



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

Greater Giyani Municipality. Integrated Development Plan DRAFT 17/18

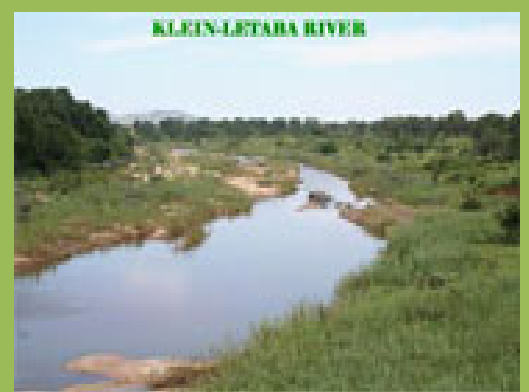
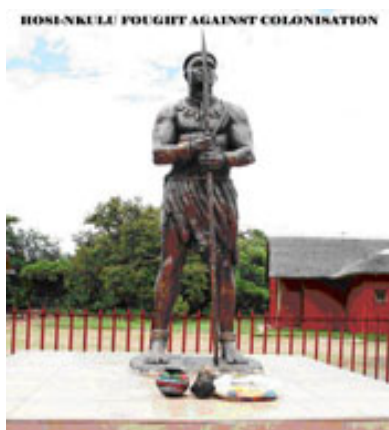


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MAYOR'S FOREWORD

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

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

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

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

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

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

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

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

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

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

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

Together we can do more.

Cllr. Mathebula S.S

MAYOR

Municipal Manager

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

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

In view of the greatest spatial shortage that we have been facing over the years, it is soothing to announce that we are nearing the completion of the second and final phase of the civic center building. This will alleviate the community's frustration of locating municipal offices which are currently scattered around the civic center, LEDA building, and the former UNIGAZ offices. Without doubt, the center will be complete by the end of 2017.

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

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

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

Acting Municipal Manager

Mathebula P.M

Executive Summary

The Integrated Development Plan of the municipality has been developed within an approved IDP framework and process plan 2017/18. The framework indicates legislation requiring the development of the IDP and sector plans, stakeholders' roles as well as responsibilities, timeframes and activities to be undertaken.

Legislative framework

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

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

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

Strategy Development Phase. This phase outlines the establishment of the **SWOT** analysis, review and development of strategic objectives and development of strategies. The latter mentioned issues were also dealt with in the strategic planning session. The vision and mission were reviewed in the 2014/15 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 (2017/18) operational plan of the municipality. The plan only takes into consideration the projects and programs with financial and human resource support. The SDBIP indicates when, how and who will be responsible for implementing each project and program. The SDBIP addresses all projects and programs in the projects phase.

Financial Plan. This chapter outlines the financial position of the municipality, its Mid-year performance budget, the planned budget for 2017/18. The Mid-year Budget performance influences the compilation of the following financial year.

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

Table0: Structures which drive the IDP

Role-player	Roles
Executive Committee	Participate in the drafting and approval of IDP Process Plan and the chairperson of the Planning and Development portfolio committee chairs the Representative Forum meetings.
Portfolio Committee	<ul style="list-style-type: none"> • Analyze and ensure that the IDP document addresses issues raised • Assist in setting of targets for projects implementation in

Role-player	Roles
	their Clusters committees meetings
Ward Councilors and their Committees	<ul style="list-style-type: none"> • Participate in the Rep Forums and collect information from the community for inclusion in the IDP. • Disseminate information to the community about the developmental issues as contained in the IDP and • Participate in the project implementations at their specific wards
Municipal Manager	Monitor and oversee the overall IDP planning and implementation process
Line function managers	<ul style="list-style-type: none"> • Participate in the steering committees meetings and Rep forums. • Provide technical/sector expertise
IDP Manager	<ul style="list-style-type: none"> • Is the secretary of the IDP Steering Committee, • Coordinate the overall IDP planning and implementation process. • Monitor the overall IDP planning and implementation process.
Sector departments (province & national)	<ul style="list-style-type: none"> • Provide data and information for better planning & alignment • Provide information about project to be implemented in the municipality as well as the budget allocation • Provide technical and professional support
Mopani District Municipality	<ul style="list-style-type: none"> • Coordinate and align planning activities of locals • Ensure horizontal and vertical alignment
Business sector	<ul style="list-style-type: none"> • Provide information and suggestions about business development.
NGOs & CBOs	<ul style="list-style-type: none"> • Participate in Rep forums meetings • Represent interest and contribute knowledge and ideas

Role-player	Roles
Community members	<ul style="list-style-type: none"> • Participate in their wards by providing information to the ward committees • Participate in local meetings • Provide comments during the IDP advertisement period.

PROCESS PLAN 2017/18			
01 PREPARATORY PHASE			
NO	DATE	ACTIVITY	RESPONSIBILITY
1.		1) Approval of SDBIP 28 days after approval of budget.	Mayor.
2.		2) Finalization and signing of performance agreements (by senior managers).	Municipal Manager & Corporate Services
3.		Development of draft IDP/budget process plan	Strategic planning& BTO
4.		Draft process plan submitted to IDP and Budget Steering Committee	Strategic planning& BTO
5.		Draft process plan submitted to Portfolio Committee	Strategic Planning & BTO
6.		Special presentation of the Draft Process Plan to all Councillors	Strategic Planning & BTO
7.		Advertise Draft Process Plan	Strategic planning& BTO
8.		Process plan submitted to IDP Rep Forum	IDP Office
9.		Final Process Plan submitted to EXCO	Strategic planning
10.		Final IDP/Budget Process plan to submitted to council for approval	Council services
02 ANALYSIS AND STRATEGY DEVELOPMENT PHASE			
11.		Confirmation and analysis of community needs submitted previous financial year	IDP office

12.		Development of Ward Profiles/and status quo analysis.	CDW's/IDP office
13.		Review of quantitative analysis per Sector	IDP office
14.		Submission of reviewed analysis to IDP steering committee	All Departments
15.		Submission of annual performance report and AFS to Auditor general	Municipal manager office
16.		IDP /Budget Steering Committee Draft Annual and Report	Strategic planning
17.		Draft Annual report	Portfolio Committee
18.		Draft Annual report	EXCO
19.		Tabling of Draft Annual Report) to council.	COUNCIL
20.		Draft Analysis Phase presented	Steering Committee & IDP office.
21.		Preparation of MID year report	BTO and municipal manager office.
22.		Strategic Planning (Review of Vision, Mission, Organizational Structure and Strategies)	Strategic planning
23.			
24.			
25.			
26.			Strategic planning
PROJECT PHASE			
27.		<ol style="list-style-type: none"> 1) Review past performance (financial & non-financial): Analysis of current reality including basic facts and figures 2) Analysis of infrastructure and current service delivery level. 	<ul style="list-style-type: none"> • Municipal Manager & all senior managers • MM/Technical Services Manager.
28.		1. IDP /Budget steering committee(preparation for public participation on draft projects, request community needs and feedback on	<ul style="list-style-type: none"> • All managers

		performance(SDBIP)) 2. Submission of mid-year performance assessment to council	<ul style="list-style-type: none"> Council
29.		Ward Public participation for 2017/18 financial year.	All managers All Councillors
30.		Identification of projects (own, MIG, Grant Funding and Sector Departmental Projects) Tabling of 2017/18adjusted budget(special council)	IDP, Management MM Council
31.		prioritization of project	All managers & All councillors
INTEGRATION PHASE			
32.		Review of sector Plans and Policies Progress report to be done at all portfolio meetings throughout the year e.g <ul style="list-style-type: none"> LED strategy Disaster management plan Spatial Development Framework Environmental Plan All financial policies Institutional Plan By-laws 	management All councillors Relevant stakeholders All departments
APPROVAL PHASE			
33.		Request for advert for IDP rep forum and advert of 21 days public consultation and 14 days publication of adopted IDP	Strategic Planning
34.		Draft IDP/ Budget 2017/18	Steering Committee
35.		Draft IDP/ Budget 2017/18	Portfolio Committee
36.		Briefing on the Draft IDP/Budget 2017/18	BTO & Strategic

37.		Rep Forum (Draft IDP/ Budget 2017/18	Strategic Planning
38.		Draft IDP/ Budget 2017/18	EXCO
39.		Draft IDP/ Budget 2017/18	Council
40.		Advertise for 21 days for public comments	Strategic Planning
41.		Final IDP/ Budget 2017/18 submitted to steering IDP/Budget steering committee	Strategic planning
42.		Final IDP/ Budget 2017/18 submitted to portfolio committee	Strategic planning
43.		Submission of final draft IDP/budget to IDP REP forum meeting	Strategic planning
44.		Final draft IDP/budget submitted to council for adoption	Municipal managers office
45.		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 2017/18.

1.1.2. Overview

The Greater Giyani Municipality is one of five (5) local municipalities falling within Mopani District Municipality in the Limpopo Province. The other four local municipalities are Greater Tzaneen (+/-120km), Greater Letaba (+/-90km), Ba-Phalaborwa (+/-160km) and Maruleng (+/- 195km). The town is located +/- 185km from Polokwane, +/-100km from Thohoyandou

and +/- 550km from Tshwane. The municipality covers approximately 2967, 27km² areas with only one semi-urban area being Giyani. The municipality is demarcated into 31 wards and has 62 councilors. It has 10 traditional authority areas comprising of +93 villages. Giyani town is the largest center of population concentration, employment opportunities, shopping and recreational facilities.

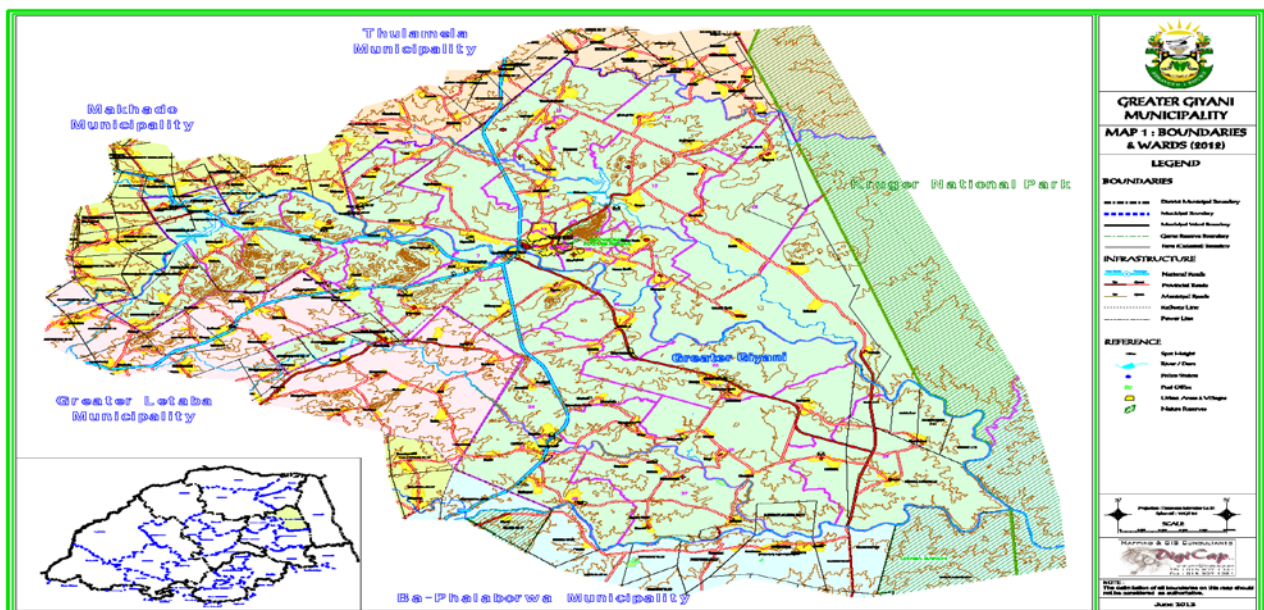
Map 1 below displays the spatial layout of the municipality. indicating wards boundaries and boundaries which the municipality shares with neighboring municipalities. The new demarcations has the Shingwedzi camp with into ward 19; that on its own has cost implications in relation to the provision of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

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

MAP 1: SPATIAL ORIENTATION OF GREATER GIYANI MUNICIPALITY

Source: Demarcation Board 2014

1.1.3. Total Population



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

Table 2: Total population per ward

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

1.1.4. Population per Gender and Age

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

Table 3: Population per age and gender

Estimated Population for Greater Giyani , 2001& 2011by Gender and Age						
	Gender	2001	%	2011	%	2011
0-4	Male	15135	49.3	13559	49.7	16436
	Female	15566	50.7	13725	50.3	12151
5 to 14	Male	34728	49.3	35850	49.5	16424
	Female	35692	50.7	36509	50.5	17964
15 to 34	Male	32123	44.1	37640	44.4	18749
	Female	40659	55.9	47117	55.6	18749
35 to 64	Male	11976	35.2	14966	35.1	4436
	Female	22054	64.8	27633	64.9	7166
Over 65	Male	2732	32.4	3091	29.6	1845
	Female	5712	67.6	7345	70.4	3473
Total	Male	96694	44.7	105106	44.3	107094
	Female	119683	55.3	132329	55.7	140473
Total	All	216377	100	244 217	100	256 300

(STATSA, 2011)

1.1.5. Level of Education

The majority of people in the age groups 5 to 24 years, did attend school in 2007 (74.4%). It is indicated that 22.6% of the population in this age bracket, does not attend any educational institution; possible factors contributing to this may be accessibility of schools and affordability of higher learning institutions.

Table 4: Educational Institutions being attended

Persons	2016	%
None	29217	22.6
Pre-school	2773	2.1
School	95970	74.4
College	635	0.5
Technikon	134	0.1
University	73	0.1
Adult Education Centre (ABET)	113	0.1
Other	106	0.1
Total	129021	100

(Census 2011)

Table 4 presents statistics on the highest level of education attained by persons older than 20 years, between 2001 and 2007. It indicates that the population with no schooling decreased from 47.6% to 42.1% in 2001. The percentage of the population with an educational level higher than Secondary school increased from 4.7% in 1996 to 7.4% in 2001 with the actual number almost doubling during this period. A factor that may contribute to the lower percentages on higher learning institution is the capacity and the variety of qualification offered by our local institutions.

1.1.6. Employment Profile

Table 7 indicates that the number of unemployed people has increased from 20 534 (50.7%) in 1996 to 31 636 (60.4%) in 2001. Unemployment has a negative impact on society which might eventually result in an increase in crime, grant dependency, and non-payment of services.

Table 5: Labor Force

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

Source: Demarcation Board, 2003

Table 6: Labor Status

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

Source: StatsSA 2011

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

1.1.7. Household Income

The average income for all members of community within Greater Giyani can be categorized as presented in Table 9. The percentage of people earning no income decreased from 82.34% in 2007 to 78.04% in 2011. The percentage of people earning less than R400 per month did increase tremendously (the number of persons doubled from 5764 in 2007 to 18631 in 2011) and there was a decline in those earning between R401 and R800 per month. The high statistic of low earning people may be in relation to the employment industry. Agriculture in general, employs more people, but with the lower wages. People that are earning higher incomes are professionals which are usually fewer in number.

Table 7: Population by Individual Monthly Income, Greater Giyani, 2007 & 2011

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

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

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

1.2 Analysis of Key Performance Areas

1.2.1. KPA 1: SPATIAL RATIONAL

1.2.1.1 Purpose of Spatial Analysis and overview

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

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

The CBD is locked in the Tribal Authority land. As a result, the town is growing inwards. There are visible unstructured developments which impact negatively on the image of the town. There is a need to revitalize the town and develop incentive policies to attract investment.

1.2.1.2 Settlement Patterns

Giyani population is concentrated in 94 rural villages and 7 townships. The Giyani spatial economic development patterns are marked by apartheid legacy with the majority of people confined to rural areas with limited economic activities and access to urban infrastructure. Rural communities are situated far apart, which makes infrastructure development expensive. Villages are an average distance of 35kms away from the CBD and most roads are gravel. In

rainy seasons, the roads are not easily accessible, which affects service, most importantly, emergency services.

1.2.1.3. Settlement Hierarchy

Table 9: Hierarchy of settlements

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

1.2.1.4. Land Claims and their socio-economic implication

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

1.2.1.5. Land Reform

According to the land claims commission, more than 44 land claims were received from Greater Giyani. However, upon investigation, it was discovered that only 11 of them were found to be valid. The rest are still being validated. **(DRDLR land claims section 2016).**

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

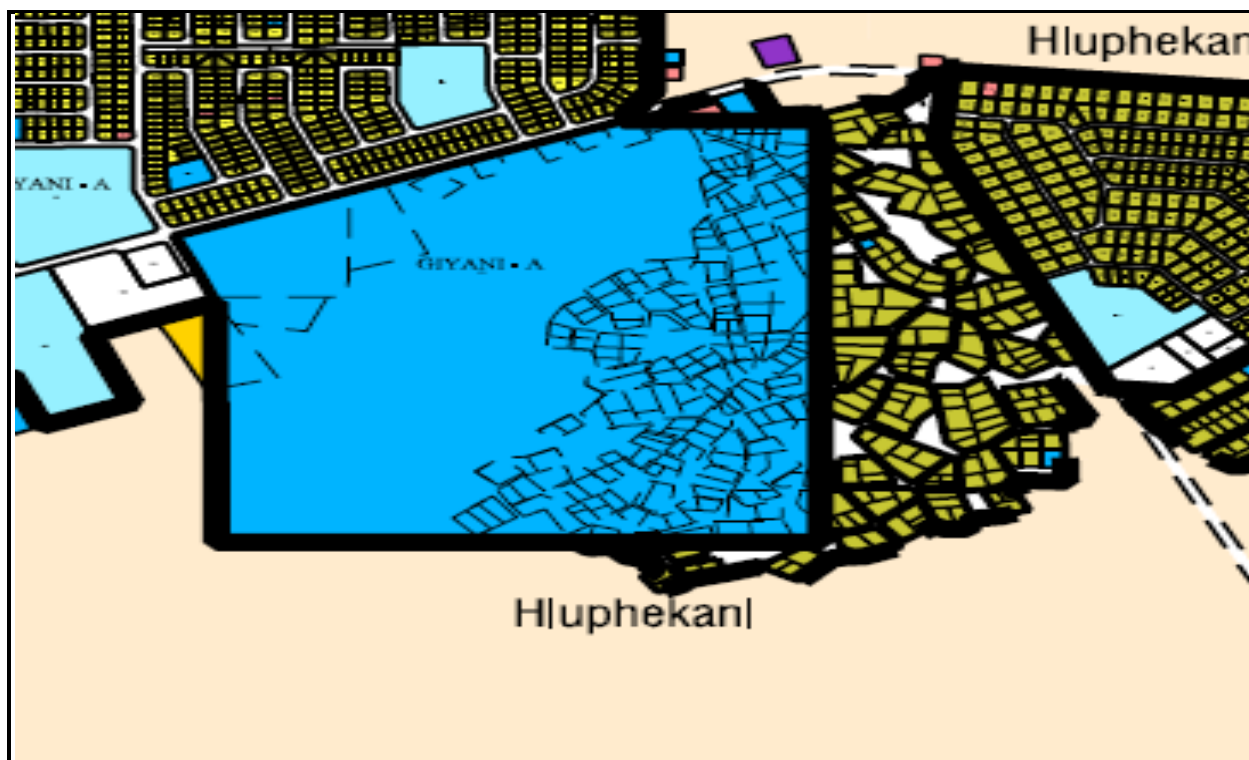
Challenges that the Land Claims Commission is faced with are as follows:-

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

1.2.1.6. Illegal land occupation and informal settlements

Giyani has 16 informal settlements which are spread across the municipal area. They are both on municipal and traditional land. Informal settlements have a negative impact on planning, provision of services and attraction on investment.

Map 2: informal settlements on proclaimed land



(Source: GGM LUMS)

Map 2, indicates an example of encroachment of informal settlements on proclaimed land. There is a need for the municipality to identify land and township establishment for the relocation of informal communities. There is a need of the enforcement of by-laws as well as the application of the land Use Management Scheme. The LUMS has been advertised and approved and is yet to be promulgated.

1.2.1.7. SDF and LUMS

The municipality has adopted its SDF. There is a need to review the SDF to ensure that the following are indicated:

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

- Alignment of SDF and LUMS

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

During a strategic planning session held in November 2013, the planning tools were noted as critical:

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

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

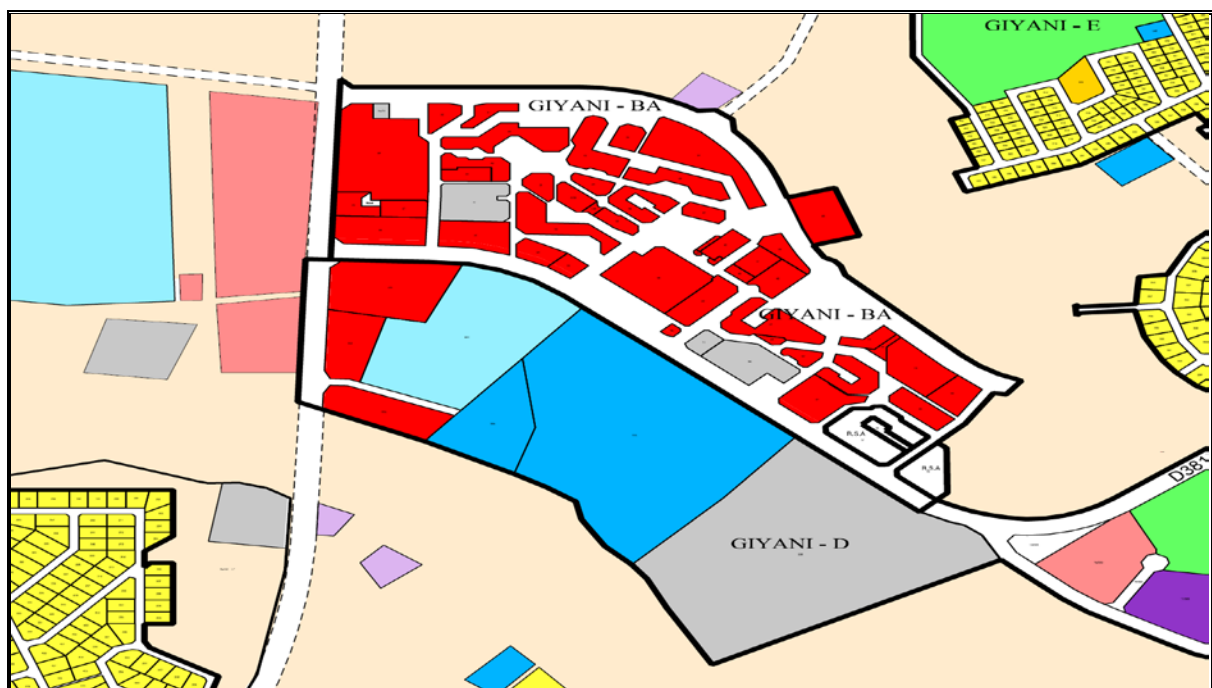
1.2.1.7.1. Promulgation of LUMS

The promulgation of LUMS needs to meet the following requirements:

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

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

Map 3: proclaimed areas with open spaces



Source: GGM LUMS

1.2.1.8. Strategic Land for development

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

1.2.1.8.1. Strategic Land for residential development

The land which is situated north of R81 road from Giyani to Polokwane is strategically located for residential purposes in line with the government objective of creating sustainable integrated human settlements. The land will accommodate high, medium and low income earners as per map 3 below.

1.2.1.8.2. Private/Tribal Authority land for development

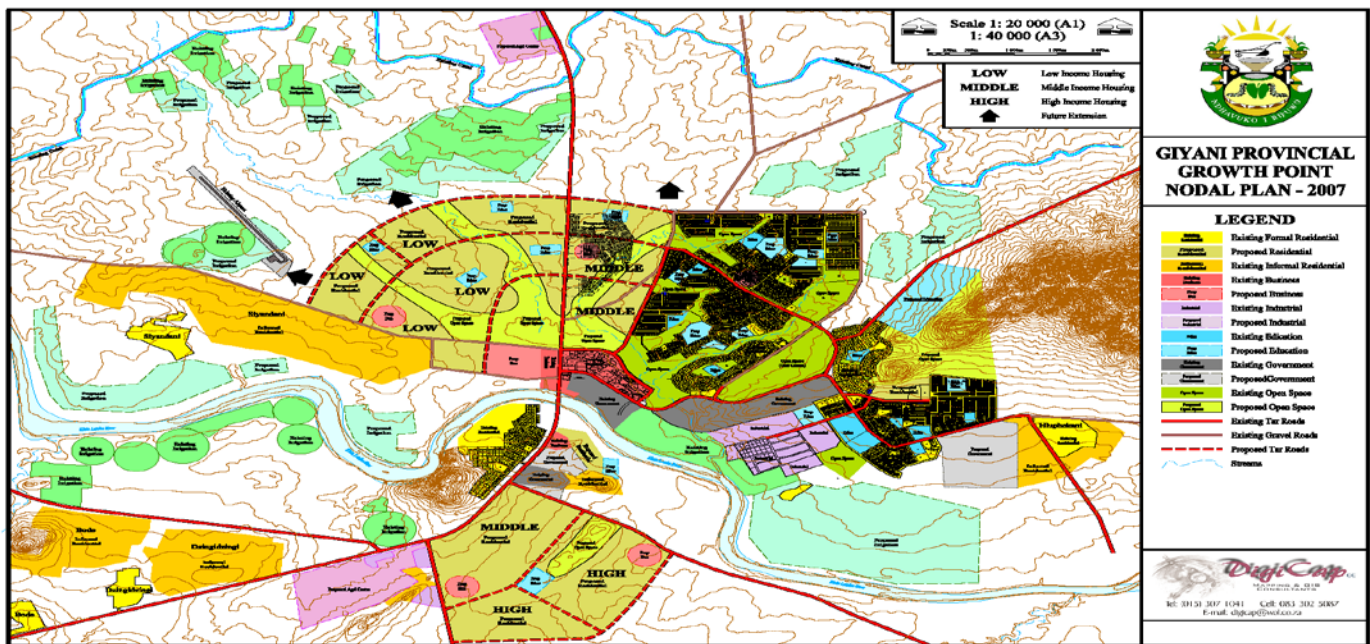
The land which is situated adjacent to the CBD is strategically located for both residential and business purposes. The municipality is in the process of developing the infrastructure master plan which will assist to develop the land. Currently negotiations are going on between the municipality and traditional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

1.2.1.8.3. Government land suitable for development.

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

1.2.1.8.4. Ideal land for industrial development

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



Map 4: Strategic land for Development

Source: GGM Land Use Management Schemes

1.2.1.9. The Environmental analysis

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

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

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

a. Climate

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

b. Geology

The Greater Giyani Municipality is characterized with different types of soil and also there is a mineral belt which passes from the western part to the eastern part of the municipal area

towards the Kruger National Park. There are 24 disused mines in the whole area with gold as the dominant mineral, as well as a little deposits of cilica around the Muyexe area.

c. Terrain

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

d. Hydrology

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

e. Soil potential and Agriculture

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

f. Tourism and conservation

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

The following are environmental challenges identified in GGM:

Table 10: Environmental challenges

<p><u>Air Pollution</u></p> <p>Air pollution is an environmental problem which affects mainly the Giyani Town due to the concentration of vehicles and small industries (factory units), and the illegal burning of garbage at the current dumping site.</p>	<p><u>Water Pollution</u></p> <p>Water pollution in the Greater Giyani Municipality is a serious problem. Water is polluted by littering and the overflow of sewage, creating serious health problems for people who depend on water from rivers and streams. Informal businesses, conducted alongside the road to Moeketsi – Malamulele, worsen the problem by illegal dumping in the Klein Letaba River along the Ngove, Nkomo and Homu villages.</p>
<p><u>Deforestation.</u></p> <p>Deforestation affects most of the Greater Giyani municipal area. Firewood collectors, farmers, villagers, traditional healers, and herbalists</p>	<p><u>Veld and Forest fires</u></p> <p>Veld and forest fires are experienced in the whole of Greater Giyani Municipality. The magnitude of the problem is severe. The major causes of this problem is poaching, firewood collection, uncontrolled burning of forests. Veld fires are prevalent in winter or early summer and affected areas include grazing land and the Man’ombe Nature Reserve.</p>

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

Table 11: Environmental SWOT Analysis

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

1.2.1.10. Challenges: Spatial Rational

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

1.2.2. KPA 2: Institutional development and Transformation

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

1.2.2.1. Political Structures

Council has appointed seven full time councilors as follows:

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

1.2.2.2. Portfolio Committees (established by council)

Table 12: Portfolio committees

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
01	BUDGET AND TREASURY	BUDGET AND TEASURY	FINANCE
02	WATER, SANITATION AND ENERGY	TECHNICAL.	INFRASTRUC TURE
03	ROAD AND TRANSPORT	TECHNICAL	INFRASTRUC TURE
04	HEALTH AND SOCIAL DEVELOPMENT	COMMUNITY SERVICES	SOCIAL
06	CORPORATE AND SHARED SERVICES	CORPORATE SERVICES	CORPORATE GOVERNANC E & SHARED SEVICES
07	SPATIAL PLANNING AND LED	STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPME

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
			NT
08	INFRASTRUCTURE DEVELOPMENT	TECHNICAL SERVICES	INFRASTRUCTURE
09	SPORTS, ARTS AND CULTURE	COMMUNITY SERVICES	SOCIAL

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

- Gender
- Disability
- Traditional Affairs
- Youth
- HIV/Aids

1.2.2.3 MPAC and its functionality

Section 129 of the MFMA requires municipalities to prepare an oversight report over the annual report and to publish it.

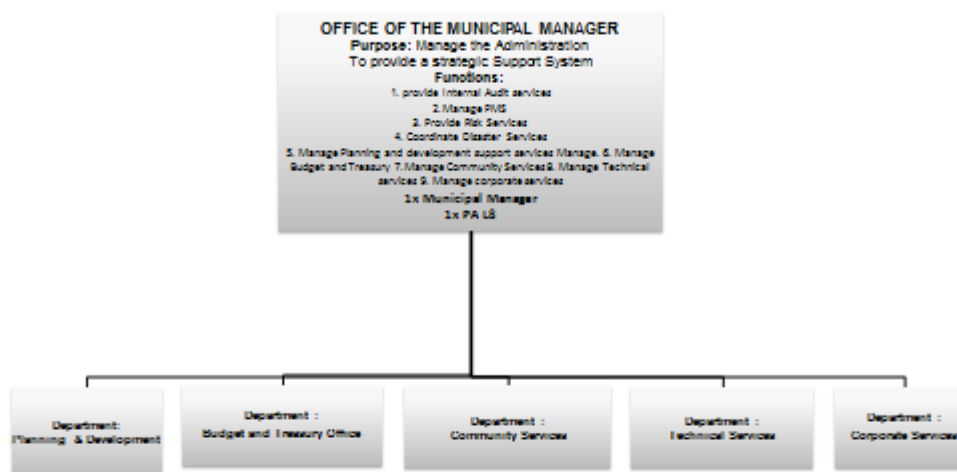
Section 79 of the MSA provides for committees of council reporting directly to the council, in accordance with the terms of reference of such committees as developed by the council. Such committees, because of direct reporting lines to council, are best suited to do oversight in the municipality, not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

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

The committee has quarterly meetings, and an admin officer has been appointed to support the office. A position of a researcher has been included during the strategic planning session to ensure effective and efficient functionality of the office. The committee has assessed the annual report for 2016/17 and also engaged in a public participation session in that regard.

1.2.2.4. Administrative Structures

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



1

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

The administration structure consists of the following departments and Units:

- Budget and treasury office
- Corporate Services
- Community services
- Technical Services Department
- Planning and Development

1.2.2.5. Mandate, Powers and Functions

The Greater Giyani Municipal Council is a category B Municipality which consists of 60 Councilors and 10 Traditional Leaders. The Municipality has been assigned powers and functions in terms at Section 84 (2) of the Local Government: Municipal Structures Act, 117 of 1998 as amended. Greater Giyani Municipality was assigned the following powers and functions:

Table 13: Municipal Powers and Functions

FUNCTION	RESPONSIBLE DEPARTMENT	DEFINITION
Municipal Planning	Strategic Planning & LED	Development of the integrated development plan in terms of the municipal Systems Act, 32 of 2000.
Local Tourism	Strategic Planning & LED	The promotion, marketing and, if applicable, the development of any tourism attraction within the area of the municipality with a view to attract Tourist; to ensure access, and municipal services to such attraction, and to regulate structure and control
Markets	Community Services and Strategic planning and LED	The establishment , operations, management , conduct, regulations and / or control of markets other than fresh produce markets including market permits, location, times, conduct, etc.
Trading Regulations	Strategic Planning &LED	To regulate of any facility and /or activity related to the trading of goods and services within the municipal area not already regulated by National and provincial legislation
Municipal Parks	Technical Services and Community Services	The provision, management, control and maintenance of any land, garden or facility set aside for recreation, sightseeing and / or tourism and including playground, but exclude sport facilities.
Open places	Community Services	The management, maintenance and control of any or facility owned by the municipality for public use.
Noise pollution	Community Services	The control and monitoring of noise that adversely affects the well-being of human health or the eco-system that is useful to maintain, now or in the future.
Control of public nuisance	Community Services	The regulation, control and monitoring of any facility or activity.
Municipal Airport	Technical Services	A demarcation area on land or water or a building which is used or intended to be used, either completely or in part, for the arrival or departure of air craft which includes the establishment and maintenance of such a facility, including all infrastructure and services
Municipal Public Transport	Technical Services	The regulation and control and where applicable, the provision of: services for the carriage of passengers, whether scheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Storm Water drainage	Technical Services	The Management Systems to deal with storm water in building-up areas.
Portable Water	Technical Services	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply.
Sanitation 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 parlour a and crematoria	Community Services	The establishment, conduct, control facilities for the purpose of disposing of human and animal remains
Municipal Roads	Technical Services	The construction, maintenance and control of all public roads
Street Lighting	Technical Service	The provision and maintenance of lighting for the illumination of streets.
Local Amenities	Technical services	The provision, management, preservation and maintenance of any municipal place, land and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any of such amenities.
Traffic and parking	Community Services	The management and regulation of traffic and parking within the area of the municipality including but not limited to the control over the operating speed of vehicles on municipal roads.
Municipal Public works	Technical Services	Any supporting infrastructure or services to empower a municipality to perform its functions
Building regulations	Technical Services	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of Jurisdiction of a municipality, which must at least provide for approval of building plans, building inspections.
Electricity reticulation <i>ESKOM is responsible</i>	Technical Services	Maintenance of the electricity reticulation network, bulk supply or electricity which includes for the purpose of such supply, the transmission, distribution and where applicable, the generation of electricity and regulation control.

1.2.2.6. Employment equity

Table 14: Employment Equity

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

1.2.2.7. Retention Policy

Retention policy is in place.

1.2.2.8. Skills development plan

The position of a skill Development Facilitator is filled and a Work Skills Development Plan 2013/14 to 2016/17 is in place and implemented as follows:

Table 15: Skill Development Plan for 2017/18

Department	No. to be trained	Gender	
		M	F
1. Basic Service Delivery	Sanitation 11	11	0
	Storm water	1	0
	Land Scaping 13	9	4
	Road Maintenance 2	2	0
	Waste Management 6	5	1
	Land fill management 2	1	1
	Horticulture 1	0	1
Financial Viability	SCOA 10	4	6
	Payroll 5	2	3
	IMFO 4	4	0
	GRAP 9	7	2
	Audit 2	1	1
	Risk 1	1	0
	Contract management 1	1	0
	MFMP 5	5	0
Accounts Payable and	4	9	

	Accounts Receivable 13		
Public Participation	Protocol and Events Management 3	2	1
PLANNING	LED and IDP 7	5	2
Institutional Development	Workplace Training 141	74	67

1.2.2.9. Performance Management System

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

The draft PMS policy only addresses the performance of the organizational and S57 managers. SDBIPs for 2017/18 was signed and submitted to COGHTA as per MSA 32 of 2000. Performance report has been submitted on quarterly bases, and Mid-year report 2016/17 was approved by 25th January 2017 and submitted to COGHSTA. The performance audit committee has been appointed by council.

1.2.2.10. Challenges on Institutional Development and Transformation

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

1.2.3. 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 (2013), 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	4 831	Basani	2 587
Savulani	2 380	Ngove	6 280	N`Wamakena	3 737
Shikhumbana	2 450	Nkomo A	2 408	Dingamazi	1 694
Shawela	3 980	Nkomo B	4 150	Shimange	2 740
Mahumani	2 030	Bambeni	1 290	Nden`Eza	4 088

Pipeline	Population	Pipeline	Population	Pipeline	Population
A		C		Mapuve Water Works	
Makhuva	4 330	Maphata	2 000	Phikela	2 300
Mbaula	3 620	Munghonghoma	1 260	Muhlahlandlela	2 643
Phalaubeni	2 210	Gidja (loloka)	1 420	Ximausa	3 129
Mushiyani	1 640	Mbhendlhe	1 230	Msengi	3 902
F (South)		Guwela	1 530		
Thomo	2 710	Kheyi	1560		
Mninginisi Block 2	2 630	Mageva	6 990		
Mhlava Willem	1 540	Dzumeri (Ndhambi)	6 970		
Muyeshe	4 100	Daniel	1 230		
F (North)		Mphagani	5 590		
Shikukwani		Zava	5 677		
Mavalani		Khanxani	2 910		
Bon`Wani		Shitlakati	2 060		
Mbhatlo		Matsotsosela	2 302		
Shivulani		Mzilela	1 150		
N`wadzekudzeku		Mayephu	1 940		
Mninginisi b/1 & 2					

Source DWS 2013

Table 17 indicates the main water supply for households in Greater Giyani. Households with water inside their dwellings decreased from 18.94% in 2007 to 11.26% in 2011. These figures are however questionable. Other factors that might have contributed to the latter mentioned fact are the re-demarcation of municipalities. However, 42.83% of the household's does not have access to at least RDP standard water supply in 2011.

Table 17. Main water sources supplying households

Households	2007	%	2011	%
Dwelling	7942	18.94	5887	11.26
Inside Yard	12396	29.56	16894	32.31
Community Stand	19274	45.96	7112	13.60
Community stand over 200m	0	0.00	15404	29.46
Borehole	712	1.70	1485	2.84

Households	2007	%	2011	%
Spring	1091	2.60	20	0.04
Rain Tank	336	0.80	71	0.14
Dam/Pool/Stagnant Water	0	0.00	110	0.21
River/Stream	0	0.00	3065	5.86
Water Vendor	0	0.00	150	0.29
Other	189	0.45	2086	3.99
Total	41940	100.00	52284	100.00

(Stats SA, 2011)

1.2.3.1.1. Free Basic Services

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

1.2.3.2. Sanitation

Sanitation is a major problem, which also contributes to health hazards and underground water pollution. Most of the people within the municipal jurisdiction area use pit latrines (22.5% in 2011) without ventilation while others have no sanitation facilities at all (54.9% in 2011). 22.2% of Households had RDP standard sanitation in 2001 with 41 108 (77.8%) households still below the RDP standard. The department of water and sanitation is in the planning process of constructing new sewer treatment works to augment the existing plant.

Table 18: Sanitation facilities for households.

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

S tats SA, 2011

Electricity

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

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

Table 19: ESKOM PROPOSED PFOJECTS FOR 2015 – 2018 (UNITS)

2015/17		2016/17	
Mageva (done)	461	Ngove	589
Noblehoek(done)	20	Makosha	299
Bode(done)	380	Mavhuza	57
Botshabelo(done)	154	Mnghonghoma	86
Maphata(done)	100	Daniel	50
Phalaubeni(done)	91	Loloka	57
Blinkwater	218	Hlaneki	196
Nsavulani(Done)	170	N’wamankena	93

TOTAL: R19 128 000	1594	TOTAL: R17 124 000	1427
2016/2018			
Xawela	117	Mbhedlhe	30
N'wadzekudzeku	120	Khakhala	34
Mayephu	16	Guwela	32
Xikukwani	800	Bon'wana	30
Shikhunyani	30	Basani	33
Matsotsosela	28	Homu 14C	509
Ndhambi	170	Thomo	300
Shivulani	31	Nkomo A	19
		TOTAL: R25 680	2140
		000	

Table 20. GGM PROPOSED ELECTRIFICATION PROJECTS FOR 2015 – 2018

(Units)

2015/18			
Gon'on'o(done)	58	Ndhengeza(done)	216
Makhuva(in the process)	610	Mphagani(done)	87
		TOTAL: R11 652 000	971
2015/2018			
Dingamanzi	73	Gandlanani	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: R16 296 000	1308
2015/18			
Risinga	723	Mahlathi	26
Ntshuxi	15	Hlomela	11
Xitlakati	48	Khaxani	31
Shivulani	31	Sekhiming	119
Siyandhani	11	Babangu	19
Nkomo B	16	NkomoC	7
Dzingidzingi	56	Mninginisi B2	13
Muyexe	88	Xawela	117
Mapayeni	60	TOTAL: R19 296 000	1608

The total number of households without electricity in GGM is 12 073 (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 1996 19114 (45.7%) and in 2011 was 35503 (67.2%), therefore 33.8% or 17364 households still need electricity.

Table 21. Source of Energy for Lighting

Households	2011	%	2016	%
Electricity	35503	67.2		80.9
Gas	122	0.2		0
Paraffin	6200	11.7		5.5
Candles	10718	20.3		12.9
Solar	60	0.1		0.1
Other	264	0.5		0.5
Total	57 567	100		63 547

Source: Stats SA 2011

1.2.3.3. Refuse removal / solid waste

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

Table 22. Refuse Removal

Households	2007	%	2011	%
Munic Weekly	5302	10.1		12.9
Munic Other	146	0.3		0.3
Communal Dump	402	0.8		2.6
Own Dump	33028	63.2		64.7
No Disposal	13406	25.6		19.4
Total	52284	100		100.0

Stats SA, 2011.

1.2.3.4. Housing

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

Table 23. Number of sites by housing type

Housing Type	No of Sites 2012 COMPLETED	Backlog
PHP (people housing program)	12 354	17 826
Rural Housing (RDP)	13 487	Not determined

(Source: Municipal Database, 2012)

In terms of Table 24 most dwelling in Greater Giyani are either formal (44.4% in 2011) or traditional (53.3% in 2001). It is notable that the number of formal houses increased from 30.5% in 1996 to 44.4% in 2011 while traditional houses decreased from 66.45% in 2007 to 53.3% in 2011. Therefore the housing backlog can be seen as the informal & traditional dwellings amounting to 28 985 or 55.4 the department of local government has appointed consultants to develop the housing chapter for Greater Giyani which will inform

the housing need of the municipality. This chapter will also assist in the establishment of integrated sustainable human settlement and also making our IDP credible. According to municipal housing chapter the housing backlog is estimated at 22504 housing units. The housing chapter has also identified possible land that could be used to build new houses in line with government policy of integrated human settlement.

It must be indicated that the majority of houses in Greater Giyani are thatched roof mud roundavels, some of these houses were destroyed during the 2000 floods. This problem persists during rainy period. There are township establishments in GGM. Currently Department is building houses (RDP) within existing stands in the villages. No Middle income township establishment in the municipality.

Table 24: Types of dwelling	DWELLING TYPE	% 2007 COMMUNITY SURVEY	% 2011, STATS SA
House or brick structure on a separate stand or yard		41.0	70.0
Traditional dwelling/hut/structure made of traditional materials		53.3	24.9
Flat in block of flats		0.7	0.3
Town/cluster/semi-detached house (simplex, duplex, triplex)		0.3	0.1
House/flat/room in backyard		1.9	1.5
In backyard		0.3	0.5
Not in backyard (informal, squatter, settlement)		0.8	2.1
Room/flatlet not in backyard but on a shared property		0.5	0.3
Caravan or tent		0.1	-
Private ship/boat		-	0.1
WORKER'S HOSTEL (BEDROOM)		-	0.1
OTHER		-	0.3
TOTAL		100.0	100.0

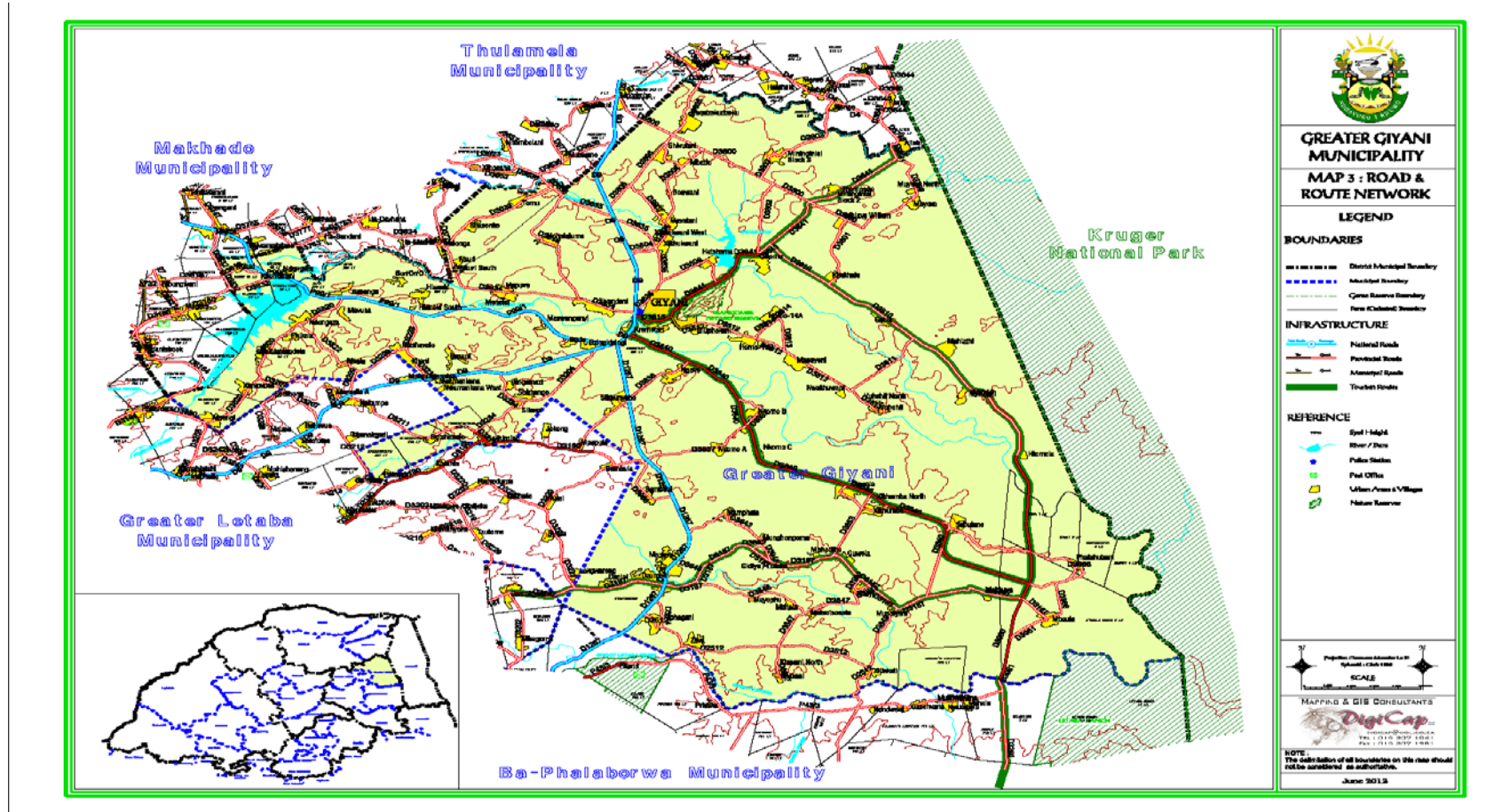
Statssa 2011

1.2.3.5. ROADS AND TRANSPORT

1.2.3.5.1. Roads and Storm Water

The road network within Greater Giyani Municipal area which was damaged by the rainfall during 2000 has been repaired. What remains now is for provisions to be made to ensure that they are maintained regularly. Most of the roads need rehabilitation and maintenance and bridges need to be repaired .Giyani has **79km** of provincial tarred road and **608km** of gravel road.

1.2.3.5.2. Strategic Road network: Map: 5



Source: GGM SDF 2013

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

Table 25. Road connections by type

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

Total		79
District Gravel Roads – GGM		
D3641	Giyani college of education -	24
D3812	Vuxakeni - Vuhehli road (4 km tarred,) 1,2km added	20
D3635	D3809 -D3636(Mudavula)	20
D3634	Giyani – Malonga (Completed)	29
D3810	Thomo -Hlomela road	34
D3802	Thomo –Shangoni(7km left to proposed shangoni gate)	8
D3803	Mninginisi – Shingwedzi	13
D3801	Khakhala –Mhava Willem	8
D3800	Shangoni road -	26
D3809	Manombe - Makosha - Mahlangula	7
D3799	Shingwedzi – Muyexe	6
D3805	D9 - Nwazekudzeku–Shingwedzi)	10
D3816	Siyandhani –Ngalalume -D3635	14
D3807	D3805 – Mavalani	5
D3633	Malonga - Sifasonke -D3635	12
D3804	Xikukwani - Mbatlo -Shangoni	18

D3814	14B - 14A(planning in progress)	4
D3813	14A – Mapayeni	4
D3811	Vuhehli –Mahlathi gate	8
D3207	Ximausa – Sedibene	8
D3209	Rivala – Khani	9
D3238	Hlaneke – Gandlanani	8
D3206	Sedibene – Border	8
D3187	Lekwareni – Mbaula	49
D3836	Sikhunyane – Ngove	16
D3840	Kremetart - D3187	46
D3837	Nkomo – Shamriri planning in progress	09
D2512	Constatia – Shitlakati	24.6
D3849	Matsotsosela –Molototsi	11
D3847	Kheyi – Khashane	16
D3848	Mushiyane – Xitlakati priority road agricultural support	8
D3981	Mbaula - Letaba river	8
D3982	Kheyi - D3187	2
D3854	Shiawela – Shikhumba	6.2

D3948	Mngongoma – Gidja	2
D3844	Mphagani - D1267	3
D3820	Babangu – Msengi (implimentation phase)	25
D3843	Mageva road -	3
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 – Nakampe	9
D3983	D1267 – Bambeni tarred	6
Total		606.8

(Source: Municipal database)

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

Transport

With regard to public transport, the area is served by buses and taxis. GNT has a fleet of more than 40 buses which have been distributed all over Greater Giyani Municipal area. The buses serving the area are augmented by long distance buses which are either privately owned, ferrying passengers from Giyani to Gauteng. There are private bus companies which

assist in conveying commuters to and from work on a daily basis, e.g. Risaba Bus Service and John Hlungwane as well as approximately 500 taxis. Table 26 presents the main mode of travel to work for the population in Greater Giyani during 2001. From the table it is clear that most people get to work/school on foot (44%), while 2.4% use minibus/taxis.

Table 26. Mode of Travelling for Work or School

persons	2016	%
Bicycle	911	0.4
Bus	2686	1.1
Car Driver	2952	1.2
Car Passenger	3561	1.5
Minibus/Taxi	5709	2.4
Motorcycle	188	0.1
NA	116349	49.0
Foot	104445	44.0
Other	359	0.2
Total	256 300	100

Stats SA, 2011

The municipality has a traffic testing station. The station operates under the framework of NaTIS Regulation and performs transactions such as vehicle registration and licensing, learner license testing, driver's license testing, driver's license card renewals and vehicle roadworthy testing. The station is currently being rehabilitated and some funds have been set aside to upgrade the station to be a grade A testing station which will also test heavy duty vehicles like trucks and buses.

Greater Giyani municipality has an airport/landing strip which was developed by the former Gazankulu Government. The strip has not been adequately utilized due to poor and unmaintained infrastructure. However, the Gateway Airports Authority Limited (GAAL) has indicated plans to

upgrade and maintain it. The municipality intends to put strategies in place to market and promote the airport.

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

1.2.3.6. Safety and Security

The municipality has two police stations, with 03 satellite stations: Dzumeri, Makhuva and Bend store. The two police stations are up to standard. However more staffing is required, in order to enhance service delivery. There is a need to increase the number of satellite police stations to ensure that all areas have access to police services. Community policing fora have been established in all wards to deal with crime related issues. The police station has +-700 police officers which have been distributed to all the units. The most common crimes in the Giyani policing area are:

- Housebreaking (business and residential)

- Assault
- arson
- Rape
- Murder
- Housebreaking

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

1.2.3.7. Education

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

Table 27. Education Circuits

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

1.2.3.7.1. Teacher learner ratio and quintiles

Table 28. Teacher learner ratio and quintile levels

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

There is a challenge with regard to most schools in rural areas, which are dilapidated, with no proper sanitation and water. The department is in the process of rehabilitating most of them by

building new state of the art classrooms. The department is also providing scholar transport for villages which do not have schools within a 10km radius.

1.2.3.7.2. ABET and ECD Centers

The municipality is having ABET and ECD centers which provide education to children and adults. There are 30 ABET centers and 98 ECD centers.

1.2.3.8. Sports, Arts and Culture

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

The municipality is having 10 sport centers, namely:

- ❖ Dingaan Peter Rikhotso
- ❖ Amon Nghulele
- ❖ Mavhuza
- ❖ JB Chauke
- ❖ Mzilela
- ❖ Thomo
- ❖ Mapuve
- ❖ T P Khuvutlo
- ❖ Kremetart
- ❖ Muyexe
- ❖ Section E and Homu sport centers are currently in the implementation stage
- ❖ Shivulani
- ❖ Mageva (to be constructed in the 2016/17 financial year)

Most of these centers have been vandalized due to underutilization and the lack of security personnel; however the municipality is engaged in the process of revitalizing the centers by

encouraging communities to take care of their facilities and also by appointing security personnel to guard these facilities.

Library Facilities

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

- Giyani
- Mopani District Library
- Makhuva
- Muyexe
- Xihlovo
- Zamani (to be constructed in the 2016/17 financial year)

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

1.2.3.9. Arts and Culture

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

1.2.3.10. Heritage Sites

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

1.2.3.11. Thusong Service Centers

The municipality is having three Thusong service centers which assist the community in accessing various government services. These centers are located at:

- Makhuva

- Zava
- Muyexe

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

Table 29. Primary Health Care Facilities (and staffing)

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

The facilities are feeders to the Khensani Regional Hospital and Vuxakeni mental institution. The challenges are that most of the facilities are managed by acting personnel and there is a shortage of

professional staff. Khensani Hospital is unable to attract highly qualified personnel because of grading. This also created a lot of referral movement to the Mankweng and Letaba hospitals.

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

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

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

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

1.2.3.12. Rural Development

The new government has set itself five key priority areas.

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

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

Different government departments, state owned enterprises; NGOs have committed themselves to fund some of these projects. The program will run for two years under the leadership of

Department of Rural Development and Land Reform. The department has also added 3 villages which also form part of CRDP sites which are; Thomo, Dingamanzi and Gonono.

1.2.3.13. Challenges. Infrastructure Development and Basic Service Delivery

- Inadequate and dilapidated infrastructure for water and sanitation
- Inadequate storm water drainage
- Shortage of water
- Inadequate sanitation infrastructure, as a result contaminating underground water
- Vandalism of community facilities
- Inadequate animal pounding infrastructure and the unit is not fully functional
- Lack of enforcement of by-laws
- Town Planning Unit not fully functional.
- Land use Scheme not applied
- Illegal development and connection to services
- Inadequate road infrastructure
- Sports facilities not fully utilized.
- Invasion of proclaimed land and open spaces
- SDF not adequate to assist environmental restrictions
- Lack of security on municipal properties, such as boreholes
- Lack of resources
- Heavy rainfalls
- Poor storm drainage system

1.2.4. LOCAL ECONOMIC DEVELOPMENT

1.2.4.1. Economic Overview

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

- Agriculture
- Tourism
- Retail
- Transport

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

1.2.4.2. Economic development in the municipality

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

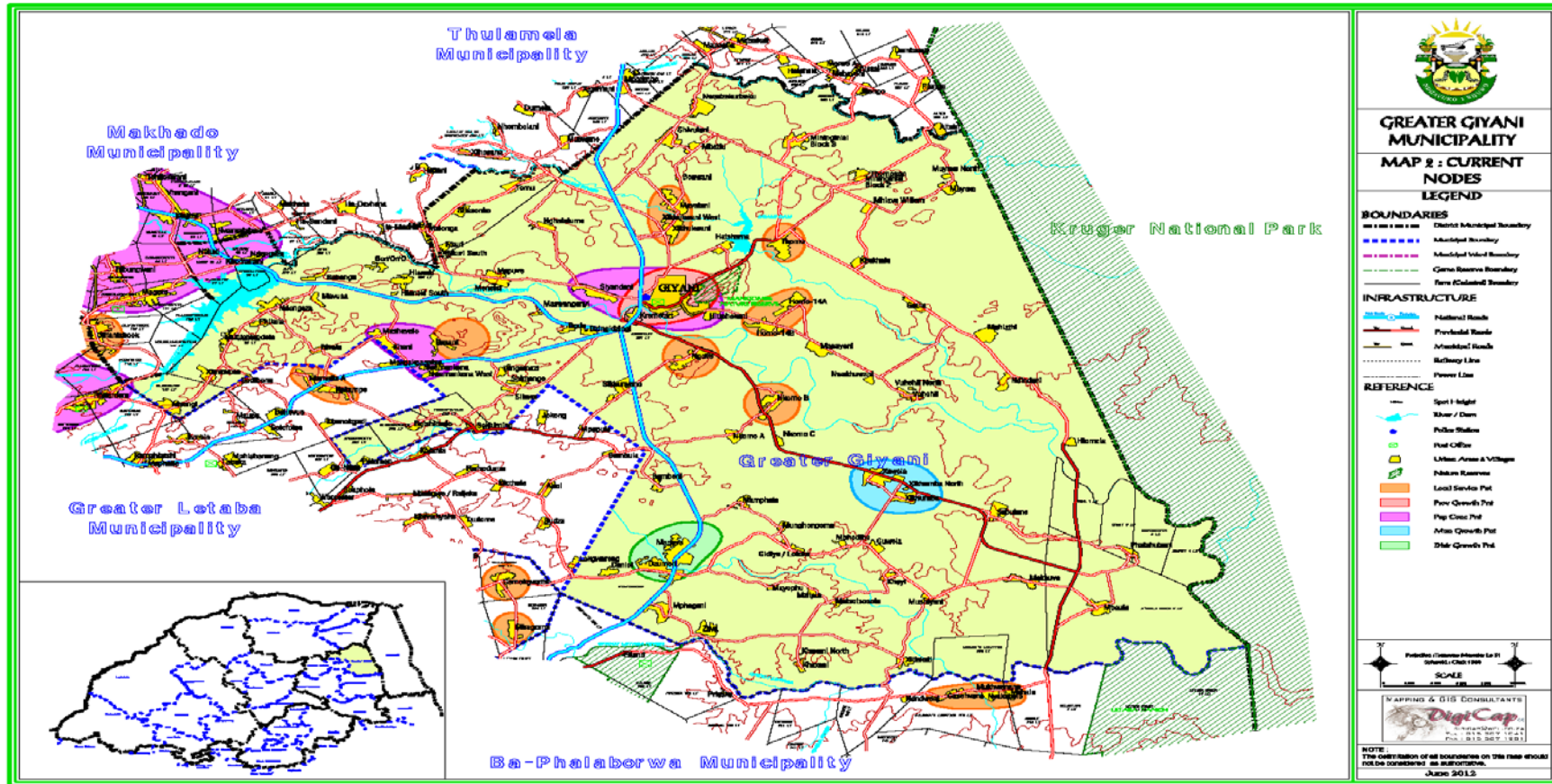
Table 30: Economic Growth points

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

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

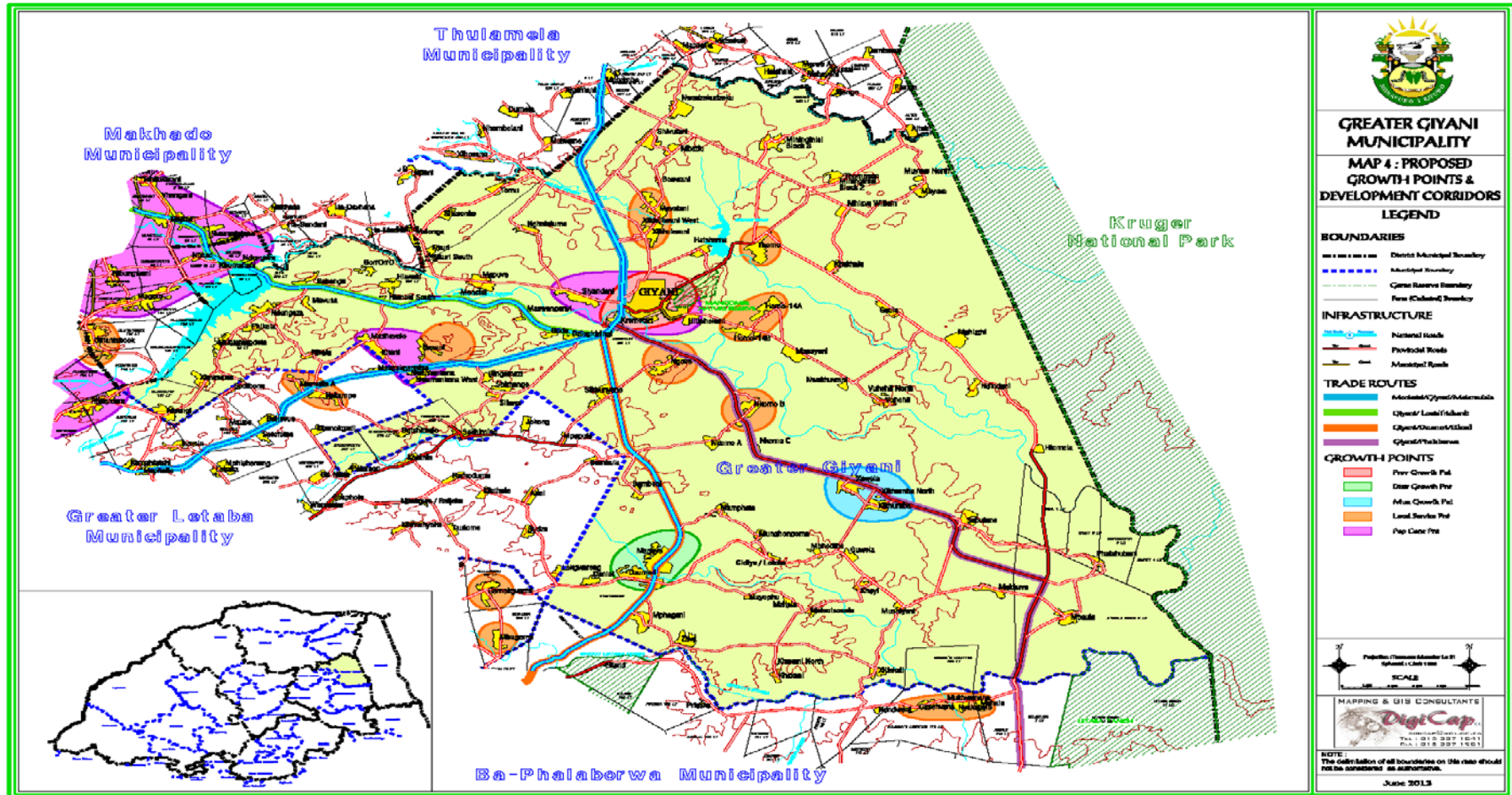
Map 6 further indicates proposed development corridors which are aligned with the development Nodes.

Map 6: Economic growth point



Source: GGM SDF 2013

Map 7: PROPOSED GROWTH POINTS AND DEVELOPMENT CORRIDORS



Source: GGM SDF 2013

1.2.4.3. Opportunities for Economic Growth

The municipality's LED strategy points to many growth opportunities, especially on natural resources, tourism and agriculture. The beneficiation of natural resources, which is in abundance in our municipality, has a potential of growing the local economy and creating employment. GGNRDP is an excellent example of natural resource beneficiation. Our close proximity to Kruger National Park is also an opportunity for economic growth.

1.2.4.4. Comparative Advantages

Giyani municipality has a comparative advantage in the district because of its large tracts of productive land. The striking natural landscape and the major development corridor routes which pass via Giyani and our low crime rate can be a catalyst to serious economic growth. The pilot project at Muyexe is also an advantage to our economic growth.

1.2.4.5. Sector Analysis

1.2.4.5.1. Tourism

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

There is an estimated 450 beds distributed amongst 30 bed and breakfast; lodges; and hotel in the municipality. 70% of these facilities are found in town or very close to town. These facilities offer clients outstanding service at reasonable rates. Our tourism strategy offers opportunities for investors to invest in tourism industry in Giyani because of its striking natural landscape and eco-cultural activities.

1.2.4.5.2. Agriculture

Currently agricultural products are undergoing serious decline because the area has been hard hit by drought and shortage of water. However, with the recent rains agriculture can be a major contributor to the local economy if the climate can be favorable. Agriculture has been a backbone of Giyani local economy. The municipality has vast track of arable land and irrigation schemes. The grater Giyani economic summit identified several projects that need to be explored and implemented as per LED strategy implementation plan.

1.2.4.5.3. Retail Sector

The retail sector is also a major contributor to the local economy and most activities of this sector are concentrated in Giyani town and CBD. There are a number of shopping centers and Masingita mall which makes shopping a pleasant experience in Giyani. Spar Centre and Pick 'n Pay is also major shops in the CBD. Banks and restaurants are also well represented in the CBD. We have five major banks, e.g. ABSA, Standard Bank, First National Bank, Ned bank and Capitec Bank.

1.2.4.6. Informal Sector

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

by-laws are not being implemented and this has a negative environmental impact and puts a strain on the cleaning services provided by the municipality. There is currently no infrastructure such as sanitation and water for hawkers operating within the CBD.

1.2.4.7. Challenges: LED

- Infrastructure development
- Lack of Business investment, attraction, and retention strategies
- Lack Value chain
- Lack of enforcement of by-laws
- Budget constraints
- Lack of municipal property for economic development
- Distance to the markets
- Lack of land for development
- Serious water shortages and drought
- Brain drain

1.2.5. FINANCIAL VIABILITY

1.2.5.1. Financial Overview and budget performance

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

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

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

Table 31 . Budget performance 2016/17

Table 31: Budget performance 2014/15 to 2016/17

Table BB demonstrates that from the previous 4 years the municipality did not meet the target as planned due to various reasons such as high indigent register, poverty levels that directly relates to household affordability. However the municipality is looking into the review of the revenue enhancement strategy in 2017/18 financial year. The municipality is in the process of data cleansing to ensure that we bill correct customers.

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

IDP objective	KPI	ACTUAL 2015/16	ACTUAL 2016/17	ACTUAL 2016/17
To improve financial management systems to	Operational expenditure	211 638 263	286 355	353 781 970
	Capital expenditure	136 583 819	185 587 768	217 924 270

enhance revenue base	Revenue collection	9 490 000	8 450 000	11 450 000
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Table CC indicates that there is a need for the municipality to develop strategies that will improve on capital expenditure and project management. The Operation expenditure is slightly high due overtime expenditure and disaster occurrences.

Table 32: Income (Types of grants)

Type of source	Projected budget 2016/17 '000	Projected 2017/18
Equitable Share	286 355 947	
Financial Management Grant	750 000	
Municipal Systems Improvement Grant	800 000	
Municipal Infrastructure Grant	53 804 894	
National Electrification Grant	7 000 000	20m
Transfers from District	0	

1.2.5.3. Debtors Account

Table 34. Debtors Account

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

1.2.5.4. Revenue sources

The following revenue sources are ranked per their performance for 2016/17

Table 35. Revenue Sources

Tariff	Ranking per performance
Property rates	1
Sale of water	2
Vehicle licensing	3
Refuse removal	4

Vehicle registrations (agency fees)	5
Sewerage	6
Confirmation letters	7
Sale of tender documents	8
Advertising & billboards	9
Traffic fines	10
House rental	11
House loans	12
Building plans	13
Sewer unblocking	14
Sale of grave-plots	15
Hall reservations	16
Sale of sites	17

Water re-connection	18
Registration & transfers	19
Registration of suppliers	20
Use of caravan park	21
Use of sport-fields	22
House rental	11
House loans	12
Building plans	13
Sewer unblocking	14
Sale of grave-plots	15
Hall reservations	16
Sale of sites	17

Water re-connection	18
Registration & transfers	19
Registration of suppliers	20
Use of caravan park	21
Use of sport-fields	22

Use of caravan park	21
Use of sport-fields	22
Use of golf course	23
Sewer connection	24
Water connection	25
Escort fees	26
Market rental	27
Re-issue of statements	28
Clearance certificate	29

Public phones – containers	30
Sale of refuse bins	31
Use of libraries	32
Public phones - loose	33
Other income	0

1.2.5.5. Tariffs on free Basic Services

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

Table 36. Tariff and Basic Services

						2016/17	2017/18
Water	1-6KL (free)	“	1-6KL (free)	“	0-6Kl free basic	R3.88	
	7-12KL (1.20)	“	7-12KL (1.35)	“	6-12Kl R1.50	R4.09	
	13- 40KL (1.25)	“	13-40KL (1.43)	“	12-40Kl R1.59	R4.34	
	41- 80KL	“	41-80KL (1.55)	“	40-80Kl R1.72		
			>40KL		80Kl and above 2.33	R5,05	

	(1.72) >40KL (2.50)		(2.10)			R5.95	
Electricity	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sanitation (sewerage)	0	0	0	0	0	0	0
Refuse removal	N/A	N/A	N/A	N/A	N/A	N/A	

1.2.5.6. Financial Policies

1.2.5.6.1. 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)

1.2.5.6.2. Other policies and budget related Policies

Table 38: Other financial policies and their status 2017/18

POLICY NAME	POLICY NATURE	STATUS
Investments	Policy	
Petty cash	Policy	
Property rates	Policy	
Donations	Policy	
Purchasing and payments	Procedure	
Subsistence and travel - Councilors	Procedure	
Subsistence and travel - Officials	Policy	
Draft care management policy	Policy	
Supply chain management	policy	
Remuneration policy	Policy	
Draft PMS policy	Policy	
Draft risk management policy	Policy	
Draft internal security policy	Policy	
Asset disposal	Policy	
Bank and cash policy	Policy	
Recruitment policy	Policy	

Telecommunication policy	Policy	
Conditions of service policy	Policy	
Car allowance policy	Policy & procedure	
ICT policy	Policy	
IT systems operations and security	Policy	
Credit control and debt collection	Policy & procedure	
Draft payroll policy	Policy & procedure	
Placement policy	Strategy	
Fleet management policy	Policy	
ICT equipment policy	Policy and procedure	

1.2.5.7. Vat Recovery

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

1.2.5.8. Asset Management System

Assets management is one area the municipality is still struggling however; the municipality has appointed a service provider to update our fixed asset register which is GRAP compliant and other related systems. The municipality is currently conducting asset verification twice per annum.

1.2.5.9. Challenges. Financial Viability

- Low revenue base,
- No cost recovery in rural settlements
- Inadequate personnel to implement strategies.
- Inadequate financial systems
- Increasing debt accounts
- Culture of non-payment of services
- Asset management.

1.2.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Section 152 of the Constitution requires the involvement of communities' local government processes. The Municipality has established political structures according to the Municipal Structures Act. The structures are community representatives in the governance of the municipality. Delegation of powers has been developed to ensure effective and efficient governance.

1.2.6.1 Auditor General opinions

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

However, an AG mitigation plan has been developed. Some of the issues were given immediate attention and some were to be addressed by the appointment in vacant positions and the others in the 2016/17 financial year.

Financial Year	Opinion
2011/12	Disclaimer
2012/13	Adverse
2013/14	Qualified
2014/15	Qualified
2015/16	Qualified

1.2.6.2 Risk Management

A risk management plan is in place. Some of the risks are managed on a day-to-day bases and some will be factored in to the IDP 2016/17 financial year, risk manager has been appointed to manage all strategic risk in the municipality. The municipality has appointed risk management committee that assists the municipality to ensure all top ten risks are well managed.

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

1.2.6.3 Auditing

The Audit committee has been appointed and its functional it is assisting the municipality to follow-up all issues as raised by auditor general and advice the municipality to respond to queries. The audit committee is reviewing all the municipal documents with the assistance of the internal auditor before documents are submitted to auditor general.

1.2.6.4. Relationship with Traditional Leaders

In general, the municipality has a good working relationship with traditional leaders. All ten traditional leaders are members of different committees and they participate in all municipal activities e.g. IDP Rep Forums, Imbizos and Council sittings. The municipality currently assists traditional councils with logistical requirements.

1.2.6.5. Special Programs

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

- Youth
- Disability
- Old Age
- HIV/AIDS

- Traditional Support
- Gender

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

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

1.2.6.6. **Portfolio Committees**

The municipality has established portfolio committees headed by political heads. Administrative Heads (Directorates) in the municipality are providing the necessary technical assistance. The municipality has implemented the system of clustering, and the following grouping has been agreed. The clusters are as follows:

- Shamavunga
- Nsami

- Middle-Letaba
- Chamiriri
- Man'ombe

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

MUNICIPAL WIDE PRIORITIES

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

- Cellphone networks
- Greening projects
- Clinics.

Public participation

Table 40: Public Participation

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

WARD 1	SHIMAWUSA Apollo light Electrification of the extension Clinic Additional Classrooms at N’wamavimbi Access Bridges RDP Houses	BLINKWATER Apollo lights Access Bridges RDP Houses Electrification of Extensions Additional Boreholes	NOBLEHOEK Access Bridges Tarring of Road from Babangu to Blinkwater Water Apollo lights Additional Classrooms	
WARD 2	MASHAVELE High School Apollo Lights Blading of internal street Water reticulation	RIVALA Access Bridge Additional Class Rooms Blading of Internal streets Apollo Lights Water	PHIKELA Blading of internal streets Apollo Lights Water Regravelling of Streets	MAVHUZA Refurbishment of Sports Centre Access Bridge Clinic Additional Boreholes Blading of internal streets Apollo lights

WARD 3	NDHENGEZA Access road to the tribal office Apollo lights Culvert bridges Refurbishment of the post office Blading of internal streets Electrification of extensions	BABANGU Access road to the village from the main road Apollo lights Culvert bridges Visiting point	NTSHUXI Blading of internal streets Culvert bridges Apollo lights Upgrading of visiting point to the clinic	RDP(Ndhengeza) Sanitation Apollo lights Blading of internal streets
WARD 4 SHIMANGE ECD Apollo lights RDP houses Re-gravelling of streets Electrification of extensions Pipeline extension	N'WAMANKENA Water 4 culvert bridges Electrification of extensions Apollo lights Blading of internal streets Boreholes	BASANI Access road to the main road Apollo lights Boreholes Access road to the graveyard Completion of blogged houses		MASWANGANYI Water Reservoir Apollo lights Blading of internal Streets Electrification of Extensions
WARD 5	MAPUVE Blading of internal streets. Upgrading of boreholes at tomu . Pension pay point. Electrification of	JIMU Connector road tomu to jimbu Blading of internal streets Pipeline to jimbu Jimu clinic Apollo lights	Additional blocks at jimbu-rhangani Upgrading of visiting point, water reticulation new extensions. Upgrading of	

	extensions Sanitation Apollo lights	Community hall. Sport center, access to graveyard, electricity extensions	siyandhani to jim to tomu road from gravel to tar.		
WARD 6	HLANEKI Culvert bridge to graveyard Re-gravelling of internal streets Electrification of extensions Community Hall Apollo lights Tarring of main road	GON'ON'O Extension of Pipeline Paving of internal streets Electrification of Extensions RDP houses Access road to the main road Street lamps Water RDP houses Community Hall	GANDLANANI/KHANI Apollo lights High School Tarring of the main road Water reticulation Blading of internal Streets		
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			
WARD 8	SELAWA Apollo lights Clinic RDP houses	SKHIMING Apollo lights Blading of internal streets Water	BOTSHABELO Apollo lights Electrification of extensions	SHIM ANGE Apollo	DINGAMANZI Water

	Access to the Graveyard Earth Dams Electrification of extensions	Earth dam Electricity	Earth Dam Speed humps Completion of road.	lights Clinic RDP house s Access to the Graveyard Earth Dams Electrification of extensions	Access road to Silawa High School Clinic School sanitation Earth Dam Apollo lights Access road to graveyard ECD
WARD 9	HOMU 14 A	HOMU 14 B			
	1access bridge to graveyard Reticulation of pipes ECD Blading of streets Access bridge to new stands Apollo lights TAR ROAD FROM HOMU B TO 14A,ring road tarring,community hall.	Connector road to HOMU 14A Electrification of newsstands Reticulation of water pipes Appolo lights community hall			
WARD 10	DZINGIDZINGI Access road to the village from the main road	NKOMO B Tarring of internal street and the main road Additional Classrooms –	NKOMO C Boreholes Apollo lights Blading of internal	NGOVE (part of it) Paving of internal streets.	

	Blading of internal streets Apollo lights Water Community Hall Access bridges	Primary school Relocation of Clinic Access road to the Graveyard Blading of internal streets Apollo lights Demarcation of Sites Library	Streets Earth Dam Visiting Point Primary School	Electricity extensions Pay point Taxi rank and market stalls Sport center Library Sanitation graveyard Apollo lights Site development empty sites Poultry farming Ngove R12m Egg production R8m
WARD 11	GIYANI SECTION E Maintenance of street lamps Sports Centre Extension of Giyani Graveyard Tarring of internal streets Rezoning of Parks Apollo lights Development of empty sites Naming of Streets Parking Space at Giyani Graveyard Plot for Xikongomelo Community Development Hospice Centre	GIYANI D1 Re-development of golf course Rezoning of Parks De-bushing between D1 and CBD Gymnasium Hospice care Centre Maintenance of Street lamps Apollo lights. Street naming		

	Speed humps			
WARD 12	SECTION A Development of parks Tarring of Nyagelani internal streets Apollo lights Maintenance of street lamps Development of empty sites Enforcement of By-laws Speed humps	HOMU 14C Apollo lights RDP houses Sanitation Blading of internal streets Electrification of extensions		
WARD 13	GIYANI SECTION F Demarcation of Sites Apollo Lights Phase 3 Road Street Lamps Blading of Internal Street Water Sports Centre Gymnasium Rezoning of Parks Additional School	GIYANI SECTION D2 Street lamps Apollo Lights Water Rehabilitation of Giyani College Road Demarcation of Sites De-bushing between Section F and D2 Re-development of Golf Course	RISINGA Road to B9 Primary and high school. Water,sport center Sanitation. Formalization. Electricity.	Makosha b9 Tarring of main road,water,RDP,sanitati on,
WARD 14	MAKOSHA Tarring of connector road from the main road from Giyani. Clinic.	XIKUKWANI Electricity eco park. Access road to schools Refurbishment of boreholes	B9 (part of it) Water,sanitation/schools,appolo lights, Electricity,dermacat	

	Water reticulation Electrification B9 Sanitation at graveyard Appolo lights	Appolo lights Formalization of settlement,blading of streets,sanitation,recreatio n facilities,schools,	ion of graveyard	
WARD 15	N'WADZEKUDZEK U REFURBISHMENT OF BOREHOLES Water reticulation. Blading of internal streets Electrification extension Appolo lights	SHIVULANI Additional boreholes. Access road to clinic Access road to hanyanyani(bridge) Appolo lights Grand stand for the sport center.		
WARD 16	MNINGINISI BLOCK 2 Apollo Lights Closing of potholes Water Access Bridge to the grave yard Electrification of Extension Additional Boreholes Building of Additional Classes Reticulation of Water pipes Access Bridges	MNINGINISI BLOCK 3 Clinic Additional Boreholes Apollo Lights Blading of Internal Streets Electrification of Extensions	MHLAVA-VHELEM Community hall. Connector road between mhlava and khakhala RDP houses Tar road from mninginisi to mhlava Appolo lights.sanitation.	
WARD 17	THOMO COMMUNITY HUB Completion of tar	Rehabilitation of the internal tar		

	road inside the village Renovation of youth camp Upgrading of lunghani sport center Jojo tanks Appolo lights	road,sanitation,support to SMME,completion of thomo heritage park,		
WARD 18	MUYEXE DIPPING TANK. Water reticulation. Paving of internal streets. Opening of shangoni gate Appolo lights	GAWULA Boreholes addition. Jojo tanks Dipping tank One stop center Appolo lights	KHAKHALA Jojo tanks Additional boreholes Appolo lights Connector	
WARD 19	MAHLATHI Access road to graveyard Tarring of the main road thomo to Giyani Appolo lights	SHINGWEDZI CAMP	HLOMELA Fencing of high school Electricity extensions Appolo lights	NDINDANI Access road to the graveyard. Community hall Satellite police station Appolo lights
WARD 20	MAVALANI Mavani clinic Upgrading of internal streets Apolo lights Electrification of extensions Completion of road	BON'WANI Electrification of villages. Blading of internal streets Appolo lights Dermacation of sites	MBATLO Water shortage mbatlo Electrification of extention Appolo lights	

	from Xikukwani to N'wazekudzeku			
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 Site development empty sites Poultry farming Ngove R12m Egg production R8m	KREMETART Development of empty sites Patching of potholes Security fence/wall Apollo lights Sports Centre Maintenance of street lamps De-bushing of access roads	DZINGIDZING	
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 Heath center Upgrading of graveyard Community hall Upgrading of JB chauke sport center	RDP (Shawela) Apollo lights Blading of internal streets Sanitation Refuse bins	NSAVULANI Blading of internal streets Basani and d1 extra borehole

WARD 23	GUWELA Sanitation Boreholes Blading internal streets	MBHENDLE Reservoir and jojo tanks. Additional boreholes	Nsavulani. Appollo lights,blading of streets, access road to the village	KHEYI Access road to matsotsosela bridge Electricity extensions	MUXIYANI. Upgrading of road from muxiyani to makhuva Internal streets upgrading Blading of internal streets Appollo lights
WARD 24		MAGEVA Electrification of extensions Post office Appollo lights Earth dam	MGHONGHOMA Blading of internal streets Additional boreholes Littering of pampers Access to graveyard	LOLOKA BLADING OF INTERNAL STREETS Access road to graveyard Appollo lights	
WARD 25	NDHAMBI Access bridge to graveyard Market stalls Refurbishment of the Sandwell GGNRDP completion Appollo lights Electrification of extensions Post office Water and additional boreholes Community Hall Library Paving of internal streets	DANIEL Electrification of boreholes ECD Appollo lights Internal Street paving Community Hall Extension Electrification	RDP BOREHOLES BLADING OF internal streets Primary school ECD Appollo lights Sanitation	TOWNSHIP Library Paving of internal streets Appollo Light	

WARD 26	MAPHATA Clinic Access road maphata to mghonghoma Tar road from the main road to the village Appollo lights	SKHUNYANI UPGRADING skhunyani to mpepula Primary school Appollo lights		NKOMO A Appollo lights Access bridges High school Earth dam Electricity extensions	BAMBENI Blading of internal streets Appollo lights Electrification of extensions Access road to phadi Earth dam
WARD 27	XITLAKATI Blading of internal streets Earth dam ECD Appollo lights	KHAXANI Internal streets Drilling of additional boreholes Clinic Appollo lights	MZILELA PHASE 2 SPORT CENTER EARTH DAM Appollo lights Balding of streets	MATSOTSOSELA RESEVOIR ADDITIONAL BOREHOLES Fencing of community gardens Fencing of graveyard Appollo lights	MAYEPHU. Culvert brides between mayephu and mzilelela Secondary school. Appollo lights Blading internal streets
WARD 28	MPHAKANE Tar road from main road to the village. Electrification of extension. Sanitation Appollo lights Earth dam Water reticulation	ZAVA Booster pumps Upgrading of water plant Upgrading of zava nurses home Operationalize MPCC Community gardens Appollo lights			

	Blading of internal streets			
WARD 29	MAKHUVA Access road to mbaula Culvert boxes graveyard Upgrading of internal streets Appollo lights Health center Upgrading of library	MBAULA Upgrading of road from gravel to tar Additional boreholes Apollo lights Blading of internal streets. Appollo lights. Clinic.	PHALAU BENI Vodacom, TN and cell C aerial Access to graveyard. Community hall Additional boreholes Apollo lights	
WARD 30	NKURI-ZAMANI Library Upgrading of taxi road from gravel to tar Apollo lights Sanitation Tarring of the main road from Giyani to Malonga Electrification of Extension ECD	. NKURI-SHIRILELE Apollo lights Blading of internal streets Electrification of Extensions Tarring of main road from Giyani to Malonga	Nkurhi tomu Apollo lights VIP toilets RDP houses Culvert bridges Community hall Access road to jimbu Electricity extensions	
WARD 31	MAPAYENI. Connector road to Edward homu, completion of road from 14b to	VUHEHLI Access to new stand road, appollo lights, water, community hall, library, internal streets	NWAKHUWANI. High school, culvert bridges, support of community	

	mapayeni,storm water drainage system,RDP houses	upgrading, point,RDP houses	visiting	projects,	
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1.2.6.7. **Ward Committees and CDW**

The municipality will establish 31 ward committees after the local government elections to add on the current 30. . Their main role is to ensure that communities in their wards are involved in and informed about council decisions which affect their lives. The ward committees have been set up in a way that they can reach most sectors in their various wards. The ward committees' main tasks are to communicate and consult with the community in respect of development and service plans.

The Greater Giyani municipality has 23 CDW allocated to all 31 wards.

1.2.6.8. **Public Participation and Communication Strategy**

The municipality has been promoting public participation through various mechanisms such as the IDP Representative Forum, Imbizos, ward committees and newsletters to ensure that information is disseminated to the community. The municipality has appointed a senior communications officer who deals

with communication and events management issues. A communication strategy is in place and a public participation policy is in the process of being developed.

1.2.6.9. Public Participation and Good Governance Challenges

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

2. STRATEGY DEVELOPMENT PHASE

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

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

2.1 VISION, MISSION AND VALUES

VISION

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

MISSION

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

VALUES

Commitment

People centered

Honesty

Ubuntu and excellence.

2.2. SWOT ANALYSIS

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

SWOT analysis is as follows:

Table 41: SWOT.

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> • Land use management policies in place (SDF, LUMS, By-laws) • Environmental framework (disaster management policies, integrated waste management plan) • Waste management facilities • Tourism • Sport facilities in rural communities • Skilled personnel 	<ul style="list-style-type: none"> • Lack of implementation of land use management policies and by laws. • Lack of engagement with the review processes of policies (lack of ownership) • Out-dated data that does misinforms planning • Lack of capacity in land sue management • Lack of institutional governance systems (record management and mail/ correspondence system) • Minimum utilization of facilities and development programs • Lack of insured infrastructure • Lack of integrated processes • Lack of implementation of council resolutions • Poor maintenance of infrastructure

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism • Waste recycling which will result in create jobs • To produce a healthy society due to availability of sport facilities • Poverty: Government investment directed to Giyani • Proximity to Kruger national park 	<ul style="list-style-type: none"> • Lack of critical/ specialized skills to ensure legislative compliance(esp in land use and finance) and has a negative impact on development • Legal cases against the municipality due Loss of infrastructure and human lives due disaster and accidents occurrence , since the infrastructure is not insured • Non functionality of disaster management center • Ecological degradation • Relationship with Tribal Authority (development not addressing the vision) • Unavailability of land for development • Food mouth disease • Lack of water

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.

KPA	CONFIRMED STRATEGIC OBJECTIVES 2017/18
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
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2.4. STRATEGIES 2016/17 to 2021

Table 43. Strategies.

KPA 1. SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
LUMS	Lack of compliance with LUMS by stakeholders	Facilitate the promulgation of LUMS by COGSTA Facilitation of workshop for traditional leaders by 2017/18	ST to LG	Traditional Leaders, Council, strategic planning department, DRDLR	GGM ,DLG&H
Land Use Management	Mushrooming of informal settlements	Set a memorandum in terms of 6km radius of the Master Plan 2017/18 Coordinate workshop for all stakeholders by 2017/18		Traditional leaders, GGM, COGSTA, DRDLR, DPW, HDA, SAPS	GGM HDA

KPA 1. SPATIAL RATIONAL					
STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
	Unstructured development	Establishment of a permanent structure to deal with traditional land issues			
	No development and growth of the town	Formalize and relocation of illegal occupation of land Identification of land claimed and resolved, report to EXCO by 2017/18			
Environmental management		ensuring a sustainable and habitable environment 2017/18 by implement		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	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
		legislation			

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	SH to LT	Council, Managers and Community	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
		accountability			
Capacity building		Building capacity through skills development and adequate administrative systems on an ongoing process.	SH to LT	SDF; DLGH; LGSETA; DBSA; NATIONAL TREASURY; TRAINING COMMITTEE;EMPLOYEES; EMPLOYER;DEPT OF LABOUR;TRADE UNION.	INTERNAL/OWN REVENUE; EXTERNAL FUNDING
KPA 2. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING	
PMS	Develop an effective, efficient and	SH to LT	Employer, employee, trade	OWN FUNDING	

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
STRATEGIC OBJECTIVE: To develop and retain the best human capital, effective and efficient administrative and operational support systems					
KPI	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
	accountable workforce through a credible PMS by 2018 June		unions		
Legislative compliance	Ensure legislative compliance through enforcement of by laws and policies on an on-	SH to LT	Employer, employee, trade 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
	going bases				
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	SH to LT	All directors	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
	reports by integrating the function into the PMS.				
Contract Management	Centralization of contract management in the SCM unit with consultation with legal office.	SH to LT	All directors	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
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	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
	t of personnel through development of policy and consultation with all relevant structures				
Equity	The review the equity plan to ensure compliance	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	CHALLENGES	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
	ce with National legislation				

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 2017/18	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	SH to LT	Department of Energy	DE

	Establishment of a municipal entity to explore on acquiring an electricity license			
KPA 3. INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES				
STRATEGIC OBJECTIVE. To develop sustainable infrastructure networks which promotes economic growth and improve quality of life				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Sanitation	Ensure the implementation of the WSP functions	SH to LT	MDM DHS	DHS
Roads	Develop a road infrastructure with storm water that will support economic development and improve the life of our people by 2017/18 Ensure regulation to control	SH to LT	Dept of Roads and Transport, MDM, RAL, GGM	Roads and Transport, MDM, RAL, GGM

	temporary street closure (damaging of the streets by tents)			
Storm Water Drainage	Ensure continuous operations and maintenance of the stormwater 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 2017/18			
Provision of free basic services	Improve the livelihoods of our community through grant compensation	SH to LT	GGM	GGM
Basic Services	Improve the livelihoods of our community through development of adequate infrastructure reticulation and effective maintenance	SH to LT	GGM, DMD	GGM
Community facilities	Develop a healthy society through provision of well-maintained community facilities (on-going) on an on-going basis	SH to LT	All directors	GGM

KPA 3. INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES

STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life

KPI	REVIEWED	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Sport facilities	Ensure review of the tariff structure for hiring of the public facilities to ensure that there is maximum use Ensure continuous routine maintenance of the public facilities to ensure maximum utilization Ensure deployment of personnel to safe guard facilities against vandalism	SH to LT		GGM
Libraries	Develop a knowledgeable society through provision of well-maintained community facilities	SH to LT	Director community development	GGM

	and access to developmental resources on an on-going basis			
Cemeteries	Restore dignity within our communities through ensuring that burial site are accessible		SH to LT	GGM
Environment	Ensure that we have a clean environment through enforcement of by-laws and policies		SH to LT	GGM
Public Transport	improve the livelihoods of communities by Developing a public transport management system to ensure access to economic/ employment bases and community facilities		SH to LT	GGM

KPA 3. INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES

STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life

KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Disaster Management	Implementation of the DM strategy			
Waste management (Landfill sites disposal)	Improve the livelihood of the community by establishing an environmentally compliant system and a habitable environment.	SH to LT	SH to LT	Community Development
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	SH to LT	Community Development

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 2017/2018	SH to LT	Strategic planning and LED	GGM
LED conceptualization	To continuously generate a proper understanding of the LED concept within the institution.	SH to LT	All employees and politicians	GGM
SMME Development	To continuously mobilize funding by identifying potential funders through the LED strategy	SH to LT	The Mayor, MM, Strategic planning	GGM
Investment attraction	Development of Business Investment and retention strategy	SH to LT	Strategic planning and LED	GGM

Revenue enhancement	Establish a Business Centre Unit by July 2018	SH to LT	Strategic planning and LED	
Sector Development	Continuously Create a conducive environment for Sector development through revitalization of sector forums by	SH to LT	Strategic Planning	GGM
Marketing	Place a GGM on a competitive market position through a strategic marketing strategy by 2017/18	SH to LT	Mayor, MM, Strategic Planning,	GGM, LEDET

KPA 5. FINANCIAL VIABILITY				
STRATEGIC OBJECTIVE: To improve financial management systems and to enhance revenue base				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Revenue enhancement	Review Enhance municipal revenue through implementation of revenue enhancement strategies by 2017/18	SH to LT	All politicians and all directors	GGM
Legislative Compliance	Implementation of systems and policies framework by 2018 June	SH to LT	Finance	GGM
Debt reduction	To decrease the escalation of debt through effective implementation of the credit control policy by 2018	SH to LT	Finance	GGM
SCM	To ensure effective and efficient SCM processes through implementation of SCM policies and regulations on an on-going basis Development of procurement plans within the SDBIP.	SH to LT	Finance and all directors	GGM
Asset	Development of a credible asset	SH to LT	Finance	GGM

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
	register that is GRAP compliant twice a year			
Expenditure	Record Management Payment of suppliers within 30days	SH to LT	Finance	GGM
Budget and Reporting	Budget, IDP and SDBIP alignment	SH to LT	Finance	GGM
Financial Systems	Development of integrated financial management system		Finance	GGM
Capacity building	To improve functionality of BTO through a well capacitated personnel by July 2018	SH to LT	Finance & Corporate Services	GGM
Audit	To ensure that the municipality attains a clean audit report by 2017/18 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	SH to LT	All directors	GGM

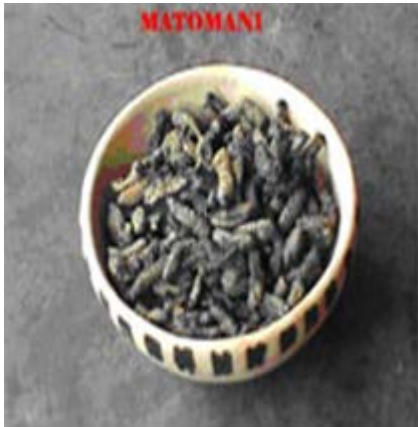
KPA 5. FINANCIAL VIABILITY				
STRATEGIC OBJECTIVE: To improve financial management systems and to enhance revenue base				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
	development and implementation of risk management strategy by 2017/18			

KPA 6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
STRATEGIC OBJECTIVE: To develop governance structures and systems that will ensure effective public consultation and organizational discipline				
KPI	STRATEGY	Short(ST)/Long term (LT)	STAKEHOLDERS	SOURCES OF FUNDING
Administrative Support to political structures	To increase administrative support to political structures by providing additional of human capital	SH to LT	Corporate Services	GGM
Functionality of political structures	Ensuring the functionality of council committees by utilizing the CoGHSTA	SH to LT	Corporate services and political bearers	GGM

	performance monitoring tool			
Public Participation	Maximize understanding between the municipality and communities through effective consultation and information sharing, which will as a result involve all stakeholders in the decision making process 2017/18 (Strategy and policy)	SH to LT	Corporate Services, Strategic planning, political bearers	GGM
Communication	Enhance communication through the establishment of communication unit and review of communication strategy	SH to LT	All employees and cllrs	GGM
Support of Special groups	Support and Development of Special groups (gender, disability, elderly age, children and traditional support, HIV/AIDS, Youth)	SH to LT	All employees and cllrs	GGM

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3. PROJECT DEVELOPMENT PHASE PER KPA



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

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

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

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

3.1. Final projects and budget allocation

3.1.1 Table 44: Summary Total Budget

Budget items	Total Budget : 2014/15	Total Budget 2015/16	Total Budget 2016/17
Total proposed budget	R 286,355,947	R353,781,970	R 349,4.M
Operational Budget	R185,587,768	R217,924,270	R 243 977
Capital Assets (Acquisition)	R8,450,000	R11,450,000	11M
Salaries CLLRS	R16,944,233	R17,447,215	19,5M
Administration	R77,638,713	R94 994 661	123,9M

Equitable share	R173,816,000	R 221,971,000	R 219,308,000
Funding(Grants)MIG	-	R58,660,000.	R54 936,062
INEP	-	R10 000 000	R7,000,000
MDRG	-	R20,000,000	R0

Note.

- This chapter only focuses on programs and projects. Operational issues will reflect in the SDBIP.
- The Project template is per KPA. All infrastructure projects that are support projects (such as LED, Municipal facilities, sports and community facilities) to other municipal functions are all registered under the KPA 2: Infrastructure and Basic Service Delivery. When construction phase is completed and the project is at operational phase they will then be registered in respective KPAs.
- Maintenance Votes will only reflect in the Budget Chapter.

KPA 1: SPATIAL RATIONAL

STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development.

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
LUMS – Development of LUMS	R1.5M	0	0	0	0	GGM
REVIEW OF SDF	R700 000	0	0	0	0	GGM
FORMALIZATION OF XIKUKWANI VILLAGE	R800 000	0	0	0	0	GGM
FORMALIZATION OF MAKOSHA RISINGA EXTENSION	R300 000	0	0	0	0	GGM
SKHUNYANI TOWNSHIP SURVEY	R1M	0	0	0	0	GGM
XIKUKWANI TOWNSHIP SURVEY	R1M	0	0	0	0	GGM
NGOVE TOWN EXPANSION	R300 000	0	0	0	0	GGM
TOWNSHIP ESTABLISHMENT AT NSAVULANI	R800 000	0	0	0	0	GGM

KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

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

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
REPORT COMPILATION AND SUBMISSION		0	0	0	0	GGM
DEVELOPMENT OF SDBIP		0	0	0	0	GGM
TRAINING ON PMS		0	0	0	0	GGM
DEVELOP ANNUAL COUNCIL PLAN		0	0	0	0	GGM
PURCHASE OF DIARIES		0	0	0	0	GGM
OHS PLAN		0	0	0	0	GGM
PROJECT SAFETY INSPECTION		0	0	0	0	GGM
JOB EVALUATION		0	0	0	0	GGM
EMPLOYMENT EQUITY		0	0	0	0	GGM
DEVELOPMENT OF WSP		0	0	0	0	GGM
IMPLEMENTATION OF ESP		0	0	0	0	GGM
DEVELOPMENT OF IT MASTERPLAN		0	0	0	0	GGM
LICENSING OF IT PROGRAMS		0	0	0	0	GGM
PURCHASE OF IT ASSETS		0	0	0	0	GGM
LEGAL CASES		0	0	0	0	GGM
RECORD MANAGEMENT		0	0	0	0	GGM
PURCHASE OF MUNICIPAL FLEET (TRUCKS BULLDOZERS. TIPPER TRUCKS, LOW BET TRUCK, GRADER)		0	0	0	0	GGM
SECURITY SYSTEM		0	0	0	0	GGM

KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

A. ELECTRICITY:

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. ELECTRIFICATION OF 369 HH at: Mhlava Willem, Skhiming, Mbatlo, Shivulani villages		0	0	0	0	INEP AND GGM
2. ELECTRIFICATION OF 225 HH at: Vuhehli, Ndindani, Gawula, N'wakhuwani, Mahlathi and Ntshuxi		0	0	0	0	INEP AND GGM
3. ELECTRIFICATION OF:		0	0	0	0	INEP AND

Hlomela, Siyandhani and Bagangu						GGM
4. ELECTRIFICATION OF 450 HH AT: N'wamankena and Dingamanzi		0	0	0	0	INEP AND GGM
5. ELECTRIFICATION OF 260 HH AT Gandlanani and Silawa		0	0	0	0	INEP AND GGM
6. ELECTRIFICATION OF 600 HH AT Mninginisi		0	0	0	0	INEP AND GGM
7. ELECTRIFICATION OF 1082 HH AT: Mbawula, Mshiyani, Kheyi, Xitlakati, Mzilela and Khashani		0	0	0	0	INEP AND GGM
8. ELECTRIFICATION OF 898 HH AT: Shikhumba, Nkomo C, Nkomo B, Dzingidzingi and Maswanganyi		0	0	0	0	INEP AND GGM
9. HIGH MAST LIGHTS		0	0	0	0	INEP AND GGM
10. TRAFFIC LIGHTS ON THE R81 ROAD		0	0	0	0	GGM
11. REFURBISHMENT OF STREET LIGHTS AT ALL SECTIONS OF THE GIYANI TOWN		0	0	0	0	GGM
B. ROADS AND STORM WATER						

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. Mbawula upgrading from gravel to tar (3.8km)		0	0	0	0	MIG
2. Homu 14B to Homu 14A – Upgrading from gravel to tar (4.2 Km)		0	0	0	0	MIG
3. Section F upgrading from gravel to tar		0	0	0	0	MIG
4. Makosha – upgrading from gravel to tar (5.2km)		0	0	0	0	MIG
5. Bode paving of internal streets (2.8 km)		0	0	0	0	MIG
6. Nkomo A upgrading from gravel to tar (9.9 km)		0	0	0	0	MIG
7. Giyani Section E upgrading from gravel to tar (2.8 km)		0	0	0	0	MIG
8. Access Roads to all Tribal Offices		0	0	0	0	MIG
9. Upgrading of Khensani Hospital Access, Side Walks and Lighting		0	0	0	0	MIG
10. Construction of Culvert Bridges to cemeteries		0	0	0	0	GGM
11. Landscaping of CBD and Giyani entrance		0	0	0	0	GGM

12. Section E Sport Precinct		0	0	0	0	GGM
13. Development of Roads and Storm water masterplan		0	0	0	0	GGM
14. Upgrading of Road D3187 from gravel to tar		0	0	0	0	GGM
15. Development of Road network leading to the proposed Masingita Mall		0	0	0	0	GGM
C. COMMUNITY FACILITIES						
PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. Mageva Sports Centre Development		0	0	0	0	MIG
2. Homu Phase 2 Sports Centre Development		0	0	0	0	MIG
3. Refurbishment of Giyani Stadium and Tennis Court		0	0	0	0	MIG
4. Refurbishment of Gawula Sports Centre		0	0	0	0	MIG
5. Refurbishment of Shivulani Sports Centre		0	0	0	0	MIG
6. Refurbishment of Mzilela, Shawela, Mavhuza, Muyexe		0	0	0	0	MIG

and Khani Sports Centres						
7. Mavalani Indoors Sports Centre		0	0	0	0	MIG
8. Jim Nghalalume Community Hall		0	0	0	0	MIG
9. N'wadzekudzeku Community Hall		0	0	0	0	GGM
10. Upgrading of Giyani Golf Course		0	0	0	0	GGM
11. Refurbishment of the Giyani Youth Centre		0	0	0	0	GGM
12. Ndhambi Taxi Rank Development		0	0	0	0	GGM
13. Development of Public Transport Shelters		0	0	0	0	GGM
14. Giyani Section E Sports Centre		0	0	0	0	MIG
D. MUNICIPAL FACILITIES						
PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. Giyani Civic Centre Phase 2 - Upgrading		0	0	0	0	GGM
2. Waste Disposal Site		0	0	0	0	GGM
3. Operationalization of Giyani Tourism Centre		0	0	0	0	GGM
4. Rehabilitation of the Giyani Dumping Site		0	0	0	0	GGM
5. Extension of Palisade		0	0	0	0	GGM

fence at the Giyani Pound Station						
6. Refurbishment of the Giyani Arts and Culture Centre		0	0	0	0	GGM
7. Refurbishment of the Giyani Community Hall		0	0	0	0	GGM
8. Establishment of Giyani Street names		0	0	0	0	GGM
9. Upgrading of the Giyani Parking lot		0	0	0	0	GGM
10. Upgrading of VTS and DLTC		0	0	0	0	GGM
11. Upgrading of municipal cemeteries in all wards		0	0	0	0	GGM
E. EPWP						
PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. EPWP - SOCIAL						GGM
2. EPWP – ENVIRONMENT AND CULTURE		0	0	0	0	GGM
3. EPWP - INFRASTRUCTURE		0	0	0	0	GGM
4. EPWP - NSS		0	0	0	0	GGM
F. DISASTER MANAGEMENT PROGRAMS						

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. Development of the Disaster Management Plan		0	0	0	0	GGM
2. Disaster Management Campaign		0	0	0	0	GGM

KPA 4: LOCAL ECONOMIC DEVELOPMENT

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

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. LED SUPPORT		0	0	0	0	GGM
2. RAND Easter		0	0	0	0	

Show						
3. Marula festival		0	0	0	0	GGM
4. Durban Indaba		0	0	0	0	GGM
5. Siyandhani Airport Development		0	0	0	0	GGM
6. Shangoni Gate Development		0	0	0	0	GGM
7. Land Summit		0	0	0	0	GGM
8. Economic Summit		0	0	0	0	GGM
9. Marketing of the municipality		0	0	0	0	GGM
10. Business Attraction and Retention Strategy		0	0	0	0	GGM
11. LED Strategy		0	0	0	0	GGM
12. Baleni Heritage Site		0	0	0	0	GGM
13. Abattoir Development		0	0	0	0	GGM
14. Support to LED Fora		0	0	0	0	GGM

KPA 5: FINANCIAL VIABILITY

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

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. Revenue Enhancement		0	0	0	0	
2. Legislative compliance		0	0	0	0	
3. Debt Reduction		0	0	0	0	
4. SCM		0	0	0	0	
5. Capacity Building		0	0	0	0	

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. IDP Review		0	0	0	0	GGM
2. IDP Rep For a		0	0	0	0	GGM
3. IDP Steering committee		0	0	0	0	GGM
4. IDP Public Participation		0	0	0	0	GGM
5. Audit		0	0	0	0	GGM
6. Risk management		0	0	0	0	GGM
7. Administrative support to political structures		0	0	0	0	
8. Functionality of Council Structures		0	0	0	0	GGM
9. Communication		0	0	0	0	GGM
10. Public participation		0	0	0	0	GGM
SPECIAL AND GENERAL PROGRAMS						
PROJECT/PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	SOURCE
1. Mayor's Tournament		0	0	0	0	GGM
2. Youth Support		0	0	0	0	GGM
3. Communication		0	0	0	0	GGM

Support						
4. Child and Old age support		0	0	0	0	GGM
5. Traditional Authority Support		0	0	0	0	GGM
6. Disability Support		0	0	0	0	GGM
7. Gender		0	0	0	0	GGM
8. HIV/AIDS		0	0	0	0	GGM
9. Free Basic Electricity		0	0	0	0	GGM
10. Bursaries		0	0	0	0	GGM
11. Excellence awards		0	0	0	0	GGM
12. Library Outreach programs		0	0	0	0	GGM
13. Indigenous Games		0	0	0	0	GGM
14. Arts and Culture Festival		0	0	0	0	GGM
15. Heritage Day Celebration		0	0	0	0	GGM
16. Sports, Arts and Culture Support		0	0	0	0	GGM
17. Sports Development		0	0	0	0	GGM
18. Indigent Support		0	0	0	0	GGM

NATIONAL, PROVINCIAL, DISTRICT AND PARASTATAL PROJECTS 2017 - 2020

A. DEPT. OF HEALTH

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2017/18	2018/19	2019/20
1. Evuxakeni Hospital	Refurbishment	Giyani	R23m	0	R6m
2. Giyani Nursing College	Refurbishment	Giyani	R7m	R6m	0

B. LEDET

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2017/18	2018/19	2019/20
1. Accommodation and Tourism	Provision	Giyani	To be confirmed		
2. Vuhehli Cash & Carry	Development	Vuhehli	R1m		

3. Greenest Municipality	Competition	Giyani	R600 000		
4. Environment	Awareness and Capacity Building	Giyani	R5m		

C. ESKOM

PROJECT/PROGRAM	DESCRIPTION	LOCATION	2017/18	2018/19	2019/20
1. Greater Giyani	Pre-engineering	Giyani	R3 420 000		
2. Connection	112 HH	Mbhedle	R2 549 946.30		
3. Connection	18 HH	Mayepho	R798 000.00		
4. Connection	15 HH	Bon'wani	R695 165.16		
5. Connection	25 HH	Matsotsosela	R1 089 291.65		
6. Connection	82 HH	Shawela	R2 991 272.22		
7. Connection	70 HH	Mnghonghoma Ext.	R1 603 980.00		
8. Connection	280 HH	Daniel Ext.	R5 275 920.00		
9. Connection	53 HH	Loloka Ext.	R1 889 424.60		
10. Connection	81 HH	Khakhala Ext.	R2 362 318.26		
11. Connection	54 HH	Rivala	R1 375 627.74		
12. Connection	110 HH	Thomo	R3 415 440.00		
13. Connection	38 HH	Nkomo A	R1 178 180.88		
14. Connection	795 Units	Greater Giyani Infills	R4 531 500.00		
15. Connection	110 HH	Xivulani	R2 520 540.00		
16. Connection	751 HH	Homu 14C	R10 040 202.30		

17. Connection	90 HH	Muyexe Ext.	R2 736 000.00		
18. Connection	53 HH	Sikhunyani	R2 372 053.86		
19. `					

D. DEPT. EDUCATION

PROJECT/PROGRAM	DESCRIPTION	2017/18	2018/19	2019/20
1. Anderson P/S	Upgrade and additions	R1 354 000	0	0
2. Baleni P/S	Upgrade and additions	R82 000	R64 000	0
3. Bvuma P/S	Upgrade and additions	R82 000	R64 000	0
4. Chameti H/S	Upgrade and Additions	0	R2 253 000	R9 747 000
5. Edward Homu H/S	Upgrade and additions	R26 000	0	0
6. Ehleketani P/S	Maintenance and repairs	R2 547 000	R1 082 000	0
7. Famanda H/S	Upgrades and additions	R82 000	R64 000	0
8. Gawula S/S	Upgrades and additions	R182 000	0	0
9. Hanyani Thomo H/S	Upgrades and additions	R379 000	0	0
10. Hasani Mninginisi H/S	Upgrades and additions	R228 000	0	0
11. Hatshama P/S	Upgrades and additions	R82 000	R64 000	0
12. Hola Pondo H/S	Upgrades and additions	R82 000	R64 000	0
13. John Mbhedlhe S/S	Refurbishment and rehabilitation	R8 000	0	0
14. Khakhala P/S	Maintenance and repairs	R1 915 000	0	0
15. Khomisani P/S	Upgrades and additions	R82 000	R64 000	0
16. M.K. Khambani	Upgrades and additions	R8 763 000	R3 807 000	0

P/S				
17. Mahumani S/S	Refurbishment and rehabilitation	0	R1 885 000	R8 156 000
18. Maphusha H/S	Upgrades and additions	R82 000	R64 000	0
19. Mbangazeki H/S	Upgrades and additions	R82 000	R64 000	0
20. Manghezi S/S	Upgrades and additions	R82 000	R64 000	0
21. Ndzalama P/S	Maintenance and repairs	R1 755 000	R7 595 000	0
22. Nghalalume P/S	Upgrades and additions	0	R3 669 000	0
23. Nghilazi P/S	Upgrades and additions	R64 000	R2 060 000	RR12 875 000
24. Nkomo Maboko S/S	Refurbishment and rehabilitation	R4 062 000	R8 761 000	R30 879 000
25. Nkomo P/S	Upgrades and additions	R64 000	0	0
26. Nyiko P/S	Maintenance and repairs	0	R6 777 000	0
27. Pfunanani Sp/S	Upgrades and additions	0	R12 000 000	0
28. Pfluxetani P/S	Upgrades and additions	R64 000	0	0
29. Phayizani S/S	Upgrades and additions	R64 000	0	0
30. Ritlhavile S/S	Maintenance and repairs	R2 927 000	R6 313 000	0
31. Solani P/S	Maintenance and repairs	R2 237 000	R1 920 000	0
32. Tshembani P/S	Upgrades and additions	0	R1 496 000	0
33. Ukuthula P/S	Maintenance and repairs	0	R10 926 000	0

1. SERVICE DELIVERY IMPLEMENTATION PLAN (OPMS)

The annual operational plan of the municipality is in relation to the budget of the current financial year. The MSA 32 of 2000 require all municipalities to develop a Performance Management System. MFMA 56 of 2003 Service Delivery Implementation Plan. The SDBIP is an element with in the performance management system. It is a performance plan that indicates how and when all projects and programs in the IDP will be implemented throughout the year.

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

The prioritization of projects and programs is influenced by the following

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

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

This chapter will be concluded after the adoption of the Budget 2016/17.

4. INTEGRATION PHASE

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

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

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

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

- **Housing Chapter**

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

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

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

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

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

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

- **Spatial Development Framework**

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

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

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

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

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

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

- **Environmental Management Plan**

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

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

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

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

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

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

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

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

- **PMS framework Policy**

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

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

The Policy is developed within the following framework

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

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

Performance Regulations, 2006 for Managers reporting to the municipal manager and the municipal manger, outlines the process of the development of Performance agreements. The MFMA 56 2003, further requires that Section 56 manager and Municipal Manager must

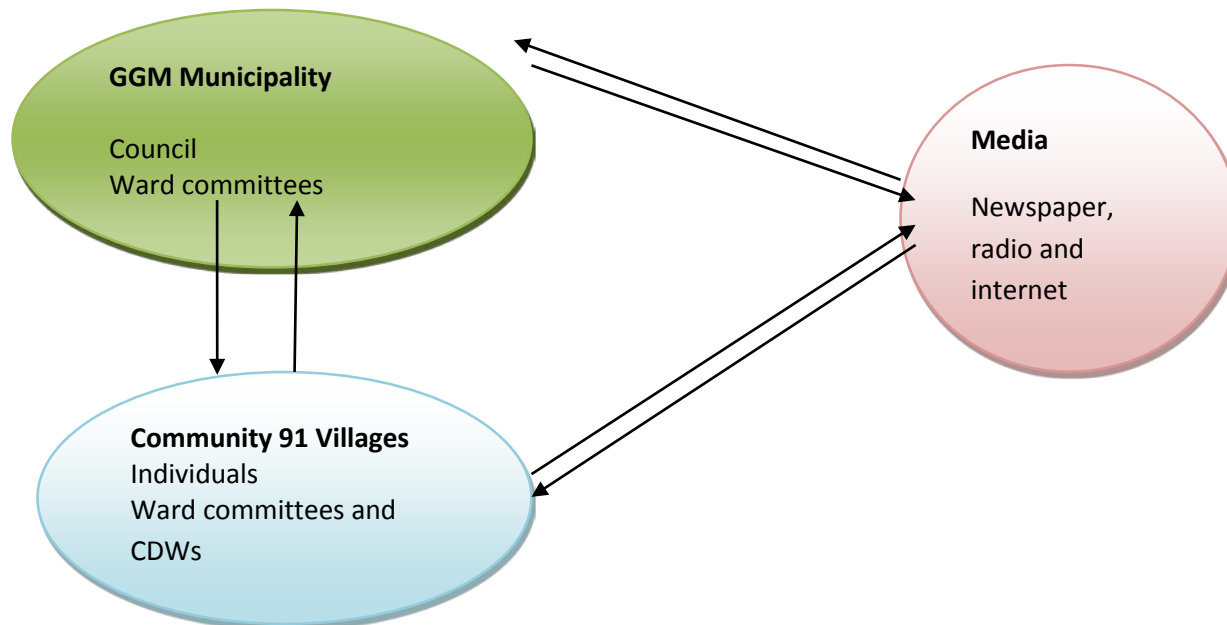
develop performance agreement that must be signed by the municipal manager and the Mayor, respectively. This Performance plans must be linked to the SDBIP, IDP and Budget.

- **Communication Strategy**

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

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

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



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

- **Employment Equity Plan**

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

- **Road Master Plan**

The following sector plans are outstanding

- Transport Master Plan

- Infrastructure Master Plan
- Water Demand Management and Conversation strategy

5. INSTITUTIONAL PLAN (SEE ATTACHED ORGANISATIONAL STRUCTURE)



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

5.1. Institutional Challenges per KPAs

KPAs	Challenges	Additional Resources needed
1. Spatial Rational	<ul style="list-style-type: none"> • Unstructured Development • Lack of Land Use Management 	<ul style="list-style-type: none"> • GIS and GIS specialist • Integrated Planning System (IT-GIS-

	<ul style="list-style-type: none"> • 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 	Financial)
2. Institutional Development and Transformation	<ul style="list-style-type: none"> • Office space and IT resources not adequate to create an enabling environment. • Inadequate record Management Systems. • Inadequate security on other municipal buildings • Review of policies. • Lack of retention strategy. • Incomplete job evaluation process by SALGA • Lack of Individual Performance Management policy and systems 	<ul style="list-style-type: none"> • Integrated IT System • IT Master plan • IT equipment (laptops, printers, 3Gs) • IT Backup system and security system
3. Infrastructure Development and Basic service Delivery	<ul style="list-style-type: none"> • Inadequate and dilapidated infrastructure for water and sanitation • Inadequate storm water drainage • Shortage of water • Inadequate sanitation infrastructure, as a result contaminating underground water • Vandalism of community facilities • Inadequate animal pounding infrastructure and the unit is not fully functional • Lack of enforcement of by-laws • Town Planning Unit not fully functional. • Land use Scheme not applied 	<ul style="list-style-type: none"> • Infrastructure Master plan

	<ul style="list-style-type: none"> • 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. 	
4. Local Economic Development	<ul style="list-style-type: none"> • Infrastructure development • Lack of Business investment, attraction, and retention strategies • Lack Value chain • Lack of enforcement of by-laws • Budget constraints • Lack of municipal property for economic development • Distance to the markets • Lack of land for development • Serious water shortages and drought • Brain drain 	<ul style="list-style-type: none"> • Financial muscle to develop road network supporting economic development
5. Financial Viability	<ul style="list-style-type: none"> • Low revenue base, • No cost recovery in rural settlements • Inadequate personnel to implement strategies. • Inadequate financial systems • Increasing debt accounts 	<ul style="list-style-type: none"> • Integrated financial System • Revenue enhancement strategy • Asset manager

6. Good Governance and Public Participation	<ul style="list-style-type: none"> Minimal Participation by sector department 	<ul style="list-style-type: none"> Maximum utilisation of CDWs
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7 The Following positions were recommended for the 2017/18–2021 financial years .

TECHNICAL SERVICES

UNIT	POSITION
PUBLIC WORKS	Superintendent level 6
BUILDING	Senior Building Inspector level 7
FREE BASIC SERVICES	FBS Coordinator level 4
ELECTRICAL MECHANICAL DIVISION	Manager electrical mechanical services

COMMUNITY SERVICES

UNIT	POSITION
PARKS	Senior Horticulturist L 4
ADMINISTRATION	Senior Admin Officer L4
TRAFFIC	2 Assistant superintendent L7 3 traffic officers L8
VEHICLE TESTING STATION	2 Examiners
POUND	Assistant pound master L11

STRATEGIC PLANNING AND LED

UNIT	POSITION
LED	Structure retained with the name change of admin officers to tourism officers
IDP	Structure retained

CORPORATE SERVICES

UNIT	POSITION
HUMAN RESOURCE	<p>That Compensation & Benefits (12 positions) be merged with Recruitment and headed by 1 Snr Personnel Practitioner L4</p> <p>That the position of Assistant Labour Relations Officer L6 in the Labour Relations sub directorate be removed.</p> <p>That the position of Snr OHS&EAP be added to the sub division OHS&EAP.</p> <p>Adjust the position in Organizational Design & Work Study to Snr Workstudy Officer L4.</p> <p>HRD and Occupational Health & Safety fall under the new HRD Division</p> <p>position of Manager – HRD be created</p> <p>Training Sub directorate remain as was</p> <p>position of Snr OHS&EAP L4 be created in the sub directorate OHS &EAP</p>
ADMIN	<p>Positions of 1 Messenger L12 and Messenger Driver L12 in Records Management Section be changed to 2 Messengers L12.</p> <p>5 Call Centre Operators L11 in Administration & Auxiliary Services be removed.</p> <p>Snr Protocol Officer L4 be introduced to the Protocol & Protection Services</p>
COUNCIL SUPPORT	Positions of council support should be prioritised
PUBLIC PARTICIPATION	(16 positions) remains with the following positions only – Manager L2, Senior Public Participation Officer L4 and Senior Admin Clerk L6, 5 Community Liaison Officers L10 and 2 Admin Clerk L10 (10 positions remain in the Division)

LEGAL	retain Manager L2, Senior Legal Officer L3 and Legal Officer L4
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OFFICE OF THE MM

UNIT	POSITION
MM's office	Delete admin officer
Risk	Structure retained
Audit	Structure retained

OFFICE OF THE MAYOR

UNIT	POSITION
	Structure retained

OFFICE OF THE SPEAKER

UNIT	POSITION
Office of the speaker	Structure retained

8. Management Capacity within the Municipality

Management Level	Key Functions	Supporting Divisions or Unit
Municipal Managers Office	Overall administrative management Risk Management and Correcting of AG queries as per AG. Financial management Disaster management	Internal Audit
		Risk Management Unit
		Performance Management Unit
		Disaster Management Unit
Corporate Service Department	Institutional Development and transformation; Good Governance and Public participation Provide auxiliary services	Human Resource Management
		Community Services
		Council Services

	Labour and legal services Support Council services (ward committee meetings and Imbizos)	Legal Services
Management Level	Key Functions	Supporting Divisions or Unit
Budget and Treasury	Financial Management GAMAP compliance MFMA Compliance (that includes reporting with in legislative framework. Procurement Evaluation rolls and asset management	Budgeting and Financial reporting
		Expenditure
		Revenue
		Supply chain
Technical Services	Infrastructure Development and Service Delivery Infrastructure maintenance (road, internal reticulation of water and sanitation)	Roads and Maintenance
		Electricity
		Water and Sanitation
Planning and LED	Planning and Development Town Planning Monitoring of land uses Development of IDP Local economic development	LED
		Spatial Planning and Land Use Management
		IDP
Community Services	Basic service delivery and Social and Community development Waste management Promoting safety and law enforcement Providing security Registration and licensing Environmental Management Library services	Safety and Security
		Licensing
		Waste Management and Cleaning Services
		Library Services
		Environmental Management

7 Conclusion

The IDP 2017/18 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 2017/18 demonstrates the municipality's endeavor to deliver services to their community despite the limited resources.

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

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

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

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

