



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

Greater Giyani Municipality Draft Integrated Development Plan 2025/26

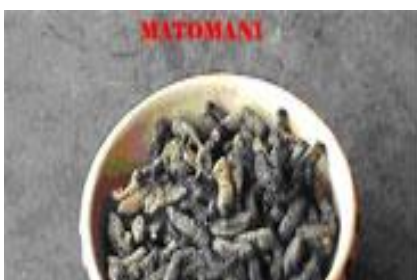


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ACRONYMS AND ABBREVIATIONS

EMS	Emergency Medical Services
GGM	Greater Giyani Municipality
IDP	Integrated Development Plan
LED	Local Economic Development
LUS	Land Use Scheme
SDF	Spatial Development Framework
CBD	Central Business District
DWA	Department of Water Affairs
MSA	Municipal Systems Act
SPLUMA	Spatial Planning and Land Use Management Act
NGO	Non-Governmental Organization
MM	Municipal Manager
RDP	Reconstruction and Development Programme
SAPS	South African Police Service
EPWP	Extended Public Works Programme
COGHSTA	Cooperative Government, Human Settlement and Traditional Affairs
GDP	Gross Domestic Product
HDA	Housing Development Agency
DoE	Department of Education
WSP	Water Service Provider
DHS	Department of Human Settlement
ABET	Adult Basic Education and Training
RAL	Road Agency Limpopo
DoH	Department of Health
PMU	Project Management Unit
SLA	Service Level Agreement
CRDP	Comprehensive Rural Development Programme
DPW	Department of Public Works
CWP	Community Works Programme
KNP	Kruger National Park
MDM	Mopani District Municipality
DLGH	Department of Local Government and Housing
DEA	Department of Environmental Affairs
DRDLR	Department of Rural Development and Land Reform

MAYOR'S FOREWORD

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

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

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

We take pride in the successful completion of the following infrastructure projects: N'wadekudzeku community hall, Jimu Nghalalume community hall, Homu 14 sports centre, Shikhumba ring road (paving), Silawa ring road (paving), Siyandhani ring road (paving), Giyani Section A road milling and refurbishment of storm water drainage system amongst others. These projects will go a long in addressing accessibility and promoting rural development.

Meanwhile, in the coming financial year, we are happy to announce that the following projects will be implemented: Shawela ring road (3,8km paving), Hlomela ring road (2,6km paving), N'wamankena ring road (4,8km paving), whilst Babangu, Khakhala, Maphata and Ndhambi ring roads (paving) will be implemented in the 2025/26 financial year. We also want to reveal that more than 2000 households will benefit from electrification projects.

Under maintenance, we are busy with various projects to build culvert bridges to assist communities in accessing graveyards, clinics, schools as well as new settlements.

In line with the district development model, various sector departments are supporting the municipality with catalytic projects like the upgrading from gravel to tar of 32km from Thomo to Hlomela road, and 29km upgrading from gravel to tar from Mageva to Makhuva road. Official handover of Muyexe police station. Homu community hall set to be built by COGHSTA. More than 30 schools will be upgraded by the department of education.

As I conclude, we are happy to announce that the municipality obtained unqualified audit opinion for the second year running. As a result, we received an award during the Provincial Municipal SALGA Awards ceremony. Certainly, our main goal is to achieve clean audit going forward, and we believe that it is doable.

Cllr. ZITHA.T
Mayor
Greater Giyani Municipality

Municipal Manager Foreword

It is with great pride that I present the **Integrated Development Plan (IDP) for the Greater Giyani Municipality for the 2025/26** financial year. IDP is a critical document that will guide our municipality's development initiatives, strategic goals, and service delivery priorities. It reflects our ongoing commitment to sustainable development, economic growth, and improving the quality of life for our residents, while aligning with the aspirations of the people of Greater Giyani. As we face both opportunities and challenges, this IDP will serve as a blueprint to overcome hurdles and ensure that we continue to build a prosperous, well-governed, and inclusive municipality.

Over the past two years, the municipality has achieved an unqualified audit opinion, reflecting our commitment to good governance, transparency, and accountability; however, we aim to achieve a clean audit in the next coming years. The audit opinion accomplishment emphasizes our ongoing efforts to maintain financial integrity and optimize our resource management.

In terms of service delivery, we are proud to report that the municipality has been performing well. Key infrastructure projects are already underway and will be completed soon, significantly enhancing the quality of life for our residents. We recognize, however, that we face challenges in land availability, primarily due to differences among traditional authorities. Despite these challenges, the municipality is actively working towards resolving the issue and acquiring land for future development to meet the growing needs of our population.

The Greater Giyani Municipality's economy is driven by four key sectors: trade, tourism, agriculture, and mining. These sectors contribute significantly to local employment and economic growth. As we look forward, we are committed to strengthening these sectors and exploring new opportunities to stimulate growth and job creation. The municipality also has key projects that will ensure that Greater Giyani generates revenue through the redevelopment of the golf course and the Shangoni gate to the Kruger National Park.

Financial viability remains a priority for the municipality. While we have made progress in revenue generation, it is not yet sufficient to meet all of our development and service delivery goals. To address this, we are implementing a revenue enhancement strategy that includes strengthening credit control measures and identifying alternative revenue streams.

The municipal organizational structure, headed by the Municipal Manager and supported by directors, managers, and officials, is reviewed annually to ensure its alignment with financial and environmental needs. This review is done alongside the budget and the IDP to ensure efficiency and effectiveness in achieving our goals.

Public participation and good governance are cornerstones of our administration. The people of Greater Giyani Municipality are actively involved in the decision-making process, and we ensure their voices are heard through regular public consultations held in community halls across the municipality. This inclusive approach ensures that development initiatives align with the needs and aspirations of our residents.

As we continue our work, we are confident that the strategies outlined in this IDP document will help us overcome current challenges and achieve our vision of a municipality where environmental sustainability, tourism, agriculture and mineral resources thrive for economic growth.

Mr Khoza V.D
Municipal Manager
Greater Giyani Municipality

Executive Summary

The Integrated Development Plan of the municipality has been developed within an approved IDP framework and process plan 2025/26. 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 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 on the 2024 strategic session.

Project 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.

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

Operational plan: SDBIP: This chapter outlines a one year (2025/26) 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 2025/26. The Mid-year Budget performance influences the compilation of the following financial year.

Approval Phase: During the approval phase, public participation takes place and the council approves the final IDP and budget before or on the 31st of May.

Table 0: 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"> Analyse and ensure that the IDP document addresses issues raised.

Role-player	Roles
	<ul style="list-style-type: none"> Assist in setting of targets for projects implementation in their Clusters committees' meetings.
Ward Councillors 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
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.

Role-player	Roles
	<ul style="list-style-type: none"> 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.

1. PREPARATORY PHASE		
DATE	ACTIVITIES	ROLE PLAYERS
03 -31 st July 2024	Development of the draft IDP/Budget process plan.	MM, Directors and Managers
10/07/24	Submission of process plan to IDP/BUDGET office for inputs	IDP Manager
23/07/24	Submission of draft process plan to portfolio committee for planning and development	Director planning and development
24/07/24	Submission of draft process plan to (EXCO)	Head planning and development CLLR. Director planning and development
26/07/24	Tabling of process plan to council	Mayor, MM
2. ANALYSIS PHASE		
01AUGUST 2024-31 st AUGUST 2024	(a)Legal framework analysis (b)Leadership guidelines (c)Municipal technical development analysis (d)community and stakeholder analysis (e)Environmental analysis (f)institutional analysis (g)spatial analysis (h) economic analysis (i) socio-economic analysis (j)in-depth analysis and identification of key developmental priorities	MM, Directors and managers

09/09/24	IDP/BUDGET steering committee meet to review all technical information submitted from various department	MM, Directors and managers
	Consolidation of all relevant information	IDP manager
	Preparation and circulation of the draft analysis phase to all department for their confirmation	IDP manager
10/09/24	District engagement on analysis phase	MM, director planning and IDP manager
16/09/2024	Draft status quo information submitted to IDP rep forum meeting	Mayor, portfolio head and director planning and development
14/10/2024	Draft status quo submitted to portfolio committee	Director planning and chairperson portfolio committee
24/10/24	Draft status quo report submitted to (EXCO)	Head portfolio committee for planning and director planning and development.
28/10/24	1 st quarter council meeting Tabling of draft analysis phase report to council for noting	Mayor, MM
3. STRATEGY PHASE		
1 ST NOVEMBER 2024-DECEMBER 31 ST 2024	Preparation of strategic planning session	MM, Directors and managers
08/11/2024	Steering committee meeting to outline the process and approach for the strategic planning session	Steering committee
25/11/24	Planning and logistics of the strategic planning	IDP manager
25/11/2024	District engagement on strategy phase	
	Circulation of invitation	IDP Manager
04-06 /12/24	Strategic planning session	Mayor, MM, Directors, Tihosi, EXCO, Chairpersons of committees and sector departments
4. PROJECT PHASE		
13 JANUARY 2025	Steering committee prepare for the project phase	Steering committee
15/01/25	Technical committee meetings per cluster meetings	Directors, Managers, sector department and MDM
17/01/25	Identification of projects and costing	BTO, planning and development

22/01/25	Draft IDP projects presentation to technical committee	MM, Directors and managers
29/01/25	2 nd quarter council Tabling of annual report to council	Mayor, MM
24/01/25	District engagement on project phase	MM, director planning and IDP manager
28/02//25	Budget adjustment	Mayor
18/03/25	Presentation of draft projects to IDP REP forum	Mayor, EXCO, all councillors Ward committees, all stakeholders
5. INTERGRATION PHASE		
18/03/25	Joint portfolio committee for governance, finance and planning meet to consider draft budget, IDP, tariff 'budget related policies structure and organisational structure	Members of the portfolio committees, Directors and managers
21/03/25	EXCO meeting to consider draft IDP/budget, tariff, budget related policies and organisational structure	EXCO, MM and directors
28/03/25	Draft IDP/Budget tabled to council	Council, Mayor, MM
01/04/25	Submit IDP to COGHSTA, NT	MM
04/04/25	Publication of the notice of draft IDP and Budget in the newspaper, website for 21 days calling for comments.	IDP Manager, communities and stakeholders
14 April to 15 May 2025	Public participation programme per cluster	PP Manager, Mayor, all councillors and stakeholders
05-29/04/2025	Treasury budget benchmarking	NT, PT, COGTA and COGHSTA
30/04/25	3 rd quarter council meeting	Mayor, MM
6. APPROVAL PHASE		
14/05/25	Consider all the inputs from community and relevant stakeholders	Mayor, IDP/steering committee
22/05/25	Presentation of final draft IDP/budget to IDP REP forum	Mayor, EXCO and stakeholders
26/05/25	Tabling of final draft to joint portfolio committees	Head of portfolio committees, Director and managers
27/05/25	Submission of draft IDP/Budget to EXCO	Mayor, head of portfolios MM and directors
30/05/25	Consideration of final IDP and budget by council	Mayor, EXCO and council
06/06/25	Issue public notice on the adoption of final IDP/Budget in the	MM

	newspaper, website and municipal notices.	
06/05/25	Submission of the final IDP/BUDGET to MEC COGHSTA, national and provincial treasury AG, MDM (10 days after adoption)	MM
30 /07/25	4 th quarter council	Mayor, MM

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 2025/26

1.1.2. Overview

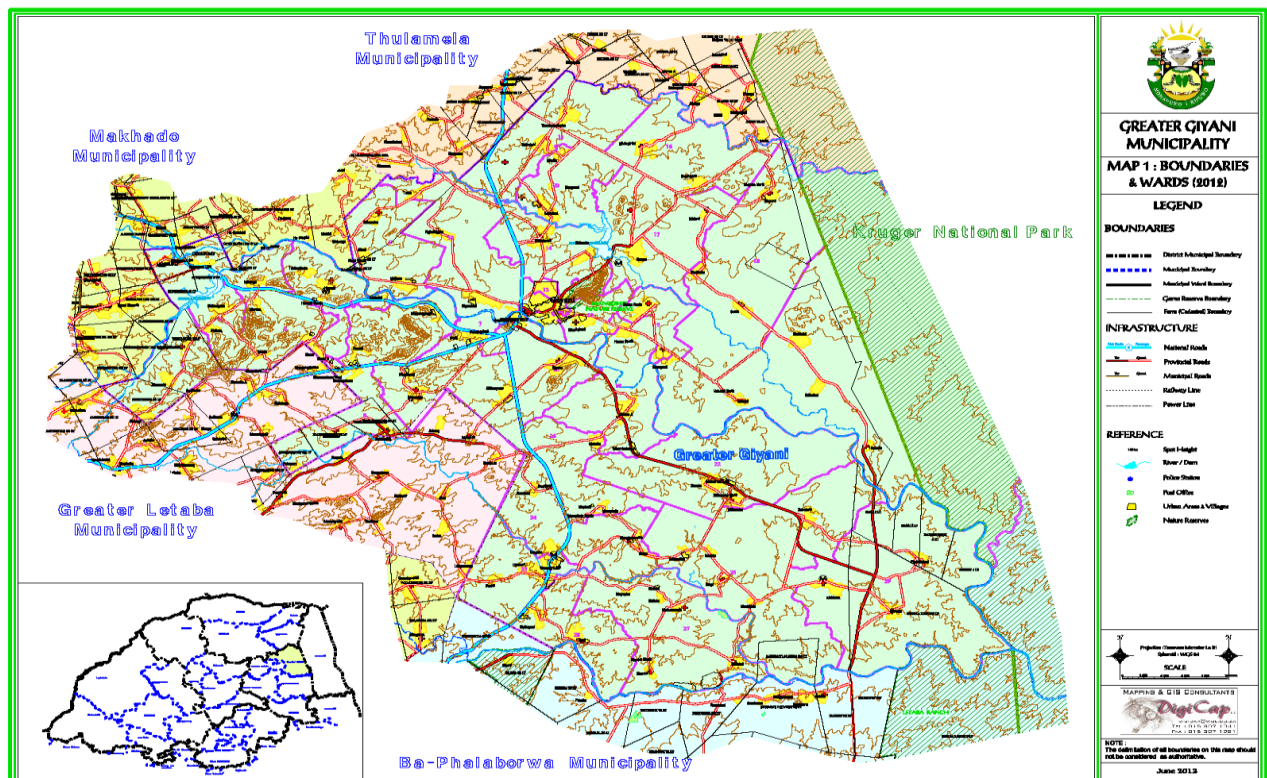
The Greater Giyani Municipality is one of five local municipalities under the Mopani District Municipality in the Limpopo Province. The Greater Giyani Municipality is surrounded by four local municipalities namely, Greater Tzaneen (+/-120km), Greater Letaba (+/-90km), Ba-Phalaborwa (+/-160km) and Maruleng (+/- 195km). The town is located +/- 185km from Polokwane, +/-100km from Thohoyandou and +/- 550km from Tshwane. The municipality covers approximately 4,167km² land area with only one semi-urban area being Giyani. The municipality is demarcated into 31 wards with 93 villages, and it has 62 councillors. There are 13 Traditional Authorities awaiting recognition to be finalised by the office of the premier. Giyani town is the largest centre of population concentration where the community has access to 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 neighbouring municipalities. The new demarcations have the Shingwedzi and Bateleur camps within ward 19; that on its own has cost implications in relation to the provision of services, but on a positive note it places Giyani in a strategic position to become a stakeholder in the international renown Kruger National Park, it is an economic potential that the municipality can take advantage of.

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

MAP 1: SPATIAL ORIENTATION OF GREATER GIYANI MUNICIPALITY

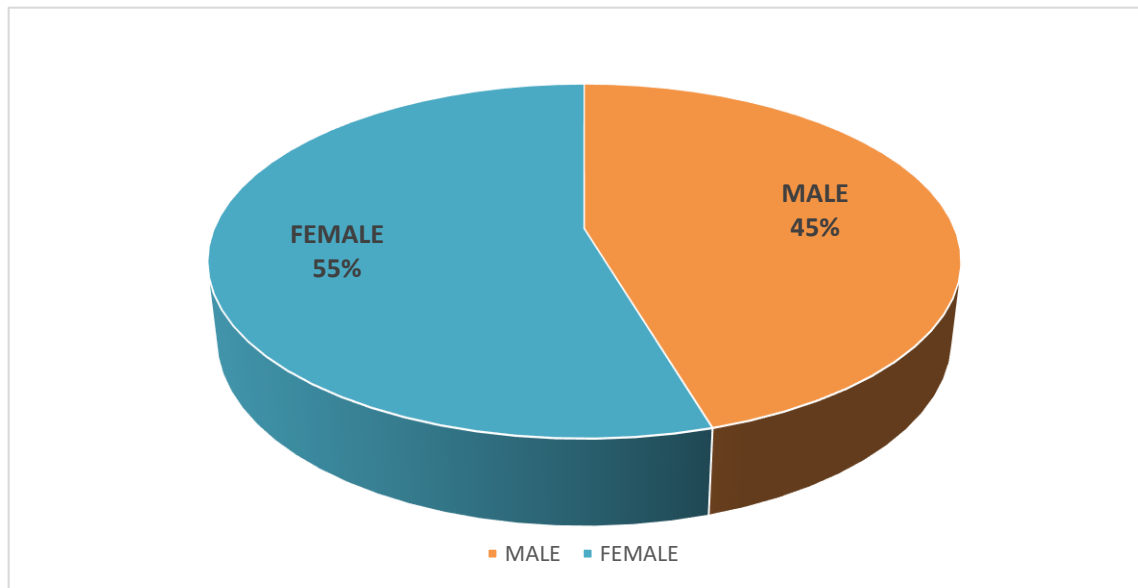
1.1.3. Total Population



Source: (Greater Giyani Municipality, 2025)

The total population of the municipality stands at 316,834, with a total of 79,735 households. The Greater Giyani Municipality covers a land area of 4,167 km², with a population density of 76 people per km². The municipality is organized into 31 wards, which are further categorized into five clusters. In most of these wards, the population exceeds 5,000 individuals. The average household size within the municipality is approximately 4, suggesting that majority of the households consist of an average of 4 individuals. In recent years, the municipality has witnessed a significant increase in both population and household numbers, with a population growth of 2.4% in 2022. This trend can be largely attributed to the growth of retail and commercial developments in and around Giyani town and its neighbouring settlements.

Population by sex



Source: (Census 2022)

The demographic composition indicates that females represent 54,6% of the population, totalling 172 968 individuals, while males account for 45,4%, totalling 143 873 individuals. This disparity is largely due to the tendency of males seeking employment in mining towns such as Lephalale and Burgersfort, thereby leaving women and children at home.

Table 1: 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

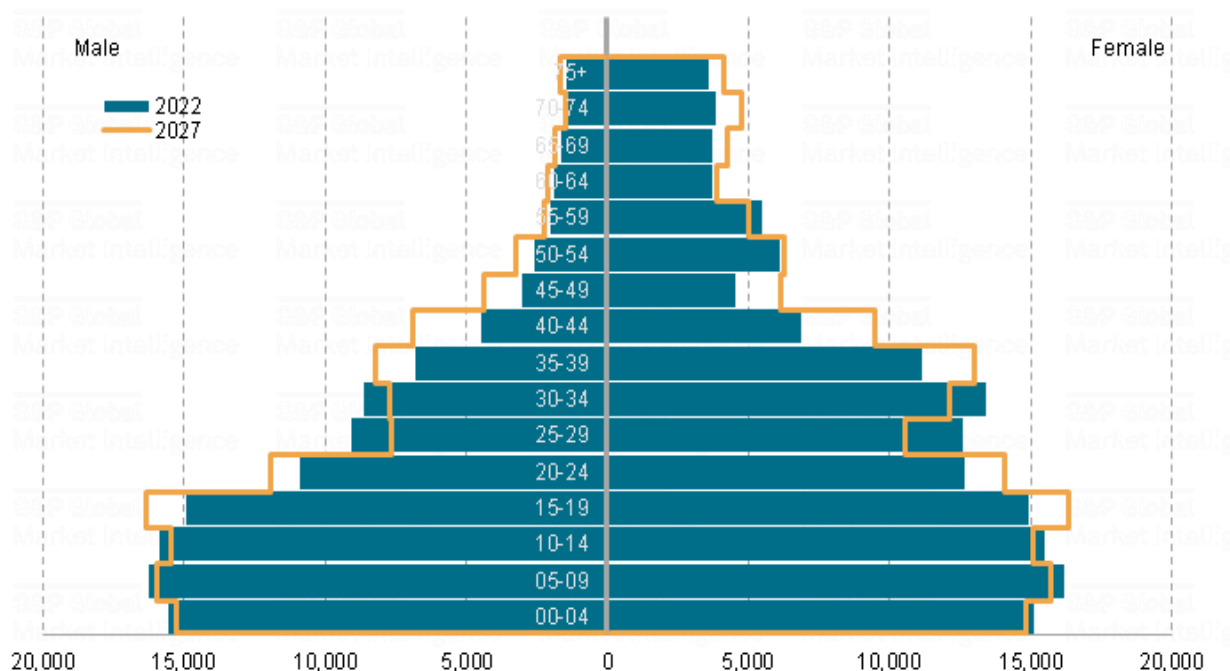
Ward	Male	Female	Total
16	4487	5572	10059
17	3512	4419	7931
18	2045	2755	4800
19	4362	5494	9856
20	4583	5799	10382
21	3682	4761	8443
22	4464	5698	10162
23	3313	4072	7385
24	3305	4114	7419
25	3732	4605	8337
26	4326	6322	10648
27	5111	7384	12495
28	6214	8347	14561
29	10100	14200	24300
30	9432	13110	22542
31	5342	8123	13 465
TOTAL	Awaiting 2022 Stats	Awaiting 2022 Stats	Awaiting 2022 Stats

Source: (Census, 2022)

1.1.4. Population by 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.

Population pyramid - Greater Giyani Local Municipality, 2022 - 2027



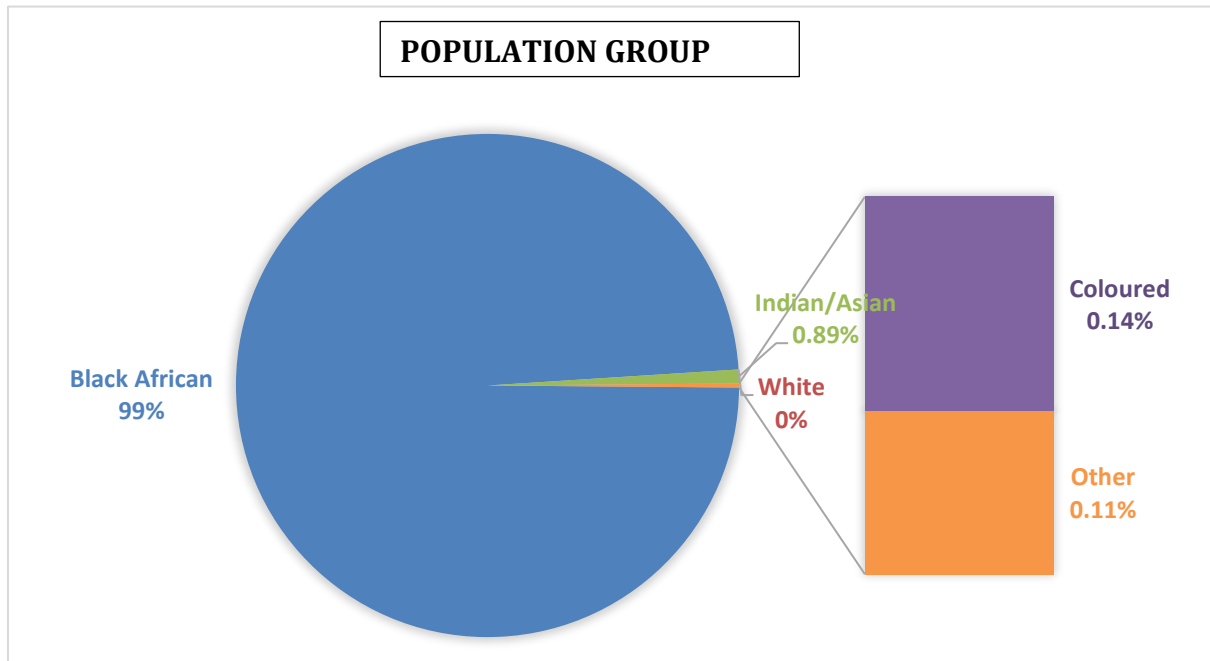
Source: South Africa Regional explorer v2375.

The population pyramid reflects a projected change in the structure of the population between 2022 and 2027. The differences can be explained as follows:

- In 2022, there was a significantly larger share of young working-age people between 20 and 34 (25.3%), compared to what is estimated in 2027 (23.0%). This age category of the young working-age population will decrease over time.
- The fertility rate in 2027 is estimated to be slightly higher compared to that experienced in 2022.
- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (33.2%) in 2027 when compared to 2022 (35.5%).

In 2022, the female population for the 20-34-year- age group amounts to 14.5% of the total female population while the male population group for the same age amounts to 10.7% of the total male population. In 2027, the male working-age population at 9.8% does not exceed that of the female population working-age population at 13.2%, although both are at a lower level compared to 2022.

Population group



Source: (National Strategic Hub, 2024)

The population composition of the Greater Giyani Municipality is predominantly made up of Black Africans, comprising 99% of the total population. With a small percentage of Indian/Asian accounting for 0,89%, this group represents a minority however, it is still notable within the demographic landscape. White individuals represent 0%, this indicates that the municipality has limited diversity while Coloureds make up 0,14% of the population, also showing a minor presence, the Other group accounts for 0,11%.

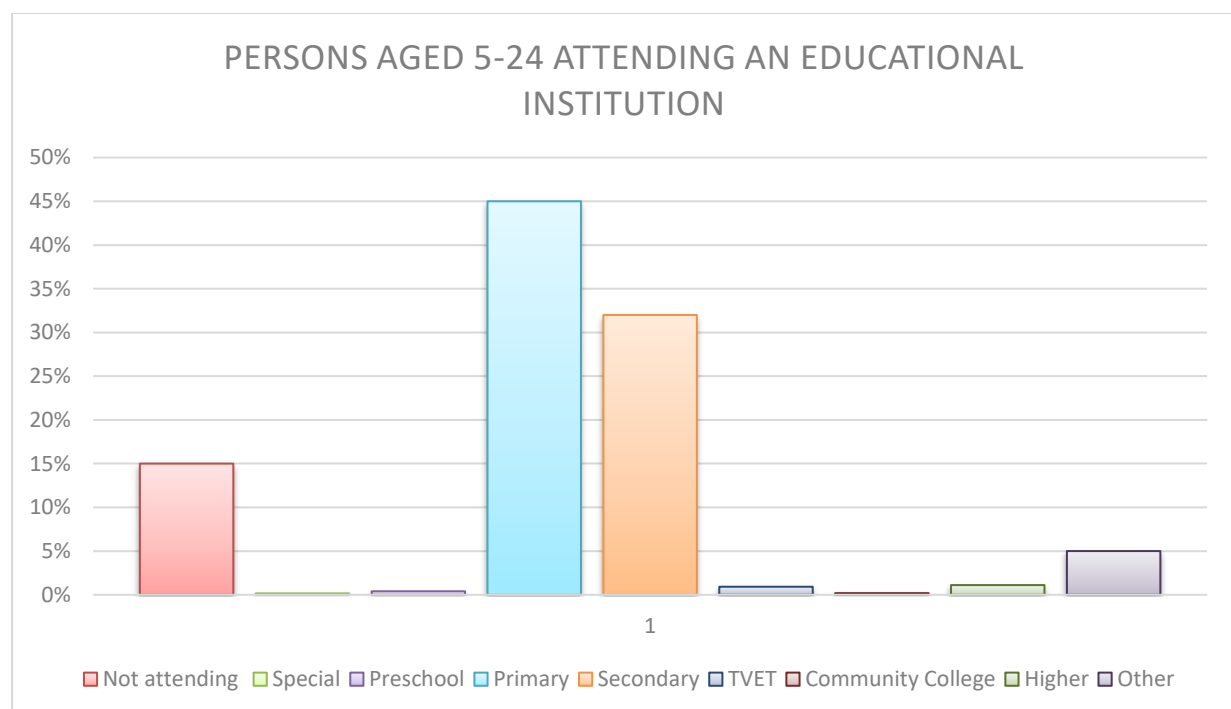
1.1.5. Level of Education

Table 2: Children attending ECD programmes.

Percentage of children aged 0-6 attending ECD programmes		
None	13 668	35%
Creche	16 478	42%
Day mother/ Childminder	3 371	9%
Pre-School/ Grade 0-R	3 218	8%
Playgroup	2 697	7%

Source: (National Strategic Hub, 2024)

Early Childhood Development (ECD) programme attendance reveals that 13,668 children are not enrolled in any ECD programme, highlighting a significant gap in access to early learning opportunities. While 16,478 children are attending creche programmes, which provide basic care and developmental support. Additionally, 3,218 are enrolled in pre-schools, offering more structured educational experiences, while another 2,697 are in playgroups, focused primarily on socialization and basic skills. Furthermore, 3,371 children are being cared for by day mothers or childminders, adding to the mix of care options. These figures emphasize the need for greater investment in ECD infrastructure and access to ensure that all children benefit from early childhood education, especially those not currently engaged in any programme.



Source: (National Strategic Hub, 2024)

The data reveals several key insights into school enrolment among children and young adults aged 5-24 years. A notable 15% (19,086 individuals) of this age group do not attend school, highlighting a significant gap in access to education. Additionally, many of these individuals who do not have access to education come from neighbouring countries and lack the necessary documentation to enrol in public schools. Special schools serve only 0.16% (204 individuals), suggesting limited availability for children with special

needs. On a more positive note, 45% (55,585 individuals) are enrolled in primary school, indicating strong enrolment at the foundational education level.

Secondary school enrolment stands at 32% (40,230 individuals), pointing to substantial participation at this level, though it also suggests that some children may be dropping out before completing their education. Meanwhile, only 0.92% (1,146 individuals) are enrolled in Technical and Vocational Education and Training (TVET), reflecting a relatively low uptake of vocational education. Community colleges account for a mere 0.19% (240 individuals). Higher education enrolment is similarly low at 1.11% (1,380 individuals), pointing to significant barriers to accessing tertiary education, which may include financial constraints and competition for limited spots. Lastly, 5% (6,332 individuals) fall into the "other" category, which likely includes non-traditional education pathways. While the overall enrolment rate is relatively high, it could be even higher. This is partly due to migration to provinces such as Gauteng, which is home to numerous universities offering a wider range of higher education opportunities.

1.1.6. Employment Profile

Table 3: Labour Force

Persons	2011	%	2022	%
Employed	19979	49.3	20759	39.6
Unemployed	20534	50.7	31636	47.7
Total Labour Force	40513	100	52395	100
Not economically active			75829	

Source: (Census 2011; 2022)

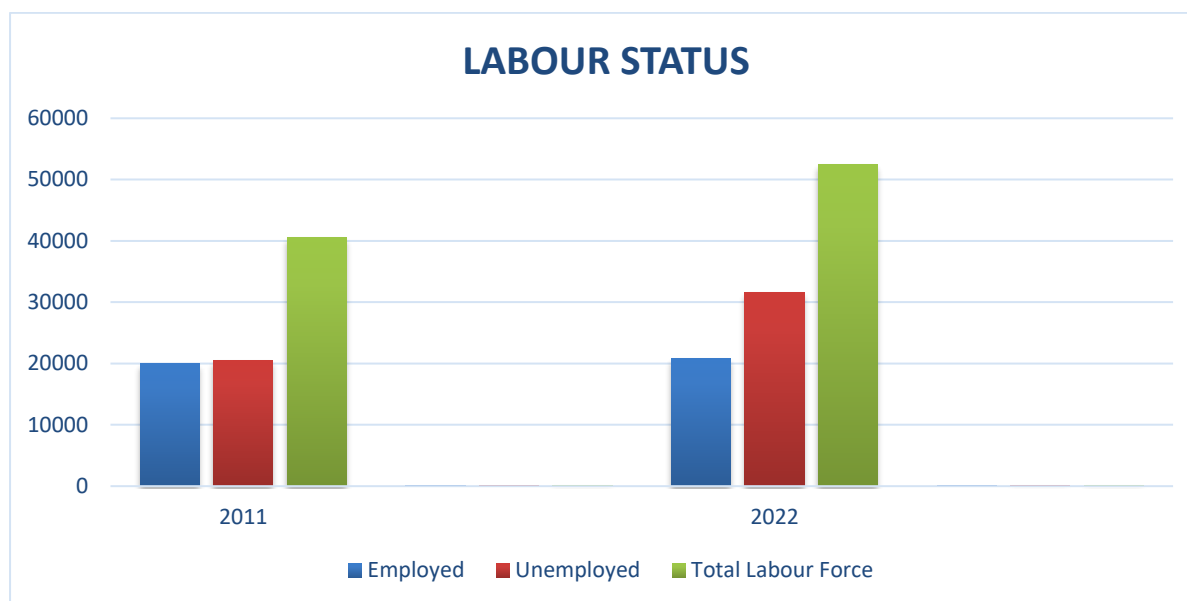
Table 4: Labour Status

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

Source: (Census 2022)

Table 3 indicates a decline in the employment rate, reflecting a reduction of 9.7% between 2011 and 2022. In contrast, the unemployment rate increased from 20,534 individuals (50.7%) in 2011 to 31,636 individuals (60.4%) in 2022. This rise in unemployment poses

significant negative consequences for society, potentially leading to higher rates of crime, increased dependency on social grants, and a rise in the non-payment of services. Table 4 indicates that most females are employed as compared to 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 labour intensive work opportunities in construction and mining industry.



Source: (Census 2011;2022)

1.1.7. Household Income

The average income for all members of community within Greater Giyani can be categorized as presented above. The percentage of people earning no income decreased from 82.34% in 2011 to 78.04% in 2022. The percentage of people earning less than R400 per month increased tremendously (the number of persons doubled from 5764 in 2011 to 18631 in 2022) while reflecting a decline between those earning R401 and R800 per month. The high statistic of low earning people may be in relation to the employment industry. Most people in the Giyani region work in the informal trading sector, self-employed people tend to have lower incomes especially in the informal sector. Individuals earning higher incomes are professionals which are usually fewer in number.

Table 5: Population by individual monthly income

Persons	2011	2022
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

**Table 6: 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

Source: (Census 2022)

1.2 Analysis of key performance areas (KPA's)

1.2.1. KPA 1: SPATIAL RATIONAL

1.2.1.1 Purpose of Spatial Analysis and overview

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

The municipality shares borders with two local municipalities within the Mopani District and another two in the Vhembe district. It is demarcated into thirty-one (31) wards consisting of ninety-three (93) villages, three (3) RDP towns, a proclaimed township with seven (7) sections which includes 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 landlocked in the Tribal Authority land. As a result, the town is growing inwards. There are visible unstructured developments which impact negatively on the image of the town. There is a need to revitalize the town and develop incentive policies to attract investment. With the current disputes between traditional leadership hampering significant development the municipality need to intensify negotiations with the relevant traditional leaders to release land for development.

1.2.1.2 Settlement Patterns

Giyani population is concentrated in 93 rural villages and 7 sections of the township. The Giyani spatial economic development patterns are marked by apartheid legacy with the majority of people confined to rural areas with limited economic activities and access to urban infrastructure. Rural communities are situated far apart, which makes infrastructure development expensive. Villages are an average distance of 35 kms away from the CBD and most roads are gravel. In rainy seasons, the roads are not easily accessible, which affects service, most importantly, emergency services.

1.2.1.3. Hierarchy of settlements

Table 7: Hierarchy of settlements

TYPE	AREA	ACTIVITIES
First order	Giyani Section A, B, D, E and F	Main offices, light industries and social amenities
Second order	Dzumeri, Shawela, Nkomo, Risinga, Xikukwani (Eco- Park), Homu, Thomo, Makosha B9 villages, Bode-B, N'wamankena, Hlaneki and Siyandhani	Mini retailers, secondary activities, large SMMEs and major economic activities, light industries and Usave chain store
Third Order	All other villages	Basic activities, farming and minor economic activities.

1.2.1.4. Land Claims and their socio-economic implication.

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

1.2.1.5. Land Reform

According to the land claims commission, more than 44 land claims were received from Greater Giyani. However, upon investigation, it was discovered that only 11 of them were found to be valid. The rest are still being validated (**DRDLR land claims section 2022**).

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

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

- Counter claims or overlapping of claims.
- Validity of chieftainship.
- Landowners challenging the validity of the claims.
- New landowners not having the expertise to continue with the production and running of the farms commercially.
- Capacity of staff to deal with all claims at once.
- Negative media reporting.
- Illegal land looting.

1.2.1.6. Illegal land occupation and informal settlements

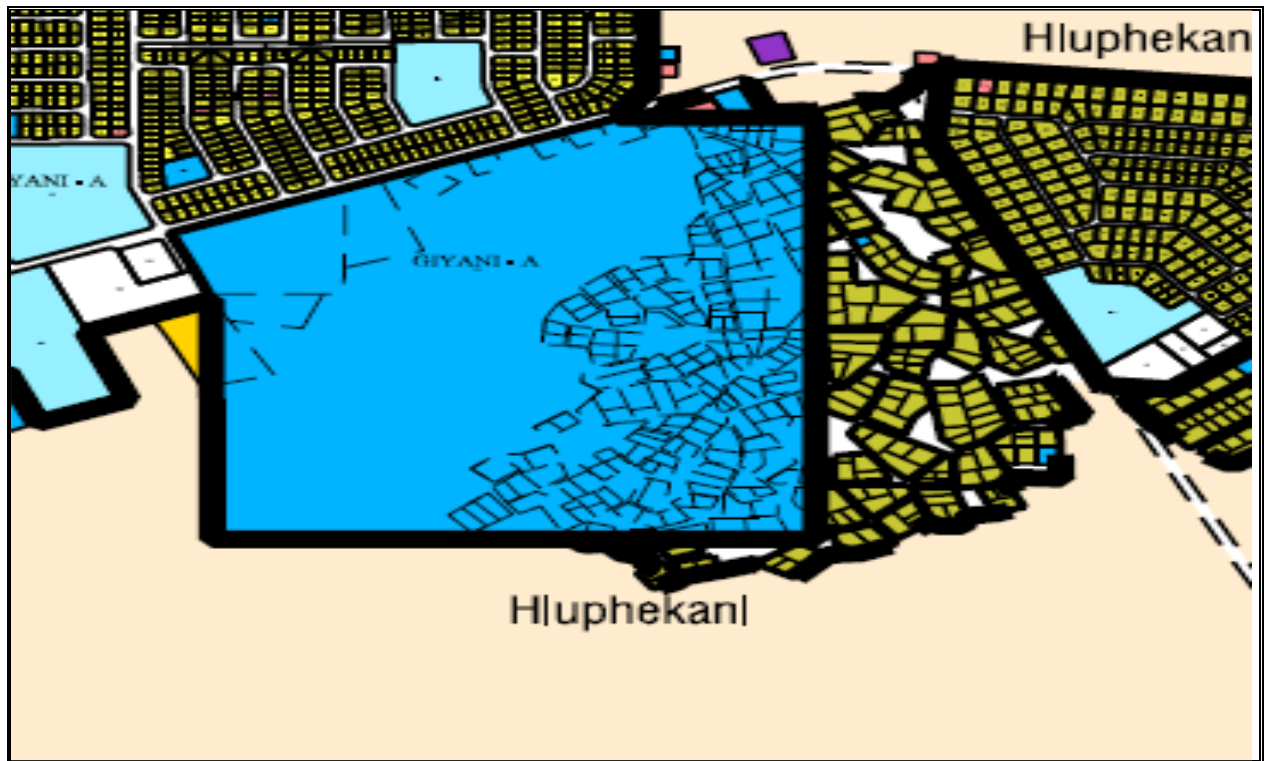
Giyani has 6 informal settlements which are spread across the municipal area. They are both on municipal and traditional land. Informal settlements on municipal land disrupts urban planning and development objectives as the land is often reserved for infrastructure, public services or planned urban growth. Illegal land occupation makes it difficult for the municipality to extend services or provide proper governance which undermines the ability of the municipality to plan effectively and maintain law and order.

Informal settlements in the Greater Giyani Municipality are namely;

- Hluphekani
- Tsakani
- Two rooms informal settlement

- Dumping site
- Agricultural section
- Section F informal settlement

Map 2: informal settlements on proclaimed land



(Source: GGM LUS)

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

1.2.1.7. SDF and LUS

The municipality has reviewed its SDF and has been adopted in the current calendar year. In the review process the following issues were thoroughly reviewed

- Environmental Sensitive areas (Flood lines, mineral deposits were identified by council for Geo -science studies)

- Climate and soil potential in relation to potential crops
- Urban line
- Potential land for development and growth of the town.
- Alignment of SDF and LUS

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

During a strategic planning session held in December 2024, the planning tools were noted as critical:

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

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

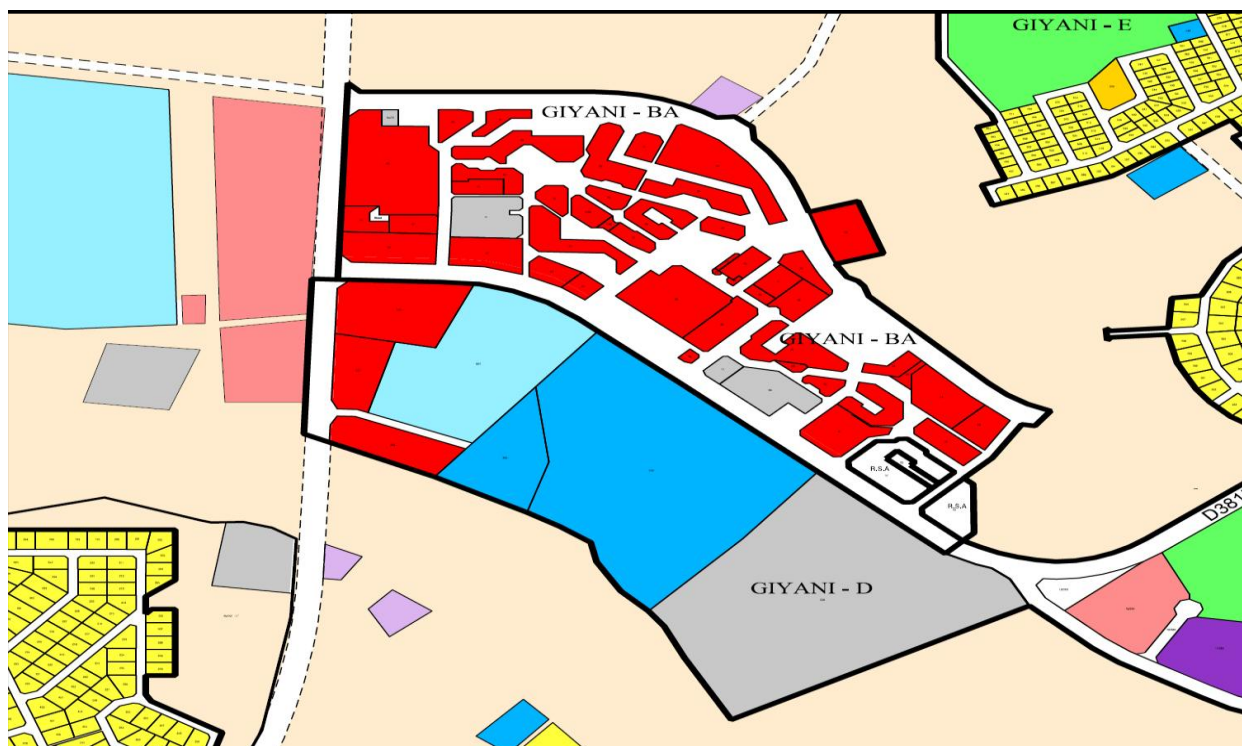
1.2.1.7.1. Review of LUS

The municipality has reviewed its land use scheme to determine various land uses

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

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

Map 3: proclaimed areas with open spaces



Source: GGM LUMS (2021)

1.2.1.8. Strategic Land for development

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

1.2.1.8.1. Strategic Land for residential development

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

Land has been identified in Ngobe Village, along the D3840 road, for the expansion of a new township, which will be named Section H. The municipality is currently in negotiations with the Mabunda Traditional Council (Ngobe) to develop this residential area. The location is suitable for residents across all income levels, including high, medium, and low-income earners. However, an official memorandum of understanding has not been established yet. The Department of COGHSTA is collaborating with the municipality and has already begun working on bulk engineering services. In addition to residential development, the area has potential for light industrial zones and office parks.

1.2.1.8.2. Private/Tribal Authority land for development

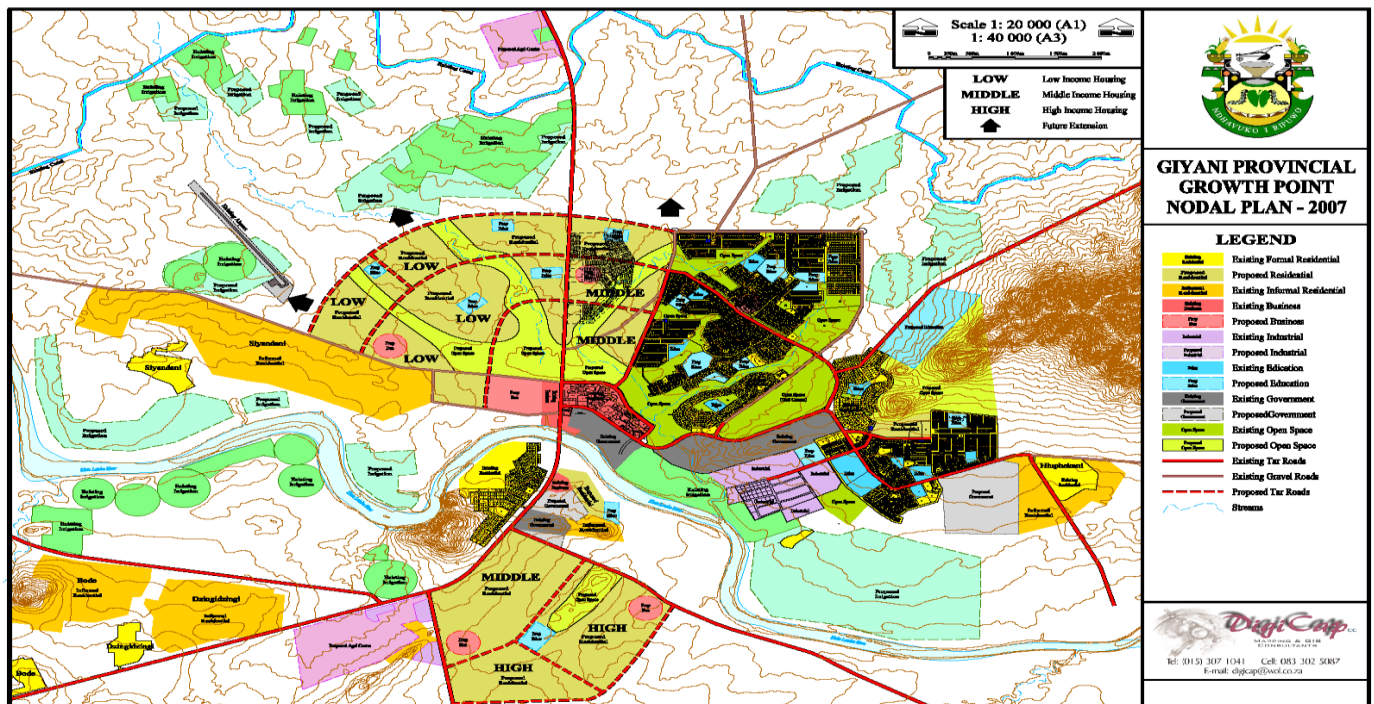
The land which is situated adjacent to the CBD is strategically located for both residential and business purposes. The municipality is in the process of developing the infrastructure master plan which will assist to develop the land. Currently negotiations are going on between the municipality and traditional 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 4 below.)

1.2.1.8.4. Ideal land for industrial development

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



Map 4: Strategic land for Development

Source: GGM Land Use Schemes

1.2.1.9. The Environmental analysis

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

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

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

a. Climate

The climate of Giyani is characterized by low rainfalls with very hot temperature. This could be caused by its position in the Lowveld. The municipal area receives 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 mines which are not utilized in the whole area with gold as the dominant mineral, as well as a little deposit of silica around the Muyexe area. Council for geo-science is currently reviewing the information and conducting studies to determine the availability of mineral resources.

c. Terrain

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

d. Hydrology

All rivers (Middle Letaba, Nsami and Molototsi) are mostly perennial. All the rivers feed into the Letaba River in the south. Other rivers such as Malatsi, Mbawula 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 Ma'nombe nature reserve, they are both state owned. The reserves mainly offer opportunities to tourist for activities like hiking, trail, hunting and game drives.

The following are environmental challenges identified in GGM:

Table 8: 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 severe issue. Water is polluted by littering and the overflow of sewage, creating 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 Ngobe, Nkomo and Homu villages.</p>
<p><u>Deforestation.</u></p> <p>Deforestation affects most of the Greater Giyani 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><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 cause of this problem is poaching, firewood collection, uncontrolled burning of forests. Veld fires are prevalent in winter or early summer and the affected areas include grazing land and the Ma'nombe 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</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</p>

erosion are veld and forest fires, deforestation through wood gathering, overgrazing and poor land use planning and management.	causes of informal settlements are influx of people from villages to the town due to poverty, unemployment, population growth and urbanization.
<u>Overgrazing</u> 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.	Wetlands The wetlands are unprotected, and as a result people occupy them illegally. Also, there is a great deal of illegal dumping in the wetlands.

Table 9: Environmental SWOT Analysis

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
Availability of planning document	Non implementation of environmental policies	Proximity to KNP	Environmental degradation
Resilient governance systems	Lack of enforcement of By-Laws	Support from other sector departments	Cyber attacks
Stable political environment	Inadequate number of environment staff	Deployment of staff from DFFE	Methane pollution
Sound environmentally practices	Environmentally degradation of wetlands	Availability of environmental By-Laws	Vandalism
Availability of landfill site	Outdated IWMP	Recycling activities	Ground water pollution

1.2.1.10. Challenges: Spatial Rational



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 councillors 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 10: Portfolio committees

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
01	BUDGET AND TREASURY	BUDGET AND TEASURY	FINANCE
02	WATER, SANITATION AND ENERGY	TECHNICAL	INFRASTRUCTURE
03	ROAD AND TRANSPORT	TECHNICAL	INFRASTRUCTURE
04	HEALTH AND SOCIAL DEVELOPMENT	COMMUNITY SERVICES	SOCIAL

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

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

- Gender
- Disability
- Traditional Affairs
- Youth
- HIV/Aids
- Older persons
- Women caucus
- Mens forum
- Officials responsible for coordinating these special programs have been appointed and are reporting to the Manager in the office of the Mayor.

1.2.2.3 MPAC and its functionality

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

Section 79 of the MSA provides for committees of council reporting directly to the council, in accordance with the terms of reference of such committees as developed by the council. Such committees, because of direct reporting lines to council, are best suited to do

oversight in the municipality, not only in terms of oversight report, but general oversight over both the administrative and executive authority of the municipality.

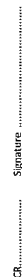
The Greater Giyani Municipality has established the MPAC, and a chairperson has been appointed on full time basis, and the committee consist of seven members and one support staff, the MPAC coordinator. The new governance model has been introduced and the municipality has designated ten councillors as chairpersons of portfolio committees assisting the political heads of portfolio committee and provides oversight toward the activities of executive committee.

The MPAC committee has quarterly meetings, and the position of a researcher has been appointed to ensure effective and efficient functionality of the office. The committee has assessed the annual report for 2025/26 and it will also be engaged in a public participation session in that regard. The new governance model has introduced ten new chairpersons of portfolio committee which support the executive committee and provide oversight function.

Organizational structure

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

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



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 the Municipal Manager:

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

1.2.2.4. Mandate, Powers and Functions

The Greater Giyani Municipal Council is a category B Municipality which consists of 62 Councillors and 13 Traditional Leaders. The Municipality has been assigned powers and functions in terms of 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 11: 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	The provision, management, control and maintenance of any land, garden or facility set

	Community Services	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 aircraft 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 District function	Technical Services	The establishment, operation, management and maintenance and regulation of a system, including infrastructure, for the collection of human excreta and domestic wastewater 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.
Billboards and the display of	LED	The display of written or descriptive material, any sign or symbol or light that is not intended solely

advertisements in public places		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	Community Services	A public place for entertainment. The area for recreational opportunities and facilities along the seashore 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 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 ESKOM is responsible	Technical Services	Maintenance of the electricity reticulation network, bulk supply or electricity which includes for the purpose of such supply, the transmission, distribution and where applicable, the generation of electricity and regulation control.

1.2.2.5. **Employment equity**

Employment Equity in the municipality take center stage and employees are fully involved in the implementation of the policy. There is an employment equity committee which ensures the is full compliance with the provision of employment equity act. The

committee is responsible amongst others to ensure employment of designated groups are followed up and ensures that a certain percentage of people with disabilities are appointed in the municipality. One of the challenges that the municipality is currently facing is the appointment of females in senior positions.

1.2.2.6. **Retention Policy**

Retention policy is in place.

1.2.2.7. **Vacancy rate 2025/26**

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

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

COSTED DRAFT WSP / TRAINING PLAN FOR 2025/26

Table 12: Workplace skills plan

STRATEGIC FOCUS AREAS	INTERVENTION	# TO BE TRAINED	ESTIMATED COST
INFRASTRUCTURE AND SERVICE DELIVERY	PLUMBING	10	R 102, 857.10
	CHAINSAW AND GRASSCUTTER TRAINING	10	R 100, 000.00
	IMESA CONFERENCE	03	R 60, 000.00
	MANSORY	04	R 40, 000.00
	PAINTING	03	R 30,000.00
	CARPENTRY	03	R 30, 000.00
	AMEU CONFERENCE	03	R 25, 000.00
FINANCIAL VIABILITY	INVENTORY MANAGEMENT	05	R 55, 000.00
	SUPPLY CHAIN MAMAGEMENT	04	R 44, 000.00
	MFMP	16	R 672, 000.00
	ANNUAL FINCANICAL STATEMENT	05	R 174, 000.00
	CLEARENCE CERTIFICATE	09	R 177, 000.00

COMMUNITY BASED PARTICIPATION	PROTOCOL	08	R 65, 929.50
SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT	LED/IDP	06	R 66, 000.00
SPATIAL RATIONALE	GIS (TOWN PLANNING)	02	CoGHSTA
	SPLUMA (LAND USE)	02	CoGHSTA
	HOUSING	03	HUMAN SETTLEMENT
MANAGEMENT AND LEADERSHIP	ETHICS	06	R 36, 863.20
	COUNCILORS DEVELOPMENT PROGRAMME	12	SALGA
	MUNICIPAL GOVERNANCE	21	R 420, 000.00
	LOCAL LABOUR FORUM TRAINING	14	LGSETA/ SALGA
	MPAC	02	CoGHSTA
	MUNICIPAL LEADERS MEDIA AND STAKEHOLDERS ENGAGEMENT PROGRAMME	02	SALGA
WORKPLACE TRAINING SYSTEMS	CUSTOMER CARE	17	R 74, 778.75
	PAYDAY SYSTEM (COMPLIANCE)	06	R 47, 586.00
	LABOUR RELATIONS	05	SALGA
	IT SYSTEM (COMPLIANCE)	02	R 40, 000.00
	AUDIT (COMPLIANCE)	02	R 30, 000.00
	RISK (COMPLIANCE)	03	R 45,000.00
	DISCIPLINARY AND GRIEVANCE PROCEDURE	02	SALGA
	PAYROLL PRACTICE (COMPLIANCE)	05	R 67, 980.00
	ADVANCED CLEANING	06	R 53, 148.00
	OCCUPATIONAL HEALTH AND SAFETY (COMPLIANCE)	10	R 80,000.00

1.2.2.8. Performance Management System

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

The PMS policy addresses the performance of the organizational and 56 managers (directors). The PMS has been cascaded to levels below section 56 managers and all officials have signed performance agreement. SDBIPs for 2025/26 was signed and submitted to COGHTA as per MSA 32 of 2000. Performance report has been submitted on quarterly bases, and Mid-year report 2025/26 was approved by 25th January each year and submitted to COGHSTA. The performance audit committee has been appointed by council and it is operational.

1.2.2.9. Challenges on Institutional Development and Transformation

- Office space not adequate to create an enabling working environment.
- Inadequate record Management Systems.
- Inadequate security on some municipal buildings.
- Review of policies.
- Incomplete job evaluation process by SALGA.
- Draft Individual Performance Management policy in place, but there is lack of capacity for implementation of the systems.
- Sector plans not up to date.
- Poor Record Management
- Implementation of job evaluation

1.2.3. KP 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

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

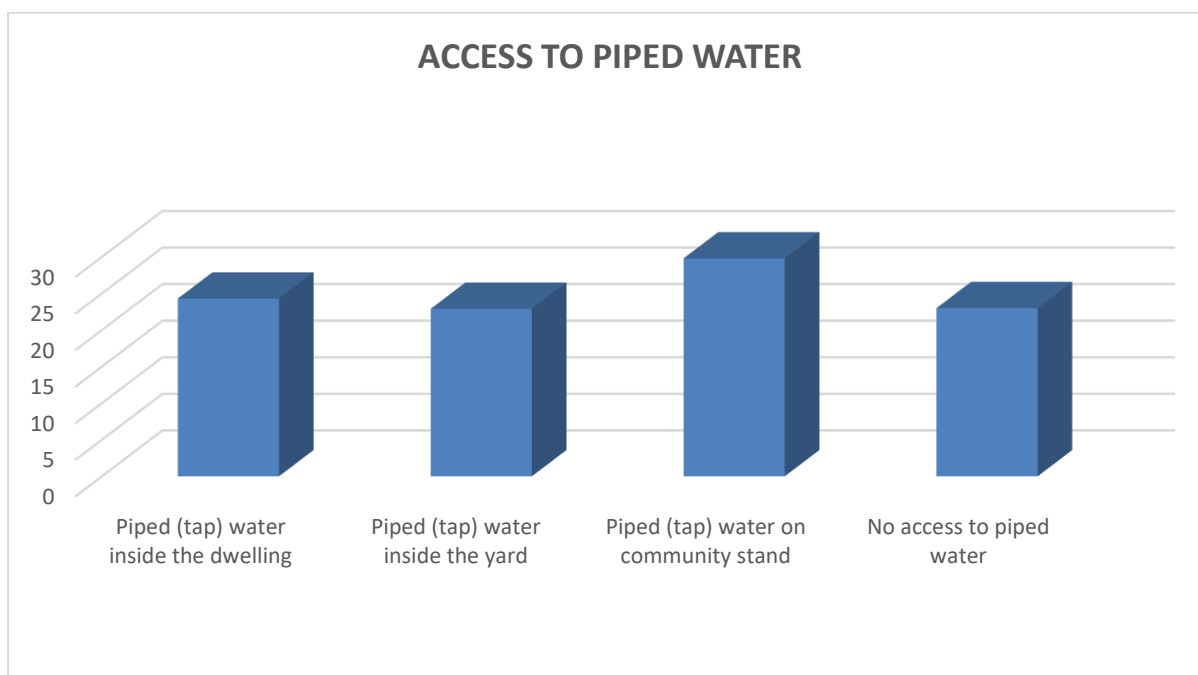
1.2.3.1. Water

The Greater Giyani Municipality is not a Water Service Authority. The Mopani District is providing water to our communities and maintains 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 (2024/25), although 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). In addition to the two dams there is a pipeline that supplies raw water from Nandoni Dam to Nsami Dam. The Nsami Dam is currently full to capacity while the Middle Letaba Dam has low levels of water which makes it difficult to keep up with the water demands. The current infrastructure in Giyani is inadequate to supply water to the whole 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.

Graph 1: Main water sources supplying households.



Source: (Census 2022)

The graph above illustrates the primary water supply sources for households in Greater Giyani Municipality. Over the years, the overall water supply has improved. Currently, 24.3% of households have piped water inside their dwellings, 22.9% have water within their yards, and 29.8% rely on communal taps located outside their yards for community access. Despite the overall increase in water supply, some areas still lack access to piped water. However, the municipality is actively working to extend access to these areas.

Table 13: Population which needs water supply in Greater Giyani Municipality

Greater Giyani Municipality faces significant water supply issues, with several areas identified as being in critical need of water access. These include rural communities and settlements where access to reliable water sources is limited. Key areas affected by water scarcity include regions in the southern and northern parts of the municipality. Addressing the water needs in these areas is a priority for the municipality to ensure the well-being of its residents.

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

Pipeline	Population	Pipeline	Population	Pipeline	Population
A		C		Mapuve Water Works	
Gawula	2 680	Siyandhani	5 460	Jim Nghalalume	2 733
Mahlathi	2 681	Homu C		Shirilele	2 960
Ndindani	1 820	D		Tomu	2 618
Hlomela	1 530	Giyani Town	Sections: A, D, F, Gvt Building	Middle Letaba Water Works	
Total	16 691	Kremetart		Babangu	2 272
B		E		Gon`On`O	1 708
Homu A	4 059	Dzingidzingi	2 000	Nhlanike	4834
Homu B	4 866	Bode	2 100	Mavusa	1 501
Mapayeni	4 220	Maswanganyi	2 000	Rivala	1 994
Nwakhuwani		D (south)		Khani	5 595
Vuhehli	1 890	Sikhunyani	5 831	Basani	2 587
Savulani	2 380	Ngove	6 280	N`Wamakena	3 737
Shikhumbana	2 450	Nkomo A	2 408	Dingamazi	1 694
Shawela	3 980	Nkomo B	4 150	Shimange	2 740
Mahumani	2 030	Bambeni	1 290	Nden`eza	4 088
Makhuva	4 330	Maphata	2 000	Phikela	2 300
Mbaula	3 620	Munghonghoma	1 260	Muhlahlandlela	2 643
Phalaubeni	2 210	Gidja (loloka)	1 420	Ximausa	3 129
Mushiyani	1 640	Mbhendlhe	1 230	Msengi	3 902
F (South)		Guwela	1 530		
Thomo	2 710	Kheyi	1560		
Mninginisi Block 2	2 630	Mageva	6 990		
Mhlava Willem	1 540	Dzumeri (Ndhambi)	6 970		
Muyeshe	4 100	Daniel	1 230		
F (North)		Mphagani	5 590		
Xikukwani	7652	Zava	5 677		
Mavalani	4567	Khanxani	2 910		
Bon`wani	1389	Shitlakati	2 060		
Mbhatlo	2456	Matsotsosela	2 302		

Pipeline	Population	Pipeline	Population	Pipeline	Population
A		C		Mapuve Water Works	
Shivulani	2356	Mzilela	1 150		
N'wadzek udzeku	3124	Mayephu	1 940		
Mninginisi b/ 2 & 3	3124 3542	Khashani	3100		

Source: (Census 2022)

1.2.3.1.1. Free Basic Services

The municipality provides 6 kilolitres 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 50khw. All indigent households are encouraged to register with the municipality in order to benefit from the services that the municipality is subsidizing.

1.2.3.2. Sanitation

Sanitation is a major problem, which also contributes to health hazards and underground water pollution. 32,2 percent of the people within the municipal jurisdiction area use pit latrines without ventilation while 4,3 percent have no sanitation facilities at all. There is also a visible number of people who still use the bucket system. The department of water and sanitation is in the planning process of constructing new sewer treatment works to augment the existing plant.

Table 14: Sanitation facilities for households.

Households	2011	2022
Flush Toilet (connected to sewerage system)	7 868	19 345
Chemical toilet	641	2 671
Pit Latrine with ventilation (VIP)	39 620	25 728
Pit latrine without ventilation	--	25 678
Bucket	259	1 934
Other	2 371	908
None	12 434	3 471
Total	63 193	79 735

Source: (Census 2022)

1.2.3.3 Electricity

Greater Giyani Municipality is not an authorized service provider for electricity. Therefore, 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

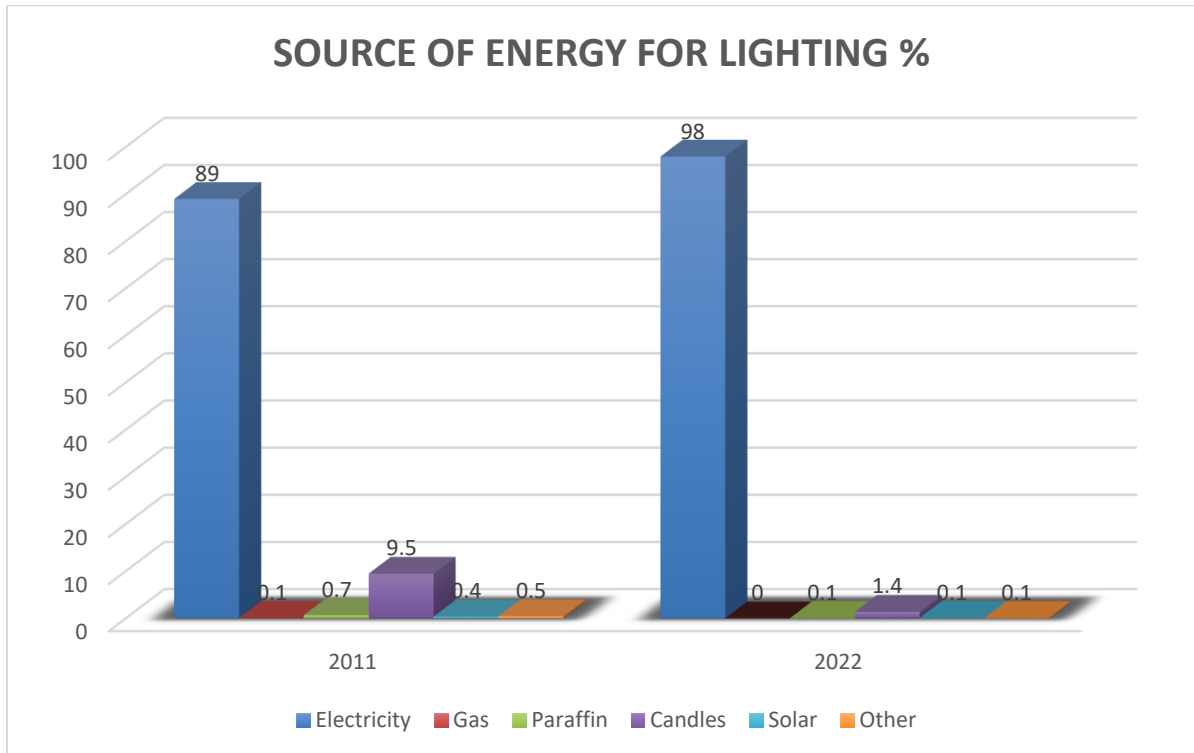
Table 21 indicates sources of lighting in Greater Giyani. The municipality has made progress in providing access to electricity, as statistics indicate that in 2011, only 56,242 households had electricity, whereas by 2022, this number had risen to 78,115. The table also reveals that only a small proportion of households lack access to electricity, with the rest relying on alternative sources. Households without electricity are those residing in informal settlements.

Key Statistics

Table 15: Source of Energy for Lighting

Households	2011	2022
Electricity	56 242	78 115
Gas	45	36
Paraffin	447	72
Candles	5 996	1 083
Solar	223	53
Other	-	66
None	241	309
Total	63 194	79 734

Source: (Census 2011; 2022)



Source: (Census 2011;2022)

Table 16: ESKOM PROPOSED PROJECTS FOR 2024– 2026 (UNITS)

The municipality, in collaboration with Eskom, is working towards providing access to electricity in villages where it remains a challenge. This ongoing project, which began in 2024, has shown progress.

2024-2026		2024-2026	
Homu 14A	150	Ngobe	589
Mninginisi B3	184	Mageva	150
Bode	200	Mbendle	150
Sikhunyani	100	Mnghonghoma	150
Mapayeni	150	Daniel	120
Homu 14B	120	Loloka	150
Khakhala	150	MATSOTSOSELA	150
Xivulani	200	Mahlathi	150
TOTAL:	1594	TOTAL:	1427

2024-2026			
Ntshuxi	100	Mninginisi B2	150
Phikela	120	Thomo	250
Makosha	100	Ngobe	100
Maswanganyi	250	Ndhambi	100
Nwamankena	100	Ndindani	100
Manombe	100	Siyandhani	500
Ndhambi	170	Phalaubeni	100
Botshabela	150	Nkomo A	100
TOTAL:			2140

Table 20: GGM PROPOSED ELECTRIFICATION PROJECTS FOR 2024 – 2026 (Units)

2024-2026			
Gon'on'o	58	Ndhengeza	300
Makhuva	610	Mphagani	100
			971
2024-2026			
Dingamanzi	73	Gandlanani(done)	257
Phikela	66	Shimange	10
Mbaula	167	Rivala	35
Silawa	38	Shikhumba	195
Maswanganyi	76	Vuhehli	43
Mninginisi B3	308	Bambeni	188
Mbatlo	30	Mhlava-Willem	50
Kheyi	20	Mzilela	24
Ndindani	14	Ximawusa	27

Gawula	76	Mushiyanni	40
N'wakhuwani	10	TOTAL:	1308
2024-2026			
Risinga	250	Mghonghoma	150
Ntshuxi	15	Ndhambi	150
Ngobe	150	Risinga view	200
Mashavela	200	Botshabelo	200
Loloka	150	Ndindani	150
Mahlathi	100	Nwamankena	150
Mageva	100	Dingamanzi	150
Matsotsotsosela	150	Vuhehli	200
Xikukwani	150	Maswanganyi	200
Mbhendle	100	TOTAL	1608

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

1.2.3.3. Refuse removal

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 are no proper refuse removal systems in the rural areas (62,9% use their own dump site) therefore, causing a health hazard. The municipality intends to extend this service to rural areas (8 villages). A new land fill site has been established and has acquired the related legal status. The site is not yet functional; however, the landfill site has been completed and awaiting to be operationalized. There are plans to officially close the current dumping site as soon as the new landfill site is fully functional.

Table 17: Refuse Removal

Households	2011	2022
Removed by local authority at least once a week	7 451	17 894
Removed by local authority less often	292	275
Communal refuse dump	1 011	1 224
Communal container/central collection point	—	568
Own refuse dump	44 424	50 167
No rubbish disposal	9 398	8 814
Other	616	794

Source: (Census, 2022)

1.2.3.4. Housing

In terms of the information provided by the local communities, housing is one of the needs, which requires attention, in order to achieve the ultimate goal of providing decent shelter and a better life for all. Table 18 indicates that a large number of people live in formal houses while a small percentage still live in traditional houses. Informal houses are also reflected in the table but with 0,9 percent. The municipality is in collaboration with COGHSTA to provide adequate housing for people in the Greater Giyani Municipality.

Table 18: Household by dwelling type

Name	Number	Percentage
Formal dwelling (e.g., town houses and flats)	73 776	92,5%
Traditional dwelling (e.g., rondavels and mud houses)	5 093	6,4%
Informal dwelling (e.g., shacks)	726	0,9%
Other	140	0,2%

Source: (Census 2022)

Table 19: RDP housing allocation

Housing Type	Financial year	Number of houses allocated
Rural Housing (RDP)	2022/23	214
	2023/24	275
	2024/25	376
	2025/26	230
Total backlog		22563

(Source: Municipal Database, 2024/25)

Despite the increase in formal housing in the Greater Giyani Municipality, community members have expressed their concerns regarding housing needs during public participation sessions. The municipality is prioritizing the provision of RDP houses to address these concerns. To further address the ongoing housing challenges, COGHSTA has allocated 230 housing units to the Greater Giyani Municipality for the 2025/26 financial year. This allocation will support the municipality's efforts to tackle the housing crisis and meet the growing demand for suitable housing in Greater Giyani.

The Department of Local Government has appointed consultants to develop a housing chapter for Greater Giyani in order to addressing the backlog. This chapter will assess the municipality's housing needs and help establish integrated, sustainable human settlements, contributing to the credibility of the municipality's IDP.

ROADS AND TRANSPORT

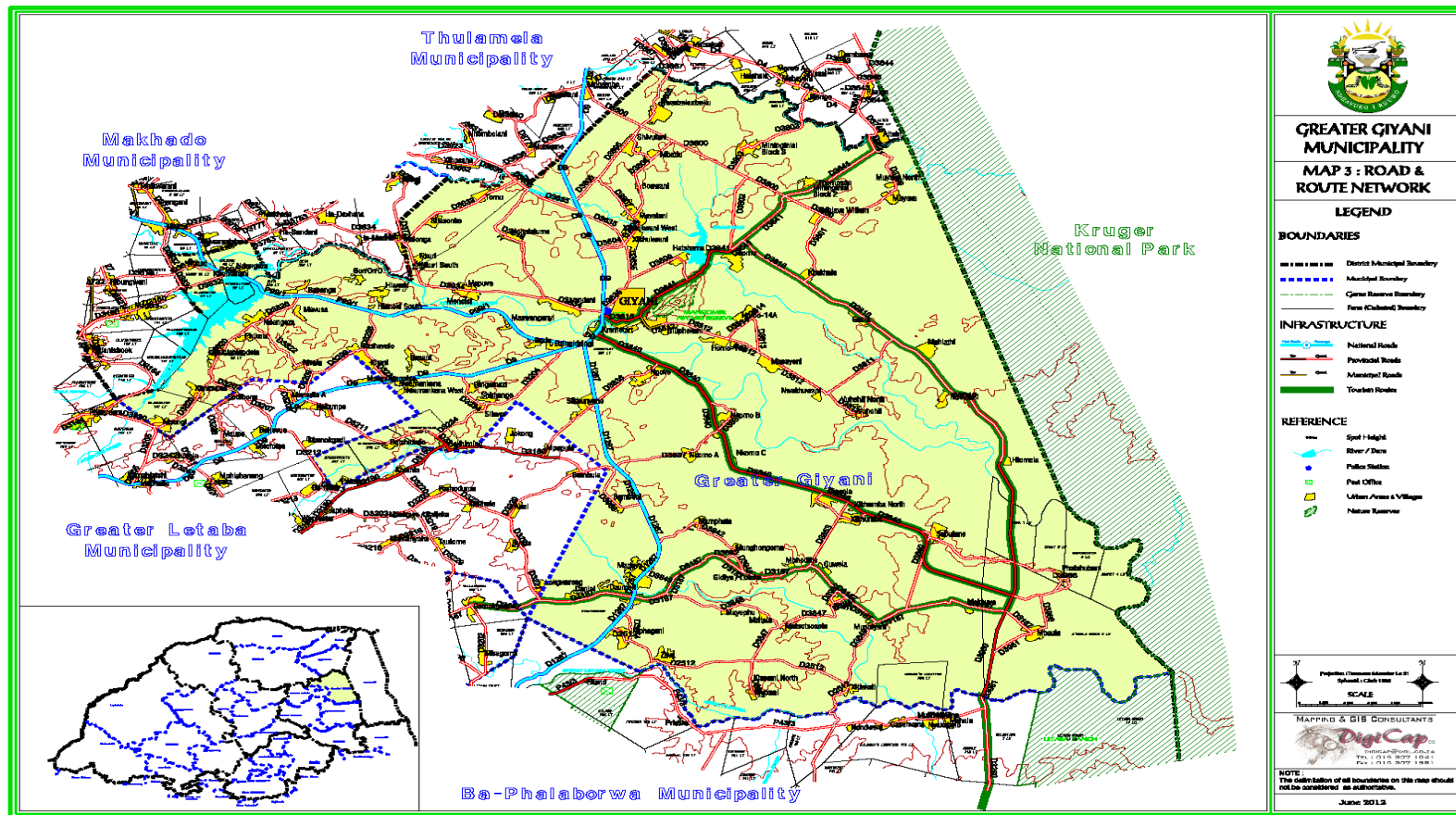
1.2.3.4.1. Roads and Storm Water

The road network within Greater Giyani Municipal area which were damaged are being repaired. What remains now is for provisions to be made to ensure that they are maintained regularly, and potholes are also repaired. Roads that needed rehabilitation and maintenance especially provincial road e.g., Giyani to Phalaborwa and Giyani via Thomo roads and bridges have been repaired. Giyani has approximately 200 KM of provincial tarred road which cut across the municipality and approximately 700KM of gravel road belonging to the district and local municipality needs to be surfaced. SANRAL has approved

two roads that will be surfaced in the near future with the total of 61KM in the municipality e.g., Mageva to Makhuva 29KM and Thomo to Hlomela road 32KM this will significantly reduce the number of gravel roads in the municipality and a total of 15 000 households will benefit from these projects.

The municipality ensures that provision is made for storm water drainage system during road construction to prevent surface damage in the event of heavy rains or disasters. Recently, storm water drainage projects have been implemented in Sections A, E, and F, including the extension of kerb inlet. In Section F, drainage tunnels have been installed to manage storm water, with the system discharging water into a nearby small rivulet.

1.2.3.4.2. Strategic Road network: Map: 5



Source: GGM SDF 2021

Map 3 displays the spatial road network of Major roads that link Giyani to neighbouring 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 26 indicates roads' numbers and their kilometres and most of these roads need 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 20: Road connections by type

Provincial surfaced roads and their kilometers		
P99/1	Gaza beef – Sterkrivier dam Linkage corridor that connects Giyani Municipality and Vhembe District. The rout is also an alternative to Polokwane (N1)	34km
Total		34km
District Tar Roads – GGM		
D9	Makgagapatse - Mushwani junction	38km
D1267	Kremetart - Constatia(D2512)	32km
D3815	Masingita - D3641	4km
D3812	D3815 – Vuxakeni to Homu	3km
D3641	D3815 –Giyani college of education to Hlomela	45km
	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.	17km
Total		79km

District Gravel Roads – GGM		
D3641	Giyani college of education	24km
D3812	Vuxakeni - Vuhehli road (4 km tarred,) 1,2km added	20km
D3635	D3809 -D3636(Mudavula)	20km
D3634	Giyani – Malonga (Completed)	29km
D3810	Thomo -Hlomela (Contractor appointed)	34km
D3802	Thomo –Shangoni (7km left to proposed Shangoni gate)	8km
D3803	Mninginisi – Shingwedzi	13km
D3801	Khakhala -Mhava Willem	8km
D3800	Shangoni road -	26km
D3809	Ma’nombe - Makosha – Mahlangula	7km
D3799	Shingwedzi – Muyexe	6km
D3805	D9 - Nwadzekudzeku–Shingwedzi)	10km
D3816	Siyandhani –Ngalalume -D3635	14km
D3807	D3805 – Mavalani	5km
D3633	Malonga - Sifasonke -D3635	12km
D3804	Xikukwani - Mbatlo -Shangoni	18km
D3814	14B - 14A(complete)	4km
D3813	14A – Mapayeni (2 nd phase under planning	4km
D3811	Vuhehli -Mahlathi gate	8km
D3207	Ximausa – Sedibene	8km

D3209	Rivala – Khani	9km
D3238	Hlaneki – Gandlanani	8km
D3206	Sedibene – Border	8km
D3187	Lekwareni – Mbaula (planning phase)	49km
D3836	Sikhunyane – Ngobe (planning)	10km
D3840	Kremetart – Phalaborwa D3187 (complete)	46km
D3837	Nkomo – Shamriri (First phase complete 2KM)	9km
D2512	Constatia – Shitlakati	24,6km
D3849	Matsotsosela –Molototsi	11km
D3847	Kheyi – Khashane	16km
D3848	Mushiyane – Xitlakati priotity road agricultural support	8km
D3981	Mbaula - Letaba river	8km
D3982	Kheyi -muxiyani	7km
D3854	Shiawela – Shikhumba (implemented)	6,2km
D3948	Mngongoma – Gidja	2km
D3844	Mphagani - D1267	3km
D3820	Babangu – Msengi (complete)	25km
D3187	Mageva road – to makhuva road (Contractor appointed)	36km
D3842	Mngongoma – Maphata – Bambeni	10km
D3853	Guwela - Shikhumba -Shawela	8km
D3980	Makhuva gate – Letaba river	10km

D3966	Mbaula – Phalaubeni	6km
D3204	Skhiming – Dzingidzingi tarred	9km
D3234	Shimange - via – Dingamazi tarred	10km
D3211	Skhiming to Nakampe	9km
D3983	D1267 – Bambeni tarred	6km
Total		150,8km

(Source: Municipal database)

The municipality has embarked in the process of naming of streets in all the township and CBD the process is just awaiting registration with deeds office. This creates problems for tourists, businesses, emergency services and police services. Road & information signs are also critical in the municipal area. The municipality has started a process of street naming in all the township and communities are encouraged to participate in the process of naming the streets, service providers are onsite to facilitate the process of naming of streets.

Public Transport

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

Table 21: Mode of Travelling for Work or School

Persons	2022	%
Bicycle	1578	0.4
Bus	2686	2,7
Car Driver	79089	8
Car Passenger	15789	4,5
Minibus/Taxi	180123	23
Motorcycle	188	0.1
NA	116349	49.0
Foot	104445	44.0
Other	359	0.2
Total	316 835	100

Source: (Census, 2022)

The municipality has a traffic testing station. The station operates under the framework of NaTIS Regulation and performs transactions such as vehicle registration and licensing, learner license testing, driver's license testing, driver's license card renewals and vehicle roadworthy testing. The station has been upgraded from grade B to grade A testing station which will also test heavy duty vehicles such as trucks and buses. This has significantly reduced the backlog in the municipality.

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

The Department of Transport has indicated the intention to revive the idea of an intermodal transport facility which was put on hold due to financial constraints by

provincial government. This will serve as a taxi and bus rank with some local amenities. The municipality is in negotiations with local traditional authorities to avail land for this proposed development.

1.2.3.5. Safety and Security

The Greater Giyani Municipality currently operates two police stations, one in Giyani and the other in Muyexe. Additionally, there are five satellite stations located in Dzumeri, Makhuva, Ndengeza, Hlaneki, and Bend Store. While the existing police stations are fully operational, further resource development is necessary to enhance service delivery. Increasing the number of satellite police stations is essential to ensure comprehensive access to police services across all areas. Community policing forums have been established in each ward to address crime-related issues, and there are 324 police officers distributed across various units.

The predominant crimes in the Giyani policing area include housing robberies (both business and residential), cable theft, school premises robberies, rape, murder, stock theft, car hijackings, gender-based violence, and assault. Notably, crime hotspots are often located in areas where individuals congregate to await transportation (e.g. hiking spots). In response to the increasing crime rates in hiking spots, the municipality has formulated plans to enhance road networks and install high mast lighting. To date, the municipality has successfully implemented the installation of 91 high mast lights across all villages, with the exception of newly formalized settlements. Additionally, the municipality is in the process of street naming, which will facilitate quicker police response to complaints and improve overall public safety.

Table 22: Total contact crimes

Assault	Attempted murder	Carjacking	Murder	Robbery	Sexual offences
3892	160	73	161	2 258	1 021

The table above represents the crime that has been reported so far.

1.2.3.6. Education

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

Table 23: 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	16	10	487	10 100	6 579
Klein Letaba	18	13	521	11 083	7 196
Groot Letaba	18	12	529	8 236	7 590
Ma'nombe	23	15	744	10 970	8 558
Shamavunga	20	14	476	9 749	6 683
TOTAL	95	64	2 821	50 138	36 606

Greater Giyani currently comprises five educational circuits. The Nsami circuit includes 15 primary schools serving 10,100 learners and 10 secondary schools with 6,579 learners, supported by 487 educators. In the Klein Letaba circuit, there are 18 primary schools accommodating 11,083 learners and 13 secondary schools with 7,196 learners, with a total of 521 educators. The Groot Letaba circuit features 18 primary schools with 8,236 learners and 12 secondary schools catering to 7,590 learners, employing 526 educators. The Ma'nombe circuit has 23 primary schools with 10,970 learners and 15 secondary schools serving 8,558 learners, supported by 744 educators. Finally, the Shamavunga circuit comprises 20 primary schools with 9,749 learners and 14 secondary schools with 6,683 learners, employing 476 educators.

These disparities indicate varying levels of resource allocation and potential educational outcomes within each circuit. Circuits with lower learner-to-school ratios may provide

more individualized attention and resources, which can positively impact learners' performance and overall educational quality. However, it is important to consider that the presence of a growing number of private schools in the region may also contribute to the relatively lower learner numbers in certain public schools. Many parents are increasingly opting for private schooling, believing that private institutions offer superior education and access to additional services such as extracurricular programmes, better infrastructure, and smaller class sizes that may not be available in public schools.

Thus, these findings highlight the importance of evaluating educational infrastructure and resources to enhance learning outcomes across Greater Giyani, while also considering the broader trends in parental choice and the shifting dynamics between public and private education.

1.2.3.6.1. Teacher learner ratio and quintiles

Table 24: 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.

1.2.3.6.2. ABET

The municipality has ABET which provide education to adults. There are approximately 30 ABET centres and more than 100 ECD cents that assist communities with early learning and adult basic education in order to realize the objectives of National Development Plan (Vision 2030) of universal access to education.

1.2.3.7. Sports, Arts and Culture

Sports and recreation are coordinated by the Department of Sports, Arts and Culture of Limpopo in liaison with the local municipality. Sport council is in place to coordinate sporting activities. The development of sports in the municipality area is still a challenge.

There is a need for constant maintenance of our sporting facilities. The municipality has signed a memorandum of understanding with the district municipality as well as the Department of Sports, Arts and Culture to upgrade the Giyani Youth Camp into a sports academy for the whole district however budget is still a challenge to achieve this goal.

The municipality has 10 sport centres and their status, namely:

- Dingaan Peter Rikhotso (to be completed next financial year 2025/26)
- Homu (completed)
- Amon Nghulele (needs refurbishment)
- Mavhuza (need refurbishment)
- JB Chauke (need refurbishment)
- Mzilela (dilapidated)
- Thomo (private and need refurbishment)
- Mapuve (private need refurbishment)
- T P Khuvutlo (budgeted for in the 2025/26 financial year)
- Kremetart (need refurbishment)
- Muyexe (need refurbishment)
- Section E (to be completed in financial year 2025/26)
- Shivulani (completed)
- Mageva (budgeted for in the 2025/26 financial year)
- Mavalani (completed in the last financial year 2024/25)

Most of these centres have been vandalized due to underutilization and the lack of security personnel, however the municipality is engaged in the process of revitalizing the centres by encouraging communities to take ownership and taking care of their facilities and also by appointing security personnel to guard these facilities. The Greater Giyani is experiencing a backlog in sports centres among sports codes such as Netball, Tennis, Cricket and Volleyball. In future, the Greater Giyani Municipality will construct sport centres that will include all sports codes in the same centre.

1.2.3.8. Arts and Culture

The municipality has an arts and culture centre which assists the community in facilitating arts and culture related work. However, the Centre is not fully utilized as there is no full-time staff dedicated to it. The centre will be up for face lift in the next financial year. The municipality in partnership with SABC Munghana Lonene Xitsonga music

award is proving to be a catalyst for sustainable arts and culture festival that has a potential of improving the lives of the local artist. There is a plan to make it an annual event that will celebrate the cultural diversity of the local people.

1.2.3.9. Heritage Sites

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

1.2.3.10. Thusong Service Centres

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

- Makhuva
- Zava
- Muyexe

Additional centres 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.

Library Facilities

There are seven libraries in the municipality which assist the communities with access to information.

They are as follows:

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

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

Table 25: Primary Health Care Facilities

Facility type and name	24hours, on call system	Service areas	Population serviced
1. Nkhensani Hospital (Regional)	24 hours service	All Greater Giyani wards	316 834
2. Evuxakeni Hospital (Special)	24 hours service	Provincial	316 834
3. Giyani Health Centre	24 hours service	Two-room informal settlement Giyani section A Giyani section E Giyani section D1 and D2 Homu 14C	
4. Dzumeri/ Ndhambi Health Centre	24 hours service	Mageva village Daniel Rababalela Bambeni village Maphata village Mayephu village Dzumeri areas	
5. Ntluri Clinic	24 hours, on call system	Blink water	
6. Noblehoek Clinic	24 hours, on call system	Noblehoek Shimausa village	
7. Nkomo Clinic	24 hours, on call system	Nkomo A Nkomo B Nkomo C	
8. Ndengeza Clinic	24 hours, on call system	Ndengeza village Phikela village Mavhuza village	
9. Hlaneki Clinic	24 hours, on call system	Hlaneki village Gonono village Maswanganyi village Babangu village	
10. Nkuri Clinic	24 hours, on call system	Shirilela village Zamani village Tomu village Jimu village Mapuve village	
11. Basani Clinic	24 hours, on call system	Basani village N'wamankena village	

		Dingamazi village Shimange village Gandlanani village Maxavele village	
12. Bochabela Clinic	24 hours, on call system	Bochabela village	
13. Shikhumba Clinic	24 hours, on call system	Shikumba village Nsavulani village Shawela	
14. Makhuva Clinic	24 hours, on call system	Makhuva village Mbawula village Phalawubeni village	
15. Kheyi Clinic	24 hours, on call system	Mushiyani village Guwela village Mbhendle village	
16. Matsotsosela Clinic	24 hours, on call system	Matsotsosela village Mzilela village	
17. Xitlakati Clinic	24 hours, on call system	Khaxani village	
18. Mapayeni Clinic	24 hours, on call system	Mapayeni village Homu 14A Homu 14B Vuhehli village N'wakhuwani village	
19. Thomo Clinic	24 hours, on call system	Thomo village Makosha village	
20. Khakhala Clinic	24 hours, on call system	Khakhala village Hlomela village Ndindani village Mahlathi village Gawula village	
21. Mhlava Willem Clinic	24 hours, on call system	Mhlava Willem village Mninginisi block 2 Mninginisi block 3	
22. Muyexe Clinic	24 hours, on call system	Muyexe village	
23. Shivulani Clinic	24 hours, on call system	Shivulani village Mavalani village Xikukwani village Mbatlo village Bon'wani village N'wadzekudzeku village	

24. Loloka Clinic	24 hours, on call system	Loloka village Mghonghoma village	
25. Nkhensani Gateway Clinic	8 hours	Giyani section A Giyani section E Giyani D1 and D2 Makosha Makosha B9 Homu 14 C Risinga view	
26. Kremetart Clinic	8 hours	CBD Krementart Siyandhani village	
27. Sekhiming Clinic	24 hours, on call system	Sekhiming village Dingamazi village Selawa village Shimange village	
28. Ngobe Clinic	24 hours, on call system	Ngobe village Sekhunyani village	

Awaiting the release of the ward figures by StatsSA.

The facilities are feeders to the NKhensani Regional Hospital and Evuxakeni mental institution. The challenges are that most of the facilities are found in rural areas with little access to internet services and other amenities. These facilities also have critical shortages of professional staff. NKhensani Hospital is unable to attract highly qualified personnel because of its grading hence, most of the cases are referred to Letaba District Hospital which has specialized services. This arrangement creates a serious challenge of referrals which results in patients having to travel long distances from Nkhensani to Letaba District Hospital and Makweng Provincial Hospital.

Greater Giyani is experiencing a shortage of healthcare professionals despite the presence of the state-of-the-art nursing college that is actively producing personnel. These personnel migrate to other areas and do not feed the local health facilities. Majority of the students do not come from the Greater Giyani therefore, after completing their studies they migrate back to their place of origin. Additionally, some graduates from Greater Giyani pursue better employment opportunities in other locations.

A rigorous marketing campaign is needed in order to attract locals as students in the facility to augment the current staff shortages in our local health facilities.

Health facilities shortage/ backlog

The main challenge currently faced by the municipality is the uneven distribution of clinics across clusters. For example, in the Nsami cluster, clinics are located approximately 5 kilometers apart, providing relatively easy access to healthcare services.

In contrast, the Ma'nombe cluster lacks nearby clinics, making access more difficult for residents in that area. In addition, most of the clinics operate on an on-call basis, with only two health centres providing 24/7 services.

HIV and AIDS prevalence

Table 26: HIV and AIDS prevalence

HIV and AIDS prevalence	
HIV positive 5-14 years rate	1.1%
HIV positive 15-24 years rate	1.3%
HIV positive 25-49 years rate	2.2%
HIV positive 50 years and older rate	3.6%
Total of patients on treatment	40 278
HIV positive clients on ART initiated on TPT	260
Female condoms distribution	24 200
Male condoms distribution	95.2%

The age group with the highest HIV prevalence is 50 years and above, with a rate of 3.6%, while the lowest prevalence is observed in the 5–14 years age group, at 1.1%. These percentages are relatively low compared to those reported in our neighbouring municipality. The table above also indicates that condoms are being distributed among both males and females.

Emergency Medical Services (EMS)

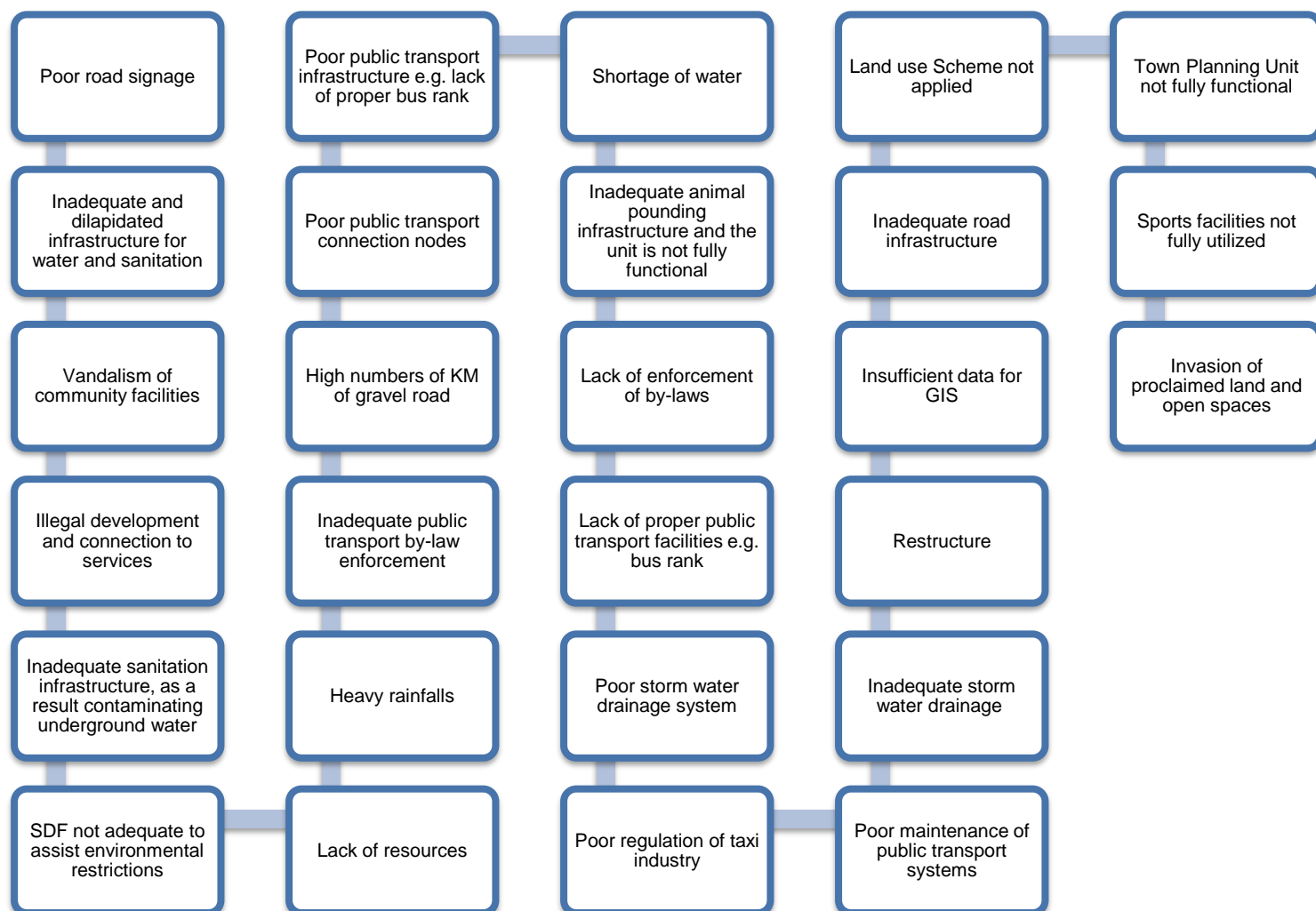
There are two EMS stations in the Greater Giyani Municipality which are in Giyani main station and Dzumeri station. Giyani station currently has 20 ambulance and 43 personnel while Dzumeri station has 11 ambulance and 24 personnel. These stations service more than 96 villages and the 6 sections of the Giyani township. The stations are unable to adequately service the whole Greater Giyani due to the vast nature of the Municipality and inaccessible road network. The lack of street names has an impact on the turnaround time for EMS to reach their patients.

1.2.3.11. Rural Development

Muyexe Village in ward 18 was identified as a Comprehensive Rural Development Programme (CRDP) site. This programme was aimed at transforming the village into a semi-urban area by building infrastructure that will enable the area to link with Kruger National Park. A lot of infrastructure such as street paving, multi-purpose center, police station and clinic were constructed for the community. The Municipality in partnership with other departments must enter into memorandum of understanding for this infrastructure to be maintained.

Two other villages namely, Dingamazi and Gon'on'o were also identified as part of CRDP, and have benefitted from street paving, streetlights, housing and cooperatives development.

1.2.3.12. Challenges: Infrastructure Development and Basic Service Delivery



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**

Agriculture remains one of the mainstays of the Greater Giyani Municipality's economy. The region is endowed with fertile loam soils and large swathes of productive land. Besides pine and eucalyptus plantations, the Letaba greenbelt is also a distinguished producer of fresh citrus, avocados, mangoes and bananas.

❖ **Tourism**

The district's proximity to Kruger National Park, one of the world's most popular tourist sites, makes it a top contender for the world's top tourism award. Mopani is a host to one of the premier tourism facilities in the province (5-star hotels/lodges, game farms, nature reserves, and other eco-tourism sites). Ironically, these assets are dotted around the Kruger National Park enclave.

❖ **Trade**

Giyani CBD is home to two prominent shopping centres, Masingita Mall and Masingita Plaza, which serve as the primary shopping hubs for the local community. These shopping centres have significantly contributed to job creation in the Greater Giyani Municipality, providing employment opportunities to many residents. Additionally, a proposed Phase 2 expansion of Masingita Mall is in the works; however, Mopani District will need to upgrade bulk water and sewer services to support this development. As trade continues to grow, challenges related to informal trading have emerged, particularly with the increasing presence of foreign-owned businesses that are often not regulated, raising concerns for local governance and market fairness.

❖ **Mining**

There are 24 mines which are not utilized in the whole area with gold as the dominant mineral, as well as a little deposit of cilica around the Muyexe area. Council for geo-science is currently reviewing the information and conducting studies to determine the availability of mineral resources. The council is also

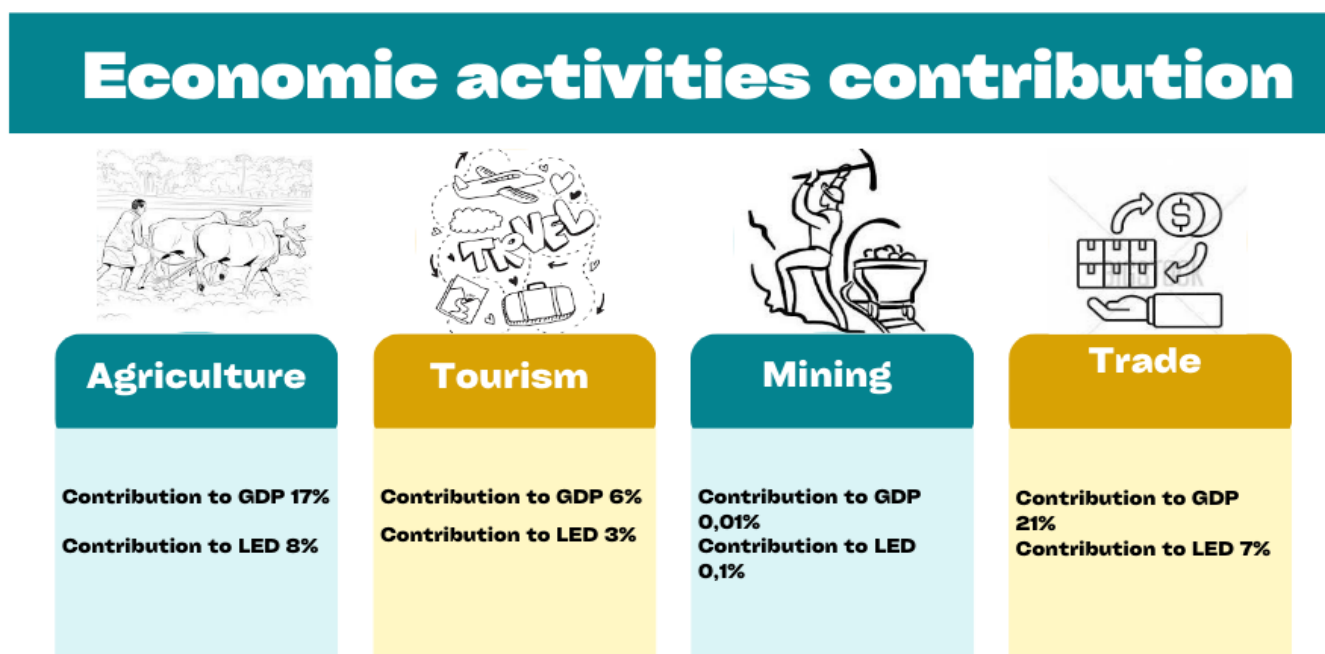
exploring mining opportunities at Ndengeza, however, they are at a prospective phase. The Greater Giyani Municipality is currently facing over harvesting of sand mining which negatively impacts the rivers and associated infrastructure such as bridges.

❖ **Manufacturing**

Manufacturing activity, which is mainly dotted around Nkowa-Nkowa, Giyani and Tzaneen comprise basic metals and fabricated metals, agro-processing (canned, preserved and dried fruit and vegetable juices) and wood processing industries. The region's manufacturing base is not as leveraged as it should be. By applying a sector-specific focus to industrialization, a strong business case exists to turn Mopani into South Africa's future agro-processing hub.

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

Economic activities contribution



1.2.4.2. Economic development in the municipality

Economic activities in Greater Giyani encompasses both formal and informal sectors, primarily focused on small-scale agriculture (including maize, vegetables, tomatoes, and beef), as well as services, transport, and retail development. However, several factors hinder economic growth, including geographical challenges (such as distance to markets), a shortage of skilled labour, inadequate infrastructure, adverse climatic conditions, and the prevalence of diseases such as HIV and malaria. The municipality possesses significant potential for tourism and conservation development, attributed to its existing natural heritage sites, as well as opportunities in mining (with 24 disused mines), abandoned agricultural schemes, and the processing of natural products, such as Mopani worms and Marula fruit. The Greater Giyani Municipality's spatial development framework has identified various nodes as focal points for economic growth e.g., the Shangani gate to the Kruger National Park.

Table 27: Economic Growth points

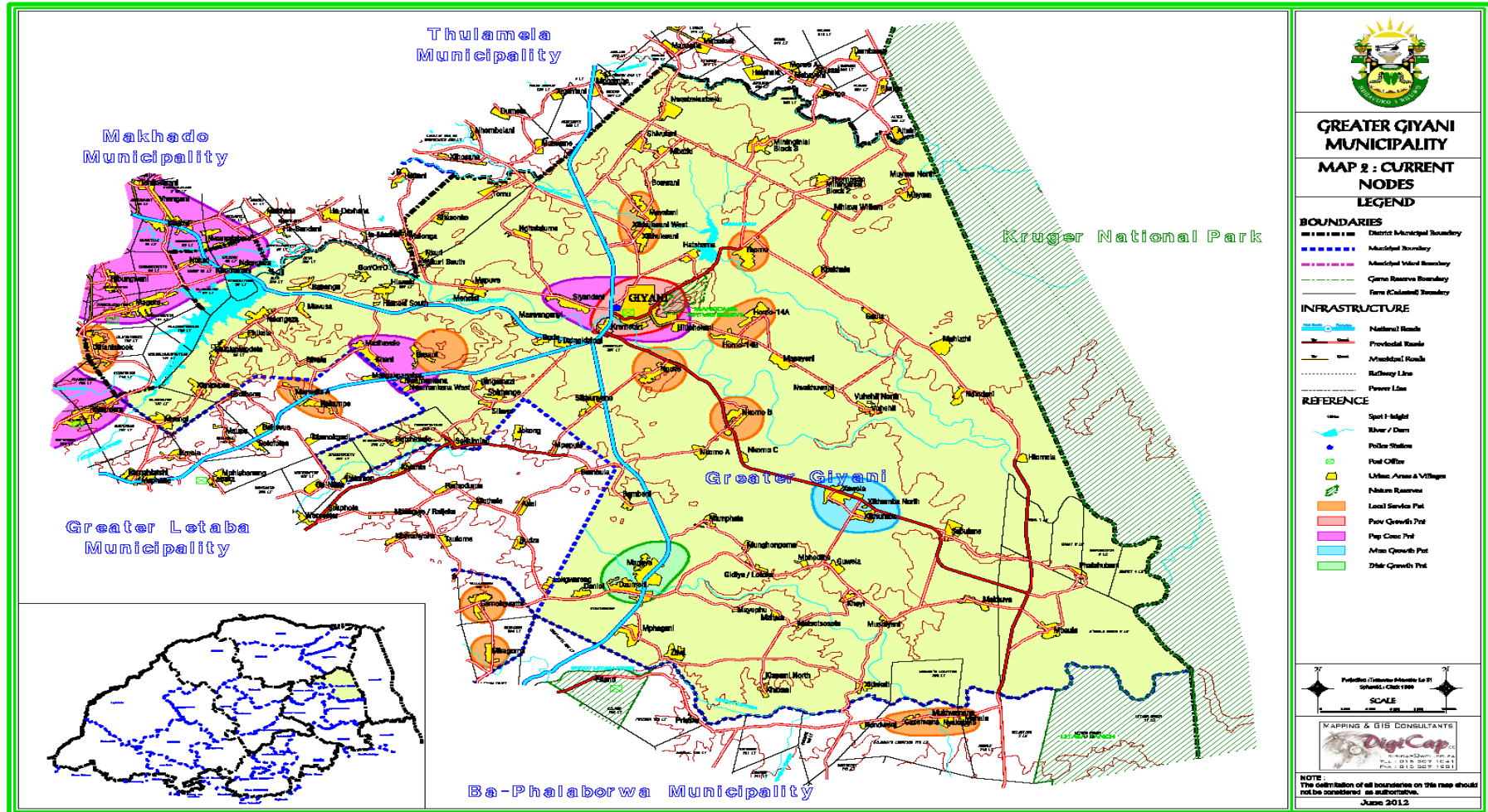
Prov. Growth points	District Growth points	Municipal Growth points	Local Growth points
Giyani Township and CBD	Ndhambi	Xawela, Nkomo, Xikhumba, Muyexe Gonono Dingamanzi	Mavalani, Thomo, Homu, Ngobe, Bode, Maswanganyi and Xikukwani.

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.

Local skills base

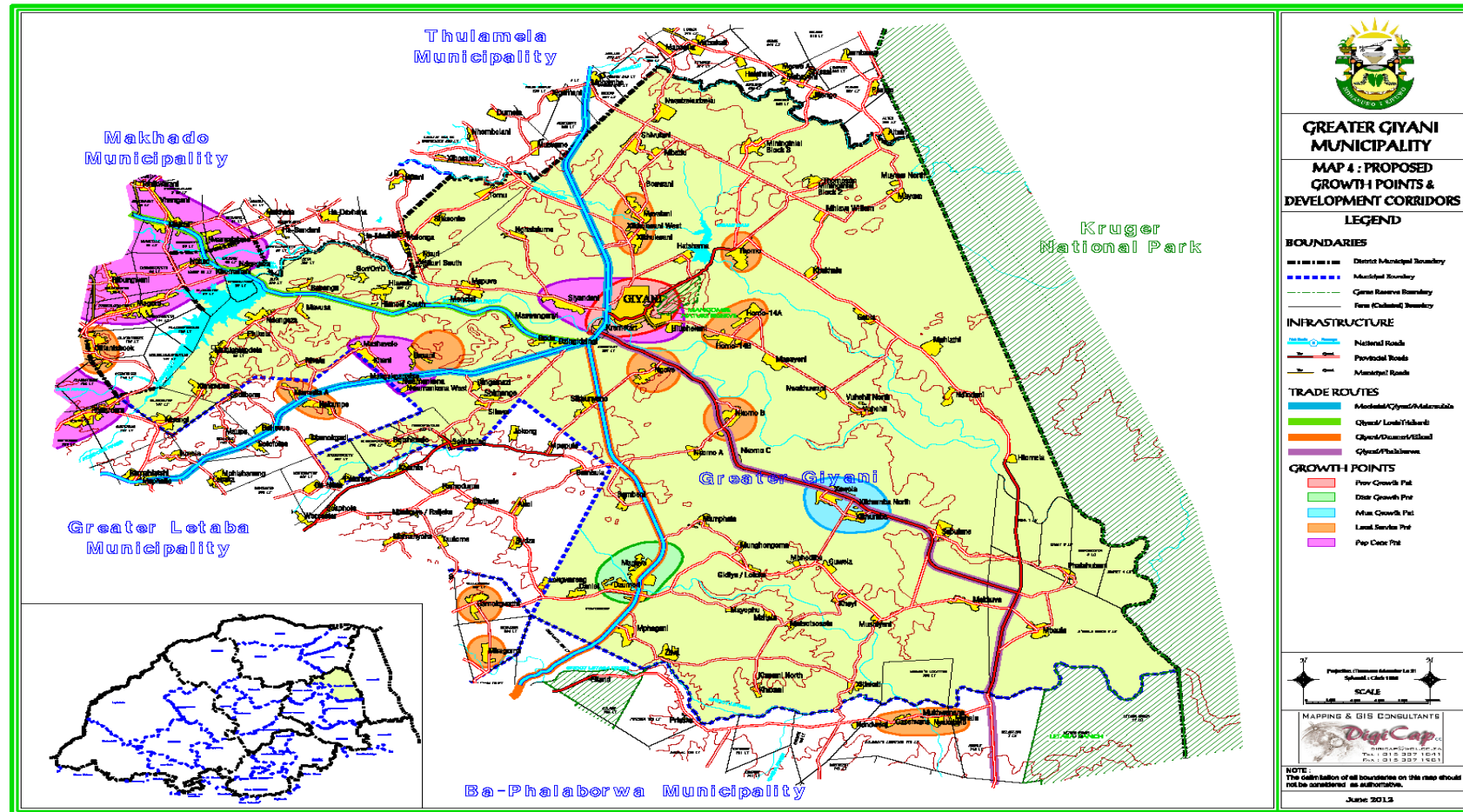
Greater Giyani is home to two established educational institutions and one proposed university: Giyani Nursing College, Tshwane University of Technology, and Letaba TVET College. These institutions provide programmes in fields such as Tourism and Hospitality Management and Agricultural Science, which are integral to the local economic development of Greater Giyani. However, Giyani Nursing College has a limited range of courses compared to those offered by Tshwane University of Technology and Letaba TVET College. Despite the relevance of these programmes, there remains a significant shortage of professionals in the region, exacerbated by factors such as migration and a lack of interest in the fields of tourism and agriculture. The pertinent question is whether individuals with qualifications in tourism and agriculture possess the skills necessary to effectively compete and thrive in the economic sector of Greater Giyani.

Map 6: proposed development corridors which are aligned with the development Nodes



Source: GGM SDF 2021

Map 7: PROPOSED GROWTH POINTS AND DEVELOPMENT CORRIDORS



Source: GGM SDF 2021

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

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

1.2.4.5. Sector Analysis

1.2.4.5.1. Tourism

With the striking natural landscape and close proximity to Kruger National Park put Greater Giyani in a good stead to be a tourism destination of choice. Middle Letaba and Nsami dam offers opportunities for water sports and fishing. The statue of Nghunghunyani, which is situated at the banks of Letaba River and Ma'nombe nature reserve offer some impetus to the tourism industry. Shangoni gate, situated 40 km from Giyani, can also attract more tourists. The department of rural development and land reform in partnership with KNP

is in the process of opening the Shangoni gate, a service provider has been appointed to conduct the feasibility study to determine what kind of businesses can be conducted outside the gate and KNP is busy with their road network inside the park.

There is an estimated 700 beds distributed amongst 50 bed and breakfast; lodges; and hotel in the municipality. 70% of these facilities are found in town or very close to town. These facilities offer clients outstanding service at reasonable rates. Our tourism strategy offers opportunities for investors to invest in tourism industry in Giyani because of its striking natural landscape and eco-cultural activities. Greater Giyani municipality has a competitive advantage in this area due to our proximity to Kruger National Park and other tourist attraction areas. Department of water and sanitation has concluded plans to maximize the use of our two dams as potential tourist attraction centres, water sports like boating, fishing and professional fishing will be conducted in the dams.

1.2.4.5.2. Agriculture

Currently agricultural products are undergoing a decline due to 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 favourable. Agriculture has been a backbone of Giyani local economy. The municipality has vast track of arable land and irrigation schemes. The Greater Giyani economic summit identified several projects that need to be explored and implemented as per LED strategy implementation plan. We are currently in the planning process to review our LED strategy to include some of the key agricultural development that are currently being explored especially the revitalization of former homeland irrigation schemes by the department of rural development and land reform.

1.2.4.5.3. Retail Sector

The retail sector is also a major contributor to the local economy and most activities of this sector are concentrated in Giyani town and CBD. There are several shopping centres and Masingita mall which makes shopping a pleasant experience in Giyani. Banks and restaurants

are also well represented in the CBD. We have five major banks, e.g., ABSA, Standard Bank, First National Bank, Nedbank and Capitec bank. Masingita group has recently opened a regional mall in the CBD with big retail stores e.g., Game. This mall will serve as a catalyst for economic growth as local SMMEs will be supplying the various shops with their products. Masingita group of companies are in the process of starting a new development along the R81 road next to Kremetart the development will include a retail sector that will have hotel, motor dealership, petrol station and convenience shops that will serve as an anchor for future development along the R81 road.

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 have some formal agreement with the municipality; however, the municipality is updating the data base. Currently the by-laws are not being implemented and this has a negative environmental impact and puts a strain on the cleaning services provided by the municipality. There is currently no infrastructure such as sanitation and water for hawkers operating within the CBD. The informal sector in Giyani is one of the fastest growing economic contributors towards sustainable growth in the municipality, it contributes more than 20% of gross domestic products in Giyani. This sector needs to be regulated in order for the municipality to realize its full potential in terms of job creation and economic development. The municipality is currently in consultation with various stakeholders with the view of giving the town a facelift by ensuring all illegal structures are demolished and replaced with a new structures, a service provider has been appointed to facilitate cleaning of the town.

1.2.4.7. Challenges relating to LED

- High unemployment among ages between 22-34 years
- Infrastructure development
- Lack of Business investment, attraction, and retention strategies

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

1.2.5. KPA 5: FINANCIAL VIABILITY

1.2.5.1. Overview of alignment between IDP and BUDGET

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

provide the vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make best use of scarce resources and speed up service delivery.

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

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

1.2.5.2 Revenue Management Framework

Greater Giyani Municipality will continue improving the quality of service provided to its citizens, it needs to generate the required revenue, in these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding, hence difficult choices have to be made in relation to tariff increases and balancing expenditure against realistically anticipated revenue. The municipality has recently undertaken a revenue enhancement strategy that will ensure vigorous implementation of credit control measures and exploring other revenue streams. The municipal revenue strategy has been built around the following principles.

- National treasury guidelines and macroeconomic policy
- Growth in the municipality and continued economic development.

- Efficient revenue management which aims to ensure 60% annual collection rate for property rate and other service charges.
- Developing cost reflective tariff structure
- The municipality property rate policy approved in terms of municipal property rate act (8 of 2004)

Expenditure Management framework

The municipality expenditure management framework is informed by the following principles.

- The assets renewal strategy and repairs and maintenance plan
- Balanced budget constraints (operating expenditure should not exceed operating revenue unless there are existing uncommitted cash backed reserves to fund any deficit)
- Funding of the budget over the medium term as informed by section 18 and 19 of the MFMA
- The capital programs are aligned to the asset renewal strategy and backlog eradication plans
- Operational gains and efficiencies will be directed to the funding the capital budget and other core services.

1.2.5.3. Debtors Account per financial year for the past three financial years

Table 28: Debtors Account

Financial Year	'000
2025/26	R0
2024/25	R0
2023/24	R0
2022/23	R0

1.2.5.4. FREE BASIC SERVICES

The social package assisting households that are poor or facing other circumstances that limit their ability to pay for services.

To receive these free basic services the households are required to be registered in terms of Greater Giyani indigent policy. Our target is to register 1000 or more indigent households during the next financial year of 2025/26 financial year and the process is reviewed annually as per our indigent policy. The cost of this social assistance package is largely funded by the National government through local government equitable share received in terms of the annual division of revenue act. The indigent register of the municipality currently having 22845 registered households.

Table 28: Tariff and Basic Services (2024/25/26/27)

Revenue category	2024/25 proposed	2025/26 proposed
Property rates	4,9%	4,8%
Refuse removal/solid waste	4,9%	4,8%
Building plans	4,9%	4,9%
Cemetery	4,9%	4,7%

Property rates increases are necessitated by among others the inflation rate, it is therefore important that in the light of inflation forecast and our need to remain afloat as critical government institution that property rate be increase. The forecast of property rate is 4,6% in terms of budget circular 104 for 2024/25 MTREF.

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

Financial Management and budget related policies

Supply Chain Policy

Supply Chain Management Policy is in place and aligned to model SCM policy developed by NT. Amendment in the form of Policy Addendum.

SCM policy makes provision for LED through preferential points for locality to support development of SMMEs and PDIs, participation of targeted sectors (e.g., SMME) promoted through flexibility of functionality points on the evaluation mode, spending quotas per targeted categories of bidders (e.g., SMMEs)

1.2.5.4.1. Budget related and other policies.

Table 29: Other financial policies and their status 2025/26

POLICY NAME	POLICY NATURE	STATUS
Virement policy	Policy	Approved
Revenue management and credit control policy	Policy	Approved
Property rates	Policy	Approved
Indigent policy	Policy	Approved
Cash and investment management policy	Policy	Approved

Subsistence and travel – Councillors	Policy	approved
Subsistence and travel – Officials	Policy	Approved
Supply chain management policy	Policy	Approved
Indigent policy	policy	Approved
Remuneration policy	Policy	Approved
Asset disposal	Policy	Approved
Property rate policy	Policy	Approved
Tariff policy and tariff structure	Policy	Approved
Car allowance policy	Policy	Approved
Fleet management policy	Policy	Approved
Budget policy	Policy	Approved
Credit control and debt collection	Policy	Approved

OTHER POLICIES

Policy	Policy nature	Status
Placement policy	Policy	Approved
ICT policy	Policy	Approved

Fleet management policy	Policy	Approved
Risk management policy	Policy	Approved
Recruitment policy	Policy	Approved
Bereavement policy	Policy	Approved
Bursary policy	Policy	New policy
Capacity building for councillors	Policy	New policy
Overtime policy	Policy	New policy

1.2.5.5. Overview on IDP, Budget and service delivery and budget implementation plan

The municipality IDP is the principal strategic planning instrument which directly guides and informs its planning, budget management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly informs the service delivery and budget implementation plan. The process plan applicable to the current IDP and budget review cycle is included in the following key IDP process and deliverables.

- Registration of community needs
- Compilation of departmental business plans including key performance indicators and targets
- Financial planning and budgeting process
- Public participation process
- Compilation of SDBIP and the review of performance monitoring processes

1.2.5.6. Asset Management System

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

1.2.5.7. Challenges: Financial Viability

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

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. The municipality conducts public participation which usually takes place in the form of community consultations, community hall meetings, and stakeholder engagements, where individuals can provide input, raise concerns, and contribute to the development of local governance initiatives.

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 2024/25 financial year.

Financial Year	Opinion
2014/15	Qualified
2015/16	Qualified

2016/17	Adverse
2017/18	Qualified
2018/19	Qualified
2019/20	Unqualified
2020/21	Qualified
2021/22	Unqualified
2022/23	Unqualified
2023/24	Unqualified
2024/25	Unqualified

1.2.6.2 Risk Management

The municipality has identified 10 strategic risk and their controls in the 2025/26 financial year, risk manager is managing 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 with the external risk chairperson ensuring that the risk committee is sitting on quarterly basis.

Top 10 municipal strategic risks 2025/26
1. Dilapidated/ ageing infrastructure
2. Environmental Degradation
3. Loss of potential investors
4. Poor financial sustainability

5. Fraud and corruption
6. insufficient infrastructure networks
7. Business continuity
8. Inadequate organizational performance
9. Inappropriate land use
10. Stalled projects

1.2.6.3 Auditing

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

1.2.6.4. Relationship with Traditional Leaders and other stakeholders

In general, the municipality has a good working relationship with traditional leaders. All 13 traditional leaders are members of different committees, and they participate in all municipal activities e.g. IDP Rep Forums, Imbizos and Council sittings. The municipality currently assists traditional councils with logistical requirements. The mayor has established the Mayor-Tihosi forum which meets on a quarterly basis to review progress in relation to service delivery and all matters of mutual interest e.g. Land development and arts and cultural

activities. Budget has been set aside to compensate the traditional leaders for attending official engagement e.g., council meetings. The municipality has a close relation with the TUT and are invited in all IDP rep forums while the Letaba TVET students conduct practical's in the GGM and the Giyani Nursing Collage campus is also part of the IDP rep forum.

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
- Men's forum
- Women's forum

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

- Skills development
- Employment opportunities

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

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

1.2.6.6. **Portfolio Committees**

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

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

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

MUNICIPAL WIDE PRIORITIES

- Water and sanitation
- Roads and storm water drainage
- Electricity extensions.
- Health Facilities(clinics)
- Sports Facilities (community facilities)
- Community halls.
- Housing
- Fencing and access to cemeteries
- Refuse removal
- Education Facilities
- Culvert bridges
- Cell phone networks
- Greening projects
- Clinics.

Public participation

Table 30: Public Participation inputs

During public participation sessions, the communities reflected the following challenges pertaining to their localities: 2025 to 2026

WARD 1	SHIMAWUSA Apollo light Electrification of the extension Clinic Tarring of internal streets 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 internal streets Water Apollo lights Additional Classrooms	
WARD 2	MASHAVELE High School Apollo Lights Blading of internal street Water reticulation	RIVALA Access Bridge Additional Classrooms Blading of Internal streets Apollo Lights Water	PHIKELA Blading of internal streets Apollo Lights Water Regravelling of Streets	MAVHUZA Refurbishment of Sports Centre Access Bridge Clinic Additional Boreholes Blading of internal streets Apollo lights
WARD 3	NDHENGEZA Community hall Apollo lights	BABANGU Access road to the village from the main road	NTSHUXI Paving of the main road Blading of internal streets	RDP(Ndhengeza) Sanitation Apollo lights

	Culvert bridges Refurbishment of the post office Blading of internal streets Electrification of extensions	Apollo lights Culvert bridges Visiting point clinic	Culvert bridges Apollo lights Upgrading of visiting point to the clinic	Blading of internal streets Demarcation of sites
WARD 4 SHIMANG E ECD Apollo lights RDP houses Re- gravelling of streets Electrifica tion of extensions Pipeline extension	N'WAMANKEN A 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.	JIMU Connector road Tomu to Jimu Blading of internal streets Pipeline to Jimu	Additional blocks at Jimu- Rhangani Upgrading of visiting point, water reticulation new extensions. Upgrading of	

	Upgrading of boreholes at Tomu. Pension pay point. Electrification of extensions Sanitation Apollo lights	Jimu clinic Apollo lights Community hall. Sport centre, access to graveyard, electricity extensions	Siyandhani to Jimu to Tomu road from gravel to tar.	
WARD 6	HLANEKI Culvert bridge to graveyard Re-gravelling of internal streets Electrification of extensions Community Hall Apollo lights Tarring of main road Streetlights 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 Streetlamps 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	BODE Blading of internal streets Culvert bridges Apollo lights Electrification of Extensions		

	Community offices Additional Apollo light Electrification of extensions	Re-gravelling of internal streets Tarring of internal streets Community Hall			
WARD 8	SELAWA Apollo lights Clinic RDP houses Access to the Graveyard Earth Dams Electrification of extensions Upgrading from gravel to paving 2 nd phase.	SKHIMING Apollo lights Blading of internal streets Water Earth dam Electricity Community hall	BOTSHABELO Apollo lights Electrification of extensions Earth Dam Speed humps Completion of road to Nakampe Community hall	SHIMANGE Apollo lights Clinic RDP houses Access to the Graveyard Earth Dams Electrification of extensions Community hall	DINGAMANZI Water Access road to Silawa High School Clinic School sanitation Earth Dam Apollo lights Access road to graveyard ECD
WARD 9	HOMU 14 A Upgrading of taxi route Reticulation of pipes ECD Community hall	HOMU 14 B Upgrading from gravel to paving taxi route Electrification of newsstands Reticulation of water pipes Apollo lights community hall			

	Access bridge to new stands Apollo lights TAR ROAD FROM HOMU B TO 14A, ring road tarring, 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	NGOBE (part of it) Paving of internal streets. Electricity extensions Pay point Taxi rank and market stalls Sport centre Library Sanitation graveyard Apollo lights Site development empty sites Poultry farming Ngobe R12m Egg production R8m
WARD 11	GIYANI SECTION E Maintenance of streetlamps Sports Centre Extension of Giyani Graveyard	GIYANI D1 Re-development of golf course Rezoning of Parks De-bushing between D1 and CBD Gymnasium Hospice care Centre		

	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	Maintenance of Street lamps Apollo lights. Street naming		
WARD 12	SECTION A Development of parks Tarring of Nyagelani internal streets Apollo lights Maintenance of streetlamps 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 Streetlamps Blading of Internal Street Water Sports Centre Gymnasium Rezoning of Parks Additional School	GIYANI SECTION D2 Streetlamps 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 centre Sanitation. Formalization. Electricity. Paving of internal streets	Makosha b9 Tarring of main road, water, RDP, sanitation, Apollo lights Schools primary and high school Demarcation of sites Sanitation Completion of phase 2 paving of main road to section F
WARD 14	MAKOSHA Tarring of connector road from the main road from Giyani. Clinic. Water reticulation	XIKUKWANI Electricity eco park. Access road to schools Refurbishment of boreholes Apollo lights Formalization of settlement, blading of streets, sanitation,	B9 (part of it) Water, sanitation/schools, apollo lights, Electricity, demarcation of graveyard	

	Electrification B9 Sanitation at graveyard Apollo lights	recreation facilities, schools,		
WARD 15	N'WADZEKUDZ EKU REFURBISHME NT OF BOREHOLES Water reticulation. Blading of internal streets Electrification extension Apollo lights	SHIVULANI Additional boreholes. Access road to clinic Access road to hanyanyani (bridge) Apollo lights Grandstand for the sport centre.		
WARD 16	MNINGINISI BLOCK 2 Apollo Lights Closing of potholes Water Access Bridge to the graveyard Electrification of Extension Additional Boreholes	MNINGINISI BLOCK 3 Clinic Additional Boreholes Apollo Lights Blading of Internal Streets Electrification of Extensions Community Hall		

	Building of Additional Classes Reticulation of Water pipes Access Bridges			
WARD 17	THOMO COMMUNITY HUB Completion of tar road inside the village Renovation of youth camp Upgrading of lunghani sport centre Jojo tanks Apollo lights	Rehabilitation of the internal tar road, sanitation, support to SMME, completion of Thomo heritage park,	MHLAVA WELLEM Community hall Connector road from Mhlava to Khakhala Paving internal streets High school Paving of internal streets	
WARD 18	MUYEXE DIPPING TANK. Water reticulation. Paving of internal streets. Opening of Shangoni gate Apollo lights	GAWULA Boreholes addition. Jojo tanks Dipping tank One stop centre Apollo lights Paving of ring road	KHAKHALA Jojo tanks Additional boreholes Apollo lights Connector Paving of internal streets Paving of ring road	

WARD 19	MAHLATHI Access road to graveyard Tarring of the main road thomo to Giyani Apollo lights Paving of internal streets Clinic Set top boxes	Phalaubeni Aerial network Paving internal streets Electrification of extensions Apollo lights RDP houses Mthimkulu game reserve development	HLOMELA Fencing of high school Electricity extensions Apollo lights Set top boxes Upgrading of internal streets	NDINDANI Access road to the graveyard. Community hall Satellite police station Apollo lights Greening projects Set top boxes
WARD 20	MAVALANI Mavalani clinic Upgrading of internal streets Apollo lights Electrification of extensions Completion of road from Xikukwani to N'wadekudzeku	BON'WANI Electrification of villages. Blading of internal streets Apollo lights Demarcation of sites	MBATLO Water shortage mbatlo Electrification of extension Apollo lights Upgrading of school mafanele school	
WARD 21	NGOVE (part of it) Paving of internal streets. Electricity extensions	KREMETART Development of empty sites Patching of potholes Security fence/wall Apollo lights	DZINGIDZINGI Apollo lights Tarring of internal streets Community Hall RDP houses Sports Centre	

	Pay point Taxi rank and market stalls Sport centre Library Sanitation graveyard Apollo lights Site development empty sites Completion of Access road Construction of multi-purpose centre Upgrading of road between Sikhunyani and Ngobe villages. Construction of an alternative road to Giyani.	Sports Centre Maintenance of streetlamps De-bushing of access roads Community hall	Extension (electricity)	
WARD 22	XIKHUMBA PHASE 2 TAR ROAD	SHAWELA Apollo lights Access road paving Heath centre Upgrading of graveyard	RDP (Shawela) Apollo lights Blading of internal streets Sanitation Refuse bins	

	BLADING OF INTERNAL STREETS Apollo lights Earth dam Blading of internal streets Additional boreholes Refurbishment of the tar road (internal to the clinic)	Community hall Upgrading of JB Chauke sport centre			
WARD 23	GUWELA Sanitation Boreholes Blading internal streets	MBHEN DLE Reservoir and jojo tanks. Additional boreholes		KHEYI Access road to matsotsosela bridge Electricity extensions Apollo lights Community hall Connector road kheyi to xitlakati via matsotsosela bridge	MUXIYANI. Upgrading of road from muxiyani to makhuva Internal streets upgrading Blading of internal streets Apollo lights
WARD 24	LOLOKA BLADING OF INTERNAL STREETS	MAGEVA Electrification of extensions Post office Apollo lights		MGHONGHOMA Blading of internal streets Additional boreholes Littering of pampers Access to graveyard	

	Access road to graveyard Apollo lights Library Culvert bridges	Earth dam Library Community hall Paving of internal streets	Electricity extensions Community hall	
WARD 25	NDHAMBI Paving of ring road Market stalls Refurbishment of the Sandwell GGNRDP completion Apollo 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	SKHUNYANI	NKOMO A Apollo lights	BAMBENI Blading of internal streets

	Clinic Access road maphata to mghonghoma Tar road from the main road to the village Apollo lights	UPGRADING skhunyani to mpepula Primary school Apollo lights Community hall Connector road from ngobe to sikhunyani Water reticulations		Access bridges High school Earth dam Electricity extensions Completion of tar road from nkomo Bto A	Apollo lights Electrification of extensions Access road to phadi Earth dam Construction of a community hall. Construction of a clinic. Paving of road from the main road
WARD 27	XITLAKATI Blading of internal streets Earth dam ECD Apollo lights	KHAXANI Internal streets Drilling of additional boreholes Clinic Apollo lights	MZILELA phase 2 sport centre earth dam Appollo lights Balding of streets Tarring of main road	MATSOTSOSELA reservoir additional boreholes Fencing of community gardens Fencing of graveyard Apollo lights Tarring of main road	MAYEPHU. Tarring of main road Culvert bridges between mayephu and mzilelela Secondary school. Apollo lights Blading internal streets
WARD 28	MPHAKANE Tar road from main road to the village. Electrification of extension. Sanitation Apollo lights Earth dam	ZAVA Booster pumps Upgrading of water plant Upgrading of Zava nurses' home Operationalize MPCC Community gardens Apollo lights Library Electricity extensions			

	Water reticulation Blading of internal streets			
WARD 29	MAKHUVA Access road to mbaula Culvert boxes graveyard Upgrading of internal streets Apollo lights Health centre Upgrading of library	MBAULA Upgrading of road from gravel to tar Additional boreholes Apollo lights Blading of internal streets. Apollo lights. Clinic.	NSAVULANI Vodacom, TN and cell C aerial Access to graveyard. Community hall Additional boreholes Apollo lights Upgrading of the main taxi road from gravel to tar	
WARD 30	NKURI- ZAMANI Library Upgrading of taxi road from gravel to tar Apollo lights Sanitation Community hall Electrification of Extension ECD	. NKURI-SHIRILELE Apollo lights Blading of internal streets Electrification of Extensions Tarring of main road malonga to tomu	Nkurhi tomu Apollo lights VIP toilets RDP houses Culvert bridges Community hall Access road to jimu Electricity extensions	
WARD 31	MAPAYENI.	VUHEHLI	NWAKHUWANI.	

	Connector road to Edward homu, completion of road from 14b to mapayeni, storm water drainage system, RDP houses Electrification of Munyangani Extension	Access to new stand road, Apollo lights, water, community hall, library, internal streets upgrading, visiting point, RDP houses	High and primary schools, culvert bridges, support of community projects, Access road to the village. Pension pay point. RDP houses.	
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1.2.6.7. **Ward Committees and CDW**

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

1.2.6.8. Public Participation and Communication Strategy

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

1.2.6.9. Public Participation and Good Governance Challenges

- Minimal participation by sector departments.
- Lack of effective community structures
- Lack/minimal participation by traditional councils.
- Lack of participation by professionals (e.g. educators, nurses and doctors, etc
- Insufficient budget
- Non-attendance of meeting by sector departments.

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, agriculture and mineral resources thrive for economic growth”.

MISSION

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

VALUES

Commitment

People centred

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 31: 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 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 job creation	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

<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"> • Legal cases against the municipality due to loss of infrastructure and human lives due disaster and accidents occurrence, since the infrastructure is not insured • Non functionality of disaster management centre • Ecological degradation • Relationship with Tribal Authority (development not addressing the vision) • Unavailability of land for development • Food mouth disease • Shortage 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 32: Revised strategic objectives.

KPAs	CONFIRMED STRATEGIC OBJECTIVES 2023/24
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 2025/2026/26/27//27/28/28/29

Table 33: 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 implementation of SPLUMA Facilitation the implementation of SDF and LUS by 2025/26	ST to LG	Traditional Leaders, Council, strategic planning department, DRDLR	GGM, DLG&H
Land Use Management	Mushrooming of informal settlements	Coordinate Land summit 2025/26		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			

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
	No development and growth of the town	Identification of land claimed and resolved, report to EXCO by 2025/26			
Environmental management		ensuring a sustainable and habitable environment 2025/26 by implement legislation		GGM, MDM, Dept. of Environmental Affairs.	GGM &MDM
Integrated human settlement		Ensure the provision of sustainable human settlement for the municipality	SH to LT	DHSWS	DHSWS

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	CHALLENGES	STRATEGY	Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
IDP		To develop a credible IDP by ensuring compliance with the	SH to LT	Council, Community and Rep-forums	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
		MFMA and comments from MEC of COGHSTA			
PMS		To develop an adequate PMS by cascading the system to lower level to establish some level of responsibility and accountability	SH to LT	Council, Managers and Community	GGM
Capacity building		Building capacity through skills development and adequate administrative systems on an ongoing process.	SH to LT	SDF; LGSETA; DBSA; NATIONAL TREASURY; TRAINING COMMITTEE; EMPLOYEES; EMPLOYER; DEPT OF LABOUR; TRADE UNION.	INTERNAL/OWN REVENUE; EXTERNAL FUNDING
KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI		STRATEGY	Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
PMS		Develop a an effective, efficient and accountable work force through a credible PMS by 2025/26 June	SH to LT	Employer, employee, trade unions	OWN 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					
KPI	CHALLENGES	STRATEGY	Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Legislative compliance		Ensure legislative compliance through enforcement of by laws and policies on an on-going basis	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	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
		policy and consultation with all relevant structures			
Equity		The review the equity plan to ensure compliance with National legislation	SH to LT	All employees and cllrs	GGM
KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	STRATEGY		Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
IT Development	Create a conducive working environment through an integrated system, effective and efficient ICT and security systems.		SH to LT	All employees and cllrs	GGM
Corporate Discipline	Establish an electronic logging system to manage availability of employees at their workstations		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		SH to LT	Director Corporate services.	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
	management framework and introducing effective and efficient tools.				

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 2025/26	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 and when required Mobilize funding for electrification of village extensions through DBSA Grant Establishment of a municipal entity to explore on acquiring an electricity license	SH to LT	Department of Energy	DOE

Electricity	Maintenance and upgrading of electricity assets of the municipality	SH to LT	ESKOM and DOE	DOE
KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	STRATEGY	Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Sanitation	Ensure the implementation of the WSP functions	SH to LT	MDM DHS	DHS
Sustainable water and sanitation	Ensure the provision of sustainable water and sanitation services	SH to LT	MDM, DHS	DHSWS
Maintenance, upgrading and extending water and sanitation services	To facilitate and ensure the expansion and upgrading of water and sanitation services to all communities	SH to LT	MDM, DHSWS	DHSWS
Roads	Develop a road infrastructure with storm water that will support economic development and improve the life of our people by 2025/26 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.	SH to LT	GGM, DEA	GGM
	Ensure extension of the refusal removal in surrounding villages by 2025/26			
Provision of free basic services	Improve the livelihoods of our community through grant compensation	SH to LT	GGM	GGM
Basic Services	Improve the livelihoods of our community through development of adequate infrastructure reticulation and effective maintenance	SH to LT	GGM, MDM	GGM
Community facilities	Develop a healthy society through provision of well-maintained community facilities (on-going) on an on-going basis	SH to LT	All directors	GGM
KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	REVIEWED	Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING

Sport facilities	Ensure review of the tariff structure for hiring of the public facilities to ensure that there is maximum use Ensure continuous routine maintenance of the public facilities to ensure maximum utilization Ensure deployment of personnel to safeguard facilities against vandalism	SH to LT		GGM
Education	Facilitate sound engagement between the department and all relevant stakeholders to provide sustainable education facilities	SH to LT	DOE	NT DOE
Health services	Ensure the provision of health infrastructure and programme	SH to LT	DoH	DoH
Libraries	Develop a knowledgeable society through provision of well-maintained community facilities and access to developmental resources on an on-going basis	SH to LT	Director community development	GGM
Cemeteries	Restore dignity within our communities through ensuring that burial site is accessible	SH to LT	GGM	GGM
Environment	Ensure that we have a clean environment through enforcement of by-laws and policies		GGM and LEDET	GGM
Public Transport and safety	improve the livelihoods of communities by Developing a public transport management system to ensure access to economic/ employment bases and community facilities and safety facilities	SH to LT	GGM and DEPT of safety and security	GGM

Safety and Security	To ensure safety and security for community members through the provision of prevention measures such as establishment of community policing forums, community safety forums, street committees and installation of highmasts in crime prone areas	SH to LT	GGM, Traditional authorities, SAPS, Traffic officers and private security industry.	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 and build resilient infrastructure to withstand climate change			
Waste management (Landfill sites: disposal)	Improve the livelihood of the community by establishing an environmentally compliant system and a habitable environment.	SH to LT	MDM, COGSTA and GGM	Community Services
Traffic Control and Licensing	Ensure compliance and safety of our road users at all times offering an accessible and efficient licensing services and equipping traffic control officers with relevant resources.	SH toLT	GGM	Community services

KPA 4: LOCAL ECONOMIC DEVELOPMENT				
STRATEGIC OBJECTIVE: To create an enabling environment for sustainable economic growth				
KPI	STRATEGY	Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
LED Framework	To develop a framework that will assist the municipality in strategic LED planning 2025/26	SH to LT	Planning and LED	GGM
LED conceptualization	To continuously generate a proper understanding of the LED concept within the institution.	SH to LT	All employees and politicians	GGM
SMME Development	To continuously mobilize funding by identifying potential funders through the LED strategy	SH to LT	The Mayor, MM, planning and development	GGM, LEDET and DEA
Promotion of PPP and community partnership	Ensure the establishment of PPP with community stakeholders and government	SH to LT	Planning and development	
Investment attraction	Development of Business Investment and retention strategy	SH to LT	Planning and development	
Revenue enhancement	Business centre established and fully functional	SH to LT	Planning and development	
Sector Development	Continuously Create a conducive environment for Sector development through revitalization of sector forums by	SH to LT	Planning and development	GGM

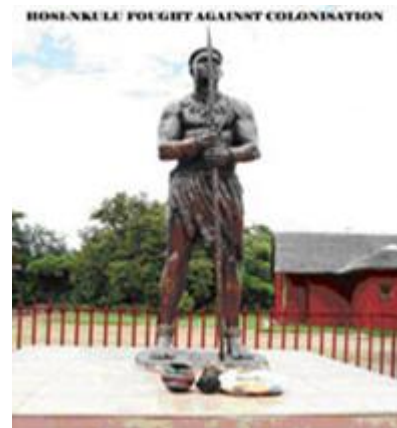
Marketing	Place a GGM on a competitive market position through a strategic marketing strategy by 2025/26	SH to LT	Mayor, MM, Planning and development	GGM, LEDET and DEA
KPA 5: FINANCIAL VIABILITY				
STRATEGIC OBJECTIVE: To improve financial management systems and to enhance revenue base				
KPI	STRATEGY	Short (ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Revenue enhancement	Review Enhance municipal revenue through implementation of revenue enhancement strategies by 2025/26	SH to LT	All politicians and all directors	GGM
Legislative Compliance	Implementation of systems and policies framework by 2025/26	SH to LT	Finance	GGM
Debt reduction	To decrease the escalation of debt through effective implementation of the credit control policy and revenue enhancement strategy by 2025/26	SH to LT	Finance and all departments	GGM
SCM	To ensure effective and efficient SCM processes through implementation of SCM policies and regulations on an on-going basis Development of procurement plans within the SDBIP.	SH to LT	Finance and all directors	GGM
Asset	Development of a credible asset register that is GRAP compliant twice a year	SH to LT	Finance	GGM
Expenditure	Record Management Payment of suppliers within 30days	SH to LT	Finance	GGM

Budget and Reporting	Budget, IDP and SDBIP alignment	SH to LT	Finance	GGM
Financial Systems	Development of integrated financial management system		Finance	GGM
Capacity building	To improve functionality of BTO through well capacitated personnel by July 2025/26	SH to LT	Finance & Corporate Services	GGM
Audit	To ensure that the municipality attains a clean audit report by 2025/26 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 2025/26	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 2025/26 (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. PROJECTS 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 summary for 2025/2026

3.1.1 Table 34: Summary of Total Budget

Budget items	Total Budget: 2022/23	Total Budget; 2024/25	Total Budget; 2025/26
Operational Projects	R18,000,000	R18,000,000	R30,759,000
Capital Assets (Acquisition)	R27.150,000	R27,150,000	R17,710,000
Programmers	R39,808,000	R46,226,000	R27,745,496
Capital project budget	R138,716,198	R108,505,685	R 166,086,843
General expenses	R100,000,437	R135,277,183	R99,850,452
Repairs and maintenance	R72,220,000	R76,030.000	R68,822,854
Remuneration of councilors	R24,892.324	R25,799,711	R27,745,496
Employee related costs	R188,280,656	R192,387,359	R210,515,075
Depreciation	R95,000,000	R104,000,000	R108,575,000
Bad debt	R29,000,000	R125,000,000	R125,000,000
Equitable share	R376,486,000	R 396,848,000	R395,772,000
Funding (Grants)MIG	R72,329,000	R71,163,000	R75,059,000
INEP	-R32,220,000	R18,029,000	R17,025,000
EPWP	R3,151,000	R3,348,000	R3,708,000
LGseta	R315,000	R320,000	R300,000

FMG	R2,400,000	R2,400,000	R2,400,000
Energy efficiency and demand management	R0	R0	R4,000,000
Municipal own revenue	R153,566.124	R166,466,938	R174,850,320
Total revenue	R640,857,124	R662,574,938	R673,114,320
Total expenditure	R764,812,605	R891,574,938	R906,690,320
Surplus/deficit	-	R0	R233,576,000

KPA: SPATIAL TRANSFORMATION										
Strategic objective: to develop an effective spatial framework that promotes integrated and sustainable development.										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Town expansion	Expansion of township	Ngobe	New township	To develop 2000 sites	R400,000	R0	R0	GGM
2	Capex	Township establishment	Demarcation of 500 sites	Siyandhani	New township	To demarcate 500 sites	R300,000	R0	R0	GGM
3	Capex									GGM
4	Capex	Site Demarcation in villages	Demarcation of sites	Mageva	New	To demarcate 500 sites	R250,000	R0	R0	GGM
5	Capex	Review of LUS	Review of LUS	GGM	Approved LUS	Review of LUS	R1 043 478,26	R0	R0	GGM

6	Capex	Proclamation project	Proclaim unproclaim land	All sections	Unproclaim land	Proclaim all unproclaim land	R300,000	R0	R0	GGM
7	Capex	Deeds registration of sites	Registration of sites with deeds	Section F	Unregistered sites	Register all sites	R200,000	R0	R0	GGM
8	Capex	GIS upgrades	Updates maps and software license	GGM	Arc GIS	Updates maps and software license	R0	R0	R0	GGM
9	Capex	Rezoning and subdivision of parks	Rezone and subdivide parks	Section F	Parks	To rezone and sell sites	R250,000	R0	R0	GGM
10	Capex	Golf course development	Rezone and subdivide golf course	Section D	Golf course	To rezone and sell sites	R173 913,04	R0	R0	GGM
11	Capex						R0	R0	R0	GGM

KPA: SPATIAL TRANSFORMATION										
Strategic objective: to develop an effective spatial framework that promotes integrated and sustainable development.										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
12	Capex	Formalization of settlement	Formalization of settlement	Makosha(Risinga)	Informal settlement	To formalize settlement	R150,000	R0	R0	GGM
13	Capex									GGM
14	Capex	Subdivision, rezoning and registration of municipal properties	Rezoning and subdivision of municipal properties	Thomo, Homu and Mageva	Un zoned pro	Zoning of municipal properties	R300,000	R0	R0	GGM
15	Capex	Township establishment	Establishment of a township	Dzingidzingi	Old settlement	To demarcate 500 sites	R200,000	R0	R0	GGM
16	Capex									
17	Capex	Precinct plan	Development of precinct plan	Mahumani	New plan	Approval of the precinct plan	R300,000	R0	R0	GGM
18	Capex									GGM

19	Capex									
20	Capex	Township establishment	Establishment of township	Ngobe	New	Demarcation of sites	R200,000	R0	R0	GGM
21	Capex	Township establishment	Establishment of township	Ndengeza	New	Demarcation of 500 sites	R100,000	R0	R0	GGM
22	Capex	Review of SDF	Review of SDF	GGM	Approved SDF	Review of SDF	R1 043 478,26	R0	R0	GGM
23	Capex	valuers	Professional valuers	GGM	valuers	Professional valuers	R2,500,000	R0	R0	GGM
24	Opex	Professional fees	Professional fees	GGM	Fees	Professional fees	R2,500,000	R2,500,000	R2,000,000	GGM

KPA: INSTIUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**Strategic objective:** To develop and retain the best human capital, effective and efficient administrative and operational support

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Opex	Maintenance of office equipment's	Maintenance of office equipment's	GGM	Office equipment's	To maintain office equipment's	R1,500,000	R1,600,000	R1,700,000	GGM
2	Opex	Acquisition of office furniture	Buying of office furniture	GGM	New furniture	To buy new furniture	R1 347 826,09	R1 304 347,83	R1 304 347,83	GGM
3	Opex	Legal	Legal advice and litigations	GGM	Legal cases	To pay for legal services	R11,000,000	R12,000,000	R12,500,000	GGM
4	Opex	Business & financial management	Mscoa consultants	GGM	Mscoa	Payment of Mscoa consultants	R720,000	R730,000	R740,000	GGM
5	Opex	Business and financial management	Mscoa consultants	GGM	Mscoa	Payments of Mscoa consultants	R1,020,000	R1,100,000	R1,200,000	GGM

KPA:INSTIUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT
Strategic objective: To develop and retain the best human capital ,effective and efficient administrative and operational support.

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
6	Opex	Software licenses	Renewal of licenses	GGM	Software's	To renew all software's	R5,500,000	R5,600,000	R5,700,000	GGM
7	Opex	Specialized computer system	Specialized IT consultants	GGM	IT consultants	To pay IT consultants	R3,000,000	R3,600,000	R3,700,000	GGM
8	Opex	Maintenance of equipment's	Maintenance of equipment's	GGM	Maintained equipment's	To maintain equipment's	R150,000	R310,000	R320,000	GGM
9	Opex	Acquisition of tablets and printers	Buying of tablets and printers	GGM	Printers and tablets	Buying printers and tablets	R304 347,83	R573 913,04	R582 608,70	GGM
10	Opex	Helpdesk system	Purchase of helpdesk system	GGM	New	Buying help desk system	R521 739	R0	R0	GGM
11	Opex	Computer equipment's	Purchase of computer equipment's	GGM	Computers and laptops	To buy computer equipment's	R1 043 478	R1 130 434	R1 217 391	GGM

12	Opex	Purchase of monitor and camera	Monitor and camera	GGM	New	security	R65 217	R573 913	R582 608	GGM
13	Opex	Development of By-laws	Development of By-laws	GGM	By-laws	By-laws	R95 652,17	R104 347,83	R104 347,83	GGM
14	Opex	Purchase of walk-through detector Xray machine	Purchase of walk-through detector/Xray machine	GGM	Equipments	Security	R956 521,74	R1 043 478,26	R1 869 959,52	GGM
15	Opex	Automated PMS	Automation of PMS	GGM	PMS system	Automated PMS	R869 565,22	R869 565,22	R869 565,22	GGM
16	Opex	Air conditioners	Air conditioners	GGM	Air conditioners	Air conditioners	R434 782	R434 782	R434 782	GGM
17	Opex	Clocking system	Purchase of clocking and patrol system	GGM	New	Purchase of clocking system	R521 739	R530 434	R539 130	GGM

KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY
Strategic objective: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Electrification of section F	Electrification of 436 sites	Section F Giyani	New	To electrify 436 sites	R2,500,000	R0	R0	GGM
2	Capex	Installation of high masts light	Installation of high masts light	GGM	91 high masts	To erect high masts light 97 villages	R0	R0	R0	GGM
3	Capex	Installation of energy saving streetlights	Install energy saving streetlights	Giyani	Installed lights	To install additional streetlights	R3 478 260,87	R0	R0	GGM
4	Capex	Electrification of 346 HH	Electrification of extension 346 HH	Xikukwana village	Old stands	To electrify 346 HH	R8,800,000	R0	R0	GGM/INEP

KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY
Strategic objective: to develop sustainable infrastructure networks that promotes economic growth and improve quality of life.

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Electrification of 343 HH new extension	Electrification of 343 HH new extension	Risinga view village	Old stands	To electrify 343 HH	R8,241,000	R0	R0	GGM
2	Capex	Electrification of 334 HH	Electrify 334 HH new extension	Ngobe village	Old stands	To electrify 334 HH	R270,000	R0	R8,000,000	INEP
3	Capex	Electrification of 200 HH	Electrify 200 HH new extensions	N'wamankena	Old stands	To electrify 150 HH	R270,000	R0	R4,800,000	INEP
4	Capex	Electrification of 95 HH	Electrify 95 HH new extensions	Ntshuxi village	Old stands	To electrify 95 HH	R0	R0	R2, 280,000	GGM/INEP
5	Capex	Installation of rooftop solar in municipal buildings	Install solar rooftop	GGM	Municipal buildings	To install rooftop solar	R2 608 695,65	R6 086 956,52	R7 686 733,04	GGM

6	Capex	Electrification 142 HH	Electrify 142 HH	Ndambhi	Old stands	Electrify 142 HH new extensions	R3,408,000	R0	R0	GGM/INEP
7	Capex	Electrification of 343 HH	Electrify 343 HH	Risinga	Old stands	Electrify 100 HH new extension	R8,241,000	R0	R0	GGM/INEP
8	Capex	Electrification of 100 HH	Electrify 100 HH	Ndindani	Old stands	Electrify 100 HH new extensions	R0	R4,344,000	R0	GGM/INEP
9	Capex	Electrification of 100 HH	Electrify 100 HH	Makosha	Old stands	Electrify 100 HH new extensions	R0	R3,744,000	R0	GGM/INEP
10	Capex	Electrification of 100 HH	Electrify 100 HH	Maswangayi	Old stands	Electrify 100 new extensions	R0	R9,520,000	R0	GGM/INEP

KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY**Strategic objective: To develop sustainable infrastructure networks that which promotes economic growth and improve quality of life**

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Electrification of 160 HH	Electrify 160 HH	Botshabelo	Old stands	To electrify 160 HH new extensions	R0	R2,400,000	R0	GGM/INEP
2	Capex	Electrification of 100 HH	Electrify 100 HH	Mashavela	Old stands	To electrify 100 HH new extensions	R0	R0	R2,100,000	GGM
3	Capex	Electrification of 170 HH	Electrify 170 HH	Dingamanzi	Old stands	Electrify 170 HH new extensions	R0	R5,352,000	R0	GGM/INEP
4	Capex	Electrification of 334 HH	Electrify 334 HH	Ngobe	Old stands	Electrify 170 HH new extensions	R270,000	R0	R8,000,000	GGM

5	Capex	Electrification of 200 HH	Electrify 200 HH	N'wa mankena	Old stands	Electrify 200 HH new extensions	R270,000	R0	R4,800,000	GGM/INEP
6	Capex	Electrification of 200 HH	Electrify 200 HH	Vuhehli	Old stands	Electrify 200 HH	R270,000	R0	R4,800,000	INEP

KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY										
Strategic objective: to develop sustainable infrastructure networks which promotes economic growth and improve quality of life										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Upgrading of road from gravel to paving	Paving of gravel road	Ndhambi village	Gravel road	To pave the gravel road	R0	R12 173 913,04	R10 434 782,61	MIG

2	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving blocks	Ndhambi village	Gravel road	To pave road from gravel to paving blocks	R347 826,09	R0	R0	GGM
3	Capex	Upgrading of road from gravel to paving blocks	Upgrading of gravel road to paving blocks	Muxiyani village	Gravel road	Paving of gravel road to paving blocks	R0	R16 086 956, 52	R29 565 217, 39	MIG
4	Capex	Upgrading of road from gravel to paving locks	Upgrading of gravel road to paving blocks	Muxiyani village	Gravel road	Paving of gravel road to paving blocks	R347 827	R0	R0	GGM
5	Capex									GGM

KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY
Strategic objective: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Upgrading of road from gravel to paving	Paving of gravel road to paving blocks (4,8KM)	N'wamankena	Gravel road	To pave the gravel road to paving blocks	R12 518 816,62	R0	R0	MIG
2	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving blocks(4,8KM)	N'wamankena	Gravel road	To pave road from gravel to paving blocks	R6 534 782,61	R0	R0	GGM
3	Capex	Upgrading of road from gravel to paving blocks	Paving of road from gravel to paving blocks	Noblehoek	Gravel road	To pave gravel road to paving blocks	R0	R0	R8 695 652,17	MIG

4	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving	Noblehoek	Gravel road	To pave gravel road to paving blocks	R347 826,09	R0	R0	GGM
5										GGM

KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

Strategic objective: to develop sustainable infrastructure networks which promotes economic growth and improve quality of life

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Upgrading of road from gravel to paving	Paving of gravel road to paving Blocks (4,2)	Babangu	Gravel road	To pave the gravel road to paving blocks	R23 051 661,64	R17 359 130,43	R0	MIG

2	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving blocks(4,2KM)	Babangu	Gravel road	To pave road from gravel to paving blocks	R0	R0	R0	GGM
3	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving	Khakhala	Gravel road	To pave road from gravel to paving blocks	R26 434 782,61	R0	R0	MIG
3	Capex	Upgrading of road from gravel to paving blocks	Paving of road from gravel to paving blocks	Khakhala	Gravel road	To pave gravel road to paving blocks	R117 356,52	R0	R0	GGM
4	Capex	Upgrading of road from gravel to paving	Paving of road from gravel to paving	Phikela	Gravel road	To pave gravel road to paving blocks	R0	R21 739 130,43	R21 767 913,04	MIG

5	Capex	Gravel to paving	Paving road from gravel to paving	Phikela	Gravel road	To pave from gravel to paving blocks	R347 826,09	R0	R0	GGM
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KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY**Strategic objective: to develop sustainable infrastructure networks which promotes economic growth and improve quality of life**

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Upgrading of road from gravel to paving(4,9km)	Paving of gravel road	Section F	Gravel road	To 4,9 km pave the gravel road to paving blocks	R0	R0	R0	GGM
2	Capex	Upgrading of road from grave to paving (2 nd phase)	Paving of road from gravel to paving blocks	Makosha	Gravel road	To pave road from gravel to paving blocks	R0	R0	R0	GGM
3	Capex	Upgrading of road from gravel to paving blocks	Paving of road from gravel to paving blocks	Section F via Golele	Gravel road	To pave gravel road to paving blocks	R0	R1,000,000	R20,000,000	GGM

4	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving (phase 1)	Section E	Gravel road	To pave gravel road to paving blocks	R12 223 298,26	R15 663 691	R21 292 830,74	GGM
5	Capex	Construction of car ports	Construction of car ports (civic centre, testing and brick yard)	GGM	Existing parking area	To construct car ports	R500,000	R2,000,000	R2,000,000	GGM

INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

Strategic objective: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Mavalani indoor sports centre	Construction of indoor sports centre	Mavalani	New	To complete indoor sport centre	R0	R0	R0	GGM
2	Capex	Giyani waste disposal site	Construction of waste disposal site	Ngobe	Waste site	To complete the outstanding works	R0	R0	R0	GGM
3	Capex	Section E sport centre	Construction of sport centre	Section E	Sport centre	Completion of outstanding works	R8 695 652,17	R10 434 782,61	R9 565 217,39	GGM

4	Capex	Gawula sport centre	Refurbishment of sport centre	Gawula	Sport centre	To complete outstanding works	R2 608 696	R1 739 130,43	R0	GGM
5	Capex	Construction of market stalls (10 market stalls)	Construction of market stalls (10 market stalls)	Section A	New	To construct market stalls	R4 347 826,09	R3 478 260,87	R0	GGM
6	Capex	Development of ITP	Development of ITP	GGM	New	To develop ITP	R347 826,09	R0	R0	GGM

KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY**Strategic objective: To develop sustainable infrastructure networks which promotes economic growth and improve quality of live**

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Refurbishment of Giyani stadium and tennis court	Refurbishment of Giyani stadium and tennis court	Section A	Giyani stadium and tennis court	To complete the outstanding works	R1 304 347,83	R4 347 826,09	R0	GGM
2	Capex	Mageva sport centre	Extension of pitch and anchoring of grandstand	Mageva	Sport centre	To extend the pitch and anchor the grandstand	R8 695 652,17	R1 391 304,35	R0	GGM
3	Capex	Servicing of sites	Servicing of site	Section F	New township	Completion of outstanding works	R0	R0	R0	GGM
4	Capex	Land fill site operations	Landfill site operations	Ngobe	Landfill site	To operationalize	R4 400 000	R4 500 000	R4 550 000	GGM

						the new landfill site				
5	Capex	Expansion of cemetery	Expansion of cemetery	Giyani	Old cemetery	Feasibility study	R800,000	R0	R0	GGM
6	Capex	Purchase of skip bins	Purchase/acquisition of skip bins	Giyani	Skip Bins	Acquisition of skip bins	R1,000,000	R1,500,000	R2,100,000	GGM
7	Capex	Refurbishment of Giyani community hall	Refurbishment of Giyani community hall	CBD	Old hall	To conduct studies for the refurbishment of the hall	R3 304 347,83	R0	R0	GGM
8	Capex	Upgrading of parking lot	Upgrading of parking lot	CBD	New	To upgrade parking lot	R434 782,61	R0	R0	GGM

KPA: LOCAL ECONOMIC DEVELOPMENT**Strategic objective: To create enabling environment for sustainable economic growth**

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Opex	LED support	Support to LED programmes	GGM	LED projects	To Sustain LED projects	R1,950,000	R2,395,977	R2,790,000	GGM
2	Opex	Female entrepreneur	Female farmer of the year	GGM	LED projects	To sustain female farmers	R925,000	R1,220,000	R1,270,000	GGM
3	Opex	Marula show	Support to SMMEs	GGM	LED projects	To sustain SMME	R120,000	R140,000	R160,000	GGM
4	Opex	African Travel indaba	Support to SMMEs	GGM	LED projects	To sustain SMMEs	R108,000	R146,000	R159,000	GGM
5	Opex	Tourism banquet night	Support to SMMEs	GGM	LED projects	To sustain SMMEs	R360,000	R400,000	R430,000	GGM

6	Opex	Rand easter show	Support to SMME	GGM	LED projects	To sustain SMMEs	R100,000	R120,000	R140,000	GGM
7	Opex	Professional fees LED	Professional fees LED	GGM	New	To develop plans	R0	R0	R0	GGM
8	Opex	Pop Up Market	Support to SMME	GGM	New	To sustain SMMEs	R150,000	R170,000	R190,000	GGM
9	Opex	LIBRA awareness campaign	Support to SMME	GGM	New	To sustain SMMEs	R120,000	R140,000	R160,000	GGM
10	Opex	Khindlimuka show study	Support to SMME	GGM	New	To sustain SMMEs	R200,000	R0	R0	GGM
11	Opex	Nsami dam study	Support to SMME	GGM	New	To sustain SMMEs	R200,000	R0	R0	GGM
12	Opex	NAPO show	Support to SMME	GGM	New	To sustain SMMEs	R31,000	R36,000	R39,000	GGM

KPA: FINANCIAL VIABILITY**Strategic objective: to improve financial management systems to enhance revenue base.**

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2025/2026	2025/2027	
1	Opex	Accounting fees	Payment of AG fees	GGM	AGSA fees	To pay AGSA fees	R5,300,000	R5,500,000	R5,500,000	GGM
2	Opex	Wet fuel	Purchase of fuel and oil	GGM	Wet oil and fuel	To buy fuel and oil	R10,000,000	R10,500,000`	R10,500,000	GGM
3	Opex	Maintenance of equipments	Maintenance of equipments	GGM	Maintenance	To maintain equipments	R5,000,000	R6,100,000	R6,200,000	GGM
4	Opex	Unspecified assets	Maintenance	GGM	Maintenance	Maintain assets	R1,000,000	R1,000,000	R1,000,000	GGM

5	Opex	Machinery and equipments	Purchase	GGM	Purchase	To buy machinery	R8,000,000	R9,000,000	R9,000,000	GGM
6										

KPA: Financial Viability										
Strategic objective: to improve financial management systems to enhance revenue base										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
6	Opex	Acquisition of vehicles	Acquisition of vehicles	GGM	Municipal fleet	To buy fleet	R1 739 130,43	R2 173 913,04	R2 173 913,04	GGM
7	Opex	Profession fees	Assets management	GGM	Assets	Procure services	R5,300,000	R5,500,000	R5,500,000	GGM
8	Opex	Professional fees	Revenue	GGM	Revenue	Procure services	R5,000,000	R5,150,000	R5,269,000	GGM

9	Opex	Professional fees	Budget and reporting	GGM	Budget	Procure services	R2,500,000	R2,500,000	R2,500,000	GGM
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KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objective: To develop governance structures and systems that will ensure effective public consultation and organizational discipline

N o.	Capex/O pex	Project name	Project Description	Locati on	Baseline	Target to achieve	Annual implementation Budget			Implemen ting agent
							2025/202 6	2026/20 27	2027/20 287	
1	Opex	Youth support	Youth support	GGM	Youth support	Support to youth programs	R700,000	R517,000	R534,000	GGM
2	Opex	Gender support	Gender support	GGM	Gender support	To support gender programs	R580,000	R615,000	R652,000	GGM
3	Opex	HIV/candle lighting	HIV/candle lighting	GGM	HIV support	HIV support	R800,000	R842,000	R884,000	GGM
4	Opex	Mayors' tournament	Mayors' tournament	GGM	Mayor's cup	Support sports	R1,220,00 0	R1,285,0 00	R1,269.00 0	GGM
5	Opex	Child and old age support	Child and old age support	GGM	Child and old age support	Support to special group	R580,000	R620,000	R651,000	GGM
6	Opex	Disability support	Disability support	GGM	Disability support	Support to special groups	R580,000	R620,000	R651,000	GGM

7	Opex	Traditional authority support	Traditional authority support	GGM	Traditional authority support	Support to traditional authority	R400,000	R425,000	R470,000	GGM
8	Opex	Events management	Events management	GGM	Events management	Events coordination	R1,300,000	R1,330,000	R1,360,000	GGM
9	Opex	Communication related	Communication related	GGM	Communication related	Communication vote	R1,994,000	R1,990,000	R2,040,000	GGM
10	Opex	Excellence awards	Excellence awards	GGM	Excellence awards	Excellence awards	R830,000	R839,000	R848,000	GGM
11	Opex	Public meeting and campaigns	Public meetings and campaigns	GGM	Public meetings	Public meetings	R690,000	R712,000	R734,000	GGM
12	Opex	Bursaries (non-employees)	Bursary non-employees	GGM	Bursaries non-employees	Bursaries non-employees	R600,000	R620,000	R640,000	GGM
13	Opex	Mpac	Mpac	GGM	Mpac	Mpac	R430,000	R458,000	R486,000	GGM
14	Opex	Wellness admin	Wellness admin	GGM	Wellness admin	Wellness admin	R1,460,000	R1,770,000	R1,220,000	GGM
15	Opex	PMS	PMS	GGM	PMS	PMS	R150,000	R160,000	R170,000	GGM
16	Opex	IDP	IDP	GGM	IDP	IDP	R80,000	R92,000	R104,000	GGM

17	Opex	FBE	FBE	GGM	FBE	FBE	R10,000.0 00	R10,500, 000	R10,500,0 00	GGM
18	Opex	Indigent support	Indigent support	GGM	Indigent support	Indigent support	R200,000. 000	R220,000	R230,000	GGM

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
Strategic objective: to develop governance structures and systems that will ensure effective public consultation and organizational discipline.										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
19	Opex	Library outreach	Library outreach	GGM	Library outreach	Library outreach	R300,000	R310,000	R320,000	GGM
20	Opex	Disaster recovery	Disaster recovery	GGM	Disaster recovery	Disaster recovery	R750,000	760,000	760,000	GGM

21	Opex	Disater education	Disaster education	GGM	Disaster education	Disaster education	R130,000	R142,000	R149,000	GGM
22	Opex	Sport,and culture	Sports and culture	GGM	Arts and culture	Arts and culture	R1,400,000	R1,430,000	R1,460,000	GGM
23	Opex	Indigenous games	Indigenous games	GGM	Indigenous games	Indigenous games	R640,000	R655,000	R669,000	GGM
24	Opex	Sports development	Sports development	GGM	Sports development	Sports development	R1,000,000	R1,310,000	R1,330,000	GGM
25	Opex	Heritage Day	Heritage Day	GGM	Heritage Day	Heritage Day	R200,000	R210,000	R220,000	GGM
26	Opex	Municipal signage	Municipal signage	GGM	Municipal signage	Municipal signage	R40,000	R45,000,	R50,000	GGM
26	Opex	EEASA	EEASA	GGM	EEASA	EEASA	R40,000	R45,000	R50,000	GGM
26	Opex	Landscaping	Landscaping	GGM	Landscaping	Landscaping	R500,000	R510,000	R520,000	GGM
27	Opex	Beautification getaway	Beautification	GGM	Beautification	Beautification	R600,000	R600,000	R610,000	GGM
28	Opex	EPWP social	EPWP social	GGM	EPWP social	EPWP social	R1,500,000	R1,200,00	R1,250,000	GGM
29	Opex	ENVIRO awareness	Enviro awareness	GGM	Enviro awareness	Enviro awareness	R610,000	R625,000	R760,000	GGM

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objective: to develop governance structures and systems that will ensure effective public consultation and organizational discipline.

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
30	EPWP INFRA	EPWP INFRA	EPWP INFRA	GGM	EPWP INFRA	EPWP INFRA	R5,580,000	R5,151,000	R4,824,000	GGM
31	EPWP ENVIRO	EPWP ENVIRO	EPWP ENVIRO	GGM	EPWP ENV	EPWP ENV	R5,925,000	R5,151,000	R5,479,000	GGM

SECTOR DEPARTMENT PROJECTS										
RAL, DPWRI AND SANRAL										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Upgrading of road	Upgrading of road from gravel to tar	Thomo-hlomela	Gravel road	To tar 29KM of road	TBC			SANRAL
2	Capex	Upgrading of the road	Upgrading of road from gravel to tar	Mageva-makhuva	Gravel road	To tar 32km of road	TBC			SANRAL
3	Capex	Upgrading of road	Upgrading from gravel to paving	Homu 14b-Mapayeni	Gravel road	To tar 4KM of road	R			RAL
4	Capex	Upgrading of road	Upgrading from gravel to paving	Xikukwani to Xivulani	Gravel road	Planning for the road	TBC	R0		RAL

5	Capex	Upgrading of road	Upgrading of road gravel to tar	Mninginisi to altein to Shangoni gate	Gravel road	Planning for the road	TBC	R0		RAL
6										

SECTOR DEPARTMENT PROJECTS: Cooperative Governance Human Settlement and Traditional Affairs

COGHSTA

No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Construction of houses	Construction of houses	Thomo	new	To build houses				COGHSTA
2	Capex	Construction of houses	Construction of houses	Homu 14a	New	To build houses				COGHSTA

3	Capex	Construction of houses	Construction of houses	Mninginisi B3	New	To build houses				COGHSTA
4	Capex	Construction of houses	Construction of houses	Nsavulani	New	To build houses				COGHSTA
5	Capex	Construction of houses	Construction of houses	Mavalani	New	To build houses				COGHSTA
6	Capex	Construction of houses	Construction of houses	Muyexe	New	To build houses				COGHSTA
7	Capex	Construction of houses	Construction of houses	Khani	New	To build houses				COGDHSTA
8	Capex	Construction of houses	Construction of houses	Siyandhani	New	To build houses				COGHSTA
9	Capex	Construction of houses	Construction of houses	Daniel Rababalela	New	To build houses				COGHSTA
10	Capex	Construction of house	Construction of	Nkomo B	New	To build houses				COGHSTA
11	Capex	Construction of house	Construction of houses	Bambeni	New	To build houses				COGSHSTA
12	Capex	Construction of houses	Construction of Houses	Ndengeza A	New	To build houses				COGHSTA

13	Capex	Construction of infrastructure	Construction of pipeline sewer and bulk water	Siyandhani	new	To construct infrastructure				COGHSTA
14	Capex	Construction of infrastructure	Construction of bulk water and sewer line	Ngobe	New	To construct infrastructure				COGHSTA
14	Capex	Construction of bulk pipeline section F	Construction of bulk sewer line at section F	Giyani section F	New	To construct bulk infrastructure				COGHSTA
16	Capex	Feasibility study Ma two rooms	Feasibility study Ma two rooms	Giyani section A	New	To conduct feasibility study				COGHSTA
17	Capex	Giyani WWTW	Upgrading of WWTW	Giyani section A	New	To upgrade existing infrastructure				COGHSTA
18										COGHSTA

SECTOR DEPARTMENT PROJECTS DEPARTMENT OF SPORTS ARTS AND CULTURE										
Strategic objective:										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
01	Capex	Mavalani library	Maintenance of library	Mavalani	Existing library	To maintain existing library				DSAC
02	Capex	Xihlovo Library	Maintenance of library	Shawela	Existing library	To maintain existing library				DSAC
03	Capex	Muyexe library	Maintenance of library	Muyexe	Existing library	To maintain existing library				DSAC

04	Capex	Giyani District library	Maintenance of library	Giyani section A	Existing library	To maintain existing library				DSAC
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SECTOR DEPARTMENT PROJECTS. DEPARTMENT OF EDUCATION										
Strategic objective:										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	Ndengeza High	Refurbishment of school	Ndengeza	Old school	To refurbish infrastructure				DOE
2	Capex	Ndzovela primary	Refurbishment of school	Daniel rababalela	Old school	To refurbish infrastructure				DOE
3	Capex	Nyiko primary	Refurbishment of school	Phalaubeni	Old school	To refurbish infrastructure				DOE
4	Capex	Rhida primary school	Refurbishment of school	Mapayeni	Old school	To refurbish infrastructure				DOE
5	Capex	Hawuka	Refurbishment of school	Basani	Old school	To refurbish infrastructure				DOE

6	Capex	Mbangazeki secondary	Refurbishment of school	Xikukwani	Old school	To refurbish infrastructure				DOE
7	Capex	Khetho Nxumalo	Refurbishment of school	Giyani	Old school	To refurbish infrastructure				DOE
8	Capex	Rithlavile secondary	Refurbishment of school	Giyani section E	Old school	To refurbish infrastructure				DOE
8	Capex	Mafumani	Refurbishment of school	Homu 14 a	Old school	To refurbish infrastructure				DOE
9	Capex	Leleni primary	Refurbishment of school	Xikhumba	Old school	To refurbish school				DOE
10	Capex	Mhintlwa primary	Refurbishment of school	Khashani	Old school	To refurbish school				DOE
11	Capex	Siyandhani primary	Refurbishment of school	Siyandhani	Old school	To refurbish infrastructure				DOE
12	Capex	Nyumbani secondary	Refurbishment of school	Ndhambi	Old school	To refurbish infrastructure				DOE
13	Capex	Hatsthama primary	Refurbishment of school	Makosha	Old school	To refurbish infrastructure				DOE
14	Capex	Mashengani	Refurbishment of school	Xikukwani	Old school	To refurbish infrastructure				DOE
15	Capex	Hanyanyani secondary	Refurbishment of school		Old school	To refurbish infrastructure				DOE

16	Capex	Makheto	Refurbishment of school		Old school	To refurbish infrastructure				DOE
17	Capex	Pfunanani special school	Construction of new infrastructure	Giyani	Old school	To construct new infrastructure				DOE
18	Capex	Nkomo maboko	Construction of new infrastructure	Nkomo A	New	To construct new infrastructure				DOE
19	Capex	Mahumani secondary	Upgrading of infrastructure	Nkomo B	Old school	Refurbishment of infrastructure				DOE
20	Capex	Nkuri primary school	Upgrading of infrastructure	Nkuri	Old school	Refurbishment of infrastructure				DOE
21	Capex	Matsambu secondary	Upgrading of infrastructure	Nkuri	Old school	Refurbishment				DOE
22	Capex	Ndzalama primary	Upgrading of infrastructure	Giyani D1	Old school	Refurbishment of infrastructure				DOE
23	Capex	Thlarihani primary	Upgrading of infrastructure		Old school	Refurbishment of infrastructure				DOE

23	Capex	Benson Shiviti	Upgrading of infrastructure	Thomo	Old school	Refurbishment of infrastructure				DOE
24	Capex	Malenga	Upgrading of infrastructure	Nwamankena	Old school	Refurbishment of infrastructure				DOE
25	Capex	Dingamanzi primary	Upgrading of infrastructure	Dingamanzi	Old school	Refurbishment of infrastructure				DOE
26	Capex	Famandha secondary	Upgrading of infrastructure	Siyandhani	Old school	Refurbishment of infrastructure				DOE
27	Capex	Muhawu	Upgrading of infrastructure	Khakhala	Old school	Refurbishment of infrastructure	R			DOE

SECTOR DEPARTMENT PROJECTS: AWARD(WRC)										
Strategic objective:										
No .	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	
1	Capex	GGM local scale climate resilience	Borehole upgrade, reticulation network, refurbishment of earth dam	Mayephu village	New	To upgrade boreholes				Award
2	Capex	GGM local scale climate resilience	Borehole upgrades, water storage, reticulation	Mzilela village	New	To upgrade and refurbish boreholes				Award

			and solar system							
3	Capex	GGM local climate resilience	Borehole upgrades, water storage and solar system	Matsotsosela Village	New	To upgrade and refurbish boreholes				Award
4	Capex	GGM local scale climate resilience	Borehole upgrades, water storage, solar system and water treatment	Mbhendle village	New	To upgrade and refurbish				Award
5	Capex	GGM local climate resilience	Borehole upgrade, water storage, solar system and reticulation	Matsambo ngamba project	New	To upgrade and refurbish boreholes				Award
6	Capex	GGM local scale climate resilience	Borehole upgrade, water	Nhlambeto multi-purpose farm (ndhambi)	new	To upgrade and refurbish boreholes				Award

			storage, and solar system							
7	Capex	GGM local scale climate resilience	Borehole upgrade, water storage, reticulation and drip system	Ahi tirheni Mqekwa(Daniel village)	New	To upgrade and refurbish borehole				Award
8	Capex	GGM local scale climate resilience	Borehole upgrade, water storage, reticulation and drip system	Duvadzi cooperative	new	To upgrade and refurbish boreholes				Award
9	Capex	GGM local scale climate resilience	Borehole upgrade, water storage, solar system and drip irrigation	Macena cooperative (Muyexe)	New	To upgrade and refurbish boreholes				Award

10	Capex	Water research commission	Small waste treatment plant	Giyani (Nsami dam)	New	To construct small WWTW				WRC
11	Capex	Water research commission	Small wastewater treatment plant	Giyani (Matsambo Ngamba)	New	To construct WWTW				WRC
12	Capex	GGM local scale climate resilience	Hydroponic system, vertical modular planter system	Matsambo ngamba	New	Hydroponics system				Award
13	Capex	GGM local scale climate resilience	Climate smart plants in a bag system and sustainable water-based agriculture	Macena garden Muyexe	New	Sustainable plant system				Award
14	Capex	GGM local scale climate resilience	Climate smart plant in a bag system and	Matsambo ngamba	New	Sustainable plant system				Award

			sustainable water system							
15	Capex	GGM local climate resilience	Climate smart plant bag system	Mzilela, Mayephu and Mbhendle	New	Sustainable plants				Award
16	Capex	GGM local climate resilience	Climate smart plant in a bag system	Giyani Matsotsosela	New	Sustainable plants				Award
17	Capex	GGM local scale climate resilience	Developing and piloting enterprise development	Giyani	New	Enterprise development				Award
18	OPEX	GGM local scale climate resilience	LED training	Giyani	New	Enterprise development				Award
19	OPEX	GGM local scale climate resilience	LED training	Giyani	New	Enterprise development				Award

20	OPEX	GGM local scale resilience	LED training	Giyani	New	Enterprise development				Award
21	Opex	GGM local scale resilience	LED training	Giyani	New	Enterprise development				Award
22	Opex	Water research commission	Coca cola enterprise development	Giyani	New	Enterprise development	R375,000			Award

SECTOR DEPARTMENT PROJECTS: DARDLR, DSD, DOH										
Strategic objective:										
No.	Capex/Opex	Project name	Project Description	Location	Baseline	Target to achieve	Annual implementation Budget			Implementing agent
							2025/2026	2026/2027	2027/2028	

1	Capex	Dingamazi paving	Paving of 7,3 KM of road	Dingamanzi	New	To pave 7,3KM of road				DARDLR
2	Capex	Dzumeri local office	Construction of offices	Ndhambi	New	To construct offices				DSD
3	Capex	Giyani nursing college	Upgrading of nursing college	Giyani	Old building	To upgrade offices				DOH
4	Capex	Evuxakeni hospital	Feasibility study	Giyani	New	To construct new infrastructure				DOH

SECTOR DEPARTMENT PROJECTS: Mopani District Municipality

Strategic objective:

No.	Capex/Opex	Project name	Project Description	Location	Baseline		Annual implementation Budget	Implementing agent
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						Target to achieve	2025/2026	2026/2027	2027/2028	
1	Capex	Zava package plant	Upgrading of Zava package plant	Zava village	Old plant	To upgrade the existing plant				MDM
2	Capex	Giyani water works	Upgrading of Giyani water works	Giyani (maokosha)	Old plant	Upgraded plant				MDM
3	Capex	Mapuve plant	Upgrading of Mapuve plant	Giyani (Mapuve)	Old plant	Upgraded plant				MDM

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

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

The prioritization of projects and programs is influenced by the following:

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

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

This chapter is concluded with the adoption of the Budget 2025/26

4. INTEGRATION PHASE

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

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

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

The Land Use Scheme is the process of being reviewed flowing from the advice from municipal planning tribunal. 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 where 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 Fruits).

- **Spatial Development Framework(reviewed)**

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 Ma'nombe 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.

- **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.

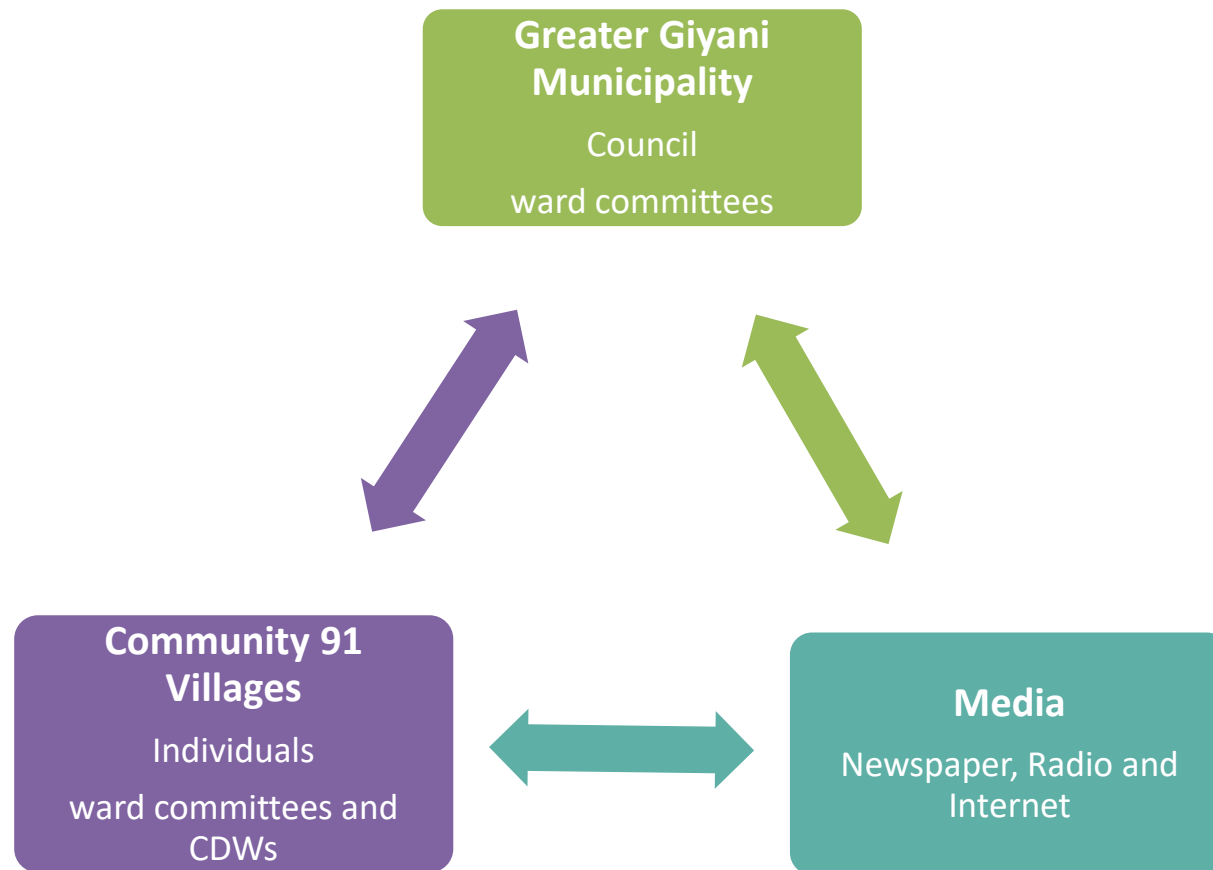
Performance Regulations, 2006 for Managers reporting to the municipal manager and the municipal manger, outlines the process of the development of Performance agreements. The MFMA 56 2003, further requires that Section 56 manager and Municipal Manager must developed performance agreement that must be 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 spokesperson 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 internal stakeholder environment that participate in decision making process of the

municipality. Communities are not restricted to communicate directly with media and with the municipality; however, the municipality has a structure way of communication. Communication between the three stakeholders is a two-way process. Communication with other stakeholder is done for various reason, such as advertising a public participation process, providing information to the community, adverting of posts or tenders and responding to community concerns, awareness campaigns.

- **Employment Equity Plan**

The Municipality has equity plan approved by council at the moment the municipality is at 45% woman employment. The municipality is striving to employ woman in managerial position 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.

SECTOR PLAN AND THEIR STATUS.

SECTOR PLAN	DATE DEVELOPED/REVIEWED	STATUS
1 LUS	2021	Due for review
2SDF	2021	Due for review
3communication strategy	2020	Up to date
4 IWMP	2017	Outdated
5 EMP	2014	Outdated
6 Housing chapter	2011	Outdated
7tourism strategy	2010	Outdated
8 LED strategy	2023	Up to date
9 ITP	New	To be developed 2025/26
10 Disaster Management Plan	2020	Due for review
11. Work skills plan (WSP)	Annually	Up to date

5. INSTITUTIONAL PLAN

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

5.1. Institutional Challenges per KPAs

KPAs	Challenges	Additional Resources needed
1. Spatial Rational	<ul style="list-style-type: none">• Unstructured Development• Lack of Land Use Management• Lack of Land Use Policies' application• Minimum participation by all stakeholders on land Use Matters and policies• Lack of compliance by stakeholders• Lack of Monitoring on land matters• Lack of alignment of SDF and LUMS	<ul style="list-style-type: none">• GIS and GIS specialist• Integrated Planning System (IT-GIS-Financial)
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	<ul style="list-style-type: none">• Integrated IT System• IT Master plan• IT equipment (laptops, printers, 3Gs)• IT Backup system and security system

	<ul style="list-style-type: none"> • Lack of Individual Performance Management policy and systems 	
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 pouding infrastructure and the unit is not fully functional • Lack of enforcement of by-laws • Town Planning Unit not fully functional. • Land use Scheme not applied • Illegal development and connection to services • Inadequate road infrastructure • Sports facilities not fully utilized. • Invasion of proclaimed land and open spaces • SDF not adequate to assist environmental restrictions • Lack of security on municipal properties, such as boreholes • Lack of water conservation and demand management. 	<ul style="list-style-type: none"> • Infrastructure Master plan
4. Local Economic Development	<ul style="list-style-type: none"> • Infrastructure development • Lack of Business investment, attraction, and retention strategies • Lack Value chain 	<ul style="list-style-type: none"> • Financial muscle to develop road network supporting economic development

	<ul style="list-style-type: none"> • 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 	
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 2025/26 financial years.

TECHNICAL SERVICES

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

COMMUNITY SERVICES

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

PLANNING AND DEVELOPMENT

UNIT	POSITION
LED	1 Senior LED Officer – Business Regulation
IDP	IDP Assistant Director

CORPORATE SERVICES

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

OFFICE OF THE MM

UNIT	POSITION
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

Office of the speaker	Manager
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BUDGET AND TREASURY OFFICE

UNIT	POSITION
ASSETS	4 Admin clerks
Expenditure	Assistant Director

8. Management Capacity within the Municipality

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

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

7. Conclusion

The IDP 2025/26 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 2025/26 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 develop 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.

**Table 36: 2025/26 COMMUNITY PUBLIC PARTICIPATION INPUTS PER WARD
(Unfunded projects)**

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 • housing
	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 centre • Police satellite station • Create jobs • Internal streets upgrading
	Noblehoek	<ul style="list-style-type: none"> • Fixing of boreholes • Additional highmasts • Paving internal streets • RDP hoses • Community hall • Culvert bridges • Library • Water challenges
2.	Rivala	<ul style="list-style-type: none"> • Culvert bridge to the cemetery • Connector road to Khani village • Tarring of road from Phaphathi R81 to Ndengeza • Electrify the extension

	<p>Maxavele</p> <p>Mavhuza</p> <p>Phikela</p>	<ul style="list-style-type: none"> • Toilets • Paving of internal streets • Visiting point • Jobs • High school • Water • Storm water drainage • RDP Houses • Electrify the extension • Provide road signs between N’wamankena and Maxavele • Resuscitate boreholes • Paving of internal streets • Jobs • Paving of internal streets • Community Hall • Resuscitate the 2 dysfunctional boreholes • Provide road signs at Mavhuza and Phikela villages • Renovation of the sports centre • Create jobs • Paving of internal streets and road from phikela to rivala • Community Hall • Culvert bridge to the cemetery • Reservoir • Visiting point • Electrify the extended village • Fund projects • RDP Houses • Water for the extended village
3.	<p>Ntshuxi</p> <p>Babangu and</p> <p>N’wamatatani</p> <p>RDP Section.</p>	<ul style="list-style-type: none"> • Access road – Khomanani Tribal area • Access road and internal streets • High school • Apollo lights • RDP • Access road to Ntshuxi • Culvert bridges • Pay points • Ntshuxi main access road from R578
4.	<p>Maswanganyi</p>	<ul style="list-style-type: none"> • Community Hall • Sports centre • Reservoir • Internal street paving

	<p>Basani</p> <p>N'wamankena</p>	<ul style="list-style-type: none"> • RDP Houses • High School • Clinic • Electrify extension • Toilets • High mast light • Jobs • Boreholes • Speed humps at R578 road • Renovate the tar road entering the village • Reservoir • Register the local community hall for maintenance purposes • Water reticulation • Internal street paving • Library • RDP houses • Toilets • High Mast light • Boreholes • Upgrading of N'wamankena main street from gravel to tar
5.	<p>Nkuri Tomu</p> <p>Nkuri Zamani</p> <p>Nkurhi xirilele</p>	<ul style="list-style-type: none"> • Community hall • Transformer for high mast lights • Grading of all streets • Resumption of the renovation of Primary School • Refurbishment of High School • Bridge needed between • Tarring of the internal streets • Electrification of all units • Community Hall • Sports Centre • Culvert bridges • Additional high masts • Tarring of the main road • Internal streets upgrading
6.	Khani	<ul style="list-style-type: none"> • High school • Community Hall • Tarring the road between Hlaneki and N'wamankena

	<p>Hlaneke</p> <p>Gon'on'on'o</p>	<ul style="list-style-type: none"> • Visiting Point • RDP Houses • Toilets • Bridges from Khani to Maxavele • High mast light • Shelter at pay points • Dam for domestic animals • Jobs • Connector road from Khani to Rivala • Renovation/upgrading of sports centre • Library • RDP houses • Toilets • Culvert bridge to cemetery • Re-gravelling of internal streets • Reservoir at Nyanisi site • Community Hall • Sports centre • High mast light • Paving of street which connects the road from Shivambu to Jopi • Jobs (EPWP/CWP) • Bursaries • Paving of internal streets • Library • Electrification of the extended village • Renovation of the Tribal Office • RDP Houses • 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 centre • Reservoir • Electrify the extended village
7.	Bode	<ul style="list-style-type: none"> • Sports centre • Clinic • Additional high masts

11.	Giyani Township	<ul style="list-style-type: none"> • Tarring of streets • Add high mast and streetlights • Naming of streets • Demarcation of new sites • Construction of speed humps • Add skip bins • Water provision • Rehabilitation of Murogolo River. • Construct toilets for Tsakani • Filling up of potholes • One stop youth centre
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. 2602 at Mountain view • Construct an access road between Ngobe 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 centre • Satellite police station • Community Hall • Borehole development • Paving of all passages in D2 • Three Apollo Lights • Upgrading of drainage system • Community hall • Undeveloped sites • Clinic

	B9 Makosha View	<ul style="list-style-type: none"> • Community Hall • Primary School • Sports centre • Water • High mast light <ul style="list-style-type: none"> • Clinic • Community Hall • Primary School • Sports centre • Water • High mast light
14.	Makosha and Xikukwani	<ul style="list-style-type: none"> • Makosha phase two road upgrading from gravel to paving. • Community Hall • Library • Sports Centre • RDP Houses • Toilets • Additional High Mast Lights • Water in all villages Mngoni section • Speed humps at schools • Clinics – to replace the non-operational one. • Upgrading of road from Xikukwani to Mahlangula to paving
15.	Shivulani and Nwadzekudzeku	<ul style="list-style-type: none"> • Library • Renovate Hanyanyani Primary School • Provide a bridge to the above school. • Provide streetlights (N'wadzekudzeku and Shivulani) • Provide a bridge between Tshembani and Bobodlha section. • Provide culvert to graveside. • Provide water and a reservoir • Road from Xikukwani to N'wadzekudzeku tarring
16	Mninginisi Block 2	<ul style="list-style-type: none"> • Complete the construction of a bridge between Mninginisi and Muyexe road • RDP houses • Paving of internal streets • Construction of speed humps • Culvert bridge to the cemetery • Drilling of a borehole • Sports centre • Water canal needed • Complete the construction of the tar road to Alten • Water tank needed

	<p>Khakhala</p> <p>Gawula</p>	<ul style="list-style-type: none"> • 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 • Paving the internal streets • Tar the road between Khakhala and Homu Block 14a • Provide a library for the community • Construct a community Hall • Provide a dam for domestic animals • Demarcation of sites • Construct a nursery (E.O.I) • Provide an information centre • Satellite police station • RDP houses and toilets • Provide a clinic • Grade internal streets • Provide a farming area • Repair the water tank which is leaking.
19	Ndindani – Mahlathi hlomela and shingwedzi camp (KNP)	<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 above. • 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. • Upgrading of internal streets from gravel to paving
20	Mavalani	<ul style="list-style-type: none"> • Clinic • Water storage 2 reservoirs • Sports Centre • Tar Road • Library(completed) • Community Hall/indoor sport centre (in progress) • RDP House • Electrification of Extensions • Renovation of Pfuxetani Primary School • Dam for cattle

	<p>Bon'wani</p> <p>Mbatlo</p>	<ul style="list-style-type: none"> • High mast light • Tarring of the main road • Culvert bridge at Siribagwema • RDP Houses • Primary School • Fencing of water reservoir premises • Dam for animals (Earth Dam) • Electrification of extensions • 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. • Electrification of extensions
21	<p>Ngove</p> <p>Dzingidzingi</p> <p>Kremetart</p>	<ul style="list-style-type: none"> • Library • Grading of internal streets • Sports centre • Internal streets • Construction of a bridge at Hammaskraal • Clinic • Grading of internal streets • Traffic lights at kremetart entrance • Wall needed around the suburbs • Debushing of strip next to the fence • Speed humps at Nyala road and road signs • High mast light • The clinic should be brought back • Address overcrowding at Dombeni properties • Fix overloaded sewage pipes • Sealing of potholes • Rezoning of properties at Kremetart

	<p>Munghonghoma</p> <p>Loloka</p>	<ul style="list-style-type: none"> • 6 Boreholes • Repair of Ukuthula Primary school • High mast light • Jobs • Classrooms at Nghonyama High School • RDP Houses • Community Hall • Mageva ring road • Tarring of the road between Mageva and Makhuva • Library • Community Hall • RDP houses • 1 High mast light • Dam for domestic animals • Water • Culvert bridge to graveside • High mast light • Library • Satellite police station • Construction of a high school
25	<p>Ndhambi</p> <p>RDP and Township</p>	<ul style="list-style-type: none"> • Provide bridge, fence and street paving at the cemetery. • Bulk water supply • 3 High mast lights • 642 RDP houses • Community hall • Police station • Hospital • Toilets • Construction of Hluvukani primary school • 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

	Daniel Rabalele	<ul style="list-style-type: none"> • Bulk water supply • Primary school • Scraping of soccer pitches • Dumping sites • Extension of electricity <ul style="list-style-type: none"> • 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
26	Sikhunyani,Nkomo A Maphata Bambeni	<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 centre <ul style="list-style-type: none"> • Upgrade the from gravel to tar (Nkomo to chamriri) • Culvert bridge at Bela-hi-moya extension • Clinic • Community hall • Renovate Phayizani primary school • Sports centre • Tar road from the main road to the village(D3842) <ul style="list-style-type: none"> • Clinic • Community Hall • Library • Sports centre • Completion of the tar road • Increase water reticulation capacity.
27	Xitlakati	<ul style="list-style-type: none"> • Sports ground • Library • Culvert Bridge • Tar road • Water provision Re-gravelling of internal streets

	Khashane	<ul style="list-style-type: none"> • Sports ground • streets • Library • Culvert Bridge • Tar road • Water provision 	Re-gravelling of internal
	Matsotsosela	<ul style="list-style-type: none"> • Community Hall • streets • Library • Culvert Bridge • Tar road • Water provision 	Re-gravelling of internal
	Mayephu	<ul style="list-style-type: none"> • Community Hall • streets • Library • Culvert Bridge • Tar road • Water provision 	Re-gravelling of internal
28	Mphakane	<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 	
	Zava	<ul style="list-style-type: none"> • Paving of Internal streets • Renovation of Katekani Higher Primary school • RDP houses • Sports centre • Community Library 	
29	Phalawubeni	<ul style="list-style-type: none"> • Cell phone network aerial • Clinic • Community Hall • 4 bridges • 2 Boreholes • 3 high mast lights 	
	Mbawula	<ul style="list-style-type: none"> • Community Hall • Library 	

	<p>Makhuva</p> <p>Nsavulani</p>	<ul style="list-style-type: none"> • Sports centre • Clinic • Bridge • 4 boreholes • 3 high mast lights • Construction of a primary school • Demarcation of sites • Additional boreholes • Additional high mast lights • 7 culvert bridges • Electrification of the village extension • Taxi rank • Shopping complex • CWP • Toilet at the graveside • Paving of internal streets and ring road to mbaula 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
30	<p>Mapuve</p> <p>Jimu nghalalume</p>	<ul style="list-style-type: none"> • Upgrading of taxi route from gravel to tar • Electrification of the extended village • Emergency housing • High mast lights • Blading of internal streets • Upgrading of main road from gravel to tar • High mast lights • Toilets • RDP houses • Culvert bridges • Community hall • Access road to Jimu • Electrify the extended village
31	1. Mapayeni	<ul style="list-style-type: none"> • Tarring of the main road • Community hall • High mast light at Edward Homu High School • Library

	<p>2. N'wakhuwani</p> <p>3. Vuhehli</p>	<ul style="list-style-type: none"> • Sports Centre • Dam • Electricity at mnyangani • Tarring of the main road • Clinic • Community Hall • Library • Sports Centre • High mast light • Main Road tarring • Water • Clinic • 3 High mast lights • Library • Three phase electricity • Boreholes • Renovation of Vuhehli Primary and Hlovani High Schools • 2 Bridges to Hlovani • Deeping place for cattle.
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