

THULAMELA MUNICIPALITY IDP REVIEW 2021/22 – 2023/24

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SECTION 1: EXECUTIVE SUMMARY MAYOR'S FOREWORD



It is a pleasure for me to greet all residents of Thulamela Local Municipality and generally to all readers of Integrated Development Plan (IDP) and Budget for 2021/2022 Financial year

In terms of Section 34 of the Local Government System Act of 2000 (Act 32 of 2000) each municipality is required to review its Integrated Development Plan annually to assess its performance against measureable targets and to respond to the demands of changing circumstances.

The IDP and Budget review of Thulamela Local Municipality is the result of such a process and embodies our vision. This IDP is underpinned by the vision of Thulamela Municipality that says "we the people of Thulamela would like our municipality to achieve a city status by the year 2030, to promote urban regeneration and comprehensive rural development whilst encouraging local economic development to improve the quality of lives of people.

Fellow residents of Thulamela, this is the final review of the initial Integrated Development Plan that was adopted in 2017 and reflects our responsiveness towards the public, in vigorous pursuit to address the critical need of our local communities.

It is with great pride to highlight that Thulamela is one of the best performing Municipality in financial management and Council. This financial year 2020/2021, once again we got Unqualified Audit Opinion for the 7th year in succession. That is a good story to tell.

Furthermore, Thulamela municipality always ensure that the IDP and Budget processes are aligned, and the SDBIP is linked to the IDP. We always enhance public participation in integrated development planning process in all the stages for IDP.

We are having confident that through the Integrated Development Plan, the municipality will be in a position to deliver services in line with Section 152 of the Constitution of the Republic of South Africa.

It is now more than a year, when Covid-19 outbreak around the world and Thulamela was also affected, many of our colleagues, friends, relative, neighbours pass on. The dark clouds are still over our heads; may their souls continues to rest in peace. Let's still observe Covid-19 Regulations.

I conclude with a paraphrase, in the words of Mr. Nelson Mandela; I have walked that long road of freedom, I have tried not to falter, I have made misstep along the way, but I have discovered the secret that after climbing a great hill, one only find that there are many more hills to climb. I have taken a moment to rest, to steal a view of gracious vista that surrounds me, to look back on the distance, I have come, but I can rest for a

moment, for with freedom come responsibilities and I dare not to linger, for my long walk is not ended" Nelson Mandela.

This is very true for us as Thulamela Local Municipality- we walked the journey of providing quality services to all in our 41 wards, public participation and good governance is our core mandate. Any victorious reflected here in this IDP, still demands that we do not falter, that we do not linger, and we realized that, there is a long way to go and achieve a city status by 2030. Working together with our communities, sector departments and all stakeholders we can do more.

I am now expecting the administration to move with speed to qualitatively implement projects and programmes as a matter of priority in the true spirit of "Thuma mina" as advocated by President Matamela Cyril Ramaphosa.

THULAMELA MAYOR

Councillor A.S TSHIFHANGO



MUNICIPAL MANAGER'S OVERVIEW



Current Term of Council

We are reviewing the IDP and Budget for 2021/22 financial year in the last financial for the current term of Council. Local Government elections were last held in August 2016 and the next LG elections are due to be held in 2021 at a date still to be proclaimed/announced. Council adopted the IDP Five-Year Plan in 2016/17 financial year. The Plan was reviewed before the beginning of each financial year together with the budget and tariffs policies. Our Five-Year Plan was guided by our vision to attain the City status in 2030. We have put all our efforts to help eradicate poverty, and promote social, political, and economic empowerment of all our people, through delivery of quality services, community participation, and smart administration.

Achievements and Challenges

Over the years, we have been able to implement all the programmes planned and use available resources allocated to various programmes/projects. We owe this to our municipal departments. Their commitments to

tasks were outstanding and commendable. We further salute the role played by our communities and councillors in conducting oversights in all areas of the municipality.

However, our financial resources are limited. We were unable to achieve all what our communities wanted us to do. We wish we could have done more. The backlogs remain in the areas of water, sanitation, proper roads, waste removal, housing, and job opportunities.

Paying for Municipal Services

One of the areas that needs improvements is to mobilize our communities to pay for municipal services. Our over reliance on national government's grants is not sustainable. Our own funding resources need to be explored and strengthened. Our communities must play their part.

Public Participation

We have structured public participation system as directed by the Municipal Systems Act. We always engage communities in all our areas on service delivery issues. Our stakeholder's management is located at the Office of the Speaker through Public Participation section. We are now limited by COVID 19 Regulations to have direct meetings with our stakeholders.

Good Governance

Over the years we have continued to strengthen and capacitate our financial controls and management. We have regular audits through Auditor General's Office. We have maintained an Unqualified Audit opinion for years while we strive to achieve a clean Audit.

We have functional oversight offices, like internal audit, risk management, performance monitoring and political officers' oversight.

District Development Model /One Plan

Section 25 of the Municipal Systems Act requires all municipalities to produce a single, inclusive and strategic plan or Integrated Development Plan (IDP). The Act specifies that the IDP must do the following:

- . Link, coordinate and integrate plans
- . align resources and capacity
- . Form the policy and budget framework for the municipality
- . Comply with national and provincial development plans

Therefore, all spheres of government need to cooperate and plan together for the betterment of our citizens. The integration plan or one district plan will help to provide coordination of interventions, cost saving and well researched programmes with the involvement of our communities.

COVID 19 Epidemic

The 2020 and 2021 years began with the outbreaks of the Corona virus/Covid-19. The aftermath of the epidemic has disrupted our economy, government services, and our daily lives. Government is forced to re direct and reprioritize all energies and plans to fight this invincible enemy

Due to these un-breaks and in line with Disaster Management Act and subsequent regulations, we are unable to conduct public participation process to deepened local community's participation in contrast to our traditional face to face meetings in public places.

Members of public are now required to make inputs and participate in the IDP, Budget Tariffs Reviews using technologies, Important information will be available in newspaper's advertisements, municipal websites, etc. Communities are encouraged to make inputs through written submissions,

Council will finally adopt the IDP, Budget and Tariffs policy reviews for 2021/22 -2023/24 FY in May 2021. The implementation phase will start from the 01 July 2021 up to 30 June 2022

We serve with Dedication.

Regards,

Municipal Manager

Mr Maluleke H.E

SECTION 2: VISION AND MISSION

Thulamela Vision

We, the people of Thulamela would like our Municipality to Achieve a city status by 2030, to promote urban regeneration and comprehensive rural development whilst encouraging Local Economic Development to improve the quality of lives of our People.

Thulamela Mission

We build prosperity, eradicate poverty and promote social, political and economic empowerment of all our people through delivery of quality services, community participation, local economic development and smart administration

Motto

We serve with dedication.

SECTION 3: MUNICIPAL AND DEMOGRAPHIC PROFILE OF THE MUNICIPALITY MUNICIPAL AND DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

THULAMELA MUNICIPALITY PROFILE

Thulamela Municipality is a Category B municipality established in terms of Local Government Structures Act number 117 of 1998. Thulamela Municipality is one of the four local municipalities comprising Vhembe District Municipality.

Thulamela Municipality shares the boundary in the south east with Collins Chabane Municipality while sharing the border's with Musina Municipality in the north east and Makhado Municipality in the west.

Thulamela covers 2 893.936 km²: 22° 57′ S 30° 29′ E

Thulamela Municipality is a municipality area covering vast track of lands mainly tribal, and Thohoyandou is its political, administrative and commercial centre.

Interms of population it is the second largest of all the municipalities in Limpopo Province. The political leadership of the municipality is vested in the Municipal Council comprising of 81 Councillors of whom 41 are Ward or directly elected Councillors, 40 Proportional Representative (PR), representing political parties on the strength of their performance in the August 2016 Local Government Elections. Municipal Code is LIM 343. The Mayor chairs Executive Committee meetings, while the Speaker presides over Council meetings.

Additional members of Council are 7 Senior Traditional Leaders or their representatives who sit on the Council as Ex-Officio representing the traditional systems of governance. There are 6 Departments that form the basis of Administration. Administration is responsible for strategic day to day operational matters of the municipality, implementation of Council's decisions, as well as providing technical, professional support and advice to the Council.

Table: 3.1

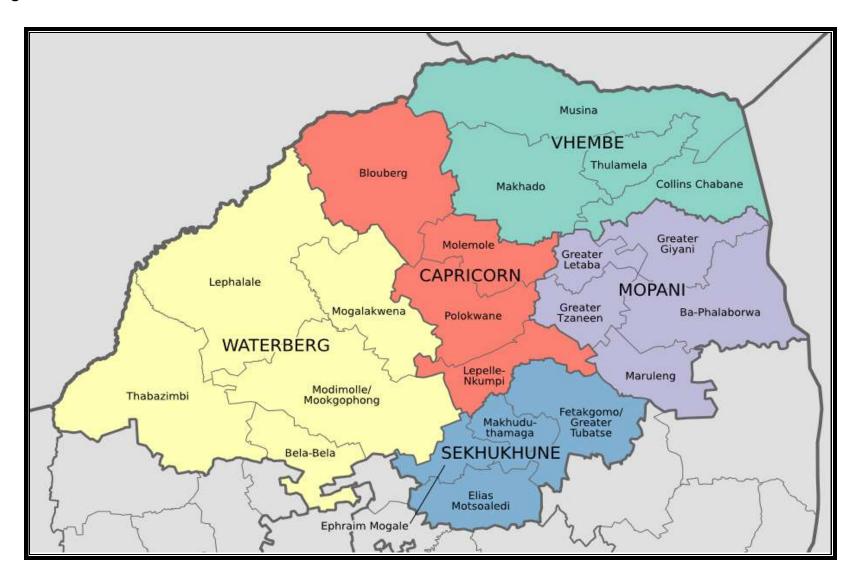
Councillors	Thulamela
Directly Elected	41
Proportional Representative	40
Senior Traditional Leaders	7
Total	88

Mr Maluleke H.E. is the Municipal Manager and he is the Accounting Officer / Head of Administration. There are five departments headed by five Senior Managers (All appointed on performance contracts and are responsible for line functions of Departments).

The Municipal Demarcation Board has re-drawn Municipal outer boundaries in the Vhembe District during August 2016 Local Government Elections. The District's outer boundary has not changed. The outer boundaries of Makhado, Musina, Mutale and Thulamela Municipalities were affected.

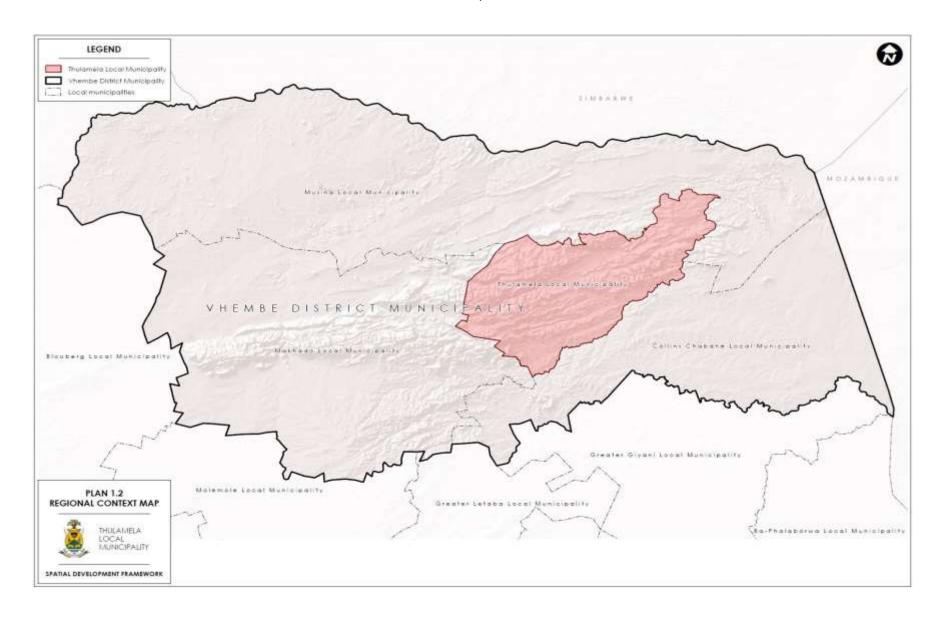
The MDB has decided to disestablish Mutale Municipality. Eight wards from Mutale were incorporated into Thulamela Municipality. The Northern part of Mutale was incorporated into Musina Municipality.

Figure 3.1: LOCAL AND DESCRIPTION OF THULAMELA MUNICIPALITY IN TERMS OF PROVINCIAL CONTEXT



VHEMBE DISTRICT MUNICIPALITY: Area Total Map Total Area = 1 129 740.773 Hectares = 11 297, 41 Km2 Musina otal Area = 289 393 Hectares = 2 893.936 Km2 Thulamela Total Area =831 058. 64 Hectares = 8310, 586 Km2 Total Area = 546 721, 572 Hectares Makhado = 5 467. 216 Km2 Legend Thulamela Prepared by: Vhembe GIS Section New (015) 960 3538 (t) (015) 952 1017 (f) Musina Development Planning Department SCALE: 1: 1 104 133 Makhado

Figure 3.2: LOCAL AND DESCRIPTION OF THULAMELA MUNICIPALITY IN TERMS OF THE DISTRICT CONTEXT



DEMOGRAPHIC PROFILE

POPULATION SIZE

Table 3.23.1 Population size index

Table 3.1: Population size									
Municipalities	1996	2001	% Change	2011	% change	2016			
Vhembe	1 095 728	1 197 952	1.8	1 294 722	0.8	1 393 948			
Thulamela	533 757	581 487	1.7	618 462	0.6	497 237			
Musina	33 061	39 310	3.5	68 359	5.5	132 009			
Makhado	455 597	494 264	1.6	516 031	0.4	416 728			
Collins Chabane						347 974			

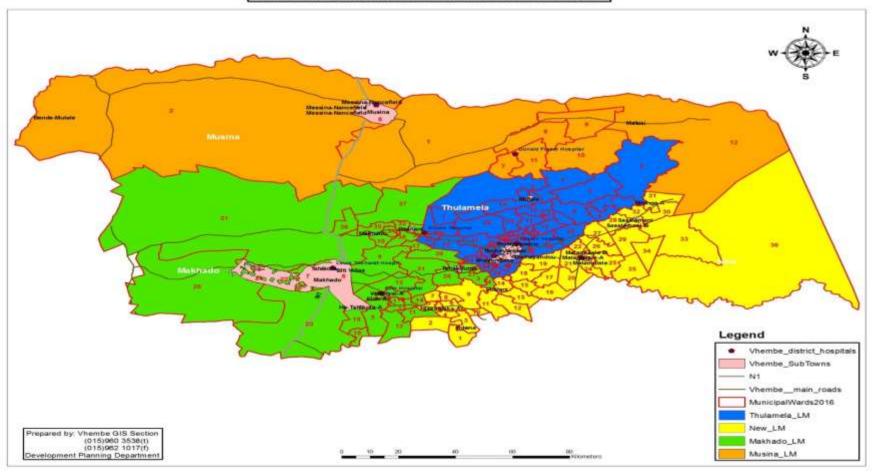
Source: StatsSA, Community Survey 2016

The table above shows the population distribution in the district. High population concentration is in Thulamela followed by Makhado municipality as also indicated in population statistics table below.

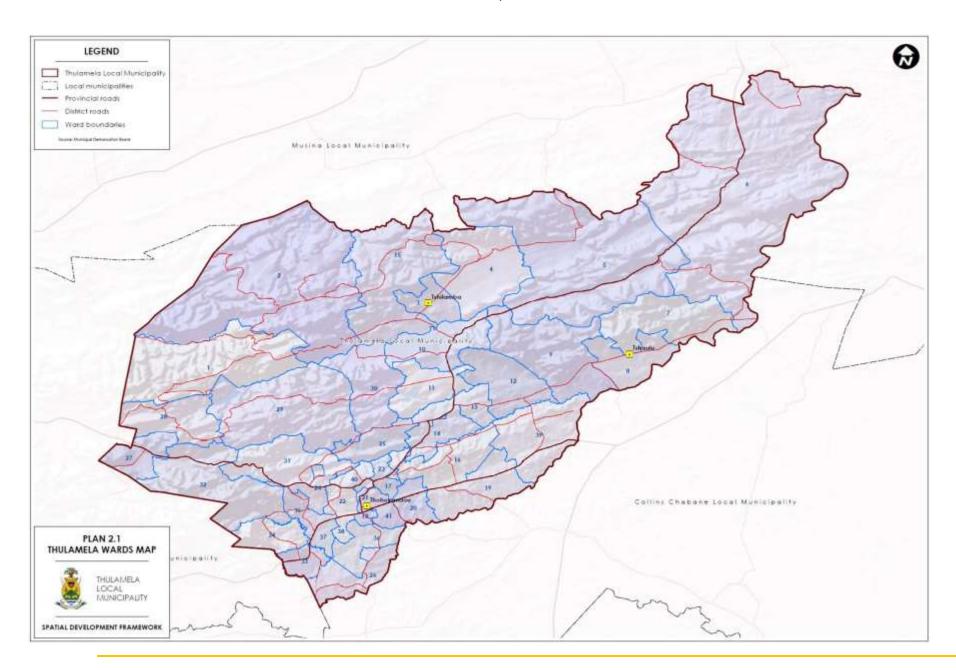
The population of Thulamela was according to Census 2011. The table above then reveals that as a result of the demarcation changes and community services 2016 and Thulamela population is 497 237, The population has decreased by 121 225.

Figure.3.3

VHEMBE DISTRICT MUNICIPALITY MAP



Population Size Map



POPULATION GROUP

Table 3.3

MUNICIPALITY	BLACK AFRICAN	COLOURED	INDIAN/ASIAN	WHITE	OTHER	TOTAL POPULATION
LIM343:						
Thulamela	493780	749	2479	229	-	497237

Stats SA; Community Survey; 2016

Table 3.4:

AREA	LIM343: THULAMELA
AGE	NUMBER
0-14 (Children	168496
15-34 (Youth)	192769
35-64 (Adults)	102497
65+ (Elderly)	33475

Table 3.9: Numbe	er of households	;	
Municipality	Male	Female	Totals
Thulamela	64593	65728	130321

Stats SA; Community Survey; 2016

Types of dwellings

Table 3.10

Main dwelling that household currently lives in by Geog	graphy hierarchy 2016 for Household weight
	Thulamela
Formal dwelling/house or brick/concrete block	
structure on a	112181
Traditional dwelling/hut/structure made of traditional mater	6754
Flat or apartment in a block of flats	856
Cluster house in complex	109
Townhouse (semi-detached house in a complex)	56
Semi-detached house	137
Formal dwelling/house/flat/room in backyard	4706
Informal dwelling/shack in backyard	2524
Informal dwelling/shack not in backyard (e.g. in	
an informal	1890

Room/flat let on a property or larger dwelling/servants quart	808
·	000
Caravan/tent	-
Other	299
Unspecified	-
Total	130321

Sources: Stats SA, Community Survey 2016

HOUSEHOLDS RECEIVING MAIL/POST IN THULAMELA MUNICIPALITY

Table.3.11: Statistics South Africa/Census 2011 Community Profiles CS2016

Geography hierarchy 2016 by Household mode for receiving of mail/post for Person Weight

	Delive red to the dwelli ng	Delivered to a post box/privat e bag owned by the household	Through a friend/n eighbo ur/relati ve	Through a shop/sch ool	a	Through a tribal/tradit ional/local authority office	By email	Do not receiv e mail	Other	Unspe cified	Total
LIM341: Musina	19349	30654	3372	13578	1829	754	6059	52998	3351	67	132009

LIM343:	4201	234965	62358	58786	1518	27220	5284	99321	3582	2	497237
Thulam											
ela											
LIM344: Makha do	19467	167013	24369	59568	5035	26892	4415	102661	7302	5	416728
LIM345: New	3318	124504	26251	77520	1138	16815	1926	90326	6177	-	347974
Total	46335	557136	116350	209451	9520	71681	17684	345307	20412	74	1393949

Created on 08 February 2017

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reserved.

Source: Stats SA, Community Survey 2016

EDUCATION

Table 3.5: Level of Education

HIGHEST LEVEL OF EDUCATION BY GEOGRAPHICAL	LIM343: THULAMELA
HIERARCHY 2016	
No schooling	85029
Grade 0	19566
Grade 1/Sub A/Class 1	13915
Grade 2/Sub B/Class 2	14203
Grade 3/Standard 1/ABET 1	17630
Grade 4/Standard 2	16167
Grade 5/Standard 3/ABET 2	16666
Grade 6/Standard 4	17552
Grade 7/Standard 5/ABET 3	20851
Grade 8/Standard 6/Form 1	26079
Grade 9/Standard 7/Form 2/ABET 4/Occupational	38374
certificate NQF Level 1	
Grade 10/Standard 8/Form 3/Occupational	43006
certificate NQF Level 2	
Grade 11/Standard 9/Form 4/NCV Level 3/	46850
Occupational certificate NQF Level 3	
Grade 12/Standard 10/Form 5/Matric/NCV Level	79701
4/ Occupational certificate NQF Level 3	
NTC I/N1	450
NTCII/N2	582
NTCIII/N3	1346
N4/NTC 4/Occupational certificate NQF Level 5	1733
N5/NTC 5/Occupational certificate NQF Level 5	1394

N6/NTC 6/Occupational certificate NQF Level 5	2337
Certificate with less than Grade 12/Std 10	581
Diploma with less than Grade 12/Std 10	924
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	2786
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	8624
Higher Diploma/Occupational certificate NQF Level 7	3239
Post-Higher Diploma (Masters)	2301
Bachelor's degree/Occupational certificate NQF Level 7	7244
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	3093
Masters/Professional Masters at NQF Level 9 degree	829
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	482
Other	1429
Do not know	2099
Unspecified	176
Total	497237

Stats SA; Community Survey; 2016

HEALTH

Table 3.6 Number of Birth and Death by Hospitals 2011 in the District

	Total	Male	Female	Total	Male	Female
Donald Frazer Hospital	4 770	2 423	2 347	822	371	451
Tshilidzini Hospital	5 323	2 731	2 592	1 307	623	684
Hayani Hospital	0	0	0	04	03	01

Source: Department of Health, 2015/16

Table 3.7: Child Mortality Rate /1000 Live birth 2011

Indicator	Tshilidzini Hospital	Donald Frazer Hospital
Inpatient death under 1-year rate	11.1	4.6
Inpatient death under 5 years rate	5.6	2.7

Source: District Health Information 2016/17.

Table 3.8: Social grants per Recipients

Municipality	Old Age	Disability Grant	War Veteran	Grant In Aid	Forester Care	CDG	Child Support	Total
Thulamela	17486	3759	1	441	714	641	72612	95654

Source: SASSA, 2017

Neonatal death rate is usually targeted at half the target of stillbirth rate.

Table 3.10: HIV AND TB district indicators: FY 2015/16 to 2017/18 Prevalence in the municipality.

Pillars	Indicator	2015/16	2016/17	2017/18
Pillar no 1: Prevention	Male condom distributed	21 487 991	28 918 918	18 843 800
	Medical male circumcision performed	17108	9577	10040
Pillar no 2: Case identification	Antenatal client HIV re-test rate	85.1%	131.5%	186.1%
	Infant 1st PCR around 10 weeks uptake rate	0	47.2%	57.2%

IDP 2021/22 FY

	Child rapid HIV test around 18 months rate	44.6%	84.4%	56.4%
Pillar no 3: Treatment initiation	Antenatal client start on ART rate	91.3%	96.6%	94.8%
	TB client 5 years and older initiated on treatment rate	121.9%	127.4%	71%
	Adult naive started on ART this month	12987	12248	9856
Pillar no 4: Retention and Treatment Success	Adult remaining on ART end of month-total	52408	59800	63664
Treatment doccess	TBTreatment success rate	81.2%	74.1%	84.3%

Source: DHIS and ETR.net.

HIV and TB prevention and management is collaboratively implemented through the Department of Health fast tracking strategy. Prevention of new spread of HIV infections is enhanced through increasing access to preventative intervention amongst others scaling up medical male circumcision and condom distribution.

HIV, Counselling and Testing (HCT) for the general population is ongoing with the inclusion of targeted population amongst others, antenatal women, babies and children. Testing for children at 18 months. There is decline in Pillar 3 treatment initiation however improvement marked on pretension on both adult remaining on ART and TB success rate.

SECTION 4: POWERS AND FUNCTIONS OF THE MUNICIPALITY 4.1. POWERS AND FUNCTIONS OF THE THULAMELA MUNICIPALITY

TABLE: 4.1

Constitution: Competency	The division in section 84(1) and (2) of the Municipal Structures Act		
Schedule 4B	District municipality – s 84(1)	Thulamela Local municipality – s 84(2)	
Air Pollution	No Powers	Full Powers in the Area of Jurisdiction	
Building regulations	No Powers	Full Powers in the Area of Jurisdiction	
Child Care Facilities	No Powers	Full Powers in the Area of Jurisdiction	
Electricity and Gas Reticulation	Bulk Supply of electricity, which includes for the purposes of such supply, the transmission, distribution, and where applicable the generation of electricity	No Powers	
Fire Fighting Services	Firefighting services serving the area of the district municipality as a whole, which includes –	No Powers	

Local Tourism	(i) planning, co- ordination and regulation of fire services (ii) specialized firefighting services such as mountain, veld and chemical fire services (iii) co-ordination of the standardization of infrastructure, vehicles, equipment and procedures (iv) training of fire officers Promotion of local	Remaining Powers in the
Local Foliam	tourism for the area of the district municipality (Does not include regulation and control of tourism industry)	Area of Jurisdiction
Municipal Airports	Municipal airports serving the area of the district municipality as a whole. Establishment, regulation, operation	No Powers

	and control of airport facility that serves the area of the district municipality	
Municipal Planning	Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality	Integrated Planning for the Area of the Local Municipality
Municipal Health Services	Full Powers	No Powers
Municipal Public Transport	Regulation of passenger transport services	No Powers
Municipal Public Works	Municipal public works relating to any of the above functions or any other functions assigned to the district municipality	Municipal public works relating to any of the above functions or any other functions assigned to the district municipality
Storm-water management systems	No Powers	Full Powers in the Area of Jurisdiction

Trading Regulations	No Powers	Full Powers in the Area of Jurisdiction
Water and Sanitations Services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Potable Water Supply Systems, Domestic Waste-Water Disposal Systems	No Powers
Constitution:	The Division in section 84	(1) and (2) of the
Competency Schedule 5B	Municipal Structures Act District Municipality-	Local Municipality-
	Section 84(1)	Section 84(2)
Billboards and Display of Advertisements in Public Places	No Powers	Full powers in the area of jurisdiction
Cemeteries, Funeral Parlors and Crematoria	The Establishment, Conduct and Control of Cemeteries and Crematoria serving the Area of a major proportion of municipalities in the district	Remaining Powers in the Area of Jurisdiction
Cleansing	No Powers	Full Powers in the Areas of Jurisdiction
Control of Public Nuisances	No Powers	Full Powers in the Areas of Jurisdiction

Control of Undertakings that Sells Liquor to the Public	No Powers	Full Powers in the Areas of Jurisdiction
Facilities for the Accommodation, Care and Burial of Animals	No Powers	Full Powers in the Areas of Jurisdiction
Fencing and Fences	No Powers	Full Powers in the Areas of Jurisdiction
Licensing of Dogs	No Powers	Full Powers in the Areas of Jurisdiction
Licensing and Control of Undertakings that Sell Food to the Public	No Powers	Full Powers in the Areas of Jurisdiction
Local Amenities	No Powers	Full Powers in the Areas of Jurisdiction
Local Sport Facilities	No Powers	Full Powers in the Areas of Jurisdiction
Markets	Establishment, operation, management, control and regulation of fresh produce marketsserving the area of a major proportion of municipalities in the district Restricted to markets that sell fresh products,	Remaining Powers in the Area of Jurisdiction

	such as vegetables, flowers and meat and excluding car markets, utensils, souvenirs	
Municipal Abattoirs	Establishment, operation, management, control and regulation of abattoirsserving the area of a major proportion of municipalities in the district	Establishment, operation, management, control and regulation of abattoirs that serve the area of the local municipality only
Municipal Parks and Recreation	No Powers	Full Powers in the Area of Jurisdiction
Municipal Roads	Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole The establishment, operation, management, control and regulation of roads that link local municipalities within the district, fall	The establishment, operation, management, control and regulation of roads that serve the area of the local municipality

Pounds	under the authority of the district municipality No Powers	Full Powers in the Area of Jurisdiction
Public Places	No Powers	Full Powers in the Area of Jurisdiction
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Solid waste disposal sites, insofar as it relates to— (i) the determination of a waste disposal strategy (ii) the regulation of waste disposal (iii) the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district	Remaining powers in the area of jurisdiction, including the establishment, operation, management, control and regulation of refuse dumps and of solid waste disposal sites that serve the area of
Street Trading	No Powers	Full Powers in the Area of Jurisdiction
Street Lighting	No Powers	Full Powers in the Area of Jurisdiction

Traffic and Parking	No Powers	Full Powers in the Area of
		Jurisdiction

SECTION 5: PROCESS FOLLOWED TO DEVELOP THE IDP

5.1. INSTITUTIONAL ARRANGEMENTS FOR THE IDP PROCESS AND IMPLEMETATION

The organizational structure is reviewed and approved annually in line with IDP/Budget Priorities.

5.2. THE PLANNING FRAMEWORK

5.2.1. IDP REVIEW PROCESS PLAN:

The IDP represents a continuous cycle of development planning, implementation and review. It is a Five Strategic Plan of council that informs the Financial and Institutional planning.

The Process plan covers the following areas:

- Distribution of Roles and Responsibilities
- Institutional Arrangements for Implementation
- Mechanism and Procedures for Public Participation
- Binding Legislations and Planning Requirements
- Cost Estimates for Developing and/or Review Process
- Monitoring of the Process Plan role of local municipality.

The following Structures were created for IDP and Budget review process, as per the adopted Process Plan:

• IDP Steering Committee.

The steering is established to provide guidance, technical and professional assistance to both councillors and communities when they take decisions.

- IDP Representative Forum meeting.
 It's a forum / Plant form where community by the Municipality in the process of developing the IDP.
- Nodal Points meetings.
 It is also a forum / Plant form where community by the Municipality in the process of developing the IDP.

PROCESS UNDERTAKEN TO REVIEW THE IDP: 2021/22 FY

IDP/BUDGET PROCESS PLAN (JULY - AUGUST 2020)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
Steering	IDP/Budget Process	Consideration of	Meeting	Senior
committee	Plan for	IDP/Budget Plan		officials from
	2020/20201Financial	Process		municipal
	Year			departments
Portfolio	IDP/Budget Process	Consideration of	Meeting	All members
Committee	Plan	IDP/Budget Plan		of IDP/LED
		Process		Portfolio
				Committee.
Representative	IDP/Budget Process	Consideration of	Meeting	All Municipal
Forum Meeting	Plan	IDP/Budget Plan		Stakeholders
		Process		

EXCO	IDP/Budget Process	Consideration of	Meeting	All members
	Plan	IDP/Budget Plan		of EXCO
		Process		
Council	IDP/Budget Process	Consideration of	Meeting	All Municipal
	Plan	IDP/Budget Plan Process		Councillors

COMMUNITY NEEDS ASSESSMENT (JULY - SEPTEMBER 2020)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
Steering Committee	Review of Community Needs	Consideration of Community Needs	Meeting	Senior officials from municipal departments
Portfolio Committee	Review of Community Needs	Consideration of Community Needs	Meeting	All members of IDP/LED Portfolio Committee.
Municipal Manager, Senior Managers	Income Budget	Income Budget Submissions	Submissions to Senior Management	Heads of Departments

STATUS QUO ANALYSIS (JULY – SEPTEMBER 2020)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
Steering Committee	Service Delivery Analysis & Priorities	Consideration of Service Delivery Analysis & Priorities	Meeting	Senior officials from municipal departments
Portfolio Committee	Service Delivery Analysis and Priorities	Consideration of Service Delivery Analysis & Priorities.	Meeting	All members of IDP/LED Portfolio Committee.
Representative Forum	Service Delivery Analysis and Priorities	Consideration of Service Delivery Analysis & Priorities.	Meeting	All Municipal Stakeholders

VISION, STRATEGIES (OCTOBER - DECEMBER 2020)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
Steering Committee	Vision, Mission, Strategies & Objectives	Consideration of Vision, Mission, & Strategies	Meeting	senior officials from municipal departments
Portfolio Committee	Vision, Mission, Strategies & Objectives	Consideration of Vision, Mission & Strategies	Meeting	All members of IDP/LED Portfolio Committee.
Representative Forum	Vision, Mission, Strategies & Objectives	Consideration of Vision, Mission and Strategies	Meeting	Municipal Stakeholders
Budget Steering Committee	Adjusted Budget for 2020/21 FY	Consideration of Submissions made	Meeting	senior officials from

		municipal
		departments

STRATEGIC PLANNING SESSIONS (JANUARY - MARCH 2020)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
Senior Management, PTM	Strategic Planning	Developing Strategies & Setting Objectives of the Municipality	Workshop	Senior officials, Portfolio heads, and chairpersons of Portfolio committees,
Senior Management and Managers	Risk Management Workshop	Review of Strategic Risk Register	Workshop	Senior Management and middle Managers

ADJUSTMENT BUDGET PROCESS (JANUARY - FEBRUARY 2020)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS
Senior Management	Income Budget	Income Budget Submissions	Submissions by departments to Budget and Treasury	Heads of Departments
Budget Steering Committee	Budget & Business Plan	Department al Budget Submissions (Budget & Business Plan)	Meeting	Senior Officials from & Political Head from Budget & Treasury
Council & Administration	Public Participation	Public Meetings	Meetings	Municipal Stakeholders

	on Adjusted Budget			
Council	Approval of Adjusted Budget for 2020/21	Final Draft: Adjusted Budget for 2020/21 FY	Meeting	Councillors
Budget and Treasury Department	IDP/Budget to National & Provincial Treasury & other Stakeholders	Submission of Approved IDP/ Budget to National, Provincial Treasury & other Stakeholders	Submissions were made	IDP & Budget Offices

PROJECTS SELECTION (JANUARY - MARCH 2020)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
Steering Committee	Screening of Projects & Budget Estimates	Consideration of Projects (Municipal, Sector Departments, Parastals, Projects selection)	Meeting	senior officials from Municipal Departments

Portfolio Committee	Screening of Projects & Budget Estimates	Consideration of Projects Municipal & Sector Departments, Parastals Projects	Meeting	All members of IDP/LED Portfolio Committee.
Budget Steering Committee	Draft Budget	Consideration of Draft Budget for 2021/22 – 2023/24 and Tariffs Policy	Meeting	senior officials from Municipal Departments & Political Head from Budget & Treasury
EXCO	Screening of Projects & Budget Estimates	Consideration of draft IDP, Budget and Tariffs for 2021/22- 2023/24 FY	Meeting	All members of EXCO
Council	Draft IDP/ Budget	Tabling of first Draft IDP, Budget and Tariffs		

	Review for 2021/22-	Meeting held to	All Municipal
	2023/24 FY	note	Councillors

DEEPENING PUBLIC PARTICIPATION (APRIL - MAY 2021)

Nodal Area Visits: Meetings planned from April – May 2021 to further deepen public participation. Due to Disaster Management Act declaration and its Regulations, the following methods will be used for public participation: Radio through the Mayor, Municipal website, emails, and cell phone (SMS, WhatsApp) and newspaper advertisements.

VDM Meeting with Thulamela Stakeholders (To present VDM IDP Review for 2021/22 FY with special focus on water and sanitation may take place virtually due to Disaster Regulations

APPROVAL (MAY – JUNE 2021)

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
Steering Committee	Consolidation / Integration of Projects & Programmes	Consideration of Integration of Projects & Programmes from sector departments	Meeting	senior officials from Municipal Departments
Portfolio Committee	Consolidation / Integration of Projects & Programmes	Consideration of Integration of Projects & Programmes from sector departments	Meeting	All members of IDP/LED Portfolio Committee.
Representative Forum	Consolidation / Integration of Projects & Programmes	Consideration of Integration of Project s & Programmes from sector departments	Meeting	All Municipal Stakeholders

STRUCTURE RESPONSIBLE	PLANNING ACTIVITY	TASKS	MECHANISM	PARTICIPANTS
EXCO	Draft IDP,	Consideration of final	Meeting	All members
	Budget,	Drafts of IDP, Budget,		of EXCO
		Tariffs & Strategic Risk		

	Tariffs, Risk Register	Register Reviews for 2021/22-2023/24 FY		
Council	Draft IDP, Budget, Tariffs, Risk Register	Consideration of final Drafts of IDP, Budget, Tariffs & Strategic Risk Register Reviews 2020/21-2022/23 FY	Meetings held to adopt the IDP, Budget and Tariffs Review 2020/21 – 2022/23 FY	All Municipal Councillors

5.3. The MEC IDP Assessment Findings: 2020/21 FY

The Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA) is responsible for conducting IDP Assessment Session after municipalities had submitted their IDPs for assessment purposes. COGHSTA further distributes IDP documents to all sector departments in the Province for them to assess the IDPs and identify gaps that would be responded to through various departmental programmes and projects as the latter compiles their Annual Performance Plans.

The IDP assessment focused on the assessment of municipalities in addressing their planning & governance mandates. After the IDP documents were assessed, preliminary findings were sent to respective municipalities to enable Municipalities to comment on the preliminary IDP Assessment Findings and to consider the findings and recommendations as they undertake the annual review of the IDPs

In terms of the Assessment rating Thulamela Municipality was rated HIGH.

5.4. LEGAL FRAMEWORK

Development and review process of the Integrated Development Plan (IDP) is within the context of legislations that governs the Local Government (I.e. Constitution: sec 152; Municipal System Act: section 25(1) and sections 26, 34, 41.

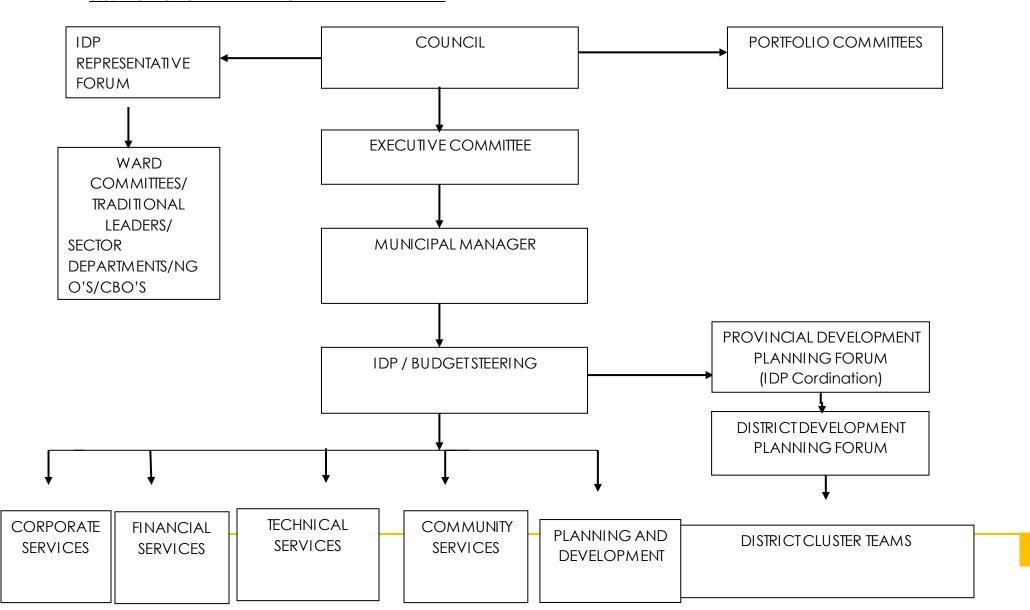
We are currently reviewing the IDP for 2020/21 in order to develop the IDP 2021/22 Financial Year. It is in this context that the municipality is engaging stakeholders to develop the 2021/22 IDP document.

The IDP Review of 2021/22 Financial Year is taking cognisance of the new Municipal Demarcation alignments.

The following legislations are referred to when developing the IDP:

- Constitution of the Republic of South Africa, 1996
- Local Government: Municipal Structures Act, 1998
- Local Government: Municipal Systems Act, 2000
- Local Government: Municipal Finance Management, 2003
- National Environment Management: Waste Act, 2008
- Spatial Planning and Land Use Management, 2013

5.5. INSTITUTIONAL PLAN TO IMPLEMENT THE IDP



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SECTION 6

SECTION 6: SPACIAL ECONOMY AND DEVELOPMENT RATIONALE

KPA: SPATIAL PLANNING

CLUSTER: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

6. SPATIAL RATIONALE ANALYSIS

Service Standards or Norms and Standards

- ✓ Deed of Grant right Application-5 working days
- ✓ PTO(Business) certificate- 5 working days
- ✓ Change of ownership-5 working days
- ✓ Trading licenses- 5 working days
- ✓ PTO(Farming) certificate-5 working days
- ✓ PTO(Residential) certificate-5 working days
- ✓ Rezoning applications- 3 months
- ✓ Sub-division applications- 3 months
- ✓ Consolidation applications-3 months

- ✓ Demarcation of site-12 months
- ✓ Building plans- 3 months
- ✓ Building inspection & noticed issued
- ✓ Compilation of maps-3 days

Thulamela municipality has predominately tribal or traditional area which is 134,200 and the urban only covers 22,374 hectares and there are only 22 farms.

Service Delivery Challenges

- □ Non-compliance by the communities with regards to approval of building plans.
- ☐ Communities do not submit the required documents in time
- ☐ Disputes with regards to ownership of the property in proclaimed areas.
- ☐ Illegal use of municipal land.
- ☐ Land invasion by traditional authorities and local structures in some proclaimed areas.
- □ Non availability of land for the expansion of proclaimed areas.

NATIONAL DEVELOPMENT PLAN

National Development Plan aims to deal with spatial patterns that exclude the poor from the fruits of development, the National Development Plan further identifies nine main challenges and one of them is that spatial patterns excludes the poor from the fruits of development e.g. most of our villages are located away from the main towns and major routes.

The province has Spatial Rationally to deal with hierarchy of settlements and Limpopo Employment Growth and Development Plan (LEGDP) to deal with provincial growth points. District has SDF which is aligned to NSDP, Spatial Rationale, National Development Plan and the Limpopo Province is currently reviewing Limpopo Development Plan.

Thulamela Municipality Spatial Planning and Land Use Management (SPLUMA) Bylaw is currently in operation promulgated in accordance with the Spatial Planning and Land Use Management SPLUMA of 2013.

REVIEW OF SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The municipality has reviewed the Thulamela Spatial Development Framework (SDF) in March 2019. The new SDF has incorporated new Thulamela Municipal Area (MDB 2016).

The main thrust of the new Spatial Development Framework being revolve around our clear defined nodal point's development and hierarchy of settlements based on the priorities of the residents, as well as the direction that the municipality intends to take in relations to the following identified areas:

- Strategic and potential development areas;
- Service upgrading;
- Hierarchy of business centre as well as areas for future industrial development;
- Open space system and nature conservation areas;
- Radial road network:

- Future spatial form and major directions of desired growth;
- National, Provincial and Municipal routes and nodal points as well as strategic development initiatives and functional development areas.
- More detail in this regard is documented in the actual Spatial Development Framework document

HIERARCHY OF SETTLEMENT

The Spatial Rationale highlighted the settlement hierarchy based on the classification of individual settlements (i.e. towns and villages) in which the hierarchy is characterized as follows:

First order settlement (Growth Points) which are further characterized into three categories i.e.

- ♦ Provincial Growth Point;
- ◆ District Growth Point;
- Municipal Growth Point;
- Second Order Settlements (Population Concentration Point);
- ➤ Third Order Settlement (Local Service Points);
- Fourth Order Settlement (Villages Services Areas);
- > Fifth Order Settlement (Remaining Small Settlements);

The new order of Settlement and Nodal Points will be reflected in the new SDF to be developed in line with new Municipal Demarcations.

Settlement Clusters indicate priority development areas/ nodes in which primarily first order settlement and second order settlements are identified. Growth Points are therefore the highest order in the settlement hierarchy, with population concentration points being the second order in the settlement hierarchy.

DISTRICT GROWTH POINTS

District growth points are those growth points which already have meaningful economic sector creation, various higher order social facilities such as hospitals and /or Municipal offices with large number of people grouped together.

MUNICIPAL GROWTH POINTS (MGP)

In contacts to the above-mentioned categories, the Municipality growth points have relatively small economic sector. Municipal growth points serving mainly framing areas often have a sizeable business sector providing a meaningful number of job opportunities. This growth points usually also have a few higher order social and institutional activities. In most instances these growth points also have reasonable number of people areas within the villages; the economic sector is relatively with only a few local businesses, but a substantial number of people. They usually exhibit a natural growth potential if positively stimulated.

*** MUNICIPAL PLANS**

The following Plans are available

Urban Renewal Strategy for Thohoyandou and Sibasa CBDs.

- ✓ Town Planning Scheme
- ✓ Precinct plans for all nodal areas were developed

CHALLENGES

- ✓ Allocation of land by traditional leaders in proclaimed areas.
- ✓ No Land for future commercial and residential development, in Thohoyandou, Mutale and Sibasa proclaimed areas.

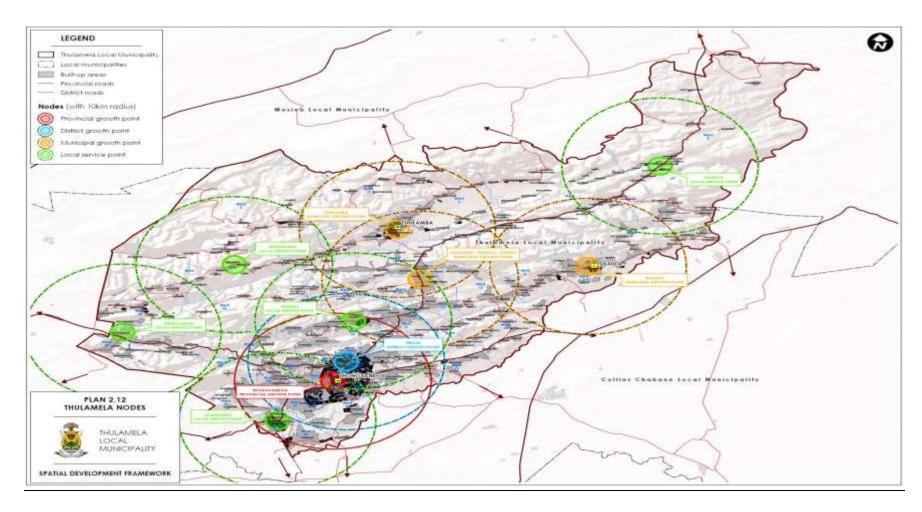
6.1. SETTLEMENT CLUSTERING/NODAL POINTS DEVELOPMENT

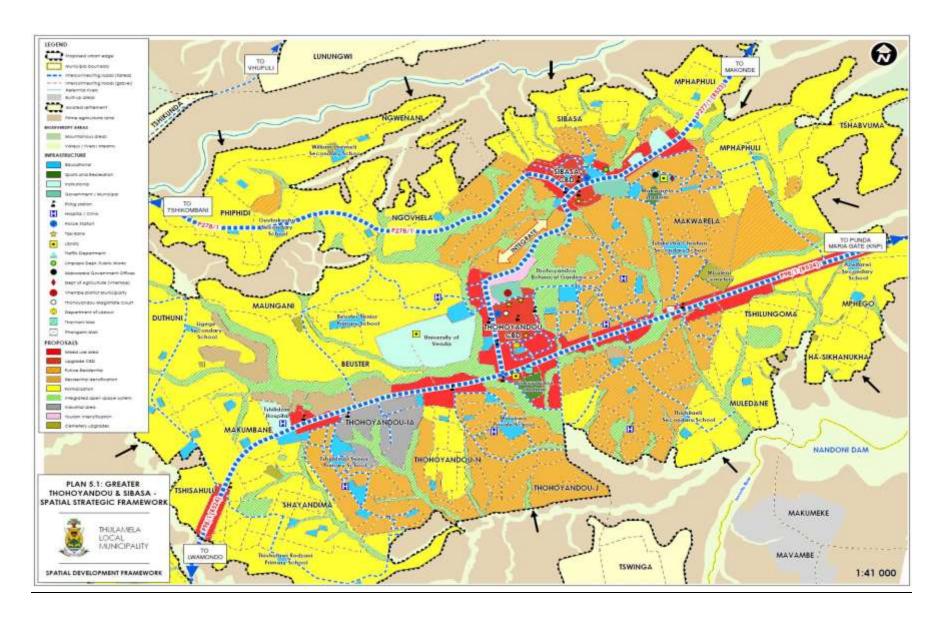
Based on Provincial macro spatial planning initiatives, ten nodal points have been identified within the Thulamela areas of jurisdiction

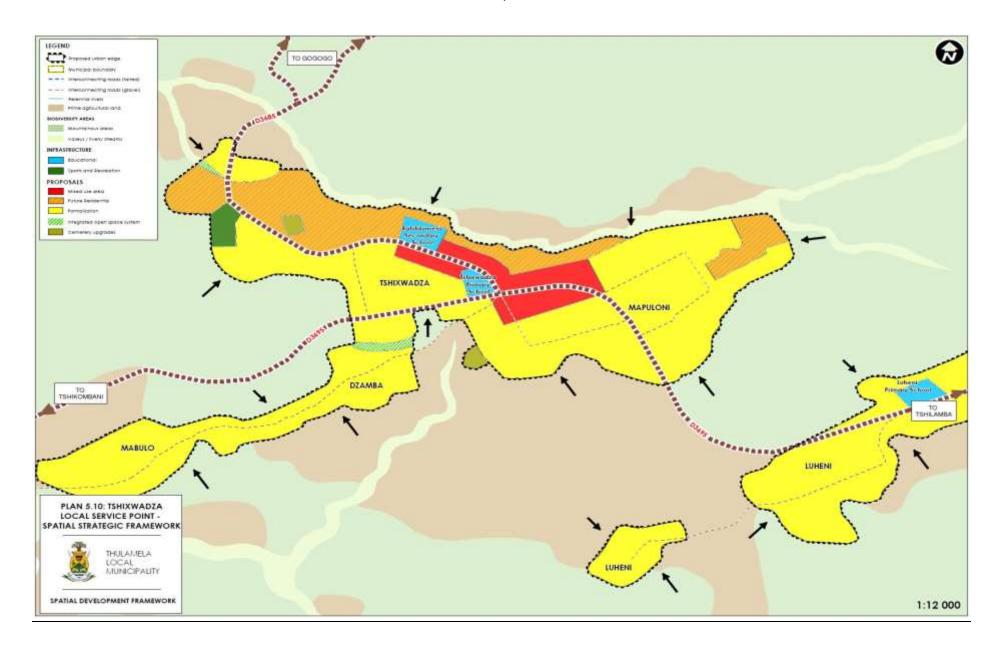
Table 6.1 Hierarchy of Settlements

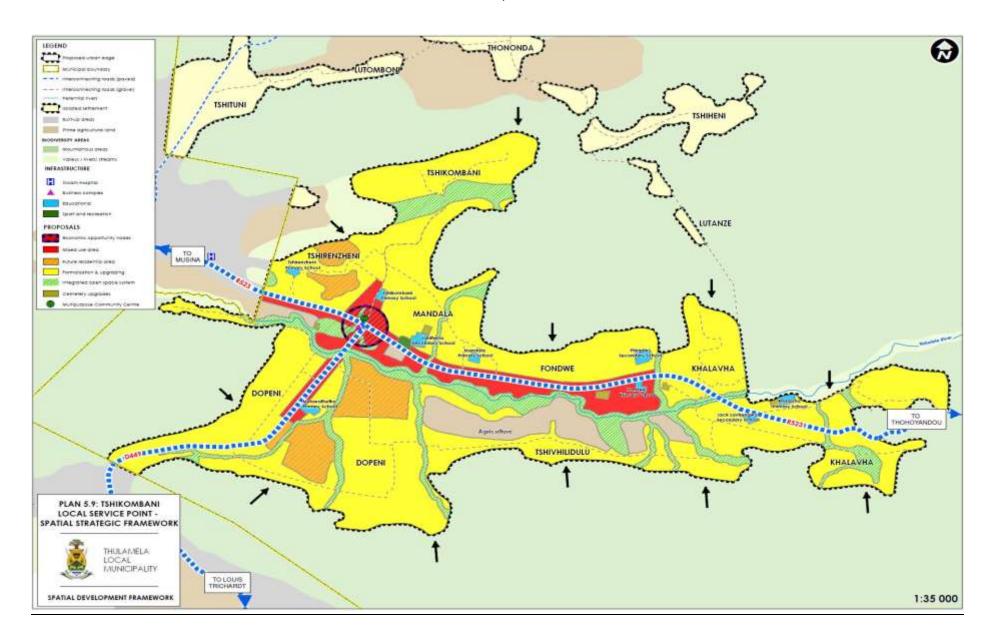
GP	THULAMELA
PGP	Thohoyandou
DGP	Sibasa
MGP	Tshilamba /
	Tshandama
LSP	Makonde
	Lwamondo
	Tshaulu
	Tshikombani
	Vhufuli/ Tshitereke

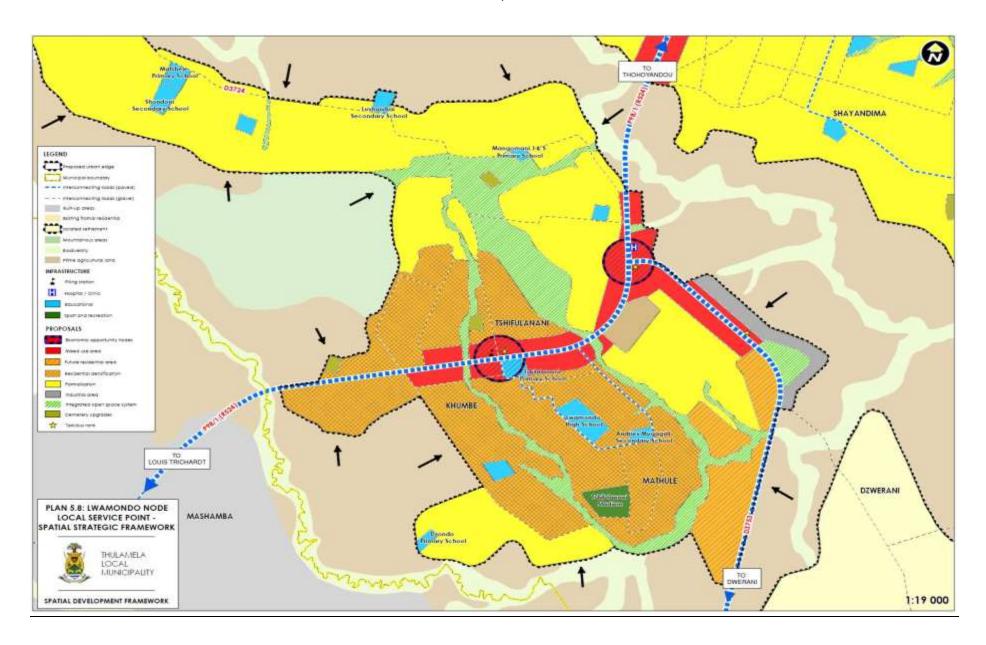


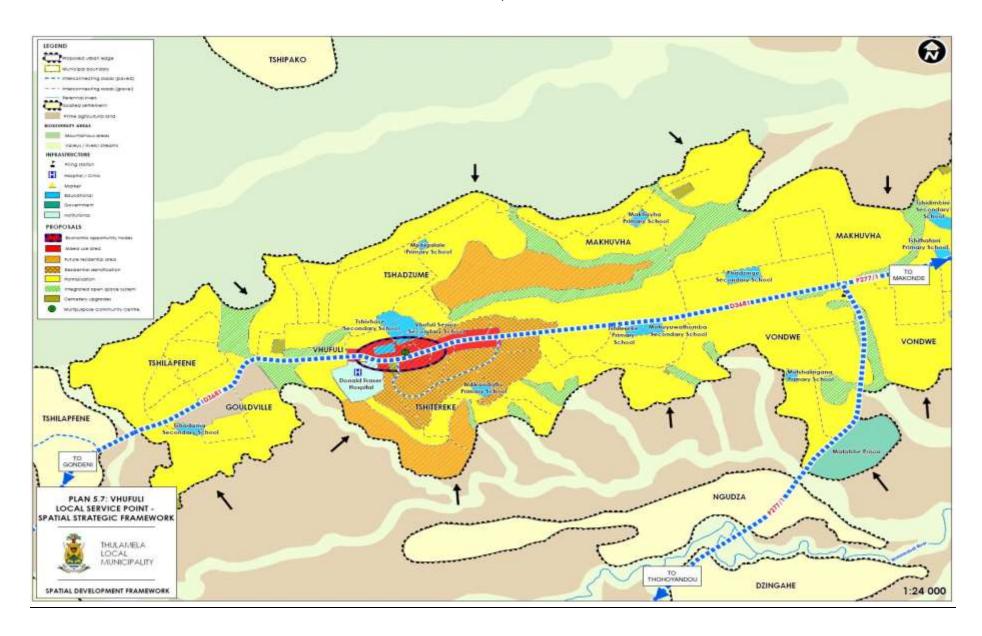


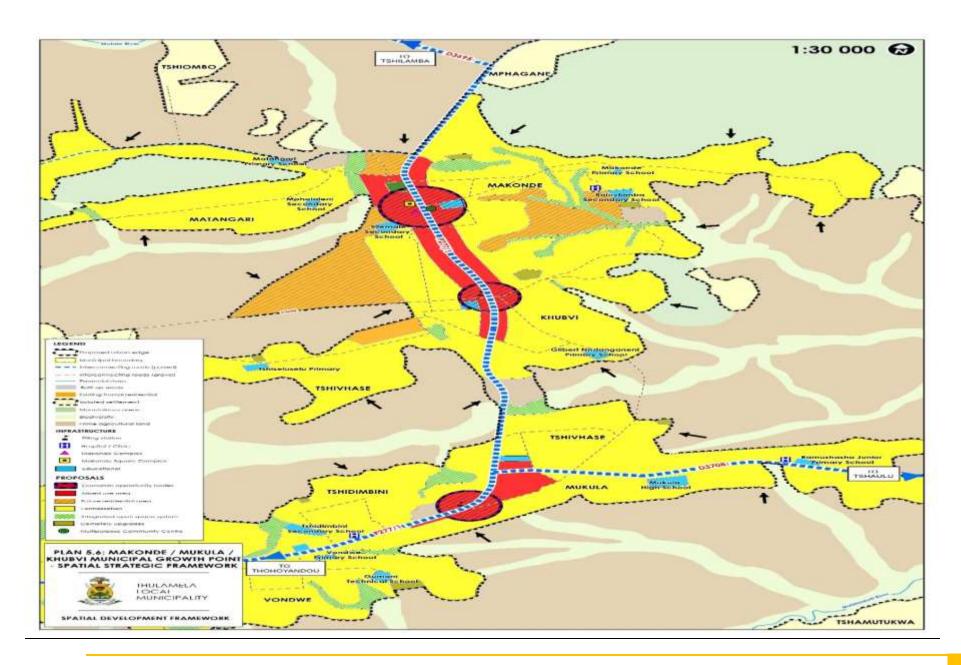


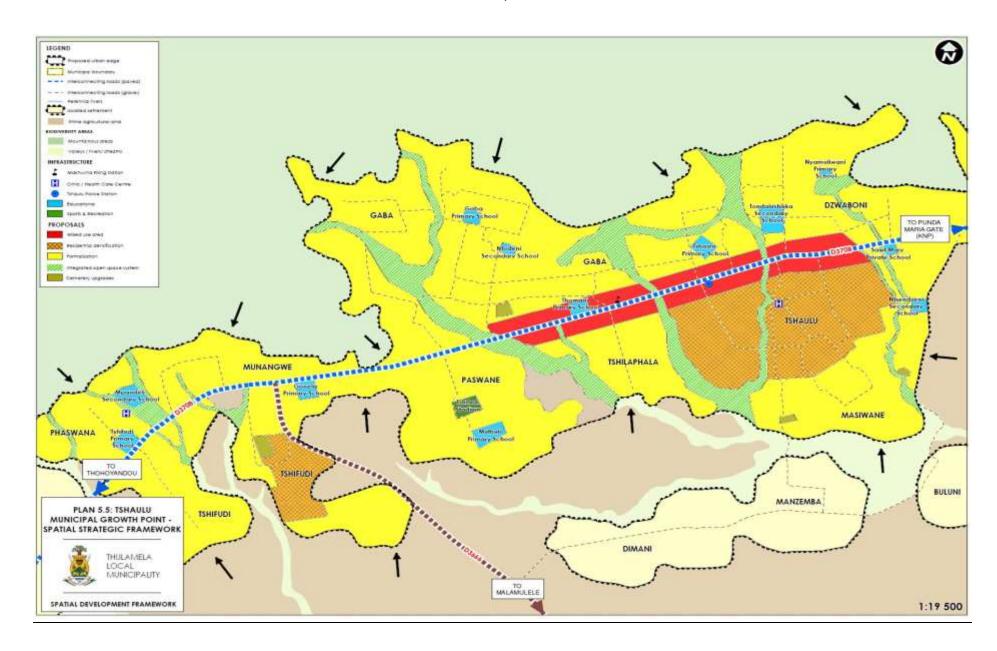


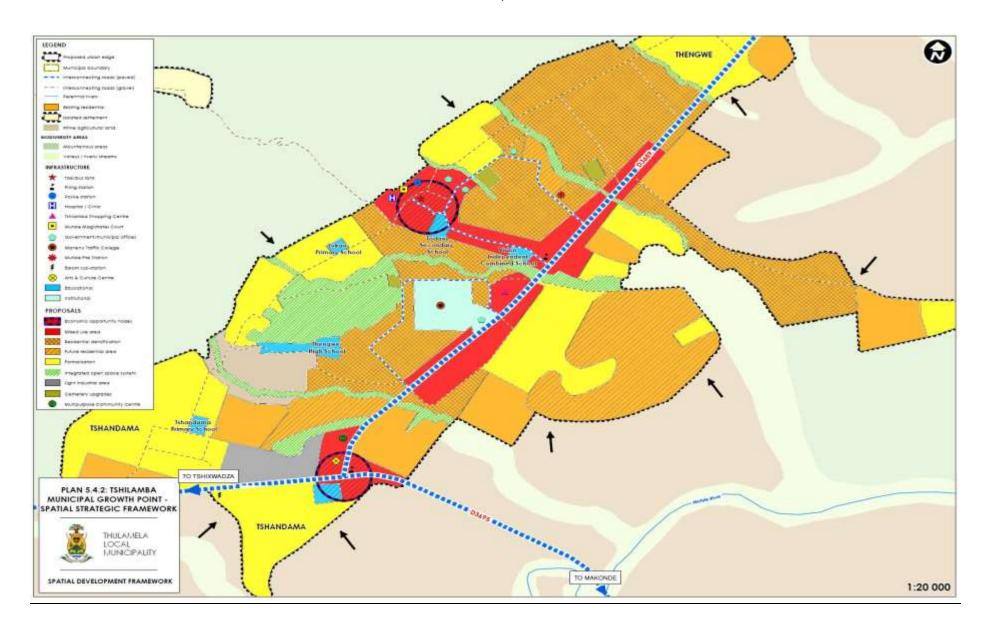


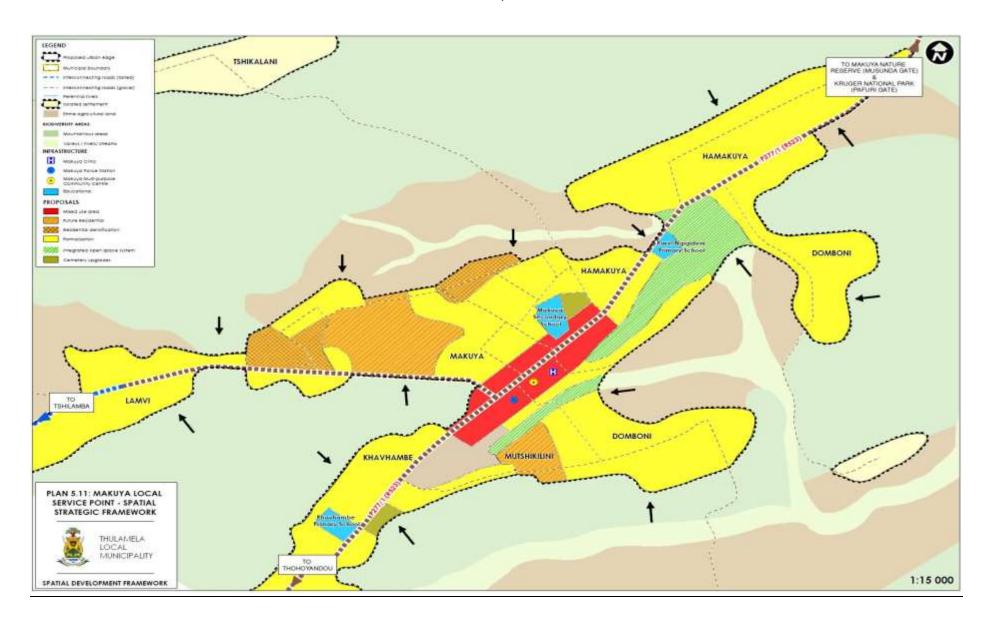












6.2. INFORMAL SETTLEMENTS

Table 6.2: Informal settlement in Thulamela

MUNICIPALITY	THULAMELA
Informal Settlement	None

Source: Thulamela planning & Development Department

6.3. LAND ADMINISTRATION

✓ Land ownership

The Municipality is characterized by private land i.e. freehold title and state-owned land i.e. leasehold/PTO by COGHSTA, Municipal and Department of Rural and Land Reform.

TENURE STATUS

Table 6.3

RENT	8251
OWNED BUT YET NOT PAID OFF	6630
OOCUPIED	38479
OWNED AND FULLY PAID	102522
OTHER	712

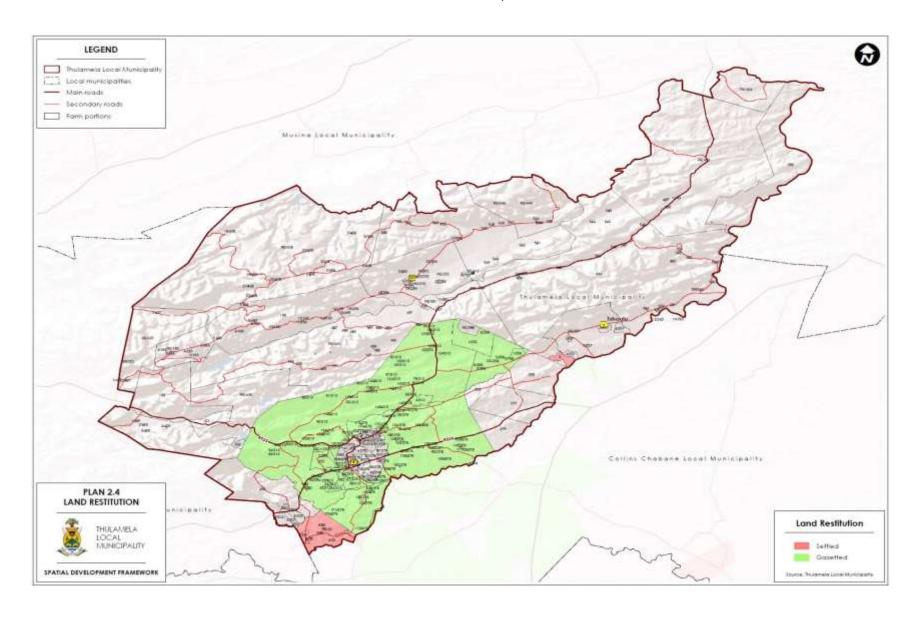
Source: Thulamela Municipality; Department of Planning and Development Majority of villages from 400 dispersed villages do not have survey general plans

6.4. LAND CLAIMS & REDISTRIBUTION

The department of Rural Development need to provide updated information on Land Claims status in Thulamela Municipal Area.

STATUS FOR LAND CLAIMS IN THULAMELA MUNICIPALITY

All land claims are being processed by the relevant department, this also affect the proclaimed area of Thohoyandou Unit D.



SECTION 7: STATUS QUO ASSESSMENT

KPA: SERVICE DELIVERY AND IFRASTRUCTURE DEVELOPMENT

CLUSTER: SOCIAL

7. STATUS QUO

7.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT PRIORITY AREA Environmental and natural resource management

Thulamela municipality has an Integrated Waste Management Plan and Environment Management Plan which are all in line with environment legislations such National Environmental Management Act 107 of 1998, Environmental Conservation Act 73 of 1989 and etc.

Thulamela Local Municipality forms part of the Vhembe District Environmental Education Forum, Vhembe District Environmental Management Forum, Thulamela Disaster Management Forum, Thulamela Recycling Forum and Limpopo Air Quality Management Forum.

CLIMATE

Vhembe District Municipality is a semi-arid region, and it is characterised by climate variability and it is prone to floods and droughts incidence (Mulugisi, 2015). The average annual rainfall in Vhembe District is 820mm. The rainy season starts in October. Vhembe District is generally subjected to high rainfall due to its complex topography, especially the effects of the Soutpansberg Mountain. The rainfall pattern peaks in January to February months, and thus when floods are also expected. Rainfall exceeds the potential evapotranspiration in months (December to March). During winter months, from May to August, climate is warm during the day with dry air prevailing. Temperature can drop sharply in the evenings. During winter periods, less than 20mm of rainfall monthly is usually received in the Vhembe District with the average rainfall dropping to 8mm during August. Temperature in Vhembe District sometimes can reach as far as 40°c (Mpandeli, 2014).

ENVIRONMENTAL AND WASTE MANAGEMENT CAMPAIGN

DATE	EVENT	WARD NO	VENUE
17 July 2019	Mandela Day Event		Mangondi Gole Sports
			Ground
23 July 2019	Environmental Education		Lukau Primary School
24 July 2019	Environmental Education		Sudzulusani Primary School
25 July 2019	Environmental Education		Lukwarani Primary School
30 July 2019	Environmental Education		Mapate Primary School
02 August 2019	Green Day School		Thulamela Library
	Competition Workshop		Auditorium
22-16 August 2019	Assessment for Green-Day		All Wards and schools that
	and Greenest Household		entered the competition.
	Competition		
21 August 2019	Thathe-Vondo Clean-Up		Thathe-Vondo
	campaign		
20 September 2019	Tree Planting and Clean-up		Dengenya Secondary
	campaign		School
26 September 2019	Tourist Attraction clean-up		Thathe-Vondo
	campaign		

October	Tree-Planting		Todani Secondary
24 October 2019	Habitat Day Celebration		Mukula
08 November 2019	Clean-up Campaign		Ngudza
2 December 2020	Green-Day School Competition & Greenest Household Competition Prize-Giving Ceremony	All	Thohoyandou Stadium
24-26 February 2020	School Outreach Program	27, 28, 29	16 Schools (Nzhelele East Circuit)
27 February 2020	Community Outreach Program	27	Tshikombani Village
28 February 2020	World Wetlands Day	21	Ha-khakhu Makuleni Sports Ground
14 April 2020	Greenest Household for Municipal		All wards
17 July 2020	Mandela Day		Tshifudi
05 June 2020	World Environment Day		Tshamulungwi

DEPARTMENT OF ENVIRONMENT

LIST OF PROJECTS WHERE ENVIRONMENT IMPACT ASSESSMENT (EIA) WAS CONDUCTED.

Finalised	Proposed Guyuni	12/1/9/3-	22/Nov/2018	Vhembe	ACE	Thulamela
Authorised	telecommunication Mast 70m	V34			Environmental	
	high at farm Makuya 443 MT				Solutions	
Finalised Authorised	The propose demarcation of 100 sites with street pattern at Mafukane village within the juristidction of Thulamela Local Municipality in Vhembe District.	12/1/9/1- V227	13/Nov/2018	Vhembe	MPC Technology (Pty) Ltd	Thulamela
Finalised Authorised	The proposed bush clearing on the farm Toby 601 MS, Afstap 608 MS & Bruilof 598 MS	12/1/9/2- V71	19/Feb/2019	Vhembe	Tekplan Environmental	Makhado
Finalised Authorised	The proposed construction of a 25m lattice mast at Tshidzini village	12/1/9/3- V31	30/Aug/2018	Vhembe	Lokisa Environmental Consulting	Thulamela
Finalised Authorised	The proposed construction of a 54M lagged lattice mast and base station on farm Rambuda 438 MT in Guyuni Village	12/1/9/3- V36	12/Feb/2019	Vhembe	Pfulo Geo- environmental Services	Thulamela
Finalised Authorised	The proposed construction of Gwangwantini low level bridge on ptn 20 of the farm Thengwes 255 MT	12/1/9/1- V222	27/Sep/2018	Vhembe	Jema Environmental Consultants	Thulamela
Finalised Authorised	The proposed demarcation of 360 sites with streets pattern at Mulodi village.	12/1/9/2- V56	07/Aug/2018	Vhembe	IMPC (Pty) Ltd	Thulamela

Finalised Authorised	The proposed demarcation of 105 sites with internal streets patterns at Lukau village on the farm Tengwes 255 MT within Thulamela Local Municipality of Vhembe district	12/1/9/1- V215	25/Jun/2018	Vhembe	MPC Technology (Pty)Ltd	Thulamela
Finalised Authorised	The proposed demarcation of 200 sites with internal street patterns at Mutoti Village on the farm Mpapuli 278 MT	12/1/9/1- V221	05/Sep/2018	Vhembe	MPC Technology (Pty) Ltd	Thulamela
Finalised Authorised	The proposed demarcation of 250 sites with internal street patterns at Muraga village on the farm Sterkstroom 277 MT	12/1/9/2- V67	05/Nov/2018	Vhembe	MPC Technology (Pty) Ltd	Thulamela
Finalised Authorised	The proposed demarcation of 50 sites with streets pattern at Baimoro village within the jurisdiction of Thulamela Local Municipality in Vhembe District; Limpopo Province	12/1/9/1- V217	27/Aug/2018	Vhembe	MPC Technology (Pty) Ltd	Thulamela
Finalised Authorised	The proposed demarcation of 50sites with streets pattern at Mangwele village	12/1/9/1- V219	13/Aug/2018	Vhembe	IMPC (Pty) Ltd	Thulamela
Finalised Authorised	The proposed demarcation of 600 sites with internal street patterns at Malamangwa Village on the Farm Sterkstroom 277 MT	12/1/9/2- V69	15/Nov/2018	Vhembe	MPC Technology (Pty)Ltd	Thulamela
Finalised Authorised	The proposed denmarcation of 201 sites and streets pattern at	12/1/9/2- V65	05/Nov/2018	Vhembe	IMPC (Pty) Ltd	Thulamela

	Tshidzini village within Thulamela local municipality					
Finalised Authorised	The proposed dermacation of 51 sites with internal street patterns at Tshiozwi village on the farm 440 MT within Thulamela municipality of Vhembe.	12/1/9/1- V218	19/Jul/2018	Vhembe	MPC Technology	Thulamela
Finalised Authorised	The proposed development entails the establishment of Zwasane Services station with a capacity of 230 000 L and shopping centre on an area of 6000m2 on the farm 381 MT at Makonde under Shadani village of Thulamela local Municipality.	12/1/9/1- V216	13/Aug/2018	Vhembe	Mukundi Consultants	Thulamela
Finalised Authorised	The proposed development of a filling a station in the farm Chabase 213 MT Matatshe ward 14, Thulamela Local municipality	12/1/9/1- V226	27/Nov/2018	Vhembe	Tshikovha Green and Climate Change Advocates (Pty)Ltd	Thulamela
Finalised Authorised	The proposed development of Dovheni diesel and petrol depot on portion of the Mulendzhe 204 LT at Dovheni village	12/1/9/1- V202	20/Jun/2018	Vhembe	Envirotech Consultant	Thulamela
Finalised Authorised	The proposed development of filling station and mini complex on the remainder of the farm	12/1/9/1- V230	03/Dec/2018	Vhembe	MPC Technology (Pty)Ltd	Thulamela

	Mpapuli 278 MT at Mangodi village within the jurisdiction of Thulamela Local Muncipality.					
Finalised Authorised	The proposed establishment of a farming entreprise for organically certified essential oils on portion of the Farm CHIBASE 213 MT withib Tshisahulu village	12/1/9/1- V248	12/Feb/2019	Vhembe	SHEQ and Environmental Projects	Thulamela
Finalised Authorised	The proposed establishment of Makwarela Student Village in portion 1 of Erf 4926 in Makwarela Extension 3 in the Thulamela Local Municipality.	12/1/9/1- V254	18/Feb/2019	Vhembe	Lambeu Consulting and Training Services (Pty) Ltd	Thulamela
Finalised Authorised	The proposed filling station establishment with related infrastructrure at Dzanani Tshituni Tshantha on the farm Doornhoek 203 MT within Makhado local municipality	12/1/9/1- V206	16/May/2018	Vhembe	Naturecare Environmental Consultants	Thulamela
Finalised Authorised	X10932 Tshamavhudzi 54 m high Telecommunication Mast	12/1/9/3- V28	16/May/2018	Vhembe	ACE Environmental Consultants	Thulamela
Finalised Lapsed	Expansion of Global Kha Vha De Filling station and convenient store on Stand Number 837, in Tshilamba Town, Mutale, within Thulamela Local Municipality	12/1/9/1- V241	25/Jan/2019	Vhembe	P Enviro Holdings	Thulamela

Finalised Lapsed	Expansion of Global NMN Filling station on stand number 828, Duthuni Village, Portion of Chibase 213 MT	12/1/9/1- V240	25/Jan/2019	Vhembe	P Enviro Holdings	Thulamela
Finalised Lapsed	The Nandoni Dam Eco-Park development to be located on the northern banks of the National Dam on the farm Mphaphuli 278 MT.	12/1/9/1- V205	16/May/2018	Vhembe	Thulamela	Thulamela
Finalised Lapsed	The proposed dermacation of 600 sites with internal street patterns at Malamangwa village on the farm Sterkstroom 277 MT within Thulamela local municipality of Vhembe.	12/1/9/2- V62	25/Jun/2018	Vhembe	MPC Technology	Thulamela
Finalised Lapsed	The proposed dermacation of 500 sites with streets pattern at Maphefeni village within the jurisdiction of Thulamela Local Municipality.	12/1/9/2- v61	25/Jun/2018	Vhembe	MPC Technology (Pty)Ltd	Thulamela
Finalised Lapsed	The proposed development of a Golf Drive Range & Theme Park at farm 278	12/1/9/1- V238	12/Feb/2019	Vhembe	Muthetshelesi Projects	Thulamela
Finalised Lapsed	The proposed establishment of a farming enterprise for the production of high value organically certified essential oils and related activities on Portion of the Farm Chibase 213 MT within Tshisahulu village of	12/1/9/1- V229	10/Oct/2018	Vhembe	SHEQ and Environmental Projects	Thulamela

	Thulamela Local Municipality, Vhembe Di					
Finalised Lapsed	The proposed establishment of agricultural infrastructure for a Farmers Production Support Unit on a Portion of the Farm Tshivhase 445 MT within Tshiombo village	12/1/9/1- V243	24/Jan/2019	Vhembe	Emalulu Holdings	Thulamela
Finalised Withdrawn	Golf driving range and the theme park.	12/1/9/1- V199	18/May/2018	Vhembe	Muthetshelesi Project	Thulamela
Finalised Withdrawn	The proposed demarcation of 50 sites with internal street patterns at Phindula village on the farm Beuster 253 MT within Thulamela local Municipality of vhembe district.	12/1/9/1- V214	25/Jun/2018	Vhembe	MPC Technology	Thulamela

CLIMATE CHANGE

With the increases in mining and agriculture leading to increased gases emissions and increasing deforestation of natural areas due to mining and agriculture and population pressure, carbon sequention potential is decreased, potentially contributing significantly to climate change. Vhembe district use different climatic adaptive strategies as a way of preserving asserts for future livelihood including: drought resistant varieties, crop diversification, planting crops that requires less water, adjust fertilizer input, use rainwater harvesting techniques (Mpandeli, 2014).

Focal areas such as ecosystems, livelihoods, economic activities, infrastructures, and utilities as well as public health and safety will mainstream climate change responses. This will allow for effective implementation of climate change responses on ground and strengthen climate change resilience within the province (LEDET, 2016:16). Vhembe District Municipality has also involved its local municipalities to participate in the development of the district climate change adaptation strategy which is awaiting approval from the council.

Adverse effects of global warming

Global warming's massive impact on social, economic, and physical health are areas for great distress. Scientists agree that the earth's rising temperatures are fuelling longer and hotter heat waves, more frequent droughts irregular rainfall and extreme weather patterns.

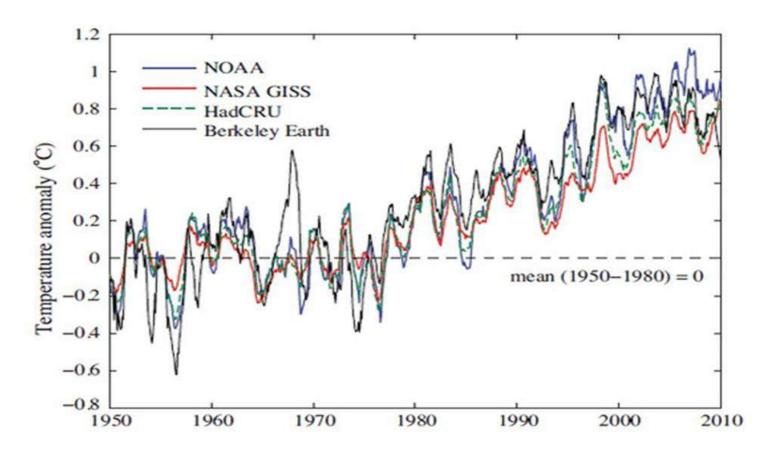


Figure 7.1: Evidence of Global Rise in Temperature.

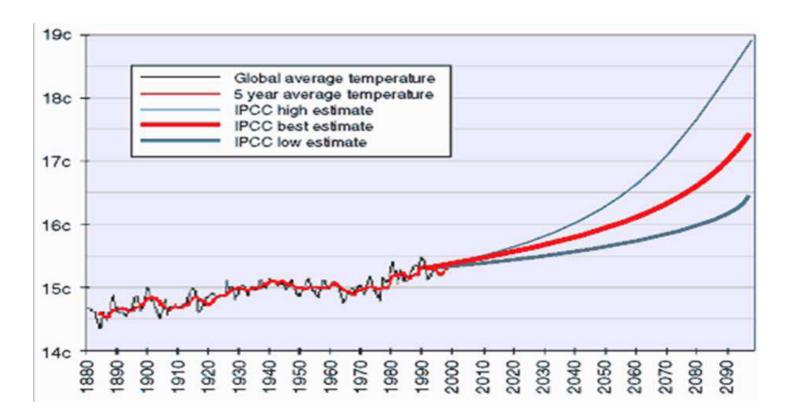


Figure 7.2: Predicted Global Rise in Temperature.

Figures 1 and 2, its evident that there is a steady increase in the maximum temperature in Vhembe district municipality. The average yearly maximum temperature from 1980 to 2014 during summer was 37° C. Fig 2 displays a steady increase in the maximum temperature as observed from 1922 to 2014, which was the highest maximum temperature recorded, 2015 yielded 37.4 °C (VDM, 2015).



Figure 7.3: Effects of drought at Nandoni dam (2016)

AIR QUALITY

Poor air quality has a direct impact upon the health and life expectancy of our citizen and improving it is an ambition of all of us. Sources of air pollution in Vhembe District includes industrial activities which include burning coal, oil, and other fuels that causes air pollution, such as clay brick manufacturing, pot manufacturing businesses, fuel stations, charcoal manufacturing, boilers, and wood processing. Other contributors of air pollution are dust fallout at mine within the district.

Mobile sources are mostly associated with transportation and internal combustion engines with pollutants being emitted allow the path taken. These services include motor vehicles (light duty vehicles, heavy duty vehicles, road dust from unpaved roads. Vehicle tailpipe emission is the main contributors of hydrocarbons.

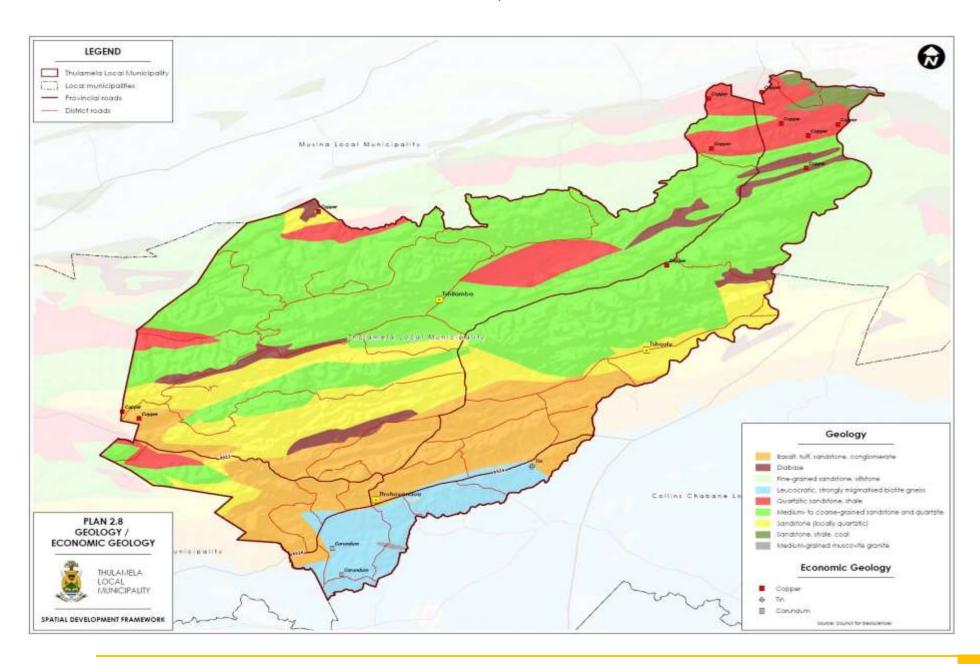
Residential and commercial sources include emission from the following sources categories: wood stoves, backyard burning, households heating. And commercial sources include emissions from the following categories: Land clearing burning, unregistered restaurants, dry cleaning, building construction, aluminium pot manufacturing and demolitions.

HYDROLOGY/WATER RESOURCES

Vhembe district is characterised by perennial and non-perennials that follows during heavy rainfall events and dry out when there is no more rainfall to sustain them. The Luvuvhu catchment is the second largest catchment in the Vhembe district, all rivers in the Vhembe district flow into Luvuvhu before joining the Limpopo River. The Limpopo River is the largest catchment in the Vhembe district and it forms the border with South Arica, Botswana, and Zimbabwe before flowing through Mozambique to the Indian Ocean. Dams that have been constructed on some of the rivers collect water for the use in the area and neighbouring countries. These dams include, Albasini, Nandoni, Vondo, Damani, and Mambedi. Wetlands are also found in the district and they contribute to rainfall through evapotranspiration. In Vhembe some of the wetlands are found in Makuleke, Sambandou, Manini, Matangari and Tshamulungwi. Ground water occurs in fractured and intergranular interstices in Sibasa basalt and intergranular interstices of alluvial and talus deposits (Mulugisi, 2015).

GEOLOGY

Vhembe has diverse geological composition whose broad terrain patterns are characterised by intrusive igneous, sedimentary and metamorphic rocks especially in the Soutpansberg. Generally, the district is composed of granite gnesis of the Precambrian age which is referred to as "goudplaats" or golden plate gnesis. Minerals found in the district include complex flake granite, ironstone, marble, fire clay, sacrificial limestone, Magnesium, and Barite mineralization. (Mulugisi, 2015).



LAND COVER/ FLORA AND FAUNA (VEGETATION)

The district comprises of different vegetation species which include trees, biomes namely Savanna, Grasslands and Forest, four bioregions and twenty-three different vegetation types. Among the trees, the most dominant are acacia species which include acacia Siberian, Acacia tortolis, Acacia caffra, and Mopani.

Alien vegetation are also found in Vhembe district that include exotic species such as Lantana camara, Acacia saligna, Acacia Cyclops, Sesbania punecia, Azolla filiculoids, Eichhormonia crassipes and Nicotiana glauca that have invaded large area of arable land and displaced native species in wetlands (Mulugisi, 2015)

A sound knowledge of the vegetation ecology of areas conservation significance is essential for the establishment of efficient wildlife and environmental management programmes and the compilation of conservation policies, as the optimal use of natural resources cannot be taken care of without adequate knowledge of the ecosystems (Gotze et al, 2014).

Nature reserves and national parks provide reserves of District's fauna and flora. There are large extensive areas within Vhembe District Municipality that are conservancies among other includes the natural protected areas within the district include Kruger national park and the Mapungubwe National park.

TOPOGRAPHY

The topographical features of the Vhembe District affect the climate patterns such as the intensity, distribution and water drainage patterns. The District has a topography that varies from zones of high mountains with Soutpansberg mountain range to low areas with steep and gently slope all over the region. The Soutpansberg also exert a huge impact on the

weather and climate of the district. Due to mountain range, Vhembe district is generally subjected to high rainfall and consequently flooding.

SOIL

The district is characterised by different types of soils which include sandy soils, clay soils, and sandy-loam soils. These types are not everywhere but are sparsely distributed across the district. The most common type of the soil in Vhembe district is fertile red loam soil though it often suffers from excessive run-off. This soil types has high water holding capacity retaining water for long periods and easily eroded by major erosive agents such as rain and wind.

Vhembe Biosphere Reserve

The Vhembe Biosphere Reserve (VBR) was acknowledged as a biosphere reserve by UNESCO in 2009. VBR covers the Vhembe District, the Blouberg Municipality and the Kruger National Park north of the Shingwedzi River It includes part of the Kruger National Park, The VBR is the sixth South African Biosphere Reserve and the third in Limpopo Province. The aims of VBR is to conserve the areas uniquely bio-diverse environment, while simultaneously supporting and promoting much needed sustainable development. The VBR include three biomes, namely savanna, grassland, and forest, four bioregions and twenty-four different vegetation types. VBR also contains the only natural inland lake in Southern Africa, Lake Fundudzi in the Soutpansberg Mountains (Henning and Beater, 2014). The size of the VBR is approximately 30 701 km2.

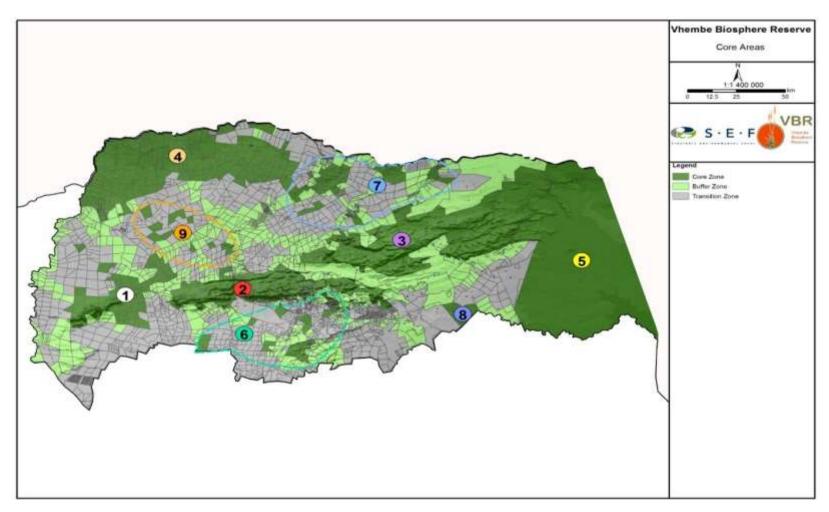


Figure 7.4: Vhembe Biosphere Reserve Zonation

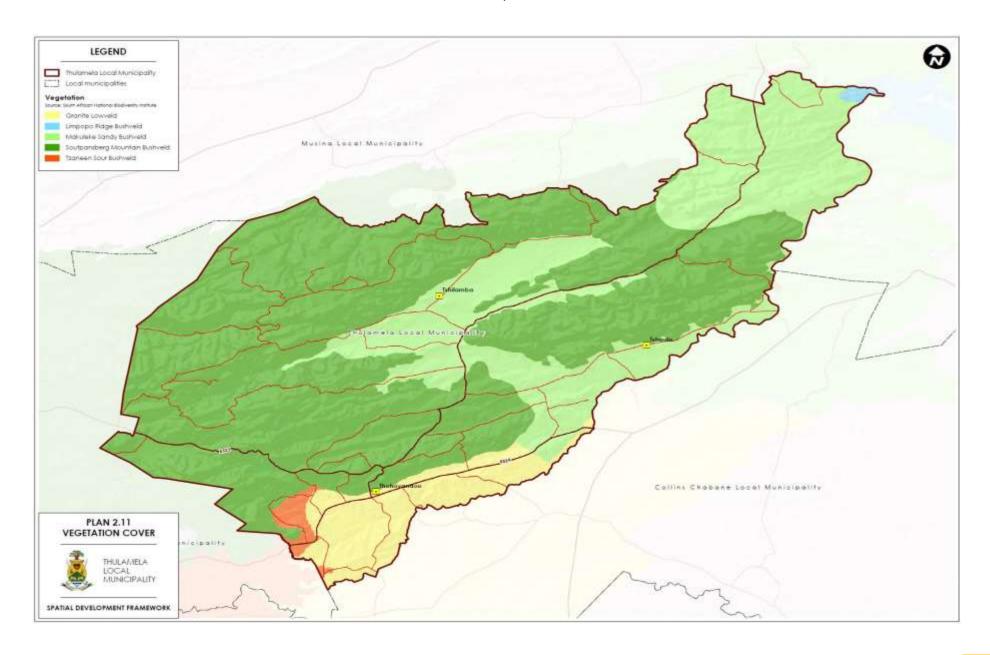


Table 7.1: Deforestation Statistics

Month	Stats	Fines	Pending
April	16	12	
May	12	11	1
June	22	10	
July	12	11	1
August	13	12	1
September	13	8	
October	13	6	
November	12	4	
December	4	4	0

Source: Department of Environment, 2018

Table 7.2: Vhembe District Rhino Statistics.

Month	2015	2016	2017	2019
January	0	1 wounded		
February	1 horn not taken	2		
March	0	7		
April	0	1		
May	3 (horns not taken in 1 rhino)	2		
June	2 (horns not taken in 1 rhino)	0		
July	1	0		
August	0	0		
September	0	4		
October	0	4		

November	5 (3 horns Recovered)	2	
December	0	3	
Total	12	26	



Figure 7.5: Rhino Pouching

Table 7.3: Status of Thulamela Landfill Site

MUNICIPALITY	Permitted/	Status	Not Permitted/	Status
	Licensed		illegal	
Thulamela	Thohoyandou Landfill	Operational	N/A	N/A
	Gundani Landfill	Under Construction	N/A	N/A
	Makwilidza Landfill	Not operational	N/A	N/A

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Waste Management

Service Standards or Norms & Standards

- Town-refuse is collected everyday
- * Residential-refuse is collected once per week
- Rural area- refuse is collected once per week

Service Delivery Challenges

□ Access road for refuse collection in residential area are gravel and not maintained all the time.

Waste Collection in Thulamela

Thulamela Municipality is responsible for waste collection to 59097 households.

The following areas are receiving the services: Makwarela, Thohoyandou, Shayandima, Thohoyandou Block F, Thohoyandou Block J, Maniini, Thohoyandou Golgotha, Thohoyandou Block G, Thohoyandou N, Thohoyandou P-East, Unit C, Mbaleni, Thohoyandou A, Thohoyandou Q, Unit D and Tshishushuru, . The service is also provided at the following CBD: Thohoyandou, Sibasa and Mutale CBD. Extension of refuse removal service has been done to the following villages, Mulodi, Phalama, Khubvi, Makonde, Lwamondo, Tswinga, Khumbe, Tshidzete, Tshalovha. Areas that are not serviced at household level are serviced at (RDP) level, along the main roads and collection is also done on the Nappy Stands.

Waste collection in the Municipality is characterized by urban and rural areas. Thulamela municipality collect 5761 cubic metres respectively at around 59 097 households. Waste collection in rural areas is not done systematically therefore villages in rural areas constitute backlog. There are transfer stations that are established in Rural Areas namely Tshikombani, Tshaulu, Makonde. The collection is done once a week in the proclaimed areas and every day in the CBDs.

TABLE 7.4

Refuse disposal by Geography	
Filters:	
Geography	LIM343:Thulamela
Refuse disposal	
Removed by local authority/private company at least once a	19,600
week	
Removed by local authority/private company less often	584
Communal refuse dump	1,211
Own refuse dump	+-
No rubbish disposal	19,268
Other	807
Unspecified	-
Not applicable	-
Total	130321

Source: STATS SA, 2016

WASTE DISPOSAL SITES

Thulamela municipality has 3 landfills sites out of which all of them are unlicensed (Muledane-Tswinga) and Gundani and Makwilidza

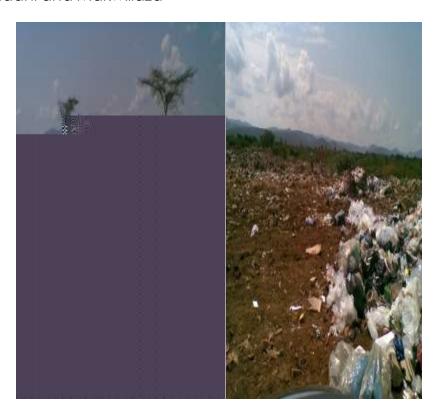




Figure 7.6: DUMPING AREAS AT THULAMELA MUNICIPALITY

HEALTH SURVEILLANCE OF PREMISES

Food and Non Food Health surveillance of premises

Food inspection and monitoring is carried out to all food premises. Workshops and Trainings are done to food handlers. All food premises and food handlers are entitled to have Certificate of Acceptability. Food control committees are established and functional. Regular food sample runs is done to all food premises.

Health Surveillance of all premises is carried out regularly. The certificate of Fitness is issued to all Business premises to indicate that building do comply with minimum health requirements.

Inspection of mortuaries and funeral Parlors is routinely carried. Certificate of Competence is issued to Funeral Parlors which comply. Pauper burials are done by local municipalities with the support of funeral undertakers in some cases. The District Municipality Environmental Health Practitioners monitors pauper's burials and exhumation.

Water samples are carried out to monitor water quality around the District. Food sample runs are carried out as per schedule from National Department of Health. Waste management monitoring programs are done at all municipalities.

Trainings are done annually to Traditional healers for the establishment of Initiation schools. EHP has to monitoring all processes at the Initiation Schools.

Municipal Health Services also focuses on climate change, health and vector control issues. The program of chemicals management and hazardous substances management is being monitored.

Pictures below indicate food handling and Personal hygiene to our Food premises during 2017/18 financial years.

Figure 7.7



Table 7.5

Table 7.5: Food Premises inspections

IDP 2021/22 FY

Financia	Food	Inspection	Food Cond	demned pe	er units	Legal	
l Year	Premises	frequencie s	Units (unspecified)	KG	Litters	nce Notices issued	Notices (Legal action) issued
2014/15	2500	8 000	19 270	35 145	789.9	15	-
2015/16	3600	3600	21011	41000	841	24	
2016/17	4600	4600	20 700	39 156	910	20	-

Source: VDM EHP, 2017

Disaster risk management

Disaster Management is a continuous and integrated multi-sectorial and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation. Natural hazards and other disasters affect the country and impact the nation's development initiatives. The District developed Disaster Management Plan as required by the Disaster Management Act (Section 53). The aim of the plan is to establish uniform approach in assessing and monitoring disaster risks, implementation of integrated disaster risk management plans and risk reduction programmes and effective and appropriate disaster response and recovery to inform disaster risk management planning and disaster risk reduction.

The poor conditions of Thulamela's roads constitute further risks of vehicles breakdowns and accidents when roads become dusty or slippery. The increase in population and variety of land use practices impose pressure on water resources and the future need for alternative resources.

Figure 7.8



Source: VDM IDP Review 2016

Thulamela has a large proportion of the population that belongs to the African culture. The use of 'muti' contributes greatly to the unsustainable harvesting of bark and indigenous plant species. Overgrazing, bush encroachment, poor settlement planning and high-density rural areas is placing severe stress on the

vegetation and soil. Drought periods only the worsen situation. Poor farming practices, especially by the subsistence farmers, leads to severe land degradation in the whole of the district.

Thulamela has severe degradation along rivers where farming is practiced.

Table.7.6

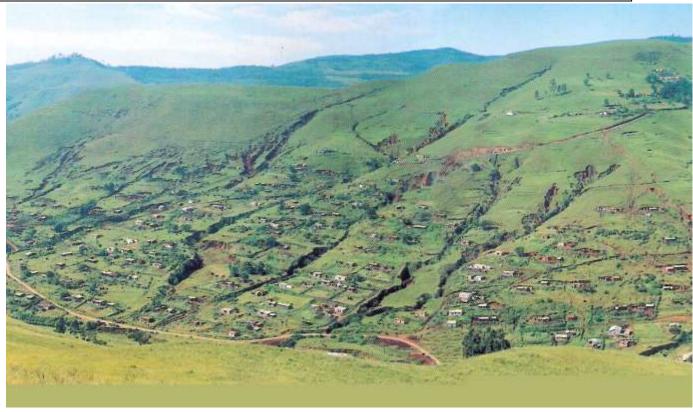
Thulamela Disaster Risk Profile

Hydro Meteorological Hazards:	Biological Hazards:	Technological Hazards	Environmental Degradation:	Geological hazards:
Drought	Food poisoning	Dam failures	Airpollution	Landslide/ mudflow
Hail storms	Malaria	Derailment	Desertification	Earthquake
Cyclone	Foot and mouth disease	Hazardous installations	Deforestation	
Severe storm	Measles	1	Land degradation	
Storm surges	Rabies (animals)	Hazardous material by rail	Soil erosion	
Hurricane	Tuberculosis	Hazardous materials by road		
Floods	Bilharzias			
Lightning	Cholera			
Fire	Typhoid			

Diphtheria			
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Source: VDM IDP Review; 2016

Figure 7.9: Erosional Geo hazards in the municipality



Source: IDP Review; 2016

Schools and Libraries

Table below shows the distribution of schools in Thulamela municipality. There are many schools in Thulamela as influenced by population concentration.

There is 1 University that renders quality education in the District in general and Thulamela in particular. There are shortage of classrooms and administration blocks and lack of reliable electricity.

According to the norms and standard of the Department of Basic Education a school should be situated within a radius of 5km from the community it serves and the total walking distance to and from school may not exceed 10 km. Learners who reside outside the determined feeder zone may be provided with either transport or hostel accommodation on a progressively phased and pro-poor basis

TABLE 7.7

Local Municipalities	Secondary Schools	Primary Schools	Combined Schools
	127 schools	297 schools	16 schools
Thulamela	87 047 pupils	111 878 pupils	8 185 pupils

Source: Department of Education; 2012

Table 7.7 above indicate the number of schools and pupils per municipality, in which Thulamela municipality has 297 and 127 primary schools.

Table 7.8 for library in Thulamela municipality

The norms and standards for acquiring a library is 1 library for 10000

MUNICIPALITY	THULAMELA
LIBRARIES	Makwarela, Thohoyandou, Mutale

HEALTH

Hospitals, health centre and clinics.

Thulamela has 03 hospitals: Donald Fraser, Hayani and Tshilidzini is the only referral (regional) hospital in the district. Thulamela has clinics & mobiles.

The Lack of basic amenities like shade and water at clinics visiting points, shortage of medicine, poor roads and communication networks in some of the clinics are the major challenges in the provision of health and social development services in the Municipality.

Table 7.9 CS2016 TABLE 1

	LIM 343
Good	304988
Average	118033

Poor	56270
No Access	13517
Do not use	4149
Unspecified	280
Total	497237

Table 7.10: Water Supply to Clinics and Health Centres in Thulamela

TOTAL NUMBER OF CLINICS	52
Number of clinics supplied with water and sanitation	52
Number of clinics remaining to be serviced	0

Source: Vhembe Department of Health, 2012

Table 7.11: Sanitation in clinics and health centers in Thulamela

TOTAL NUMBER OF CLINICS	52
Number of clinics supplied with water and sanitation	52
Number of clinics remaining to be serviced	0

Source: Vhembe Department of Health

Table 7.12: Electricity Supply to Clinics and Health Centres in Thulamela

TOTAL NUMBER OF CLINICS	52
Number of clinics supplied with electricity	52
Number of clinics remaining to be serviced	0

Source: Vhembe Department of Health, 2012

Figure 7.11 below indicates the distribution of health facilities in the district. The map shows that more hospitals are found in Thulamela municipality.

Figure 7.21: Hospitals & Clinics distribution

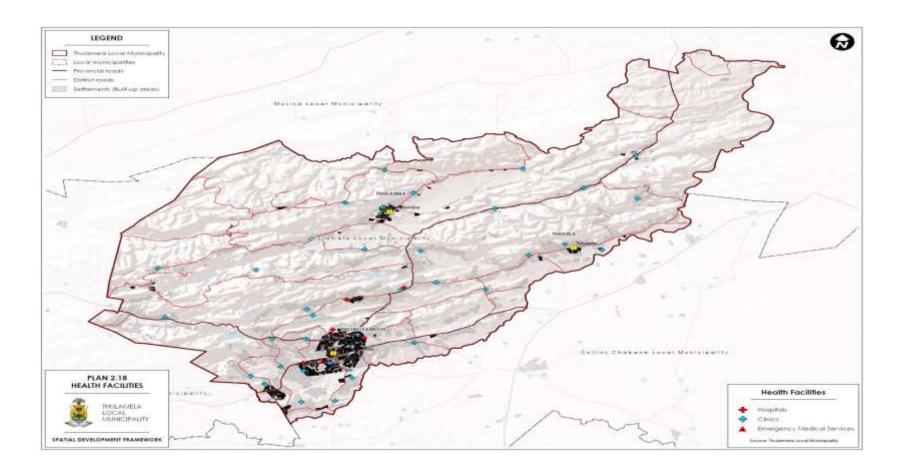


Table 7.76: Health Facilities

Thulamela
Damani Clinic
Duvhuledza Clinic
Dzingahe Clinic
Dzwerani Clinic
Fondwe Clinic
Gondeni Clinic
Guyuni Clinic
Khakhu Clinic
Lwamondo Clinic
Madala Clinic
Magwedzha Clinic
Makonde Clinic
Makuya
Mbilwi
Mukula
Muledane
Murangoni
Mutale health center
Phiphidi
Rammbuda
Sambandou
Shayandima
Sibasa
Sterkstroom
Thengwe

Thulamela
Thohoyandou
Tshivhase
Tshaulu
Tshififi
Tshifudi
Tshino
Tshiombo
tshisaulu
Tshixwadza
Tswinga
Vhufulwi tshitereke
Vhurivhuri
Williams Eddy
Tshilidzini
Hayani
Donald Frazer

Source: Department of Health 2012

Table 7.77 CS2016

	LIM343: Thulamela
Good	304988
Average	118033

Poor	56270
No access	13517
Do not use	4149
Unspecified	280
Total	497237

Table 7.78 below shows the number of clinic facilities that have access to water and sanitation within the district, wherein Thulamela municipality has 52 which is the highest number followed by 48 Makhado Municipalities.

Table 7.78: Access to water and sanitation for Thulamela Municipality Clinics

	Thulamela	
Total number of clinics	52	
Number of clinics supplied with water and sanitation	52	

Number of clinics	0	0	0
remain to be serviced			

The Lack of basic amenities like shade at clinics visiting points, shortage of medicine, Lack of dedicated PHC pharmacists and assistant pharmacists, influx of migrants from neighbouring countries, Malaria, Rabies, Equipment's, HIV and AIDS, poor roads and communication networks in some of the clinics are the major challenges in the provision of health and social development services in the district.

Table 3.6: HIV AND TB district indicators: FY 2015/16 to 2017/18

Pillars	Indicator	2015/16	2016/17	2017/18
Pillar no 1: Prevention	Male condom distributed	21 487 991	28 918 918	18 843 800
	Medical male circumcision performed	17108	9577	10040
Pillar no 2: Case identification	Antenatal client HIV re-test rate	85.1%	131.5%	186.1%
	Infant 1st PCR around 10 weeks uptake rate	0	47.2%	57.2%
	Child rapid HIV test around 18 months rate	44.6%	84.4%	56.4%
	Antenatal client start on ART rate	91.3%	96.6%	94.8%

Pillar no 3: Treatment	TB client 5 years and older initiated on	121.9%	127.4%	71%
initiation	treatment rate			
	Adult naive started on ART this month	12987	12248	9856
Pillar no 4: Retention and Treatment Success	Adult remaining on ART end of month-total	52408	59800	63664
and meanment soccess	TB Treatment success rate	81.2%	74.1%	84.3%

Source: DHIS and ETR.net.

HIV and TB prevention and management is collaboratively implemented through the Department of Heath fast tracking strategy. Prevention of new spread of HIV infections is enhanced through increasing access to preventative intervention amongst others scaling up medical male circumcision and condom distribution. HIV, Counselling and Testing (HCT) for the general population is ongoing with the inclusion of targeted population amongst others, antenatal women, babies and children. Testing for children at 18 months. There is decline in Pillar 3 treatment initiation however improvement marked on pretension on both adult remaining on ART and TB success rate.

SOCIAL SERVICES

Social development infrastructure

All service offices or points must be within a distance of twenty (20) km radius. One Social welfare practitioner should serve a population of 3,000 (1:60) children in a particular service point. Social assistance applications should be complete within 8 hours – more realistic 45-56 hours.

SOCIAL DEVELOPMENT: NORMS AND STANDARDS

• All services office/points must be within a distance of 20 km radius.

- One social welfare practitioner should serve a population of 3000 (ratio: 1=60 children in a particular service point).
- Social assistance applications should be completed within 8 hours- more realistic 45 to 56 hours

Table 7.13 Social Grants

	THULAMELA
Old age	44564
Disability grant	9934
War veteran	6
Combination	32
Grant in Aid	673
Foster Care Grant beneficiaries	1982
FCG children	2797
CDG Beneficiaries	1639
CDG children	1699
CSG Beneficiaries	105640
CSG children	188937

TOTAL	Beneficiary	Children
	164470	193433

Source: Department of Social Development; 2012

Housing

The right to adequate housing enshrined in Constitution Act 108 of 1996 and states that everyone has the right to have access to adequate housing and the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. The main challenges are abandoned RDP houses, outdated housing chapter, poor quality and unavailability of land for future township development in private farms, lack of consumer education, royalties required for accessing land and Non-compliance to Environmental legislations when improving housing infrastructure, Lack of middle-income houses.

Table 1.53 below indicates the housing backlog in the district, Thulamela municipality was 37 700 in 2014/15 and for 2015/16 is 22 600 which is the highest housing backlog and Musina municipality is 5 798 and still the lowest housing backlog.

Table: 7.65: Housing backlog

Year	Thulam	ela		
	Backlog	Completed		Allocated
2016/17	37 700	1504	-	
2017/18	22 600	-	1000	

Source: Local Municipalities, 2018

Table 7.66

	LIM343 : Thulamela
Yes	51458
No	444821
Do not know	383

Unspecified	575
Total	497237

SPORT, ARTS AND CULTURE

Table 7.13: Sport, Arts and Culture Facilities for Thulamela municipality;2016

SPORTS FACILITIES	THULAMELA	
Multipurpose Sport Courts	Makwarela Thohoyandou	2
Indoor Centres	Thohoyandou indoor	1
Multipurpose Stadiums	Makwarela, Tshifulanani, Tshikombani, Tshifudi, Makhuvha,	5
Stadiums	Thohoyandou, Makwarela, Tshifulanani, Tshikombani, Tshifudi, Makhuvha, Makonde,	8

	Tshixwadza.	
Multipurpose Sport and Recreation Hall	, Thohoyandou indoor sports centre	1
Museum	-	
Community hall	Makwarela, Thohoyandou Mutale	3
Arts and culture centre	Thohoyandou Mutale	2
Recreational parks	Shuma Park, River side Miluwani Block G Park Tshilamba Park; Shayandima Park Tshatshingo Potholes; Phiphipidi and Mukumbani waterfalls	3

Indigenous Sport, arts & Culture

The following events are held in the Municipality to enhance social cohesion: Arts & cultural competitions - Tshikona, Malende, and Zwigombela and auditions for talent identification, fine and visual arts competition annually; Indigenous Games like khadi, Mufuvha, Muravharavha, Ndode, and Duvheke and Sports arts and culture Achievers Awards are effective in the district. Wednesdays are declared Sports Day in the municipality.

EDUCATION

Norms and Standards for schools are as follows:

- ❖ A school should be situated within a radius of 5km from the community it serves.
- Scholar transport: walking total distance to and from school may not be less than 10 km radius.
- Minimum size of school site, including sporting field: primary school site should be 2,8ha and secondary school site should be 4.8ha.
- School may not be located close to: cemeteries, business centre, taxi rank, sewer treatment plants, public hostel, busy roads unless adequate preventative measures have been taken to ensure the safe of the learners.

Table 7.14: Number of Schools and Pupils							
Local Municipality	Secondary schools	Primary schools	Combined schools				
Thulamela	127 schools 87 047 pupils	297 schools 111 878 pupils	16 schools 8 185 pupils				

Source: Department of Education, 2012

Table 7.14 above indicate the number of schools and pupils per municipality, in which Thulamela municipality has 297 the highest number of Primary schools.

Education services in the Municipality are negatively affected by the following problems: older persons are not participating actively on ABET programme, violence, burglary, vandalism and gangsters, none or late submission of Audited statements and none compliance to prescripts.

National school's nutrition programme is carried out in all primary schools. All Q1& Q2 Primary Schools & all Q1 Secondary schools are benefiting from National school's nutrition programme. All Q1, Q2 and Q3 are no fee schools.

CHALLENGES

Most schools do not meet the required norms and standards of having a functional school. This includes infrastructure backlog, enrolment rate and distance travelled by learners.

Special schools in Thulamela municipality

Tshilidzini special school and Fhulufhelo School.

Level of Education in Thulamela by Gender

Table 7.15

GEOGRAPHY	LIM343: THULAMELA		
Gender	Male	Female	Total
Level of education			
Unspecified	-	-	-
NTC II / N2/ NIC/ V Level 3	290	303	592
N5 /NTC 5	335	369	704
N4 / NTC 4	407	413	820
Certificate with less than Grade 12 / Std 10	300	350	650
NTC1/N1/NIC/V Level 2	390	417	806
Other	389	406	795
NTC III /N3/ NIC/ V Level 4	358	427	785
Diploma with less than Grade 12 / Std 10	411	543	954
N6/NTC6	525	560	1,085
Post Higher Diploma Masters; Doctoral Diploma	605	450	1,055
Higher Degree Masters / PhD	737	580	1,316
Bachelor's Degree and Post graduate Diploma	952	799	1,752
Honours degree	1,239	1,536	2,776
Bachelor's Degree	2,953	3,398	6,352
Certificate with Grade 12 / Std 10	2,316	3,362	5,678
Higher Diploma	2,854	3,868	6,721

Diploma with Grade 12 / Std 10	2,777	4,421	7,198
Grade 1 / Sub A	9,826	10,036	19,861
Grade 2 / Sub B	9,747	10,287	20,034
Grade 4 / Std 2	11,335	11,175	22,510
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	10,081	11,790	21,872
Grade 0	11,946	12,095	24,040
Grade 5 / Std 3/ABET 2	11,048	11,718	22,766
Grade 6 / Std 4	12,254	12,393	24,648
Grade 7 / Std 5/ ABET 3	14,223	15,652	29,876
Grade 8 / Std 6 / Form 1	18,892	20,842	39,734
Grade 9 / Std 7 / Form 2/ ABET 4	18,107	21,481	39,588
Grade 10 / Std 8 / Form 3	21,351	26,501	47,852
Grade 11 / Std 9 / Form 4	19,989	26,462	46,451
Not applicable	42,490	41,439	83,929
Grade 12 / Std 10 / Form 5	33,116	42,244	75,360
No schooling	16,408	43,494	59,902
Total	278,650	339,812	618,462

Table 7.16. LEARNERS ENROLMENT PER MUNICIPALITY

Local Municipality	Secondary schools	Primary schools	Combined schools
Thulamela	127 schools	297 schools	16 schools
	87 047 pupils	111 878 pupils	8 185 pupils

SOURCE: Vhembe Department of Education 2012

Primary school's classification

Small Primary school: 135:one class per grade

❖ Medium Primary school:311: two classes per grade

Large primary school:621: three classes per grade

❖ Mega primary school:931: three and above

Secondary school's classification

Small sec school: 200:2 classes per grade

❖ Medium sec school:401: up to 3 classes per grade

Large sec school:604: with up to 5 classes

❖ Mega sec school: 1001:5 and above

A school should be situated within a radius of 5 km from the community it serves. Scholar transport: walking a total distance to and from may not exceed 5 km radius.

Minimum size of school site, including sporting field:

- Primary school site should be 2,8 ha
- Secondary school site should be 4,8 ha

School may not be located close to:

Cemeteries, business Centre, taxi ranks, sewer treatment plants, public hostels, busy roads unless adequate preventative, measures have been taken to ensure the safety of the learners.

Special schools: Tshilidzini Special School and Fhulufhelo School.

Challenges: Most schools do not meet the required norms and standards of having a functional school.

This Infrastructure backlog, enrolment rate and distance travelled by learners.

Table 7.17: Numbers of Schools and Pupils 2011 in the Municipality

School categories/ Municipality	Secondary		Primary		Combined		Intermediate		Learners with Special Needs (LSEN)	
2011	No of	No of	No of	No of	No of	No of	No of	No of	No of	No of
	Schools	pupils	Schools	pupils	Schools	pupils	Schools	pupils	Schools	pupils

Thulamela	125	84319	287	106685	1	1876	0	0	4	1706
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Table 7.18: Numbers of Schools and Pupils 2011 in the Municipality

School categories/ Municipality	Secondary Primo		Primar	Primary Com		Combined I		Intermediate		Learners with Special Needs (LSEN)	
2011	No of Schools	No of pupils	No of Schools	No of	No of Schools	No of pupils	No of	No of pupils	Schools		
Thulamela	125	84319	287	106685	1	1876	0	0	4	1706	
School categories/ Municipality	Second	dary	Primar	y	Combi	ined	Inter	mediate		ners with Special ds (LSEN)	
2012	No of Schools	No of pupils	No of	No of pupils							
Thulamela	127	87 047	297	111 878	16	8185	0	0	0 ()	

Source: Dept. of education, 2012

Table 7.18. Above indicates that in 2011 secondary learners were 170 910 from 283 schools, primary learners were 229 518 from 667 schools, 6 503 combined school learners, 1 intermediate school with 52 learners and 1 963 learners from 6 special schools in the Municipality. Thulamela municipality has high number of special schools (4 out of 6) with 1 706 learners.

Table.7.19CS2016 TABLE 1

	LIM343: Thulamela
Good	380364
Average	85363
Poor	22079
No Access	3282
Do not use	5857
Unspecified	292
Total	497237

Table 7.20: Libraries per municipality

Municipality	Thulamela		
Libraries	Makwarela	&	3
	Thohoyandou		
	Mutale		

PROVISION OF EDUCATION SERVICES

Education service in the district is negatively affected by the following problems: older persons are not participating actively on ABET programme, violence, burglary, vandalism and gangsterism, management of school finance, none or late submission of Audited statements and none compliance to prescripts.

National school's nutrition programme is carried out in all primary schools in the district. All Q1 & Q2 Primary Schools & all Q1 Secondary schools are benefiting from National school's nutrition programme. All Q1, Q2 and Q3 are no fee schools.

Table 7.67: Number of enrolled learners per municipality

Table 7.26: Educational institution		
	Thulamela	
Public		
(government)	196093	
Private		
(independent)	27613	
Do not know	207	
Not		
applicable	273325	
Unspecified	-	
Total	497 237	

Source: Dept. of education, 2014

Table 7.67 above indicates that secondary learners in 2012 were 176 618, primary learners were 236 327, 20 246 combined school learners and 1914 learners from special needs education (SNE) in the district. Thulamela municipality has high number of enrolled learners in 2014 with 194 389 and followed by Makhado municipality with 157 643 learners.

Table 7.68	1		
	•		

	LIM343 : Thulam <i>e</i> la
No schooling	85029
Grade 0	19566
Grade 1/Sub A/Class 1	13915
Grade 2/Sub B/Class 2	14203
Grade 3/Standard 1/ABET 1	17630
Grade 4/Standard 2	16167
Grade 5/Standard 3/ABET 2	16666
Grade 6/Standard 4	17552
Grade 7/Standard 5/ABET 3	20851
Grade 8/Standard 6/Form 1	26079
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	38374

Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	43006
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	46850
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	79701
NTCI/N1	450
NTCII/N2	582
NTCIII/N3	1346
N4/NTC 4/Occupational certificate NQF Level 5	1733
N5/NTC 5/Occupational certificate NQF Level 5	1394
N6/NTC 6/Occupational certificate NQF Level 5	2337

Certificate with less than Grade 12/Std 10	581
Diploma with less than Grade 12/Std 10	924
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	2786
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	8624
Higher Diploma/Occupational certificate NQF Level 7	3239
Post-Higher Diploma (Masters)	2301
Bachelor's degree/Occupational certificate NQF Level 7	7244

Honours degree/Post- graduate diploma/Occupational certificate NQF Level 8	3093
Masters/Professional Masters at NQF Level 9 degree	829
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	482
Other	1429
Do not know	2099
Unspecified	176
Total	497237

Table 7.69

Municipality	Thulamela
Level of education	
NTC II / N2/ NIC/ V Level 3	592
N5 /NTC 5	704
N4 / NTC 4	820
Certificate with less than	650
Grade 12/Std 10	

Other NTC III /N3/NIC/V Level 4 785 Diploma with less than Grade 12 / Std 10 N6 / NTC 6 Post Higher Diploma Masters; Doctoral Diploma Higher Degree Masters / PhD Bachelor's Degree and Post graduate Diploma Honours degree 2,776 Bachelor's Degree 6,352 Certificate with Grade 12 / Std 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 10 Grade 1 / Sub A Grade 2 / Sub B Grade 4 / Std 2 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 Grade 6 / Std 4 Grade 7 / Std 5/ ABET 3 29,876		
NTC III /N3/ NIC / V Level 4 Diploma with less than Grade 12 / Std 10 N6 / NTC 6 Post Higher Diploma Masters; Doctoral Diploma Higher Degree Masters / PhD Rachelor's Degree and Post graduate Diploma Honours degree Sachelor's Degree Grade 1 / Sub A Grade 1 / Sub A Grade 2 / Sub B Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 Grade 5 / Std 3/ABET 2 Grade 6 / Std 4 Grade 7 / Std 5/ ABET 3 Post Higher Diploma Anguar An	NTCI/NI/NIC/V Level 2	806
Diploma with less than Grade 12 / Std 10 N6 / NTC 6 Post Higher Diploma Masters; Doctoral Diploma Higher Degree Masters / PhD Bachelor's Degree and Post graduate Diploma Honours degree Bachelor's Degree Grade 1 / Std 5,678 10 Grade 1 / Sub A Grade 2 / Sub B Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 Grade 6 / Std 4 Grade 7 / Std 5/ ABET 3 1,055 1,055 1,055 1,055 1,055 1,752	Other	795
N6 / NTC 6 Post Higher Diploma Masters; Doctoral Diploma Higher Degree Masters / PhD Bachelor's Degree and Post graduate Diploma Honours degree Certificate with Grade 12 / Std 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 Grade 1 / Sub A Grade 2 / Sub B Grade 4 / Std 2 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 Grade 5 / Std 3/ABET 2 Grade 7 / Std 5/ ABET 3 1,055 1,055 1,055 1,055 1,752 1,776 1,752 1,776 1,719 1,752 1,752 1,776 1,719 1,752 1,752 1,752 1,776 1,719 1,752 1,752 1,776 1,719 1,752 1,776 1,719 1,719 1,719 1,752 1,776 1,719 1,752 1,776 1,719 1,719 1,752 1,776 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,719 1,71	NTC III /N3/ NIC/ V Level 4	785
N6 / NTC 6 Post Higher Diploma Masters; Doctoral Diploma Higher Degree Masters / PhD 1,316 Bachelor's Degree and Post graduate Diploma Honours degree 2,776 Bachelor's Degree 6,352 Certificate with Grade 12 / Std 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 7 / Std 5/ ABET 3 29,876	Diploma with less than Grade	954
Post Higher Diploma Masters; Doctoral Diploma Higher Degree Masters / PhD Bachelor's Degree and Post graduate Diploma Honours degree Bachelor's Degree Certificate with Grade 12 / Std 10 Higher Diploma Higher Diploma Of Grade 1 / Sub A Grade 2 / Sub B Grade 4 / Std 2 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 Grade 6 / Std 4 Grade 7 / Std 5/ ABET 3 1,055 1,055 1,316 1,31	12 / Std 10	
Higher Degree Masters / PhD 1,316 Bachelor's Degree and Post graduate Diploma Honours degree 2,776 Bachelor's Degree 6,352 Certificate with Grade 12 / Std 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 7 / Std 5/ ABET 3 29,876	N6/NTC6	1,085
Higher Degree Masters / PhD Bachelor's Degree and Post graduate Diploma Honours degree Bachelor's Degree Certificate with Grade 12 / Std 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 Grade 1 / Sub A Grade 2 / Sub B Grade 4 / Std 2 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 5 / Std 3/ABET 2 Grade 6 / Std 4 Grade 7 / Std 5/ ABET 3 1,752 1,752 1,752 1,752 1,752 1,752 1,752 1,752 1,752 1,752 1,752 1,764 1,752 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1,752 1,768 1	Post Higher Diploma Masters;	1,055
Bachelor's Degree and Post graduate Diploma Honours degree 2,776 Bachelor's Degree 6,352 Certificate with Grade 12 / Std 5,678 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Doctoral Diploma	
graduate Diploma Honours degree 2,776 Bachelor's Degree 6,352 Certificate with Grade 12 / Std 5,678 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 7 / Std 5/ ABET 3 29,876	Higher Degree Masters / PhD	1,316
Honours degree 2,776 Bachelor's Degree 6,352 Certificate with Grade 12 / Std 10 5,678 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 7,198 10 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Bachelor's Degree and Post	1,752
Bachelor's Degree 6,352 Certificate with Grade 12 / Std 5,678 10 5,678 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	graduate Diploma	
Certificate with Grade 12 / Std 10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Honours degree	2,776
10 Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Bachelor's Degree	6,352
Higher Diploma 6,721 Diploma with Grade 12 / Std 7,198 10 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Certificate with Grade 12 / Std	5,678
Diploma with Grade 12 / Std 7,198 10 10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	10	
10 Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri Gude; SANLI Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876		
Grade 1 / Sub A 19,861 Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Diploma with Grade 12 / Std	7,198
Grade 2 / Sub B 20,034 Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	10	
Grade 4 / Std 2 22,510 Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Grade 1 / Sub A	19,861
Grade 3 / Std 1/ABET 1Kha Ri 21,872 Gude; SANLI 24,040 Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Grade 2 / Sub B	20,034
Gude; SANLI Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Grade 4 / Std 2	22,510
Grade 0 24,040 Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Grade 3 / Std 1/ABET 1Kha Ri	21,872
Grade 5 / Std 3/ABET 2 22,766 Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Gude; SANLI	
Grade 6 / Std 4 24,648 Grade 7 / Std 5/ ABET 3 29,876	Grade 0	24,040
Grade 7 / Std 5 / ABET 3 29,876	Grade 5 / Std 3/ABET 2	22,766
	Grade 6/Std4	24,648
Crado 9 / Std 4 / Form 1 30 734	Grade 7 / Std 5/ ABET 3	29,876
Glade 6 / 31d 6 / 1011111 37,/34	Grade 8 / Std 6 / Form 1	39,734

Grade 9 / Std 7 / Form 2/ ABET	39,588
4	
Grade 10 / Std 8 / Form 3	47,852
Grade 11 / Std 9 / Form 4	46,451
Not applicable	83,929
Grade 12/Std 10/Form 5	75,360
No schooling	59,902

Source: Stats SA-Census 2011

Table 7.69 above indicates that 9 090 people in Mutale have never attended school, 59 902 in Thulamela, 5 599 in Musina and 55 106 in Makhado.

Table 7.70 : 2017 LE	Table 7.70: 2017 LEARNER ENROLLMENT AND SCHOOLS PER LOCAL MUNICIPALITY				
Local Municipalities	Secondary schools	Primary schools	Combined schools	Special Schools	TOTAL
Thulamela	109 schools 61 337Lrn	261 schools 84 826 learners	1school 2198 learners	3 schools	374 schools 148 361 learners

Source: Department of Education, 2017 Table 7.71

for Person Weight	
	LIM343 : Thulamela
Agriculture	502
Architecture and the built environment	416
Arts (Visual and performing arts)	99
Business	2307
Communication	179
Computer and information sciences	455
Education	6399
Engineering	685
Health professions and related clinical sciences	2061
Family ecology and consumer sciences	69

Total	497237
Unspecified	747
Not applicable	478149
Do not know	95
Other	1944
Social sciences	526
and services	
management	
Public	686
Psychology	263
Philosophy	108
Military sciences	52
and statistics	
Mathematics	243
sciences	
Physical	170
Life sciences	155
Law	782
Languages	144

TABLE 7.72: TVET REGISTERED COURSES IN THE DISTRICT				
	Thulamelo	ı	Total	
Management	3064	,	4835	
Marketing	1194		1800	

Table 7.73: Educational mode of transport to school		
Type of Transport	Thulamela	
Bakkie	16453	
Bus	16719	
Private Vehicle	4056	
Animal-Drawled Cart	130	
Bicycle	339	

Source: STATSSA, Community Survey 2016

Table 7.74: Number of libraries

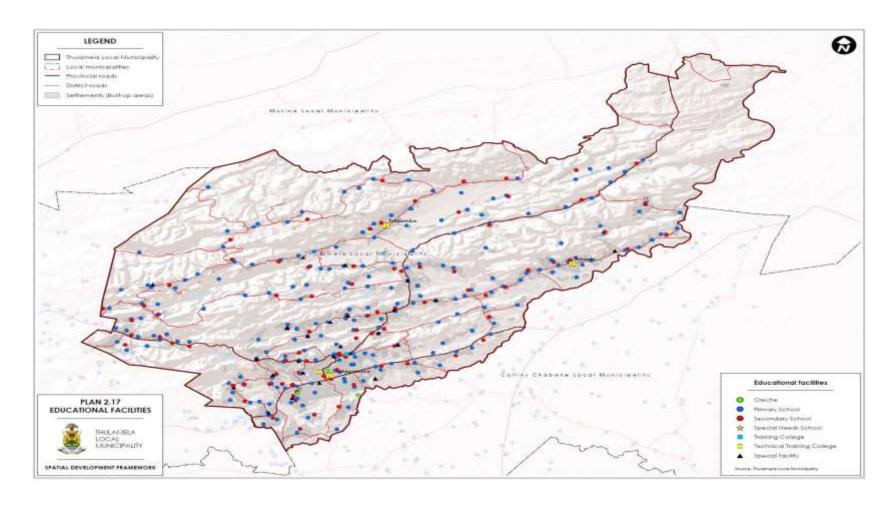
Thulamela

- 1 Thohoyandou
- 1 Mutale community library
- 1 Khubvi modular library
- 1Maniini modular library

Table 7.75: Educational mode of transport to school				
Type of Transport		Thulamela		
Bakkie		16453		
Bus		16719		
Private Vehicle		4056		
Animal-Drawled Cart		130		
Bicycle		339		

Source: STATSSA, Community Survey 2016

Figure 7.10. Schools distribution in the district



Social Cohesion

Social Cohesion is the process through which individuals or groups are included to participate fully in the society they live e.g. Social cohesion allows young people to participate and engage in activities that build their social capital and networks and strengthen the relations that bind people together. Various special programmes are functional as part of social coherent in the district: People with disability, Children, Gender and Senior citizens programmes.

Social Development Programmes: 2021/2022 Financial Year

Table 7.21

HIV/AIDS, TB AND GENDER		
Programmes	Time schedule	
NPO forumHome Based Care	First quarter	
Technical Aids CouncilLocal aids council	Second quarter	
- Gender Forum - Men's Forum	Third quarter	
Women's ForumCivil Society Forum	Fourth quarter	

MORAL REGENERATION YOUTH AND CHILDREN: 2020/21 FY		
Programmes	Time schedule	
MRM forumYouth forumECD forum	First quarter	
 Children music festival Children cultural festival Children's sports day 	Second quarter	
Launching of youth councilMoral regeneration campaign	Third quarter	
- ECD seminar - Entrepreneurship	Fourth quarter	
DISABILITY AND SENIO	R CITIZENS: 2021/22 FY	
Programmes	Time schedule	
DisabilityDisability build up event	First quarter	
Goal ball for visually impairedSenior citizens forum	Second quarter	

Senior citizen's education tripSenior citizens annual day celebration	Third quarter
- Golden games	Fourth quarter

♣ People with Disability and National Remembrance Days

Thulamela holds the following events: annual celebration of youth month, children's rights month, Older Persons month, hold young women in dialogue, 16 Days of Activism and National days: National Women Day, Heritage Day, Human Rights Day, Day of Reconciliation, Freedom Day, Workers Day and World Aids Day. Thulamela also recognises Programmes and Activities for People with Disabilities.

Youth and Children

Thulamela municipality organized pre-event celebration of the youth day to galvanize communities to support National and Provincial event of the day. The following Youth Events: Young Women in Dialogue, Youth Parliament, "Go back to School" campaigns, Municipality Youth Election Seminar are celebrated. The purpose of the Young women in dialogue was to interact on the socio-economic and political issues that affect women. Youth parliament's main purpose was to deliberate on issues that affect Youth and Go back to school campaign to encourage learners to take their studies seriously. There is partnership with Local Youth Council on training of young entrepreneurs who registered in the Municipality's Database

Children Advisory Councils were launched and children forum is functional in the Municipality. Children's rights months is also celebrated in the Municipality.

Senior Citizens

The Municipality facilitated Campaign on abuse to elders and Municipal Celebration events at Thohoyandou Magistrate and Town Hall in Thulamela local municipality. The main aim was to do awareness campaign on abuse to elders to the public, and bring together Senior Citizen and stakeholders to share challenges. The Senior Citizen recommended the establishment of Pensioners Committees in pay points and ward structures. There is a joint ABET programme between the municipality and Dept. of Education. The challenges are lack of programmes empowering the aged through establishing socio-economic projects and lack of indigenous knowledge imparting plan / policy in the district municipality.

Moral Regeneration

Politicians, religious leaders and social commentators have all spoken about a breakdown in morality in South Africa, with crime as the most commonly cited evidence. The moral regeneration initiative is one response to this crisis, emerging in parallel to countless other initiatives aimed at reducing crime, some of which have themselves contained explicit appeals to morals, values or ethics. Moral Regeneration Movement is the movement at the Centre of Collective Activism for moral regeneration initiatives whose vision is to build an ethical and moral community and the mission is to promote positive values. The objective of the moral regeneration movement is to assist in the development of a caring society through the revival of the spirit of botho / Ubuntu and the actualisation and realization of the values and ideals enshrined in our constitution, using all available resources and harnessing all initiatives in government, business and civil society.

July marks the commemoration of Moral Regeneration Month, an initiative of the Moral Regeneration Movement (MRM), which is aimed at encouraging people to recommit to efforts of building communities grounded on positive values and rededicate to building a caring society in pursuit of creating lasting peace and prosperity in the country. The commemoration takes place specifically in July to coincide with the celebration of Mandela

Day on 18 July and the birthday month of former President Nelson Mandela, an icon who is considered to be the main leader of the formation of the Moral Regeneration Movement.

The Municipality is in the process of reviving them and some of the activities are taking place such as 16 Days of Activism campaign and men's dialogue in partnership with Munna ndinnyi NGO.

KPA: BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT

CLUSTER: SOCIAL AND JUSTICE CLUSTER

SAFETY AND SECURITY

Police stations and Courts

The demarcations of Police Stations and courts is not aligned to Municipal Boundaries.

The district is divided into Thohoyandou and Makhado Justice Cluster. Thohoyandou cluster comprised of Thohoyandou, Levubu, Mutale, Makuya, Tshaulu, Siloam and Vuwani policing area as indicated in figure 8 below.

Makhado cluster comprised of 06 police stations: Mphepu, Tshilwavhusiku, Watervaal, Mara, Tshaulu and Siloam. There is 01 high court: Thohoyandou, 10 district courts: Musina, Louis Trichardt, Dzanani, Hlanganani, Thohoyandou, Vuwani, Tshilwavhusiku, Waterval & Mutale, 03 Regional Courts: Sibasa, Louis Trichardt and Dzanani, 4 Periodical Courts: Makuya, Tshaulu, Levubu and 43 Traditional Courts under Traditional Councils in the district.

Table 7.22 CS2016

	LIM343: Thulamela
Good	271289
Average	128612
Poor	75895

No Access	15615
Do not use	5184
Unspecified	642
Total	497237

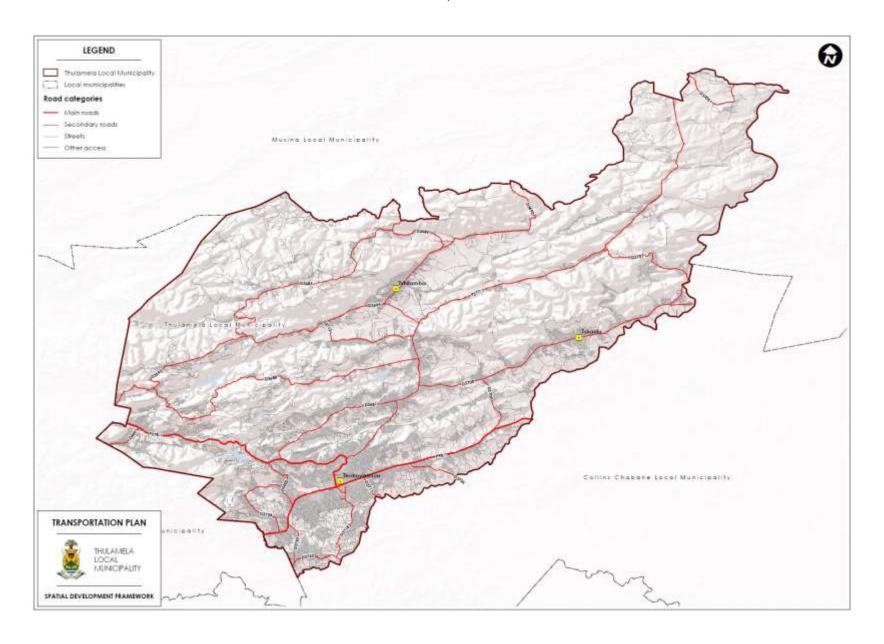


Figure 7.11: Police stations

Provision of Safety and Security

Police are responsible for maintaining law and order in the country. Communities must work with police to combat crime, corruption and lawlessness. Police image in the eyes of communities has changed drastically from the days of apartheid where they were perceived to be defending apartheid government and persecute innocent and defenceless citizen.

None reporting of fraud and corruption cases by the whistle blowers, minimal declaration of interest by employees, reluctance of vetting by employees are the main challenges in the district. All reported cases within the district municipality are investigated and the findings and recommendations are submitted to the Accounting officer for further action. The information for the establishment of the District Fraud Hotline has been gathered and Corruption awareness campaigns are conducted. All employees are encouraged to complete the declaration of interest forms.

Corruption and Fraud cases are a very serious concern in South Africa. Research shows that 31% of reported cases are caused by bad morals and ethics, 25% caused by greedy and desire for self-enrichment, 18% poverty unemployment, 14% weak checks and balances and 12% Legacy of apartheid (Dept. Safety & Security, 2009).

South African Police Services (SAPS) has various programmes to combat corruption and fraud: managing perceived and actual level of corruption, Anti-Corruption operations across criminal justice system, the prevention, detection and investigation of corruption within SAPS, compliance with legislative obligations, stock theft program, building relationship with farming community, partnership with the community, Farm/Patrols and

partnership with traditional leaders. The aim of the South African Police Service (SAPS) is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of South Africa and their property, and uphold law enforcement.

Safety & Security Activities

Dominating crimes in the municipal area are as follows: Armed robbery, Common assault, Assault GBH, Unlicensed liquor stores, and Rapes which are found to be caused by abuse of liquor, greediness, negligent and unemployment. Unlicensed liquor stores and vandalism of electrical cables is predominant in Thohoyandou by community members.

SAPS establish the following programmes to manage crime in the district: Raiding of liquor stores/bar lounge, Speed arrest, Foot & Vehicle Patrols, Roadblocks, Partnership Policing, Door To Door Campaigns, Vehicle Checkpoints, Awareness Campaigns, Road Patrols, Monitoring Check-in Transit, visit to Financial Institutions, Operation Focus, Reduction of Illegal Fire Arms, monitoring of Liquor Outlets, mobilization of the Community, fight against crime and victim empowerment program. Structures for Community involvement in Policing are Reservists (SAPS), CPF (SAPS Act), Community Patrol Groups, Street Watches, Street Committees, Neighbourhood Watches.

Community Safety Forums and Street Committee

Crime prevention in South Africa is based on the principles of community policing; that is, partnerships between the community and the SAPS. Partnerships between police officers (who are appointed as sector managers) and communities strengthen existing community policing forums (CPFs), which have been in place since 1993. Community Police Forum objectives according to Sec 18 of SAPS Act, 1995 (Act No 68 of 1995) are establishing and maintaining a partnership between the community and the Service, promoting communication between

the Service and the community, promoting co-operation between the Service and the community in fulfilling the needs of the community regarding policing, improving the rendering of police services to the community at national, provincial, area and local levels, improving transparency in the Service and accountability of the Service to the community and promoting joint problem identification and problem-solving by the Service and the community.

Rural and Urban Safety

Government views the safety and security of the rural community in South Africa as a priority. The seriousness of continued acts of violence against the rural community, required from the South African Police Service to formulate a comprehensive and holistic strategy. The rural safety strategy aimed at addressing rural safety as part and parcel of an integrated and holistic day to day crime prevention approach, based on the principles of sector policing which addresses the needs of the entire rural community, including the farming community. Rural safety on the South African borderline will further be strengthened in terms of integrating and coordinating of local deployment along borderline operations to combat illegal cross border movement of people, goods and contraband.

Sector Policing Program

Sector Policing means policing that focuses on small manageable sectors of a police station area and a tool to implement Community Policing. Its purpose is to perform targeted visible police patrols, ensure a rapid response to complaints, address crime generators, investigate reported cases and provide a localized policing service to the community in accordance with their respective needs. In Vhembe district sector policing is visible however there is a need to strengthen the sector by establishing more sectors.

4 Tourism Safety

The main factors that negatively affect tourism safety in Thulamela are insufficient registered tourist guides, not readily available sites security, and vandalism of fence by the undocumented people, poor road conditions and animal pouching.

Correctional Service

Rehabilitation and Community Integration programme

Thohoyandou Correctional Services and Mavambe Juvenile Centre are the only rehabilitation centres for offenders in the District. Mavambe caters youth or children under the age while waiting sentences.

The Department of Correctional Services endow with Rehabilitation and Community Integration programme: Education and Training with accredited institutions, Recreational programs (League games, tournaments, choirs, traditional games (Malende) and religious program. Community re-integration programmes include Parole and Community service programmes.

Border management

There is a serious challenge of influx of undocumented people particularly in Makhado, Thohoyandou, Mutale and Musina area. Improving regional cooperation is required to improve efforts in combating of crime that has the potential to affect the Southern African region and the Continent. The SAPS is taking a leading role in defining the relationship between a local police station, borderline, port of entry and exit, and a police station in a neighbouring country. The SANDF satellites offices to be established along the border fence and the army to

resume monitoring in order to assist SAPS in minimizing unlawful entry to the country. Thulamela borders LIM345 in the east and Musina Municipality in the north next to Zimbabwe border.

♣ Demarcations of magisterial courts and Police Stations

Transformation on magisterial courts is a serious problem. Police and magisterial courts are not aligned to municipal demarcations. There are however approximately 18 magisterial courts and 1 high court in the district and it is situated in Thohoyandou in the Thulamela Municipality.

KPA: BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT CLUSTER: SERVICE DELIVERY AND INFRASTRUCTURE DEVEOLPMENT PRIORITY AREA. INFRASTRUCTURE ANALYSIS

The strategic objectives of the priority area are to have accessible basic and infrastructure services. The intention is to provide services to all household in sustainable manner.

Service delivery is the provision of services with aim of improving levels and quality of life in terms of the powers and functions as stipulated in the Constitution in section 156 and 229 and in the Municipal System Act 117 of 1998, chapter 5, section 83 and 84

National Development Plan indicate that to achieve the sustainable and inclusive growth by 2030 south Africa need to invest in a strong network of economic infrastructure designed to support the country's long-term objectives. This is possible if there is targeted development of transport, energy, water resources, and information and communication technology (ICT) networks. South Africa has relatively good core network of national economic infrastructure. The challenge is to maintain and grow it to address the demands of economy effectively and efficiently. Current investment level is insufficient and maintenance programmes are seriously lagging. Government can achieve better outcome by improving coordination of integrated development approaches, particularly by pivotal development points, to ensure full benefits for the country. The district therefore aims to improve access to water through provision, operation and maintenance of socio-economic water Infrastructure. To show the intention to improve the access to service the district has Comprehensive Infrastructure Investment Plan (CIIP) to deal with district infrastructure development. This is in line with National Development Plan Vision 2030. The district has Water Services Development Plan (WSDP) to deal with water and sanitation infrastructure as water services authority and provider. Eskom has Energy Master Plan to deal with electricity infrastructure. Integrated Transport Plan (ITP) of the district deals with transport services

1996 Constitution guarantees the rights to basic amount of water and basic Sanitation services that is affordable. Strategic framework for services defines basic water supply services as the provision of basic water supply facilities, the sustainable operation of facilities and the communication of good water use, hygiene and related practices. Watershould be available for at least 350 days per year and not interrupted more than 48 consecutive hours per incidents

Water Resource Development and Demand Management

The sources of water in the Thulamela municipality are from dams, weirs and boreholes. The number of dams are: Nandoni, Vondo, Damani, Tshirovha dams. Weirs are: Khalavha.

The RSA 1996 Constitution guarantees the rights to basic supply facility is defined as the infrastructure necessary to supply 25 litres of potable water per person per day supplied within 200 meters of the household and with a minimum flow of 10 litres per minutes in case of communal water points or 6000 litres of portable water supplied per formal connection per months in case of yard and household connections.

Vhembe District Municipality is a Water Service Authority and Provider. The district purchase of portable se bulk raw water from the Department of Water Affairs, then process or clean the water for reticulation. The goal of Vhembe District Municipality WSA is to supply every household with an adequate and reliable water supply and to manage the water supply services in an affordable, equitable and sustainable manner.

There is a huge water and sanitation backlog in the area. The National target is to achieve at least a basic level of water and sanitation service for all by 2014. A large number of households already have access to water; however, upgrading, resource extension, operation and maintenance as well as refurbishment needs are immense. Infrastructure upgrading and refurbishment are the major problem: project like Tshifudi ground water upgrading, Vondo Water Works refurbishment (Filters).

Table 7.24: Main source of water for drinking														
Muni	Piped	Piped	Piped	Boreh	Rai	Neig	Publi	Wat	Bore	Flowi	Well	Sprin	Other	Total
cipaliti	(tap)	(tap)	water	ole in	n-	hbou	c/co	er-	hole	ng		g		
es	water	water	on	the	wat	rs tap	mmu	carri	outsi	water				
	inside	inside	comm	yard	er		nal	er/ta	de	/strea				
	the	yard	unity		tan		tap	nker	the	m/riv				
	dwelli		stand		k in				yard	er				
	ng/h				yar									
	ouse				d									
Thula	40331	170867	118885	14752	685	16800	63142	3144	7706	33388	4594	19524	3419	497237
mela														

Table: 7.25: Alternative water source during interruptions													
Municipalities	Boreh	Sprin	Well	Rain	Dam/	River/	Wate	Wate	Other	None	Do	Not	Total
	ole	g		wat	pool/	strea	r	r			not	applic	
				er	stagn	m	vend	tanke			kn	able	
				tank	ant		or	r			OW		
					water								
Thulamela	27662	19059	3817	2682	9465	30552	19841	14591	31013	11871	433	326252	497237

Table 7.26 CS2016

	LIM343: Thulamela
Good	203387
Average	107600

Poor	153375
No Access	31761
Do not use	757
Unspecified	357
Total	497237

Table 7.27 CS2016

	Well	Water vendor	Water tanker	Other	None	Do not know	Not applicable	Total
LIM343:								
Thulamela	3817	19841	14591	31013	11871	433	326252	497237

Table7.28 C\$2016

	Piped (tap) water inside yard	Public/co mmunal tap	Water- carrier/t anker	Borehole outside the yard	Flowing water/stream /river	Well	Spring	Other	Total
LIM343:									
Thulamela	170867	63142	3144	7706	33388	4594	19524	3419	497237

Table 7.29 CS2016

	Poor
LIM343:	
Thulamela	153375

Table 7.30

	Thulamela
Regional/local water scheme (operated by municipality or other water services provider)	120 425
Borehole	7 871
Spring	5 959
Rain watertank	615
Dam/pool/stagnant water	4 269
River/stream	7 781
Watervendor	2 433
Watertanker	3 022
Other	4 219

Source: STATSSA - Census 2011

Table 7.31: Purification plant & Boreholes

PURIFICATION PLANT	CAPACITY IN M3/DAY				
	Design	Actual			
Vondo water works	52 000	51 729			
Dzindi package	5 180	2 008			
Belemu package	7 000	1 957			

Phiphidi water	2 000		1 348				
Dzingahe pack	age plant		242		183		
Mudaswali pad	ckage		596		55		
Mutale water v	vorks	13 500		10 000			
Damani water	works		4 000		2 122		
BOREHOLES:	Electricity		Dried Boreholes	101	Reservoirs (concrete)	448	
	Diesel Driven		Collapsed	63			
					Steeltanks	35	
	Hand pumps		Operating	887			

Table 7.31 above indicates number of water treatment works, boreholes and reservoirs within the district. Challenges are royalties demanded by local authorities; Insufficient own funding; extensions of new residential areas; Illegal connections; Integrating new system to the old system; Lack of plant operator and aged staff; lack of planned maintenance programme; Non-implementation of punitive measures on non-performance

Water and Sanitation services analysis

Water services Act of 1997 inter alia provide for the rights of access to basic water and basic sanitation, the accountability of water service provider, the promotion effective water resource effective management and conservation, preparation and adoption of water service development plans by service authorities. Every water service authority has a duty to all consumers or potential consumers in water services. Strategic framework for water services defines water supply services as the abstraction from water resource, conveyance, treatment, storage and distribution of portable water, water intended to be converted to portable and water for industrial or other use, to consumers or other water service providers. Sanitation service is the collection removal, disposal or treatment of human excreta and domestic water and the collection, treatment and disposal of industrial

water. Water is fundamental to our quality of life and adequate water supply of suitable quantity and quality makes a major contribution to economic and social development.

Water Sources in the Thulamela

The province's water resources are obtained from 4 Water Management Areas (WMAs), namely: The Limpopo, Olifants, Luvuvhu-Letaba and Crocodile West Marico WMAs as indicated on figure 8 below. In terms of water resources, Nandoni and Vondo RWS falls within the Luvuvhu/Letaba water catchment area which spans across Vhembe and Mopani District Municipalities.

The sources of water in the municipality are from the following dams: Nandoni, Damani, and Vondo. Groundwater is a very valuable source of water however borehole yields and groundwater monitoring are problems in the municipality.

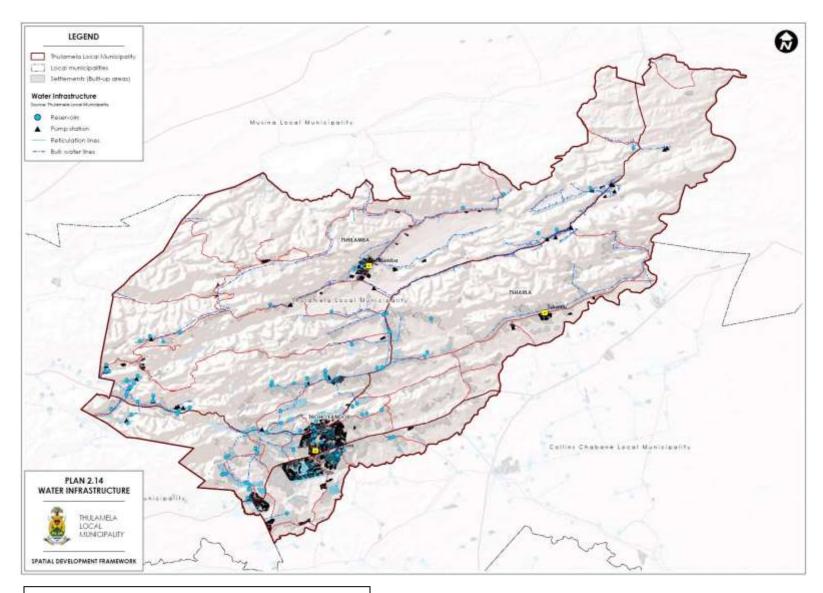


Figure 7.12: Water treatment works &

Figure 7.13 below shows the boreholes distribution in the district. There are many boreholes which are used as source of water. This poses pressure to water table. The danger is that some trees species will be affected by dropping or lower water table. There are many boreholes in Thulamela municipality compare to other municipalities.

Figure 7.13

Figure 7.13: Boreholes

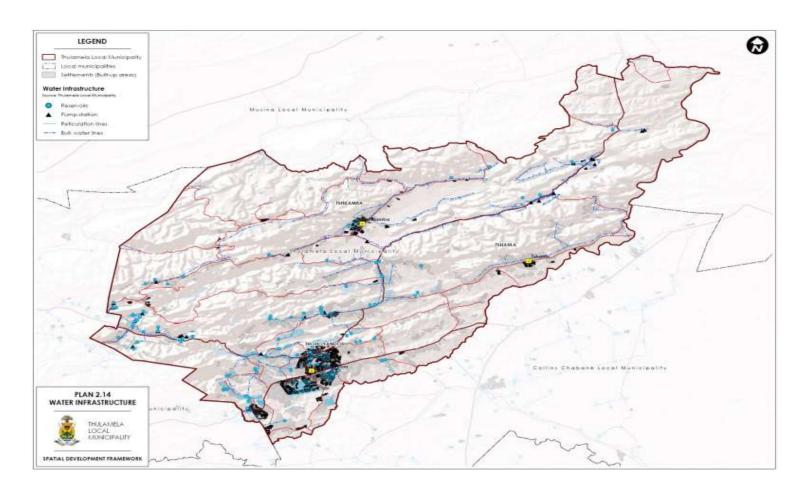
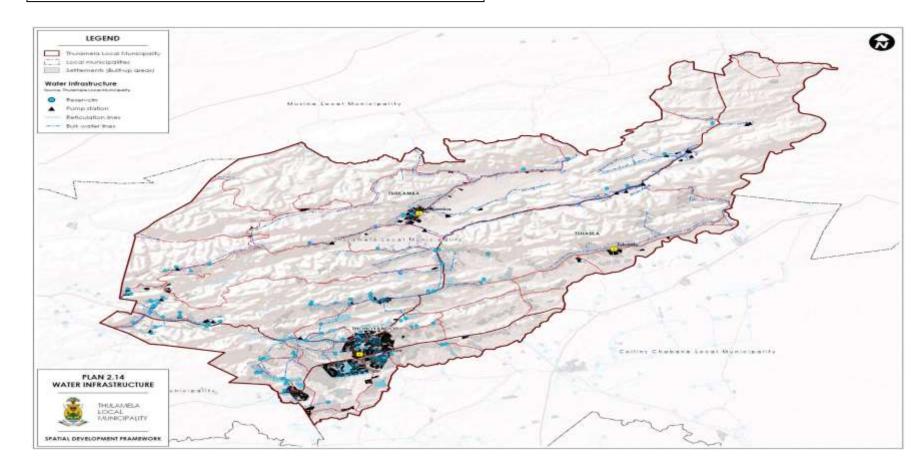


Figure 7.14 below illustrates water treatment plant and schemes in the district. Thulamela municipality has more water schemes and treatment plant then followed by Makhado and Mutale respectively.

Figure 7.14: Water treatment plant & schemes



Mutshedzi water treatment plant in the Makhado Municipality is just an example of treatment plants in the district that are functional and assisting in solving water problems in the district.

Table 7.32: Purification plant & boreholes in THULAMELA

Purification Plant	CAPACITY IN M3/DAY		
	Design	Actual	
Vondo water works	52 000	51 729	
Dzindi package	5 180	2 008	
Belemu package 11	7 000	1 957	
Phiphidi water works	2 000	1 348	
Mutale water works	13 500	10 000	
Damani water works	4 000	2 122	

Water conservation and demand management

Water conversation is the minimization of loss or waste, the care and protection of water resources and the effective and efficient use of water. Water demand management is the adaption and implementation of a strategy or a programme by a water institution or consumers to influence water demand and usage of water in order to meet any of the following objectives: economic efficiency, social development, social equity, and environmental protection, sustainability of water supply and services and political acceptability.

Water supplied in Thulamela is controlled at the outlets of command reservoirs where there are meters. Losses are not measured, although there is cost recovery in place in some areas.

Water Backlogs/ Challenges

The District municipality has Water Demand Management challenges and a great need exists for the implementation of water demand and conservation management projects. Water loss in the district is estimated at 20% or 36 MI/day of total production of water from all the total water produced within the schemes (181 MI/day) through spillages. This is influenced by the lack of cost recovery for water services process, insufficient bulk meters to monitor the system, control over the communal street stand pipes by communities, insufficient personnel to monitor project implementation combined with the fact that the municipality also does not have sufficient funds to meet the National Targets. There are areas where Bulk line is complete but with no reticulation line. Illegal connections, bursting of plastic tanks, damages and theft of manhole covers & padlocks, leakages broaden water crisis in the Municipality.

Table 7.33: Types of Water Services Needed

Type of Service Needed	Thulamela
Comm. Access to infrastructure but no access to water due to functionality (O & M/Refurbishment) problems	21 307
Comm. Requiring water extension to existing infrastructure	24 860
Comm. Access to Infrastructure but no access to water due to source problem	16 334
Community having no formal water infrastructure	1 291
Total HH Backlog	63 792

Source: DWA 2012

Table 7.33 above shows that Thulamela Municipality has 1 291 HH.

BLUE DROP 1 Table 7.34

Performance Area	Thohoyandou
Water Safety Planning (3	35%) 62
Treatment Process Managem (10%)	nent 50
DWQ Compliance (30%)	78
Management, Accountability (10%)	66
Asset Management (15%	65
Bonus Scores	5.08
Penalties	0
	71.21% (↑)
Blue Drop Score (2012)	
2011 Blue Drop Score	51.65%
2010 Blue Drop Score	58.13%
System Design Capacity (I	MI/d) 7
Operational Capacity (% it on Design)	57.14

2013 Municipal Green Drop	12.45% ↓
Score	
2011 Municipal Green Drop	14.00%
Score	
2009 Municipal Green Drop	16.00%
Score	

Population Served	102 000
Average daily Consumption (I/p/d)	6.86
Microbiological Compliance (%)	96.8%
Chemical Compliance (%)	>99.9

Figure 7.35

SANITATION PROVISION

Waste-water

The Green Drop Report 2011 reported that wastewater services delivery in the province is performed by eleven (11) Water Services Authorities an infrastructure network comprising of 62 wastewater collector and treatment systems. Vhembe team is highly energetic and a pleasure to engage. Vhembe team is actively striving for continuous improvement. The most severe challenge faced by the municipality is wastewater compliance monitoring. Most of the plants are still residing in high and critical risk space, as result of the poor monitoring regimes that is in place. However, a markable downwards trend in risk movement is observed for 11 of the 12 plants (DWA, 2012).

Foot note: Siloam system remains under Vhembe until the WSA and DPW provide evidence that Siloam is owned and operated by DPW.

• Treatment Plants

Vhembe District has 9 waste water works (1 new under construction) (Thohoyandou, Makhado, Reitvlei, Maunavhathu, Watervaal, Elim Orbal, Musina Nancefield, Musina Singelele,) 11 Ponds (Mhinga, Tshufulanani, Madzivhandila, Matatshe, Tshitereke, Siloam, Dzanani, Lemana, Vleifontein, Phalama) and 10 Booster pump stations (Riphambeta, Maniini A, Maniini B, Nare Tswinga, Mbilwi, Shayandima, Eltivillas, in the district as indicated in table 7.19 below. Challenges are Waste water plants receiving more inflow than the design capacity; Vandalism and theft of manhole covers and cables; Introduction of undesirable objects in the sewerage system, Lack of staffing to operate the plant, ageing Infrastructure, over grown shrubs and grass at plants and poor maintenance of sewerage system: Centralisation of workers.

Table 7.36: District Sewage Treatment plant

TREATMENT PLANT	CAPACITY IN M3/DAY		STATUS
	Design	Actual	
Thohoyandou sewage works	6 000		Operating
15 SAI Military base	-	-	





Table 7.37

Toilets facilities placement	Thulamela
Inthe	
dwelling/house	62866
In the yard	410457
Outside the	
yard	5646
Unspecified	18269
Total	497237

Table 7.38

Geography	hierarchy 201	6 by the m	ain type o	f toilet fa	cility used						
Municipali ties	Flush toilet connected to a public sewerage system	Flush toilet connect ed to a septic tank or conserv ancy tank	Chemi cal toilet	Pit latrine /toilet with ventila tion pipe	Pit latrine/ toilet without ventilat ion pipe	Ecologica I toilet (e.g. urine diversion; enviroloo; etc.)	Bucke t toilet (colle cted by munici pality)	Bucket toilet (empti ed by househ old)	Other	None	Total
Thulamela	48607	17719	2704	171038	229354	566	-	320	9115	17815	497237

Table 7.39

	Thulamela
None	17 896
Flush toilet	16 803
(connected	
to	
sewerage	
system)	

Flush toilet	2 526
(with septic	
tank)	
Chemical	1 198
toilet	
Pit toilet	26 014
with	
ventilation	
(VIP)	
Pit toilet	89 431
without	
ventilation	
Bucket	292
toilet	
Other	2 433

Source: STATSSA - Census 2011

Table 7.39 above indicate toilets facilities by population group of head of household, district with the 70 869 VIP toilets and 30 006 of households has no toilet facilities.

The district has managed to complete 3 950 VIP toilets in 2014/15 with the remaining current backlog of 87 658 which will be decreased in 2015/16 financial year. Table 1.39: below indicate the number of VIP toilets provided since 2003/4-2011/12 is 96 579 with the remaining backlog of 91 436 in 2014/15. Challenges are huge sanitation backlog, Bucket system; Lack of policy clarity on the development of infrastructure on private land, Non-availability of maintenance infrastructure for VIP i.e. removal of waste when the pit is full; Poor policy on identification of beneficiaries of VIP and Poor project management.

Table 7.40: VIP toilets provided since 2003/4-2011/14 and backlog (VDM)

VIP TOILETS		Thulamela
2003/4-2011/12	Backlog	91 710
	Completed	35 937
2012/13	Backlog	55 773
	Completed	3325

2013/14	Backlog	52448
	Completed	3950

Source: VDM 2013

There is 01 sewage treatment plant in Thulamela municipality.

Table 7.41: Sewer treatment backlogs for Thulamela

TREATMENT PLANT	CAPACITY IN M3/DAY		STATUS
	Design	Actual	
Thohoyandou sewage works	6 000		Operating

FIGURE 7.15: RIVERS AND VILLAGES

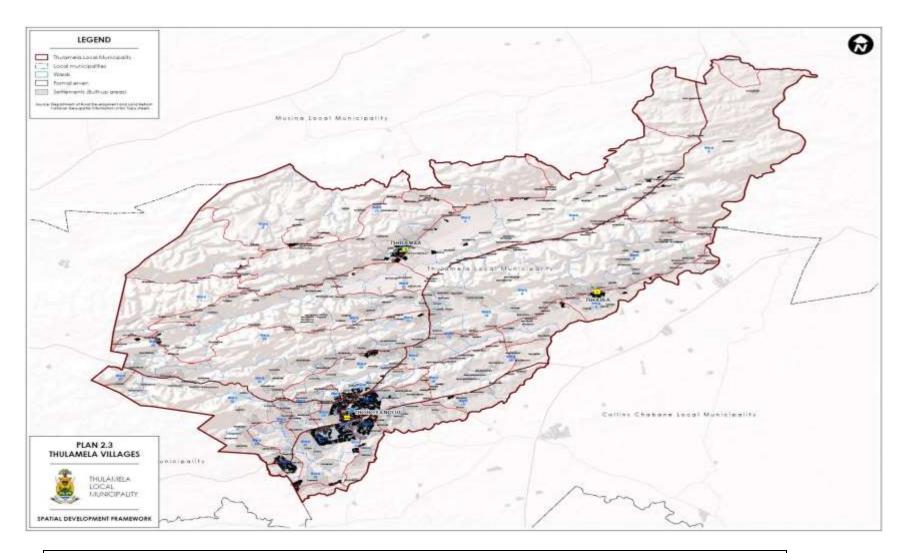


Table 7.42: Census 2011 by Municipality and source of water by population group of head of household

	LIM343: Thulamela
Regional/local water scheme (operated by municipality or other water services provider)	120 425
Borehole	7 871
Spring	5 959
Rain water tank	615
Dam/pool/stagnant water	4 269
River/stream	7 781
Water vendor	2 433
Water tanker	3 022
Other	4 2 1 9

Table 7.43: Census 2011, Municipality, piped water by population group of head of the household		
	LIM343:	
	Thulamela	
	23 747	
Piped (tap) water inside dwelling/institution		
Piped (tap) water inside yard	41 915	
Piped (tap) water on community stand: distance less than 200m from	39 461	
dwelling/institution		
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	18 175	
Piped (tap) water on community stand: distance between 500m and 1000m	10 204	
(1km) from		
dwelling /institution		

Piped (tap) water on community stand: distance greater than 1000m (1km)	5 697
from dwelling/institution	
No access to piped (tap) water	17 395

♣ Cost Recovery

Vhembe District Municipality [VDM] as the Water Services Authority [WSA] is the sole responsible authority for the provision of water and sanitation services. It needs to purchase, explore and distribute water supply services and sanitation services in the area of jurisdiction and has also to recover cost related to this service. The district therefore has developed Water and Sanitation Tariff Policy to manage the recovery of the cost associated with the protection of the raw water sources from which water is drawn, supply and purchase of raw water, storage and distribution of raw water and the treatment of raw water and the maintenance of purification works. This is in line with the provisions of section 74 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and Section 64 of the Municipal Finance Management Act (Act No. 56 of 2003).

WATER

 The following big Dams are in Thulamela Municipality: Nandoni, Damani, Vondo. Damani; Nandoni and Vondo are not fenced and pose challenges to Visitors and Fishermen.

Dams, Weirs and Sand Wells

• There's a need to construct additional weirs and sand wells, especially where there are strong river

Reservoirs and Boreholes

- The main problems experienced including the following challenges:
- Bursting of Plastic tanks
- Damage &theft of main hole that covers and padlocks
- Limited staff to clean reservoirs
- Theft of Pumps and Electricity equipment's for boreholes
- Poor underground of water quality.

There's a need to enforce through By-Laws that deals with theft and vandalism there is a need to construct additional reservoirs to help communities to access Nandoni Dam Water.

Water Connections

The following challenges exist:

- Inadequate water supply
- No consistent flow from water tap
- Areas without infrastructure
- Lack of water for irrigation and livestock
- Illegal connections

There's a need to install pre-paid water meters, to add form those who have been connected.

The national target for household access to water was 2008. The target was not met.

More households need to be accessed with indigent forms to register in the database.

There's a need to install pre-paid water meters to save water, and also to make it each for indigent household to access Free Basic Water.

Water Treatment Plant

- The following Water Treatment Plant are found in Thulamela: Vondo, Damani, Dzingahe, Dzindi, Mudaswali and Belemu.
- The following challenges exist: the demand exceeds the capacity of the treatment plant
- There's a need to refurbish water treatment plant by DWAF. Most infrastructures are ageing.
- Vandalism of Schemes
- Lack of preventative and routine maintenance.
- Lack of water demand Management

FREE BASIC WATER (FBW)

- All indigent consumers are allocated 6kl on monthly basis on the water consumption.
- A total of 14383 households are benefiting from Free Basic Water Services.

Water quality

The Department of Water Affairs has the Blue Drop Certification Programme which is an innovative means to regulation, designed and implemented with the core objective of safeguarding the tap water quality management. This objective stems from the fact that the livelihood of mankind depends on the availability of clean drinking water. People participate as process controllers, laboratory staff, samplers, engineering staff, scientists, environmental health practitioners, maintenance staff, management and general workers motivated to ensure sustainable supply of safe drinking water.

Municipal and waterboard officials are provided with a target of excellence (95% adherence to the set Blue Drop Requirements) towards which they should aspire. This is done to motivate and refocus the people working in the South African water sector to aspire towards targets well beyond the usual minimum requirements.

Table 7.44 below indicates blue drop performance of Water Authority municipalities in Limpopo province. The table reveals that VDM was in position 67 in the 2012 National Log position with 74.85 Blue Drop score.

Table 7.44: The Performance Log of the Municipal Blue Drop Scores for 2011 and 2012

Water Services Authority	Province 2012 National Log Position		Blue Drop	2011 National Log Position	Blue Drop	
-			Score 2012		Score 2011	
Vhembe DM	LP	67	74.85	103	45.06	
Lephalale LM	LP	29	92.84	45	82.63	
Polokwane LM	LP	46	86.52	21	92.61	
Mopani DM	LP	58	79.21	71	63.87	
Capricorn DM	LP	75	71.99	33	86.85	
Bela Bela LM	LP	79	71.21	62	71.07	
Modimolle LM	LP	82	70.1	46	81.7	
Mogalakwena LM	LP	98	60.5	51	77.86	
Greater Sekhukhune DM	LP	100	59.93	78	59.05	

IDP 2021/22 FY

Thabazimbi LM	LP	108	54.33	142	14.32
Mookgopong LM	LP	131	31.73	133	24.79

Source: DWA, 2011/12

The 2013 Blue Drop Progress Assessment Tool were developed making provision, amongst other, for the following types of information, data / conditions related the assessment criteria (each factor presenting a different risk-value):

Vhembe District Municipality 2013 Blue Drop **TABLE 7.45: Municipal Blue Drop Score**

	Thohoyandou	Malamulelele
Performance area		
Water safety planning (35%)	62	64
Treatment process management (10)	50	90
DWQ Compliance (30)	78	90
Management, Accountability (10%)	66	66
Asset Management (15)	65	65
Bonus Scores	5.08	3.81
Penalties	0	0
2011 Blue Drop Score	51.65%	36.93%
2010 Blue Drop Score	58.13%	44.13%
System Design Capacity (MI/d)	7	16

Water quality	ter quality • Water quality	
Population Served	102000	200 000
Average daily Consumption (I/p/d)	6.86	8.00
Microbiological Compliance	96.8%	99.3%
Chemical Compliance (%)	>99.9	>99.9

Source: DWA

SANITATION

Table 7.46

Table 7.46: Census 2011 by Municipality and toilet facilities by Population group of head of household			
	LIM343: Thulamela		
None	17 896		
Flush toilet (connected to sewerage system)	16 803		
Flush toilet (with septic tank)	2 526		
Chemical toilet	1 198		
Pit toilet with ventilation (VIP)	26 014		
Pit toilet without ventilation	89 431		
Bucket toilet	292		
Other	2 433		

Table 7.47
Statistics South Africa/Census 2011 Community Profiles
CS2016 Table

Geography hierarchy 2016 by the main type of toilet facility used for Person Weight

	Flush toilet connec ted to a public sewera ge system	Flush toilet connect ed to a septic tank or conserva ncy tank	Chemi cal toilet	Pit latrine/t oilet with ventilati on pipe	Pit latrine/t oilet without ventilati on pipe	Ecologi cal toilet (e.g. urine diversio n; envirol oo; etc.)	Bucket toilet (collecte d by municipa lity)	Bucket toilet (emptie d by househ old)	Oth er	e	Total
LIM343: Thulam ela	48607	17719	2704	171038	229354	566	-	320	911 5	178 15	4972 37

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Table 7.48
Statistics South Africa/Census 2011 Community Profiles
CS2016 Table

The main toilet facility in the dwelling/yard/outside the yard by Geography hierarchy 2016 for Person Weight

	LIM343: Thulamela
In the dwelling/house	62866
In the yard	410457
Outside the yard	5646
Not applicable	-
Unspecified	18269
Total	497237

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CS2016

	LIM343: Thulamela
Good	255504

Average	109435
Poor	62541
No access	55416
Do not use	13941
Unspecified	401
Total	497237

VIP Toilets

- The District Municipality is providing the service to rural communities
- The District has insufficient budget to meet the National target
- The other challenges may be the danger of underground water being contaminated

Ponds

The following Ponds are available in Thulamela Municipality: Tshifulanani, Tshitereke, Matatshe and Mutale.

The following challenges exist:

- Spillage and seepage
- Lack of Operational manuals
- Overloaded of Ponds, e.g. Tshitereke
- Authorization of Ponds to discharge final effluent into the river

There's always a need to constantly treat with chemicals to prevent diseases.

Table 7.50: Green Drop 2

	Thohoyandou
Technology	Biological (trickling) filters, Anaerobic digestion
Design Capacity (MI/d)	6
Operational % i.t.o. Design Capacity	216.7%
lv) Microbiological Compliance	NM
lvi) Chemical Compliance	NM
Ivii) Physical Compliance	NM
Annual Average Effluent Quality Compliance	ММ
Wastewater Risk Rating (%CRR/CRRmax)	86.4% (↓)
Highest Risk Area	Flow exceed design capacity, no monitoring
Risk Abatement Process	Draft W ₂ RAP

Capital & Refurbishment expenditure in 2010/2011	R 32 million
CAPCITATION 111 2010/2011	

Table 7.51: Green Drop 3

	Tshifulanani
Technology	Aerated lagoons/ Oxidation ponds
Design Capacity (MI/d)	NI
Operational % i.f.o. Design Capacity	NI
Iviii) Microbiological Compliance	NM
lix) Chemical Compliance	NM
k) Physical Compliance	NM
Annual Average Effluent Quality Compliance	NM
Wastewater Risk Rating (%CRR/CRRmax)	94.1% (↓)
Highest Risk Area	No monitoring
Risk Abatement Process	Draft W ₂ RAP
Capital & Returbishment expenditure in 2010/2011	R O

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Description of Projects' Expenditure	N/A
Wastewater Risk Abatement planning	
Additional Notes	

Sewer Treatment Plant

The Following Challenges Exist:

- Overloading treatment works e.g. Thohoyandou
- Lack of Laboratory equipment's
- Disposal of sludge

All the plants need refurbishment. Water quality program need to be undertaken frequently. There's also a need to upgrade the plant to services all households.

ENERGY SUPPLY AND DEMAND MANAGEMENT

ESKOM is the electricity authority in the Municipal Area. Its ESKOM that has electricity to distribute electricity in the area.

The electricity sector in South Africa is dominated by state owned utility Eskom which account for 96% of production and is regulated by National Energy Regulator of South Africa, which is also responsible for regulation of gas and petroleum pipelines. The energy needs of poor households are still immense, original goal of universal access to electricity by 2014 is not feasible and there is a need to review the

target and planning (National Development Plan, 2011). Eskom has District Energy Master Plan to deal with electricity supply.

There are 12 sub- stations in the district namely; Sanari, Makonde, Tshikweta, Leeudraai, Paradise, Flurian, Pontdrif, Musina and Nesengani. The backlog is currently 9x 132/22KV to be built at Singo, Mashau, Mamaila, Mageva, Mbahe, Jilongo, Mandala, Tshilamba, and Lambani. The challenges are Energy supply and interruption, lack of capacity to supply the demand, insufficient capacity of the power station to supply all areas in the district, cable theft, Illegal connections, poor project management PSPs and Slow rate of construction.

Table 7.52

FINANCIAL YEAR	ENERGISED BY THE MUNICIPALITY	HOUSEHOLDS ENERGISED/ALLOCATION BY	Backlog
		ESKOM	
2016-17		3000	13800
2017-18		2709(ALLOCATIONS)	10800
Table:7.39 Census 2011, Muhousehold	unicipalities, energy or fue	for cooking by population group of	head of the
		LIM343: Thulamela	
Electricity			47 928
Gas	ns 194		
Paraffin 1 07			
Vood 105 15			105 152
Coal	80		
Animal dung	30		

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Solar	92
Other	11
None	277

Table 7.53: Municipalities, energy or fuel for heating by head of the household			
	LIM343: Thulamela		
Electricity	50	715	
Gas		903	
Paraffin		957	
Wood	88	3 044	
Coal		73	
Animal		178	
dung			
Solar		141	
Other		1	
None	15	581	

Table:7.54: Census 2011 by Municipalities, energy or fuel for lighting by population group of head of the household		
	LIM343: Thulamela	
Electricity	136 567	
Gas	305	
Paraffin	1 857	
Candles	15 161	
Solar	2 303	

Other	0
None	401

Eskom has the license to reticulate electricity provision in the whole municipal area.

Some Challenges Include:

• Regular interruptions of power supply, lack of Maintenance, especially street lighting, illegal connections

Power Stations

The following Sub-Stations exist in the Municipal area: Makonde, Tshikweta, Sanari.

The following challenges have been identified:

- The current capacity is insufficient to supply all areas.
- There's a need for DE to increase funding to Eskom.
- There's also a need to promote the use of alternative energy, such as solar in conjunction with DE.

Table 7.55

	LIM343: Thulamela
In-house	14318
conventional	
meter	
In-house	468634
prepaid	
meter	
Connected	1797
to other	
source	
which	
household	
pays for (e.g.	
con	
Connected	1247
to other	
source	
which	
household is	
not paying	
for	

Generator	19
Solar home	120
system	
Battery	-
Other	703
No access to	10400
electricity	
Total	497237

Table 7.56: Energy Supply

ELECTRICITY SERVICE LEVEL			
GRID ELECTRICITY			NON GRID ELECTRICITY
Municipality	Number of Household	Backlog	Number of household current supplied through SOLAR
Thulamela	156594	16383	1158

Sources: STATSSA 2011

FREE BASIC SERVICES IN THULAMELA

The District has Basic Water and Sanitation Service Policy to manage the provision of basic water to the indigent people. The free basic water is 6kl per month per household. The local municipalities invoice the district, their monthly free basic water expenditure. Table 7.41 below shows that Thulamela municipality provide 14083 households with free water and 14 083 households with electricity in 2019/20 financial.

Table 7.57: Free Basic Services and Indigent Support for Thulamela Municipality (Households)

FREE BASIC SERVICES 2017/18	THULAMELA	FREE BASIC SERVICES 2017/18
2017/10	ESKOM	
	(50KW/Months)	
Electricity	14083	
Water	26850	
Refuse Removal	11812	
ESKOM (50KW/Months)		

Budget for Free Basic Services for 2016/17 is 6,8 Million rands

SOCIAL INFRASTRUCTURE

FREE BASIC SERVICES

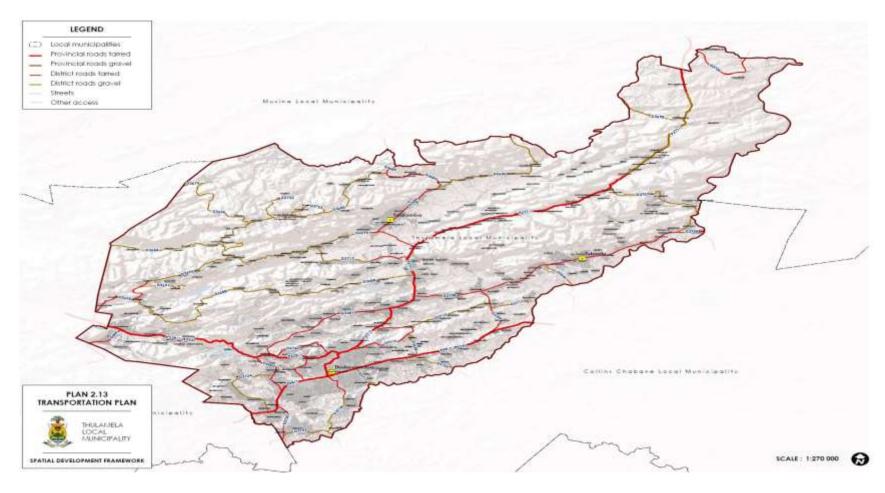
• The Municipality currently provides the 14083 household with free basic electricity coupons.

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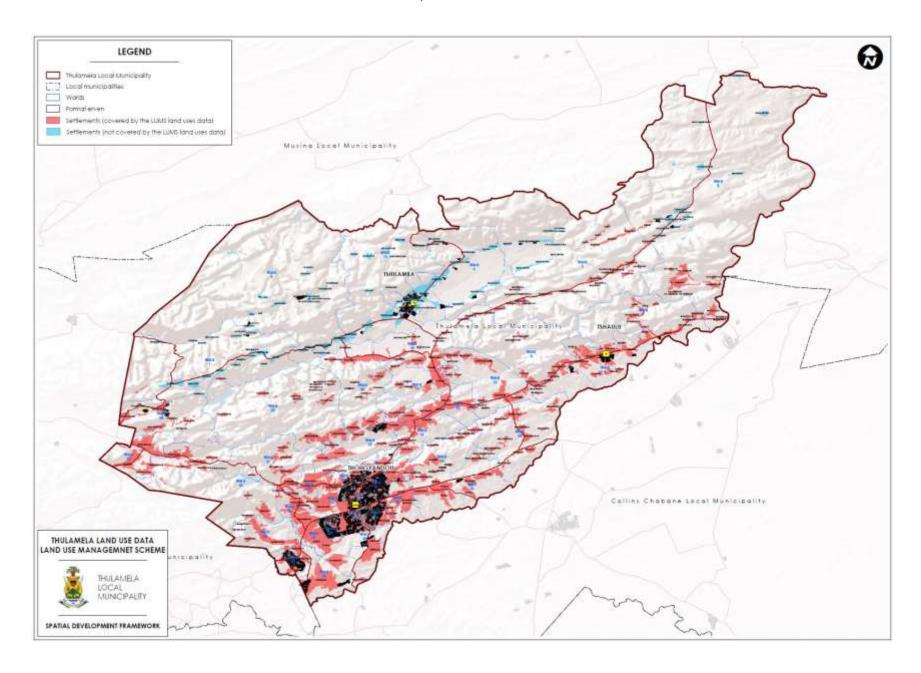
- Many households are still not benefiting from the services meant to alleviate their burden.
- Community mobilization to register indigents who qualify to apply for the services need to be intensified

Source: STATS SA, 2011

ROAD, PUBLIC TRANSPORT AND LOGISTICS MANAGEMENT



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Provincial road passes through the municipal area and that emphasizes the municipality's strategic position within the Province. The other settlements road infrastructure is the responsibility of local municipality. There's a huge backlog in opening and maintaining access streets. Rural backlog is unknown.

And storm water drainage systems. This is due to the fact that plants that are available cannot adequately and timorously reach all areas at the same time.

For gravel roads, Council has a programme of re-gravelling and blading of internal streets. This has been done and many areas were covered in the past. But during rainy seasons all the graveled roads are washed away. Through MIG, streets are being tarred and maintenance of streets is done regularly.

 The municipality will strive to implement labor-intensive methods in roads construction and maintenance commonly known as Kharishumisane Programme. Labor-intensive methods can play an important role in terms of facilitating skills development and creation of jobs. This will be in line with the national government's move towards implementation of a comprehensive public works programme to create jobs and to reduce poverty eradications.

Transport and Logistics Management

NATIONAL LAND TRANSPORT TRANSITION ACT, ACT 22 OF 2000, section 18 (1), (2) & (3) stipulates that Land Transport planning must be integrated with land development process and must be carried out so as to cover both public and private transport and all modes of land transport relevant in the area concerned and must focus on the most effective and economic way of moving from one point to another in the system. Transport plans must be developed to enhance effective functioning of cities, towns and rural areas through Integrated Transport Planning of transport infrastructure and facilities, transport operation including freight movement, bulk services and public transport services.

National land transport act requires municipalities to develop their ITPs which comply with the minimum requirements as set out in the: "Minimum requirements for preparation of Integrated Transport Plans" published 30 November 2007. Transport vision is an integrated safe, reliable, efficient, affordable and sustainable multimodal transport system and adequate infrastructure.

The SA transportation system is inadequate to meet the basic needs for accessibility to work, health care, schools, shops, etc. and for many developing rural and urban areas. In order to meet these basic needs for accessibility, the transport services offered must be affordable for the user. The transport system must aim to minimise the constraints on the mobility of passengers and goods, maximising speed and service, while allowing customers a choice of transport mode or combination of transport modes where it is economically and financially viable to offer a choice of modes. This demands a flexible transport system and transport planning process that can respond to customer requirements, while providing online information to the user to allow choices to be made.

Roads

Service Standards or Norms and Standards

- ✓ Feedback on all roads related complains/ requested in the Thulamela Local Municipality shall be provided within 07 working days.
- ✓ All potholes inspected/ reported within Thulamela Local Municipality's CBD must be repaired within 02 working days in normal weather and a plan will be developed after bad weather.
- ✓ All potholes inspected/reported within Thulamela Local Municipality's Residential must be repaired within 05 working days in normal weather and a plan will be developed after bad weather.

- All road marking/ signs (installation, maintenance and replacement) reported/ inspected within Thulamela Local Municipality's CBD must be attended within 02 working days in normal weather and a plan will be developed after bad weather.
- ✓ All road marking/signs (installation, maintenance and replacement) reported/inspected within Thulamela Local Municipality's Residential area must be attended within 05 working days in normal weather and a plan will be developed after bad weather.
- ✓ All road signs (installation, maintenance and replacement) reported/ inspected or requested within Thulamela Local Municipality must be attended with 24hrs.
- ✓ All programmed culverts within Thulamela Local Municipality must be constructed in with the financial year.
- ✓ All programmed gravelling work within Thulamela Local Municipality must be done within financial year.
- ✓ All programmed gravel roads will be bladed within financial year.
- ✓ All funeral requests submitted before Wednesday 12h00 pm must be attended on Thursday and Friday.
- ✓ All inspected/reported drainage structures in Thulamela Local Municipality will be maintained within 07 working days in normal weather and a plan will be developed after bad weather.
- ✓ All Thulamela Local Municipality's fleet will be serviced plan.
- ✓ All reported breakdowns in Thulamela Local Municipality will be repaired within 24hrs depending on the availability of parts in our warehouse.

Status Quo

- ✓ Road services department has an obligation to deliver road services to the entire population of Thulamela Municipal area. The municipality has approximately 237.7km of sealed roads and 6 582.2km of gravel roads.
- ✓ The road network within the municipality is increasing very rapidly in such a way that the staff required to perform day to day operation and maintenance is no longer sufficient to carry out the assigned tasks. It is apparent that should this trend be left without being attended, it will gradually leads to total deterioration of the road infrastructure assets.
- ✓ The municipality has taken a decision during its strategic cession to put more focus on the provision of roads infrastructure and it has been seen as a vehicle that can drive the vision 2030 mission successfully by building sustainable roads which in turn can bear some fruits in terms for local economic spinoffs.
- ✓ The municipality has been divided into three operational regions namely Thohoyandou Region (Office located Shayandima); Tshilamba Region (Office located at former Mutale Municipal Office) and Tshitereke Region (located at Tshitereke). Each region is responsible to deliver all roads services to all the wards allocated in that particular region such as blading of streets, re-gravelling, pothole fixing etc.

Roads Network

- ❖ The road network in the province are classified as follows:
- 1. National roads like N1, R71 & R521/R523. It is the National department of Transport's responsibility through SANRAL.
- 2. Provincial Roads these roads are numbered with prefix D or R excluding national and municipal roads, it is Roads and Transport's Department responsibility.

- 3. Municipal Roads these are unnumbered roads including streets and accesses, they are municipal's responsibilities.
- 4. Private Roads these are roads or accesses to and through private properties, property owners are responsible.

Each tier of government is responsible for its own road network. The approach is to make sure that Local Points Growths are connected to District Growth Points whilst District Growth Points are connected provincial, while at the same time Provincial Growth Points are somewhat connected to one another and ultimately linked to centres of national economy.

SERVICE DELIVERY CHALLENGES

- Shortage of machinery and equipment
- Borrow pits availability
- Backlog of unsurfaced numbered roads (i.e. RAL roads)
- Backlog of unsurfaced municipal roads
- Cutting of roads when repairing ageing of underground water services
- Demarcation of stands with by traditional leaders with poor road networks

Table 7.59: THULAMELA PROVINCIAL ROADS IN VDM 2012 and 2013			
	TOTAL LENGTH OF SEALED/PAVED ROADS:KM	TOTAL LENGTH OF GRAVEL/DIRT ROADS:KM (Backlog)	TOTAL LENGTH OF ROADS:KM
	237,7	6 582	

Provincial roads are numbered with prefix D or R, excluding national and municipal roads of which Department of Roads & Transport is responsible through Road Agency Limpopo. Municipal roads are local roads which include streets and accesses. Most of these roads are not numbered. Private roads are accessed to and through private properties of which property owners are responsible.

Source: Department of Roads and Transport

Table above shows that the total length of provincial roads is 1065 km in Thulamela and of which 33, 8% of roads are tarred/paved. The total length of gravel roads is 704, 7 km which constitute a backlog. The roads challenges experienced during rainfall time in Thulamela. The total length of provincial roads is 1059, 1 km. The total length of grave

I roads are 365,98 km and the total length of gravel roads is 332,69 km.

MUNICIPALITY ROADS

We are tarring streets in urban and rural areas. However; the municipality still faces huge backlog.

Bus and Taxi Ranks
Mutale Cost Centre

Table: 7.60

Road No	Description	Road Ler	ngth (km)
		Gravel	Surface
D3689	Tshandama-Muswodi		28,6
D3695	Makonde-Tshandama		5,6
D3705	P277/1- Tshikondeni Mine		9,6
P277/1	Vhurivhuri-Masisi		31,2
D3684	Maranikhwe-Tshixwadza	19,2	
D3685	Tshixwadza-Matavhela	37,5	
D3690	Mafukani-Muraluwe	30,4	
D3691	Mazwimba-Tshiavha	5,71	
D3695	Khakhu-Tshandama	31,6	
D3722	Tshamulungwi-Tshaanda	4,8	
D3723	Guyuni-Tshitandani	5,3	
UN1 mut	Maheni-Tshikundamalema	17,4	
UN2 mut	P277/1- Musunda	6,5	
		158.41	75

Thohoyandou Cost Centre

Table 7.61

Road No	Description	Road Ler	Road Length (km)	
		Gravel		
D3681	Matatshe-Phiphidi		18,3	
D3708	Mukula-Mhinga		37,5	
D3718	Muledane-Tswinga		5	
D3724	Tshifulanani-Duthuni		7,7	
D3743	Sokoutenda-Phiphidi		9	
D3750	Tshifulanani-Airport		6,1	
P277/1	Thohoyandou-Vhurivhuri		56,5	
P278/1	Sibasa-Siloam		33,5	
D3756	Dumasi-Mavambe		15	
D3742	Ramasaga-Ngovhela		5	
D3712	Makonde-Dzimauli		5	
D3695	Siloam-Khakhu		14	
D3709	Tshivhilwi-Muraga		7,6	
UN8 thoh	Tshivhilwi-Makonde		15,1	
D5002	Tshisaulu-Duthuni		9	
D3717	Hollywood-Mulenzhe		0,4	
D3710	Dzingahe-Malavuwe		4,25	
D3716	Makwarela-Dzingahe		8,74	
D3658	Tshififi-Dumasi	4,32		
D3666	Tshifudi-Xigalo	15,2		
D3688	Khubvi-Tshilungwi	23,8		
D3688	Thononda-Tshiheni	6,2		
D3707	Vhurivhuri-Madandila	19		
D3710	Dzingahe-Malavuwe	10,25		
D3711	Malavuwe-Matsika	6,8		

D3712	Makonde-Dzimauli	9	
D3718	Tswinga-Mashawana	7,5	
D3724	Tshifulanani-Duthuni	6	
D3753	Dzwerani-Tshimbupfe	14,1	
D3780	Khakhanwa-Mavhambe	1,9	
UN1 thoh	Begwa-Vhurivhuri	13	
UN2 thoh	Matangari-Tshipako	3,6	
UN3 thoh	P278/1-Khalavha	3	
UN4 thoh	D3681-Maranzhe	4	
UN5 thoh	P278/1-Murangoni	5,2	
UN6 thoh	Mangondi-Gondeni	10	
UN7 thoh	Mahunguwi-Tshitavha	12,5	
UN9 thoh	Dumasi-Tshilivho	4,7	
UN10thoh	Tshilapfene-Mukumbuni	6	
		207,57	257,69

Total Gravel is 365.98 and 332.69 is a tarred.

• Routine maintenance

Thulamela municipality has Thohoyandou and Mutale cost centres. Thohoyandou cost centre caters for 262,9 km surfaced and unsurfaced is 280,9 while Mutale caters for km surfaced and km unsurfaced roads. The main problems are regular break down of machines and equipment, shortage of machines and ageing personnel are the routine maintenance major challenges in the district.

TRANSPORT PLANNING

The mode of transport in the municipal area is only through road.

In terms of road transport, the dominant mode of public transport is taxis and buses. It is mainly the Thohoyandou, Tshilamba and Shayandima and Makwarela areas that are reasonably served. Some rural areas still experience various problems as far as public transport is concerned.

PUBLIC TRANSPORT AUTHORITY

Table 7.62: Bus and Taxi ranks per Thulamela municipality

Formal Ranks	Thulamela
Bus	02
Taxi	06
Intermodal Facility	01

Source: VDM, 2012

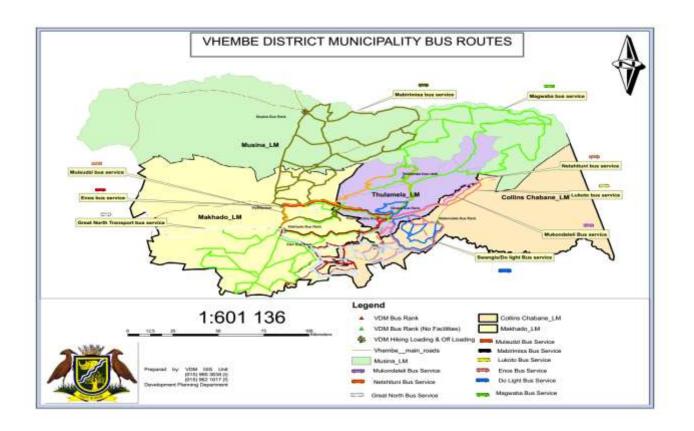
They include:

Residential areas are separated from work places. People are expected to travellong distances to their places of employment. The cost and time spent on travelling are greater for rural commuters. The conditions of roads are not conducive for the formal transport system. The need for high maintenance and operation cost are among the factors contributing to the problem. This is largely because most roads in the municipal area are gravel roads. They need constant maintenance, especially during rainy season.

Non-Motorized Transport

Bicycles were awarded to school children by the Department of Education in the previous financial years. There are school children who still travel long distances to access secondary education. Pedestrian crossings were identified in major routes and they need to be prioritized by the department of roads and transport. The donkey Carts are used as mode of transport.

Table 7.18: Major Public Transport Corridor Routes in VDM Area



• Airports and Stripes

There is no Air Stripe in the Municipality.

FIRE AND RESCUE SERVICES

The Fire and rescue special operations include building fires, grass and bush, rescue services and special services, hazardous materials incidence and removals of bees. This a Vhembe District Municipality function. Fire and Rescue Services by laws have been gazetted in 2009.

There are 4 Associations that have been established per municipality in terms of the provisions of the National Veld and Forest Fire Act. These associations help to fight veld and forest fires and the district umbrella body has to be launched in order to co-ordinate the activities of the local FPAS.

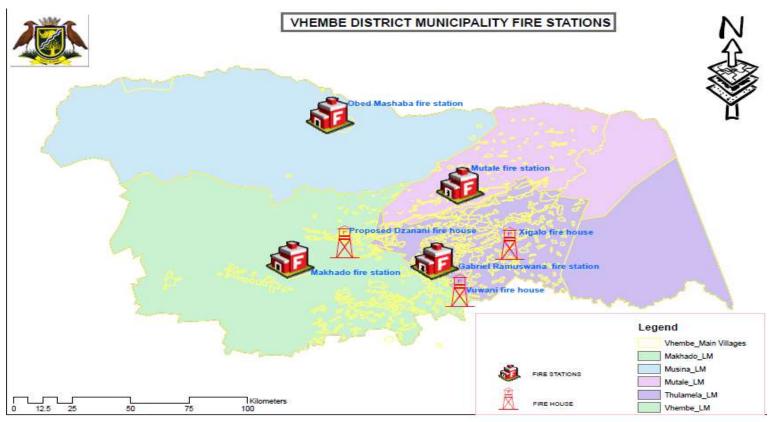
Pre fire plans have been developed in order to ready fire fighters for any eventuality in a high risk building. All fire stations in the district participate in arrive and alive campaigns during festive and Easter Holidays by performing standby duties on major routes and crossings to ensure visibility of emergency services.

Vehicles for normal firefighting, rescue and special services are available, although some of them are beyond economic repair and the equipment's to deal with a host of eventualities are available. The district however does not have commercial diving capability as only scuba divers have been trained. Heavy duty rescue equipment has been purchased for all the fire stations.

The district has rapid response vehicles equipped with heavy duty rescue equipment and water, rescue vehicles, 10 firefighting water tankers, heavy duty major urban pumpers, medium duty pump units, Light duty pump units, heavy duty pump units, grass tenders and service vehicles. The pictures below display some of the fire and rescue vehicles and equipment's available in the district.

Figure 7.19: Vhembe District Municipality fire stations

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PREPARED BY:	VHEMBE DISTRICT MUNICIPALITY

TABLE 7.63: HAZARDOUS LOCATIONS/ACCIDENT HOTSPOTS		
MUNICIPALITY	AREA	
Thulamela	R524: Tshisele village and	
	Tshalovha	

Table 7.64: Scholar patrol

Municipality	No. of existing Scholar Patrol points established	Status
Thulamela	24	Functional

Source: Department of transport 2017





Figure 7.20: Fire and Rescue Vehicles and

SAFETY AND SECURITY

None reporting of fraud and corruption cases by the whistle blowers, minimal declaration of interest by employees, reluctance of vetting by employees are the main challenges in the district. All reported cases within the district municipality are investigated and the findings and recommendations are submitted to the Accounting officer for further action. The information for the establishment of the District Fraud Hotline has been gathered and Corruption awareness campaigns are conducted. All employees are encouraged to complete the declaration of interest forms.

Corruption and Fraud cases are very serious concern in SA. Research shows that 31% of reported cases are caused by bad morals and ethics, 25% caused by greedy and desire for self-enrichment, 18% poverty and unemployment, 14% weak checks and balances and 12% Legacy of apartheid (Dept. Safety & Security, 2009).

South African Police Services (SAPS) has various programmes to combat corruption and fraud: managing perceived and actual level of corruption, Anti-Corruption operations across criminal justice system, the prevention, detection and investigation of corruption within SAPS, compliance with legislative obligations, stock theft program, building relationship with farming community, partnership with the community, Farm/Patrols and partnership with traditional leaders. The aim of the South African Police Service (SAPS) is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of South Africa and their property, and uphold law enforcement.

Police stations and courts

The district is divided into Thohoyandou and Makhado Justice Cluster. Thohoyandou cluster comprised of Thohoyandou, Levubu, Mutale, Makuya, Tshaulu, Siloam and Vuwani policing area as indicated in figure 7.5 below.

Makhado cluster comprised of 06 police stations: Mphepu, Tshilwavhusiku, Watervaal, Mara, Tshaulu and Siloam. There is 01 high court: Thohoyandou, 10 district courts: Musina, Louis Trichardt, Dzanani, Hlanganani, Thohoyandou, Vuwani, Tshilwavhusiku, Waterval & Mutale, 03 Regional Courts: Sibasa, Louis Trichardt and Dzanani, 4 Periodical Courts: Makuya, Tshaulu, Levubu and 43 Traditional Courts under Traditional Councils in the district as indicated in figure 7.22 below.

Figure 7.22 Transport network and police station

• District safety & security activities

Dominating crimes in the district are as follows: Armed robbery, Common assault, Assault GBH, Unlicensed liquor stores, and Rapes, which are found to be caused by abuse of liquor, greediness, negligent and unemployment. Unlicensed liquor stores and vandalism of electrical cables are predominant at Makhado, Waterpoort and Thohoyandou and Musina by community members. The District crime management forum composed of various stakeholders is existing and operating however, the lack of designated coordinator to the forum from SAPS is the main challenge.

SAPS establish the following programmes to manage crime in the district: Raiding of Shebeens, Speed arrest, Foot & Vehicle Patrols, Roadblocks, Partnership Policing, Door to Door Campaigns, Vehicle Checkpoints, Awareness Campaigns, Road Patrols, Monitoring Check-in Transit, visit to Financial Institutions, Operation Greedy Meetings, Operation Focus, Reduction of Illegal Fire Arms, monitoring of Liquor Outlets, mobilization of the Community, fight against crime and victim empowerment program. Structures for Community involvement in Policing Are Reservists (SAPS), CPF (SAPS Act), Community Patrol Groups, Street Watches, Street Committees, Neighbourhood Watches and Business Watches.

✓ Community Safety Forums and Street committee

Crime prevention in South Africa is based on the principles of community policing; that is, partnerships between the community and the SAPS. Partnerships between police officers (who are appointed as sector managers) and communities strengthen existing community policing forums (CPFs), which have been in place since 1993. Community Police Forum objectives according to Sec 18 of SAPS Act, 1995 (Act No 68 of 1995) are establishing and maintaining a partnership between the community and the Service, promoting communication between the Service and the community, promoting co-operation between the Service and the community regarding policing,

improving the rendering of police services to the community at national, provincial, area and local levels, improving transparency in the Service and accountability of the Service to the community and promoting joint problem identification and problem-solving by the Service and the community.

Correctional services

✓ Rehabilitation and Community Integration programme

The Correctional services in the district endow with Rehabilitation and Community Integration programme: Education and Training with accredited institutions, Recreational programs (League games, top 8 tournaments, choirs, traditional games (Malende) and religious program. Community reintegration programmes include Parole and Community service programmes.

Border management

There is a serious challenge of influx of undocumented people particularly in Makhado, Thohoyandou, Mutale and Musina area. Improving regional cooperation is required to improve efforts in combating of crime that has the potential to affect the Southern African region and the Continent. The SAPS is taking a leading role in defining the relationship between a local police station, borderline, port of entry and exit, and a police station in a neighbouring country. The SANDF satellites offices to be established along the border fence and the army to resume monitoring in order to assist SAPS in minimizing unlawful entry to the country.

Demarcations of magisterial courts and Police Stations

Transformation on magisterial courts is a serious problem in the district, e.g. Tshilwavhusiku is still referring their cases at Thohoyandou whilst Makhado magistrate is in the same jurisdiction area. There are however approximately 18 magisterial courts and 1 high court in the district.

POST OFFICE AND TELECOMMNUNICATION SERVICES

Table 7.79

	Availability	Thulamela
	Availability	moiameia
Cell phone by	Yes	142183
Geography	No	14411
Computer by	Yes	19150
Geography for	No	137444
Household weighted		
Landline/telephone by	Yes	3862
Geography for	No	152732
Household weighted		
Mail delivered at	Yes	5910
residence by	No	150684
Geography for		
Household weighted		
Mail Post box/bag by	Yes	47790
Geography for	No	108804
Household weighted		
Television by	Yes	114726
Geography for	No	41868
Household weighted		

Source: Census 2011

Table 7.79 above shows the post office and telecommunication status per municipality, in which 21005 people in Mutale and 120988 people in Thulamela have access to cell phone.

Table 7.80

	Thulamela
From home	3316
From cell phone	27546
From work	2257
From elsewhere	7460
No access to internet	116016

Source: Census 2011

Table 7.80 above indicate that number of people who have access to internet which is 3319 people in Thulamela Municipality.

	LIM343:
	Thulamela
Yes	23122
No	438923
Unspecified	35193
Total	497237

CS2016 Table.7.81

	ı
	LIM343:
	Thulamela
Yes	39321
No	446147
Unspecified	11769
Total	497237

HOUSING/HUMAN SETTLEMENT

Service Standards or Norms & Standards

- One RDP house- 3 months
- Maintenance of street lights within 7 days
- Maintenance of AIRCON-within 7 days
- Maintenance of municipal building-within 7 days

Status Quo

❖ Department is growing: new sections are added such as Facility Management, Housing Tribunal, etc.

The right to adequate housing enshrined in Constitution Act 108 of 1996 and states that everyone has the right to have access to adequate housing and the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. The main challenges are abandoned RDP houses, outdated housing chapter, poor quality and unavailability of land for future township development in private farms.

Current Thulamela housing provision status

Table 7.23. Below indicates the housing backlog in Thulamela: by 2020/21 Financial year.

TABLE 7.23

Year	Allocation	Thulamela Backlog
2016/17	1 000	27 000
2017/18	800	26 400
2018/19		
2019/20		

Source: Technical Services (Human Settlement)

The annual RDP housing allocation from DLG&H is not sufficient.

Housing typologies in Thulamela Municipality are:

- House or brick structure on the stand
- Traditional dwelling/muddy hut

- House/room in backyard (especially in the towns)
- Informal dwelling/shack in backyard (especially in Thohoyandou)

Some of the challenges in the provision of RDP houses:

Municipality is not accredited as a housing developer, but COGHSTA

- Challenges of monitoring and evaluating the work of housing constructors
- Poor quality work in the construction of housing
- Housing allocation is not consistence with the backlog
- Incomplete housing projects for previous financial years
- No land is available in the proclaimed land
- Unused state land
- Most land in rural areas is not serviced

COGHSTA is yet to develop the Housing Chapter to be incorporated into the IDP during review process

7.2 PUBLIC PARTICIPATION AND GOOD GOVERNANCE PRIORITY ANALYSIS

Good governance describes how public institution conduct public affairs and manage public resources. Public Participation is defined as a process of decision making and the process by which decisions are Implemented or not implemented in consultation with the community.

ANNUAL REPORT

The annual report for 2019/2020 was tabled before Council in January 2021 and it will then be submitted to the MPAC to conduct assessment review and public participation and tabled it again before a Council meeting at the end of March 2021.

AUDITOR GENERAL FINDINGS

Auditor General Opinion in the municipality

Table 7.82

2017/18	2018/19	19/20
Unqualified	unqualified	

BY LAWS

TABLE 7.83

Name of by laws	Purpose	Status		Date of next review
		Draft	Approved	
Tariffs by law	Regulates tariffs	✓		

Property rates	Governs the property price around the municipality	✓	
Parking area by-laws	To regulate parking's	√	
Standard street and miscellaneous by-laws	To control advertising and cleanness and public auction in the streets etc.	✓	
Credit control by-laws	To control the credits	✓	
Refuse and sanitary by- laws	To control refuse as well as promoting sanity	✓	
Solid waste disposal by- laws	To control the disposal of solid waste	✓	

VEHICLE TESTING STATIONS

In the year under review, there is 02 Vehicle Testing Centres in the municipality. 7 895 were tested for learners & driver's license. 2 450 vehicles were tested and 7 506 drivers were tested for driver's licence all in the previous financial year.

INTERGRATED DEVELOPMENT PLAN (IDP) & PUBILC PARTICIPATION

The IDP Process Plan to review 2020/21 in order to develop 2021/22 FY was approved by Council in August 2021. The Steering Committee links the inputs from communities with other role players, like Council administration and other spheres of government to discuss integration and projects. Most of community-based organizations and Traditional Leaders attend public meetings on IDP and Budget. Meetings are suspended due to Disaster Regulations which prohibits public meetings. Nodal Points meetings are also suspended due to Covid 19 Regulations. Technology is being used in line with COGTA Regulations on the participation of stakeholders in the IDP. Documents are made available on municipal website. Radio and other media tools are being utilized. Where meetings are held, local languages are used during discussions. Councilors are responsible for facilitating public meetings.

AUDITING

The Municipality has a functional audit unit.

Audit committee was also established, and it meets regularly once quarter.

- The Audit Committee was established to perform the following responsibilities:
- Performance of the Municipality auditing (none financial performance)
- Financial auditing

Internal Auditing Challenges

- None submission of Information by officials for auditing purpose.
- Late submission of information for auditing.
- Internal Auditor's recommendation not implemented
- Internal Audit unit was established and its functional

Audit Committee

The Audit Committee exist and it has three (3) members. All Senior Managers including the Municipal Manager attend Audit Committee's quarterly meetings.

Traditionally the responsibilities of the Audit Committee centered on assisting Management in meeting their financial reporting, Control and Audit-related responsibilities. In one of King reports on governance, the responsibility of the Audit Committee is centered on:

- Reviewing of performance, internal controls, financial controls, accounting systems and reporting
- Reviewing of the Internal Audit Function
- Liaise with External Auditors (AGSA)
- Monitor compliance with existing legislations, policies and resolutions

During the previous financial year, the Committee focused on the following targets:

- Encouraging the Municipality to develop and carry out systems and a program to ensure that Clean Audit is achieved.
- Risk Manager and Risk Management committee was appointed and established.

• Ensuring that the Performance of the Municipality maintain unqualified Audit opinion and improve on Audit opinion.

OVERSIGHT & INTER GOVERNMENTAL RELATIONS

The Oversight Committee has been replaced by Municipal Public Accounts Committee (MPAC) to work on the both financial and none financial matters and submit its reports to Council. The MPAC is established and it's functional.

Intergovernmental Relations

The District Technical and Mayor's Forum are convened by the District every quarter.

The Premier or Mayor Forum meetings are convened by the Premier every quarter.

Both forums are functional

COMMUNICATION STRATEGY

The Public Participation Plan is incorporated into Communication Strategy.

Communication Strategy is in place and is reviewed annually

SERVICE STANDARDS OR NORMS AND STANDARDS

- Produce quarterly newsletter
- Communicate to both print and electronic media when need arise

- > Hold communication strategy review meeting on yearly basis.
- Hold local communication forum meeting on quarterly basis.
- Quarterly Imbizo
- > Feedback session once in a financial year to update website 100%.
- Produce flyer when need arises
- > Cover every event of the municipality
- Conduct research on quarterly basis
- Media monitoring on daily basis
- Support the Office of the Mayor on daily basis
- Respond to media timeously
- Produce calendars and diaries on yearly basis.
- Purchasing of sound system
- Producing quarterly newsletter

SERVICE DELIVERY CHALLENGES

Slow pace in appointing service providers

SERVICE BACKLOGS

■ Non-production of quarterly newsletter
--

□ Slow pace in the production of quarterly newsletter.

Newsletter

• 10 000 copies of Thulamela Newsletter are produced on quarterly basis, and distributed to various stakeholders.

Media & Liaison

• We have a good relationship with both print and Electronic media

Research

• Communication Research Officer is effective and Functional.

Branding/Marketing

We have a Marketing Strategy is in place.

MAYOR OUTREACH PROGRAMME/LOCAL /PROVINCIAL IMBIZOS

We were unable to communicate face to face with the community, exchanging views in terms of issues pertaining to Service delivery. These included: Imbizo meetings, Mayor/Mahosi Forum, Mayor/Pastor's Forum, IDP Representative Forum meeting, IDP Nodal Area Visits, Projects visits due to COVID 19 Regulations that prohibited public meetings.

MAYORAL PROGRAMME

Service standards or norms and standards

- ✓ Two ward committee meetings per month
- ✓ One special council per month
- ✓ One ordinary council per quarter
- ✓ One MPAC meetings per quarter

Service delivery challenges

- ❖ Poor relationship between senior traditional leaders and the local headman.
- Lack of resources (human resources and tools of trade)

RISK & ANTI-CORRUPTION STRATEGY

- The Anti-Corruption Strategy is available
- Anti-Corruption Hotline was launched by the district municipality and it's a shared service with local municipalities
- The Strategy is aimed at establishing internal mechanism and system that are cable of preventing and dealing with corruption and unethical behavior.
- The Strategy will further assist in deepening good governance in the administration and promote community participation in
 - Exposing corruption that may take place within the Municipality.
- Risk Strategy has been developed and approved by Council
- Risk assessment has been developed and all departments report once per quarter
- Risk Committee has been established and it is chaired by a member of Audit Committee
- Risk unit is located in the Municipal Manager's office and the Risk Management Officer was appointed and the office is functional.

RISK MANAGEMENT STRATEGY

1. INTRODUCTION

The adoption of the Municipal Finance Management Act of 2003 and the Treasury Regulations issued in terms of the Act infused the Municipal service with a Municipality culture, which must add to its emphasis on external sanctions and include stronger internal controls with anticipatory management systems to assess the abuse of power, which is the central principle of risk management. This is why risk management is central to managing the Municipality as a

whole, and why risk management is integral to planning, organising, directing and coordinating systems aimed at achieving Municipality's goals and objectives.

A major challenge for any Municipality is to develop and implement strategies to deliver on mandates and policies decided on by the Council.

One of the most important mandates is the development and implementation of an integrated risk management strategy whose major objective is to encourage best practice within an evolving government service delivery strategy, while minimising the risks and ensuring that Municipality meets its objectives.

2. THE NEED

The need to manage risk systematically applies to all components and to all functions and activities within Thulamela Municipality.

- 2.1. An effective risk management strategy helps the Municipality to meet its objectives by ensuring that everyone has a clear understanding of:
- 2.1.1. The objectives of the Municipality.

- 2.1.2. Factors that could impact on the Municipality's ability to meet those objectives
- 2.1.3. The actions necessary to ensure objectives are met.

2.2. An effective Risk Management Strategy can:

- 2.2.1. Improve accountability by ensuring that risks are explicitly stated and understood by all parties, that the management of risks is monitored and reported on, and that action is taken based on the results.
- 2.2.2. Focus on planning to deal with factors that may impact on the objectives of the Municipality and provide an early warning signal,
- 2.2.3. Ensure opportunities are not missed and surprise costs don't arise.

3. OBJECTIVES

The objectives of Risk Management Strategy are as follows:

- 3.1. To provide and maintain a working environment where everyone is following sound risk management practices and is held accountable for achieving results;
- 3.2. To provide municipality with the Public Sector Risk Management Framework which the employees will utilise to implement risk management;
- 3.3. To provide the facilities and create a conducive working environment in ensuring that everyone has the capacity and resources to carry out his or her risk management responsibilities;
- 3.4. To ensure that risk management activities are fully integrated into the planning, monitoring and reporting processes and into the daily management of program activities.

4. **DEFINITIONS**

Risks:

Anythreat or event that has a reasonable chance of occurrence in the future, which could undermine the institutions pursuit of its goals and objectives. Risk Manifest as negative impacts on goals and objectives or as missed opportunities to enhance institutional performance. Stakeholders expect Municipality to anticipate and manage risks in order to eliminate waste and inefficiency, reduce shocks and crises and to continuously improve capacity for delivering on their institutional mandates.

Risk Management:

Risk management is a continuous, proactive and systematic process, effected by a Municipality's Council, accounting officer, management and other personnel, applied in strategic planning and across the Municipality, designed to identify potential events that may affect the Municipality, and manage risks to be within its risk tolerance, to provide reasonable assurance regarding the achievement of Municipality objectives.

Enterprise Risk Management:

Enterprise risk management (ERM) is the application of risk management throughout the Municipality rather than only in selected business areas or disciplines.

Risk Analysis:

The process that involves identifying the most probable threats to the Municipality and analysing the related vulnerability of the Municipality to the threats. This includes risk assessment, risk characteristics, risk communication, risk management, and policy relating to risk.

Risk Assessment:

The process concerned with determining the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives.

Risk Identification: The process concerned with identifying events that produce risks that threaten

the achievement of objectives.

Inherent Risks:

A risk that is intrinsic (a risk which it is impossible to manage) to Municipality

activity and arises from exposure and uncertainty from potential events. It is evaluated by considering the degree of probability and potential size of an

adverse impact on strategic objectives and other activities.

Residual Risk:The risk remaining after management took action to reduce the impact and

likelihood of an adverse.

Strategic Risks:Any potential obstacles that may impact on the ability of the Municipality to

achieve its strategic objectives.

Risk Response:The process concerned with determining how the Municipality will mitigate the

risks it is confronted with, through consideration of alternatives such as risk

avoidance, reduction, risk sharing or acceptance.

Monitor: The process of monitoring and assessing the presence and functioning of the

various components overtime.

	T1 D11	•								
Risk Owners:	The Risk	Owner is	sa	person	who	supports	the ris	k managemen	f process	ın c

specific allocated component and ensures that the risk is managed and

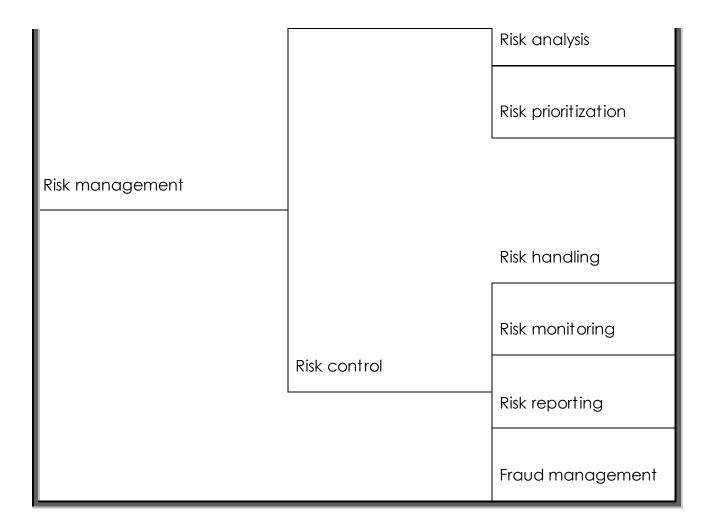
monitored over time.

Council: Local government of a municipality.

5. RISK MANAGEMENT FRAMEWORK

The risk management framework of the Municipality will be depicted as follows:

	Risk identification
	Risk classification
	Nisk Classification
Risk assessment	



5.1. Risk Identification

Using a business process approach, risks are identified in the Municipality. A business process approach involves identifying all the components or processes within a Municipality.

Risks will be identified on component level by having structured interviews and / or workshops with key process staff.

The following definition of a risk will be used by the Municipality:

• Any event or action that hinders a process's achievement of its component (explicit and implicit) objectives.

Below is a common language used during Risk Identification (but not limited to):

- ✓ Lack of
- ✓ Insufficient
- ✓ Inappropriate
- ✓ Failure to
- ✓ Ineffective
- ✓ Inefficient
- ✓ Incorrect
- ✓ Inaccurate
- ✓ Incompetent
- ✓ Non-compliance
- ✓ Excessive
- ✓ Increase

- ✓ Over/Under
- ✓ Irrelevant
- ✓ Non-alignment
- ✓ Lost Opportunity
- ✓ Shortage of
- ✓ Changes to
- ✓ Intolerable

A risk has two attributes that must be articulated as following:

- A cause (i.e. any event or action)
- An effect (i.e. impact on achievement of business objectives)

The three constituent elements of risk are:

- Inherent risk
- Control risk
- Detection risk

Every Municipality is subject to its own inherent and control risks and these risks should be catalogued for use in risk assessment.

The Municipality have its own, unique inherent risks associated with its operations and management style. The risks are countered by installing controls. Since there is no way to reduce risk to zero, there will be some risk even after the best controls are installed (control risk). That degree of risk is control risk. A more detailed discussion of inherent risk, control risk and detection risk follows:

5.1.1. Inherent risk

Inherent risk is defined as the "risk that is intrinsic (a risk which it is impossible to manage) to Municipality activity and arises from exposure and uncertainty from potential events. It is evaluated by considering the degree of probability and potential size of an adverse impact on strategic objectives and other activities." With the background of the Municipality's broad outlook on risk, inherent risk also relates to the intrinsic susceptibility of operational and administrative activities to errors and/or fraud that could lead to the loss of Municipality resources or the non-achievement of Municipality objectives.

The importance of inherent risk evaluation is that it is an indicator of potential high-risk areas of the Municipality's operations that would require particular emphasis and it is also an essential part of the combined risk assessment for each process. The identification of all risks pertaining to a process is also the starting point of the risk assessment exercise.

Aspects that bear consideration when assessing the inherent risk are grouped into three categories, namely:

- The operational risk
- The management environment
- The accounting environment

Factors that could influence inherent risk under the three categories are:

- Operational risk
- Management environment

- Control risk
- Detection risk

5.1.2. Operational risk

Some programmes / mega processes may have more inherent risk attached to it. Some objectives, outputs and outcomes may have higher priority than others. The objective's outputs and outcomes as well as the programme operations may also be subject to variable factors outside the Municipality's control that may make it more difficult to achieve the programme objectives. These variables outside the Municipality's control increase the overall risk profile of the programme / mega process and therefore also the inherent risk.

5.1.3. The management environment

The integrity of management and staff.

The potential for internal control override, and deception, is always present. An assessment of management and staff's integrity is difficult. If there were past incidences of fraud or theft within a programme or sub process where personnel were involved and these personnel are still working there the possibility of a lack in integrity would be obvious. A wide range of reasons might tempt management to manipulate accounting records or misstate financial information.

5.1.4. Control Risk

Control risk is defined as "the risk that an error which could occur and which, individually or when aggregated with other errors, could be material to the achievement of Municipality's objectives, will not be prevented or detected on a timely basis by the internal controls." That is, a risk that the Municipality's controls (processes, procedures, etc) are insufficient to mitigate or detect errors or fraudulent activities.

Control risk arises simply because the accounting system lacks built-in internal controls to prevent inaccurate, incomplete and invalid transaction recording, or due to the intrinsic limitations of internal controls. These limitations are due to factors such as:

- The potential for management to override controls,
- Collusion circumventing the effectiveness of the segregation of duties;
- Human aspects such as misunderstanding of instructions, mistake make in judgment, carelessness, distraction or fatigue.

Control risk also arises when certain risks are simply not mitigated by any control activities.

5.1.5. Detection risk

Detection risk is defined as "the risk that management's procedures will fail to detect error which, individually or when aggregated with other errors, could be material to the financial information as a whole." This would also include errors that could be material to the Municipality as a whole.

5.2. Risk classification

In order to integrate risk management into other management processes, the terminology should be easily understandable by program managers. By developing a common Municipality risk language, program managers can talk with individuals in terms that everybody understands.

An important step in developing a common Municipality risk language is to classify risks identified in various categories.

The categories to be used by the Municipality are as follows:

Risktype	Risk category	Description
Internal	Human resources	Risks that relate to human resources of a municipality. These risks can have an effect on municipality's human capital with regard to: Integrity and honesty; Recruitment; Skills and competence; Employee wellness; Employee relations; Retention; and Occupational health and safety.
	Knowledge and Information management	Risks relating to municipality's management of knowledge and information. In identifying the risks consider the following aspects related to knowledge management: - Availability of information; - Stability of the information; - Integrity of information data; - Relevance of the information; - Retention; and - Safeguarding.

Litigation	Risks that the municipality might suffer losses due to litigation and lawsuits against it. Losses from litigation can possibly emanate from:
	 Claims by employees, the public, service providers and other third party Failure by municipality to exercise certain right that are to its advantage
Loss \theft of assets	Risks that municipality might suffer losses due to either theft or loss of an asset of the municipality.
Material resources	Risks relating to a municipality's material resources. Possible aspects to consider include:
(procurementrisk)	 Availability of material; Costs and means of acquiring \procuring resources; and The wastage of material resources
Service delivery	Every municipality exists to provide value for its stakeholders. The risk will arise if the appropriate quality of service is not delivered to the citizens.
Information Technology	The risks relating specifically to the municipality's IT objectives, infrastructure requirement, etc. Possible considerations could include the following when identifying applicable risks: Security concerns; Technologyavailability (uptime); Applicability of IT infrastructure; Integration / interface of the systems; Effectiveness of technology; and Obsolescence of technology.
Third party performance	Risks related to municipality's dependence on the performance of a third party. Risk in this regard could be that there is the likelihood that a service provider might not perform according to the service level agreement entered into with municipality. Non-performance could include:

	 Outright failure to perform; Not rendering the required service in time; Not rendering the correct service; and Inadequate / poor quality of performance.
Health & Safety	Risks from occupational health and safety issues e.g. injuryon duty; outbreak of disease within the municipality.
Disaster recovery business continuity	Risks related to municipality's preparedness or absence thereto to disasters that could impact the normal functioning of the municipality e.g. natural disasters, act of terrorism etc. This would lead to the disruption of processes and service delivery and could include the possible disruption of operations at the onset of a crisis to the resumption of critical activities. Factors to consider include:
	 Disaster management procedures; and Contingency planning.
Compliance \ Regulatory	Risks related to the compliance requirements that municipality has to meet. Aspects to consider in this regard are: Failure to monitor or enforce compliance Monitoring and enforcement mechanisms; Consequences of non-compliance; and Fines and penalties paid.
Fraud and corruption	These risks relate to illegal or improper acts by employees resulting in a loss of the municipality's assets or resources.
Financial	Risks encompassing the entire scope of general financial management. Potential factors to consider include: Cash flow adequacy and management thereof; Financial losses; Wasteful expenditure; Budget allocations; Financial statement integrity; Revenue collection; and

		Increasing operational expenditure.		
Cultural		Risks relating to municipality's overall culture and control environment. The various factors related to organisational culture include:		
		Communication channels and the effectiveness;		
		 Cultural integration; Entrenchment of ethics and values; 		
		Goal alignment; and		
		Management style or Governance.		
Reputation Factors that could result in the tarnishing of municipality's reputation		Factors that could result in the tarnishing of municipality's reputation, public perception and image.		
External Risk category Description		Description		
	Economic Environment	Risks related to the municipality's economic environment. Factors to consider include:		
		Inflation;		
		Foreign exchange fluctuations; and		
• Interest rates.		Interest rates.		
	Political environment	Risks emanating from political factors and decisions that have an impact on the municipality's mandate and operations. Possible factors to		
		consider include:		
		Political unrest;		
		Local, Provincial and National elections; and		
		Changes in office bearers.		
	Social environment	Risks related to the municipality's social environment. Possible factors to consider include:		
Unemployment; and		Unemployment; and		

	Migration of workers.
latural environment Risks relating to the municipality's natural environment and its impact on normal operations. Consider factors such as:	
	Depletion of natural resources;
	Environmental degradation;
	Spillage; and
	Pollution.
Technological	Risks emanating from the effects of advancements and changes in technology.
Environment	
Legislative environment	Risks related to the municipality's legislative environment e.g. changes in legislation, conflicting legislation.

Municipality Risk Appetite and Tolerance Level

5.2.1. Risk Appetite

Risk appetite is the amount of risk, on a broad level, the municipality is willing to accept in pursuit of value. It reflects the institution's risk management philosophy, and in turn influences the institution's culture and operating style. In practice some institutions consider risk appetite **qualitatively** (it provides focus and focus provides improvement), with such categories as high, medium, or low, while others take a **quantitative** (is the key to making better municipality decisions) approach, reflecting and balancing goals for growth, return, and risk.

Improved risk quantification supplements the traditional focus on common ERM benefits such as:

- Improved controls;
- Better communication and:
- Common risk Language.

Risk appetite is directly related to municipality strategy and is considered at strategy setting, where the desired return from strategy should be aligned with the municipality appetite. Objectives must exist before management can identify potential events affecting their achievement. Enterprise risk management ensure that management has in place a process in setting objectives aligned with the selected strategy and in developing mechanisms to manage the related risks.

The Importance of defining Risk Appetite

- Promotes a shared view amongst Executive, Audit and Risk Management Committee;
- Allows for alignment of risk appetite and strategy which is essential for creating an integrated risk management framework;
- Should improve consistency in decision making;
- Risk management maintains that a defined number of failures can be tolerated if the costs of guarding against them
 is more expensive than the risks they impose;
- Serves as a key input into strategic planning processes on two levels:
 - o Evaluating strategic alternatives;
 - Setting objectives and developing mechanisms to manage the related Risks;
- Assists management more efficiently allocate and manage resources;
- Provides a framework risk-taking boundaries as well as a benchmark for acceptable level of risk.

Management considers its risk appetite as it aligns its municipality, people and processes, and designs infrastructure necessary to effectively respond to and monitor risks.

5.2.2. Risk Tolerance

Risk tolerances are the acceptable levels of variation relative to the achievement of objectives. Risk tolerances can be measured, and often are best measured in the same units as the related objectives. Performance measures are aligned to help ensure that actual results will be within the acceptable risk tolerances.

In setting Risk tolerances, management has considered the relative importance of the related objectives and aligns risk tolerances with risk appetite. Operating within risk tolerances provides management greater assurance that the municipality remains within its risk appetite and, in turn, provides a higher degree of comfort that the municipality will achieve its objectives.

Rationale on which the municipality needs to determine the risk tolerance level

Since the Municipality has taken a stance towards implementation of risk management, it is quite imperative that management should have sufficient guidance on the levels of risks that are legitimate for them to take during execution of their duties.

By clearly articulating the risk tolerance level, it will among other things assist the Municipality in:

• Showing how different resource allocation strategies can add to or lessen the burden of risk;

- Enhancing decision making processes;
- Improved understanding of risk-based audits;

Recommended model for the municipality risk tolerance level

The residual risks (exposure arising from a specific risk after controls to minimize risk have been considered) will be used to determine the risk tolerance level. The following risk tolerance level model is recommended with regard to all risks facing the Municipality of Social Development:

Risk priority	Risk acceptability	Proposed actions
Maximum risks	Unacceptable	 Drastic action plans needed to reduce the risk Continuous monitoring

High risks	Unacceptable	Action plans (avoid/transfer/ Reduce) Allocate resources Contingency plans Remedial actions Accounting officer's attention required		
Medium risks	Unacceptable	 Implement further actions to reduce likelihood of risk occurrence Draw action plans to mitigate risks Senior Management attention required Monitor at least quarterly 		
Low risks, except those falling within financial and fraud categories	Acceptable	 No further risk reduction required Continue control Monitor at least annually 		
Minimum risk	Acceptable	Monitor at least annually		

Risk analysis/assessment

Risk analysis allows the Municipality to consider how potential risks might affect the achievement of objectives. Management assesses events from two perspectives: likelihood and impact. Likelihood represents the possibility that a given event will occur, while impact represents the effect should it occur.

The following tables reflect the rating criteria that will be used by the Municipality:

Risk rating:

Extreme	
Medium	
Low	

Risk mapping that municipality will use to plot risks:

	Almost					
	Certain					
	Likely					
	Moderate					
	Unlikely					
ПКЕНООБ	Rare					
ПКЕН		Insignificant	Minor	Moderate	Major	Catastrophic
				IMPACT		

Impact categories:

Per risk identified, the impacts are assessed for each of the following categories:

Financial resources	The impact of an event on the Municipality's financial stability and ability to maintain funding for the activities that is critical to its mission.
Material resources	The impact of an event on the material resources—such as assets and property—that a government uses in the activities that are critical to its mission.
Human resources	The impact of an event on the Municipality's workforce.
Service delivery	The impact of an event on the Municipality's ability to deliver services.
Municipal perception of Municipality	The impact of an event on the public's perception of the Municipality and on the degree of cooperation the Municipality is willing to give in conducting the activities that are critical to its mission.
Liability to third parties	The impact of an event on the Municipality's liability to third parties.

Environment	The impact of an event on the environment and people who use it.
Public	The impact of an event on the public

Impact criteria that will be used by municipality to rate risks:

Rating	Assessment	Definition
1	Insignificant	Negative outcomes or missed opportunities that are likely to have a negligible impact on the ability to meet objectives
2	Minor	Negative outcomes or missed opportunities that are likely to have a relatively low impact on the ability to meet objectives.
3	Moderate	Negative outcomes or missed opportunities that are likely to have a relatively moderate impact on the ability to meet objectives
4	Major	Negative outcomes or missed opportunities that are likely to have a relatively substantial impact on the ability to meet objectives
5	Critical	Negative outcomes or missed opportunities that are of critical importance to the achievement of the objectives

Likelihood criteria that will be used by municipality to rate risks:

Rating	Assessment	Definition
1	Rare	The risk is conceivable but is only likely to occur in extreme circumstances
2	Unlikely	The risk occurs infrequently and is unlikely to occur within the next 3 years
3	Moderate	There is an above average chance that the risk will occur at least once in the next 3 years
4	Likely	The risk could easily occur, and is likely to occur at least once within the next 12 months
5	Almost certain	The risk is already occurring, or is likely to occur more than once within the next 12 months

Inherent risk exposure (impact x likelihood) and refer to risk mapping above:

Risk rating	Inherentrisk magnitude	Response
21 – 25	Maximum	Unacceptable level of risk – Maximum level of control intervention required to achieve an acceptable level of residual risk
16 – 20	High	Unacceptable level of risk – High level of control intervention required to achieve an acceptable level of residual risk
11– 15	Medium	Unacceptable level of risk, except under unique circumstances or conditions – Moderate level of control intervention required to achieve an acceptable level of residual risk
6 – 10	Low	Mostly acceptable – Low level of control intervention required, if any.
1 - 5	Minimum	Mostly acceptable – minimum level of control

Residual risk exposure (impact x likelihood) and refer to risk mapping above:

Risk rating	Residual risk magnitude	Response
21 – 25	Maximum	Unacceptable level of risk –Maximum level of control intervention required to achieve an acceptable level of tolerance risk
16 – 20	High	Unacceptable level of residual risk – Implies that the controls are either fundamentally inadequate (poor design) or ineffective (poor implementation). Controls require substantial redesign, or a greater emphasis on proper implementation.
11 – 15	Medium	Unacceptable level of residual risk – Implies that the controls are either inadequate (poor design) or ineffective (poor implementation). Controls require some redesign, or a more emphasis on proper implementation.
6 – 10	Low	Mostly acceptable level of residual risk – Requires minimal control improvements.
1 – 5	Minimum	Mostly acceptable level need no control

The qualitative criteria that will be used by municipality to assess likelihood are:

- Geographical dispersion of operations;
- Complexity of activities management judgments;
- Pressure to meet objectives;
- Frequency of losses;
- Competency, adequacy and integrity of personnel;
- Vague objectives/mandates;
- Time constraints;
- Potential of conflict of interest: and
- Susceptibility of the asset to misappropriation.

5.3. Risk prioritization

Within the risk management framework, risk prioritisation provides the link between risk assessment and risk control. Risks assessed as key risks will be introduced and managed within the control major-process.

Depending on the results of the risk analysis performed, risks will be prioritised for the Municipality and per component.

The prioritised risks will inform both the scope of both the audit committee and the risk management committee. Both these support structures will primarily focus on the risks assessed as high, medium and low successively.

5.4. Risk handling / Mitigation Strategy / Risk Treatment

The Municipality will use the following four strategies or risk response in dealing with risks:

5.4.1. Avoidance

Risk avoidance involves eliminating the risk-producing activity entirely (or never beginning it). Although avoidance is highly effective, it is often impractical or undesirable, either because the Municipality is legally required to engage in the activity or because the activity is so beneficial to the community that it cannot be discontinued.

5.4.2. Reduction

Risk reduction strategies reduce the frequency or severity of the losses resulting from a risk, usually by changing operations in order to reduce the likelihood of a loss, reduce the resulting damages, or both. An example of a risk reduction strategy is the preparation, before a loss occurs, of contingency plans to expedite recovery from the loss.

5.4.3. Control

The Municipality will implement corrective action to manage risks identified while still performing the activity from the Municipality, e.g. after a loss has occurred, risk control strategies keep the resulting damages to a minimum.

5.4.4. Transfer

Risk transfer strategies turn over the responsibility of performing a risky activity to another party, such as an independent contractor, and assign responsibility for any losses to that contractor. (When used as a risk financing method, such strategies transfer the liability for losses to another party),

The Municipality or component is responsible for choosing a suitable strategy for dealing with a key risk. The implementation and eventual operation of this strategy is the responsibility of program managers and must be within above risk response strategies.

5.5. Risk monitoring

The Risk Management Committee must monitor the handling of key risks by programme managers as in line with the charter. Key performance indicators must therefore be developed by the committee to facilitate the monitoring of each key risk.

5.6. Risk reporting

The risk management committee will report to the Accounting Officer as depicted in the risk management policy.

5.7. Fraud management

The Chief Risk Officer will develop Fraud Prevention Strategy which will be reviewed by the risk management committee annually.

Council will approve the fraud prevention strategy of the Municipality.

The strategy should be submitted for review and recommendation to the Risk Management Committee and approval by the Council.

6. ESTABLISHMENT OF RISK MANAGEMENT COMMITTEES

The Municipality has established a Risk Management Committee. The chairperson of the committee must be appointed in writing by the Accounting Officer. The Risk Management Committee will also attend to all fraud and corruption matters.

7. RESPONSIBILITIES & FUNCTIONS OF THE RISK MANAGEMENT COMMITTEE

Risk Management Committee Charter serves as a reference for explanation of detailed functions and responsibility of Risk Management Committee.

8. RESPONSIBLITIES OF COUNCIL

Council is accountable to the communities in terms of the achievement of the goals and objectives of the municipality. As risk management is an important tool to support the achievement of this goal, it is important that the Council should provide leadership to governance and risk management.

8.1. High level responsibilities of Council in risk management include:

- 8.1.1. Providing oversight and direction to the Accounting Officer on risk management related strategy and policies;
- 8.1.2. Having knowledge of the extent to which the Accounting Officer and management has established effective risk management in their respective institutions;
- 8.1.3. Awareness of and concurring with the municipality's risk appetite and tolerance levels;
- 8.1.4. Reviewing the municipality's portfolio view of risks and considers it against the institution's risk tolerance;
- 8.1.5. Influencing how strategy and objectives are established, municipality activities are structured, and risks are identified, assessed and acted upon;
- 8.1.6. Requiring that management should have an established set of values by which every employee should abide by;
- 8.1.7. Insist on the achievement of objectives, effective performance management and value for money.

8.2. In addition Council should consider the following aspects below which if not considered could affect the institution's risk culture:

- 8.2.1. The design and functioning of control activities, information and communication systems, and monitoring activities;
- 8.2.2. The quality and frequency of reporting;
- 8.2.3. The way the municipality is managed including the type of risks accepted; and
- 8.2.4. The appropriateness of reporting lines.

8.3. In addition, Council should:

- 8.3.1. Assign responsibility and authority;
- 8.3.2. Insist on accountability.

9. RESPONSIBILITIES OF ACCOUNTING OFFICER

The Accounting Officer shall be responsible for the following:

9.1. Setting the tone at the top by supporting Enterprise Risk Management and allocating resources towards Establishing the necessary structures and reporting lines within the institution to support Enterprise Risk Management (ERM);

- 9.2. Place the key risks at the forefront of the management agenda and devote attention to overseeing their effective management,
- 9.3. Approves the institution's risk appetite and risk tolerance,
- 9.4. Hold management accountable for designing, implementing, monitoring and integrating risk management principles into their day-to-day activities,
- 9.5. Leverage the Audit Committee, Internal Audit, Risk Management Committee and other appropriate structures for assurance on the effectiveness of risk management,
- 9.6. Provide all relevant stakeholders with the necessary assurance that key risks are properly identified, assessed, mitigated and monitored,
- 9.7. Provide appropriate leadership and guidance to senior management and structures responsible for various aspects of risk management.

10. RESPONSIBILITIES OF MANAGEMENT

The Senior Management is responsible for:

10.1. Integrating risk management into planning, monitoring and reporting processes, and the daily management of programs and activities,

- 10.2. Creating a culture where risk management is encouraged, practised, rewarded and risk management infrastructure is provided.
- 10.3. Aligns the functional and institutional risk management methodologies and processes,
- 10.4. Implements the directives of the Accounting Officer concerning risk management,
- 10.5. Maintains a harmonious working relationship with the CRO and supports the CRO in matters concerning the functions risk management.

11. RESPONSIBILITIES OF INTERNAL AUDIT

The role of internal audit is, but not limited, to provide assurance of the Municipality on the risk management process.

These include:

- 11.1. Provides assurance over the design and functioning of the control environment, information and communication systems and the monitoring systems around risk management,
- 11.2. Provides assurance over the Municipality's risk identification and assessment processes,

- 11.3. Utilises the results of the risk assessment to develop long term and current year internal audit plans,
- 11.4. Provides independent assurance as to whether the risk management strategy, risk management implementation plan and fraud prevention plan have been effectively implemented within the institution.

12. RESPONSIBILITIES OF THE CHIEF RISK OFFICER

- 12.1. Develop risk management implementation plan of the Municipality,
- 12.2. Works with senior management to develop the overall enterprise risk management policy as well as strategy which include risk appetite and tolerance levels for approval by the Accounting Officer,
- 12.3. Communicates the risk management policy, strategy and implementation plan to all stakeholders in the municipality by placing these documents on the municipal website,
- 12.4. Continuously driving the risk management process towards best practice,
- 12.5. Implementing a common risk assessment methodology that is aligned with the institution's objectives at strategic, tactical and operational levels for approval by the Accounting Officer.
- 12.6. Coordinating risk assessments within the Municipality/component / sub-component as outlined in the policy,

- 12.7. Sensitising management timeously of the need to perform risk assessments for all major changes, capital expenditure, projects, Municipality's restructuring and similar events, and assist to ensure that the attendant processes, particularly reporting, are completed efficiently and timeously.
- 12.8. Assisting management in developing and implementing risk responses for each identified material risk,
- 12.9. Participating in the development of the combined assurance plan for the institution, together with internal audit and management,
- 12.10. Ensuring effective information systems exist to facilitate overall risk management improvement within the institution,
- 12.11. Collates and consolidates the results of the various assessments within the institution,
- 12.12. Analyse the results of the assessment process to identify trends, within the risk and control profile, and develop the necessary high-level control interventions to manage these trends,
- 12.13. Compiles the necessary reports to the Risk Management Committee,
- 12.14. Providing input into the development and subsequent review of the fraud prevention strategy, business continuity plans occupational health, safety and environmental policies and practices and disaster management plans,

12.15. Report administratively to Accounting Officer and functionally to Risk Management Committee.

13. ROLE OF THE STRATEGIC PLANNING COMPONENT MANAGER

The adoption of the MFMA of 2003 and the Treasury Guidelines, issued in terms of the Act pushed the need for intelligent decisions on resource allocation down through the administrative chain to the point at which services are delivered.

This forced managers at every level to focus on the Governments objectives, to manage the risks and become more responsive to the requirements of the recipients of their services.

Within the context of the Risk Management Strategies of the office, Strategic Planning Component Manager will be responsible for:

- 13.1. Familiarity with the overall enterprise risk management vision, risk management strategy, fraud risk management policy and risk management policy,
- 13.2. Acting within the tolerance levels set by the component,

- 13.3. Maintaining the functioning of the control environment, information and communication as well as the monitoring systems within their delegated responsibility,
- 13.4. Participation in risk identification and risk assessment strategic risks,
- 13.5. Implementation of risk responses to address the identified risks,
- 13.6. Reporting any risks to chief risk officer on a periodic and timely basis, and taking action to take advantage of, reduce, mitigate and adjusting plans as appropriate.
- 13.7. Incorporating risk managing into project management planning process.

14. ROLE OF ALL OFFICIALS

Each official will be responsible for:

- 14.1. Identifying and controlling risks appropriate to his/her position.
- 14.2. Reporting any risks to his/her immediate supervisor on a timely basis.

14.3. Ensuring that proper and sound system of internal controls is appropriately maintained to ensure that all risks identified are alleviated to tolerable levels through risk mitigation / treatment plan approved by Accounting Officer.

15. ROLE OF RESPONSIBILITY MANAGERS OR RISK OWNERS

Risks should be identified at a level where a specific impact can be identified and a specific action or actions to address the risk can be identified. All risks, once identified, should be assigned to an owner who has responsibility for ensuring that the risk is managed and monitored over time.

A risk owner, in line with their accountability for managing the risk, should have sufficient authority to ensure that the risk is effectively managed. The risk owner need not be the person who actually takes the action to address the risk. Risk owners should however ensure that the risk is escalated where necessary to the appropriate level of management.

It is the responsibility of the Risk Owner to:

- 15.1. Ensure that divisions are effectively implementing the Risk Management Strategy,
- 15.2. Identify and report fraudulent activities within their Unit,
- 15.3. Conduct preliminary inquiry on any alleged incident that is on conflict with the Code of Conduct for the Municipal officials and draft a report for the investigators,

- 15.4. Provide support on investigations by facilitating the obtaining of information in any form [electronic, documentary, etc.] by investigators, in line with the applicable regulations,
- 15.5. Be a point of entry for investigators and risk management officials within their respective units.

16. DISCLOSURE

In order for risk management to work, it must be embedded into everyday activities of the Municipality. It should be integrated into the reporting process. Risk should be part of every decision that is made, every objective that is set and every process that is designed. Risk management will be integrated into the reporting process of managers in strategic planning meetings of the Municipality that are held on a quarterly basis.

- 16.1. Every Senior Manager shall, on a monthly basis and during the strategic planning meetings of the Municipality, disclose and confirm that:
 - he /she is accountable for the process of risk management and the systems of internal control which are regularly reviewed for effectiveness, and in establishing appropriate risk and control policies and communicating this throughout the office.
 - There is an on-going process for identifying, evaluating and managing the significant risks faced by the component concerned.

- There is an adequate and effective system of internal control in place to mitigate the significant risks faced by the component concerned to an acceptable level.
- There is a documented and tested process in place which will allow the component to continue its critical business process in the event of disastrous incident impacting on its activities. This is commonly known as business continuity plan and should cater for worst-case scenario.
- That the component complies with the process in place, established to review the system of internal control
 for effectiveness and efficiency.
- 16.2. Where the Accounting Officer cannot make any of the disclosures set out above he or she should state this fact and provide a suitable explanation.

17. INTEGRATING RISK MANAGEMENT PLANNING PROCESS

The developed risk management planning process includes a sequence of activities that will occur every year. The risk management planning process is a limited but focused set of strategic objectives that inform the risk management planning process. The planning process links risk management with the day-to-day activities of Units within Municipality.

The planning process is outlined, in detail, in Risk Management Implementation Plan 2020/21

18. CONCLUSION

Risk Management is a powerful management tool to deal with uncertainties in the environment, and to establish preemptive mechanism to enhance service delivery, while narrowing the scope of corruption, misconduct and unethical professional behaviour.

It is also an effective decision-making tool, to assist management to take the correct decisions in an uncertain environment. The development of a culture of risk management and specific procedures for implementation will assist Municipal servants to focus on risk analysis and response. This will improve the quality of strategic plans, which will assume both predictive and preventative dimensions.

To this end, the Municipality takes full responsibility to ensure that implementation of risk management takes place in all components

✓ Mayors/ Forum and Municipal Manager's forum

The Mayor and Municipal Manager's Forum are coordinated by the District and the Province The forums are functional and adhere to the developed schedule of the meetings. Meetings are held on a quarterly basis. Special meetings are held to deal with emergency issues.

✓ Clusters

Infrastructure, Economic, Social, Justice, Governance and administration clusters are functional. They hold meetings on a regular basis to discuss the Integrated Development Planning (IDP) issues as well as preparing for the District IGR technical Forum and District IGR meetings.

GOVERNANCE STRUCTURES AND SYSTEMS

Municipal Public Accounts Committee

The council has appointed Municipal Public Accounts committee (MPAC) to provide the oversight role in the municipality on financial matters. The committee is functional and sits regularly.

✓ Supply Chain Committees

Three committees are in place and functional i.e. Bid specification, Bids evaluation and Adjudication committees. The Committees meet as and when required.

✓ Ward Committees and Community Development Workers

Ward committees and CDW were established and are functional.

1.3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

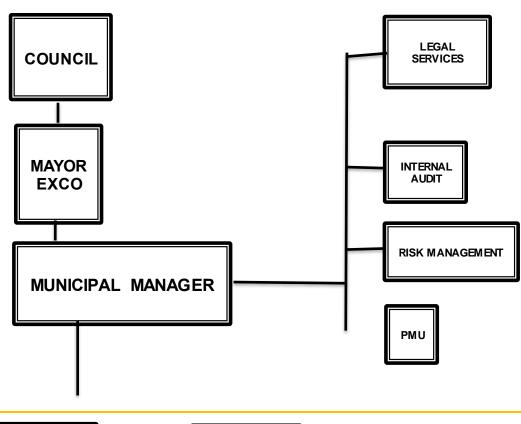
Transformation is a complex and multifaceted and integrated process of continuous institutional renewal in all aspects of its functionality (administrative and support services), in an ongoing effort to represent excellence, through diversity, with the aim of achieving its vision and mission towards providing proper services.

Organizational development is a deliberately planned, organization-wide effort to increase an organization's effectiveness and or efficiency.

ORGANISATIONAL DEVELOPMENT AND WORKSTUDY

The Municipality has Organizational Structure that is aligned to IDP Priorities.

REVIEW OF THE ORGANIZATIONAL STRUCTURE FIGURE 7.24 THULAMELA ORGANIZATIONAL STRUCTURE



CORPORATE SERVICES

COMMUNITY SERVICES PLANNING AND

277



TECHNICAL DEPARTMENT

OFFICE OF THE MUNICIPAL MANAGER

OFFICE OF THE MUNICIPAL MANAGER

Purpose: To provide basic services to all our communities in a sustainable manner, to create an enabling environment to improve the quality of life of all our people and our area to become a tourist destination and a productive agricultural area.

Functions:

- 1. Render internal audit
- 2. Render legal services
- Render Risk Management
- 4. Render PMU (Project Management Unit)
- 5. Render Technical services to the community
- 6. Render community services
- 7. Render municipal finance management services
- 8. Render Corporate services to the Municipality
- 9. To foster community participation and Local economic development
- 10. To render Planning and Development.
- 11. Render housing & electricity
- 12. Render gov ernance

1 x Municipal Manager [P.0] F

1 x secretary [P.6] F

DIVISION: INTERNAL AUDIT

PURPOSE: Render internal audit to the municipality.

FUNCTION:

- 1. Render Risk based Audit
- 2. Render IT audit to the municipality
- 3. Render compliance audit
- 4. Render performance audit
- 1 x Chief Audit Executive [P.3] F

DIVISION: LEGAL SERVICES

PURPOSE: Render general legal services

FUNCTION:

- 1. Institute and defend legal actions
- 2. Drafting of contracts
- 3. Providing legal opinions and advice
- 4. Development of by-laws
- 1 x Legal Services Manager [P.3] F 1 x Assistant Manager [P.4] F

vice .

DIVISION: RISK MANAGEMENT

PURPOSE: Render risk management to the municipality.

FUNCTION:

- 1. Render risk management services
- 2. Coordinate fraud prevention activities
- 3. Coordinate back to basics

1 x Chief Risk Officer [P.3] F

DIVISION: PMU

PURPOSE: To render Project management services

FUNCTIONS:

- Monitor and evaluate implementation of the IDP&SDBIP.
- 2. Monitor Municipal Capital Budget Spent
- 3. Monitor Municipal MIG spent
- 1 x PMU Manager [P.3] F
- 1X PMU Engineer/technologist [P4] 1F
- 1x Senior ISD officer [P5] F

CORPORATE SERVICES DEPARTMENT

MAYOR'S OFFICE

PUROSE: Perform collective executive system In council

FUNCTIONS: 1. Render special programmes

- 2. Advocates and receives petition on behalf of the municipality
- 3, interpret rules and orders of the Municipality
- 4. Ensure oversight, accountability integrity and good governance
- 1 X Personal Assistant [P.4] F
- 1 X secretary [P.6] F
- 1 X Chauffer [P8] F

DEPARTMENT: CORPORATE SERVICES

Purpose: Render Corporate Services to the municipality.

Functions:

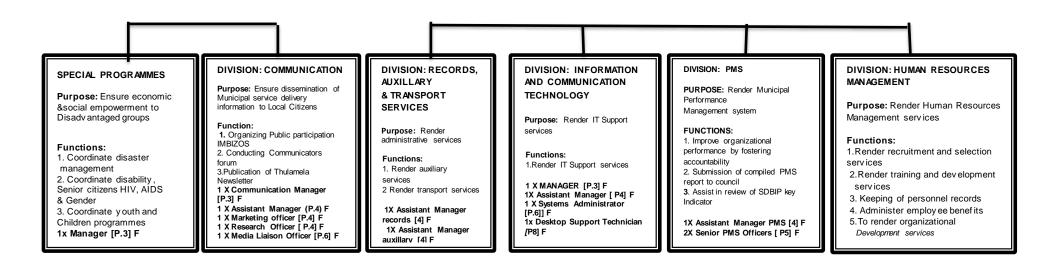
- 1. Render records, auxiliary and transport services
- 2. Render Information and communication technology
- 3. Render performance management system
- 4. Human resources management services.
 - 1 X SENIOR MANAGER [P.1] V
 - 1 X SECRETARY [P.6] V

SPEAKER'S OFFICE

Purpose: Exercise Municipal Executive and Legislative Authority

Functions:

- 1. Render Public participation
- 2. Ensure oversight, accountability, integrity and good governance
- 3. Ensure smooth running of council and compliance in the council
- 1 X Manager [P.3] F
- 1 X Senior Admin Officer [P.6] F
- 3 X Support Admin Clerks [P.10] F
- 2x Public Participation Officers[P8]1F 1D
- 1X Ward Committee Coordinator [8] F
- 1x Speakers Secretary[P6] F
- 1x chauffeur [P8] P
- 1x MPAC Officer [P6] F
- 1x Councilors support (P8) F



BUDGET AND TREASURY DEPARTMENT

BUDGET AND TREASURY DEPARTMENT Purpose: To perform municipal finance services Functions: 1. Render financial management services 2. Manage municipal expenditure 3. Manage municipal income 1 x Chief Financial Officer [P.1] V 1 x secretary [P.6] F

DIVISION; ASSETS MANAGEMENT

Purpose: To administer assets

Functions

- 1. Inventory Management
- 2. Asset Register Management
- 1 X Manager [P.3] V

DIVISION: BUDGET AND FINANCIAL MANAGEMENT SERVICES

Purpose: To manage the budgeting
Process and financial report

Functions:

- 1. Plans, manage and consolidate the Budgetary process
- 2. Monitor expenditure and revenue
- 3. Provice financial statements

1 x Manager [P.3] F

DIVISION: EXPENDITURE

Purpose: To manage appropriation of funds

Functions:

- 1. Payment of expenditure
- 2.Payment of salaries
- 3. Project Expenditure Management
- 4. Manage Creditors
- 1 X Manager [P.3] F

DIVISION; REVENUE

Purpose: To administer council revenue

Functions:

- 1.Billing
- 2. Cash Management
- 3. Administer Assessment Rates
- 4. Indigent support
- 5. Debt collection
- 6. Credit control
- 1 X Manager [P.3] F

DIVISION: SUPPLY CHAIN MANAGEMENT

Purpose: To manage demand, Acquisition, Logistics and Disposal of the municipality

Function:

- 1. To render Procurement Services
- 2. Asset management services
- 1 x Manager [P3] F

COMMUNITY SERVICES DEPARTMENT

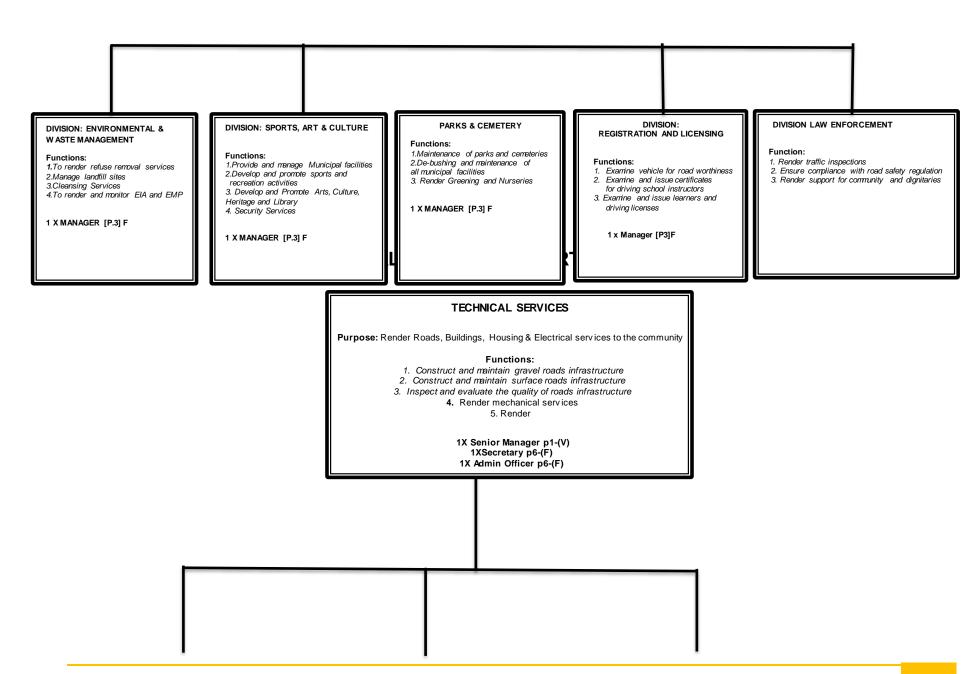
DEPARTMENT: COMMUNITY SERVICES

Purpose: Render community service to the municipality.

Function:

- Manage and monitor environmental and waste management
- 2. Manage and monitor sports, arts and culture
- 3. Manage and monitor Parks and Cemetery

1 x SENIOR MANAGER [P.1] F



GRAVEL ROADS

Purpose: To Construct and maintain gravel Roads Infrastructure

Function:

- Bladding of gravel roads
- Regravelling of gravel roads
- 3. Culvert construction

1 x Manager [P3]V

SURFACE ROADS

Purpose: To Construct and maintain Surfaced Roads

Function:

- maintenance of surfaced roads
- Management of Storm water Construction of gravel roads to surfaced

1x Manager [P3] F

BUILDING CONSTRUCTION, HOUSING AND ELECTRICAL SERVICES

Purpose: Render Construction, maintenance of buildings, housing projects and electrical services

Function

- Construction and Maintenance of Municipal Facilities
- 2. Management of housing services
- 3. Rendering facilities of beneficiaries of RDP houses
- 4. Maintain robots and street lights
- 5. Maintenance of electrical work on
- municipal work on municipal facilities
- 7. Electrification of household

1X MANAGER [P3] F

PLANNING AND DEVELOPMENT DEPARTMENT

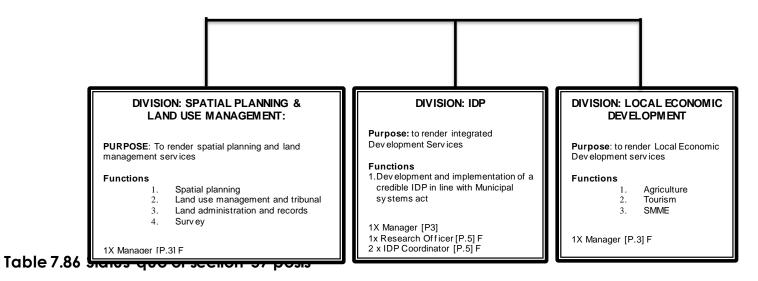
PLANNING AND DEVELOPMENT DEPARTMENT

Purpose: To render planning and Development to the municipality

Function:

To render geometrics Services To render local Economic Development Render IDP services

1 x Senior Manager [P.1] V



Name of posts	Vacant	Filled
1. Municipal Manager		✓
2. Corporate Services		✓
3. Chief Financial Officer		✓
4. Community Services		✓
5. Technical Services		✓
6. Planning and Development		✓

Table 7.87 Allocation of Posts per Department

IDP 2021/22 FY

No.	DEPARTMENT	TOTAL NUMBER OF POSTS	FILLED	VACANT	PLACED
1	Governance	27	14	06	07
2	Municipal Manager's Office	24	13	07	04
3	Corporate Services	76	27	14	35
4	Finance Department	111	44	09	58
5	Planning & Development	59	36	17	6
6	Community Services	580	250	124	206
7	Technical Services	196 + 87	85 + 33	110 + 14	01 + 40

PLACEMENT CHALLENGES

> Placement of workers from former Mutale Municipality has been completed.

RECORD MANAGEMENT

The Municipality has a functional Record Management Office. The most important areas that are performed continually include implementing and maintenance of File Plan; Perform Records Management, Implementing Records Management Policy and Procedures, and Implementing Registry System.

NETWORK AND SYSTEM ADMINISTRATION

The following functions were performed in the financial year under review: -

- End-User Support.
- Network Administration and Support.
- Server Maintenance.
- Data Security.
- Continuous update of Website.

MUNICIPAL FLEET/TRANSPORT

The municipality has 113 plant (Machinery operators and pool vehicles)

The following Human Resource policies exist in the Municipality: Recruitment Selection Policy, Staff Training Policy, Performance Management Policy Framework, Service conditions, Placement Policy, Delegation of Authority Policy, Overtime Policy, Employment Equity Policy, Cell phone Allowance Policy, and Workplace Skills Plan.

The Municipality also has the following policies: Gender Mainstreaming Policy, Disable People Policy, and Youth Development Policy.

There are other HR related policies that are not yet developed, this includes, Internship Policy, Sexual Harassment Policy, IT Security Backup Policy, Occupational Health & Safety Plan.

Remuneration of Officials and Councilors, Disciplinary and Grievance Procedure Systems are all in place and are implemented.

A Labor Forum committee that is constituted by Labor Unions (SAMWU & IMATU) representatives and management is in place and functional. All workers, except Section 56 Managers are free to join worker Union of their choice.

SKILLS DEVELOPMENT

The Workplace Skills Plan (WSP) is developed every year. WSP is submitted to the LGSETA on or before 28th of April every year. The Municipality complies with the Skills Development Act, Act 97 of 1998 and Skills Development Levy's Act no of 1999.

Table 7.88 Policy Status

Name of Policy/Strategy That Exist
Equity Plan
Retention Strategy
Training and Development
Policy
Leave Policy
Human Resource Plan
PMS Framework

Table 7.89: Human Resource Policies

Policies	Approved	Reviewed
STATUTORY EMPLOYMENT POLICY		
1. Employment Equity Policy	✓	
2. Disciplinary and grievance procedure	✓	
3. Training and Development policy	✓	
REGULATORY POLICY		
4. Recruitment Policy	✓	
5. Internship policy	✓	
6. Gender policy	✓	
7. Bereavement policy	✓	
8. Telecommunication Policy	✓	
9. Bursary policy	✓	
10. Dress code policy		

11.Furniture and Equipment policy		
12.Placement policy	✓	
13.Travelling and Subsistence policy	✓	
14.Succession policy		
15. Overtime policy	✓	
16.Standby Allowance policy		
17.		
18.Sexual Harassment policy		
19.IT System backup policy	✓	
20. Attendance and punctuality policy	✓	
21.Smoking policy		
22.Records Management policy	✓	_
23.HIV/AIDS policy	✓	

EMPLOYMENT EQUITY CHALLENGES

Majority of citizens in Thulamela are African and blacks in general.

Whites, Indians and Coloureds are in the minority.

Mostly Venda, Tsonga and few Pedi's do apply when posts are advertised.

Whites, Indians and Coloureds minority groups are not represented in employment of the Municipality

LEGAL SERVICES

Service standards or norms and standards

✓ Provision of legal advice to the Municipal Manager and Council.

Municipality has a legal section established and it is attached to the Municipal Manager Services. It deals with labour disputes, cases of litigations, and defending the municipality in courts through law firms that are contracted with the municipality

LABOUR RELATIONS

The Local Labor Forum was established and it's functional. The main composition of the Labor Forum is the Senior Managers and Workers Union Representatives. The Local Labor forum was established to address issues of general conditions of service for employees.

Pay Day, Attendance of Memorial Services/Funerals, Time off for Union activities, leave days, Disciplinary Code & Procedures, Strike & Picketing rules, Essential Services are some of issues that are negotiated at Labor Forum.

ESSENTIAL SERVICE

There is no agreement between Workers Union and Management

EMPLOYEE ASSISTANCE PROGRAMME (EAP)

EAP section has been established and is functional.

PERFOMANCE MANAGEMENT SYSTEM (PMS)

The Performance Management Framework has been approved by Council. The PMS unit is not fully established and is located in the Corporate Services Department. PMS has not been cascaded to include all employees, except section 56 Managers.

GENERAL AUXILLARY SERVICE & MECHANICAL WORKSHOP

The Municipality has an approved Transport Policy

The Municipality depends on outsourcing the repairs of our fleet. There is a need to establish a fully-fledged workshop. This will also minimize the cost for minor repairs which presently are done by private individuals or garages.

COMPLAINING MANAGEMENT SYSTEM

The Municipality has established complain management committee. They are schedule meetings of the committee.

Suggest box is placed at the main entrance of the building where meeting of the community is submitted their complaints.

Provincial quarter meetings are also held to attend to all complaints received The Municipality is also using a district shared toll-free number to receive complaints.

KPA: FINANCIAL VIABILITY
CLUSTER: GOVERNANCE AND ADMINISTRATION

7.4 FINANCIAL VIABILITY ANALYSIS
Service Standards or Norms & Standards

- ✓ Payment of suppliers- within 10 days
- ✓ Statements of account area sent on the 25th every month

- ✓ Consumer account queries- attended within 14 days
- ✓ Bid evaluation meetings are held at least twice per week
- ✓ Bid adjudication meeting are held at least once per week

Service Delivery Challenges

Under-collection of revenue as a result of culture of non-payment of services

The ability of the municipality to financially maintain and provide the level of services anticipated by its rates payers: The ability to generate sufficient revenue to meet the short term and long-term obligations.

The municipality has developed the Revenue Enhancement Strategy. The Finance Portfolio Committee is responsible for developing financial policies and the Budget.

BUDGET INCOME & EXPENDITURE 2021/22 Financial Year

Budgeting is regularly done in the municipality in line with MFMA. The information detailing the past and present income and expenditure trends is available. The table below illustrates the status quo with regard to Thulamela municipality revenue and expenditures plans.

Table 7.90

THULAMELA MUNICIPALITY	ORIGINAL BUDGET	ADJUSTMENT
PROPOSED REVENUE		
2020/21		
COMMISION FOR INSURANCE EMPLOYEES	(23,000.00)	1,200,000.00
REFUND FOR INSURANCE	(506,690.07)	622,598.00
SKILLS DEVELOPMENT FUND 0031001081 SETA	(74,347.39)	800,000.00
SKILLS DEVELOPMENTFUND 0031001081 SETA	(178,607.68)	-
TEL ACC 003001055	(16,504.67)	-
	(799,149.81)	2,622,598.00
TENDER DOCUMENTS	(36,464.52)	100,000.00
MSIG 035 Rev	-	-
Commission: Transaction Handling Fees	(6,645.37)	15,000.00
INTEREST RECEIVED	(17,018,549.36)	36,000,000.00
INTEREST RAISED: ARREAR	(13,387,223.83)	27,800,000.00
R/D FINES	(206.00)	500.00
Operational Revenue: Other	75.14	-
Revenue		
SUNDRY / OTHER REVENUE	(1,965,815.23)	2,100,000.00
CLEARANCE CERTIFICATE	(33,419.76)	90,000.00
ASSESSMENT RATES BUSINESS	(14,823,917.20)	30,067,500.00

ASSESSMENT RATES AGRICU	(28,237.12)	60,000.00
ASSESSMENT RATES CHURCH	-	-
ASSESSMENT RATES PUBLIC 0	(9,791.58)	19,585.00
ASSESSMENT RESIDENTIAL	(19,798,857.62)	40,000,000.00
ASSESSMENT RATES	(13,793,611.19)	27,000,000.00
GOVERNMENT		
FINANCE MANAGAMENT GRANT(FMG)	(170,525.00)	1,700,000.00
	(81,073,188.64)	164,952,585.00
APPLICATION FEE FOR WAY	(157,108.75)	300,000.00
LEAVE	(137,106.73)	300,000.00
National Government:	(62,073,217.00)	99,383,000.00
Municipal Infrastructure Grant		
(Schedule	(1.870.000.00)	7 477 000 00
National Governments: Expanded Public Works	(1,870,000.00)	7,477,000.00
Programme Intenship		
Tregramme mensing	(64,100,325.75)	107,160,000.00
	(1)	
Governance INEP GRANT	(4,739,821.00)	25,430,000.00
Governance EQUITABLE SHARE	(331,839,000.00)	442,452,000.00
	(336,578,821.00)	467,882,000.00
BURIAL FEE	(181,109.16)	400,000.00

RENTAL COUNCIL PROPERTY	(19,193.07)	
RENTAL COUNCIL PROPERTY	(1,208,908.78)	3,500,000.00
Traffic: Court Fines	-	
PARKING FEE PROTECTION SERVICES	(2,130.43)	5,000.00
HAWKERS FINES ENVIROMENTAL HEALTH	(38,033.00)	80,000.00
POUND FEE ENVIROMENTAL HEALTH	(18,602.00)	40,000.00
SPAZA/HAWKERS LICENCE ENVIROMENTAL HEALTH	(153,326.20)	400,000.00
Parking control	-	-
Traffic Fines	(1,138,980.00)	18,000,000.00
Road and Transport: Motor Vehicle Licence	(6,055,101.14)	15,000,000.00
REFUSE RESIDENTIAL	(7,365,547.52)	18,000,000.00
DUMPING SITE	(359,233.31)	718,467.00
REFUSE BUSINESS	(3,877,287.98)	12,000,000.00
Receivables: Service Charges	(79.53)	160.00
Env Health Development Charges	6,703.10	-
TRA BINA OF ANIMALIS	(0.000.00)	00,000,00
TRADING OF ANIMALS	(8,892.00)	20,000.00
SALE OF EMPTY CONTAINERS	(4,493.04)	10,000.00
Waste management: Refuse bin	(2,932.20)	6,000.00
CONDEMNATION AND CONTAINERS	(12,387.90)	30,000.00
	(20,439,534.16)	64,309,627.00

Infrastructure Skills Development Grant Revenue 002	(640,761.00)	3,500,000.00
CONSOLIDATION FEE	(1,958.26)	5,000.00
RURAL LAND SALE	(95,146.92)	-
RURAL LAND SALES	(1,127,176.45)	2,000,000.00
Accommodation rental Contingent: Other Assets	-	-
BUILDING PLANS APPROVAL	(299,059.83)	685,000.00
FINES ILLEGAL USE OF LAND	(3,060,222.00)	8,000,000.00
UNDEVELOPMENTSITE	-	-
BILLBOARDS ADVERTISEMENT	1,710.23	-
BUSINESS OFFICE AND MARKET	(209,304.76)	500,000.00
STALLS RENTAL	,	
THULAMELA ANNUAL SHOW	-	-
BUSINESS ANNUAL RENEWAL FEE	(4,920.00)	15,000.00
Business Application Fee	(2,595.67)	10,000.00
Business Registration fee	(5,783.59)	15,000.00
MISCELLANEOUS FEES	(2,833.05)	6,000.00
Development charges		
SPECIAL / WRITTEN CONSENTS	(7,197.39)	17,000.00
APPLICATION OF DEED GRANT	(140,114.07)	300,000.00
BILLBOARDS ADVERTISEMENT	(431,845.99)	5,000,000.00
PROPERTY SITE IDENTIFICATION	(114,636.15)	400,000.00
NEIGHBOURHOOD	<u> </u>	
DEVELOPMENTGRANT		
PROPERTY TRANSFER FEES	(238,057.21)	600,000.00

OTHER TARRIFFS SPATIAL PLANNING	(56,848.56)	120,000.00	
Request for Information: Plan Printing and Duplicates	(150,334.83)	421,600.00	
ADVERTISING	(23,061.89)	1,000,000.00	
PROPERTY REZONING	(53,719.19)	110,000.00	
SELLING OF SITES	(3,567,200.62)	25,000,000.00	
Penalty fee Fines: Building	(32,905.79)	100,000.00	
APPLICATION OF SUBDIVISION	(61,703.75)	125,000.00	
	(10,325,676.74)	47,929,600.00	
Totals	(513,316,696.10)	854,856,410.00	

FINANCIAL CONTROL AND MANAGEMENT

Thulamela municipality has adopted and approved financial management policies and procedure that are being used to perform efficient and effective financial controls. The following are adopted policies for the municipality:

- Financial Accounting Policy
- > Rates policy
- Cash management and investment policy
- > Tariff policy
- ➤ Bad debt review policy
- > Supply chain management Policy
- > Subsistence, travelling Policy

- > Inventory
- > Investment Policy
- > External loan Policy
- > Petty cash policy
- Budget Implementation and Monitoring Policy
- Receipt, depositing and control Policy
- Asset Management Policy
- Credit control Policy
- ➤ Debt collection Policy
- ➤ Indigent Policy
- > Overtime Policy

BUDGET & FINANCIAL REFORMS

Thulamela municipality is complying with the requirement of the legislations as regards to the financial reforms. Financial statements are prepared in line with GAMAP/GRAP.

BUDGET REFORMS

Thulamela municipality has fully implemented budget reforms as outlined in the MFMA. Considerations are taken into the following:

- ➤ Tabling the draft 2021/22 financial year draft budget 90 days before the start of the financial year (Section 16 (2) of the MFMA)
- Tabling the 2021/22 budget time schedule by August 2020. (Section 21.1 (b) of the MFMA)
- > Submission of monthly budget statement to the Mayor, National Treasury and Provincial Treasury.
- > Submission of quarterly budget statements to Council.
- Alignment of the Budget with GRAP standards.
- Preparations of the financial statements using GAMAP or GRAP accounting principles.

FINANCIAL REFORMS REPORT

The municipality has during the previous financial year complied with the following financial reporting requirements:

- Financial Statement prepared line with GAMAP, GRAP and directive 4 of AFS as required by MFMA
- > Financial Statements were submitted on time

- The Annual Report was submitted to Council within the prescribed time frame of seven months after the end of the financial year.
- > There is good compliance with the Monthly, Quarterly and Annual Financial Reporting.

FINANCIAL STATEMENT

AUDIT REPORTS AND AUDIT ACTION PLAN MM's OFFICE

FINANCIAL YEA	AR	2018/19				-					
Municipality N	lame	Thulamela M	unicipality								
Audit Op Reporting Peri		Unqualified									
Audit Findings	Categor y of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completi on Date	Position	Progress	Probability	Narrative to Progress
Predetermin ed Objectives	Other importa nt matters	Performanc e of each external service provider, comparison of targets set in the current year to the prior year	Recurring	Non- compliance with section 46 of the Municipal Systems Act.	1. To ensure that there is a review of the performanc e of each service provider by Senior Managers before	30-Dec- 19	30-Jun-20	Municipal Manager	In progress	Reviewed SDBIP	The municipalit y is busy with the process of reviewing the SDBIP which will be approved by the

not disclosed in the annual performanc e report. CoF 22		submission of the annual performanc e report. 2. Comparison of set targets with the performanc e in the previous financial year. Include measures taken to improve performanc e.			Mayor and noted by Council
			 	 	 <u> </u>

Action Plan Description	Start Date	Completion Date	Position	Progress	POE	Narrative to Progress
Conduct impact analysis and ensure that changes are logged, prioritised, categorised, assessed, authorised, planned and scheduled. (ISACA, CoBIT 5: BAI06.01 – Evaluate, prioritise and authorize change requests)	15-Jan-20	31 - June - 2021	Senior Manager: Corporate Services		BIRA impact analysis report	BIRA assessment is underway
Management to make sure that all activities by the system administrators on both Munsoft and Payday are reviewed each and every quarter, and aligned the policy to it.	1-Jan-20	30-Jun-20	Senior Manager: Corporate Services		Quarterly System Report	
Management to ensure that a review be done so that all aspects outlined on the findings be included on the ICT Charter with assistance of BIRA consultants	1-Jan-20	31 - June - 2021	Senior Manager: Corporate Services		Reviwed ICT charter	

CORPERATE SERVICES

FINANCIA	LYFAR	2018/19]								
Municipal		Thulamela A	L Nunicipali	ły							
Audit O	•	Unqualified									
Audit Findings	Catego ry of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Star t Dat e	Completi on Date	Position	Progre ss	POE	Narrative to Progress
Informati on Technolo gy	Other importa nt matters	Program Change Managem ent policy not adequatel y designed COF01 (ISA)	New	Conducting of an impact analysis need a skill that requires a specific knowledge, which we do not have but intend to get a training on it, if there is still find a need after BIRA assessment	Conduct impact analysis and ensure that changes are logged, prioritised, categorised, assessed, authorised, planned and scheduled. (ISACA, CoBIT 5: BAI06.01 – Evaluate, prioritise and authorize change requests)	15- Jan -20	31 - June - 2021	Senior Manag er: Corpora te Services		BIRA impact analysis report	BIRA assessmen t is underway

Informati on Technolo gy	Other importa nt matters	System Administrat or activities were not reviewed on Payday and Munsoft COF01 (ISA)	New	System Administrator activities were not reviewed on Payday and Munsoft system due to lack of responsibility and accountabili ty by the IT personnel	Management to make sure that all activities by the system administrators on both Munsoft and Payday are reviewed each and every quarter, and aligned the policy to it.	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora te Services	Quarterly System Report	
Informati on Technolo gy	Other importa nt matters	The Corporate Governan ce – ICT Charter policy inadequat ely designed	New	Lack of knowledge and skills to ensure that the ICT security policy was developed to include the listed	Management to ensure that a review be done so that all aspects outlined on the findings be included on the ICT Charter with assistance of BIRA consultants	1- Jan -20	31 - June - 2021	Senior Manag er: Corpora te Services	Reviwed ICT charter	

		COF01 (ISA)		keys aspect above.						
Informati on Technolo gy	Other importa nt matters	IT goals have not been included in the Municipalit y's Integrated Developm ent Plan (IDP) COF01 (ISA)	New	IT was less involved in strategic matters like developing and implementin g the IDP, but lately forming part of the strategic meeting.	IT Management will strive to callobrate with business in the formulation/compil ation of the IDP	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora te Services	 Approved IDP	ICT formally participat es in the strategic IDP meeting
Informati on Technolo gy	Other importa nt matters	Processes to monitor return on investment and benefit realisation	New	Manageme nt oversight in ensuring that return on investment and benefit	ICT management to pursue all actions as outlined on the findings Procure services for	1- Jan -20	30-Jun- 21 30-Jun-	Senior Manag er: Corpora te Services	 Evaluation report and training certificate	
		for IT spending		realisation processes	return on	Jan -20	21			

		were not in place COF01 (ISA)		were put in place.	investment evalution Conduct training on VAL IT	1- Jan -20	30-Jun- 21			
Informati on Technolo gy	Other importa nt matters	The corporate governanc e - ICT charter policy inadequat ely designed	New	Lack of knowledge and skills as the municipality did not develop and implement the terms of reference charter for the ICT steering committee.	Management will make sure that all internal control deficiency are identified.	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora te Services	Reviewed ICT Governan ce charter	
Informati on Technolo gy	Other importa nt matters	Skills gap analysis not performed COF01 (ISA)	New	Lack of knowledge and skills by IT personnel to develop and implement the skills gap analysis	IT to make sure that skills gap analysis be done	1- Jan -20	30-Jun- 21	Senior Manag er: Corpora te Services	Submission of gap analysis to HR	

Informati on Technolo gy	Other importa nt matters	Service Level Agreemen ts (SLAs) not being monitored COF01 (ISA)	New	The municipality reviewed and monitored the service level agreements on a quarterly basis but the reviewed reports were not kept for future reference.	All SLAs are being monitored quarterly, but as per the recommendantion s and risk specified, all the matters outlined in the findings shall be addressed accordingly.	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora te Services	Service provider performan ce evaluation report	
Informati on Technolo gy	Other importa nt matters	Incorrect requisition for Approval to fill Vacancies used. COF01 (ISA)	New	There is no standard template for the requisition for approval to fill vacancies.	Development of a standard template for filling of vacancies.	1- Jan -20	30-Dec- 20	Senior Manag er: Corpora te Services	 Template for filling vacancies	
Informati on Technolo gy	Other importa nt matters	Inadequat e Change Managem ent Process for	New	The service provider did not comply with the approved	ICT management will seek alignment between our policy and they way the service provider	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora	Reviewed change managem ent policy	

		Munsoft system. COF01 (ISA)		program change manageme nt policy that was implemente d by the municipality	implement changes on Munsoft.			te Services		
Informati on Technolo gy	Other importa nt matters	User accounts on PayDay not linked to specific users (Prior year finding). COF01 (ISA)	Recurri ng	Noncomplia nce with the approved user account manageme nt policy when the users were created on the Payday system.	Management to ensure that duties are segregated on Payday	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora te Services	System report	Resetting service provider users to align to the requirements
Informati on Technolo gy	Other importa nt matters	Duties were not adequatel y segregate d on Payday. COF01 (ISA)	Recurri ng	Lack of knowledge and skills to ensure adequate segregation of duties is maintained	Management to engage HR so that all duties on the system can be properly segregated	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora te Services	Reviewed segregatio n of duties and system report	

				on Payday system			 		 	
Informati on Technolo gy	Other importa nt matters	Lack of adequatel y capacitat ed ICT structure (COF01 (ISA))	Recurri ng	Insufficient funding/lack of budget	Necessary interventions will be done to get some of the positions filled, prioritising the desktop Support Technicians	1- Jan -20	30-Jun- 20	Senior Manag er: Corpora te Services	 List of prioritised posts for filling in 2020 / 2021 finacial year.	

BTO

FINANCIAL YEAR	2018/19				
Municipality Name	Thulamela Municipality				
Audit Opinion	Unqualified				
Reporting Period		_			
				POE	

Audit Findings	Category of Finding	Description of Finding	Findin g status	Root Cause	Action Plan Description	Start Date	Comple tion Date	Positi on	Progres s		Narrative to Progress
Payment s	Administr ative matters	Lack of implement ation of controls on preparation of	New	Lack of implement ation of controls in place in the review	Prepare quartely AFS and submit for review	31/12/2 019	30/06/2 020	Chief finan cial Office r	In progres s	Quartely AFS	
		financial statements . CoF 01		of the financial statement. Lack of segregation of duties in the reconciliation of VAT	Ensure transaction capturing, review and authorisation is not performed by one official.	31/12/2 019	30/06/2 020	Chief finan cial Office r	In progres s	Delegatio ns of powers	Approval authority has been delegated to the CFO after review by Manager: Expenditur e pending filling of vacant post
Payment s	Other important matters	Payables - Unidentifie d deposits. CoF 28	Recurr ing	Unidentifia ble transaction done through	Reconcile suspense account monthly	31/12/2 019	30/06/2 020	Chief finan cial Office r	In progres s	Suspense account recons	6 Monthly Activity Reports
				internet banking system	Follow-up with banks on any amount not identified monthly Report any				In progres s Compl	Bank Recons	6 Monthly Activity Reports
					amount for more				eted	resolution	

					more than 3 years to council						
Procure ment	Matters affecting the auditor's report	SCM- Awards to persons in the service of the state. COF 19	Recurring	False declaratio n	Request MBD4 by suppliers for all transactions and continuation of verification of suppliers through CSD. Write letters to all government parastatals and National Department of Labour as part of the investigations of possible false declarations and lastly write letters to suppliers implicated on the finding for them to reply	31/12/2 019	30/06/2	Chief Finan cial Office r	In progres s	Letters, MBD 4 forms	Suppliers are requested MBD4, letters have been written for investigati ons
Procure ment	Other important matters	Deviations and Non- complianc e with legislation. COF 37	Recurring	Inadequat e planning and reasons for deviating from the procureme nt process not aligned to the deviation form of the	Timeous, adequate and proper planning for all procurements to be done through notices and competitive bidding process and applying reg 36 only for transactions that qualifies or meet	31/12/2 019	30/06/2	Chief Finan cial Office r	In progres s	Deviation reports	Implement ation of cost containme nt measures, develope d cost containme nt policy and deviation checklist.

				municipalit y	the criteria set on the deviation form developed by the municipality					
Procure ment	Other important matters	Non-complianc e with procureme nt regulations - Competitiv e. COF 42:	New	Reasonable and justifiable reasons for selecting bidders who did not score highest points on INEP projects not recorded and approved by the accounting officer in line with procurement regulation	Compliance with preferential procurement policy framework by recording reasonable and justifiable reasons in exceptional situations for all notices and competitive bidding processes of the municipality.	31/12/2 019	31/06/2 020	Chief Finan cial Office r		

Receiva bles	Other important matters	Revenue from Exchange transaction s- Licence and permits. COMAF 06	New	Understate ment of license and permits	Address misalignment/misal location monthly on reconciliations and quartely during AFS preparation	31/12/2 019	31/06/2	Chief Finan cial Office r	In progres s	Adjusted AFS on licence and permits	Corrected during adjustmen t by AGSA
Receiva bles	Other important matters	Revenue from Non- Exchnage Transactio ns - Fines. COMAF 06.	New	Overstate ment of traffic fines	Address the overstatements during traffic fine reconciliations.	31/12/2 019	30/06/2	Chief Finan cial Office r	In progres s	Adjusted AFS on Mutale traffic fines	Corrected during adjustmen t by AGSA
Liabilities	Other important matters	Understate ment of VAT Payable. CoF 14	New	Vat reconciling transaction s not processed on the system	Processing of journals on the system to be performed as and when the reconciling transactions are identified.	31/12/2 019	30/06/2 020	Chief finan cial Office r	In progres s	Journals and reconcilia tions	Journals were captured on the system.

TECHNICAL SERVICES

Progress	POE	Narrative to Progress
In progress	New approved list with qualifying indigent	The process of cleansing the list is underway. Payments for March, April, May and June will not be effected.
In progress	Reviewed SDBIP	All necessary changes were done during the adjustment of the budget and SDBIP

In progress	New approved list with qualifying indigent and necessary attachments.	The process of cleansing the list is underway. Payments for March, April, May and June will not be effected.
In progress	Completion certificates	Standard template of completion certificate developed.
In progress	New approved list with qualifying indigent and necessary attachments.	The process of cleansing the list is underway. Payments for March, April, May and June will not be effected.

5 YEAR FINANCIAL PLAN

FINANCIAL STRATEGY FOR REVENUE ENHANCEMENT

Objective

To create a medium term strategic financial framework for allocating municipal resources through the municipal budgeting process in order to ensure the financial viability and sustainability of the municipality's investments and operation; and

To ensure a close planning-budgeting link

Summary statement of current financial management arrangements

Financial Supervisory Authority

In terms of section 99 of the Municipal System Act, 2000 the Mayor as the supervisory authority-

Oversee and monitor the implementation and enforcement of credit control and debt collection policy-

Oversee and monitor the implementation and enforcement of the credit control and debt collection policy and by-laws

Reports to every meeting of the council on the overall financial position of Council including:

- Status of outstanding debtors and payment rate
- Cashbook-payment and receipts for the previous month
- Cashbook balance as at the end of the previous month
- Status of investment

Implementation Authority

The Municipal Manager in conjunction with the Chief Financial Officer are responsible for the implementation and enforcement of the municipality's credit control and debt collection policy.

In accordance with the credit control and debt collection policy and by-laws, establishing of effective administration mechanism, procedures and process to collect money that is due and payable to the municipality.

Basic Financial Management guideline and procedures

- A debtor 's payment rate of 100% is pursued
- Accounts for assessments rates, sewer, refuse removal, water, general levy
- All accounts are payable on the first working day after the fourteenth day of the month failure of which interest on arrears are charged at 4,4% per annum
- Every charges are forwarded monthly before end of the month
- Notes giving five working days' grace are delivered by hand to all defaulters
- Water supply reduced in respect of accounts still unpaid after the expiring of five days' period of grace
- All creditors are paid within 30 days
- Provisions are established to meet liabilities or contingencies known at the date of the balance sheet, but for which the amounts cannot be determined with accuracy
- One percentage of the immediate previous year 's total income is contributed to the Capital Revenue Fund
- Service deposits are adjusted during April, May and June every year
- Surpluses arising from the operation of water is transferred to rates and general service

Summary Statement of financial strategy

Revenue raising strategy

Due to the fact that the Thulamela Municipality only receives 61% of its revenue from intergovernmental grants, the remainder of 39% has to be generated from internal sources. The optional utilization of all its sources of revenue is thus of the utmost importance in order to ensure the reminder of sustainable services to the residents of the municipality.

Assessment Rates

Revenue from assessment rates constitutes 4, 2% of council 's revenue and in order to ensure the optimization of this source, the following strategies need to be implemented

- An audit of all ratable property as described in the new Property Assessment Rate Act as well as Land Use Management Scheme
- Monthly reconciliation of revenue billed with valuation roll
- Valuation and Billing of households in rural areas had begun on 1st July 2014

Traffic Fines

Whereas currently only 0, 78% 0f all traffic fines are paid, a thorough investigation has been undertaken in order to identify the reason for the current state of affairs and recommendations has been made pertaining to correctional strategies to be implemented in order to ensure the services becomes self-supporting as from 01 July 2020, 30-40% of total estimated income to be met for 2020/21 financial.

Motor Vehicle Licensing Fees

The current 0, 13% of all licensing fees Council receives from Provincial government hardly cover the administration to render the service.

In order to optimize revenue from this source, the following strategies need to be implemented:

- negotiations with the Department of Transport to increase Council's share to 50% receipts or to pay Council 20% of the net revenue after operating expenditure have been deduced
- To send out reminders after the due date to all license holders who failed to renew their licenses and to charge arrears per notice
- The present 35% collected should be raised to 40-50% by 2022 July

Revenue Collection

Although Council 's revenue collection rate for the last 12 months is in excess, the following strategies need to be implemented to further increase the collection rate:

- Installation of cost recovery system in rural areas
- Decentralization of pay points
- Availability of adequate personnel to perform timeous follow-ups on defaulters and implementation of management information
- Improve accessibility of management information

Asset Management and Inventory Management

The implementation of a bar coded computerized Asset Management System, will contribute to the improvement control and management of assets. Useful management information will improve decision-making and utilization of assets

Asset Management verifications

Asset maintenance

Financial Management Strategies

Implementation of the stipulations of the Municipal Finance Management Act will improve financial reporting to Council and National Treasury and will enable Council to take timeous informative decisions.

Cost-Effectiveness

Due to the relative high personnel expenditure and the tendency of this budget item to increase with a higher percentage than the annual limit set by National Treasury, it is of the utmost importance to find ways and mean of decreasing expenditure and increasing cost-effectiveness.

The Following Strategies need to be explored:

- Utilization of private contractor in respect of seasonal related activities
- Corporatizing of current non-profitable services

- Outsourcing of functions that can be performed more cost-effectively by the private sectors and which are not Council 's core functions
- Ensure decision-making in accordance with business principles

Capital Financing Strategies

Current Council is dependent on grants from National Government, like Equitable Share, MIG, MSIG, FMG and Treasury Grant (Neighborhood).

Sources of capital financing can be expanded by implementing the following strategies:

- Utilization of municipality 's natural and waste resources to encourage industries and to settle in our area of jurisdiction
- Exploration of public-private partnership

Operational Financing

In order to ensure affordability of operating expenses, annual increase in operating expenditure should result in excessive tariff increase.

The following strategies need to be implemented to ensure affordability at all times:

- Cost-effective measure to promote local economic development and growth rate of 3% per annum
- Set of key performance indicators in respect of repair and maintenance of roads, water and sewer mainstream
- Set key performance indicators in respect of transport and equipment costs
- Implementation of zero-based budgeting

Indigent Support and Free Basic Services

The current indigent policy is insufficient, as it does not reach out all communities that are targeted. The Council is however expected to extend indigent support and free basic services to the poor communities. It therefore becomes imperative to effectively implement the indigent policy so that in encompasses the task of delivering.

Credit Control

The current Council payment level is 18%, this figure excludes the consideration of the newly demarcated area. It would be ideal that the payment level be increased to 30-40% by 2021 June.

Debit Policy

It is an agreeable fact increasing the level of services by raising additional finance through loans is counter-productive and Council will not be able to sustain huge debt services charges in future. This may also result in the Council not maintaining its tariff escalation and credit control policies.

KPA: LOCAL ECONOMIC DEVELOPMENT

CLUSTER: ECONOMIC CLUSTER

7.5. LOCAL ECONOMIC DEVELOPMENT PRIORITIES ANALYSIS

Local economic development is an economic development approach that emphasises the importance of local activities: a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. LED is a result of joint planning by municipality, its communities and business sectors

AGRICULTURE

Status Quo

Revitalisation of Khumbe irrigation scheme canal
Matsika banana irrigation scheme access road
Thohoyandou Peanut Butter co-operative.

Service Delivery Challenges

- ☐ Khumbe irrigation scheme
 - ✓ Construction of canal was delayed due to misunderstanding by project beneficiaries.
- Matsika irrigation scheme
 - ✓ Poor access road.

- ☐ Thohoyandou Peanut Butter co-operative.
 - ✓ Aging peanut butter grinding mill.

Service Backlogs

- □ Construction of Khumbe irrigation scheme canal was delayed due to misunderstanding by project beneficiaries.
- Roads services was requested to budget for the re-graveling of access roads leading to both Tshifudi achaar co-operative and Matsika banana irrigation scheme.

The municipal area is rich in agriculture, since we have archer factories, Juice manufacturing and construction of Tshifudi archer manufacturing is about to kick-start. There are no privately owned farms in Thulamela municipality but there are a number of agricultural schemes and projects products like bananas, mango and macadamia nuts are produced, and cattle's farming is also done on a small scale.

CS2016 Table 7.92

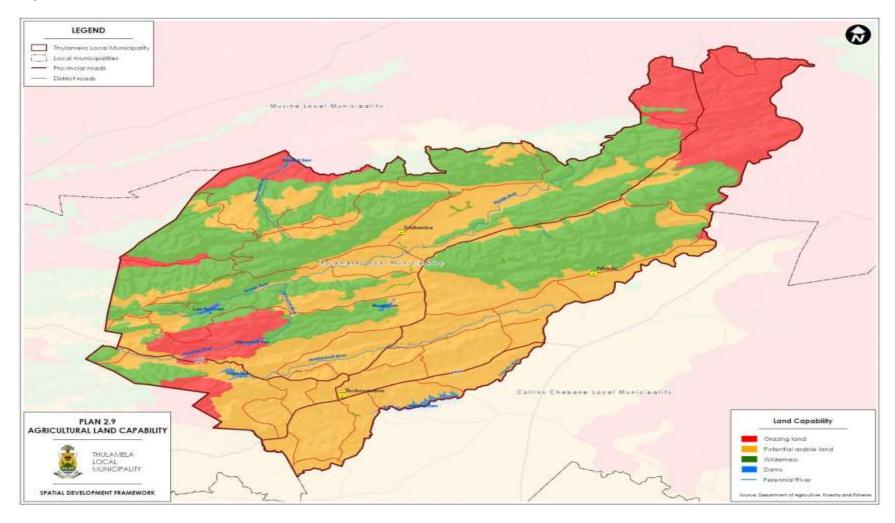
	LIM343 : Thulamela
Irrigation	36625
Dry land	112956
Both irrigation and dry land	77844

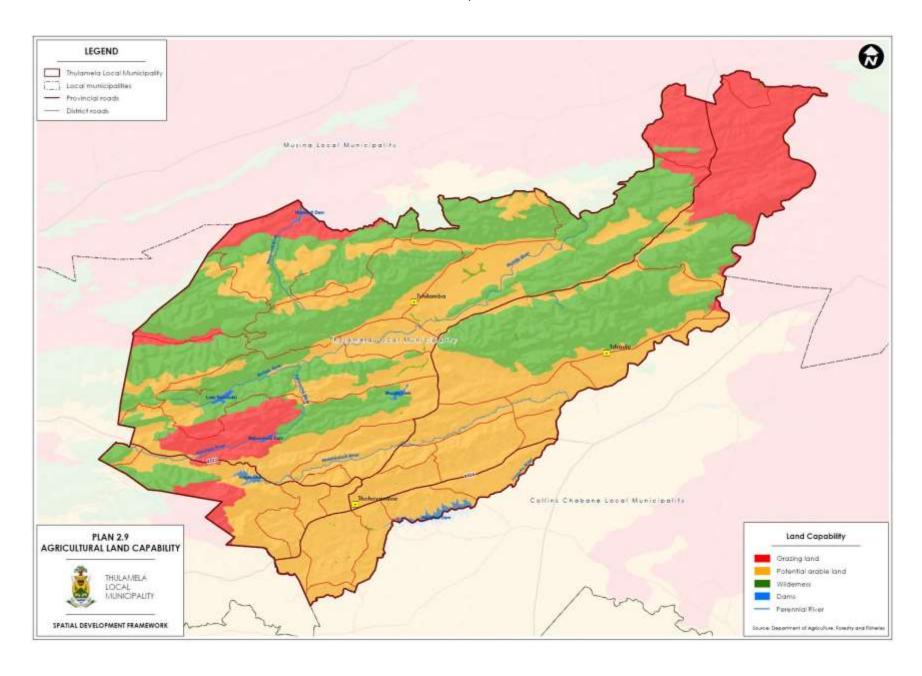
Not applicable	269812
Total	497237

C\$2016 Table 7.93

	LIM343 : Thulamela
Irrigation	7468
Dry land	211088
Both irrigation and dry land	269812
Not applicable	8870
Total	497237

Figure 7.25





TOURISM

Sta	tuc	Qu	\mathbf{a}

- Mutale Information Centre
 - ❖ Insurance deposited R2 million for Mutale Information Centre that was burned down.
- ☐ Capacity Building of Tourism Establishments
 - ❖ To be done in November.
- ☐ Christmas Tourism and Safety Awareness
 - ❖ To be done in December.
- ☐ Tourism Month School Competition
 - ❖ To be done in March.
- ☐ Thulamela Annual Show
 - ❖ The show took place on the 31st August to 2nd September 2018. 14 meetings were held in preparation for the show amongst other5 exhibitors was Mapungubwe National Part, Avis Car HIRE, 2 Ten Hotel, Miyelani Traveling, Vhembe District Municipality, SEDA and NYDA.

Service Delivery Challenges

R2 million to rebuild Mutale Information Centre that was burned down, will not be enough for the new building.

	Lack of access road
	Lack of signage leading to the attraction infrastructure.
	Lack of transport.
Servic	ee Backlogs
*	Road towards attraction
*	Attraction signage
*	Lack of transport to attraction
	are so many tourist attractions in Thulamela, such as Nandoni Dam, Mukumbani and Phiphidi waterfalls accommodation establishments.
SMAL	L MEDIUM & MICRO ENTERPRISE (SMME)
Servic	ee Standards or Norms and Standards
✓	Market stalls are allocated after the approval by portfolio committee.
Status	Quo
	Thulamela Annual Show Site identification and to be developed.
	Development or revitalisation of Shavandima Industrial Area for the purpose of relocation of hardware.

Thulamela Annual Show
SMME Expo

Service Delivery Challenges

- ✓ Lack of infrastructure
- ✓ Lack of land for business development in proclaimed areas.

Service Backlogs

- ☐ Lack of business site in the proclaim area.
- ☐ Encroachment of traditional leaders in the proclaim areas.
- ☐ Illegal demarcation of site by civic in the proclaimed area.

Emerging businesses including Spaza shops, hawkers and traditional clothing manufacturers

MANUFACTURING/ INDUSTRIES

Shayandima industrial area is zoned for heavy and light activities e.g. Sasko, SAB

MINING POTENTIAL

RETAIL

There are potential big retail businesses such as Spar Supermarket, Shoprite, Pick N Pay, Game and others. Sibasa and Thohoyandou there are some SMME happening.

Table 7.96: Employment status in Thulamela Municipality

	Thulamela
Employed	75592
Llus a reare la conseil	F0017
Unemployed	58917
Discouraged	33530
work-seeker	
Othernot	195493
economically	
active	
Not	254929
applicable	
Grand Total	618462

Source: Census 2011

Table 7.97: Individual monthly income

	Thulamela
No income	260152
R 1 - R 400	188178
R 401 - R 800	25807
R 801 - R 1 600	71121
R 1 601 - R 3 200	13954
R 3 201 - R 6 400	9697
R 6 401 - R 12 800	11471
R 12 801 - R 25 600	7849
R 25 601 - R 51 200	1383
R 51 201 - R 102 400	218
R 102 401 - R 204 800	228
R 204 801 or more	191
Unspecified	22469
Not applicable	5743
Total	618462

Source: Stats SA Census 2011

REPORTED PROJECTS WITH DEMOGRAPHICS 2019/2020 FYR

PROJECT NAME	PROJECT NUMBER	PROFILE ID	WORK OPPORTUNITY	ADULT MAN	ADULT WOMAN	YOUTH MAN	YOUTH WOMAN	WITH DISABILITY	STATUS	COMMENTS
INFRASTUCTURE										
Univen to Maungani	29/2017/2018A	90039	44	9	4	20	11	1	Validated	
Thohoyandou N(Muledane) service road	29/2018/2019TLM	90314	37	3	8	11	15	0	validated	
IG Thulamela special project gravel	IG 07/2018/2019	76911	28	8	12	1	7	1	Validated	
IG Thulamela special project Surface	IG 08/2018/2019	76912	17	3	1	4	9	1	validated	
IG Thulamela Surface Road maintenance	IG 05/2018/2019	76907	73	4	18	24	27	2	Validated	
Completion of Makonde sport Facility	01/2017/2018	80321	41	18	6	13	4	1	validated	
Makwarela Stadium Upgrading Phase 2	35/2018/2019 TLM	95102	10	1	2	4	3	0	Validated	
Electricity Construction at Tshandama	25/2018/2019 TLM	95288	6	1	0	2	3	0	Validated	
Gwangwatini to Ngalavani Low-level River crossing	48/2018/2019 TLM	95636	11	3	2	5	1	0	Validated	
Construction of Lambani Bridge	47/2018/2019 TLM	95676	31	6	10	11	4	0	Validated	
Electricity Construction at Vhufuli Tshitereke	23/2013/2019 TLM	95996	11	2	1	6	2	0	Validated	
Upgrading of Makwarela extension 3 streets	43/2018/2019	96559	42	10	10	12	10	1	Validated	
IG Thulamela surface road maintenance	IG/05/2019/2020	98841	3	1	0	0	2	0	Validated	
IG Thulamela special project	IG/07/2019/2020	98848	8	1	3	3	1	0	Validated	

IG Thulamela culvert construction	IG/06/2019/2020	98815	18	2	2	8	6	0	Validated	
Construction of Tshikombani Stadium fencing	31/2018/2019 TLM	95888	19	9	7	1	1	1	Validated	
Electricity construction of Dzwerani village	24/20/2019 TLM	95401	18	2	7	5	4	0	Validated	
Thulamela culvert construction	IG-06/2018/2019	76909	42	17	14	5	6	2	Validated	
Design and Electricity of Mavhola village	87/2018/2019 TLM	100039	8	0	1	4	3	0	Validated	
Design and Electricity of Lufule	77/2018/2019 TLM	100162	12	3	1	6	2	0	Validated	
Design &Electrification at Lwamondo Tshivhale	81/2018/2019	100202	11	4	2	3	2	3	Validated	
Design and Electricity at Tshisaulu	83/2018/2019	100991	12	6	1	5	0	0	Validated	
Design(Tshithuthuni)	88/2018/2019 TLM	101072	8	3	1	2	2	0	Validated	
Design &Electrification at Ngwenani Ha-Themeli	89/2018/2019 TLM	101202	17	3	3	7	14	0	Validated	
Design & Electrification at Maniini	80/2018/2019 TLM	101230	8	0	0	0	0	8		
Design & Electrification at Dzwerani	84/2018/2019 TLM	101214	10	2	1	4	3	0	Validated	
TOTAL			545	121	117	166	142	21		
Empirement & Culture	l					I		l	l	
Environment & Culture IG Thulamela integrated	IG-02/2018/2019	76896	102	13	34	19	36	1	Validated	
IG Thulamela Horticulture	10-02/2010/2017	76902	110	11	36	19	44	4	Validated	
IG Thulamela Refuse removal		76893	217	25	64	50	78	7	Validated	Budget exhausted for August 2019 budget

IG Thulamela street cleaning and greening	IG-03/2018/2019	76900	104	13	16	31	44	1	Validated	
Design and construction of Gundani Landfill site	MLM/01/2015- 16/Tech/	97526	4	1	3	0	0	0		2 not captured
IG Thulamela Refuse removal	IG/01/2019/2020	98466	60	6	20	12	22	3		
IG Thulamela street cleaning and greening	IG/03/2019/2020	98511	69	7	31	8	23	1		
IG Thulamela horticulture	IG/04/2019/2020	98545	76	13	28	14	21	4		
IG Thulamela integrated	IG/02/2019/2020	98736	29	5	5	7	12	0		
TOTAL			771	94	237	160	280	21		
Social Sector										
Social programme, Sport and Library	01/2018/2019 TLM	86526	10	2	0	5	3	0	Validated	
Khethis Security Services	95/2018/2019aA TLM	95230	13	0	5	6	2	0	Validated	
Ditiro tsaka Security services	29/2017/2018B TLM	89909	9	1	2	4	2	0	Validated	
ERNSIK Development Interprise	29/06/2018	89912	10	2	5	3	0	0	Validated	
GANN Trading cc	30/2018/2019 TLM	97308	10	3	4	2	1	0	Validated	
Tshakhwilo Trading Enterprise	96/2018/2019 TLM	97374	8	1	1	5	1	0	Validated	
Social programme, Sport and Library	01/2019/2020	99366	11	1	2	3	5	0	Validated	
TOTAL			71	10	19	28	14	0		

WORK OPPORTUNITIES (CREATED) = TOTAL 1387
WORK OPPORTUNITIES (DISABILITY) = TOTAL 42
WORK OPPORTUNITIES (WOMEN) = TOTAL 809
WORK OPPORTUNITIES (YOUTH) = TOTAL 790

LOCAL SKILLS BASED

Statistics South Africa/Census 2011 Community			
Profiles			
CS2016_both_boundaries(updated_v1)			
Table 1			
Field of TVET by Geography hierarchy 2016			
for Person Weight			
	LIM343:		
	Thulamela		
Management	3064		
Marketing	1194		
Information technology and computer	1640		
science			
Finance	1435		
Office administration	1081		
Electrical infrastructure construction	1128		
Civil engineering and building	1298		
construction			
Engineering	2767		
Primary agriculture	242		
Hospitality	935		
Tourism	367		
Safety in society	394		
Mechatronics	173		
Education and development	999		
Other	3635		
Do not know	108		

Not applicable		476029		
Unspecified		747		
Total		497237		
Created on Monday, 18 March 2019				
Statistics South Africa: Web page:				
<u>www.statssa.gov.za</u>				
Support: <u>info@statssa.gov.za</u>				
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SECTION 8: STRATEGIC OBJECTIVES, INDICATORS AND TARGETS PER KPA STRATEGIC OPPORTUNITIES

Table 8.1: Strategic Opportunities Info Required from VDM IDP

Source: VDM, 2012

Table 8.1: SWOT ANALYSIS

THULAMELA			
Approved Organogram			
Employee assistance programme			
Policies & by laws			
Occupational Health and Safety (OHS)			
Organizational PMS in place			
IT system is in place			
Policies & by laws			
Political stability			
Established & functional ward committees			
Availability of mechanism for public participation (Imbizo, Budget & IDP Consolation)			
Approval of IDP and Budget as per MFMA/MSA			
Credible IDP			

Established and functional Oversight, Portfolio Audit and Bid committees
Approved SDF
Availability of special programmes
Availability of Risk Register
Availability of assets register
Water Authority Status
Available water sources and infrastructure
Availability of Disaster Management Centres
Availability of Thusong Service Centre
LED Strategy available

OPPORTUNITIES

- Location / bordering Collins Chabane Municipality in the East towards Kruger National Park
- Natural tourism attractions, "land of legend", Frontier Park, Fundudzi, Tshatshingo Potholes, Biosphere Natural Reserve, Waterfalls at Phiphidi, Mukumbani.
- Infrastructure
- Water catchments and dams
- Energy
- Willingness of communities to participate in Planning
- Agricultural potential including (Game farming)
- Nandoni dam
- Accommodation Facilities.
- High buying power/business opportunities
- Factory for Agricultural processing (Agro processing)
- Existence of cooperatives
- Tourism attraction centres & heritage sites

• Accommodations and B&B

Table 8.2: INTERNAL WEAKNESSES\ MUNICIPALITY	
THULAMELA	
Municipal Transformation and Organisational Developme	ent
News are revealed to a various at an elevate	
None approval of municipal service standards	
Lack of Retention & Succession Plan	
Inadequate Implementation of Policies & by Laws	
Financial Viability	
- Poor collection rate	
- Without electricity licence, renders municipality not to	
have an effective tool to make people to pay.	
Basic Service and Infrastructure Services	
- Ageing infrastructure (Water, Sanitation, Electricity, Roads/Streets	

Table 8.2: INTERNAL WEAKNESSES\ MUNICIPALITY	
THULAMELA	
- Lack of operation & maintenance infrastructure plan	
- Lack of Monitoring & Metering of Water system	
- Lack of Road/Streets Master Plan	

Table 8.3: EXTERNAL OPPORTUNITIES \ MUNICIPALITY

THULAMELA

Basic Services Delivery And Infrastructure Development

Availability of water sources & Service Infrastructure (Dams, Reservoirs, Boreholes, water networks)

Local Economic Development (LED)

Land Available for future development

Tourism attraction areas (destinations)

Agriculture & Tourism opportunities

Favourable climatic conditions for Agriculture

Twining agreements (UNIVEN)

Table 8.3: EXTERNAL OPPORTUNITIES \ MUNICIPALITY

THULAMELA

Training support from various sectors

Training support from various sectors

Good communication & Transport network

Good Governance and Public Participation

Participation of sector departments in IDP meetings

Table 8.4: EXTERNAL NEGATIVES (THREATS) \ MUNICIPALITY

THULAMELA

Basic Services Delivery and Infrastructure Development

Land invasion and delay in settling claims

Illegal demarcation of sites

Illegal water & electricity connections

Theft & Vandalism Infrastructure

Table 8.4: EXTERNAL NEGATIVES (THREATS) \ MUNICIPALITY
THULAMELA
Illegal Immigrants
Protests & Violence
Poor workmanship
Inadequate water infrastructure in the municipal areas
Health and Environment
Deforestation
Air & noise pollution
Climate change
Land claims & delay in settling claims
Natural Disasters (Drought, Floods, Veldfires, Storms, Landslides)
Increase rate of HIV/AIDS

Table 8.4: EXTERNAL NEGATIVES (THREATS) \ MUNICIPALITY
THULAMELA
Illegal dumping sites
Local Economic Development (LED)
Illegal public transport operations
Poverty & Unemployment
Stray Animals
Labour unrest
Low literacy rate

The SWOT analysis of the Thulamela Municipality shows that the municipality has everything to make the area a huge South African success story and that the weaknesses can be addressed through political and administrative will. It also reveals that the focus should be broadened to facilitate economic growth through visionary approach and commitment.

PRIORITISATION THULAMELA MUNICIPALITY PRIORITIES AND TARGETS

TABLE 8.5: Thulamela Priorities and Targets per Cluster

Basic services and Infrastructure	
Priorities	Municipal Targets/ Goals
Parks and Cemeteries Disaster management provision Environmental/ municipal health provision Health and social development services provision Educational services provision Special programmes for the moral regeneration, youth, gender, disable people, children, and pensioners	 To respond within 72 hours to all cases of emergency reported To protect the environment and to clean our streets and public places continuously To eliminate of gender disparity in all levels of education no later than 2021. To ensure that, by 2021, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.
Waste Management	 To clean our areas to have licenced landfill sites
Sports, Arts and Culture	 To provide access to all sporting and cultural activities to all citizens
Water Supply	

Sanitation	
Electricity Supply	To halve people without sustainable access
Spatial Planning	to safe drinking water by 2021 (deadline has
Public Transport Planning	passed)To halve people who do not have access to
Roads & Storm Water Infrastructure Development	basic sanitation by 2015 (deadline has passed)
Housing	To ensure everyone has access to electricity in 2021
LED	
Growing the local economy	To halve the proportion of people whose income is less than one dollar a day by 2021
Creation of jobs and poverty alleviation	 To halve the proportion of people who suffer from hunger by 2021
Rural economic base development	To halve unemployment and poverty a year
Skills Development	before 2030To provide training to project leaders
Spatial Planning	
Environmental management	
Financial Viability	

Financial Management and Viability	
Municipal Transformation and Organizational	 100% compliance with the MFMA and the Municipal Budget and Reporting Regulation (MBRR) annually To maximise our collection rate of own revenue and achieve 100% budget expenditure in order to ensure municipal financial viability and sound financial management by 2021 To ensure that assets are managed, controlled, safe guarded and used in efficient and effective manners all the time To ensure that procurement of goods and
Development	services are done following processes which are fair, equitable, transparent and competitive all the times
Good governance and Community Participation	 To have clean audit report by 2021. (deadline has passed, no new one has been set) To review organizational structure in line with the IDP review, and ensure that all posts are attached with job descriptions and all budgeted vacant posts are filled To ensure 100% (full) participation of all
	sphere and tiers of government in the IGR

	 meetings and to comply with IGR Framework Act and good governance on matters of community participation. To improve municipal audit controls, risk management and good governance. To assist management in improving the effectiveness of risk management, corporate governance and internal control all the times in order for municipality to achieve clean Audit by 2021 (deadline has passed, no new has been approved) To ensure 100% participation of communities in municipal programmes/activities all the times. To develop Credible IDP.
--	--

Good Governance and Public Participation	
Provision of Safety and Security	 To ensure 24 hours' access to police services in order to prevent crime around residential and farming area. To review and implement an efficient and effective Anti-Fraud and Corruption Strategy within the district.
Provision of Traffic Law Enforcement	To provide traffic officials availability on our roads every day

Provision of Learner and Drivers Licence	To test drivers who have applied on
	scheduled days
Development\Review of Policies and	To conduct annual review of by laws and policies
By Laws	

PRIORITY NEEDS PER KPA

Table 8.6

MUNICIPALITY TRANSFORMATIO N AND ORGANIZATION AL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATIONS	BASIC SERVICES AND INFRASTRUCTURE	FINANCIAL VIABILITY	LED
1. Skills Development/In ternship	1 Policing Services and satellite Offices	 Water and Sanitation Services Roads & Storm water Management 	1.revenue generation and management	1 Agriculture and Rural Developme nt

3 Review and Development of Policies\Plans\st rategies	2. Traffic Law Enforcement & Licensing 3. By Laws Development \ Re view 4. Public Participation, Empowerment and Community Development	 Electricity and Energy Sources Health Facilities and Services Education facilities and Training Waste management and Cleansing Land and Housing Welfare facilities and Training Sports and Recreation 	2.financial policies	2.Trading and Retail 3 SMME Developme nt 4.Tourism
	5. Fraud and Risk Management	facilities		5. Industrial Developme nt

SECTION 9: SECTOR PLANS

Table 9.1: STATUS FOR SECTOR PLANS

Name of Sector Plan	Status Annexure	Date of Approval	Last date of Review	When is it due for Review	Development Stage	Comments
1. 2020/21 Budget	Available	05/06/2020	05/06/2020	May 2021	N/A	N/A
Environmental Management Plan	Available	2010	2015	2015	Draft	N/A

Disaster Management Plan	Available	2010	2010	2015	Review	N/A
4. Integrated Transport Plan (ITP)	District Function	N/A	N/A	N/A	N/A	N/A
5. Water Service Development Plan (WSDP)	District Function	N/A	N/A	N/A	N/A	N/A
6. 7. Local Economic Development Strategy (LED)	Available	2007	2007	2012	Draft	N/A
8. Comprehensive Infrastructure Investment Plan	Not Available					
9. Retention and Succession Plan	Available					
10.Workplace Skills Plan	Available					
	Available	2010	2010	2015	Review	

11.Integrated HIV/AIDS Programme						
12.Anti-Corruption and Fraud Prevention Strategy	Available	28/06/2018	28/06/2018	June 2019		
13.Spatial Development Framework	Available	2019	2024	2024		
14.ICT Strategy	Available	2012	2012	2017	Review	
15.Performance Management System Framework	Available	2010	2010	2015	Review	
16.Communication Strategy	Available	2010	2010	2015	Review	
17.Recruitment Strategy	Available	2015	2015	2020		
	Available					

18.Employment Equity Plan		2015	2015	2020		
19.Institutional Plan	Available					
20.LUMS	Available	2012	2012	2017	Draft	
21.IDP/Budget Process Plan 2019/20 Financial Year	Available	August 2019		August 2021	N/A	
22.Human Resource Plan	Available					
23.Supply Chain Management Policy	Available	May 2018		June 2019		
24. Policy on Disability	Draft Available	2010	2010	2015	Review	
25.Gender Policy	Draft Available	2010	2010	2015		
26.Organogram				2019		

	Available	May 2018				
27.Road Management System	Available					
28.Integrated Waste Management Plan	Available	2010	2010	2015	Draft	
29.Revenue Enhancement Strategy	Available					
30. Five Year Financial Plan	Available					
31.Energy Master Plan	NO					
32.Integrated Human Settlement Plan	NO					

SECTION 10: DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

CLUSTER: SERVICE DELIVERY, INFRASTRUCTURE AND ECONONOMIC DEVELOPMENT

КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT
SPATIAL PLANNING	 Land ownership Spatial planning Survey Building 	 Ownership of land. Compliance to legislation municipal by laws and policies. Lack of implementation of land use management schemes (LUMS) in rural areas. Illegal demarcations of sites by traditional leaders and civic bodies. Land invasion by concerned groups. 	To ensure integration in rural, urban development and use control in order to promote sustainable integrated spatial development by June 2022.	Planning and Development.

		Construction of buildings without approval.		
КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGEGENCY

LOCAL ECONOMIC DEVELOPMENT	 Local business Development (SMME) 	 Compliance to business legislations, regulations and municipal by laws. Lack of job opportunities. LED strategy review process not yet completed. Poor Education background for emerging farmers. Lack of infrastructure & for agriculture development. No functional arts and craft centre. Access roads to agriculture and tourism areas not upgraded. 	To provide a climate environment that attracts investments and reduce unemployment through the promotion of economic development.	Planning and Development.
----------------------------	--	--	---	---------------------------

	• Tourism	 No direction signs towards tourism spots. Lack of strong marketing/Brandin g of tourism areas. Negative impact on tourism industry caused by current disaster management regulations. 	To provide a climate environment that attracts investments and reduce unemployment through the promotion of economic development.	Planning and Development
КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Service Delivery & Infrastructure Development.	Sports, Arts and cultureParks	Lack of recreational faculties.	To provide safe and reliable recreational faculties.	Community Services.

КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Service and Infrastructure Development	Waste management	 Untidy environment. Illegal dumping Littering High density of serviced area. 	Provision of clean and Healthy environment on continuous basis.	Community Services.
КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Service and Infrastructure Development	Roads and storm water	 Backlog of unsurfaced roads. Traffic congestion within Thohoyandou CBD. High costs or operation and maintenance. Ageing 	To provide infrastructure and sustainable basic services on continuous basis.	Technical Services.

КРА	SPECIFIC PRIORITY	 Backlog on upgrading of RAL roads. Illegal occupation of roads reserves on both local and provincial roads. Unavailability of borrow pit. Lack of proper storm water drainage system. 	STRATEGIC OBJECTIVES	RESPONSIBLE
N A	ISSUES	PROBLEMS/ISSUES	STRATEGICOBJECTIVES	DEPARTMENT/ AGENCY
Basic Service and Infrastructure Development	• Electrificatio n	 on household electrification. Backlog on streetlights. Challenges of electrification maintenance 	To provide infrastructure and sustainable basic services on continuous basis.	Technical Services.

КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Good Governance and Public Participation	 Law enforcement Registration and licence 	 Bad driving on our roads. High number of service applications. 	To render registrations and licencing, traffic safety and law enforcement.	Community Services.
КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY

Good Governance and Public Participation	 Disability Moral movement Youth Senior citizens Gender cut crossing issues HIV/Aids 	 Non submission of disability register from ward level. Unemployment level of reasons with disability. Infection rate of HIV/AIDS. Moral decay. Threats for Covid-19 infections by youth and senior citizens. Challenges of gender- based violence. 	To ensure economic and social empowerment to persons with disability, senior citizens and mainstreaming of gender and HIV/AIDS programmes.	Corporate services
КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY

Good Governance and Public Participation	RiskInternal auditPMULegal services	Compliance to MFMA on Risk management, Internal Audit, PMU and legal services.	To provide an effective risk, audit, legal and PMU support to the municipality.	Municipal Managers Office.
КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Municipal Transformation and Institutional Development.	• HR • Labour	 Need to comply with MSA and Performance Regulations. The need to review Organisational Structure annually. 	To improve organisational performance by fostering accountability.	Corporate Services.
КРА	SPECIFIC PRIORITY ISSUES	PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY

Municipal Transformation and Institutional Development.		Information Technology	 To upgrade IT systems, including municipal server, GIS, traffic systems. 		To ensure availability of technology and system for smooth running and uninterrupted ICT services, communication and administration through the use of ICT.	Corporate services	
КРА		SPECIFIC PRIORITY ISSUES		PROBLEMS/ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY	
Financial Viability.	S0ExIn	udget CM xpenditure ncome ssets	•	Need to comply with MFMA, financial policies and regulations.	To ensure compliance with the MFMA, financial policies, Regulations and Treasury circulars.	Budget and Treasury	

SECTOR DEPARTMENT STRATEGIES CLUSTER: SERVICE DELIVERY AND INFRASTRUTURE

Table 10.2

KPA	SPECIFIC PRIORITY ISSUES	PROBLEMS / ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY	
Basic Services and Infrastructure	Transport Network and Roads	 Operations and maintenance Ageing of infrastructure Poor Funding of roads Illegal occupation of roads reserves Lack of information Poor database in terms of village names Non availability of inter modals facilities Unavailability of land Poor Road safety Lack of proper storm-water drainages system Poor road management Illegal operations of public transport Funding of transport due to bad road conditions 	To ensure that 20% of public transport operator comply with trip fares regulation and roadworthy public transport annually in order to provide safe, affordable, reliable, efficient and fully integrated transport operations and infrastructure by 2022	DEPARTMENT OF ROADS	

CLUSTER: SERVICE DELIVERY AND INFRASTRUTURE

KPA	SPECIFIC PRIORITY ISSUES		PR	OBLEMS / ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY	
Basic Services and Infrastructure	Water resource developm ent and demand managem ent Water Infrastruct ure Investmen t programm e (Public Infrastruct ure)	Distribution/ Supply of water. Water infrastructure 1. Dams, weirs and sand wells 2. Reservoirs 3. Treatment plant 4. Boreholes 5. Bulk pipe lines	1. 2. 3. 4. 5. 6. 7. 8. 9.	Theft (e.g. Cables, Cables, Communal Taps, (Transformer) Illegal connections None implementation of By Laws None integration of plans (e.g. (Settlements) Pollution of water sources (e.g. Pampers disposal) Ageing of water services infrastructures Non availability of as built drawings. Lack of operations Manuals.	To make 7 500-yard connections and 35 876 households to RDP Standard in order to provide sustainable access to safe and drinking water by June 2022	VDM	

			11.	Shortage of qualified operators. Lack of Operation and Maintenance Business Plan To facilitate and promote the provision of safe and reliable infrastructure			
Basic Services and Infrastructure	VIP Toilets Sewerage S	vstem	1.	Ground water contamination	•	To construct 35 220 units in new	
I III USITUCIUI E	Treatment F		-	(VIP toilets)		developed villages to	
	Ponds	3.13	2.	No water borne		ensure provision of	
			3.	system Land availability		sustainable basic sanitation by June	VDM
			4.	Operation and		2022.	
				maintenance			
			5.	Waste Water spillage			
Basic Services and	Energy	Households	1.	Licensing of	•	To facilitate provision	
Infrastructure	supply	connections		electrification		of electricity on	ESKOM
	and	Business				continuous basis.	

	demand managem ent Electricity infrastruct ure Investmen t programm e (Public Infrastruct ure) Electricity Electricity Substations Feeder lines	 2. Vandalism, theft and illegal connection 3. Late connections by Eskom 4. Lack of land availability for building substations 5. No master plan in place. 6. Illegal establishment on boundaries 7. O & M problem 8. Building under KV lines 	ESKOM
Basic Services and Infrastructure	RDP (Low cost housing) Gap market (Middle income) Community Residential Unit (CRU) Social Housing / family units (Flats)	1. Unavailability of land 2. Lack of proper services in place 3. Poor quality 4. Lack of funding • To facilitate and promote the provision of safe and reliable infrastructure on continuous basis.	COGHSTA

Social Housing / family units (Flats)	5.	Back log of abandoned projects	COGHSTA
	6.	Community driven not applying	
	7.8.9.10.	Poor relation between municipality and COGHSTA Integration of services Selling and rental of houses Incomplete houses	

CLUSTER: SOCIAL AND JUSTICE CLUSTER

KPA	SPECIFIC PR	IORITY ISSUES	PROBLEMS / ISSUES	STR	RATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Services and Infrastructure	Sports, Arts & Culture	Stadia Arts & Culture Centers Museum Libraries Recreational & Parks & Commentari es	1. Dilapidating facilities	•	To facilitate and promote the provision of safe and reliable infrastructure. To provide adequate places for recreation and disposal of the dead.	DEPT OF SPORTS, ARTS AND CULTURE

CLUSTER: SOCIAL AND JUSTICE CLUSTER

KPA	SPECIFIC PR	IORITY ISSUES	PROBLEMS / ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Services and Infrastructure	Schools	Primary Secondary Tertiary Special ABET	 Poor technical skills Lack of training on OHS Refurbishment and maintenance of ageing infrastructure Lack of proper sanitation structure in our school Noncompliance Norms and standards (schools) 	To facilitate and promote the provision of safe and reliable infrastructure	DEPT OF EDUCATION
Basic Services and Infrastructure	Social Facilities	Drop in Centers Child & Youth Care Centers Victim Empowerme nt Centers	Maintenance of facilities	To facilitate and promote the provision of safe and reliable infrastructure	DEPT OF SOCIAL DEVELOPMENT

		Old Age Home Centers			
KPA		IORITY ISSUES	PROBLEMS / ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Services and Infrastructure	Health Facilities S	Clinics Health Centers Hospitals Special Hospitals	1. Lack of training on OHS 2. Refurbishment and maintenance of ageing infrastructure 3. Lack of proper sanitation structure in our health facilities. 4. Non-compliance of Norms and standards (clinics and hospitals). 5. Roads leading to Clinic not maintained	To facilitate and promote the provision of safe and reliable infrastructure	DEPT OF HEALTH

Basic Services and Infrastructure	Road furniture Storm - Water Drainage System Integrated Rapid Public Transport network		 To ensure that 20% of public transport operator comply with trip fares of regulation and roadworthy public transport annually in order to provide safe, affordable, reliable, efficient and fully integrated transport operations and infrastructure by 2022 Blading of dirt roads To repair and maintain all reported repairs and breakdowns 	TRANSPORT DEPT OF ROAD AND TRANSPORT AND THULAMELA
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CLUSTER: SOCIAL AND JUSTICE CLUSTER

KPA	SPECIFIC PRIORITY ISSUES	PROBLEMS / ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Services	Police station and satellite	1. Maintenance of	To facilitate and	
and	Correctional services	facilities	promote the	
Infrastructure	Courts			SAPS

Basic Services	Law Enforcer Public safety Territorial offic		1.	Dilapidating	•	provision of safe and reliable infrastructure To provide security to all council facilities. To promote road safety by 2021/22 FY. To facilitate and	& THULAMELA
and Infrastructure				facilities		promote the provision of safe and reliable infrastructure	COGSTHA
Basic Services and Infrastructure	Building com		2.	Lack of building approval by Council as per National Building Regulation (e.g. CBD & Townships). Lack of Adherence to National Building Regulations by builders (Quality). Non Compliance with SABS Standards (SANS)	•	To facilitate and promote the provision of safe and reliable infrastructure.	THULAMELA
Basic Services and Infrastructure	Social Cohesion	Special Programme s: youth, Children, Persons with Disabilities, Older Persons,			•	To ensure that 80% of the disadvantaged focus groups are economically empowered in order to improve the quality of life	THULAMELA, VDM

КРА		Gender, Moral Regenerati ons Movement RITY ISSUES	PR	OBLEMS / ISSUES	STI	RATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Basic Services and Infrastructure	Services	Primary Health Care	 2. 3. 	The spread of HIV, STI's & TB, Stigma & Discrimination attached to HIV & TB Non functionality local AIDS Councils.	•	To ensure that all sectors & AIDS Councils are functional for effective and efficient HIV / TB programmes in order to achieve healthy life style by 2022	VDM & DEPT OF HEALTH
Basic Services and Infrastructure	Fire & Rescue	Services	1.	Inadequate response to incidence due to shortage of fire engines, rescue vehicles & operational communication. Veld fires	•	To ensure 100 % response to all reported incidence within 72 hours	VHEMBE DISTRICT MUNICIPALITY
Basic Services and Infrastructure	Disaster Risk M	lanagement	1.	Lack of adequate communication facilities Lack of commitment from stakeholders	•	100% response to incidents within 72 hours.	VHEMBE DISTRICT MUNICIPALITY

			3.	Delay in supply of disaster relief. No essential service level agreement and lack of volunteers			
Basic Services and Infrastructure	Municipal Health Services	Waste Managem ent and Air Quality	 2. 3. 4. 6. 	management in rural areas. Air quality plan. Noncompliance to environmental legislations.	٠	To empower all recognized community structures on environmental health issues in order to achieve clean and healthy environment	THULAMELA ,VHEMBE DISTRICT MUNICIPALITY

CLUSTER: ECONOMIC DEVELOPEMENT

KPA	SPECIFIC PRIORITY ISSUES	PROBLEMS / ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Local Economic Development	Agricultural, Forestry and Rural Development	 Farm encroachment. Grazing camps. Stock-theft. Animal branding/ registration (stock theft and accidents) Illiteracy/ Lack of technical skills Noncompliance and implementation of strategy by other stakeholders e.g Local Municipalities & Sector departments None alignment of (development) function (Parallel development) Less prioritization of agricultural activities (food security) 	To ensure that 10 Agricultural, and 5 Manufacturing worker cooperatives are transformed into commercial user cooperatives to maximize farmers' and contractors' profit and jobs creation by June 2022	DEPT OF RURAL DEVELOPMENT, AGRICULTURE AND VDM, THULAMELA

Local		 9. Lack of land administration guidelines/proce dures 10. Provision of production infrastructure for agricultural development 11. Lack of integrated planning from local level 12. Invasion of prime agricultural land authorized by local traditional leaders and the local municipalities 1. Lack of proper Ensure an inclusive
Economic Development		infrastructure to support and integration, agricultural development creation, and inequality reduction through infrastructure development development rural development and integration, and inequality reduction through infrastructure development
Local Economic Development	Rural Enterprise and Industry Development	 Insufficient support (mechanization and inputs) to farmers to be fully productive Revitalize agriculture and the Agro-Processing value chain in trying to ensure growth in the Agricultural Sector Revitalize agriculture and the Agro-Processing value chain in trying to ensure growth in the Agricultural Sector

		1. Food Security	To provide support to small holder producers at household level	RURAL DEVELOPMENT & LAND REFORM
KPA	SPECIFIC PRIORITY ISSUES	PROBLEMS / ISSUES	STRATEGIC OBJECTIVES	RESPONSIBLE DEPARTMENT/ AGENCY
Local Economic Development	Rural Development	Incomprehensive farmer support	Provision of a comprehensive farm development support to small holder farmers & Land Reform Beneficiaries	RURAL DEVELOPMENT & LAND REFORM
Local Economic Development	Rural Development	High number of land claims not finalized	Settlement and finalization of land claims	RURAL DEVELOPMENT & LAND REFORM

SECTION 11: ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES



President Cyril Ramaphosa – SONA 2021

STATE OF THE NATIONAL ADDRESS BY PRESIDENT C. RAMAPHOSA IN THE NATIONAL ASSEMBLY, FEBRUARY 2021

His major focuses on:

- Economy that is not growing
- Creation of jobs to end unemployment
- SOEs challenges, paying focus on ESKOM
- Education access for the youth and provision of quality education
- The need to create social compact
- Implementing the NDP
- Job Summit
- Fight crime, corruption and state capture
- Challenges of Eskom and load shedding
- President commission and climate change
- Fixing public finances
- Presidential infrastructure office
- Investment conference
- Fourth industrial revolution
- Land reform
- African continental Free Trade Area
- South Africa's AU chairmanship
- District Developmental Model

BUDGET SPEECH

It was delivered in the national Assembly in Cape Town in February 2021 by the Minister of Finance, Mr Tito Mboweni.

Mr Mboweni presented the following key documents:

- The Budget Speech
- The 2021 Estimates of nation Expenditure
- The Division of Revenue Bill
- The Appropriation Bill and
- The Public Audit Excess Fee Bill

The Budget presented was built on six fundamental prescripts

- Achieving a higher rate of economic growth
- Increasing tax collection
- Reasonable, affordable, expenditure
- · Stabilising and reducing debt
- Reconfiguring state-owned enterprises
- Managing the public sector wage bill
- Challenges brought by Covid 2019

The Minister acknowledged challenges to achieve above mentioned key areas but urged the nation to rally behind government to deal with economic challenges to state faces.

Developments since the October 2020 Medium Term Budget Policy Statement:

The following were Mr Mboweni Key Areas of Focus:

- ✓ Budget deficit
- ✓ Economic growth
- ✓ Macroeconomic conditions
- Tax Revenue and Raising SARS Capacity
 - The following were his keys focus:
 - ✓ He further urged taxpayer to be fully compliant and pays their fair share
- Expenditure:

The following were Mr Mboweni's Remarks

- ✓ Steps to adjust baseline expenditure downwards
- State-Owned Enterprise Restructuring:
- The Consolidated Fiscal Framework:

The focused on: - Stabilizing the national debt

- Government Spending
- Division of Revenue
 The Review of budget focused on pro-poor spending

Medium - Term spending plans

- Fulfilling Government's programme of Action
 Mr Mboweni reiterated the five Task set out by the President.
 - ✓ Accelerate inclusive growth and create jobs
 - ✓ Improve the education system and development of skills

- ✓ Improve conditions of poor south Africans
- ✓ Fight corruption and state capture
- ✓ Strengthening the capacity of the state to address the needs of South Africans
- Combating Crime and Corruption
- Strengthening the capacity and capability of the state to address the needs of the people.

Various grants are still available for municipalities to render basic services

There is a need to build a strong culture of payment in our Country

Government departments were urged to pay for the services in various municipalities

Minister Mboweni further warned of the threats of Corona Virus that it will disrupt economic activities and normal life for all in the country and the world at large if the process of vaccination is not speeded up.

STATE OF THE PROVINCE ADDRESS DELIVERED BY THE PRIMIER OF LIMPOPO PROVINCE TO THE SIX LIMPOPO PROVINCIAL LEGISLATURE, FEBRUARY 2021

The following were the Premier's main presentation:

- A Growing Economy for All
 - The Premier focused on the following issues: -
 - ✓ Commitment to grow the economy and create jobs, particularly young people
 - ✓ To attract investments in the provincial economy
 - ✓ He touched on technical recession the country once faced
 - ✓ Acceleration and consolidate economic integration within SADC through SEZ
 - ✓ Mineral resources in Limpopo Province
 - ✓ Role of SMMEs
 - ✓ National Biodiversity Economy Programme
 - ✓ Road Infrastructure development
 - ✓ Economic benefits
 - ✓ Delivery of basic service to the people, including electricity, sanitation, housing, handing over deeds
- The Premier also focused his speech on the following areas:
 - ✓ Restoring good corporate governance/Ethical and developmental state
 - ✓ Municipalities vs MIG spending
 - ✓ Access to Education
 - ✓ Affordable health care, fight against diseases e.g. HIV and AIDS and COVID 19
 - ✓ Role of Traditional Leaders
 - ✓ Safer communities

MUNICPAL STRATEGIC PLANNING SESSION

The Municipality has not confirmed the strategic session for 2020/21 Financial Year The last session was held on the 14-16 March 2018 at Tshipise Aventura Resort.

The following Key Areas were part of the discussions then:

- Reflection on 2016 Strategic Resolutions
- Strategic Objections and Projects
- 2017/18 FY: Mid-Year Assessment Report
- Greening Thulamela & Improving Law Enforcement, Licencing & Vision 2030
- Institutional Development, Good Governance, Putting People First & Vision 2030
- Revenue Enforcement, Property Rates, Planning & Vision 2030
- Villages Surfacing Partnerships, Electricity Provision, Electricity Distribution Licence, Infrastructure Development & Vision 2030

SECTION 12: PROGRAMMES AND PROJECTS OF SECTOR DEPARTMENTS: THULAMELA MUNICIPALITY



THULAMELA MUNICIPALITY PROJECTS

DEPARTMENT: MUNICIPAL MANAGER'S OFFICE

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

CLUSTER: GOVERNANCE AND ADMINISTRATION

NO	PROJECT NAME	WAR LOCATION D NO			LOCATION	BUDGET PLANNING			SOURCE OF	RESPONSIBLE DEPARTMENT/
				2021/22	2022/23	2023/24	FUNDING	AGENCY		
1.	SECURITY EQUIPMENT		THULAMELA	R700 000	R200 000		OWN FUNDING			

2.	LAPTOPS	THULAMELA	R60 000	R60 000	R60 000	OWN FUNDING	
3.	PRINTERS	THULAMELA	R40 000	R20 000	R20 000	OWN FUNDING	
4.	FURNITURE	THULAMELA	R30 000	R10 000	R30 000	OWN FUNDING	
5.	SECURITY VEHICLE	THULAMELA	R400 000		R250 000	OWN FUNDING	

DEPARTMENT: Corporate Services

KPA: Municipal Transformation & Organisational Development

CLUSTER: Governance & Administration

NO	PROJECT NAME	WARD	LOCATION	Bl	JDGET PLANNI	NG	SOURCE OF	RESPONSIBLE
		NO					FUNDING	DEPARTMENT/ AGENCY
				2021/22	2022/23	2023/24		
1.	Website Redevelopment		Head Office	R1250,000	-		Own Funding	Corporate Services
2.	Furniture and Office Equipment: Steel Cabinet - Corporate Services		Head Office	R250,000	-		Own Funding	Corporate Services
3.	Furniture and Office Equipment: Furniture and equipment		Head Office	R250,000	-		Own Funding	Corporate Services
4.	Corporate Services Steel cabinets		Head Office	-	-		Own Funding	Corporate Services

5.	Computer Software and Applications: CS Networking	Head Office	-	-	Own Funding	Corporate Services
6.	Computer Software and Applications: CS Traffic System	Head Office	-	-	Own Funding	Corporate Services
7.	Computer Software and Applications: CS Thulamela Application	All Offices	R800,000	-	Own Funding	Corporate Services
8.	Computer Software and Applications: CS (EDMS) Electronic Document System)	All Offices	R3,100,000	R2,100,000	Own Funding	Corporate Services
9.	Transport Assets: Grader	Head Office	-	-	Own Funding	Corporate Services
10.	Transport Assets: Solid Waste Vehicle	Head Office	R1,500,000	-	Own Funding	Corporate Services
11.	Computer Software and Applications: CS Access Control System	Head Office	-	-	Own Funding	Corporate Services
12.	Computer Equipment : CS Networking	Head Office	R650,000	R250,000	Own Funding	Corporate Services

13.	Computer Equipment: CS Servers	Head Office	R2,340,000	-	Own Funding	Corporate Services
14.	Computer Equipment: CS CCTV	Head Office	R650,000	R450,000	Own Funding	Corporate Services
15.	Mobility Asset Tracker	Head Office	R900,000	-	Own Funding	Corporate Services
16.	Vehicle Tracking System	Head Office	-	-	Own Funding	Corporate Services
17.	IT Management software	Head Office	R800,000	-	Own Funding	Corporate Services
18.	Computer Equipment: Computer and Laptop Cs	Head Office	R850,000	R850,000	Own Funding	Corporate Services
19.	Furniture and Office Equipment: CS Printer	Head Office	R100,000	R120,000	Own Funding	Corporate Services
20.	Computer Equipment: CS IT Equipment	Thulamela	R120,000	R120,000	Own Funding	Corporate Services
21.	Computer Equipment: Computerised Recording System	Head Office	R50,000	-	Own Funding	Corporate Services
22.	Computer Equipment: Security Equipment	Head Office	R700,000	R700,000	Own Funding	Corporate Services

23. Iransport A	Assets:	Head	-	-	Own Funding	Corporate
Governan	ce Mobile Truck	Office				Services

DEPARTMENT: COMMUNITY SERVICES

KPA: Basic Service Delivery

CLUSTER: Service Delivery & Infrastructure Development

NO	NO PROJECT NAME		AME WAR LOCATION D NO		BUDGET PLANNING			RESPONSIBLE DEPARTMENT/
				2021/22	2022/23	2023/24	FUNDING	AGENCY
1.	Machinery and Equipment: Plant machinery and equipment		Thohoyandou	R350,000	-		Own funding	Community Services
2.	Machinery and Equipment: Tools and equipment		Thohoyandou	R250,000	-		Own Funding	Community Services
3.	Transport Assets: Grader		Thohoyandou	R3,000,000	-		Own Funding	Community Services
4.	Tshaulu Testing Station WIP		Tshaulu	R4,000,000	-		Own Funding	Community Services
5.	Mandala Testing Station WIP		Mandala	R4,000,000	-		Own Funding	Community Services

6.	Landfill Sites: Gundani Landfill Site	Mafukani	R6,000,000	-	MIG	Community Services
7.	Landfill Sites: Gundani Landfill Site WIP	Mafukani	-	-	MIG	Community Services
8.	Landfill Sites: Solid Waste Thohoyandou Landfill Site WIP	Thohoyandou	-	-	MIG	Community Services
9.	Machinery and Equipment: Street Sweeper	Thohoyandou	-	R2,000,000	Own Funding	Community Services
•						
11.	Machinery and Equipment: Tools and equipment	Thohoyandou	R100,000	R100,000	Own Funding	Community Services
13.	Transport Assets: Solid Waste Vehicle	Thohoyandou	R3,000,000	R3,000,000	Own Funding	Community Services
14.	Solid waste vehicle	Thohoyandou	-	-		Community Services
15.	Gundani Landfill Site	Mafukani	-	-		Community Services
16.	Thohoyandou Landfill Site	Thohoyandou	-	-		Community Services

17.	Thohoyandou Landfill Site	Thohoyandou	R16,000,000	-	MIG	Community Services
20.	Boreholes: Makhuvha Mutale Boreholes	Makhuvha & Mutale	-	-	Own Funding	Community Services
21.	Machinery and Equipment: Plant machinery and equipment	Thohoyandou	R500,000	RR500,000	Own Funding	Community Services
22.	Transport Assets: Solid Waste Vehicle	Thohoyandou	R700,000	-	Own Funding	Community Services
25.	Outdoor Facilities: Makonde Stadium WIP	Makonde	R50,000	-	MIG	Community Services
26.	Outdoor Facilities: Makwarela Stadium WIP	Makwarela	R50,000	-	MIG	Community Services
27.	Basic Sports Facility Mutale	Mutale	-	R6,000,000		Community Services

DEPARMENT: Planning & Development

KPA: Spatial Rationale & Local Economic Development

CLUSTER: Service Delivery & Infrastructure Development & Economic

NO	PROJECT NAME	WARD NO			BUDGET PLA	NNING	SOURCE OF	RESPONSIBLE DEPARTMENT/
				2021/22	2022/23	2023/24	FUNDING	AGENCY
1.	Shayandima Industrial Area Development WIP		Shayandima	R20 000 00	R30 000 000		THULAMELA OWN FUNDING	Technical Services.
2.	Tshilidzini Trading Area		Tshilidzini hospital		R2M	R5M	MIG	Planning & Development
3.	Corn Tortilla Chips (maize snacks)		Shayandima Industrial Area		R1.5M	R4M	MIG	Planning & Development
4.	Tyre Recycling Factory		Shayandima industrial area		R1M	R2.5M	OWN FUNDING	Planning & Development
5.	Tshilamba Light Industrial Area		Mutale		R2M	R10M	MIG	Planning & Development

6.	Fridge & Aircon	Shayandima		R3M	R6M	Own	Planning &
	manufacturing	industrial area				Funding	Development
7.	Shoe Manufacturing	Shayandima		R2M	R6M	Own	Planning &
		industrial area				Funding	Development
8.	Development of Thulamela	Maniini		R1.5M	R2M	MIG	Planning &
	Storage Facility (Old						Development
	Thulamela Show Site)						
9.	Tarred Road to Matsika	Matsika		R3M	R5M	MIG	Planning &
	Banana Irrigation Scheme						Development
10.	Center:Tshilamba Arts	Tshilamba		R18M		Own	Planning &
	Centre			R4M		Funding	Development
				K4/VI			
11	Widening of Road:Sibasa	Sibasa,		R15 000		MIG	PLANNING &
	Circle to Makearela	Makwarela		000			DEVELOPMENT
12	Widening of road:2010	Thohoyandou		R15 000 000		MIG	PLANNING &
	center to Khoroni Hotel						DEVELOPMENT
	Intersection						
13	Land Survey Software	Thulamela		R50 000		OWN	PLANNING &
						FUNDING	DEVELOPMENT
14	Planning Computers and	Thulamela	R200 000	R150 000	R100 000	OWN	PLANNING &
	Laptops					FUNDING	DEVELOPMENT

15	Markets: Vhufuli Trading Area WIP	Vhufuli				PLANNING & DEVELOPMENT
16	Township Establishments Dermacation of sites		R15 000 000	R11 000 000		PLANNING & DEVELOPMENT
17	Valuation Roll and Supplementary Roll		R1 500 000	R15 000 000		PLANNING & DEVELOPMENT

DEPARMENT: TECHNICAL SERVICES

KPA: BASIC SERVICE DELIVERY

CLUSTER: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

NO.	PROJECT NAME	LOCATION	BUDGET PL	ANNING		SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT/AGENCY
			2021/22	2022/23	2023/24		
1.	ELECTRIFICATION OF 224 HOUSEHOLDS	TSWINGA(DAMBUWO)	R4 320 000			DOE(INEP GRANT)	THULAMELA MUNICIPALITY
							MONICIPALITY
2.	ELECTRIFICATION OF 200	TSHIFIFI	R3 600			DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS		000				MUNICIPALITY
3.	ELECTRIFICATION OF 200	ITSANI BLOCK D	R3 600			DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS		000				MUNICIPALITY

	ELECTRIFICATION OF 110 HOUSEHOLDS	LUNUNGWI	R1 980 000		DOE(INEP GRANT)	THULAMELA MUNICIPALITY
	HOOSEHOLDS		000			WONCH ALTT
5.	ELECTRIFICATION OF 200	HALAMBANI	R3 600		DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS		000			MUNICIPALITY
6.	ELECTRIFICATION OF 50		R900 000		DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS					MUNICIPALITY
7	ELECTRIFICATION OF 130	MPHEGO	R2 340		DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS		000			MUNICIPALITY
8	ELECTRIFICATION OF 130	TSHILIVHO EXT	R23 400		DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS		000			MUNICIPALITY
9	ELECTRIFICATION OF 225	MANGONDI/SIDOU	R40 500		DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS		000			MUNICIPALITY
10	ELECTRIFICATION OF 398	TSWINGA B NEW EXT		R7 164	DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS			000		MUNICIPALITY
11	ELECTRIFICATION OF 50	TSHAMULUNGWI		R900 000	DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS					MUNICIPALITY
12	ELECTRIFICATION OF 150	HALAMBANI EXT C		R2 700	DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS			000		MUNICIPALITY
13	ELECTRIFICATION OF 310	MAKONDE SHODANI		R5 580	DOE(INEP GRANT)	THULAMELA
	HOUSEHOLDS			000		MUNICIPALITY

14	ELECTRIFICATION OF 50 HOUSEHOLDS	TSHIRENZHENI EXT 2		R900 000		DOE(INEP GRANT)	THULAMELA MUNICIPALITY
15	ELECTRIFICATION OF 100 HOUSEHOLDS	TSHITANINI			R1 800 000	DOE(INEP GRANT)	THULAMELA MUNICIPALITY
16	ELECTRIFICATION OF 100 HOUSEHOLDS	TSHIKWAMARADZHE			R1 800 000	DOE(INEP GRANT)	THULAMELA MUNICIPALITY
17	ELECTRIFICATION OF 100 HOUSEHOLDS	MBILWI(MAKANGA)			R1 800 000	DOE(INEP GRANT)	THULAMELA MUNICIPALITY
18	ELECTRIFICATION OF 60 HOUSEHOLDS	TSHANDAMA			R939 130,43	DOE(INEP GRANT)	THULAMELA MUNICIPALITY
19	ELECTRIFICATION OF 50 HOUSEHOLDS	TSHIRENZHENI EXT 2			R1 080 000	DOE(INEP GRANT)	THULAMELA MUNICIPALITY
20	ELECTRIFICATION OF 512 HOUSEHOLDS	MAHEMATSHENA BLOCK D			R9 216 000	DOE(INEP GRANT)	THULAMELA MUNICIPALITY
21	ELECTRIFICATION OF 100 HOUSEHOLDS	MALAVUWE EXT 2			R1 800 000	DOE(INEP GRANT)	THULAMELA MUNICIPALITY
22	ROADS: THOHOYANDOU N		R1 000 000			THULAMELA MUNICIPALITY(OWN FUNDING)	THULAMELA MUNICIPALITY
23	ROADS: MAKWARELA EXT 3		R8 408 377			THULAMELA MUNICIPALITY(MIG)	THULAMELA MUNICIPALITY

24	ROADS: MAKWARELA EXT 3		R500 000			THULAMELA	THULAMELA
						MUNICIPALITY(OWN	MUNICIPALITY
						FUNDING)	
25	ROADS: UNIVENTO		R2 000			THULAMELA	THULAMELA
	MAUNGANI		000			MUNICIPALITY(OWN	MUNICIPALITY
						FUNDING)	
26	BRIDGE: LAMBANI		R1 000			THULAMELA	THULAMELA
			000			MUNICIPALITY(MIG)	MUNICIPALITY
27	BRIDGE:TSHINDONGANA		R16 500			THULAMELA	THULAMELA
			000			MUNICIPALITY(MIG)	MUNICIPALITY
28	ROADS: MUKUMBANI		R28 000	R30 000		THULAMELA	THULAMELA
			000	000		MUNICIPALITY(MIG)	MUNICIPALITY
29	ROADS: TSHILAMBA	TSHILAMBA	R13 500	R36 500		MIG	THULAMELA
			000	000			MUNICIPALITY
30	ROADS: THOHOYANDOU J	THOHOYANDOUJ	R10 000	R20 000		MIG	
			000	000			
31	ROADS:THOHOYANDOUJ	THOHOYANDOUJ		R20 000		OWN FUNDING	THULAMELA
				000			MUNICIPALITY
32	PLANT AND MACHINERY	THULAMELA	R300 000	R1 500	R1 500 00	OWN FUNDING	THULAMELA
				000			MUNICIPALITY

33	ROADS: MAKHUVHA RING	MAKHUVHA		R10 000	R30 000 000	MIG	THULAMELA
	ROAD			000			MUNICIPALITYY
34	ROAD:UIF TO SHELL GARAGE	THOHOYANDOU	R12 000			OWN FUNDING	THULAMELA
			000				MUNICIPALITY
35	ROAD:PARADISE TO OLD KFC	THOHOYANDOU	R10 000			OWN FUNDING	THULAMELA
			000				MUNICIPALITY
36	INDUSTRIAL PARK	SHAYANDIMA	R20 000	R30 000		MIG & OWN	THULAMELA
	DEVELOPMENT		000	000		FUNDING	MUNICIPALITY
37	ROAD: MAPATE ACCESS ROAD	MAPATE			R20 000 000	MIG & OWN	THULAMELA
						FUNDING	MUNICIPALITY
38	ROAD:SHANZHA	SHANZHA-			R20 000 000	MIG & OWN	THULAMELA
	TSHIVHILIDULU	TSHIVHILUDULU				FUNDING	MUNICIPALITY
39	STREETLIGHTS:	THOHOYANDOUD, E		R6 000		MIG	THULAMELA
	THOHOYANDOU DAND E			000			MUNICIPALITY
40	HIGHMAST: THOHOYANDOU E	THOHOYANDOUE				MIG & OWN	THULAMELA
						FUNDING	MUNICIPALITY
41	HIGHMAST: THOHOYANDOU C	THOHOYANDOUC	R1 200			OWN FUNDING	THULAMELA
			000				MUNICIPALITY
42	STREETLIGHTS:THOHOYANDOU		R300 000			MIG & OWN	THULAMELA
	G EXT					FUNDING	MUNICIPALITY

43	HIGHMAST: DONALD FRASER			R600 000		MIG & OWN	THULAMELA
						FUNDING	MUNICIPALITY
44	HIGHMAST: MAKUYA			R600 000		MIG & OWN	THULAMELA
						FUNDING	MUNICIPALITY
45	HIGHMAST: TSHITEREKE			R600 000		MIG & OWN	THULAMELA
						FUNDING	MUNICIPALITY
46	HIGHMAST: THOHOYANDOU K	MANIINI			R300 000	MIG & OWN	THULAMELA
	ANDM					FUNDING	MUNICIPALITY
47	HIGHMAST: TSHILILO DUTHUNI	TSHISAHULU			R600 000	MIG & OWN	THULAMELA
	ROAD					FUNDING	MUNICIPALITY
48	STREETLIGHTS: HOLLYWOOD	MAKWARELA EXT 3			R11 000 000	MIG & OWN	THULAMELA
	TO SIBASA					FUNDING	MUNICIPALITY
49	MECHANICAL	TSHILAMBA	R800 000			OWN FUNDING	THULAMELA
	WORKSHOP:TSHILAMBA						MUNICIPALITY
50	ASPHALLPLANT	TSHILUNGOMA	R800 000			OWN FUNDING	THULAMELA
	SHED:TSHILUNGOMA						MUNICIPALITY

DEPARTMENT: PUBLIC WORKS, ROADS AND INFRASTRUCTURE

KPA: BASIC SERVICE DELIVERY

CLUSTER: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

NO.	PROJECT NAME	LOCATION	BUDGET PLAN	NING		SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT/AGENCY
			2021/22	2022/23	2023/24		, , , , , , , , , , , , , , , , , , , ,
1.	MARUDE SCHOOL CONSTRUCTION OF 3 NEW	THOHOYANDOU	R41 000 000			EDUCATION	PIBLIC WORKS, ROADS AND INFRUSTRUCTURE
	COMBO TECHNICAL WORKSHOP, 1 NUTRITIONAL						
	WORKSHOP CENTER, 5 NEW						
	CLASSROOMS, 18 NEW WATERBORNE TOILETS,						
	GUARD HOUSE.						

DEPARTMENT: COGHSTA (HUMAN SETTLEMENT)

KPA: BASIC SERVICE DELIVERY

CLUSTER: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

NO.	PROJECT NAME	LOCATION	BUDGET PLANNING			SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT/AGENCY
			2021/22	2022/23	2023/24	101151110	

1.	PROVISION OF RDP HOUSING	THULAMELA	R31 203 090		COGGSTA	
		VILLAGES			(HUMAN	
					SETTLEMENT)	

DEPARTMENT: TRANSPORT AND COMMUNITY AND COMMUNITY SAFETY

KPA: BASIC SERVICE DELIVERY

CLUSTER: SERVICE DELIVERY AND INFRASTRUCTURE

NO.	PROJECT NAME	LOCATION	BUDGET PLAN	BUDGET PLANNING			RESPONSIBLE DEPARTMENT/AGENCY
			2021/22	2022/23	2023/24	FUNDING	
1.	SUBSIDIZED BUS SERVICE	THULAMELA AND OTHER LOCAL MUNICIPALITIES IN THE DISTRICT.	R37 000 000	R388 000 000	R364 000 000	TRANSPORT AND COMMUNITY SAFETY	TRANSPORT AND COMMUNITY SAFETY
2.	CONSTRUCTION OF K53 TESTING GROUNDS AND EOV OIT AT THOHOYANDOU TRAFFIC STATION	TSHILUNGOMA	R5 000 000	R11 080 000	R17 218 000	TRANSPORT AND COMMUNITY SAFETY	TRANSPORT AND COMMUNITY SAFETY

3.	INSTALLATION OF A SUPPLEMENT WATER SYSTEM, MAINTENANCE AND REPAIRS OF THE THOHOYANDOUTAXI RANK	THOHOYANDOU CBD	R3900 000	R4100 000	R4100 000	TRANSPORT AND COMMUNITY SAFETY	TRANSPORT AND COMMUNITY SAFETY
4.	MAINTENANCE OF TRAFFIC FACILITIES	TSHILUNGOMA	R4874 000	R6382 000	R6688 000	TRANSPORT AND COMMUNITY SAFETY	TRANSPORT AND COMMUNITY SAFETY
5.	YCOP PROJECT: SAPS SUPERVISED PATROLS BY IDENTIFIED YOUTH	THULAMELA AND OTHER LOCAL MUNICIPALITY	R640 000	R640 000	R640 000	TRANSPORT AND COMMUNITY SAFETY	TRANSPORT AND COMMUNITY SAFETY
6.	CPTED PROJECT: CLEANING AND CLEARING OF CONTACT CRIME HOTSPOTS	THULAMELA AND OTHER LOCAL MUNICIPALITIES	R400 000	R400 000	R400 000	TRANSPORT AND COMMUNITY SAFETY	TRANSPORT AND COMMUNITY SAFETY
7.	RURAL SAFETY VIOLENCE AGAINST VULNERABLE AGAINST VULNERABLE GROUPS, DRUG AND SUBSTANCE ABUSE, PUBLIC PARTICIPATION, SCHOOL SAFETY, TOURISM SAFETY	THULAMELA LOCAL MUNICIPALITIES	R600 000	R600 000	R600 00	TRANSPORT AND COMMUNITY SAFETY	TRANSPORT AND COMMUNITY SAFETY

AND SAFETY IN HEALTH			
SECTOR.			

DEPARTMENT: SPORTS, ARTS AND CULTURE

KPA: BASIC SERVICE DELIVERY

CLUSTER: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

NO.	PROJECT NAME	LOCATION	BUDGET PLANNING			SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT/AGENCY
			2021/22	2022/23	2023/24		
1.	THULAMELA LIBRARY MAINTENANCE AND UPGRADE	THOHOYANDOU	R700 000			SPORTS, ARTS AND CULTURE	SPORTS, ARTS AND CULTURE
2.	KHUBVI LIBRARY: MAINTENANCE OF EXISTING LIBRARY	KHUBVI				SPORTS, ARTS AND CULTURE	SPORTS, ARTS AND CULTURE

DEPARTMENT: AGRICULTURE AND RURAL DEVELOPMENT

KPA: LOCAL ECONOMIC DEVELOPMENT

CLUSTER: ECONOMIC

NO.	PROJECT NAME	LOCATION	BUDGET PLANNING			SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT/AGENCY
			2021/22	2022/23	2023/24	131131113	
1.	MATSIKA PACKHOUSE (FRUIT BANANA)	MATSIKA	R1054 000			AGRICULTURE AND RURAL DEVELOPMENT	AGRICULTURE AND RURAL DEVELOPMENT
2.	LWAMONDO TRAINING CENTRE; ESTABLISHMENT OF LIMPOPO SKILLS ACADEMY	LWAMONDO	R19 000 000			AGRICULTURE AND RURAL DEVELOPMENT	AGRICULTURE AND RURAL DEVELOPMENT
3.	SUPPORT FOR TARGETED GROUPS (YOUTH AND PEOPLE WITH DISABILITIES ENTERPRISE)	ALL MUNICIPALITIES IN THE DISTRICT	R1000 000 (YOUTH) R500 000(PWD0				

DEPARTMENT: LEDET

KPA: LOCAL ECONOMIC DEVELOPMENT

CLUSTER: ECONOMIC

NO.	PROJECT NAME	LOCATION	BUDGET PLANNING			SOURCE OF FUNDING	RESPONSIBLE DEPARTMENT/AGENCY
			2021/22	2022/23	2023/24	, chemic	
1.	MAKUYA TRAILS	MAKUYA NATURE RESERVE	R360 000			LEDET (ENVIRONMENT)	LEDET (ENVIRONMENT)
2.	A CULTURAL CAMP WITH ACCOMMODATION AT THE RONDAVELS	LWAMONDO	R5 000 000			LEDET (ENVIRONMENT)	LEDET (ENVIRONMENT)
3.	LIMPOPO WILDLIFE RESORTS: COMMERCIALISATION OF MAKUYA AND NWADEDI	MAKUYA NATURE RESERVE				LEDET (ENVIRONMENT)	LEDET (ENVIRONMENT)
4.	TSHIROVHA WATERFALLS; DEVELOPMENT OF CHALETS AND TENTED CAMPS WITH CONFERENCE HALL AND KITCHEN	MUKUMBANI	R31,1 M			LEDET (ENVIRONMENT)	LEDET (ENVIRONMENT)

5.	AFRICAN IVORY ROUTE MUTALE CAMP: TENTED SAFARI CAMP		R5 000 000		LEDET (ENVIRONMENT)	LEDET (ENVIRONMENT)
6.	PHIPHIDI WATERFALLS: DEVELOPMENT OF CHALETS AND CONFERENCE HALL	PHIPHIDI	R31 000 000		LEDET (ENVIRONMENT)	LEDET (ENVIRONMENT)