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

Greater Giyani Municipality. Integrated Development Plan 2024/25 Final

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MAYOR`S FOREWORD

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

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

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

We take pride in the successful completion of the following infrastructure projects: N'wadzekudzeku 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

Municipal Manager Foreword

To comply with the legislation governing municipal operation, we have managed to approve the IDP and budget for the 2024/25 and two outer years.

It is pleasing to note that the kind of relationship prevailing between management and staff is warm and cordial, which is conducive to the staff's high moral, and also enhances the best service delivery process.

Also on the plus side for the municipality is that all directors' positions with the exception of one, have been filled. This, I hope will go a long way in improving the audit outcome – hopefully from unqualified to clean audit. Safe to say that the municipality managed to obtain unqualified audit opinion for the second year in succession. This is a positive sign that, if we push harder, a clean audit is within reach. Importantly, we have put mechanisms in place to help us achieve that fit. These include the audit steering committee which meets regularly to look into specific audit challenges.

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

In conclusion, I wish to flag out some of the projects that stalled, such as the Giyani section E sports centre, Mageva sports centre and Gawula sports centre. I can safely say that all these projects are receiving our urgent attention. Having completed Homu 14 sports centre, our focus is now fully shifting to the above projects.

I hope that with the greatest hard work and cooperation, we shall achieve the greatest service delivery heights.

Kind regards.

KHOZA V.D

Municipal Manager

Executive Summary

KHOZA V.D

Municipal Manager

Executive Summary

The Integrated Development Plan of the municipality has been developed within an approved IDP framework and process plan 2024/25. 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 0f 1996
- Municipal systems act 32 of 2000
- Municipal structures act 117 of 1998
- Municipal finance management act 56 of 2003
- National spatial development perspective
- Limpopo employment growth and development strategy
- National environmental management act
- Spatial planning and land use management act
- Green Paper on Development and Planning
- National Biodiversity Act 2004 (act. 10 of 2004)
- Waste Management Act (Act 59 of 2008)
- Water Service Act (Act 108 of 1997)

- Local Agenda 21
- World Summit on Sustainable Development.
- KYTO Protocol
- CITES (Convention on international trade and endangered species)
- RAMSAR

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

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

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

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

Operational plan: SDBIP: This chapter outlines a one year (2024/25) 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 2024/25. The Mid-year Budget performance influences the compilation of the following financial year.

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

Table0: Structures which drive the IDP

Role-player	Roles
Executive Committee	Participate in the drafting and approval of IDP Process Plan and the chairperson of the Planning and Development portfolio committee chairs the Representative Forum meetings.

Role-player	Roles
Portfolio Committee	• Analyze and ensure that the IDP document addresses issues raised • Assist in setting of targets for projects implementation in their Clusters committees' meetings
Ward Councilors and their Committees	• 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	• Participate in the steering committees' meetings and Rep forums. • Provide technical/sector expertise
IDP Manager	• 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)	• 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	• Coordinate and align planning activities of locals • Ensure horizontal and vertical alignment
Business sector	• Provide information and suggestions about business development.

Role-player	Roles
NGOs & CBOs	• Participate in Rep forums meetings • Represent interest and contribute knowledge and ideas
Community members	• Participate in their wards by providing information to the ward committees • Participate in local meetings • Provide comments during the IDP advertisement period.

01 PREPARATORY PHASE FOR THE REVIEW OF 2023/24 IDP AND DEVELOPMENT OF 2024/2025 IDP/BUDGET PROCESS PLAN.			
NO	**DATE**	**ACTIVITY**	**RESPONSIBILITY**
1.	28/06/2023	1) Approval of SDBIP 28 days after approval of budget.	Mayor.
2.	15/07/23	2) Finalization and signing of performance agreements (by senior managers).	Municipal Manager & Corporate Services
3.	01/07/18/31/08/23	Development of draft IDP/budget process plan	Development planning& BTO
4.	15/08/2023	Draft process plan submitted to IDP and Budget Steering Committee	Development planning& BTO
5.	17/08/2023	Draft process plan submitted to Portfolio Committee	Development Planning & BTO
6.	22/08/2023	Special presentation of the Draft Process Plan to all Councillors	Development planning & BTO
7.	17/08/2023	Advertise Draft Process Plan	Strategic planning& BTO
8.	22/08/2023	Process plan submitted to REP forum meeting	Development planning

9.	25/08/2023	Final Process Plan submitted to EXCO	Development planning
10.	30/08/2023(Special Council)	Final IDP/Budget Process plan to submitted to council for approval	Council services
02 ANALYSIS AND STRATEGY DEVELOPMENT PHASE			
11.	01-30/09/2023	Confirmation and analysis of community needs submitted previous financial year	IDP office
12.	04/09/2023-30/11/2023	Development of Ward Profiles/and status quo analysis Training of ward committees' and CDW	Public participation and development planning
13.	20/09/2023	Review of quantitative analysis per Sector	IDP office
14.	29/10/23	Second quarter report submission to council	Municipal manager
15.	21/10/2023	Submission of reviewed analysis to IDP steering committee	All Departments
16.	31/08/2023	Submission of annual performance report and AFS to Auditor general	Municipal manager office
17.	23/11/2023	IDP /Budget Steering Committee Draft Annual and Report	Development planning
18.	09/01/2023	Draft Annual report submitted to portfolio committee	Portfolio Committee
19.	16/01/2023	Draft Annual report submitted to EXCO	EXCO
20.	31/01/2023	Tabling of Draft Annual Report) to council for adoption. Submission of annual report to MPAC for oversight and public participation.	COUNCIL
21.	14/12/2023	Draft Analysis Phase presented	Steering Committee & IDP office.
22.	19/12/2023	Draft analysis phase presented to portfolio	Planning and development

23.	22/12/23	Draft analysis phase presented to REP forum	Planning and development
24.	24/01/2024	Submission of mid-year report to council for adoption	Municipal manager office
25.	18-20/01/2024	Strategic Planning (Review of Vision, Mission, Organizational Structure and Strategies)	Development planning
26.	27-29/01/2024	Alignment of sector departmental strategies with municipal strategy	Development planning
27.	01/02/2024	Alignment with NDP and other government plans.	Development planning
28.	03/02/2024	Alignment with district plans and strategies	Development planning
29.	05/02/2024	Finalisation of all sector plans	Development planning
PROJECT PHASE			
30.	08/02/2024	1) Review past performance (financial & non-financial): Analysis of current reality including basic facts and figures 2) Analysis of infrastructure and current service delivery level.	• Municipal Manager & all senior managers • MM/Technical Services Manager.
31.	18/O2/2024	1. IDP /Budget steering committee (preparation for public participation on draft projects, request community needs and feedback on performance(SDBIP)	• All managers
32.	20/02/2024to 3/03/2024	Ward Public participation for 2024/25 financial year. Meetings in all clusters.	All managers/directors All Councillors and all stakeholders
33.	22/02/2024 to 11/03/2024 28/02/2024	Identification of projects (own, MIG, Grant Funding and Sector Departmental Projects) Tabling of 2024//25 adjusted budget (special council)	IDP, Management MM Council
34.	28/02/202240/04/24	prioritization of project	All managers & All councillors

INTEGRATION PHASE			
35.	01/03/2024 to 14/03/2024	Review of sector Plans and budget related policies Progress report to be done at all portfolio meetings throughout the year e.g • LED strategy • Disaster management plan • Spatial Development Framework • Environmental Plan • All financial policies • Institutional Plan • By-laws • All budget related policies	management All councillors Relevant stakeholders All departments
APPROVAL PHASE			
36.	07/03/2024	Request for advert for IDP rep forum and advert of 21 days public consultation and 14 days publication of adopted IDP	Development Planning
37.	07/03/2024	Draft IDP/ Budget 2025/25 submitted to steering committee	IDP/ BUDGET Steering Committee
38.	10/03/2024	Draft IDP/ Budget 2024/25submitted to joint portfolio committee	Portfolio Committee of planning & development and BTO
39.	16/03/2024	Briefing on the Draft IDP/Budget 2024/25	BTO & development planning
40.	21/03/2024	Rep Forum (Draft IDP/ Budget 2024/25	Development Planning
41.	12 /03/2024	Draft IDP/ Budget 2024/25 submitted to EXCO	EXCO
42.	31/03/2024	Draft IDP/ Budget 2024/25 submitted to council. Adoption of oversight report on annual report for 2024/25	Council
43.	01/04/2024	Advertise for 21 days for public comments	Development Planning
44.	18/04/2024	Mopani public participation programme	MDM and GGM

45.	06/05/2024	Final IDP/ Budget 2024/25 submitted to REP forum meeting.	Development planning
46.	14/05/2024	Final IDP/ Budget 2024/25 submitted to portfolio committee	Development planning
47.	17/05/2024	Submission of final draft IDP/BUDGET 2023/24 to EXCO.	Development planning
48.	30/05/2024	Final Draft 2023/24 IDP/budget submitted to council for adoption	Municipal managers office
49.			
50.	24/06/2024	Signing of SDBIP by the mayor	Mayor.

1. Analysis Phase

1.1. INTRODUCTION AND OVERVIEW

1.1.1. Introduction

This chapter provides an overview of the municipality. The Municipal System Act 32 of 2000, requires all municipalities to develop a five-year Integrated Development Plan and review it annually. In principle the IDP is a business plan of the municipality and it has included financial and performance elements. It has been developed within the approved IDP framework and process plan 2024/25

1.1.2. Overview

The Greater Giyani Municipality is one of five (5) local municipalities falling within Mopani District Municipality in the Limpopo Province. The other four local municipalities are Greater Tzaneen **(+/-**120km), Greater Letaba (+/-90km), Ba-Phalaborwa **(+/-**160km) and Maruleng (+/-195km). The town is located +/- 185km from Polokwane, +/-100km from Thohoyandou and +/-550km from Tshwane. The municipality covers approximately 2967, 27km^2 areas with only one semi-urban area being Giyani. The municipality is demarcated into 31 wards and has 62 councilors. It has 12 traditional authority traditional authorities are in the process of being recognized by office of the premier) areas comprising of +97 villages. Giyani town is the largest center of population concentration, employment opportunities, shopping and recreational facilities.

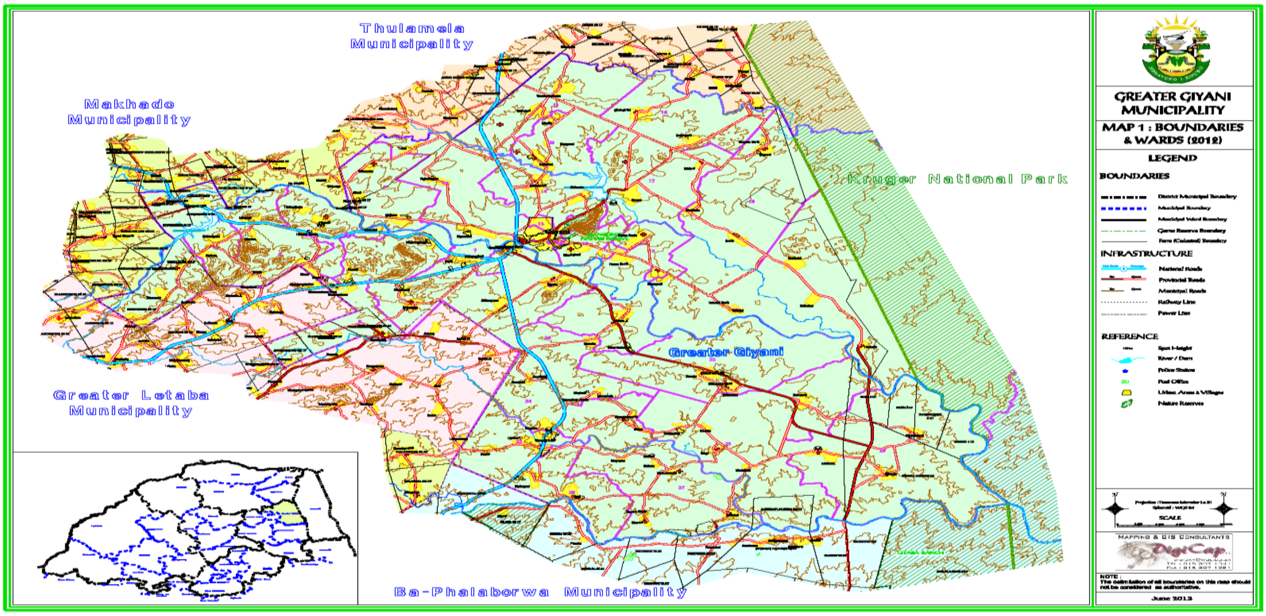
Map 1 below displays the spatial layout of the municipality. Indicating wards boundaries and boundaries which the municipality shares with neighboring municipalities. The new demarcations has the Shingwedzi and bateleur camps with into ward 19; that on its own has cost implications in relation to the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

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

MAP 1: SPATIAL ORIENTATION OF GREATER GIYANI MUNICIPALITY

Source: Demarcation Board 2022

1.1.3. Total Population



The current total population is 316, 834(2022 statssa) with a total number of households of 79,537. The municipality has 31 wards grouped into 5 clusters. In most wards, the population exceeds 5000 people. In the past few years, the population has shown a significant increase in terms of population and households. This increase can be attributed to the increase in retail and commercial development happening around Giyani town and adjacent settlements. In terms of sex ratio, it stands at 83,1 which simply means there are lot of females than males this is due to the fact that majority of males will go and look for work in other areas like mining towns in Lephalale and Burgersfort area living women and children at home. The average household size in the municipality is 4,0 which suggest that most of the household has an average of 4 persons per household.

Table 2: Total population per ward

Ward	Male	Female	Total
1	3636	4636	8272
2	4531	5798	10329
3	4607	6123	10730
4	4411	5537	9948
5	4482	5652	10134
6	4663	5922	10585
7	3487	4468	7955
8	4704	5882	10586
9	3113	3934	7047
10	6363	7027	13390
11	8829	11119	19948
12	2432	3029	5461
13	4122	5161	9283
14	4172	5359	9531
15	4057	5390	9447
16	4487	5572	10059
17	3512	4419	7931
18	2045	2755	4800
19	4362	5494	9856
20	4583	5799	10382

Ward	Male	Female	Total
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 results**	**Awaiting 2022 results**	**Awaiting 2022 results**

1.1.4. Population per Gender and Age

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

Table 3: Population per age and gender

Estimated Population for Greater Giyani , 2016& 2022)by Gender and Age						
	Gender	2011	%	2016 CS	%	2022
0-4	Male	15135	49.3	13559	49.7	16436
	Female	15566	50.7	13725	50.3	12151
5 to 14	Male	34728	49.3	35850	49.5	16424
	Female	35692	50.7	36509	50.5	17964
15 to 34	Male	32123	44.1	37640	44.4	18749
	Female	40659	55.9	47117	55.6	18749
35 to 64	Male	11976	35.2	14966	35.1	4436
	Female	22054	64.8	27633	64.9	7166
Over 65	Male	2732	32.4	3091	29.6	1845
	Female	5712	67.6	7345	70.4	3473
Total	**Male**	**96694**	**44.7**	**105106**	**44.3**	**107094**

Estimated Population for Greater Giyani , 2016& 2022)by Gender and Age						
	Female	**119683**	**55.3**	**132329**	**55.7**	**140473**
Total	***All***	***216377***	***100***	***244 217***	***100***	***316 834***

(STATSA, 2022)

1.1.5. Level of Education

The majority of people in the age groups 5 to 24 years, did attend school in 2022 (74.4%). It is indicated that 22.6% of the population in this age bracket, does not attend any educational institution; possible factors contributing to this may be accessibility of schools and affordability of higher learning institutions.

Table 4: Educational Institutions being attended.

Persons	**2022**	**%**
None	29217	22.6
Pre-school	2773	2.1
School	95970	74.4
College	635	0.5
Technikon	134	0.1
University	73	0.1
Adult Education Centre (ABET)	113	0.1
Other	106	0.1
Total	**129021**	**100**

(Census 2022)

Table 4) presents statistics on the highest level of education attained by persons older than 20 years, between 2011 and 2022. It indicates that the population with no schooling decreased from 47.6% to 42.1% in 2001. The percentage of the population with an educational level higher than Secondary school increased from 4.7% in 1996 to 7.4% in 2022 with the actual number almost doubling during this period. A factor that may contribute to the lower percentages on higher learning institution is the capacity and the variety of qualification offered by our local institutions.

1.1.6. Employment Profile

Table 7 indicates that the number of unemployed people has increased from 20 534 (50.7%) in 2011 to 31 636 (60.4%) in 2022. Unemployment has a negative impact on society which might eventually result in an increase in crime, grant dependency, and non-payment of services.

Table 5: Labor Force

Persons	**2011**	%	**2022**	%
Employed	19979	49.3	20759	39.6
Unemployed	20534	50.7	31636	60.4

Total Labour Force	40513	100	52395	100
Not economically active			75829	

Source: Statssa 2022

Table 6: Labor Status

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

Source: (Statssa 2022)

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

1.1.7. Household Income

The average income for all members of community within Greater Giyani can be categorized as presented in Table 9. The percentage of people earning no income decreased from 82.34% in 2011 to 78.04% in 2022. The percentage of people earning less than R400 per month did increase tremendously (the number of persons doubled from 5764 in 2011 to 18631 in 2022) and there was a decline in those earning between R401 and R800 per month. The high statistic of low earning people may be in relation to the employment industry. Agriculture in general, employs more people, but with the lower wages. People that are earning higher incomes are professionals which are usually fewer in number.

Table 7: Population by Individual Monthly Income, Greater Giyani, 2016 & 2022

Persons	**2016**	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

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

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

1.2 Analysis of key performance areas (KPAs)

1.2.1. KPA 1: SPATIAL RATIONAL

1.2.1.1 Purpose of Spatial Analysis and overview

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

The municipality shares borders with two local Municipalities within the Mopani District and another two in the Vhembe district. It is demarcated into thirty (31) wards consisting of ninety one (95) villages, three (3) RDP towns, a proclaimed township with seven sections which include the Central Business District (CBD). There is a visible network of streams and rivers, a considerable percentage of land for grazing, subsistence farming, dilapidated irrigation schemes and natural resources (Mopani Worms & Marula Fruits). A significant area of land owned by the state is under the custodianship of traditional authorities. Large tracts of high potential agricultural land are being utilized for intensive and/or extensive farming activities. There is an influx of people to the Giyani town, which is perceived to offer employment opportunities and basic services. There is an informal settlement of Mozambican immigrants and South African nationals in the eastern portion of Giyani (Hluphekani), which lacks basic services (roads, water, electricity).

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

1.2.1.2 Settlement Patterns

Giyani population is concentrated in 97 rural villages and 7sections of the township. The Giyani spatial economic development patterns are marked by apartheid legacy with the majority of people confined to rural areas with limited economic activities and access to urban infrastructure. Rural communities are situated far apart, which makes infrastructure development expensive. Villages are an average distance of 35 kms away from the CBD and most roads are gravel. In rainy seasons, the roads are not easily accessible, which affects service, most importantly, emergency services.

1.2.1.3. Hierarchy of settlements

Table 9: Hierarchy of settlements

TYPE	AREA	ACTIVITIES
First order	Giyani Section A, B, D, E and F	Main offices, light industries and social amenities
Second order	Dzumeri, Shawela, Nkomo,Rising, xikukwani ,Homu ,Thomo and makosha B9 villages	Mini retailers, secondary activities, large SMMEs and major economic activities
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 very serious developmental challenge. On the other hand, land redistribution processes may result in many people obtaining access to land, resulting in improved quality of life. It could also result in a large-scale sterilization of economic productive land, e.g. agricultural land and mining. This might lead to job losses if not well managed. Our LED strategy is anchored in two pillars agriculture and tourism of which both requires land for development.

1.2.1.5. Land Reform

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

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

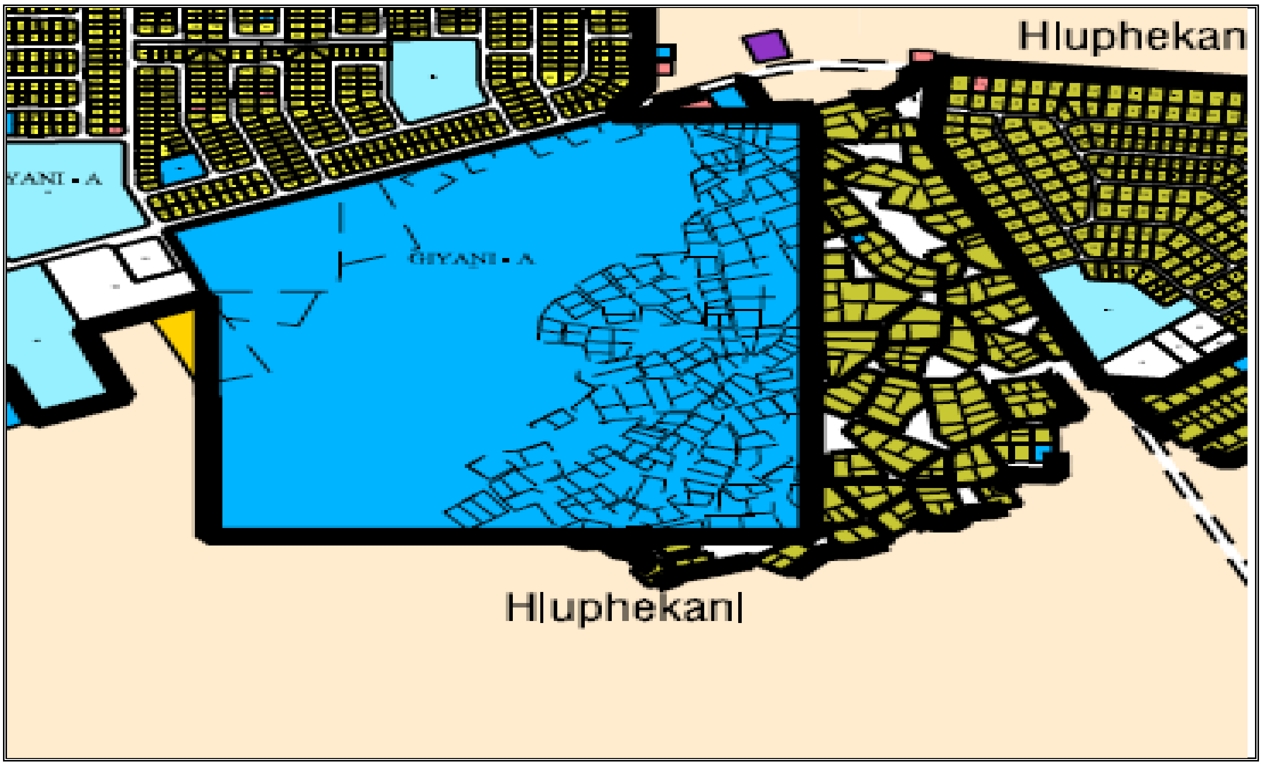
Challenges that the Land Claims Commission is faced with are as follows: -

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

1.2.1.6. Illegal land occupation and informal settlements

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

Map 2: informal settlements on proclaimed land



(Source: GGM LUS)

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

1.2.1.7. SDF and LUS

The municipality has reviewed its SDF and has been adopted in the current calendar year. In the review process he 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 2023, 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.

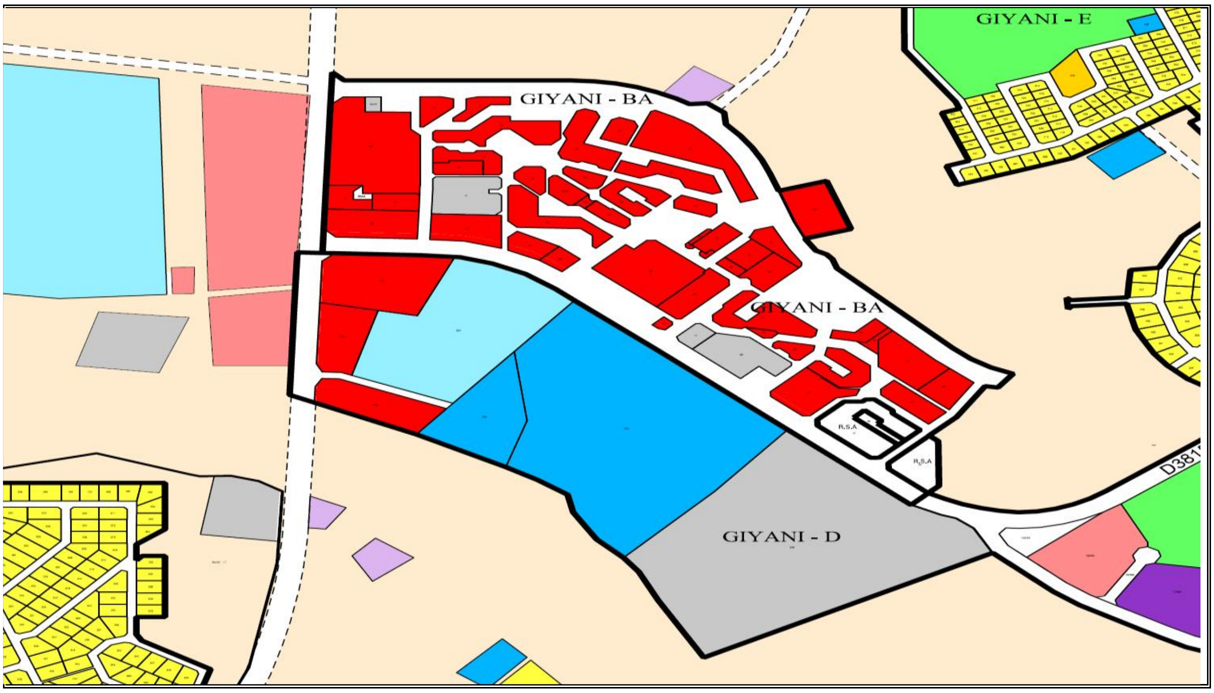
1.2.1.7.1. Review of LUS

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 high end residential properties but maintaining the current golf course.

1.2.1.8.2. Private/Tribal Authority land for development

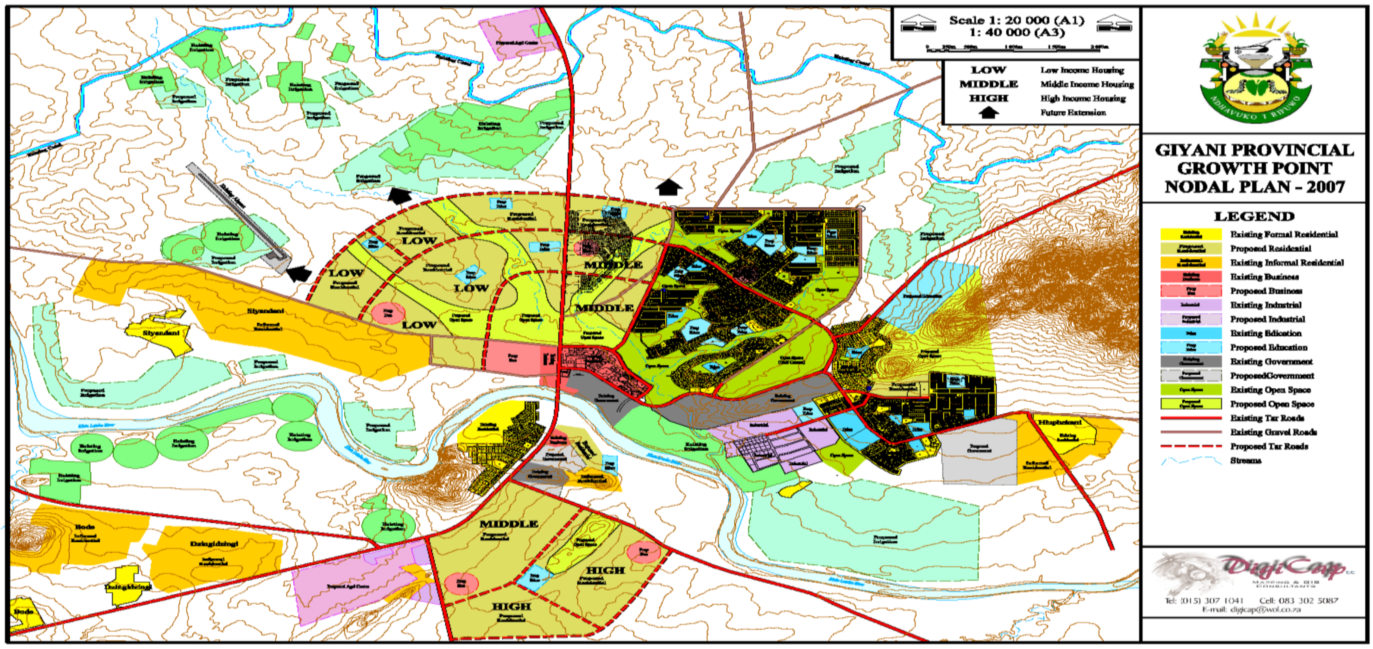
The land which is situated adjacent to the CBD is strategically located for both residential and business purposes. The municipality is in the process of developing the infrastructure master plan which will assist to develop the land. Currently negotiations are going on between the municipality and traditional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

1.2.1.8.3. Government land suitable for development.

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

1.2.1.8.4. Ideal land for industrial development

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



Map 4: Strategic land for Development

Source: GGM Land Use Schemes

1.2.1.9. The Environmental analysis

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

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

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

a. Climate

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

b. Geology

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

e. Soil potential and Agriculture

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

f. Tourism and conservation

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

The following are environmental challenges identified in GGM:

Table 10: Environmental challenges

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

Deforestation. 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.	**Veld and Forest fires** Veld and forest fires are experienced in the whole of 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 include grazing land and the Man'ombe Nature Reserve.
Soil Erosion Soil erosion is a problem in Greater Giyani municipal area especially around rural villages. The major causes of soil erosion are veld and forest fires, deforestation through wood gathering, overgrazing and poor land use planning and management.	**Informal settlements** Informal settlements have major negative effect on the environment in that whenever it occurs, natural vegetation is destroyed worsening problems such as deforestation, soil erosion, water and air pollution e.g. Hluphekani in the eastern part of Giyani Town, Matshamahinkanu (between Sections E and F), the squatter camp in Section A. The major causes of informal settlements are influx of people from villages to the town due to poverty, unemployment, population growth and urbanization.
Overgrazing 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 wetland are unprotected, and as a result people occupy them illegally. Also, there is a great deal of illegal dumping in the wetlands.

Table 11: 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	
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

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

1.2.2. KPA 2: Institutional Development and Transformation

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

1.2.2.1. Political Structures

Council has appointed seven full time councilors as follows:

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

1.2.2.2. Portfolio Committees (established by council)

Table 12: Portfolio committees

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
01	BUDGET AND TREASURY	BUDGET AND TEASURY	FINANCE
02	WATER, SANITATION AND ENERGY	TECHNICAL.	INFRASTRUCTURE
03	ROAD AND TRANSPORT	TECHNICAL	INFRASTRUCTURE
04	HEALTH AND SOCIAL DEVELOPMENT	COMMUNITY SERVICES	SOCIAL
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.
- Officials responsible for coordinating this special program have been appointed and are reporting to the manager in the office of the mayor.

1.2.2.3 MPAC and its functionality

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

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

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

The MPAC committee has quarterly meetings, and the position of a researcher has been appointed to ensure effective and efficient functionality of the office. The committee has assessed the annual report for 2023/24 and it will also engaged in a public participation session in that regard. The new governance model has introduced 10 new chairpersons of portfolio committee which support the executive committee and provide oversight function.

Organizational structure

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

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

MUNICIPAL COUNCIL

MAYOR

OFFICE OF THE MUNICIPAL MANAGER

PURPOSE:
To provide governance and strategic administrave support.

FUNCTIONS:
1. Lead the development and implementation of municipal strategy.
2. Lead institutional corporate governance.
3. Monitor effectiveness of service delivery.
4. Lead and oversee the perfomance and functions of various directorates

POSTS:
1x Municipal Manager
1X Personal Assistant

DIVISION
MAYOR'S OFFICE

PURPOSE:
To provide administration support .

FUNCTIONS:
1.Manage Stakeholder Engagements.
2.Manage and Monitor the Implementation of Special Programmes.

POSTS:
1x Manager
1x Community Liaison Officer (new)
1x Personal Assistant
1x Driver/Chauffer
2x Special Programmes
1x Secretary

SPEAKER

OFFICE OF THE SPEAKER

PURPOSE:
To lead and coordinate legislative and its executive function.

FUNCTIONS:
1. Ensure compliance in the Council and Council committees with the Code of Conduct of Councillors
2. Ensure Council meetings are conducted in accordance with the rules and orders of the Council.
3. Establish and manage the function of ward committees
4. Provide administration support.

POSTS:
1X Secretary
1x Driver/Chauffer

CHIEF WHIP

OFFICE OF THE CHIEF WHIP

PURPOSE:
Purpose: Coordination activities of political parties in council

FUNCTIONS:
1. Facilitates sound working relationship within political parties in council.
2. Support the functioning of Counciilors deployed in various committees

POSTS:
1X Secretary

CR.................... Signature ....

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

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

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

1.2.2.4. Mandate, Powers and Functions

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

Table 13: Municipal Powers and Functions

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

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

Municipal Roads	Technical Services	The construction, maintenance and control of all public roads
Street Lighting	Technical Service	The provision and maintenance of lighting for the illumination of streets.
Local Amenities	Technical services	The provision, management, preservation and maintenance of any municipal place, land and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any of such amenities.
Traffic and parking	Community Services	The management and regulation of traffic and parking within the area of the municipality including but not limited to the control over the operating speed of vehicles on municipal roads.
Municipal Public works	Technical Services	Any supporting infrastructure or services to empower a municipality to perform its functions
Building regulations	Technical Services	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of Jurisdiction of a municipality, which must at least provide for approval of building plans, building inspections.
Electricity reticulation *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**

Table 14: 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.

1.2.2.6. **Retention Policy**

Retention policy is in place.

1.2.2.7. **Vacancy rate 2024/25**

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

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

Table 15: Skill Development Plan for 2024/25 to be implimented

Department	**No. to be trained**	**Gender**	
		M	**F**
1. Basic Service Delivery	**Plumbing**	**05**	**02**
	OHS		
	Turf management	**06**	**01**
	Road Maintenance	**3**	**03**
	Waste Management 6	**07**	**4**
	Defensive driving	**02**	
	Advance cleaning		**09**
Financial Viability			
	Gap skills	**03**	
	Inventory management	**01**	**03**
	Project management	**08**	**01**
	SCM	**03**	**01**
	Clearance certificates	**02**	**04**
	Investigation of fruitless and wasteful expenditure	**02**	**03**
	MFMP 5	**05**	**03**
	Accounts Payable and Accounts Receivable	**01**	**01**
Public Participation	**Protocol**	**04**	**05**
PLANNING	**LED and IDP**	**04**	**02**
Management and leadership	**Ethics**	**10**	**08**
	Councillors development programme	**06**	**06**
	Municipal gorvanance	**16**	**07**
	MPAC	**01**	**01**

	Municipal leadership	**02**	**01**
Workplace training	**Customer care**	**10**	**12**
	Telephone Etiquette	**02**	**01**
	Labour relations	**04**	**01**

1.2.2.8. Performance Management System

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

The PMS policy only addresses the performance of the organizational and S57 managers. SDBIPs for 2024/25 was signed and submitted to COGHTA as per MSA 32 of 2000. Performance report has been submitted on quarterly bases, and Mid-year report 2023/24 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.
- The recent spate of COVID 19 pandemic
- 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 does the maintenance of bulk infrastructure; however GGM and MDM have signed an SLA which defines GGM as a WSP.

The Greater Giyani municipal area is characterized by low summer rainfalls. This results in severe water shortages and drought conditions. However, the municipality has experienced good rains in the year (2023/24), though the rain also damaged some of the road infrastructure.

Water resources are restricted to surface and groundwater. The major surface water resources are the Middle Letaba Dam (fed by Middle Letaba, Koedoes, Brandboontjies rivers as well as minor streams) and The Nsami Dam (mainly fed by Nsami River). The current infrastructure in Giyani is inadequate to supply water to the whole of the municipal area. The district municipality provides 56ml/d to GGM. Middle Letaba Dam and its treatment water works capacity at 24ml/d ,Mapuve water works at 3,6ml/d and Nsami Dam and its treatment water works capacity at 28ml/day. The demand for water in villages has also increased. However the pumping capacity have increase due to the commissioning of new water treatment plant at Nsami dam. The department of water and sanitation has embarked on a massive project in greater Giyani for the refurbishment of water infrastructure by putting in new pipeline and upgrading of the existing water plant. The project will in future augment water supply to the whole of greater Giyani municipality.

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

Pipeline	Population	Pipeline	Population	Pipeline	Population
A		**C**		**Mapuve Water Works**	
Thomo	5 880	Giyani Town	22 651	Mapuve	4 876
Khakhala	2 100	Hluphekani	12 093	Zamani	*2 142*
Gawula	2 680	Siyandhani	5 460	Jim Nghalalume	*2 733*
Mahlathi	2 681	Homu C		Sifasonke	2 960
Ndindani	1 820	**D**		Tomu	2 618
Hlomela	1 530	Giyani Town	Sections: A, D, F, Gvt Building	**Middle Letaba Water Works**	
Total	16 691	Kremetart		Babangu	2 272
B		**E**		Gon`On`O	1 708
Homu A	4 059	Dzingidzingi	2 000	Nhlanike	4834
Homu B	4 866	Bode	2 100	Mavusa	1 501
Mapayeni	4 220	Maswanganyi	2 000	Rivala	1 994
Nwakhuwani		**D (south)**		Khani	5 595
Vuhehli	1 890	Sikhunyani	5 831	Basani	2 587
Savulani	2 380	Ngove	6 280	N`Wamakena	3 737
Shikhumba	2 450	Nkomo A	2 408	Dingamazi	1 694
Shawela	3 980	Nkomo B	4 150	Shimange	2 740
Mahumani	2 030	Bambeni	1 290	Nden`eza	4 088
Makhuva	4 330	Maphata	2 000	Phikela	2 300
Mbaula	3 620	Munghonghoma	1 260	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		
Mnginginisi 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		
Shikukwani	7652	Zava	5 677		
Mavalani	4567	Khanxani	2 910		
Bon`Wani	1389	Shitlakati	2 060		
Mbhatlo	2456	Matsotsosela	2 302		
Shivulani	2356	Mzilela	1 150		
N`wadzekudzeku	3124	Mayephu	1 940		
Mnginginisi b/1 & 2	6754				

Source DWS 2018.

Table 17 indicates the main water supply for households in Greater Giyani. Households with water inside their dwellings increased from 18.94% in 2011 to 43.26% in 2022. These figures are showing huge increase in the supply of water to communities. Other factors that might have contributed to the latter mentioned fact are the re-demarcation of municipalities. However, 42.83% of the household's does have access to at least RDP standard water supply in 2022.

Table 17: Main water sources supplying households

Households	**2011**	**%**	**2016**	2022
Dwelling	7942	18.94	5887	11.26
Inside Yard	12396	29.56	16894	44000
Community Stand	19274	45.96	7112	13.60
Community stand over 200m	0	0.00	15404	29.461
Borehole	712	1.70	1485	3975
Spring	1091	2.60	20	0.04
Rain Tank	336	0.80	71	450
Dam/Pool/Stagnant Water	0	0.00	110	n/a
River/Stream	0	0.00	3065	n/a
Water Vendor	0	0.00	150	n/a
Other	189	0.45	2086	3.99
Total	**41940**	**100.00**	**52284**	**100.00**

(Stats SA, 2022

1.2.3.1.1. Free Basic Services

The municipality provides **6 kiloliters** of free basic water to all households with piped water. Boreholes are also used in communities where there is an acute shortage of water to augment the supply; the municipality is paying for diesel and electricity used for pumping water to the communities. The municipality also provides free basic electricity to all qualifying household by providing electricity tokens worth 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. Most of the people within the municipal jurisdiction area use pit latrines (45.5% in 2011) without ventilation while others have no sanitation facilities at all (74.9% in 2016). 22.2% of Households had RDP standard sanitation in 2022 with 41 108 (77.8%) households still below the RDP standard. The department of water and sanitation is in the planning process of constructing new sewer treatment works to augment the existing plant.

Table 18: Sanitation facilities for households.

Households	**2011**	**2022**
Flush Toilet (connected to sewerage system)	7222	8034
Flush septic tank (with septic tank)	311	
Chemical toilet	1305	0
Pit Latrine with ventilation (VIP)	2921	60345
Pit latrine without ventilation	11908	0
None	29050	
Total	**63 867**	

S tats SA, 2022

Electricity

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

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

Table 19: ESKOM PROPOSED PFOJECTS FOR 2023– 2026 (UNITS)

2024-2026		2024-2026	
Homu 14a	150	Ngove	589
Mnginginisi B3	184	Mageva	150
Bode	200	Mbendle	150
Skhunyani	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	Mnginginisi 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 2021 – 2023 (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).

Table 21 indicates sources of lighting by households in Greater Giyani. It can be seen that the majority of households have been provided with electricity i.e. in 20110 19114 (45.7%) and in 2016 was 35503 (67.2%), therefore 33.8% or 17364 households still need electricity.

Table 21: Source of Energy for Lighting

Households	2011	%	2022	%
Electricity	35503	67.2		80.9
Gas	122	0.2		0
Paraffin	6200	11.7		5.5
Candles	10718	20.3		12.9
Solar	60	0.1		0.1
Other	264	0.5		0.5
Total	**63 567**	**100**		**70 547**

Source: Stats SA 2016

1.2.3.3. Refuse removal / solid waste

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

Table 22: Refuse Removal

Households	2016	%	2022	%
Municipal Weekly	5302	10.1		12.9
Municipal Other	146	0.3		0.3
Communal Dump	402	0.8		2.6
Own Dump	33028	63.2		64.7
No Disposal	13406	25.6		19.4
Total	**52284**	**100**		**100.0**

Stats SA, 2022

Table:22.1 Refuse removal backlog urban and rural.

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

1.2.3.4. Housing

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

Table 23: Number of sites by housing type

Housing Type	No of Sites 2022 COMPLETED	Backlog
PHP (people housing program)	12 354	17 826
Rural Housing (RDP)	13 487	18788

(Source: Municipal Database, 2022)

In terms of Table 24 most dwelling in Greater Giyani are either formal (44.4% in 2022) or traditional (53.3% in 2001). It is notable that the number of formal houses increased from 30.5% in 2011 to 44.4% in 2016 while traditional houses decreased from 66.45% in 2011 to 53.3% in 2022. Therefore, the housing backlog be the informal & traditional dwellings amounting to 28 985 or 55.4 the department of local government has appointed consultants to develop the housing chapter for Greater Giyani which will inform the housing need of the municipality. This chapter will also assist in the establishment of integrated sustainable human settlement and also making our IDP credible. According to municipal housing chapter the housing backlog is estimated at 22504 housing units. The housing chapter has also identified possible land that could be used to build new houses in line with government policy of integrated human settlement.

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

Table 24: Dwelling By Type	**% 2016 STATSSA**	**% 2022 STATSSA**
House or brick structure on a separate stand or yard	41.0	70.0
Traditional dwelling/hut/structure made of traditional materials	53.3	8
Flat in block of flats	0.7	11
Town/cluster/semi-detached house (simplex, duplex, triplex)	0.3	8
House/flat/room in backyard In backyard Not in backyard (informal, squatter, settlement)	1.9 0.3 0.8	26 0.5 2.1
Room/flat let not in backyard but on a shared property	0.5	6
Caravan or tent	0.1	-
Private ship/boat	-	0
WORKER'S HOSTEL (BEDROOM)	-	4
OTHER	-	0.3
TOTAL	100.0	100.0

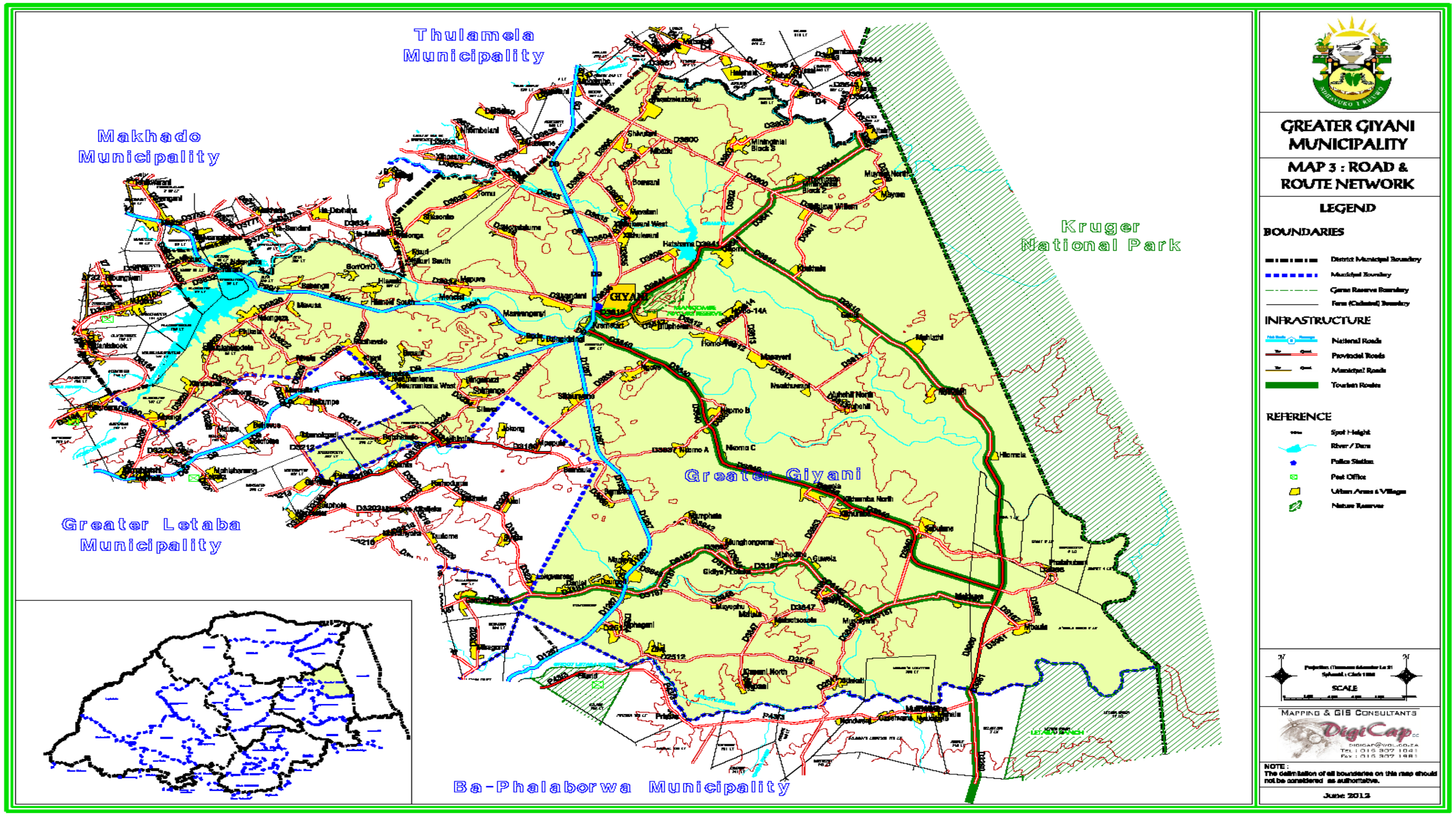
Statssa 2022

1.2.3.5. ROADS AND TRANSPORT

1.2.3.5.1. Roads and Storm Water

The road network within Greater Giyani Municipal area which was damaged by the rainfall during the recent rains are being repaired. What remains now is for provisions to be made to ensure that they are maintained regularly, and potholes are also repaired. Most of the roads need rehabilitation and maintenance especially provincial road e.g. Giyani to Phalaborwa and Giyani Via thomo roads and bridges need to be repaired due to high rainfall during December 2022 to March 2023 .Giyani has approximately **200 KM** of provincial tarred road which cut across the municipality and approximately **700 KM** of gravel road belonging to the District and local municipality needs to be surfaced.SANRAL has approved two roads that will be surfaced in the near future with the total of 61KM in the municipality e,g Mageva to Makhuva 29KM and thomo to Hlomela road 32KM this will significantly reduce the number of gravel roads in the municipality and the total of 15000 households will benefit out of this projects.

1.2.3.5.2. Strategic Road network: Map: 5



Source: GGM SDF 2021

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

Table 25: Road connections by type

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

D3635	D3809 -D3636(Mudavula)	20
D3634	Giyani – Malonga (Completed)	29
D3810	Thomo -Hlomela Ccontractor appointed)	34
D3802	Thomo –Shangoni(7km left to proposed shangoni gate)	8
D3803	Mninginisi – Shingwedzi	13
D3801	Khakhala -Mhava Willem	8
D3800	Shangoni road -	26
D3809	Manombe - Makosha - Mahlangula	7
D3799	Shingwedzi – Muyexe	6
D3805	D9 - Nwadzekudzeku–Shingwedzi)	10
D3816	Siyandhani –Ngalalume -D3635	14
D3807	D3805 – Mavalani	5
D3633	Malonga - Sifasonke -D3635	12
D3804	Xikukwani - Mbatlo -Shangoni	18
D3814	14B - 14A(complete)	4
D3813	14A – Mapayeni(2nd phase under planning	4
D3811	Vuhehli -Mahlathi gate	8
D3207	Ximausa – Sedibene	8
D3209	Rivala – Khani	9
D3238	Hlaneki – Gandlanani	8
D3206	Sedibene – Border	8
D3187	Lekwareni – Mbaula (planning phase)	49

D3836	Sikhunyane – Ngove (planning)	10
D3840	Kremetart – Phalaborwa D3187 (complete)	46
D3837	Nkomo – Shamriri (First phase complete 2KM)	09
D2512	Constatia – Shitlakati	24.6
D3849	Matsotsosela –Molototsi	11
D3847	Kheyi – Khashane	16
D3848	Mushiyane – Xitlakati priotity road agricultural support	8
D3981	Mbaula - Letaba river	8
D3982	Kheyi -muxiyani	7
D3854	Shiawela – Shikhumba (implemented)	6.2
D3948	Mngongoma – Gidja	2
D3844	Mphagani - D1267	3
D3820	Babangu – Msengi (complete)	25
D3187	Mageva road – to makhuva road (Contractor appointed0	36
D3842	Mngongoma – Maphata - Bambeni	10
D3853	Guwela - Shikhumba -Shawela	8
D3980	Makhuva gate – Letaba river	10
D3966	Mbaula – Phalaubeni	6
D3204	Skhiming – Dzingidzingi tarred	9
D3234	Shimange - via – Dingamazi tarred	10
D3211	Skhiming to Nakampe	9
D3983	D1267 – Bambeni tarred	6

Total	**150.8**

(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

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

Table 26: Mode of Travelling for Work or School

persons	**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**

Stats SA, 2016

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

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

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

1.2.3.6. Safety and Security

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

- Housebreaking (business and residential)

- Assault
- arson
- Rape
- Murder
- Stock theft
- Car hijackings
- Gender based violence.

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

1.2.3.7. Education

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

Table 27: Education Circuits

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

1.2.3.7.1. Teacher learner ratio and quintiles

Table 28: Teacher learner ratio and quintile levels

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

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

1.2.3.7.2. ABET and ECD Centers

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

1.2.3.8. Sports, Arts and Culture

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

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

- Dingaan Peter Rikhotso. (to be completed next financial year 2024/25)
- 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 (need refurbishment)
- Kremetart(need refurbishment)
- Muyexe need refurbishment)
- Section E (to be completed next financial year 2024/25)
- Shivulani (completed)
- Mageva. completed

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

Library Facilities

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

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

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

1.2.3.9. Arts and Culture

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

1.2.3.10. Heritage Sites

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

1.2.3.11. Thusong Service Centers

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

- Makhuva
- Zava
- Muyexe

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

Table 29: Primary Health Care Facilities (and staffing)

Facility	OPM	Nurses	Facility	OPM	Nurses
1. Msengi/24h via on call	1	8	2. Ndhengeza/24h via on call	1	11
3. Nkuri/24h via on call	1	11	4. Ntluri/24h/on call	1 act.	8
5. Basani/24h night shift	1 act.	15	6. Hlaneki /24 on call	1 act.	11
7. Loloka /24h/via on call	1 act.	10	8. Ratanang/24h on call	1	7
9. Sekhimini/24h via on call	1	10	10. Ngove/24h on call	1 act.	11
11. Kremetart/day care clinic	1	12	12. Bochabelo/24h on call	1 act.	9
13. Nkomo/24h night shift	1	12	14. Gateway day care clinic	1 act.	12
15. Xitlakati/24h via on call	1	7	16. Zava/24h/on call	1 act.	9
17. Makhuva/24/on call	1	13	18. Kheyi/24h on call	1	8
19. Matsotsosela/24hvia on call	1 act.	7	20. Shikhumba/24h shift clustered with nkomo clinic	1	9
21. Shivulani/24h via on call	1 act.	11	22. Muyexe/24h on call	1 act.	9
23. Mhlava-Willem	1 act.	11	24. Khakhala-Hlomela/24h on call	1 act.	10
25. Thomo	1 act.	14	26. Mapayeni/24h on call	1	14
27. Nkhensani Gateway	1 act.	8	28. Dzumeri Mobile 2	1 act.	11
29. Giyani Mobile 3	1	13	30. Giyani Health Centre/24h night shift	1 2 act.	38
31. Dzumeri Health Centre/24h night shift	3 act.	37	**Total: Permanent OPM = 14 Acting OPM = 20 Nurses = 386**		

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

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

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

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

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

1.2.3.12. Rural Development

The new government has set itself five key priority areas:

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

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

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

1.2.3.13. Challenges: Infrastructure Development and Basic Service Delivery

- Inadequate and dilapidated infrastructure for water and sanitation
- Inadequate storm water drainage
- Shortage of water
- Inadequate sanitation infrastructure, as a result contaminating underground water
- Vandalism of community facilities
- Inadequate animal pounding infrastructure and the unit is not fully functional
- Lack of enforcement of by-laws
- Town Planning Unit not fully functional.
- Land use Scheme not applied
- Illegal development and connection to services
- Inadequate road infrastructure
- Sports facilities not fully utilized.
- Invasion of proclaimed land and open spaces
- Lack of proper public transport facilities e,g bus rank
- SDF not adequate to assist environmental restrictions
- Lack of security on municipal properties, such as boreholes
- Lack of resources
- Heavy rainfalls
- Poor storm water drainage system.
- Poor public transport infrastructure eg lack of proper bus rank
- Inadequate public transport by-law enforcement
- High numbers of KM of gravel road
- Poor road signage
- Poor public transport connection nodes
- Poor regulation of taxi industry
- Poor maintenance of public transport systems

1.2.4. KPA 4: LOCAL ECONOMIC DEVELOPMENT

1.2.4.1. Economic Overview

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

- Agriculture
- Tourism
- Retail
- Manufacturing.

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 initiates most of those jobs were created through EPWP and CWP programs which is currently in ward 18, 23,10,21,22,6,3 and 26

.

Economic activities contribution

Economic activity	Contribution to GDP	Contribution to LED
Agriculture	17%	8%
Tourism	6%	3%
Mining	0,01%	0.1%
Trade	21%	7%

1.2.4.2. Economic development in the municipality

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

Table 30: Economic Growth points

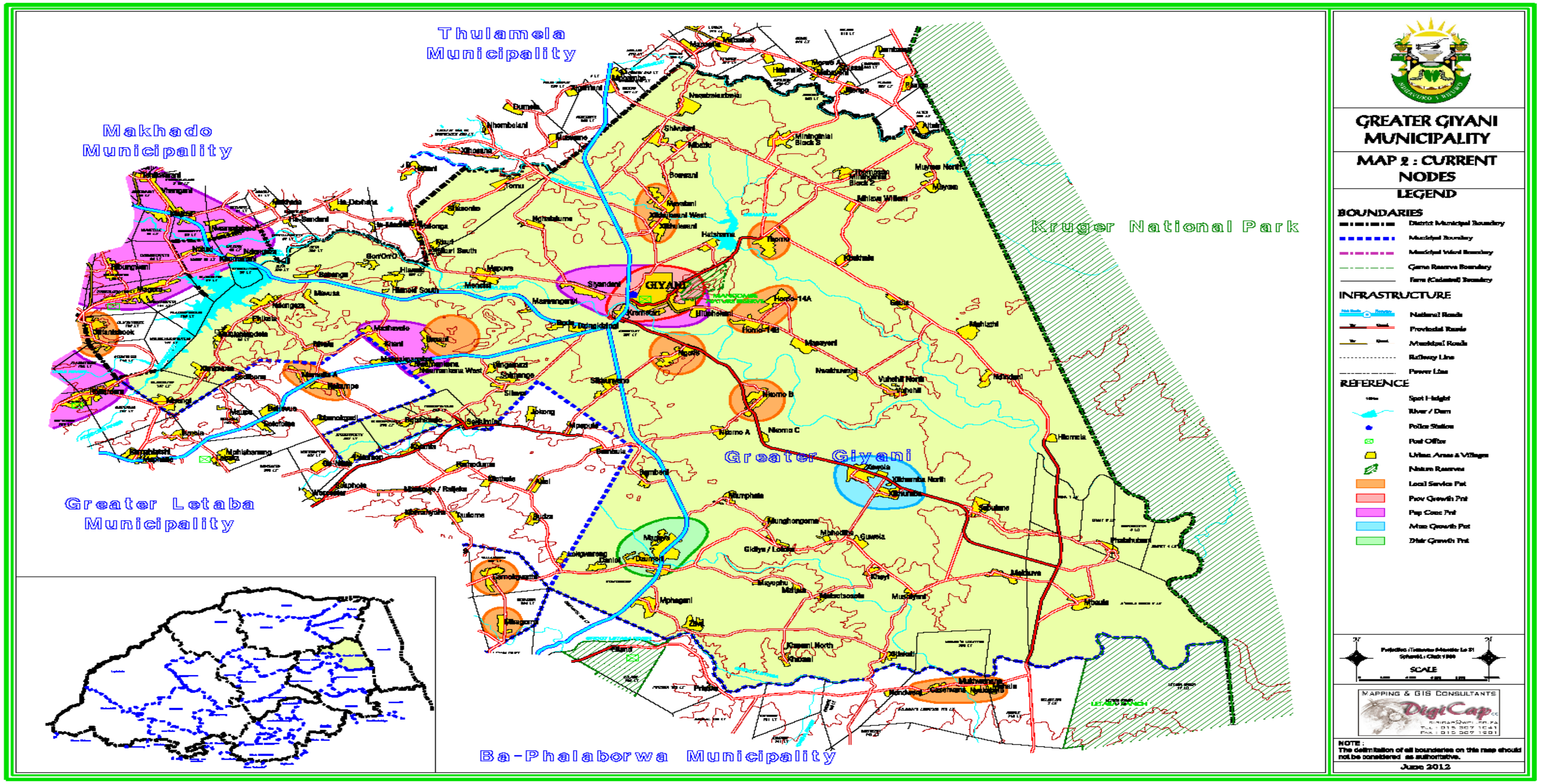
Prov. Growth points	District Growth points	Municipal Growth points	Local Growth points
Giyani	Ndhambi	Xawela, Nkomo, Xikhumba, Muyexe Gonono Dingamanzi	Mavalani, Thomo,, Homu,, Ngove,and xikukwani.

Table 30 indicates Economic Growth points within the municipality and Map 3 gives a spatial expression of the

nodes. Routes connecting Giyani Town and development noted are all tart. There is still a need to unlock economic potential activities within the identified notes. The municipality is to develop a Master plan that will assist in mobilizing funding and attracting investors in the Nodes.

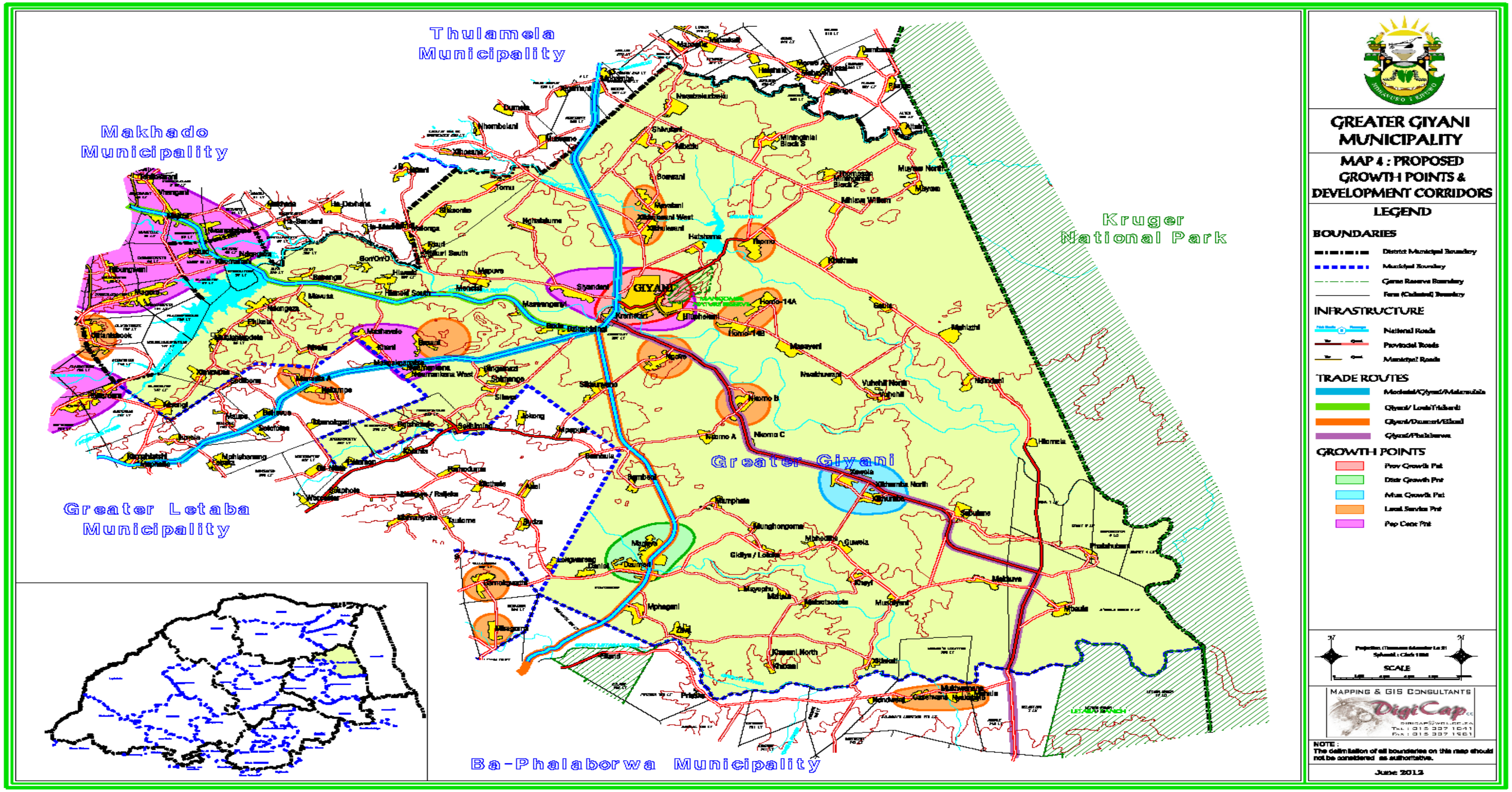
Map 6 further indicates proposed development corridors which are aligned with the development Nodes

Map 6: Economic growth point



Source: GGM SDF 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. Covid 19 is one of the challenges that the municipality is facing and it will have a serious impact on the economic growth of the municipality especially on the tourism sector which is one of our pillars in terms of our economic growth. In response to this challenge the municipality has set aside some funds in our budget that will mitigate the effects of COVID 19 pandemic by ensuring the rolling out of major infrastructure programme which have the potential of creating jobs.

1.2.4.4. Comparative Advantages

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

1.2.4.5. Sector Analysis

1.2.4.5.1. Tourism

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

There is an estimated 700 beds distributed amongst 50 bed and breakfast; lodges; and hotel in the municipality. 70% of these facilities are found in town or very close to town. These facilities offer clients outstanding service at reasonable rates. Our tourism strategy offers opportunities for investors to invest in tourism industry in Giyani because of its striking natural landscape and eco-cultural activities. Greater Giyani municipality has a competitive advantage in this area due to our proximity to Kruger national park and other tourist attraction areas. Department of water and sanitation has concluded plans to maximize the use of our two dams as potential tourist attraction centers, water sports like boating, fishing and professional fishing will be conducted in the dams. As indicated above the impact of COVID19 will seriously impact on the tourism sector since a limited number of tourist will not be coming to our tourism hotspots due to the disease.

1.2.4.5.2. Agriculture

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

1.2.4.5.3. Retail Sector

The retail sector is also a major contributor to the local economy and most activities of this sector are concentrated in Giyani town and CBD. There are a number of shopping centers and Masingita mall which makes shopping a pleasant experience in Giyani. Spar Centre and Pick ‘n Pay is also major shops in the CBD. Banks and restaurants are also well represented in the CBD. We have five major banks, e.g. ABSA, Standard Bank, First National Bank, Nedbank and Capitec. Bank.Masingita group has recently opened a regional mall in the CBD with big retail stores e,g game. This mall will serve as a catalyst for economic growth as local SMMEs will be supplying the various shops with their products. 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 are having some formal agreement with the municipality; however, the municipality is updating the data base. Currently the by-laws are not being implemented and this has a negative environmental impact and puts a strain on the cleaning services provided by the municipality. There is currently no infrastructure such as sanitation and water for hawkers operating within the CBD. The informal sector in Giyani is one of the fastest growing economic contributors towards sustainable growth in the municipality, it contributes more than 20% of gross domestic products in Giyani. This sector needs to be regulated in order for the municipality to realize its full potential in terms of job creation and economic development. 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 look structures, a service provider has been appointed to facilitate the cleaning of the town.

1.2.4.7. Challenges: LED

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

1.2.5. KPA 5: FINANCIAL VIABILITY

1.2.5.1. Overview of alignment between IDP and BUDGET

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

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

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

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 is 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 34: Debtors Account

Financial Year	'000
2020/21	R 305,000,000
2021/22	R330,000,000
2022/23	R 362,000,000
2023/24	

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 2024/25 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 36: Tariff and Basic Services (2024/25/26/27

Revenue category	2023/24 proposed	2024/25 proposed
Property rates	4,6%	4,9%
Refuse removal/solid waste	4,6%	4,9%
Building plans	4,6%	4,9%
Cemetery	4,6%	4,9%

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

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

Financial Management 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 38: Other financial policies and their status 2024/25

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 - Councilors	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		Approved
Car allowance policy	Policy	Approved
Fleet management policy		Approved
Budget 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

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
- Inadequate personnel to implement strategies.
- Inadequate financial systems
- Increasing debt accounts
- Culture of non-payment of services
- Asset management.
- Poor record keeping
- Limited revenue and high number of indigent households
- Covid 19

1.2.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

1.2.6.1 Auditor General opinions

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

However, an AG mitigation plan has been developed. Some of the issues were given immediate attention and some were to be addressed by the appointment in vacant positions and the others in the 2023/24 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**

1.2.6.2 Risk Management

1.2.6.3

The municipality has identified 10 strategic risk and their controls in the 2024/25 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 2024/25
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 Insufficient land ownership
10 Stalled projects

1.2.6.4 Auditing

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

1.2.6.4. **Relationship with Traditional Leaders**

In general, the municipality has a good working relationship with traditional leaders. All 11 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 quarterly basis to review progress in relation to service delivery and all matters of mutual interest e,g Land development and arts and cultural activities. Budget has been set aside to compensate the traditional leaders for attending official engagement e,g council meetings.

1.2.6.5. **Special Programs**

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

- Youth
- Disability
- Old Age
- HIV/AIDS
- Traditional Support
- Gender

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

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

  The office of the mayor through the manager in the office is coordinating all this programme to ensure social cohesion in the municipal area and to ensure intergovernmental 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
- Man’ombe(wards 5, 9,11,12,13,14,30 and 31)

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

MUNICIPAL WIDE PRIORITIES.

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

Public participation

Table 40: Public Participation inputs

During public participation sessions, the communities reflected the following challenges pertaining to their localities:2024 to 2025

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 Class Rooms Blading of Internal streets Apollo Lights Water	**PHIKELA** Blading of internal streets Apollo Lights Water Regravelling of Streets	**MAVHUZA** Refurbishment of Sports Centre Access Bridge Clinic Additional Boreholes Blading of internal streets Apollo lights
WARD 3	**NDHENGEZA** Community hall Apollo lights	**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 **SHIMANGE** ECD Apollo lights RDP houses Re-gravelling of streets Electrificatio n of extensions Pipeline extension	**N'WAMANKENA** Water 4 culvert bridges Electrification of extensions Apollo lights Blading of internal streets Boreholes	**BASANI** Access road to the main road Apollo lights Boreholes Access road to the graveyard Completion of blogged houses	**MASWANGANYI** Water Reservoir Apollo lights Blading of internal Streets Electrification of Extensions	
WARD 5	**MAPUVE** Blading of internal streets. Upgrading of boreholes at tomu . Pension pay point. Electrification of extensions Sanitation Apollo lights	**JIMU** Connector road tomu to jimu Blading of internal streets Pipeline to jimu Jimu clinic Apollo lights Community hall. Sport center, access to graveyard, electricity extensions	Additional blocks at jimu-rhangani Upgrading of visiting point, water reticulation new extensions. Upgrading of siyandhani to jimu to tomu road from gravel to tar.	
WARD 6	**HLANEKI** Culvert bridge to graveyard	**GON'ON'O** Extension of Pipeline Paving of internal streets Electrification of Extensions	**KHANI** Apollo lights High School Tarring of the main road	

	Re-gravelling of internal streets Electrification of extensions Community Hall Apollo lights Tarring of main road Street lights in the new road. RDP houses	RDP houses Access road to the main road Street lamps Water RDP houses Community Hall Pay point	Water reticulation Blading of internal Streets Community Hall RDP houses Electrification of extension houses Pay point Toilets Khani to Rivala road.		
WARD 7	**SIYANDHANI** Tarring of internal streets. Blading of internal Streets Clinic Community offices Additional Apollo light Electrification of extensions	**BODE** Blading of internal streets Culvert bridges Apollo lights Electrification of Extensions Re-gravelling of internal streets Tarring of internal streets Community Hall			
WARD 8	**SELAWA** Apollo lights Clinic RDP houses Access to the Graveyard Earth Dams Electrification of extensions Upgrading from gravel to paving 2nd 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	**DINGAMANZI** Water Access road to Silawa High School Clinic School sanitation Earth Dam Apollo lights Access road to graveyard ECD

				Community hall	
WARD 9	**HOMU 14 A** Upgrading of taxi route Reticulation of pipes ECD Community hall Access bridge to new stands Apollo lights TAR ROAD FROM HOMU B TO 14A,ring road tarring, community hall.	**HOMU 14 B** Upgrading from gravel to paving taxi route Electrification of newsstands Reticulation of water pipes Appolo lights community hall			
WARD 10	Access road to the village from the main road Blading of internal streets Apollo lights Water Community Hall Access bridges	**NKOMO B** Tarring of internal street and the main road Additional Classrooms – Primary school Relocation of Clinic Access road to the Graveyard Blading of internal streets Apollo lights Demarcation of Sites Library	**NKOMO C** Boreholes Apollo lights Blading of internal Streets Earth Dam Visiting Point Primary School	**NGOVE (part of it)** Paving of internal streets. Electricity extensions Pay point Taxi rank and market stalls Sport center Library Sanitation graveyard Apollo lights Site development empty sites Poultry farming Ngove R12m Egg production R8m	
WARD 11	**GIYANI SECTION E** Maintenance of street lamps Sports Centre	**GIYANI D1** Re-development of golf course Rezoning of Parks De-bushing between D1 and CBD Gymnasium			

	Extension of Giyani Graveyard Tarring of internal streets Rezoning of Parks Apollo lights Development of empty sites Naming of Streets Parking Space at Giyani Graveyard Plot for Xikongomelo Community Development Hospice Centre Speed humps	Hospice care Centre Maintenance of Street lamps Apollo lights. Street naming		
WARD 12	**SECTION A** Development of parks Tarring of Nyagelani internal streets Apollo lights Maintenance of streetlamps Development of empty sites Enforcement of By-laws Speed humps	**HOMU 14C** Apollo lights RDP houses Sanitation Blading of internal streets Electrification of extensions Main road taxi route tarring		
WARD 13	**GIYANI SECTION F** Demarcation of Sites	**GIYANI SECTION D2** Street lamps	**RISINGA** Road to B9	**Makosha b9** Tarring of main road,water,RDP,sanitation,

	Apollo Lights Phase 3 Road Street Lamps Blading of Internal Street Water Sports Centre Gymnasium Rezoning of Parks Additional School	Apollo Lights Water Rehabilitation of Giyani College Road Demarcation of Sites De-bushing between Section F and D2 Re-development of Golf Course	Primary and high school. Water,sport center Sanitation. Formalization. Electricity. Paving of internal streets	Appollo lights Schools primary and high school Dermaacation 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 Electrification B9 Sanitation at graveyard Appolo lights	**XIKUKWANI** Electricity eco park. Access road to schools Refurbishment of boreholes Appolo lights Formalization of settlement, blading of streets,sanitation,recreation facilities,schools,	B9 (part of it) Water, sanitation/schools,appolo lights, Electricity,dermacation of graveyard	
WARD 15	**N'WADZEKUDZEKU** REFURBISHMENT OF BOREHOLES Water reticulation. Blading of internal streets Electrification extension Appolo lights	**SHIVULANI** Additional boreholes. Access road to clinic Access road to hanyanyani(bridge) Appolo lights Grand stand for the sport center.		
WARD 16	**MNINGINISI BLOCK 2** Apollo Lights Closing of potholes Water	**MNINGINISI BLOCK 3** Clinic Additional Boreholes Apollo Lights Blading of Internal Streets		

	Access Bridge to the grave yard Electrification of Extension Additional Boreholes Building of Additional Classes Reticulation of Water pipes Access Bridges	Electrification of Extensions Community Hall		
WARD 17	**THOMO** COMMUNITY HUB Completion of tar road inside the village Renovation of youth camp Upgrading of lunghani sport center Jojo tanks Appolo lights	Rehabilitation of the internal tar road,sanitation,support to SMME,completion of thomo heritage park**,**	**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 center 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**	**Phalaubeni** Aerial network	**HLOMELA** **Fencing of high school**	NDINDANI Access road to the graveyard.

	Access road to graveyard Tarring of the main road thomo to Giyani Appolo lights Paving of internal streets Clinic Set top boxes	Paving internal streets Electrification of extensions Apollo lights RDP houses Mthimkulu game reserve development	**Electricity extensions** **Apollo lights** **Set top boxes** **Upgrading of internal streets**	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'wadzekudzeku	**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 Pay point Taxi rank and market stalls Sport center Library Sanitation graveyard Apollo lights	**KREMETART** Development of empty sites Patching of potholes Security fence/wall Apollo lights Sports Centre Maintenance of street lamps De-bushing of access roads **Community hall**	**DZINGIDZINGi** Apollo lights Tarring of internal streets Community Hall RDP houses Sports Centre Extension (electricity)	

	Site development empty sites Completion of Access road Construction of multi-purpose centre Upgrading of road between Sikhunyani and Ngove villages. Construction of an alternative road to Giyani.			
WARD 22	**XIKHUMBA** PHASE 2 TAR ROAD BLADING OF INTERNAL STREETS Apollo lights Earth dam Blading of internal streets Additional boreholes Refurbishment of the tar road(internal to the clinic)	**SHAWELA** Apollo lights Access road paving Heath center Upgrading of graveyard Community hall Upgrading of JB chauke sport center	RDP (Shawela) Apollo lights Blading of internal streets Sanitation Refuse bins	
WARD 23	**GUWELA** Sanitation Boreholes Blading internal streets	**MBHENDLE** Reservoir and jojo tanks. Additional boreholes	**KHEYI** Access road to matsotsosela bridge Electricity extensions Appollo 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 Appolo lights
WARD 24	**LOLOKA**	**MAGEVA**	**MGHONGHOMA**	

	BLADING OF INTERNAL STREETS Access road to graveyard Appolo lights Library Culvert bridges	Electrification of extensions Post office Appolo lights Earth dam Library Community hall Paving of internal streets	Blading of internal streets Additional boreholes Littering of pampers Access to graveyard Electricity extensions Community hall	
WARD 25	**NDHAMBI** Paving of ring road Market stalls Refurbishment of the Sandwell GGNRDP completion Appolo lights Electrification of extensions Post office Water and additional boreholes Community Hall Library Paving of internal streets Community hall at Ndhambi.	**DANIEL** Electrification of boreholes ECD Apollo lights Internal Street paving Community Hall Extension Electrification	**RDP** BOREHOLES BLADING OF internal streets Primary school ECD Apollo lights Sanitation	**TOWNSHIP** Library Paving of internal streets Apollo Light Tarring of access road. Demarcation of sites.
WARD 26	**MAPHATA** Clinic Access road maphata to mghonghoma	**SKHUNYANI** UPGRADING skhunyani to mpepula Primary school Apollo lights Community hall	**NKOMO A** Appollo lights Access bridges High school Earth dam Electricity extensions	**BAMBENI** Blading of internal streets Appolo lights Electrification of extensions Access road to phadi Earth dam Construction of a community hall.

	Tar road from the main road to the village Appolo lights	Connector road from ngobe to sikhunyani Water reticulations		Completion of tar road from nkomo Bto A	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 center earth dam Appollo lights Balding of streets Tarring of main road	**MATSOTSOSELA** resevoir additional boreholes Fencing of community gardens Fencing of graveyard Apollo lights Tarring of main road	**MAYEPHU.** **Tarring of main road** Culvert brides between mayephu and mzilelela Secondary school. Appolo lights Blading internal streets
WARD 28	**MPHAKANE** Tar road from main road to the village. Electrification of extension. Sanitation Apollo lights Earth dam Water reticulation Blading of internal streets	**ZAVA** Booster pumps Upgrading of water plant Upgrading of zava nurses' home Operationalize MPCC Community gardens Apollo lights Library Electricity extensions			
WARD 29	**MAKHUVA** Access road to mbaula Culvert boxes graveyard Upgrading of internal streets Appolo lights Health center	**MBAULA** Upgrading of road from gravel to tar Additional boreholes Apollo lights Blading of internal streets. Appollo 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	

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

1.2.6.7. **Ward Committees and CDW**

The municipality 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 in and informed about council decisions which affect their lives. The ward committees have been set up in a way that they can reach most sectors in their various wards. The ward committees' main tasks are to communicate and consult with the community in respect of development and service plans. The municipality is currently allocated 20 community development workers each allocated various wards and they assist in the collating of information from their wards and update profile of each ward.

1.2.6.8. **Public Participation and Communication Strategy**

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

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

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

Honesty

Ubuntu and excellence.

2.2. SWOT ANALYSIS

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

Table 41: SWOT.

STRENGTH • 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** • Lack of implementation of land use management policies and by laws. • Lack of engagement with the review processes of policies (lack of ownership) • Out-dated data that does misinforms planning • Lack of capacity in land sue management • Lack of institutional governance systems (record management and mail/ correspondence system) • Minimum utilization of facilities and development programs • Lack of insured infrastructure • Lack of integrated processes • Lack of implementation of council resolutions • Poor maintenance of infrastructure
OPPORTUNITIES • Tourism • Waste recycling which will result in create jobs • To produce a healthy society due to availability of sport facilities	**THREATS** • Lack of critical/ specialized skills to ensure legislative compliance (esp in land use and finance) and has a negative impact on development • Legal cases against the municipality due Loss of infrastructure and human lives due disaster and accidents occurrence, since the infrastructure is not insured • Non functionality of disaster management center

• Poverty: Government investment directed to Giyani • Proximity to Kruger national park	• Ecological degradation • Relationship with Tribal Authority (development not addressing the vision) • Unavailability of land for development • Food mouth disease • Lack of water •

2.3. STRATEGIC OBJECTIVES

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

Table 42: Revised strategic objectives.

KPAs	CONFIRMED STRATEGIC OBJECTIVES 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 2024/2025/25/26//26/27/27/28

Table 43: Strategies:

KPA 1: SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development					
KPI	**CHLLENGE S**	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAEKHOLDERS**	**SOURCES OF FUNDING**
LUMS ,SDF and SPLUMA	Lack of compliance with LUMS by stakeholders	Facilitate the implimetation of SPLUMA Facilitation the implementation of SDF and LUS by 2024/25	ST to LG	Traditional Leaders, Council, strategic planning department, DRDLR	GGM ,DLG&H
Land Use Management	Mushrooming of informal settlements	Coordinate Land summit 2024/25		Traditional leaders, GGM, COGSTA, DRDLR, DPW, HDA, SAPS	GGM HDA
	Unstructured development	Establishment of a permanent structure to deal with traditional land issues Formalize and relocation of illegal occupation of land			
	No development and growth of the town	Identification of land claimed and resolved, report to EXCO by 2024/25			
Environmental management		ensuring a sustainable and habitable environment		GGM, MDM, Dept. of Environmental Affairs.	GGM &MDM

KPA 1: SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development					
KPI	**CHLLENGES**	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
		2024/25 by implement legislation			
Intergrated human settlement		Ensure the provision of sustainable human settlement for the municipality	SH to LT	DHSWS	DHSWS

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

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	**CHALLENGES**	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
KPI		**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
PMS		Develop a an effective, efficient and accountable work force through a credible PMS by 2024/25 June	SH to LT	Employer, employee, trade unions	OWN FUNDING
Legislative compliance		Ensure legislative compliance through enforcement of by laws and policies on an on-going bases	SH to LT	Employer, employee, trade unions	GGM
Organization structure		Filling of Strategic positions to ensure that the municipality realize its vision	SH to LT	All directors	GGM
Report Submissions		Establish mechanism of monitoring submission of reports by integrating the function into the PMS.	SH to LT	All directors	GGM
Contract Management		Centralization of contract management in the SCM unit with consultation with legal office.	SH to LT	All directors	GGM
Occupational health		Capacitating the OHS unit to ensure compliance with Safety regulations in the municipality both internal and external	SH to LT	Contractors and all employees	GGM
Job Evaluation		Proper evaluation and placement of personnel through development of policy and consultation with all relevant structures	SH to LT	All employees and unions	GGM

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	**CHALLENGES**	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
Equity		The review the equity plan to ensure compliance with National legislation	SH to LT	All employees and cllrs	GGM

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

KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
Data Updating - GIS	Ensure the full operation of the GIS Unit by 2024/25	SH to LT	OTP, GGM, MDM DLGH	Own Funding-GGM, External Funders
Water (MDM)	Ensure the implementation of the WSP functions	SH to LT	MDM, DWA,	MDM, DWA
Electricity	Ensure effective **coordination** for provision of basic and bulk services to communities to improve the livelihoods as an when required Mobilize funding for electrification of village extensions through DBSA Grant Establishment of a municipal entity to explore on acquiring an electricity license	SH to LT	Department of Energy	DOE
Electricity	Maintenance and upgrading of electricity assets of the municipality	SH to LT	ESKOM and DOE	DOE
KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
Sanitation	Ensure the implementation of the WSP functions	SH to LT	MDM DHS	DHS
Sustainable water and sanitation	Ensure the provision of sustainable water and sanitation services	SHto LT	MDM,DHS	DHSWS
Maintenance, upgrading and extending water and sanitation services	To facilitate and ensure the expansion and upgrading of water and sanitation services to all communities	SH to LT	MDM,DHSWS	DHSWS

Roads	Develop a road infrastructure with storm water that will support economic development and improve the life of our people by 2024/25 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 2024/25			
Provision of free basic services	Improve the livelihoods of our community through grant compensation	SH to LT	GGM	GGM
Basic Services	Improve the livelihoods of our community through development of adequate infrastructure reticulation and effective maintenance	SH to LT	GGM, MDM	GGM

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

KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
Disaster Management	Implementation of the DM strategy 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 2024/25	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 partenership	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 center 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 2024/25	SH to LT	Mayor, MM, Planning and development	GGM, LEDETand DEA
KPA 5: FINANCIAL VIABILITY				

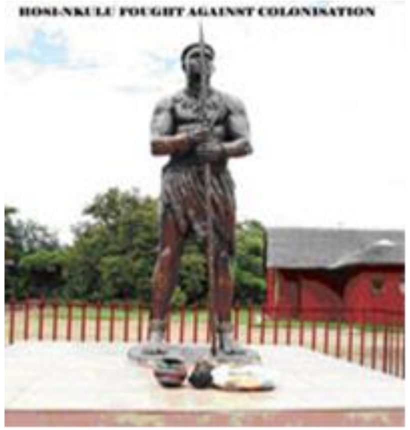
STRATEGIC OBJECTIVE: To improve financial management systems and to enhance revenue base				
KPI	**STRATEGY**	**Short(ST)/Long term (LT)**	**STAKEHOLDERS**	**SOURCES OF FUNDING**
Revenue enhancement	Review Enhance municipal revenue through implementation of revenue enhancement strategies by 2024/25	SH to LT	All politicians and all directors	GGM
Legislative Compliance	Implementation of systems and policies framework by 2024/25	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 2024/25	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 2024/25	SH to LT	Finance & Corporate Services	GGM
Audit	To ensure that the municipality attains a clean audit report by 2023/24 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 2024/25	SH to LT	All directors	GGM

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICPATION				
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	SH to LT	Corporate Services, Strategic planning, political bearers	GGM

	all stakeholders in the decision making process 2024/25 (Strategy and policy)			
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 2024/2025

3.1.1 Table 44: Summary of Total Budget

Budget items	Total Budget: 2022/23	Total Budget; 2023/24	Total Budget; 2024/25
Total proposed budget	R697,905,921	R640,857,124	R891,574,938
Operational Budget	R489,171,692	R537,772,817	R711,070,353
Capital Assets (Acquisition)	R17,550,000	R29,775,000	R27,150,000
Programmers	R32,728,000	R39,808,000	R46,226,000
Capital project budget	R148,172,000	R138,716,188	R180.504.685
General expenses	R93,376,821	R100,000,437	R135,277,183
Repairs and maintenance	R52,700,000	R72,220.000	R76,030,000
Salaries CLLRS Administration	R24,024,710 R181,520,160	R24,892,324 R188,280,656	R25,799,711 R192,387,359
Depreciation	R91,000,000	R95,000,000	R104,000,000
Bad debt	R29,000,000	R29,000,000	R125,000,000
Equitable share	R352,203,000	R 376,486,000	R396,848,000
Funding (Grants)MIG INEP	R69,261,000 -R20,584,000	R72,329,000 R32,220,000	R71,163,000 R18,029,000
EPWP	R4,035,000	R3,151,000	R 3,348,000
LGseta	R310,000	R315,000	R320,000,
FMG	R2,400,000	R2 ,400,000	R2,400,000
Energy efficiency and demand management	R0	R0	R4,000,000

Municipal own revenue	R151,370.402	R153,566,124	R166,466,938
Total revenue	R600,163,401	R640.857,124	R662,574,938
Total expenditure	R697,905,921	R764,812,605	R891,574,938
Surplus/deficit	-	R0	R229,000,000

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**
							2024/2025	**2025/2026**	**2025/2027**	
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	R600,000	R0	R0	GGM
3	Capex	Street naming and registrations	Naming and registration of streets	GGM	New	To name streets	R300,000	R0	R0	GGM
4	Capex	Site Demarcation in villages	Demarcation of sites	Sikhunyani and Mageva	New	To demarcate 1000 sites	R500,000	R0	R0	GGM
5	Capex	Review of LUS	Review of LUS	GGM	Approved LUS	Review of LUs	R250,000	R0	R0	GGM
6	Capex	Proclamation project	Proclaim unproclaim land	All sections	Unproclaim land	Proclaim all	R400,000	R0	R0	GGM

						unproclaim land				
7	Capex	Deeds registration of sites	Registration of sites with deeds	Section F	Unregistered sites	Register all sites	R200,000	R0	RO	GGM
8	Capex	GIS upgrades	Updates maps and software license	GGM	Arc GIS	Updates maps and software license	R200,000	R0	R0	GGM
9	Capex	Rezoning and subdivision of parks	Rezone and subdivide parks	Section F	Parks	To rezone and sell sites	R500,000	R0	R0	GGM
10	Capex	Golf course development	Rezone and subdivide golf course	Section D	Golf course	To rezone and sell sites	R400,000	R0	R0	GGM
11	Capex	Street naming	Naming of streets	Section A&F	Unnamed streets	To name all streets	R300,000	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**
							2024/2025	**2025/2026**	**2025/2027**	
12	Capex	Formalization of settlement	Formalization of settlement	Makosha(risinga)	Informal settlement	To formalize settlement	R150,000	R0	R0	GGM
13	Capex	Street naming	Street naming	Section BAand C	Unnamed streets	Naming of streets	R300,000	R0	R0	GGM
14	Capex	Subdivision,rezoning and registration of municipal properies	Rezoning and subdivision of municipal properties	Thomo, Homu and mageva	Un zoned pro	Zoning of municipal properties	R600,000	R0	R0	GGM
15	Capex	Township establishment	Establishment of a township	Dzingidzingi	Old settlement	To demarcate 500 sites	R250,000	R0	R0	GGM
16	Capex	Township establishment	Establishment of township	Sikhunyani	New	To demarcate sites	R500,000	R0	R0	GGM

17	Capex	precinct plan	Development of precinct plan	Mahumani	New plan	Approval of the precinct plan	R200,000	R0	R0	GGM
18	Capex	Street naming section E	Naming of streets	Section E	Un named streets	Naming and putting boards	R150,000	R0	R0	GGM
19	Capex	Street naming kremetart	Naming of streets	Kremetart	Registration	Registration with deeds	R200,000	R0	R0	GGM
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	R400,000	R0	R0	GGM
22	Capex	Review of SDF	Review of SDF	GGM	Approved SDF	Review of SDF	R150,000	R0	R0	GGM
23	Capex	valuers	Professional valuers	GGM	valuers	Professional valuers	R2,500,000	R2,500,000	R2,000,000	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**
							2024/2025	**2025/2026**	**2025/2027**	
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	R1,500,000	R1,500,000	R1,700,000	GGM
3	Opex	Legal	Legal advice and litigations	GGM	Legal cases	To pay for legal services	R10,000,000	R15,000,000	R20,000,000	GGM
4	Opex	Business &financial management	Mscoa consultants	GGM	Mscoa	Payment of Mscoa consultants	R600,000	R650,000	R660,000	GGM

5	Opex	Business and financial management	Mscoa consultants	GGM	Mscoa	Payments of Mscoa consultants	R1,760,000	R1,800,000	R1,850,000	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**
							2024/2025	**2025/2026**	**2025/2027**	
6	Opex	Software licenses	Renewal of licenses	GGM	Software’s	To renew all software’s	R7,000,000	R7,100,000	R7,200,000	GGM
7	Opex	Specialized computer system	Specialized IT consultants	GGM	IT consultants	To pay IT consultants	R3,500,000	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	R250,000	R255,000	R260,000	GGM
9	Opex	Acquisition of tablets and printers	Buying of tablets and printers	GGM	Printers and tablets	Buying printers and tablets	R600,000	R620,000	R630,000	GGM

10	Opex	Helpdesk system	Purchase of helpdesk system	GGM	New	Buying help desk system	R1,000,000	R0	R0	GGM
6	Opex	Computer equipment's	Purchase of computer equipment's	GGM	Computers and laptops	To buy computer equipment's	R3,600,000	R3,700,000	R3,800,000	GGM
7	Opex	Purchase of monitor and camera	Monitor and camera	GGM	New	security	R500,000	R500,000	R500,000	GGM
8	Opex	Compensation commissioner	Compensation of employees	GGM	Compensation fund	Compensate employees	R2,000,000	R2,000,000	R2,000,000	GGM
9	Opex	Printing of books	Printing and publication	GGM	Books	Legal service	R100,000	R100,000	R100,000	GGM
10	Opex	Automated PMS	Automation of PMS	GGM	PMS system	Automated PMS	R1,000,000	R1,000,000	R1,000,000	GGM
11	Opex	Air conditioners	Air conditioners	GGM	Air conditioners	Air conditioners	R1,000,000	R1,100,000	R1,205,000	GGM
12	Opex	Clocking system	Purchase of clocking system	GGM	New	Purchase of clocking system	R600,000	R600,000	R620,000	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**
							2024/2025	**2025/2026**	**2025/2027**	
1	Capex	Electrification of section F	Electrification of 539 sites	Section F Giyani	New	To electrify 539 sites	R1,000,000	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	R3,000,000	R0	R0	GGM
3	Capex	Installation of energy saving streetlights	Install energy saving streetlights	Giyani	Installed lights	To install additional streetlights	R5,500,000	R0	R0	GGM

4	Capex	Electrification of 100 HH	Electrification of extension 100 HH	Loloka	Old stands	To electrify 100 HH	R2,400,000	R0	R0	GGM/INEP
5	Capex	Electrification of 310 HH	Electrify 310 HH	Mageva	Old stands	Electrify 310 HH	R5,803,000	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**
							2024/2025	**2025/2026**	**2025/2027**	
1	Capex	Electrification of 100 HH new extension	Electrification of 100 HH new extension	Mahlathi	Old stands	To electrify 100 HH	R2,400,000	R0	R0	GGM
2	Capex	Electrification of 120 HH	Electrify 120 HH new extension	Matsotsotsosela	Old stands	To electrify 120 HH	R2,500,000	R0	R0	GGM

3	Capex	Electrification of 150 HH	Electrify 150 HH new extensions	Xikukwani	Old stands	To electrify 150 HH	R3,100,00	R0	O	GGM
4	Capex	Electrification of 150 HH	Electrify 150 HH new extensions	Mghonghoma	Old stands	To electrify 150 HH	R3,450,000	R0	R0	GGM
5	Capex	Installation of rooftop solar in municipal buildings	Install solar rooftop	GGM	Municipal buildings	To install rooftop solar	R1,000,000	R2,500,000	R2,500,000	GGM
6	Capex	Electrification 100 HH	Electrify 100 HH	Ndambhi	Old stands	Electrify 100 HH new extensions	R270,000	R3,100,000	R0	GGM/INEP
7	Capex	Electrification of 100 HH	Electrify 100 HH	Risinga	Old stands	Electrify 100 HH new extension	R270,000	R3,600,000	R0	GGM/INEP
8	Capex	Electrification of 100 HH	Electrify 100 HH	Ndindani	Old stands	Electrify 100 HH new extensions	R270,000	R3,600,000	R0	GGM/INEP
9	Capex	Electrification of 100 HH	Electrify 100 HH	Makosha	Old stands	Electrify 100 HH new extensions	R270,000	R3,100,000	R0	GGM/INEP
10	Capex	Electrification of 100 HH	Electrify 100 HH	Maswangayi	Old stands	Electrify 100 new extensions	R270,000	R3,100,000	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**
							2024/2025	**2025/2026**	**2026/2027**	
1	Capex	Electrification of 160 HH	Electrify 160 HH	Botshabelo	Old stands	To electrify 160 HH new extensions	R413,000	R2,100,000	R3,100,000	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	R363,000	R0	R3,600,000	GGM

4	Capex	Electrification of 170 HH	Electrify 170 HH	Ngobe	Old stands	Electrify 170 HH new extensions	R0	R0	R3,600,000	GGM
5	Capex	Electrification of 200 HH	Electrify 200 HH	Nwa,mankena	Old stands	Electrify 200 HH new extensions	R0	R0	R3,600,000	GGM/INEP
6	Capex	Electrification of 200 HH	Electrify 200 HH	Vuhehli	Old stands	Electrify 200 HH	R0	R0	R3,600,000	GGM/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**
							2024/2025	**2025/2026**	**2025/2027**	
1	Capex	Upgrading of road from gravel to paving	Paving of gravel road(2,6KM)	Hlomela	Gravel road	To pave the gravel road	R16,481,638,50	R0	R0	MIG
2	Capex	Upgrading of road from grave to paving.	Paving of road from gravel to paving blocks(2,6KM)	Hlomela	Gravel road	To pave road from gravel to paving blocks	R5,200,000	R0	R0	GGM
3	Capex	Upgrading of road from gravel to paving blocks	Upgrading of gravel road to paving blocks(3,6KM)	Shawela	Gravel road	Paving of gravel road to paving blocks	R26,650,844,00	R0	R0	MIG

4	Capex	Upgrading of road from gravel to paving locks	Upgrading of gravel road to paving blocks(3,6KM)	Shawela	Gravel road	Paving of gravel road to paving blocks	R5,000,000	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**
							2024/2025	**2025/2026**	**2025/2027**	

1	Capex	Upgrading of road from gravel to paving	Paving of gravel road to paving blocks (4,8KM)	Nwamankena	Gravel road	To pave the gravel road to paving blocks	R24,472,367	R16,187,632	R0	MIG
2	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving blocks(4,8KM)	Nwamankena	Gravel road	To pave road from gravel to paving blocks	R0	R3.442.789,87	R0	GGM
3	Capex	Upgrading of road from gravel to paving blocks	Paving of road from gravel to paving blocks	Maphata	Gravel road	To pave gravel road to paving blocks	R0	R19,505,167	R15,694,832	MIG
4	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving	Maphata	Gravel road	To pave gravel road to paving blocks	R0	R1,500,000	R2,000,000	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**
							2024/2025	**2025/2026**	**2025/2027**	
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	R0	R35,200,000	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	R1,300,000	R0	R0	GGM
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	R0	R1,500,000	R2,000,000	GGM

4	Capex	Upgrading of road from gravel to paving	Paving of road from gravel to paving	Ndhambi	Gravel road	To pave gravel road to paving blocks	R0	R0	R30,076,814	MIG
5	Ndhambi	Gravel to paving		Ndhambi			R0	R1,000.000	R1,500,000	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**
							2024/2025	**2025/2026**	**2025/2027**	
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	R50,000	R50,000,000	R3,000,000	GGM
2	Capex	Upgrading of road from grave to paving (2nd phase)	Paving of road from gravel to paving blocks	Makosha	Gravel road	To pave road from gravel to paving blocks	R0	R10,000,000	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	R500,000	R50,000	R4,800,000	GGM

4	Capex	Upgrading of road from grave to paving	Paving of road from gravel to paving(phase 1) 3KM	Section E	Gravel road	To pave gravel road to paving blocks	R1,500,000	R7,000,000	R7,000,000	GGM
5	Capex	Construction of carports	Construction of car ports (civic center, 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**
							2024/2025	**2025/2026**	**2025/2027**	
1	Capex	Mavalani indoor sports center	Construction of indoor sports center	Mavalani	New	To complete indoor sport center	R8,365,834	R0	R0	GGM
2	Capex	Giyani waste disposal site	Construction of waste disposal site	Ngobe	Waste site	To complete the outstanding works	R2,705,000	R0	R0	GGM
3	Capex	Section E sport center	Construction of sport center	Section E	Sport center	Completion of outstanding works	R7,000,000	R5,000,000	R0	GGM
4	Capex	Gawula sport center	Refurbishment of sport center	Gawula	Sport center	To complete outstanding works	R4,000,000	R3,500,000	R0	GGM

5	Capex	Construction of market stalls	Construction of market stalls	Section A	New	To construct market stalls	R5,000,000	R5,000.000	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**
							2024/2025	**2025/2026**	**2025/2027**	
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	R4,000,000	R3,500,000	R0	GGM
2	Capex	Mageva sport center	Extension of pitch and anchoring of grandstand	Mageva	Sport center	To extend the pitch and anchor the grandstand	R4,500,000	R0	R0	GGM

3	Capex	Servicing of sites	Servicing of site	Section F	New township	Completion of outstanding works	R500,000	R8,500,000	R50,000	GGM
4	Capex	Land fill site operations	Landfill site operations	Ngobe	Landfill site	To operationalize the new landfill site	R4,000,000	R4,100,000	R4,200,000	GGM
5	Capex	Expansion of cemetery	Expansion of cemetery	Giyani	Old cemetery	Feasibility study	R800,000	R0	R0	GGM
6	Capex	Purchase of skip bins					R2,900,000	R3,000,000	R3,100,000	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	R1,500,000	R0	R0	GGM
8	Capex	Upgrading of parking lot	Upgrading of parking lot	CBD	New	To upgrade parking lot	R50,000	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**
							2024/2025	**2025/2026**	**2025/2027**	

1	Opex	LED support	Support to LED programmes	GGM	LED projects	To Sustain LED projects	**R1,720,000**	**R1,824,000**	**R1,828,000**	GGM
2	Opex	Female entrepreneur	Female farmer of the year	GGM	LED projects	To sustain female farmers	**R870,000**	**R870,000**	**R870,000**	GGM
3	Opex	Amarula show	Support to SMMEs	GGM	LED projects	To sustain SMME	**R100,000**	**R100,000**	**R100,000**	GGM
4	Opex	African Travel indaba	Support to SMMEs	GGM	LED projects	To sustain SMMEs	**R128,000**	**R128,000**	**R110,000**	GGM
5	Opex	Tourism banquet night	Support to SMMEs	GGM	LED projects	To sustain SMMEs	**R450,000**	**R450,000**	**R450,000**	GGM
6	Opex	Rand easter show	Support to SMME	GGM	LED projects	To sustain SMMEs	**R90,000**	**R90,000**	**R100,000**	GGM
7	Opex	Professional fees LED	Professional fees LED	GGM	New	To develop plans	**R2,500,000**	**R0**	**R0**	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**
							2024/2025	**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**	**R10,100,000`**	**R10,200,000**	GGM
3	Opex	Maintenance of equipments	Maintenance of equipments	GGM	Maintenance	To maintain equipments	**R7,500,000**	**R7,000,000**	**R6,200,000**	GGM
4	Opex	Unspecified assets	Maintenance	GGM	Maintenance	Maintain assets	**R3,000,000**	**R3,100,000**	**R3,200,000**	GGM
5	Opex	Machinery and equipments	Purchase	GGM	Purchase	To buy machinery	**R9,500,000**	**R8,000,000**	**R8,500,000**	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**
							2024/2025	**2025/2026**	**2025/2027**	

6	Opex	Acquisition of vehicles	Acquisition of vehicles	GGM	Municipal fleet	To buy fleet	R4,000,000	R2,000,000	**R2,000,000**	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

KPA: GOOD GOVERNANCE AND PUBLIC PURTICIPATION								
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**

							2024/2025	2025/2026	2025/2027	
1	Opex	Youth support	Youth support	GGM	Youth support	Support to youth programs	R700,000	RR517,000	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	Mayors cup	Support sports	R1,220,000	R1,285,000	R1,269.000	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**	**R4250,000**	**R470,000**	GGM
8	Opex	Events management	Events management	GGM	Events management	Events coordination	**R1,250,000**	**R1,335,000**	**R1,380,000**	GGM
9	Opex	Communication related	Communication related	GGM	Communication related	Communication vote	**R1,800,000**	**R2,30,000**	**R2,260,000**	GGM

10	Opex	Excellence awards	Excellence awards	GGM	Excellence awards	Excellence awards	**R830,000**	**R900,000**	**R970,000**	GGM
11	Opex	Public meeting and campaigns	Public meetings and campaigns	GGM	Public meetings	Public meetings	**R860,000**	**R895,000**	**RR927,000**	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	**R470,000**	**R522,000**	**R430,,000**	GGM
14	Opex	Wellness admin	Wellness admin	GGM	Wellness admin	Wellness admi	**R1,130,000**	**R1,60,000**	**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	**R10,000.000**	**R10,500,000**	**R10,500,000**	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**
							2024/2025	**2025/2026**	**2025/2027**	
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**
							2024/2025	**2025/2026**	**2025/2027**	
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
							2024/2025	2025/2026	2025/2027	
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	**R40,000,000**			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	Mnginginisi 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**
							2024/2025	**2025/2026**	**2025/2027**	
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**
							2024/2025	**2025/2026**	**2025/2027**	
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
O4	Capex	Giyani District library	Maintenance of library	Giyani section A	Existing library	To maintain existing library				DSAC

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**
							2024/2025	**2025/2026**	**2025/2027**	
1	Capex	Ndengeza High	Refurbishment of school	Ndengeza	Old school	To refurbish infrastructure	**R335013 06**			DOE
2	Capex	Ndzovela primary	Refurbishment of school	Daniel rababalela	Old school	To refurbish infrastructure	**R229,260,087**			DOE
3	Capex	Nyiko primary	Refurbishment of school	Phalaubeni	Old school	To refurbish infrastructure	**R800,000**			DOE
4	Capex	Rhida primary school	Refurbishment of school	Mapayeni	Old school	To refurbish infrastructure	**R229.260,087**			DOE
5	Capex	Hawuka	Refurbishment of school	Basani	Old school	To refurbish infrastructure	**R229.260,087**			DOE

6	Capex	Mbangazeki secondary	Refurbishment of school	Xikukwani	Old school	To refurbish infrastructure	**R229,260,087**			DOE
7	Capex	Khetho Nxumalo	Refurbishment of school	Giyani	Old school	To refurbish infrastructure	**R101,450,000**			DOE
8	Capex	Rithlavile secondary	Refurbishment of school	Giyani section E	Old school	To refurbish infrastructure	**R408,100,065**			DOE
8	Capex	Mafumani	Refurbishment of school	Homu 14 a	Old school	To refurbish infrastructure	**R196,036**			DOE
9	Capex	Leleni primary	Refurbishment of school	Xikhumba	Old school	To refurbish school	**R718 840**			DOE
10	Capex	Mhintlwa primary	Refurbishment of school	Khashani	Old school	To refurbish school	**R147,972**			DOE
11	Capex	Siyandhani primary	Refurbishment of school	Siyandhani	Old school	To refurbish infrastructure	**R354,616**			DOE
12	Capex	Nyumbani secondary	Refurbishment of school	Ndhambi	Old school	To refurbish infrastructure	**R118,974**			DOE
13	Capex	Hatsthama primary	Refurbishment of school	Makosha	Old school	To refurbish infrastructure	**R131,575**			DOE
14	Capex	Mashengani	Refurbishment of school	Xikukwani	Old school	To refurbish infrastructure	**R102,175**			DOE
15	Capex	Hanyanyani secondary	Refurbishment of school		Old school	To refurbish infrastructure	**R206,893**			DOE
16	Capex	Makheto	Refurbishment of school		Old school	To refurbish infrastructure	**R177,391**			DOE

17	Capex	Pfunanani special school	Construction of new infrastructure	Giyani	Old school	To construct new infrastructure	**R180,000,000**			DOE
18	Capex	Nkomo maboko	Construction of new infrastructure	Nkomo A	New	To construct new infrastructure	**R399,279,915**			DOE
19	Capex	Mahumani secondary	Upgrading of infrastructure	Nkomo B	Old school	Refurbishment of infrastructure	**R551,272**			DOE
20	Capex	Nkuri primary school	Upgrading of infrastructure	Nkuri	Old school	Refurbishment of infrastructure	**R112,810**			DOE
21	Capex	Matsambu secondary	Upgrading of infrastructure	Nkuri	Old school	Refurbishment	**R819,089**			DOE
22	Capex	Ndzalama primary	Upgrading of infrastructure	Giyani D1	Old school	Refurbishment of infrastructure	**R325,000,000**			DOE
23	Capex	Thlarihani primary	Upgrading of infrastructure		Old school	Refurbishment of infrastructure	**R229,260,087**			DOE
23	Capex	Benson Shiviti	Upgrading of infrastructure	Thomo	Old school	Refurbishment of infrastructure	**R201,085**			DOE
24	Capex	Malenga	Upgrading of infrastructure	Nwamankena	Old school	Refurbishment of infrastructure	**R172,500**			DOE

25	Capex	Dingamanzi primary	Upgrading of infrastructure	Dingamanzi	Old school	Refurbishment of infrastructure	**R852,810**			DOE
26	Capex	Famandha secondary	Upgrading of infrastructure	Siyandhani	Old school	Refurbishment of infrastructure	**R381504**			DOE
27	Capex	Muhawu	Upgrading of infrastructure	Khakhala	Old school	Refurbishment of infrastructure	**R920,000**			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**
							2024/2025	**2025/2026**	**2025/2027**	
1	Capex	GGM local scale climate resilience	Borehole upgrade,reticulation network,refurbishment of earth dam	Mayephu village	New	To upgrade boreholes	**R401,326,57**			Award
2	Capex	GGM locals scale climate resilience	Borehole upgrades,water storage,reticulation and solar system	Mzilela village	New	To upgrade and refurbish boreholes	**R443,460,56**			Award
3	Capex	GGM local climate resilience	Borehole upgrades,water storage and solar system	Matsotsosela Village	New	To upgrade and refurbish boreholes	**R356,896,33**			Award
4	Capex	GGM local scale	Borehole upgrades,water	Mbhendle village	New	To upgrade and refurbish	**R1,320,043,43**			Award

		climate resilience	storage,solar system and water treatment							
5	Capex	GGM local climate resilience	Borehole upgrade,water storage,solar system and reticulation	Matsambo ngamba project	New	To upgrade and refurbish boreholes	**R552,642.78**			Award
6	Capex	GGM local scale climate risilience	Borehole upgrade,water storage,and solar system	Nhlambeto multi-pupose farm (ndhambi)	new	To upgrade and refurbish boreholes	**R443,103,67**			Award
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	**R323,323,41**			Award
8	Capex	GGM local scale climate resililence	Borehole upgrade,water storage,reticulation and drip system	Duvadzi cooperative	new	To upgrade and refurbish boreholes	**R604,525,47**			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	**R344,456,50**			Award
10	Capex	Water research commission	Small waste treatment plant	Giyani (nsami dam)	New	To construct small WWTW	**R1,000,000**			WRC

11	Capex	Water research commission	Small waste water treatment plant	Giyani(Matsambo Ngamba)	New	To construct WWTW	**R1,000,000**			WRC
12	Capex	GGM local scale climate resilience	Hydroponic system,vertical modular planter system	Matsambo ngamba	New	Hydroponics system	**R1,000,000**			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	**R100,000**			Award
14	Capex	GGM local scale climate resilience	Climate smart plant in a bag system and sustainable water system	Matsambo ngamba	New	Sustainable plant system	**R100,000**			Award
15	Capex	GGM local climate resilience	Climate smart plant bag system	Mzilela,Mayephu and Mbhendle	New	Sustainable plants	**R600,000**			Award
16	Capex	GGM local climate resilience	Climate smart plant in a bag system	Giyani Matsotsosela	New	Sustainable plants	**R200,000**			Award
17	Capex	GGM local scale climate resilience	Developing and piloting enterprise development	Giyani	New	Enterprise development	**R1,300,000**			Award
18	OPEX	GGM local scale	LED training	Giyani	New	Enterprise development	**R60,000**			Award

		climate resilience								
19	OPEX	GGM local scale climate resilience	LED training	Giyani	New	Enterprise development	**R180,000**			Award
20	OPEX	GGM local scale resilience	LED training	Giyani	New	Enterprise development	**R45,000**			Award
21	Opex	GGM local scale resilience	LED training	Giyani	New	Enterprise development	**R130,000**			Award
22	Opex	Water research commission	Coca cola interprise 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**
							2024/2025	**2025/2026**	**2025/2027**	
1	Capex	Dingamazi paving	Paving of 7,3 KM of road	Dingamanzi	New	To pave 7,3KM of road	**R1,210,690**			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	Feasibily 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**	**Target to achieve**	**Annual implementation Budget**			**Implementing agent**
							2024/2025	**2025/2026**	**2025/2027**	
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 2000require all municipalities to develop a Performance Management System. MFMA 56 of 2003 Service Delivery Implementation Plan. The SDBIP is an element with in the performance management system. It is a performance plan that indicates how and when all projects and programs in the IDP will be implemented throughout the year.

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

The prioritization of projects and programs is influenced by the following

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

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

This chapter is concluded with the adoption of the Budget 2024/25

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 were dumping is dumped and burned within the yard or disposed illegally on public spaces.

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

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

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

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

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

- **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.

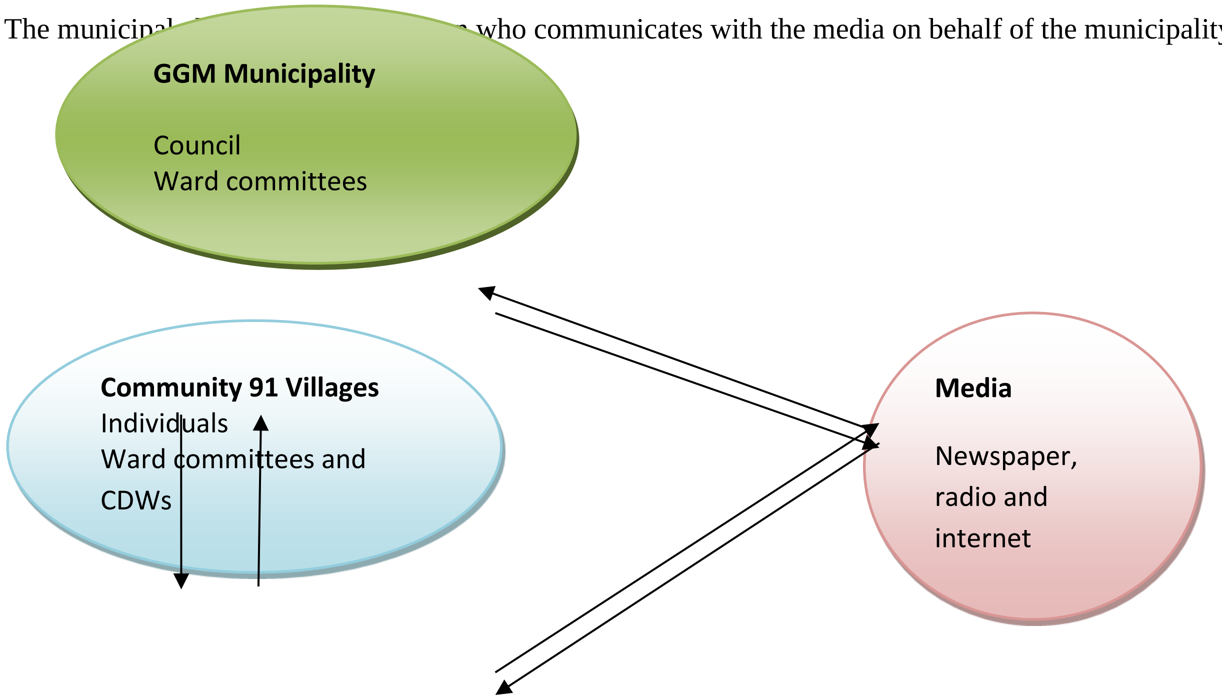
Performance Regulations, 2006 for Managers reporting to the municipal manager and the municipal manger, outlines the process of the development of Performance agreements. The MFMA 56 2003, further requires that Section 56 manager and Municipal Manager must developed performance agreement that must be 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 … who communicates with the media on behalf of the municipality. Brief communication structure is as follows:



Stakeholders with in the strategy are 3. The Media and community in 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 DEVLOPED/REVIEWED	STATUS
1 LUS	2021	Up to date
2SDF	2021	Up to date
3communication strategy	2020	Up to date
4 IWMP	2017	Outdated
5 EMP	2014	Outdated
6 Housing chapter	2011	Outdated
7tourism strategy	2010	0utdated
8 LED strategy	2023	Up to date
9		
10		

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	• 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	• GIS and GIS specialist • Integrated Planning System (IT-GIS-Financial)
2. Institutional Development and Transformation	• Office space and IT resources not adequate to create an enabling environment. • Inadequate record Management Systems. • Inadequate security on other municipal buildings	• Integrated IT System • IT Master plan • IT equipment (laptops, printers, 3Gs) • IT Backup system and security system

	• Review of policies. • Lack of retention strategy. • Incomplete job evaluation process by SALGA • Lack of Individual Performance Management policy and systems	
3. Infrastructure Development and Basic service Delivery	• Inadequate and dilapidated infrastructure for water and sanitation • Inadequate storm water drainage • Shortage of water • Inadequate sanitation infrastructure, as a result contaminating underground water • Vandalism of community facilities • Inadequate animal pounding infrastructure and the unit is not fully functional • Lack of enforcement of by-laws • Town Planning Unit not fully functional. • Land use Scheme not applied • Illegal development and connection to services • Inadequate road infrastructure • Sports facilities not fully utilized. • Invasion of proclaimed land and open spaces • SDF not adequate to assist environmental restrictions • Lack of security on municipal properties, such as boreholes • Lack of water conservation and demand management.	• Infrastructure Master plan
4. Local Economic Development	• Infrastructure development • Lack of Business investment, attraction, and retention strategies • Lack Value chain • Lack of enforcement of by-laws • Budget constraints	• Financial muscle to develop road network supporting economic development

	• 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	• Low revenue base, • No cost recovery in rural settlements • Inadequate personnel to implement strategies. • Inadequate financial systems • Increasing debt accounts	• Integrated financial System • Revenue enhancement strategy • Asset manager
6. Good Governance and Public Participation	• Minimal Participation by sector department	• Maximum utilisation of CDWs

7 The Following positions were recommended for the 2024/25 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

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 MFMA Compliance (that includes reporting with in legislative framework. Procurement Evaluation rolls and asset management	Budgeting and Financial reporting Expenditure 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	LED

	Town Planning Monitoring of land uses Development of IDP Local economic development	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 2024/25 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 2024/25 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.

2024/25 COMMUNITY PUBLIC PARTICIPATION INPUTS PER WARD.(unfunded projects)

Ward	Village	Concern/Need
1.	Blinkwater	• Provide boreholes and fix dysfunctional pipelines • Paving of internal streets • Add high mast lights • housing
	Ximawusa	• Clinic • Electrify the extended village • RDP houses • Renovate the local High School classrooms • Culvert bridge to the cemetery • Community hall • Sports center • Police satellite station • Create jobs • Internal streets upgrading
	Noblehoek	• Fixing of boreholes • Additional highmasts • Paving internal streets • RDP hoses • Community hall • Culvert bridges • Library • Water challenges
2.	Rivala	• Culvert bridge to the cemetery • Connector road to Khani village • Tarring of road from Phaphathi R81 to Ndengeza • Electrify the extension • Toilets • Paving of internal streets • Visiting point • Jobs
	Maxavele	• High school • Water • Storm water drainage • RDP Houses • Electrify the extension

		• Provide road signs between N'wamankena and Maxavele • Resuscitate boreholes • Paving of internal streets • Jobs
	Mavhuza	• Paving of internal streets • Community Hall • Resuscitate the 2 dysfunctional boreholes • Provide road signs at Mavhuza and Phikela villages • Renovation of the sports center • Create jobs
	Phikela	• 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.	**Ntshuxi Babangu and Nwamatatani RDP Section.**	• Access road – Khomanani Tribal area • Access road and internal streets • High school • Appollo lights • RDP • Access road to ntshuxi • Culvert bridges • Pay points • Ntshuxi main access road from R578
4.	**Maswanganyi**	• Community Hall • Sports Center • Reservoir • Internal street paving • RDP Houses • High School • Clinic • Electrify extension • Toilets • High mast light

	Basani Nwamankena	• 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 nwamankena main street from gravel to tar
5.	Nkuri Tomu Nkuri Zamani Nkurhi xirilele	• Community hall • Transformer for high mast lights • Grading of all streets • Resumption of the renovation o Primary School • Refurbishment of High School • Bridge needed between • Tarring of the internal streets • Electrification of all units • Community Hall • Sports Centre • Culvert bridges • Additional high masts • Tarring of the main road • Internal streets upgrading •
6.	Khani	• High school • Community Hall • Tarring the road between Hlaneki and N'wamankena • Visiting Point • RDP Houses • Toilets • Bridges from Khani to Maxavele • High mast light • Shelter at pay points

	Hlaneki	• Dam for domestic animals • Jobs • Connector road from Khani to Rivala • Renovation/upgrading of sports center • Library • RDP houses • Toilets • Culvert bridge to cemetery • Re-gravelling of internal streets • Reservoir at Nyanisi site • Community Hall • Sports Center • High mast light • Paving of street which connects the road from Shivambu to Jopi • Jobs (EPWP/CWP) • Bursaries • Paving of internal streets • Library • Electrification of the extended village • Renovation of the Tribal Office
	Gon'on'on'o	• 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 Center • Reservoir • Electrify the extended village
7.	**Bode**	• Sports center • Clinic • Additional high masts
	Siyandhani	• Paving internal streets(ring road from the tar road) • Sports Center • Review the Limpopo aviation strategy and upgrade the Airport • Clinic • Paving internal streets

8.	Botshabelo Dingamanzi Silawa Sekhiming Shimange	• Tarring of the road from Sekhiming to Nakampe • Paving of internal streets • Community Hall • Library • High mast lights • Water provision of the extended village • Clinic • Sports center • Community Hall • RDP houses • Paving of internal streets • Clinic • Sports center • Tarring the road from Silawa to Jokong • Library • Community Hall • High mast light • Water • Upgrade of internal streets from gravel to paving. • Community Hall • Bridge between Sections D and C • Speed humps • Add high mast light • Water • Paving of internal streets • Water • High mast light • Community Hall • Clinic
9.	Homu 14 A and B	• Clinic • Recreation Hall • Library • Water reticulation and reconnection of reservoirs • Culvert Bridges to the following areas: Xakufa, Gumbani/Chapu, New • Access Roads to the following schools: Hipanmbukile, Tanani, Madziv • Renovation of Hipambukile and Mafumani Schools. • Renovation of the tribal office • Installation of road signs

		• Speed humps needed at 14B • An extra high mast light. • Electrification of extensions at Homu A and B • Taxi routes tarring
10.	Nkomo	• Refurbishing of the existing boreholes and drilling of 3 more • Provide 8 elevated water tanks • Provide access roads to the clinic • Provide access bridges to Nkomo school and the news settlement • Provide culvert bridges to cemeteries • Paving of the taxi route • Tarring of the road linking Nkomo B and Tshamuriri • Community hall, sports center and library • Provide security guards for all government buildings • Provide a pay-point for Nkomo C • Building of school and clinic for Nkomo C
	Ngove	• Paving of taxi route • Provide an access bridge to Xigodini • Drill a borehole for Ndhuna Rikhotso area • Provide a taxi rank
11.	Giyani Township	• Tarring of streets • Add high mast and street lights • Naming of streets • Demarcation of new sites • Construction of speed humps

		• Add skip bins • Water provision • Rehabilitation of Murogolo River. • Construct toilets for Tsakani • Filling up of potholes • One stop youth center
12.	Homu 14c Section A	• Tarring of taxi route • Creation of new streets • Drill boreholes for new residential sites. • Rezone residential sites at the hostel squatter camp and empty no. 26 • Construct an access road between Ngove and Section A • Rehabilitate the water reticulation • Seal all potholes • Unlock ward 12 proclaimed sites. • Community Hall • Library • RDP Houses at Mountain vies
13.	Section F Section D2 Risinga View B9 Makosha View	• Paving of the street leading to Comprehensive school • Paving of the road from Golele to Makosha B9 • Clinic/Mobile • Sports Center • Satellite police station • Community Hall • Borehole development • Paving of all passages in D2 • Three appollo Lights • Upgrading of drainage system • Community hall • Undeveloped sites • Clinic • Community Hall • Primary School • Sports Center • Water • High mast light • Clinic • Community Hall • Primary School • Sports Center • Water

		• High mast light
14.	Makosha and Xikukwani	• 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	• Library • Renovate Hanyanyani Primary School • Provide a bridge to the above school • Provide street lights (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 nwadzekudzeku tarring
16	Mninginisi Block 2	• Complete the construction of a bridge between Mninginisi and Muyex • RDP houses • Paving of internal streets • Construction of speed humps • Culvert bridge to the cemetery • Drilling of a borehole • Sports Center • Water canal needed • Complete the construction of the tar road to Alten • Water tank needed
	Mninginisi Block 3	• Clinic • Tarring of road from from the Mninginisi Block 2 to Mphambo • Culvert bridge to the cemetery • Additional classrooms at Mninginisi primary school • Re-gravel internal streets • Reservoir • Culvert briges xitalimbera section

	Mhlava-Willem	• Community Hall • Bridge to access Khakhala • Re-gravel internal streets • Construction of a combined school • Reservoir • Paving of internal streets
17	Thomo	• Library • Health center • Assistance on low performing learners • Refurbishment of the tribal office • Palisade fencing of clinic and upgrade to health center • Revitalize the Youth Camp for use and lunghani sport center • Employment of community members in the EPWP, and this should inc • Complete the electrification of houses • Paving of the internal road to the cemetery • Upgrading of internal street from gravel to paving • Appolo lights • RDP houses
18	Muyexe Khakhala	• Completion of the paved road • Completion of the sports centre • Opening of the Shangoni gate to KNP • Equip the local library • Maintain the Thusong Center • Provide water at the cemetery • Provide water for the village extension • Provide electricity of the village extension • Renovate Hatlani-Muyexe High School • Provide a bridge between Muyexe A and B • Transfer of all properties build by DARRLR • 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

	Gawula	• Dermacation of sites • Construct a nursery (E.O.I) • Provide an information centre • Satelite police station • RDP houses and toilets • Provide a clinic • Grade internal streets • Provie a farming area • Repair the water tank which is leaking.
19	Ndindani – Mahlathi hlomela and shingwedzi camp(KNP)	• Clinic to cater for Ndindani, Hlomela and Mahlathi villages • Refurbish boreholes which are not functioning • Culvert bridges to cemeteries and schools (Ndindani, Mahlathi and Hl • Refurbishment of primary and high schools of the villages mentioned • Construction of a nutrition block at Tshovani primary school. • Bush clearing from Hlomela to Makhuva • Electrify high mast lights at Mahlathi and Hlomela villages. • Tarring of road from Thomo to Hlomela villages. • Electrification of Mahlathi village • RDP houses for Hlomela, Ndindani and Mahlathi villages. • Upgrading of internal streets from gravel to paving
20	Mavalani Bon'wani	• Clinic • Water storage 2 reservoirs • Sports Centre • Tar Road • Library(completed) • Community Hall/indoor sport center(in progress) • RDP House • Electrification of Extensions • Renovation of Pfuxetani Primary School • Dam for cattle • High mast light • Tarring of the main road • Culvert bridge at Siribagwema • RDP Houses • Primary School • Fencing of water reservoir premises • Dam for animals(Earth Dam) • Electrification of extensions

	Mbatlo	• **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**
2 **1**	**Ngove** **Dzingidzingi** **Kremetart**	• **Library** • **Grading of internal streets** • **Sports center** • **Internal streets** • **Construction of a bridge at Hammaskraal** • **Clinic** • **Grading of internal streets** • **Traffic lights at kremetart entrance** • **Wall needed around the surburb** • **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** • **Upgrading of sewer system**
2 **2**	**Shikhumba** **and Shawela**	• **Conversion of Shikhumba clinic into a health center** • **D3851 road from Shawela to Shikhumba** • **Community Hall** • **Dam for livestock** • **Reservoir** • **Renovation of RDP houses** • **Upgrading of road from shawela to xikhumba to paving (ring road)** • **Additional boreholes** • **Renovation of Khwezu and Leleni primary schools** • **Electrification of the extended village and FBE** • **Construction of a taxi rank**

2 3	1. Nsavulani Mushiyani Kheyi Guwela Mbhedlhe	• Access road from Mushiyani to Xitlakati • Renovation of Chameti High School • Electrification of the village extension • Refurbishment of boreholes • Grading of internal streets • Tarring of the road from Mageva to Makhuva • Culvert bridge to the cemetery • Bulk water supply • Upgrading of schools • Access road from Kheyi to Matsotsosela • Energizing of the high mast light • Add boreholes • Construction of RDP houses. • Upgrading of Nghilazi primary school • Reopening of Penny Secondary school • Culvert bridge to Nghilazi primary school • Energizing the high mast light • Reopening of pheni school • Reservoir • Water reticulation • Cattle dipping tank • Satellite police station • Reservoir and 5 jojo tanks
2 4	Mageva Munghongho ma	• Sports ground • Culvert Bridges • 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

	Loloka	• **Dam for domestic animals** • **Water** • **Culvert bridge to graveside** • **High mast light** • **Library** • **Satellite police station** • **Construction of a high school**
2 5	**Ndhambi**	• **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** ✓ **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**
	RDP and Township	• **2 bridges connecting the two units** • **Bulk water supply** • **Primary school** • **Scraping of soccer pitches** • **Dumping sites** • **Extension of electricity**
	Daniel Rabalele	• **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	• Mobile clinic • Renovate Sikhunyani Secondary School • Renovate Mhlanganisweni Primary School • Water and Sanitation • Community Hall • Library • Community Hall • Sports Center	
	Maphata	• Upgrade the from gravel to tar(Nkomo to chamriri) • Culvert bridge at Bela-hi-moya extension • Clinic • Community hall • Renovate Phayizani primary school • Sports center • Tar road from the main road to the village(D3842)	
	Bambeni	• Clinic • Community Hall • Library • Sports Center • Completion of the tar road • Increase water reticulation capacity	
27	Xitlakati	• Sports ground • Library • Culvert Bridge • Tar road • Water provision	Re-gravelling of internal streets
	Khashane	• Sports ground • Library • Culvert Bridge • Tar road • Water provision	Re-gravelling of internal streets
	Matsotsosela	• Community Hall • Library • Culvert Bridge • Tar road • Water provision	Re-gravelling of internal streets
	Mayephu	• Community Hall • Library	Re-gravelling of internal streets

		• **Culvert Bridge** • **Tar road** • **Water provision**
2 8	**Mphakane** **Zava**	• **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** • **Paving of Internal streets** • **Renovation of Katekani Higher Primary school** • **RDP houses** • **Sports Center** • **Community Library**
2 9	**Phalawubeni** **Mbawula** **Makhuva**	• **Cellphone network aerial** • **Clinic** • **Community Hall** • **4 bridges** • **2 Boreholes** • **3 high mast lights** • **Community Hall** • **Library** • **Sports center** • **Clinic** • **Bridge** • **4 boreholes** • **3 high mast lights** • **Construction of a primary school** • **Dermacation 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**

	Nsavulani	• **Paving of internal streets and ring road to mbaula Renovation o 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	**Mapuve** **Jimu nghalalume**	• **Upgrading of taxi route from gravel to tar** • **Electrification of the extended village** • **Emergency housing** • **High mast lights** • **Blading of internal streets** • **Uphrading 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** **2. N'wakhuwani** **3. Vuhehli**	• **Tarring of the main road** • **Community hall** • **High mast light at Edward Homu High School** • **Library** • **Sports Centre** • **Dam** • **Electricy 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.**