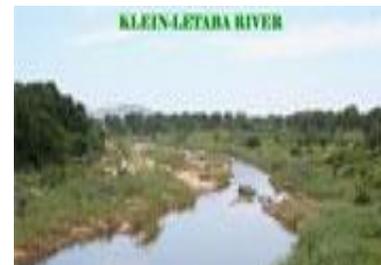
Marketing	Place a GGM on a competitive market position through a strategic marketing strategy by 2018/19	SH to LT	Mayor, MM, Strategic Planning,	GGM, LEDET
KPA 5: FINANCIAL VIABILITY				
STRATEGIC OBJECTIVE: To improve financial management systems and to enhance revenue base				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Revenue enhancement	Review Enhance municipal revenue through implementation of revenue enhancement strategies by 2018/19	SH to LT	All politicians and all directors	GGM
Legislative Compliance	Implementation of systems and policies framework by 2018 June	SH to LT	Finance	GGM
Debt reduction	To decrease the escalation of debt through effective implementation of the credit control policy by 2019	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 a well capacitated personnel by July 2019	SH to LT	Finance & Corporate Services	GGM

Audit	To ensure that the municipality attains a clean audit report by 2018/19 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 2018/19	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 2018/19 (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 : 2016/17	Total Budget; 2017/18	Total Budget; 2018/19
Total proposed budget	R 353 781,970	R369,336,970	R422 044 330
Operational Budget	R243,977,000	R369,336,970	R422 044 330
Capital Assets (Acquisition)	R11,450,000	R4,321,480	R8,350 000
Programmes	-	R21 584,480	R19,944,000
Capital project budget	-	R108,702,077	R121 049 476
General expenses	-	R60,409,982	R83 712 118
Repairs and maintenance	-	R19,800,000	R21 610 000
Salaries CLLRS Administration	R19,5M R123,9m	R20,646,485 R133,872,946	R24 022 067 R143 356 669
Equitable share	R221,971.000	R 234,588,000	R 263,418 800
Funding(Grants)MIG INEP	R58,660,000 -R10 000 000	R61,736,000 R20 000 000	R66,649,200 R11,200,000,00
MDRG	-R0	R0	0

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	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
LUMS – Development of LUMS	R700 000	0	0	0	0	GGM
Review of SDF	R1M	0	0	0	0	GGM
formalization of xikukwani village	R0	0	0	0	0	GGM
formalization of Makosha Risinga extension	R0	0	0	0	0	GGM
Township establishment at Siyandhani	R500 000	0	0	0	0	GGM
Rezoning and subdivision of parks	R500 000	0	0	0	0	GGM

Ngove town expansion	R3M	0	0	0	0	GGM
Township and CBD street naming	R100 000	0	0	0	0	GGM
establishment of township - Dumazi	0	0	0	0	0	Private developer
Formalization of church view	R650,126,00	0	0	0	0	GGM
Proclamation of open spaces in town	R1M	0	0	0	0	GGM
Dermacation of sites	R1.5M	0	0	0	0	GGM
GIS upgrade	R200 000	0	0	0	0	GGM
Development of Golf Course	R250 000	0	0	0	0	GGM

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

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

PROJECT/PROGRAM	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
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REPORT COMPILATION AND SUBMISSION	0	0	0	0	0	GGM
DEVELOPMENT OF SDBIP	0	0	0	0	0	GGM
TRAINING ON PMS	0	0	0	0	0	GGM
DEVELOP ANNUAL COUNCIL PLAN	0	0	0	0	0	GGM
PURCHASE OF DIARIES	0	0	0	0	0	GGM
Wellness Program	R600 000	R950 000	R960 000	0	0	GGM
PMS	R200 000	R450 000	R500 000	0	0	GGM
PROJECT SAFETY INSPECTION	0	0	0	0	0	GGM
JOB EVALUATION	R60 000	R150 000	R150 000	0	0	GGM
EMPLOYMENT EQUITY	0	0	0	0	0	GGM
DEVELOPMENT OF WSP	R370 000	R370 000	R400 000	0	0	GGM
IMPLEMENTATION OF ESP	0	0	0	0	0	GGM
DEVELOPMENT OF IT MASTERPLAN	0	0	0	0	0	GGM
ICT instalation	R2M	R2,108,000	R2,223,940	0	0	GGM
ICT EXPENSES	R1,200,00M	R1,264,800M	R1,334,364	0	0	GGM
LEGAL CASES	R4m	R4,216,000	R4,447,880	0	0	GGM
RECORD MANAGEMENT	0	0	0	0	0	GGM
PURCHASE OF MUNICIPAL FLEET (TRUCKS BULLDOZERS. TIPPER TRUCKS, LOW BET TRUCK, GRADER)	R1M	R1,054 000	R1,111,970	0	0	GGM
SECURITY SYSTEM installation of cameras and monitors	R1M	R2,108 000	R2,223,940	0	0	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	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
1. ELECTRIFICATION OF 369 HH at: Mhlava Willem, Skhiming, Mbatlo, Shivulani villages	R2 M	R	R	0	0	INEP AND GGM
2. ELECTRIFICATION OF 225 HH at: Vuhehli, Ndindani, Gawula, N'wakhuwani, Mahlati and Ntshuxi	R7.889.500	R	R	0	0	INEP AND GGM
3. ELECTRIFICATION OF: Hlomela, Siyandhani and Babangu and Ntshuxi(545HH)	R400 000	R	R	0	0	INEP AND GGM
4. ELECTRIFICATION OF 450 HH AT: N'wamankena and Dingamanzi	R0	0	0	0	0	INEP AND GGM
5. Electrification of Mavhuza 118 HH	0	R1 947 000	0	0	0	INEP AND GGM
6. Electrification of Zamani 100 HH	0	R1,650,000	0	0	0	INEP AND GGM
7. ELECTRIFICATION OF 1082 HH AT:	R2M	R	R	0	0	INEP AND GGM

Mbawula, Mshiyani, Kheyi, Xitlakati, Mzilela and Khashani						
8. ELECTRIFICATION OF 898 HH AT: Shikhumba, Nkomo C, Nkomo B, Dzingidzingi and Maswanganyi	R7,1M	R	R	0	0	INEP AND GGM
9. Electrification of ximausa village(591HH)	R4,1M	0	0	0	0	GGM
10. Electrification of Shimange 40 HH	0	R660,000	0	0	0	INEP
11. Electrification of Khakhala 70 HH	0	R1,155,000	0	0	0	INEP
12. Electrification of Jim Nghalalume 100 HH	0	R 1,650,000	0	0	0	INEP
13. Electrification of Mapuve 85 HH	0	R1,419 000	0	0	0	INEP
14. Electrification ofBlinkwater 45 HH	0	R 742,500	0	0	0	INEP
15. Electrification of Noblehoek 75HH	0	R1,237,500	0	0	0	INEP
16. Electrification of mashavele 60 HH	0	R990,000	0	0	0	INEP
17. Electrification of Ndengeza 81 HH	0	R1,349,000	0	0	0	INEP
18. Electrification of Tomu 60 HH	0	0	R990,000	0	0	INEP
19. Electrification of Sifasonke 80 HH	0	0	R1,320,000	0	0	INEP
20. Khani electrification	0	0	R2,475,000	0	0	0
21. Electrification ofBode 150 HH	0	0	R2,475,000	0	0	0
22. Electrification of Xikukwani 150 HH	0	0	R2,475,000	0	0	INEP
23. Electrification of Risinga 168 HH	0	0	R2,765,000	0	0	INEP
24. High masts lights energising	R2M	R1,5M	R1,5M	0	0	INEP AND GGM

25. Upgrading Traffic lights on the R81 road and lighting	R3,5M	R7M	R5M	0	0	GGM
26. Refurbishment of street lights at all sections of the Giyani town	0	0	0	0	0	GGM
B. ROADS AND STORM WATER						
PROJECT/PROGRAM	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
1. Alternative access to Giyani	R5m	0	0	0	0	MIG
2. Homu 14B to Homu 14A – Upgrading from gravel to tar (4.3 Km)	R9M	R7M	R15M	0	0	MIG
3. Giyani Section F upgrading from gravel to paving Phase 3(2,9km)	R6.444,665	R4M	R16,846,550	0	0	MIG
4. Giyani Section F upgrading from gravel to paving phase 4 (7,1km)	R0	R0	R0	0	0	MIG
5. Section F roads phase 4	R1m	R1,515,657	0	0	0	GGM
6. Rehabilitation of streets in all of the Giyani township	R1,5M	R15M	R10M	0	0	GGM
7. Makosha – upgrading from gravel to tar (5.2km)	R9,214,739 M	R8M	R6M	0	0	MIG
8. Bode paving of internal streets (2.8 km)	R2,006,623	0	0	0	0	MIG
9. Nkomo A upgrading from gravel to tar (9.9 km)	0	0	0	0	0	MIG
10. Giyani Section E upgrading from gravel to tar (2.8 km) (Phase 2)	R3M	R2M	R6m	0	0	MIG
11. Access Roads to all Tribal Offices	R2.M	R3M	R4M	0	0	GGM
12. Upgrading of Khensani Hospital Access, Side Walks and Lighting	R1m	R6m	0	0	0	GGM

13. Construction of Culvert Bridges to cemeteries	0	0	R2,5M	0	0	GGM
14. Landscaping of CBD and Giyani entrance	0	0	0	0	0	GGM
15. Section E Sport Precinct	R2.M	R1m	0	0	0	GGM
16. Development of Roads and Storm water masterplan	R1M	R2m	0	0	0	GGM
17. Upgrading for gravel to tar – Shimange Village – 3.5km	0	0	0	0	0	GGM
18. Upgrading of Road D3187 from gravel to tar	R1m	R20m	R20M	0	0	GGM
19. Development of Road network leading to the proposed Masingita Mall	0	0	0	0	0	GGM
20. Alternative road to Giyani	R5M	R20M	R20M			GGM
21. Xikukwani upgrading of road from gravel to tar(D3804and D3805)	R3M	R500 000	R500 000	0	0	GGM
22. Shimange and Silawa – upgrading of road from gravel to tar (5km)	0	0	0	0	0	GGM
C. COMMUNITY FACILITIES						
PROJECT/PROGRAM	2018/19	2019/20	2020/21	2022/22	2022/23	SOURCE
1. Mageva Sports Centre Development	R10,065,	R17,653,600	0	0	0	MIG
2. Homu Phase 2 Sports Centre Development	0	0	0	0	0	MIG
3. Refurbishment of Giyani Stadium and TP Khuvutlu Tennis Court	R100 000	0	0	0	0	MIG
4. Refurbishment of Gawula Sports Centre	R100 000	0	0	0	0	MIG
5. Refurbishment of Shivulani Sports Centre	R100 000	0	0	0	0	MIG

6. Refurbishment of Mzilela, Shawela, Mavhuza, Muyexe and Khani Sports Centres	0	0	0	0	0	MIG
7. Mavalani Indoors Sports Centre	R5 00 000	R500 000	R5m	0	0	MIG
8. Jim Nghalalume Community Hall	R5 00 000	R500 000	R5m	0	0	MIG
9. N'wazekudzeku Community Hall	R5 00 000	R500 000	R5m	0	0	GGM
10. Upgrading of Giyani Golf Course	0	0	0	0	0	GGM
11. Refurbishment of the Giyani Youth Centre	R250 000	0	0	0	0	GGM
12. Ndhambi Taxi Rank Development	R1M	R7M	R3M	0	0	GGM
13. Development of Public Transport Shelters	R250 000	R1M	R1M	0	0	GGM
14. Giyani Section E Sport Precinct (road, sidewalks and lighting)	R2.M	R3,5M	R3M	0	0	GGM
15 Giyani section E sport center	R500 000	R3,5M	R3M	0	0	GGM
D. MUNICIPAL FACILITIES						
PROJECT/PROGRAM	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
1. Giyani Civic Centre Phase 2 - Upgrading	R4M	R20M	R10M	0	0	GGM
2. Waste Disposal Site	R16,468,	R19M	R17M	0	0	MIG
3. Waste Disposal Site(Own funding)	R2M	R2,5M	R2,5M	0	0	GGM
4. Operationalization of Giyani Tourism Centre	0	0	0	0	0	GGM
5. Rehabilitation of the Giyani Dumping Site	R4 M	R5M	Rm	0	0	GGM

6. Extension of Palisade fence at the Giyani Pound Station	R500 000	R1,5M	R1,5M	0	0	GGM
7. Refurbishment of the Giyani Arts and Culture Centre	R1M	R7M	R7M	0	0	GGM
8. Refurbishment of the Giyani Community Hall	0	0	0	0	0	GGM
9. Establishment of Giyani Street names and registration	R100 000	R0	R0	0	0	GGM
10. Upgrading of the Giyani Parking lot	R1,5M	R1M	R1M	0	0	GGM
11. Upgrading of VTS and DLTC	0	0	0	0	0	GGM
12. Upgrading of municipal cemeteries in all wards	0	0	0	0	0	GGM
13. Upgrading of Nkhensani hospital access(sidewalks,lightings,bus stop and stalls)	R1M	R5M	R5M	0	0	GGM
E. EPWP						
PROJECT/PROGRAM	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
1. EPWP - SOCIAL	R0	R0	R0	0	0	GGM
2. EPWP – ENVIRONMENT AND CULTURE	R1,5M	R1,581,00	R1,667,995	0	0	GGM
3. EPWP - INFRASTRUCTURE	R3,519,000	0	0	0	0	GGM
4. EPWP - NSS	R0	0	0	0	0	GGM
F. DISASTER MANAGEMENT PROGRAMS						
PROJECT/PROGRAM	2018/19	2019/20	2020/20	2020/21	2021/22	SOURCE
1. Development of the Disaster Management Plan	R0	R0	R0	0	0	GGM

2. Disaster Management Campaign	R0	R0	R0	0	0	GGM
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KPA 4: LOCAL ECONOMIC DEVELOPMENT

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

PROJECT/PROGRAM	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
1. LED SUPPORT	R400 000	R421 600	R444,788	0	0	GGM
2. RAND Easter Show	R0	R0	R	0	0	GGM
3. Marula festival	R0	0	0	0	0	GGM
4. Durban Indaba	R100 000	R105 000	R111,197	0	0	GGM
5. Siyandhani Airport Development	R0	0	0	0	0	GGM
6. Shangoni Gate Development	0	0	0	0	0	GGM
7. Land Summit	0	0	0	0	0	GGM
8. Economic Summit	0	0	0	0	0	GGM
9. Marketing of the municipality	0	0	0	0	0	GGM
10. Business Attraction and Retention Strategy	0	0	0	0	0	GGM
11. LED Strategy review	R200 000	0	0	0	0	GGM
12. Baleni Heritage Site	0	0	0	0	0	GGM

13. Abattoir Development	0	0	0	0	0	GGM
14. Support to LED Fora	0	0	0	0	0	GGM
15. Female Entrepreneur of the year Awards	R50 000	R52 700	R52 599	0	0	GGM
16. Giyani Regional Mall	0	0	0	0	0	Masingita Group of Companies

KPA 5: FINANCIAL VIABILITY

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

PROJECT/PROGRAM	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
1. Revenue Enhancement	0	0	0	0	0	GGM
2. Legislative compliance	0	0	0	0	0	GGM
3. Debt Reduction	0	0	0	0	0	GGM
4. SCM	0	0	0	0	0	GGM
5. Capacity Building	0	0	0	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	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE
1. IDP Review(expenses)	R550	R579 700	R611,584	0	0	GGM
2. IDP Rep Forum	0	0	0	0	0	GGM
3. IDP Steering committee	0	0	0	0	0	GGM
4. Public meetings and Campaigns	R800 000	R843 200	R889,576	0	0	GGM
5. Audit	0	0	0	0	0	GGM
6. Risk management	0	0	0	0	0	GGM
7. Administrative support to political structures	0	0	0	0	0	
8. Functionality of Council Structures	0	0	0	0	0	GGM
9. Communication Related	R700 000	Rm	Rm	0	0	GGM
SPECIAL AND GENERAL PROGRAMS						
PROJECT/PROGRAM	2018/19	2019/20	2020/21	2021/22	2022/23	SOURCE

1. Mayor's Tournament	R300 000	R316 200	R333 591	0	0	GGM
2. Youth Support	R200 000	R210 800	R222 394	0	0	GGM
3. Communication Related	R600 000	R632 400	R667 182	0	0	GGM
4. Child and Old age support	R50 000	R52 700	R55 999	0	0	GGM
5. Traditional Authority Support	R150	R550 000	R550 000	0	0	GGM
6. Disability Support	R50 000	R52 700	R55 999	0	0	GGM
7. Gender	R150 000	R158 100	R166 796	0	0	GGM
8. HIV/AIDS	R200 000	R210 800	R222 394	0	0	GGM
9. Free Basic Electricity	R9M	R9 486 000	R10, 007,730	0	0	GGM
10. Bursaries	R160 000	R168 640	R177,915	0	0	GGM
11. Wellness programme	R790 000	R832 660	R878 456	0	0	GGM
12. Library Outreach programs	R30 000	R31 620	R33,359	0	0	GGM
13. Indigenous Games	R50 000	R52,700	R55,599	0	0	GGM
14. Heritage Day Celebration	R45,000	R47,430	R50,039	0	0	GGM
15. Sports, Arts and Culture Support	R150,000	R158,100	R166,796	0	0	GGM
16. Sports Development	R100 000	R105,400	R111,197	0	0	GGM
17. Indigent Support	R50 000	R52 700	R55,599	0	0	GGM
18. Disaster Response and Recovery	R200 000	R210 800	R222,394	0	0	GGM
19. Disaster Education and Awareness	0	0	0	0	0	GGM
20. LED Support	R400 000	R421 600	R444,788	0	0	GGM
21. EPWP infrastructure	R3,519 000	0	0	0	0	GGM
22. EPWP Environment and Culture	R1,5M	R1,581, 000	R,667,955	0	0	GGM
23. Environmental Awareness	R100 000	R105 400	R111,197	0	0	GGM

NATIONAL, PROVINCIAL, DISTRICT AND PARASTATAL PROJECTS 2018 - 2020

A. DEPT. OF HEALTH

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2018/19	2019/20	2020/21
1. Evuxakeni Hospital	Refurbishment	Giyani			
2. Giyani Nursing College	Refurbishment	Giyani			
3. Mninginisi B3 Clinic	Construction of a clinic	Giyani			

B. LEDET

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2018/19	2019/20	2020/21
1. Accommodation and Tourism	Provision	Giyani	To be confirmed		
2. Vuhehli Cash & Carry	Development	Vuhehli	R1m		
3. Greenest Municipality	Competition	Giyani			
4. Environment	Awareness and Capacity Building	Giyani			

C. ESKOM

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2018/19	2019/20	2020/21
1. Connection	54 HH	Rivala	R1,140,000		
2. Connection	38 HH	Nkomo A	R855,000,00		
3. Connection	66HH	Skhunyani	R1,482,000,00		
4. Connection	27 HH	Mninginisi B2	R604,200,00		
5. Connection	279 HH	Ndhambhi	R6,115,119,00		

D. DEPT. EDUCATION

PROJECT/PROGRAM	DESCRIPTION	2018/19	2019/20	2020/21
1. Anderson P/S	Upgrade and additions			
2. Baleni P/S	Upgrade and additions	378 000		
3. Bvuma P/S	Upgrade and additions	367 000		
4. Chameti H/S	Upgrade and Additions			
5. Edward Homu H/S	Upgrade and additions			
6. Ehleketani P/S	Maintenance and repairs			
7. Famanda H/S	Construction of 23 envirolloos toilets	309 000		
8. Gawula S/S	Upgrades and additions			
9. Gija Ngove S/S	Construction of 32 Enrovonloos toilets	1 074 000		
10. Hanyani Thomo H/S	Upgrades and additions			
11. Hasani Mninginisi H/S	Construction of toilet seats	1 048 000		

12. Hatshama P/S	Drill and equip boreholes	101 000		
13. Hola Pondo H/S	Drill and equip boreholes	77 000		
14. Khakhala P/S	Maintenance and repairs			
15. Khomisani P/S	Construction of waterborne toilet block	1 553 000		
16. M.K. Khambani P/S	Upgrades and additions			
17. Khungulu P/S	Drill and equip boreholes	111 000		
18. Mahumani S/S	Refurbishment and rehabilitation			
19. Maphusha H/S	Drill and equip borehole	503 000		
20. Mbangazeki H/S	Drill and equip borehole	93 000		
21. Manghezi S/S	Drill and equip borehole	457 000		
22. Mbhureni P/S	Construction of Enviroloo toilets	173 000		
23. Muswanama P/S	Drill and equip borehole	89 000		
24. Mzilela P/S	Construction of Enviroloo toilets	65 000		
25. Ndhambi S/S	Upgrade and additions	1 119 000		
26. Ndindani-Hlomela S/S	Construction of toilet seats	87 000		
27. Ndzalama P/S	Maintenance and repairs			
28. Nghalalume P/S	Upgrades and additions			
29. Nghilazi P/S	Drill and equip borehole	306 000		
30. Nkomo Maboko S/S	Refurbishment and rehabilitation			
31. Nkomo P/S	Upgrades and additions	141 000		
32. Nkuri P/S	Screen and demolish pit toilets	6 000		
33. Nyiko P/S	Maintenance and repairs			
34. Pfunanani Sp/S	Upgrades and additions			
35. Pfluxetani P/S	Drill and equip borehole	148 000		
36. Phadi P/S	Construct toilet seats	309 000		
37. Phayizani S/S	Construction of enviroloo toilets	107 000		
38. Ritlhavile S/S	Construction of enviroloo toilets	99 000		
39. Solani P/S	Maintenance and repairs	8 425 000		
40. Tshembani P/S	Screen and demolish pit toilets	21 000		
41. Ukuthula P/S	Maintenance and repairs			

42. Dingamanzi P/S	Construction of 13 Enviroloops	890 000		
43. Dingamanzi P/S	Construction of fencing	372 000		
44. Mafanele P/S	Drill and equip borehole	385 000		
45. Matsambu S/S	Construct enviroloo toilets	276 000		
46. Xikukwani P/S	Drill and equip borehole	101 000		
47. Xitlakati P/S	Screen and demolish pit toilets	19 000		

DEPARTMENT OF DRDLR

Program/projects	Description	Location	2018/19	2019/20	2020/21
1. Ahitirheni Coop.	Support to the cooperative	Khakhala			
2. Vurhonga Construction	Paving and construction	Gon'on'o			
3. Muyexe Arts and Craft	Arts and craft support	Muyexe			
4. Mabunda Farmers	Debushing	Xitlakati			
5. Muyexe paving of internal streets	Paving of 8.5 km internal streets	Muyexe			
6. Thomo Heritage Park	Construction of a Heritage park	Thomo			
7. Dingamanzi Paving of Internal streets	Paving of 8.6km internal streets	Dingamanzi			

8. Gon'on'o paving of internal streets	Paving of 8.6 km internal streets	Gon'on'o			
9. Gon'on'o houses	Construction of 20 houses	Gon'on'o			
10. Homu Irrigation scheme	Infrastructure (irrigation system) rehabilitation, production inputs, seeds, fertilizers and chemicals	Homu			
11. Bend irrigation	Infrastructure (irrigation system) rehabilitation, production inputs, seeds, fertilizers and chemicals	Siyandhani, Shikukwani and Mapuve villages			
12. Mahumani Irrigation scheme (primary coop)	Infrastructure (irrigation system) rehabilitation, production inputs, seeds, fertilizers and chemicals	Nkomo B village			
13. Shilovolo-Hlaneki Agricultural primary Coop.	Infrastructure (irrigation system) rehabilitation, production inputs, seeds, fertilizers and chemicals	Hlaneki Village			

Mopani District Municipality					
Program/Project	Description	Location	2018/19	2019/20	2020/21
1. Makhuva Water Reticulation	Construction of water infrastructure	Makhuva Village			

2. Mbawula Water reticulation	Construction of water infrastructure	Mbawula village			
3. Homu South Water Reticulation	Construction of water infrastructure	Homu South			
4. Mbhedlhe Water reticulation	Construction of water infrastructure	Mbhedlhe Village			
5. Giyani Fire Station	Upgrading of the station	Giyani			
6. Munghana Lonene Music Awards	Support of the music awards	GGM			
7. Municipal Health Services	Provision of the municipal health services.	GGM			
8. Water reticulation	Water reticulation	Dzingi-dzingi and Bode	R5m		
9. Water Reticulation	Water Reticulation	Xikukwani Eco-park	R5m		
10. Water Reticulation	Water Reticulation	Hlaneki	R3.7m		
11. Water reticulation and supply	Water reticulation and supply	Ngove			
12. Upgrading of internal reticulation network	Upgrading of internal reticulation network	Makosha B-9	R4.3		

13. Upgrading and water supply	Upgrading and water supply	Ngove			
14. Bulk water supply and reticulation	Bulk water supply and reticulation	Xikhumba			
15. Bulk water supply and reticulation	Bulk water supply and reticulation	Shawela			
16. Bulk water supply and reticulation	Bulk water supply and reticulation	Mphagani			
17. Bulk water supply and reticulation	Bulk water supply and reticulation	Daniel			
18. 2 Operator Houses	Construction	Mapuve	0	800 000	
19. Refurbishment, rehabilitation and boreholes	Refurbishment, rehabilitation and boreholes	Mapuve	R3.2m		
20. Water works	Upgrading	Nsami			
21. Water Treatment plant	Upgrading	Giyani			

Program/Project	DPWRI				
	Description	Location	2018/19	2019/20	2020/21
1. Thomo to Hlomela Road	Upgrade from gravel to tar	Thomo to Hlomela			

2. Routine road maintenance	Household routine road maintenance	Giyani			
3. Repair of flood damaged infrastructure	Repair of flood damaged infrastructure	Giyani			
4. Mageva to Makhuva road	Upgrade from gravel to tar	Mageva to Makhuva			

Department of Transport										
	Project Name	Description	Location/ward	Target to achieve	Funder	2018/19	2019/20	2010/21	2021/22	2022/23
1	Subsidized Bus Transport	Passenger subsidy	Giyani Tzaneen, Maruleng, Greater Letaba,		DoT	741 000 000				
2	Electronic Vehicle Monitoring System (EVTMS)	Monitoring of 09 depots' subsidised operations to ensure compliance to contracts.	Greater Letaba, Greater Giyani		DoT	27 000 000				
3	Limpopo Provincial Taxi Council	Grant to administer the taxi industry	MDM		DoT	5 000 000				
4	Evaluation of impact of law enforcement activities	Evaluation of impact of law enforcement activities	All Districts Municipalities		DoT	800 000				
5	Implementation of 5 Registering Authorities	Implementation of Registering Authorities	Greater Giyani Municipality		DoT	2 300 000				
6	Training of 50 Traffic Officers	Training of Traffic Officers	Mopani District		DoT	3 600 000				

DSAC			
Program/Project	Description	Location	
1. Mavalani Library	Constructon of a Library	Mavalani Village	
2. Nkuri Library	Constructon of a Library	Nkuri Village	
DWS			
Program/Project	Description	Location	
1. Nandoni to Nsami Pipeline	Construction of a water pipeline	Nandoni to Nsami Dam	
SOCIAL DEVELOPMENT			
Project/Program	Location	Budget	2018/19
1. Gawula One Stop Centre	Gawula – Giyani	R21 900 000	R21.9m
2. Dzumeri office	Dzumeri	R25M	R25M
3. Creation of 266 EPWP jobs(NPOs)	Giyani	R5,1M	R5,1M
4. Social relief programs 240	Giyani	R200 000	R200 000
5. Funding for ECD(6948)beneficiaries	Giyani	R20,9M	R20,9M
6. Funding forchild and youth care facilities	Giyani	R800 000	R800 000
7. Funding for NPOs(164)	Giyani	R38,4M	R38,4M

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 include only those that have financial and human resource support.

This chapter will be concluded after the adoption of the Budget 2018/19

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 (LUMS)**

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 stress 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 CDB,

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.

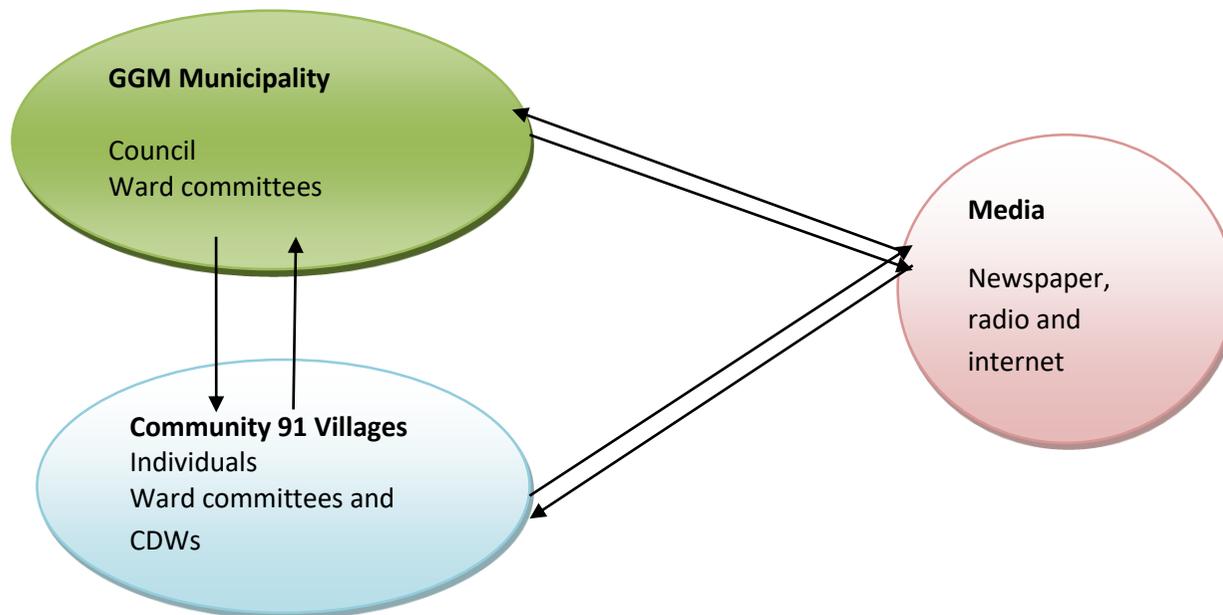
Municipal Systems Act 32 of 2000, requires municipalities to develop Performance management Plan that must be reviewed quarterly. The performance management plan must be aligned to the IDP and indicate measurable and realistic targets for each Key Performance Indicator.

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 also has a spokes 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 communicating directly with the 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

5. INSTITUTIONAL PLAN (SEE ATTACHED ORGANISATIONAL STRUCTURE)

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
1. Spatial Rational	<ul style="list-style-type: none"> • Unstructured Development • Lack of Land Use Management • Lack of Land Use Policies' application 	<ul style="list-style-type: none"> • GIS and GIS specialist • Integrated Planning System (IT-GIS-Financial)

	<ul style="list-style-type: none"> • 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 	
2. Institutional Development and Transformation	<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
3. Infrastructure Development and Basic service Delivery	<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 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 	<ul style="list-style-type: none"> • Infrastructure Master plan

	<ul style="list-style-type: none"> • 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 2018/19-2021 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 and Senior Electrician 2 General workers - electrical

COMMUNITY SERVICES

UNIT	POSITION
PARKS	1 Driver
ADMINISTRATION	
TRAFFIC	
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	Structure retained

CORPORATE SERVICES

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

OFFICE OF THE MM

UNIT	POSITION
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 OFFIC

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	Internal Audit Risk Management Unit Performance Management Unit Disaster Management Unit
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 Council Services Legal Services

Management Level	Key Functions	Supporting Divisions or Unit
Budget and Treasury	Financial Management GAMAP compliance MFMA Compliance (that includes reporting with in legislative framework. Procurement Evaluation rolls and asset management	Budgeting and Financial reporting Expenditure Revenue Supply chain
Technical Services	Infrastructure Development and Service Delivery Infrastructure maintenance (road, internal reticulation of water and sanitation)	Roads and Maintenance Electricity Water and Sanitation
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	Safety and Security Licensing Waste Management and Cleaning Services Library Services Environmental Management

7 Conclusion

The IDP 2018/19 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 2018/19 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

2018/19 PUBLIC PARTICIPATION INPUTS

Ward	Village	Concern/Need
1.	Blinkwater	<ul style="list-style-type: none"> • Provide boreholes and fix dysfunctional pipelines • Paving of internal streets • Add high mast lights
	Ximawusa	<ul style="list-style-type: none"> • 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
2.	Rivala	<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
	Maxavele	<ul style="list-style-type: none"> • High school • Water • Storm water drainage • RDP Houses • Electrify the extension • Provide road signs between N'wamankena and Maxavele • Resuscitate boreholes • Paving of internal streets • Jobs
	Mavhuza	<ul style="list-style-type: none"> • 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
	Phikela	<ul style="list-style-type: none"> • Paving of internal streets • Community Hall

		<ul style="list-style-type: none"> • Re-gravelling of internal streets • 2 High mast lights • Culvert bridge across Mantoho • Cleaning of Pay points • Shelter at pay points • Bursaries • Resuscitation of boreholes • Jobs • Sports Center • Reservoir • Electrify the extended village
7.	<p>Bode</p> <p>Siyandhani</p>	<ul style="list-style-type: none"> • Sports center • Clinic • Paving internal streets • Sports Center • Review the Limpopo aviation strategy and upgrade the Airport
8.	<p>Botshabelo</p> <p>Dingamanzi</p> <p>Silawa</p> <p>Sekhiming</p>	<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 • Community Hall • RDP houses • Paving of internal streets • Clinic • Sports center • Tarring the road from Silawa to Jokong • Library • Community Hall • High mast light • Water • Community Hall • Bridge between Sections D and C • Speed humps

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
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 • Unlock ward 12 proclaimed sites. • Community Hall • Library • RDP Houses at Mountain vies
13.	Section F Section D2 Risinga View	<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

	B9 Makosha View	<ul style="list-style-type: none"> • 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
15.	Shivulani	<ul style="list-style-type: none"> • Library • Renovate Hanyanhani Primary School • Provide a bridge to the above school • Provide street lights (N’wazekudzeku and Shivulani) • Provide a bridge between Tshembani and Bobodlha section • Provide culvert to graveside • Provide water and a reservoir
16.	Mninginisi Block 2 Mninginisi Block 3	<ul style="list-style-type: none"> • Complete the construction of a bridge between Mninginisi and Muyex • RDP houses • Paving of internal streets • Construction of speed humps • Culvert bridge to the cemetery • Drilling of a borehole • Sports Center • Water canal needed • Complete the construction of the tar road to Alten • Water tank needed • Clinic • Tarring of road from from the Mninginisi Block 2 to Mphambo • Culvert bridge to the cemetery • Additional classrooms at Mninginisi primary school • Re-gravel internal streets

	Mhlava- Willem	<ul style="list-style-type: none"> • Reservoir • Community Hall • Bridge to access Khakhala • Re-gravel internal streets • Construction of a combined school • Reservoir
17.	Thomo	<ul style="list-style-type: none"> • Library • Assistance on low performing learners • Refurbishment of the tribal office • Palisade fencing of clinic • Revitalize the Youth Camp for use • Employment of community members in the EPWP, and this should inc • Complete the electrification of houses • Paving of the road to the cemetery
18.	Muyexe Khakhala Gawula	<ul style="list-style-type: none"> • Completion of the paved road • Completion of the sports centre • Opening of the Shangoni gate to KNP • Equip the local library • Maintain the Thusong Center • 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

		<ul style="list-style-type: none"> • Provide a farming area • Repair the water tank which is leaking.
19.	Ndindani – Mahlathi	<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.	Mavalani Bon'wani Mbatlo	<ul style="list-style-type: none"> • Clinic • Water tanks/2 reservoirs • Sports Centre • Tar Road • Library • Community Hall • RDP House • Electrification of Extensions • Renovation of Pfuxetani 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.	Ngove Dzingidzingi	<ul style="list-style-type: none"> • Library • Grading of internal streets • Sports center • Construction of a bridge at Hamaskraal

	Kremetart	<ul style="list-style-type: none"> • Clinic • Grading of internal streets • Robot needed • Wall fence needed around the surbab • 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.	Shikhumba	<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 • Additional boreholes • Renovation of Khwezu and Leleni primary schools • Electrification of the extended village • Construction of a taxi rank
23.	1. Nsavulani Mushiyani Kheyi	<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.

	<p>RDP and Township</p> <p>Daniel Rabalele</p>	<ul style="list-style-type: none"> • At schools – Hall at Nyumbani high school <ul style="list-style-type: none"> ✓ Admin block at Dzumeri primary school ✓ Library at Mzuzwani primary school ✓ Water purification at Dzumeri primary school ✓ Sports ground at Nymbani high school ✓ Flushing toilets at Mzuzwani primary school ✓ Absorption of learners without certificates ✓ Provision of bursaries • Scraping of soccer pitches • 2 bridges connecting the two units • Bulk water supply • Primary school • Scraping of soccer pitches • Tarring of road from Ndhambi to Mokwhati • 8 classrooms at Dzovela primary school • 8 classrooms at Makhwivirini high school • Fence the cemetery • 220 RDP houses • Paving of main street • Level 4 and 5 training educators and stipend • Scraping of soccer pitches
<p>26.</p>	<p>Sikhunyani</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 • Upgrade the D3842 from gravel to tar • Culvert bridge at Bela-hi-moya extension • Clinic • Community hall • Renovate Phayizani primary school • Sports center • 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> <p>Mayephu</p>	<ul style="list-style-type: none"> • Sports ground • Library • Culvert Bridge • Tar road • Water provision <p style="text-align: right;">Re-gravelling of internal streets</p> <ul style="list-style-type: none"> • Sports ground • Library • Culvert Bridge • Tar road • Water provision <p style="text-align: right;">Re-gravelling of internal streets</p> <ul style="list-style-type: none"> • Community Hall • Library • Culvert Bridge • Tar road • Water provision <p style="text-align: right;">Re-gravelling of internal streets</p> <ul style="list-style-type: none"> • Community Hall • Library • Culvert Bridge • Tar road • Water provision <p style="text-align: right;">Re-gravelling of internal streets</p>
28.	<p>Mphakane</p> <p>Zava</p>	<ul style="list-style-type: none"> • Clinic • Community hall • Construction of a primary school • Renovation of Sasekani High School • Library • 2 Culvert Bridges • RDP houses • Upgrading from gravel to tar - D2512 <ul style="list-style-type: none"> • Paving of Internal streets • Renovation of Katekani Higher Primary school • RDP houses • Sports Center • Community Library
29.	Phalawubeni	<ul style="list-style-type: none"> • Cellphone network aerial • Clinic • Community Hall

	<p>Mbawula</p> <p>Makhuva</p>	<ul style="list-style-type: none"> • 4 bridges • 2 Boreholes • 3 high mast lights • Community Hall • Library • Sports center • Clinic • Bridge • 4 boreholes • 3 high mast lights • Construction of a primary school • Additional boreholes • Additional high mast lights • 7 culvert bridges • Electrification of the village extension • Taxi rank • Shopping complex • CWP • Toilet at the graveside
30.	<p>Nkuri-Zamana</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>	<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 • Tarring of the main road • Clinic

