

MUTALE MUNICIPALITY



A DEVELOPMENTAL MUNICIPALITY THAT ENSURES SUSTAINABLE
ECONOMIC GROWTH AND EQUITABLE SERVICE DELIVERY

2012/13- 2016/17 IDP

FOREWORD BY THE MAYOR

It is indeed a great honour and privilege for me as the mayor of Mutale Local Municipality to present our Integrated Development plan (IDP) for 2012-2016. Mutale Integrated Development Plan identity developmental needs as well as providing guidelines on how to achieve identity goals in the line with the municipal budget. This Integrated Development Plan will assist our municipal towards reaching its goals of being community – centered, that ensures sustainable, economic growth equitable service delivery.

We will ensure that all identified programmes and projects are implemented without any failure. Our priority areas as identified by the communities will not exclude the empowerment of youth, women and people with disability. Once more, our system of governance both politically and administratively have ensured that our spending pattern strives to be in line with service delivery and budget implementation plan (SDBIP). This is indeed a moment of working together to speed up service delivery.

In this financial year, we look forward to consolidate and improve service delivery; we believe that, together we can achieve more for the sustainable economic growth and equitable service delivery.

MAYOR

DATE

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SECTION 1: EXECUTIVE SUMMARY

1.1 Mutale Municipality

Mutale Local Municipality is a category B Municipality as determined in terms of section 4 of the Act and was established in the year 2000 in terms of Local Government Municipal Structures Act no. 117 of 1998. It is a Municipality with the executive committee as contemplated in section 3(b) of the Northern Province determination of types of Municipality Act of 2000.

1.2 Powers and Functions

Mutale Local Municipality has the following powers and functions assigned to it in terms of section 156 and 229 of the constitution of the Republic of South Africa:

1. Street trading
2. Street lighting
3. Pounds
4. Noise pollution
5. Refuse removal
6. Control of public nuisances
7. Local amenities
8. Traffic
9. Cleansing
10. Billboards and display of advertisement in public places
11. Markets
12. Municipal parks and recreation
13. Local sports facilities
14. Local tourism
15. Municipal abattoirs'
16. Municipal Planning
17. Municipal roads
18. Pontoons and ferries
19. Public places
20. Storm water
21. Trading regulation
22. Traffic and parking
23. Building regulations
24. Air pollution
25. Cemeteries
26. Child facilities
27. Cleansing
28. Control of undertakings that sell liquor
29. Facilities for accommodation and care for burial for animals
30. Fencing and fences

1.3 Spatial Location and Description

Mutale Local Municipality is one of the four local municipalities comprising Vhembe District Municipality. It is situated in the far north eastern corner of the District. The Kruger National Park forms the eastern boundary of Mutale Local Municipality, with the Limpopo River forming the north eastern boundary. Municipality shares the borders with Musina Local Municipality and Zimbabwe on the North, Mozambique on the East, Makhado Local Municipality to the west and Thulamela Local Municipality to the south. The Municipality is accessed through R525 linking the Kruger National Park to the other local municipalities within Vhembe District. It can also be accessed through P277/1 linking Thohoyandou and Mutale.

Mutale municipality as a rural municipality has lots of opportunities for development and has vast land available for exploitation hence it is an environmental sensitive area. Opportunities are available in the area of Agriculture, Mining, Tourism, Arts and culture. The exploitation of the above issues can have a positive contribution to the development of the municipality.

The Municipality's strategic location affords it many opportunities for tourism development. The total population of Mutale Municipality is estimated at 131 215. It is estimated that 24 239 households live in the Municipality area and the average household size is 5 persons.

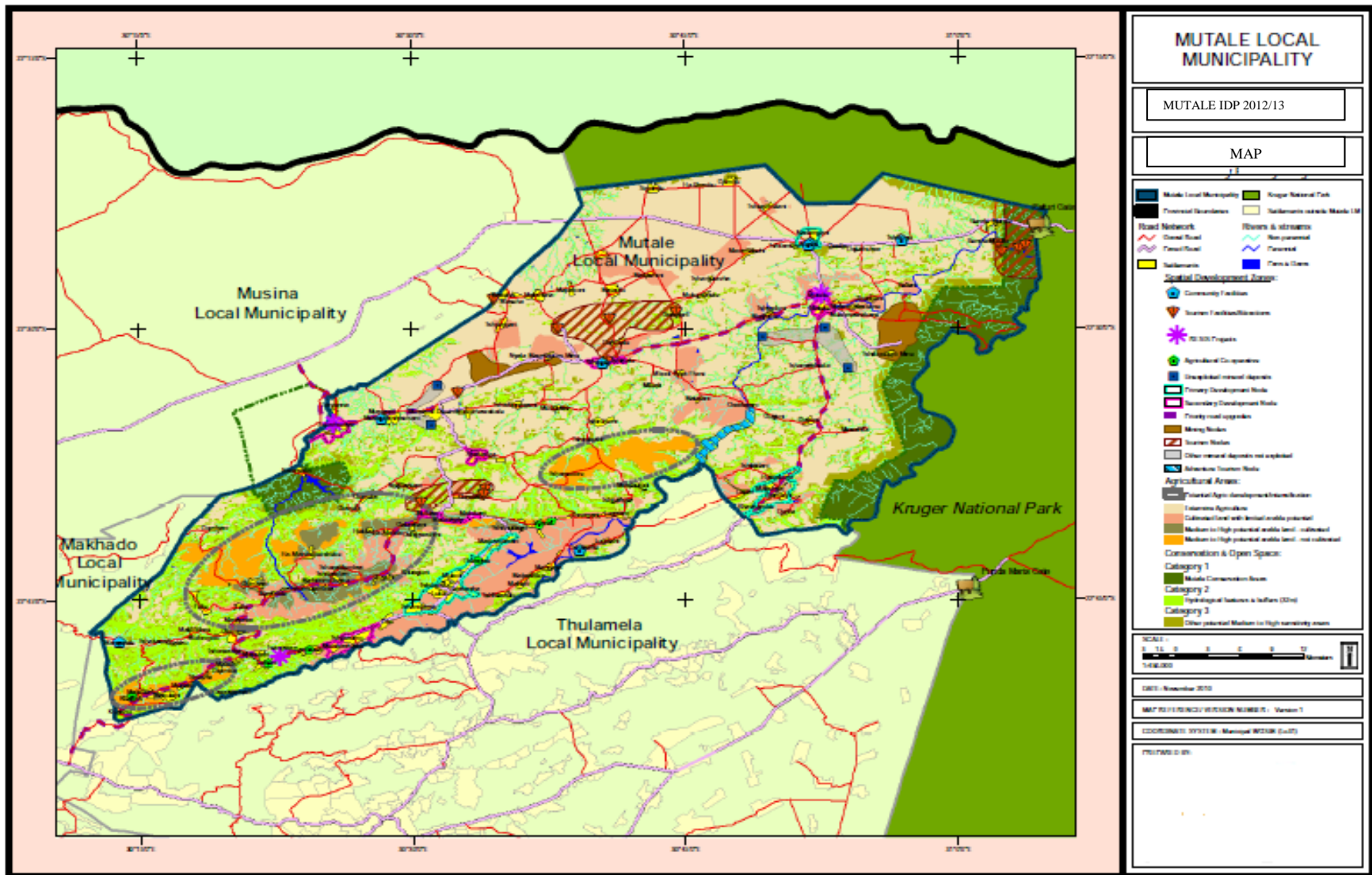


Fig 2: Map showing Mutale Municipality

1.4 IDP REVIEW PROCESS

Integrated development planning is a process in which a municipality and other local role players compile a blue print that outline how services will be delivered to the community. Integrated development is a five year strategic document that informs all the planning in our local municipality and this process is informed by the municipal systems act of 2000.

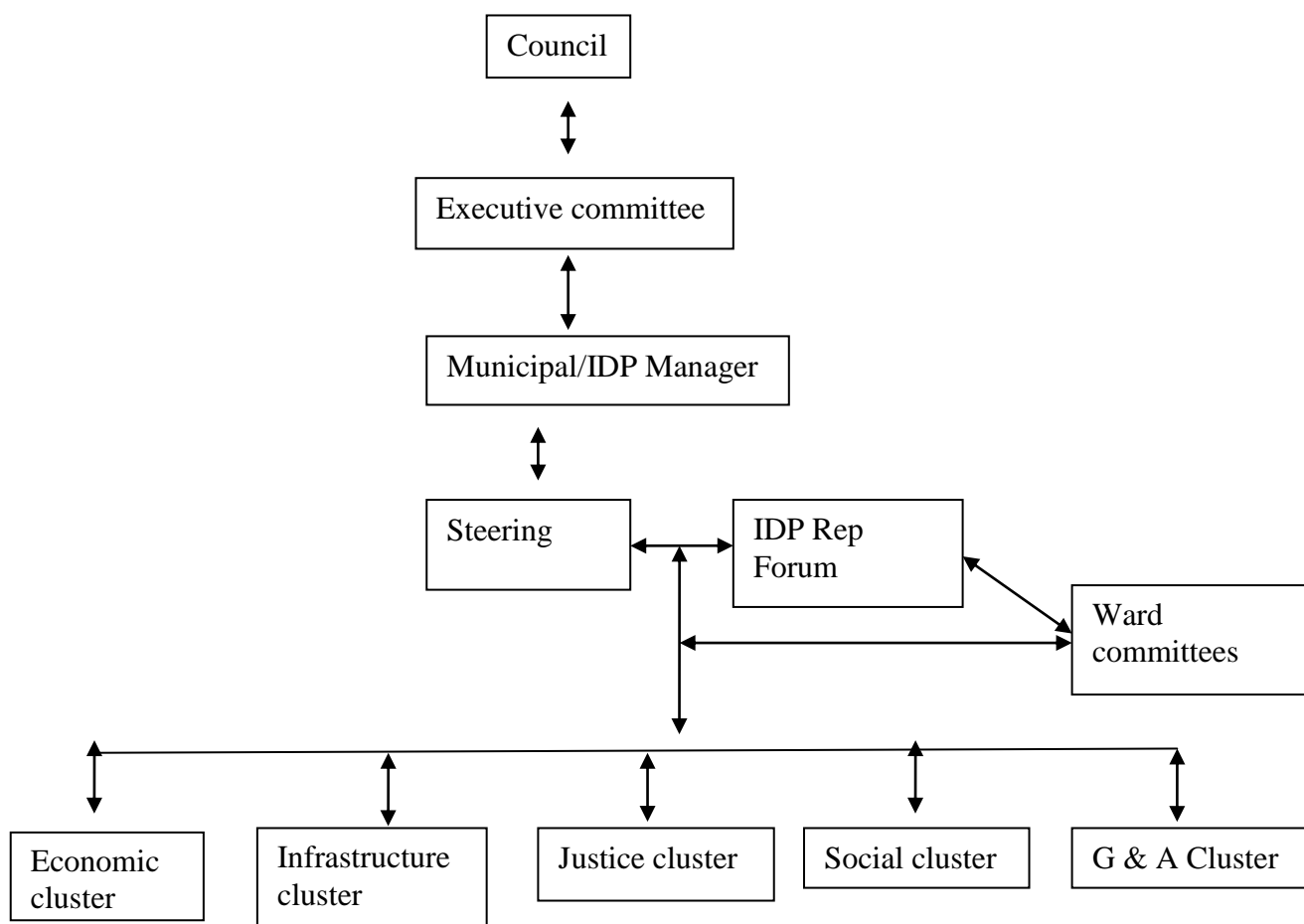
According to the municipal systems Act, the integrated development planning makes a provision that IDP should be reviewed annually.

1.4.1 Institutional Arrangements for the IDP Process and implementation

The Institutional arrangements for Mutale local municipality have been established as follows:

- 1 IDP steering committee which is chaired by the municipal manager, and is composed by the head's of departments
- 2 IDP representative forum – is chaired by the mayor and is composed by the following stakeholders: Mutale pastors forum, traditional leaders, sector departments, youth, CDW's, ward committees, youth structures, Mutale business forum, Tshikondeni mine, women's structures and Mutale business forum.

Figure 3: Institutional arrangement for the IDP process and implementation



1.5 Mutale Municipality Priorities and Targets

Table 1: Local Municipality Priorities and Target per Cluster

Social Cluster	
Priorities	Municipal Targets/ Goals
Provision of fire and rescue services.	<ul style="list-style-type: none"> Reduce fire hazards and ensure safe building usage , and improve capacity for the provision of fire & rescue services and reduce the response time to 3 minutes by 2013 Reduction by three-quarters of
Disaster management provision	
Environmental/ municipal health provision	
Health and social development services provision	

Educational services provision	<p>the maternal mortality rate by 2015.</p> <ul style="list-style-type: none"> • To have halted and begin to reverse the spread of HIV and AIDS by 2015. • To halve halted by and begin to reverse the incidence of malaria and other major diseases by 2015. • To reduce by two thirds of the under-five mortality rate by 2015 • To eliminate of gender disparity in all levels of education no later than 2015. • To ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.
Special programmes for the moral regeneration, youth, gender, disable people, children, and pensioners	
Economic cluster	
Growing the municipality economy	<ul style="list-style-type: none"> • To halve the proportion of people whose income is less than one dollar a day by 2015 • To halve the proportion of people who suffer from hunger by 2015 • To halve unemployment and poverty a year before 2015
Creation of jobs and poverty alleviation	
Rural economic base development	
Skills Development	
Regional integration	
Spatial planning	
Environmental management	
Governance and Administration cluster	
Municipal Transformation and Organizational Development	<ul style="list-style-type: none"> • To have clean audit report by 2014 • 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 maximum collection of revenue through the implementation of laid down policies and procedures regulating proper financial management, reporting and
Financial management and viability	
Good governance and Community Participation	

	recording by the Mutale municipality.
Infrastructure cluster	
Water Supply	1 To halve people without sustainable access to safe drinking water by 2015
Sanitation	
Electricity supply	2 To halve people who do not have access to basic sanitation by 2015
Public transport planning	
Roads & storm water infrastructure development.	3 To ensure everyone has access to electricity in 2012
Provision of sports, arts & culture infrastructure	
Justice cluster	
Provision of safety and security	<ul style="list-style-type: none"> • 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 municipality.

Source: Mutale Local Municipality

1.6 Mutale Municipality Challenges and Opportunities

Table 2: Challenges and Opportunities

CHALLENGES	OPPORTUNITIES
<ul style="list-style-type: none"> • Unplanned settlement • Poor infrastructure • Implementation and monitoring of plans • Literacy level • Theft and vandalism • Illegal connection • Stray animals 	<ul style="list-style-type: none"> • Natural tourism attractions, “land of legend”, Frontier Park, Baobab Tree, • Infrastructure • Water catchments • Potential for alternative energy • Energy master plan • Willingness of communities to participate in planning • Availability of CDWS • Constant communication with

CHALLENGES	OPPORTUNITIES
<ul style="list-style-type: none"> • Cable theft • Drought • Land degradation • Management of outbreak diseases • Access to land • Land claims • Land invasion • None compliance to policies/ regulations/plans • Natural disasters • HIV/AIDS • Influx of foreign nationals • Corruption and fraud • Negative perception of municipalities e.g. Municipalities are corrupt. • Conflicting legislation e.g. on Traditional Leaders or enforcement of the Property Rates. • Lack of cooperation between some traditional leaders and municipality. • Goods trafficking • Influx of undocumented immigrants 	<p>communities utilizing the available media.</p> <ul style="list-style-type: none"> • Whistle blowing • Availability of coal mine • Existence of cooperatives • Tourism attraction centers & heritage sites • Accommodations and B&B

SECTION 2: SITUATIONAL ANALYSIS

2.1 POPULATION GROWTH TRENDS

Table 3 below shows that the population of Mutale from Census 2001 was **82 656** and **108 215** from 2007 Community Survey. It reveals that from 2001 to 2007 the population of Mutale has increased by **25 559** people (27%).

Municipalities	Census 2001	Community Survey 2007	Pop. Growth	% Change
Vhembe District Municipality	1 198 056	1 240 035	41 979	16
Mutale Local Municipality	82 656	108 215	25 559	27

Source: Census 2001& Community Survey 2007

2.2 HOUSEHOLDS TRENDS IN MUTALE MUNICIPALITY

Municipalities	Census 2001	Community Survey 2007	Mutale, 2011	Households Rise
Vhembe District Municipality	264 505	287 190	-	22 685
Mutale Local Municipality	18 051	21 075	29011	3 024

Source: Census 2001& Community Survey 2007

According to community Survey 2007, the number of households in Mutale is 21 075. The number of household since Census 2001 has risen to 3 024 in Mutale municipality as revealed by comparing to Community Survey 2007 figures. The number of household always increases as the population increases and these figures might not be absolute. Therefore there is a need to review household figures annually to have absolute number of household to be able to deliver quality services to the communities.

House or brick structure on a separate stand or yard	14669
Traditional dwelling/hut/structure made of traditional material	5732
Flat in block of flats	-
Town/cluster/semi-detached house (simplex	52
House/flat/room in backyard	50
Informal dwelling/shack in backyard	150
Informal dwelling/shack NOT in backyard	61
Room/flatlet NOT in backyard but on a shared property	-
Caravan or tent	5
Private ship/boat	-
Workers' hostel (bed/room)	356
Other	-

Source: Stats SA, Community Survey 2007

Table 4.1 above indicates that informal dwellings/shack in backyard is 150 and informal dwelling/shack not in the backyard (squatters) is 61. Adding the two figures, the total number of informal households is 211.

2.3 SOCIAL SUPPORT GRANTS

Table 5: Government social support grants beneficiaries in 2011/12

GRANTS	MUTALE	VDM
Old Age Grant	6 502	93 253
Disability Grant	1 486	20 615
War Veteran	3	15
Foster & Care Dependency	3	65
Grant in Age	46	1 049
Foster Care Beneficiaries	403	5 185
Foster Care Children	618	7 618
Care Dependency Beneficiaries	296	3 422
Care Dependency Children	301	3 547
Child Support Beneficiaries	15 221	205 145
Child Support Children	29 533	368 983
TOTAL	54 412	708 897

Source: SASSA, 2012

People in the Mutale receive various social grants as indicated in table 5 above. The total number of 54 412 people receive social grants: People receiving Old age grant are 6 502, Disability grant 1486 and only 03 receive War veteran in Mutale municipality.

2.4 BUSINESSES IN THE MUNICIPALITY

Table 6: Number of Registered Businesses in Mutale Municipality 2011

MUTALE MUNICIPALITY	VHEMBE DISTRICT MUNICIPALITY
633	7 286
Business Trading license Renewal	
128	2563

Source: LEDET, 2012

Different types of business are legally operating in municipality. Table 6 above indicates that there are 633 registered businesses however only 128 businesses have renewed their trading licenses in the year 2011.

2.5 CRIME STATISTICS IN MUTALE MUNICIPALITY PER POLICE STATIONS

Table 7: Crime in Makuya (LI) for April to March 2003/2004 - 2010/2011

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
CONTACT CRIMES (CRIMES AGAINST A PERSON)								
Murder	3	2	1	2	1	3	0	2
Total Sexual Crimes	20	10	5	7	9	8	3	8
Attempted murder	3	5	0	3	1	4	0	0
Assault with	81	81	50	41	31	49	37	36

the intent to inflict grievous bodily harm								
Common assault	119	124	57	33	17	46	48	44
Common robbery	3	3	4	6	2	2	5	1
Robbery with aggravating circumstance	1	2	2	1	2	0	2	0
CONTACT-RELATED CRIMES								
Arson	4	4	6	7	2	8	9	1
Malicious damage to property/	17	16	10	8	11	14	10	13
PROPERTY-RELATED CRIMES								
Burglary at non-residential premises	23	17	6	16	20	6	18	5
Burglar	19	25	22	11	7	7	15	12

y at residential premises								
Theft of motor vehicle and motorcycle	0	0	2	0	0	0	0	0
Theft out of or from motor vehicle	4	3	3	1	1	0	1	2
Stock-theft	9	9	2	5	1	5	5	3
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION								
Illegal possession of firearms and ammunition	1	0	0	0	0	1	1	0
Drug-related crime	3	2	10	4	15	1	8	9
Driving under the influence of alcohol or drugs	0	0	0	1	0	1	0	0
OTHER SERIOUS CRIMES								

All theft not mentioned elsewhere	44	40	25	18	22	42	37	17
Commercial crime	2	1	0	1	2	1	1	1
Shoplifting	0	1	0	0	0	0	0	0
SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE								
Carjacking	0	0	0	0	0	0	0	0
Truck hijacking	0	0	0	0	0	0	0	0
Robbery at residential premises	0	0	0	0	0	0	1	0
Robbery at non-residential premises	0	0	0	0	0	0	0	0
OTHER CRIMES CATEGORIES								
Culpable homicide	3	2	3	3	2	2	2	2
Public violence	0	0	0	0	0	0	0	0

Crimes in injuria	10	7	8	5	3	4	9	8
Neglect and ill-treatment of children	2	5	2	1	2	0	0	0
Kidnaping	0	0	0	0	0	0	0	0

Table 8: Crime in Masisi Police Station (LI) for April to March 2003/2004 - 2010/2011

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
CONTACT CRIMES (CRIMES AGAINST A PERSON)								
Murder	0	1	0	0	1	1	0	2
Total Sexual Crimes	17	14	13	10	14	9	12	14
Attempted murder	4	2	5	1	4	1	1	1
Assault with the intent to inflict grievous bodily harm	122	115	73	65	51	37	55	41

Comm on assault	54	29	26	48	29	31	27	37
Comm on robbery	0	0	3	1	0	3	1	0
Robber y with aggrav ating circum s tances	3	4	3	2	0	1	1	5
CONTACT-RELATED CRIMES								
Arson	5	2	3	2	1	2	1	1
Malicio us damag e to propert y	21	21	15	15	18	13	15	20
PROPERTY-RELATED CRIMES								
Burglar y at non-residen tial premis es	8	16	3	6	15	11	18	14
Burglar y at residen tial premis es	34	39	26	25	21	9	18	6
Theft of motor vehicle and	1	3	0	0	2	0	1	1

motorcycle								
Theft out of or from motor vehicle	5	6	5	2	2	1	1	1
Stock-theft	17	21	5	4	5	9	14	7
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION								
Illegal possession of firearms and ammunition	3	2	2	0	1	0	1	1
Drug-related crime	3	5	1	3	5	4	2	6
Driving under the influence of alcohol or drugs	0	0	0	1	1	0	0	0
OTHER SERIOUS CRIMES								
All theft not mentioned elsewhere	43	55	18	18	21	15	18	14
Commercial crime	4	5	2	2	1	3	2	0

Shoplifting	0	1	0	0	1	0	0	0
SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE								
Carjacking	0	0	0	0	0	0	1	0
Truck hijacking	0	0	0	0	0	0	0	0
Robbery at residential premises	0	0	0	0	0	1	0	2
Robbery at non-residential premises	0	3	0	0	0	0	0	3
OTHER CRIMES CATEGORIES								
Culpable homicide	0	0	2	6	2	0pl	3	2
Public violence	0	0	0	0	0	0	0	0
Crimes in injury	16	12	5	4	6	2	5	3
Neglect and ill-treatment of children	1	1	1	0	0	1	0	1

n								
Kidnaping	2	0	0	0	0	0	0	0

Table 9: Crime in Mutale Police Station (LI) for April to March 2003/2004 - 2010/2011

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
CONTACT CRIMES (CRIMES AGAINST A PERSON)								
Murder	4	8	6	6	1	4	4	2
Total Sexual Crimes	37	39	43	41	38	35	42	34
Attempted murder	6	6	4	2	2	2	2	0
Assault with the intent to inflict grievous bodily harm	199	192	153	167	118	140	143	122
Common assault	350	243	213	197	158	141	142	122
Common robbery	26	23	24	22	19	28	24	16
Robbery with aggravating circumstances	7	8	1	9	12	4	15	12

tances								
CONTACT-RELATED CRIMES								
Arson	18	11	10	12	10	14	18	7
Malicious damage to property	39	63	56	48	46	55	45	47
PROPERTY-RELATED CRIMES								
Burglary at non-residential premises	60	60	70	40	88	77	61	66
Burglary at residential premises	121	83	105	80	115	125	89	95
Theft of motor vehicle and motorcycle	0	3	2	2	1	0	0	2
Theft out of or from motor vehicle	18	16	8	8	1	9	14	8
Stock-theft	21	7	8	13	1	9	10	6
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION								
Illegal possession of	2	1	0	3	4	0	4	0

firearms and ammunition								
Drug-related crime	17	10	9	12	31	21	19	6
Driving under the influence of alcohol or drugs	0	0	0	0	2	2	6	4
OTHER SERIOUS CRIMES								
All theft not mentioned elsewhere	141	135	97	103	100	94	78	61
Commercial crime	10	9	5	8	10	3	7	8
Shoplifting	7	1	0	1	1	0	0	0
SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE								
Carjacking	0	0	0	1	0	2	1	0
Truck hijacking	0	0	0	0	0	0	0	0
Robbery at residential premise	1	0	0	0	3	0	2	1
Robbery at non-	0	0	0	0	1	1	9	4

resident ial premise								
OTHER CRIMES CATEGORIES								
Culpabl e homicid e	2	2	4	4	4	4	8	7
Public violenc e	0	0	0	0	0	0	0	0
Crimen injuria	43	33	29	16	15	7	11	13
Neglect and ill- treatme nt of children	8	2	3	6	6	6	3	4
Kidnap ping	1	1	2	1	0	1	0	0

Table 10: Crime in Tshamutumbu Police Station (LI) for April to March 2003/2004 - 2010/2011

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
CONTACT CRIMES (CRIMES AGAINST A PERSON)								
Murder	0	3	1	2	2	1	0	4
Total Sexual Crimes	9	9	8	17	6	7	11	14
Attempted murder	3	4	1	6	2	3	5	0
Assault with the intent to inflict grievous bodily harm	120	133	89	87	70	63	47	56

Common assault	16	15	18	24	18	16	14	13
Common robbery	7	4	7	8	2	1	4	0
Robbery with aggravating circumstance	4	0	2	2	0	2	4	4
CONTACT-RELATED CRIMES								
Arson	3	3	2	3	2	5	4	2
Malicious damage to property	17	30	22	19	9	11	13	9
PROPERTY-RELATED CRIMES								
Burglary at non-residential premise	10	13	5	15	26	13	14	7
Burglary at residential premise	28	39	23	17	15	9	15	8
Theft of motor vehicle and motorcycle	2	1	1	1	1	0	0	0
Theft out of or from motor vehicle	10	2	1	2	3	3	2	3
Stock-theft	24	26	7	12	10	9	5	18
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION								
Illegal	1	1	3	4	4	0	1	3

possession of firearms and ammunition								
Drug-related crime	5	10	2	4	9	11	14	16
Driving under the influence of alcohol or drugs	1	2	0	1	4	13	14	5
OTHER SERIOUS CRIMES								
All theft not mentioned elsewhere	61	46	23	19	19	16	29	22
Commercial crime	1	2	5	4	1	1	2	1
Shoplifting	0	0	0	1	0	0	1	0
SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE								
Carjacking	0	0	0	0	0	0	0	0
Truck hijacking	2	0	0	0	0	0	0	0
Robbery at residential premise	0	0	0	0	0	0	0	1
Robbery at non-residential premise	0	0	0	0	0	0	0	2
OTHER CRIMES CATEGORIES								

Culpable homicide	1	2	0	2	2	3	2	3
Public violence	0	0	0	0	0	0	0	1
Crimes in injuria	2	13	5	3	2	5	4	1
Neglect and ill-treatment of children	0	0	2	0	0	1	0	1
Kidnapping	0	0	0	0	0	0	0	0

Source: SAPS, 2011

2.6 SWOT ANALYSIS

Table 11: Internal Strength, Weaknesses, Opportunities and Threats

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Political stability • Good communications network with high offices • Good working relationship with union • Good policies and systems in place <p>a. Trainable workers b. Good intergovernmental relations c. Approved organizational structure</p>	<p>d. Shortage of technical personnel e. Limited financial resources f. Poor road condition g. Shortage of office accommodation h. low revenue base i. qualified audit report j. Slow approval of policies, by-laws etc. k. Lack of implementation of policies and systems</p> <ul style="list-style-type: none"> • Resistance to change

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • High possibility to Increase and improve mechanisms of revenue collection • Manpower and financial support by sector departments • Training support by various depts. and NGO's • Availability of land • Potential for tourism development <ul style="list-style-type: none"> • Potential for mining development • Potential for agricultural development • Good relations amongst the stakeholders 	<ul style="list-style-type: none"> • Land claims and disputes • Global environmental changes • Chronic diseases e.g. HIV/AIDS, Cholera, TB etc. • Employee's ill health • Culture of none payment • High number of indigents • Lack of investment due to economic meltdown • Non availability of land for development

2.7 MUTALE MUNICIPALITY PRIORITIES

Table 12: Priorities per cluster

INFRASTRUCTURE CLUSTER	ECONOMIC CLUSTER	SOCIAL CLUSTER	G & A CLUSTER	JUSTICE CLUSTER

<ul style="list-style-type: none"> • Water resource development and demand management • Energy supply and demand management • Infrastructure Investment programme (Social Infrastructure): Housing, Schools, Police Station, Hospitals, Clinics, Stadia, Libraries and sewerage plants. • Transport and Logistics Management 	<ol style="list-style-type: none"> 1. Municipal Public works /EPWP 2. Integrated Industrial development 3. Enterprises development 4. Green economy 5. Agriculture, Forestry and Rural development 6. ICT & Knowledge enabled economy 7. Regional economic development and Integration 8. Spatial planning 	<ul style="list-style-type: none"> • Environmental & natural resource management • Health surveillance of premises • Fire and rescue services • Disaster risk management • Provision of health and Social services • Provision of education services • Social cohesion (unity) 	<ul style="list-style-type: none"> • Municipal transformation and organizational development • Financial management and viability • Good governance and Community Participation 	<ol style="list-style-type: none"> 1. The provision of safety and security services
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Source: Mutale Municipality, 2012

2.8 INFRASTRUCTURE CLUSTER PRIORITIES ANALYSIS

2.8.1 BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT

The success of local economic development is tied to the provision of basic and other types of infrastructure to the people. All services under analysis in this section are located in a specific locality (as per SDF) and have potential to boost socio-economic development. Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy and housing provision, roads and public transport, waste management and telecommunications – all of which underpins socio-economic development and determines people's quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the municipality.

2.8.1.1 Water resource development and demand management

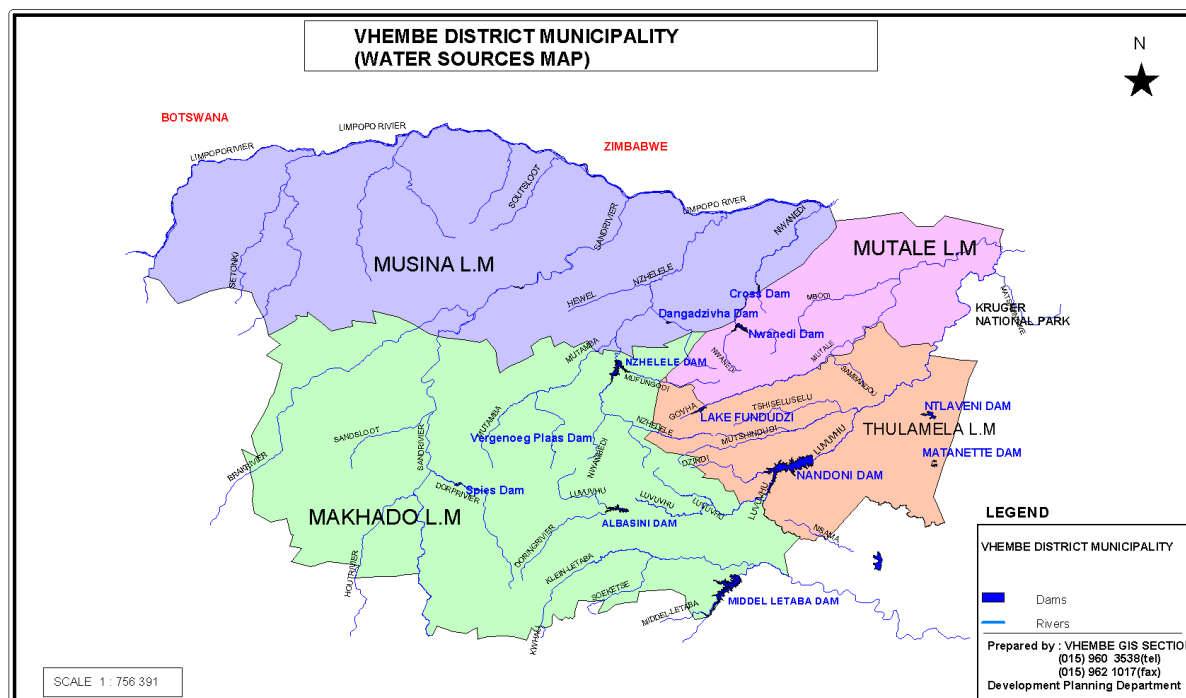
Vhembe district is a Water Service Authority municipality however Mutale Municipality is a Water Service Provider: the district provides clean bulk water to the Mutale local municipality. The district purchase bulk raw water from the department of Water Affairs, then process or clean the water to supply Mutale municipality for reticulation. The goal of Municipality WSP is reticulate 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 2015. A large number of households already have access to water; however yard connections, upgrading, resource extension, operation and maintenance as well as refurbishment needs are immense.

➤ Water sources in Mutale

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 3 below. In terms of water resources, Nandoni and Vondo RWS falls within the Luvhuvhu/Letaba water catchment area which spans across Vhembe and Mopani District Municipalities.

Figure 4: Dams and Rivers

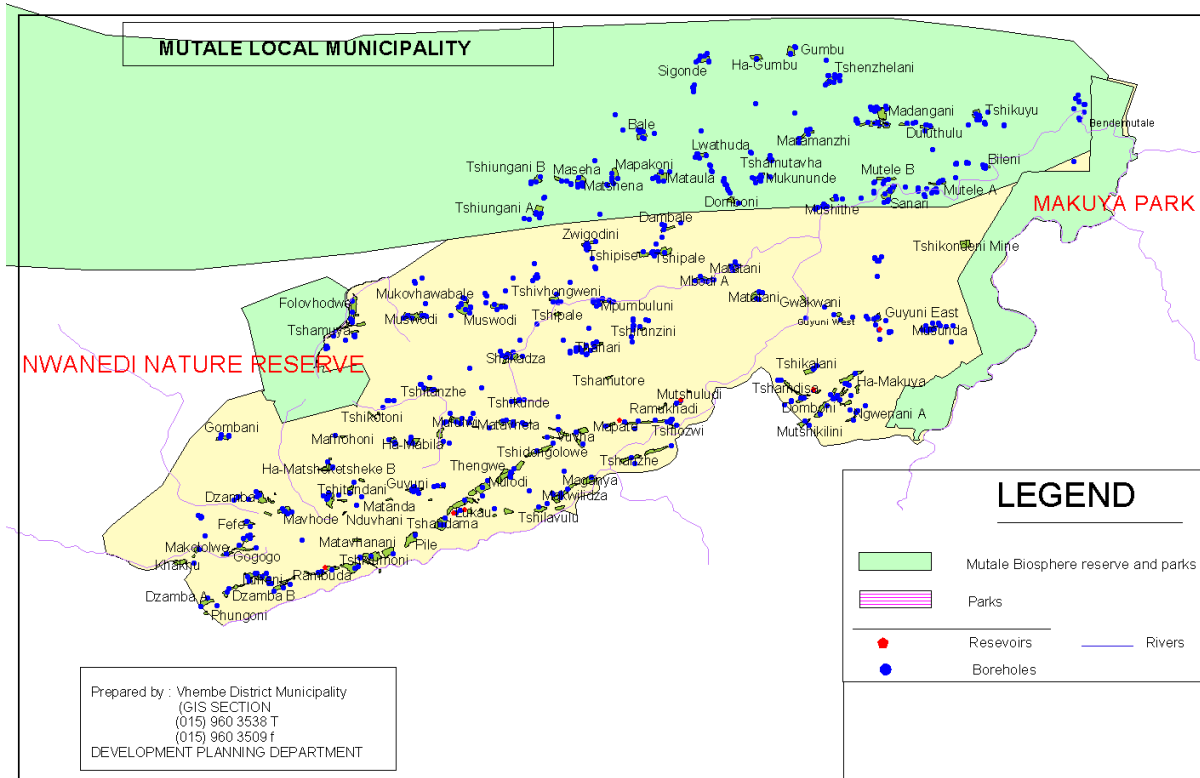


The sources of water in Mutale are from 02 dams: Nwanedi and Lupepe as indicated in table 13 below. Groundwater is a very valuable source of water however borehole yields and groundwater monitoring are problems in the district. The poor quality (salty) and drying of underground water at Masisi area and Insufficient funding to cover all dry areas are the areas of concern to the municipality.

Table 13: Water sources within Mutale

Municipality	Source		
	Surface water	Groundwater	Number(how many)
Mutale Local Municipality	Nwanedi Lupepe dam	Boreholes	1. 44 Electrical engines 2. 43 Diesel engines 3. 128 Hand pumps
		Reservoirs	1. 41 Concrete 2. 14 steel 3. 55 Plastic tanks
		Treatment plants	01 at Mutale the total capacity of the plant is 13.05 ml

Figure 5: Boreholes and Reservoirs in Mutale



Approximately 26% of the population does not have access to clean potable water. While it appears that a large percentage of households have access to different sources of water, it cannot be confirmed that these households have access “to a secure source of water suitable for human consumption”. Many people have to travel a distance to fetch water from a public tap. The rural areas mostly make use of fountains and boreholes as their water sources.

Figure 5 above shows the boreholes distribution in Mutale. 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.

Mutale Local Municipality is doing household connection, government building, businesses and in any other agency that harness water. Water charges are for the sake of cost recovery, maintenance and operation.

➤ **Water Conservation and Demand**

The Mutale RWS abstracts water from the Mutale River. Records on the amount of water abstracted are not available. Water supplied is only metered at the command reservoir. In most of the villages usage and loss is not accounted for.

➤ **Water backlogs and challenges**

The district has no water demand management plan 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. Illegal connections, bursting of plastic tanks, damages and theft of manhole covers & padlocks, leakages broaden water crisis in the district including Mutale.

Table 14: Water backlogs Mutale Municipality

Type of service needed	Mutale	Total RDP (VDM)
Areas without water at all	4,885	8,270
Areas bellow RDP due to Ext needs	38,482	370,663
Areas bellow RDP due to Upgrade requirements	4,851	62,927
Areas bellow RDP due to O & M	8,171	177,053
Areas bellow RDP due to Refurbishment	6,516	74,031
Areas below RDP due to lack of Infrastructure	7,709	97,203
Total	70,614	790,147

Source: VDM, 2011

Table 14 above indicates that 70 614 households in Mutale receive water below RDP standards.

2.8.2 SANITATION SERVICES

In general the provision of sanitation services is adequate and up to the maximum standard as required by law. Approximately 2% of the population does not have access to proper sanitation.

Table 15: Households with Sanitation facilities	
Flush toilet (connected to sewerage system)	1124
Flush toilet (with septic tank)	229
Dry toilet facility	1771
Pit toilet with ventilation (VIP)	1336
Pit toilet without ventilation	10423
Chemical toilet	-
Bucket toilet system	-
None	6192

Source: STATSSA (Community survey 2007)

The underlying causes of the above mentioned realities as well as the resulting core issues that need to be addressed. The continuous provision of suitable sanitation services to all un-serviced stands is the most direct activity in addressing current backlogs. Efforts will have to be made to include rural areas within the projects and budget of the municipality, referring to the provision of services. Pit Latrines are recommended for those areas. None of the town units within the municipality has sufficient technical and human resources to be able to upgrade and maintain the sanitation infrastructure beyond basic repairs. Organizational structures should include sufficient technical Personnel as far as possible. Maintenance and upgrading of equipment will facilitate the constant and uninterrupted provision of sanitation services. Proper equipment will also ensure a long-term cost saving through maintenance rather than constant replacement. There is a need to upgrade the sewer pond to accommodate town expansion.

2.8.3 Energy supply and demand management

There is 01 substation in Mutale municipality: Tshilamba Substation. Eskom distributes electricity throughout the Municipal Area. Within the rural areas only an estimated 23 % of households do not have electricity connections to their houses. Through ward committees communities have identified areas, which are in need of electricity.

Table 16: Energy supply in Mutale

ELECTRICITY SERVICE LEVEL			
GRID ELECTRICITY			NON GRID ELECTRICITY
Local Municipality	Number of Household per local municipality	Backlog	Number of household current supplied through SOLAR
Mutale	21075	3782	1001
VDM	287190	47325	7246

The underlying causes of the above mentioned realities in table 16 are that clusters of households in the various towns that are not connected to the electricity network should receive attention. These households should be connected to the network as soon as possible to provide equality of services to all. The lack of area lighting in all areas makes nightlife dangerous and difficult. Crime is more evident in these areas and especially women and children are vulnerable in these situations.

2.8.4 FREE BASIC SERVICES

Mutale municipality strives to provide free basic water and sanitation to all indigent households. Indigents are defined as those households who are unable to make a monetary contribution towards basic services, no matter how small the amounts seem to be, due to a number of factors.

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. Mutale municipality invoices the district, their monthly free basic water expenditure. Table 17 below shows that Eskom provides 1363 households with Free Basic Electricity, 400 households receive FBW and 10 Refuse removals.

The number of indigent households in 2011/12 is 18 333 in Mutale as indicated in table 17 below. Mutale Local Municipality has developed indigent policy. The policy indicated clearly that all households that qualify to be registered as indigent will get Free Basic Services. All household who qualified to be indigents get free sanitation.

Table 17: Free Basic Services and Indigent Support in Mutale Municipality (Households)

FREE BASIC SERVICES 2011/12	MUTALE		VDM	
	ESKOM	LM	ESKOM	LM
Electricity	1363	-	35 365	2 3679
Water	400		58 181	
Refuse Removal	10		2 629	
Indigent Households	2010/11	2011/12	2010/11	2011/12
	14500	18333	-	75 954

2.8.5 SOCIAL INFRASTRUCTURE

➤ Schools and Libraries

There is 01 Library, 86 Primary Schools and 26 Secondary schools in the Mutale area, which are predominantly government funded and operated. There are 04 private schools in Mutale area.

➤ Hospitals and clinics

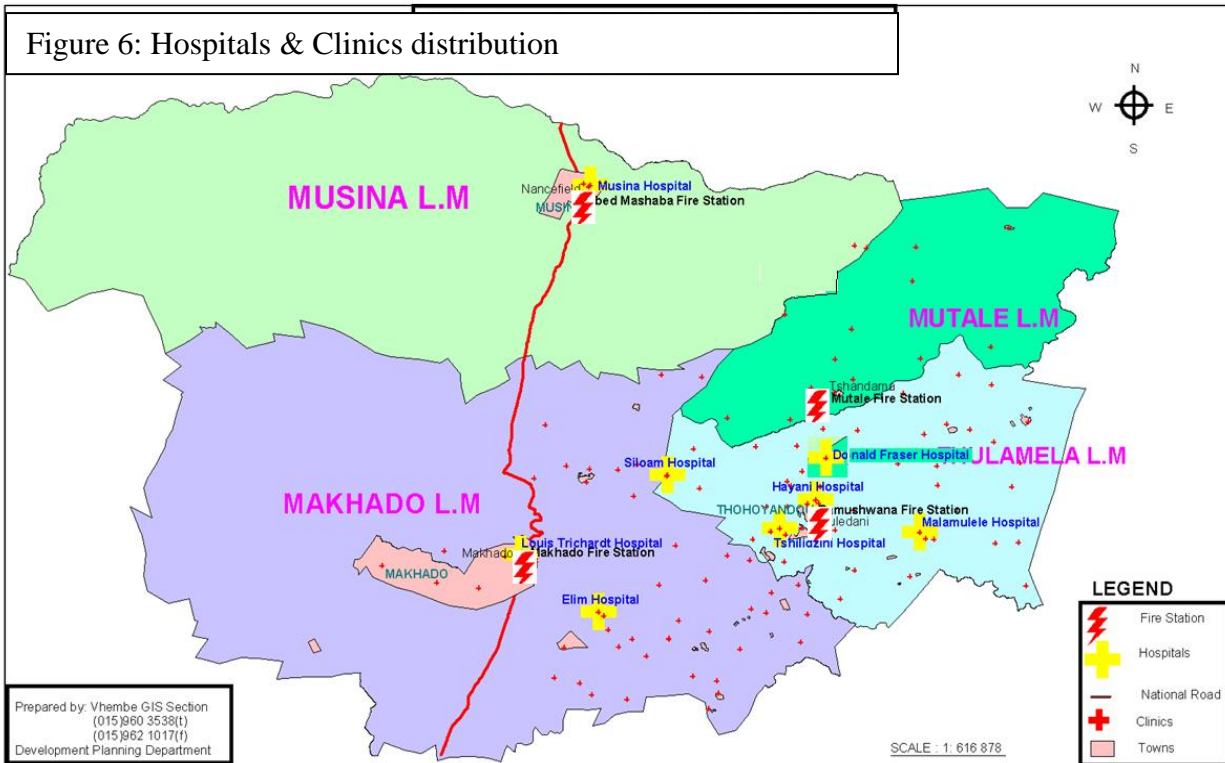


Figure 6 above indicates the distribution of health facilities in the district. The map shows that there are 16 clinics & 12 mobiles, 01 Health center and no hospital in Mutale municipality. The Lack of basic amenities like shade and water at clinics visiting points, shortage of medicine, poor roads and communication networks in some of the clinics are the major challenges in the provision of health and social development services in the district.

➤ **Police stations and Courts**

There are 03 police stations: Makuya, Masisi and Mutale, 01 District court (Mutale) and 01 Periodic court (Makuya). The district is divided into Thohoyandou and Makhado Justice Cluster. Mutale falls under Thohoyandou cluster.

➤ **Sport, Arts And Culture**

Table 18: Sport, Arts and Culture Facilities per Local municipality

SPORTS FACILITIES	MUTALE	
Multipurpose Sport Courts	-	-
Indoor Centers	-	

Multipurpose Stadiums	Masisi, manenzhe, muswodi, makuya, tshilamba, tshikundamalema (in construction)	6
Stadiums	-	-
Multipurpose Sport and Recreation Hall	-	-
Museum	-	
Community hall	Tshilamba, masisi	2
Arts and culture center	Mutale	1

Table 18 above, shows that there are 06 Multi-purpose stadium, 02 community hall and 01 Arts and culture center.

2.8.6 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 aims 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**

There are National Roads in the province: N1, N11, R37, R71, R81, R510/R572 and R521/R523 under the responsibility of NDoT through SANRAL. Provincial roads are numbered with prefix D or R, excluding national and municipal roads of which DoRT is responsible through RAL. Municipal roads are local roads which include streets and accesses. Most of these roads are not numbered. Private roads are accesses to and through private properties of which property owners are responsible.

Table 19: PROVINCIAL ROADS IN VDM 2011			
DISTRICT	TOTAL LENGTH OF SEALED/PAVED ROADS:KM	TOTAL LENGTH OF GRAVEL/DIRT ROADS:KM	TOTAL LENGTH OF ROADS:KM
VHEMBE	1 471	2 469	3 940
MUTALE	92	430	522

Table 19 above indicates that the total length of paved/sealed roads is 92km and gravel is 430 km which makes the total length of 522 km roads in Mutale. The roads challenges experienced during rainfall time in Municipality are indicated by pictures below.



➤ **Bus and Taxi Ranks/Routes**

There are 272 Taxi routes with 2 865 taxis operating and 241 subsidised Bus routes with 500 buses operating in the district. Mutale has 216 taxis & 14 Taxi routes and 11 Buses and 08 subsidized bus routes as indicated in table 20 below.

Table 20: Taxi and subsidized Bus routes

MUNICIPALITIES	NO. OF TAXIS	TAXI ROUTES	NO. OF BUSES	SUBSIDISED BUS ROUTES
MUTALE	216	14	11	8
VDM	2 865	272	500	241

Source: VDM, 2010

➤ Testing Stations

There is 01 Vehicle testing center in Mutale. Table 20.1 below indicates how services were rendered in the 2007/8 financial year and can also be used to predict future trends.

Table 20.1: Traffic Services

TYPE OF SERVICE	TARGET	ACTUAL PERFORMANCE
Registration of motor vehicles	3120	5018
Licensing of motor vehicles	220	311
Testing of drivers license	2640	2091
Learners license test	4500	2907
Law enforcement	48 roadblocks	95 roadblocks were conducted
Issuing of traffic summons	2650	3384 summons issued
Warrant of arrest	432	324 warrant executed
Pounding of stray animals	120	1092 impounded stray animals
Patrolling duties	365	345
Accidents respond		
Road safety		
Facilitation of passenger transport		

2.9 GOVERNANCE AND ADMINISTRATION CLUSTER PRIORITIES ANALYSIS

2.9.1 Municipal Transformation and Organisational Development

2.9.1.1 Organisational development and work study

Mutale Municipality has an approved Organogram which is reviewed annually in line with IDP review process to ensure institutional readiness and capacity to implement the IDP. Table 21 below indicates that the number of posts in the organizational structure and the funded and non funded posts:

Table 21: The employment summary in the municipality 2011/12

DEPARTMENT	TOTAL POSTS	FILLED POSTS			VACANT POSTS		
		No. of Posts / Gender			Funded Posts	Unfunded posts	New Proposed Posts
		Total/Dept.	Male	Female			
Office of the Mayor	2	2	1	2	1	0	0
Office of the Municipal Manager	9	9	6	1	9	0	2
Corporate Services	82	82	66	16	82	0	13
Finance Department	33	33	16	7	33	0	2
Technical Services	86	86	80	6	86	0	2
Total Posts	212	212	169	43	212	0	18

Source: Mutale Municipality, 2012

2.9.1.2 HR policies, systems and structures

Mutale municipality allocates human resources and other resources to ensure effective performance. Remuneration, disciplinary and grievance procedure, and performance management systems are in place and implemented. Labour forum is established and functional. Table 22 below show approved human Resource policies in the district both Statutory and Regulatory policies: Recruitment Policy, Internship Policy, Gender Policy, Bereavement Policy, Landline, telephone policy

Table 22: Human Resource Policies

Policies	Approved	Reviewed
	YEAR	
STATUTORY EMPLOYMENT POLICY		
1. Employment Equity Policy	Yes	2011
4. Disciplinary and grievance procedure	Yes	2011
REGULATORY POLICY		
1. Recruitment Policy	Yes	2011/ 06/01

2. Internship Policy	No	-
3. Gender Policy /EE Policy	Yes	2011
4. Bereavement Policy	Yes	2010
5. Landline Telephone Policy	Yes	2011
6. Cell phone Policy	Yes	2011
7. Bursary Policy	Yes	2012
8. Dress code Policy	No	-
9. Training and Development Policy	Yes	2011
10. Furniture and Equipment Policy	No	2009
11. Placement Policy	Yes	2011
12. Travelling and Subsistence Policy	Yes	2012
13. Succession Policy	Yes	2010
14. Overtime Policy	Yes	2011
15. Standby Allowance Policy	Yes	2009
16. Sexual Harassment Policy	Yes	2010
17. IT Security Backup Policy	Yes	2010
18. Attendance and Punctuality Policy	Yes	2011
19. Smoking policy	Yes	2011
20. Records Management Policy	Yes	2010
21. HIV/AIDS Policy	Yes	2011
22. Performance Management Policy	Yes	2012
23. Human Resource Development Policy	Yes	2010
24. Occupational Health & Safety Policy	Yes	2010
25. Whistle Blowing Policy	Yes	2011
26. Anti-Fraud & Corruption Policy	Yes	2011
27. LGSETA Grants Policy	Yes	2012

2.9.1.3 Skills development

Municipality compiles Workplace Skills Plan (WSP) and annual Training report (ATR) every year and submits to LGSETA on or before 31st of June and implement from 1st of July every year. The WSP and Annual Training Report (ATR) are submitted together on or before 30th of June. The municipality is receiving the Mandatory Grant since its inception till today (2011) because of complying with the skills development Act, Act 97 of 1998 and Skills Development Levy's Act, Act no 09 of 1999: the municipality gets 50% of the levy that is paying on monthly basis to SARS. The personal development plan (PDP) which has developmental needs of the employees is used for skills auditing.

- **Training**

A number of training needs were implemented according to the approved work place skill plan of the municipality. The municipality also participated on the training interventions initiated by SALGA, DPLGH and DBSA. A total of 16 employees, 3 Councillors and 12 ABET learners have been trained. This is a very small number. (The table 23 below reflects the total number of staff who received training in each occupational category during 2010/2011).

Table 23: Skills or levels of education attained by staff

Occupational Categories				
	African	Coloured	Indian	White
Councillors	3	0	0	0
Senior Manager	1	0	0	0
Managers	0	0	0	0
Professionals	1	0	0	0
Associate professionals	2	0	0	0
Senior official	2	0	0	0
Clerks	7	0	0	0
Service workers	6	0	0	0
Plant and machine operators and assemblers	0	0	0	0
Elementary occupations	17	0	0	0
Interns	1	0	0	0
TOTAL	44	0	0	0

Source: Mutale, 2011

2.9.1.4 Labour relations

There are Local Labour forum and organized labour Union which are functional, and Labour relations policies are in place. However, there is a need for the appointment of Labour relations Officer to monitor the labour peace.

2.9.1.4 Occupational health and safety (OHS)

The Occupational Health and safety Act 29 of 1996 stipulates that employers must ensure healthy and safe working environment of all employees. There is no OHS officer in Mutale to ensure the compliance of the act and therefore there is a need for the Officer to be appointed. Although municipality for the past five years had only three occupational injuries, very little is being done in this area to protect the health of our employee especially those who are exposed to hazardous environment such as road construction, mechanical workshop, waste management and those who are working with water engines.

OHS policy and committee are in place and functional. Health and Safety representatives have been appointed in terms of sec 17.1 of the OHS Act. Basic OHS awareness has been done. Appointments in terms of sec 16.1 and sec 16.2 have been drafted respectively although not yet signed. Risk Assessment has been done within Municipality. Safety materials, PPE & safety clothing have been provided to the employees.

The main challenge is that OHS Certificate has not been obtained from the Department of Labour.

2.9.1.6 Employee Assistance Programme (EAP)

In terms of labour Relation Act 66 of 1995, employers should ensure that all employees are taken care off: physically, emotionally and psychological wellbeing. Employee Wellness practitioner need to be appointed as municipality has no such personnel. However, medical surveillance is conducted annually to employees working with sewerage maintenance.

2.9.1.7 Performance Management System

Currently the PMS policy is in place but there is no proper system to assess employee performance. This area needs urgent intervention.

✓ Organisational and Employee (Individual) PMS

SDBIPs are compiled in line with the IDP and Budget on an annual basis. The SDBIPs are approved by the Mayor in line with the legislation. Quarterly review meetings are conducted to measure the performance of the municipality. Quarterly organizational performance report is also compiled whereby one annual report is produced for submission to Treasury, DLGH. Quarterly organizational performance reports are issued regularly. The Annual Report is tabled before council annually.

Section 57 Performance Agreements are signed within one month after the start of the financial year. There is a need to cascade PMS to other employees other than only section 57 managers.

✓ Monitoring & Evaluation (M & E)

Reports on the implementation of MTAS are produced on a quarterly basis. Service delivery standards are approved and reviewed on an annual basis in line with IDP process.

Lack of data integrity, lack of consistency in information submitted, none compliance to deadlines, and service standards are a major challenge.

✓ **Service delivery standard and excellence awards**

The Service Standards were reviewed and approved by Council on 30 March 2012 financial year. These are currently being implemented by different departments. Their implementation is monitored on a regular basis and implementation report issued thereof. The municipality participates in the VUNA Awards which are facilitated by the COGTA on an annual basis. The competition forms are completed and submitted within stipulated time frames. It is difficult to win the Vuna Awards as the municipality is not receiving an unqualified audit opinion from the Auditor General.

✓ **Service Level Agreement**

The municipality has signed water service level agreements with the district municipality to become Water Service Providers.

2.9.1.8 Information technology (IT)

The current level of ICT service delivery and ICT maturity within the Municipality is relatively low and the Municipality needs to take the initiative to play a leading role in the facilitation, structuring and coordinating of ICT within the Municipality

The Municipality has entered into contract with service provider for the provision of IT hardware and software. There is internet, website and UPS (Uninterrupted power supply) in the server room.

The challenges are general lack of formal SLA agreements between Municipality and service providers that manages and controls levels of service delivery, Mean Time To Respond and Mean Time To Repair, lack of policies and procedures that governs data backups, lack of formal call logging systems [i.e. Helpdesk or Call Centre] whereby support and maintenance calls are logged, managed, administered and escalated, lack of back-up system.

◆ **IT assets**

The municipality is geared towards effective use of computer applications to support its business operations in an effort to enhance service delivery to consumers and to ensure an economically viable and sustainable Municipal enterprise. An analysis of the current application portfolios within the different Municipalities in the district indicate that the

Municipalities in general have a limited The Municipality has number of applications installed and that the major focus has been on the implementation of (i) the Financial Management Systems, (iii) Payroll Systems and (iii) Supply Chain management system [i.e. GIS specialists, Information Officer, etc].

39 computers (laptops, desktop) are leased from Meondo and one printer is leased from Xerox, another printer is leased from MR Bean, One Server has been procured and working as a Domain Controlles. Server room is up to standard, air conditioners are working.

◆ **Disaster recovery**

Mutale Municipality is in the process of drafting a disaster recovery plan that needs to be adopted before starting the implementation phase. The formulation of a Disaster Recovery and Business Continuity Plan is critical with regard to the acquisition of the technology required and the implementation thereof.

◆ **Information management**

The majority of business processes are not supported by information systems or applications and this implies that the processes are largely paper driven. This results in production losses and user frustration. Manual system utilized to log calls for helpdesk support. Ongoing support provided to users as per user request.

2.9.1.9 General Auxiliary Services

✓ **Records & registry services**

Shortage of space for records keeping and none compliance with the policy by departments i.e. some information are not taken to the registry for filing which is the main challenges in the municipality. Registry office is available and it is fully well populated. Printing room is available and there are a total of 5 in total distributed at the Head office and no photocopy machine at satellite offices.

✓ **Telephone and security services**

There is land line telephone policy and cell phone policy.The Municipality has one central TELKOM Switch Board. The main challenge facing the municipality is the theft of telephone cables.

✓ **Council support (EXCO & Portfolio committees) and Office of the Speakers's programme]**

The main problem is non adherence to approved schedule of meetings and late submission of agenda items by departments within the municipality. There is however a consolidated programme of meeting. Agenda package and compilation of minutes are produced and distributed as per the approved service standards. The speaker's programmes are running.

2.9.2 FINANCIAL VIABILITY

The municipality has 5-year Financial Plan which is reviewed annually in line with IDP process to assist the Municipal Councillors, municipal officials and relevant decision-making bodies, with the making of informed decisions and to facilitate and encourage stakeholder participation. The Financial plan is further detailed as a Medium Term Strategic Financial Framework for the allocation of all available municipal resources, through a proper process of municipal budgeting. In order to address development and ascertain effective and efficient service delivery, as well as, viability and sustainability of the municipality's operations and investments.

2.9.2.1 Budget

✓ Financial control and management

Financial reports are done on a quarterly and monthly basis as per the deadlines. Financial statements are **GRAP** compliance. Budget is in line with municipal budget and reporting regulations (Municipality is complying with Monthly, Quarterly and Half-yearly reports in terms of the MFMA).

Financial Statements were submitted to AG in time and the outcomes were as follows:

Table 24: Auditor General Opinion per Municipality

Municipality	2007/08	2008/9	2009/10	2010/11
VHEMBE	Disclaimer	Disclaimer	Qualified	Qualified
Mutale	Disclaimer	Qualified	Unqualified	Qualified

The table 24 above also indicates the Auditor General (AG) opinion of the VDM and Mutale municipality: VDM and Mutale municipalities in 2010/11 got qualified report. The following financial policies are available: Supply chain management, Cash management, Fixed asset policy, Revenue management, Property rates, Risk management, Tariff, Indigent policy and Virement.

✓ Revenue: Billing and collection

Mutale sources of revenue are derived from grants and subsidies as well as municipal own funding received through property rates, interest earned on investment, sales of tender as indicated in table 25 below.

Table 25: Grants and own revenue (2012/13)	
Property rates	R 2,454,662
Water	R 5,460,975
Rental	R 257,905
Refuse	R 715,349
Sanitation	R 742,377
License & Permits	R 15,176
Buildings approval	R 74,906
Testing pit- motor vehicles	R 302,500
Grants and subsidies	R 86,287,000
Licensing	R 3,026,410
Interest received	R 203,500
Other penalties	R 18,100
Admin income charges	R 158,389
Traffic fines	R 275,000
Advertising	R 3,630
Tourism fees	R 122,970
Supplier's registration	R 54,450
Sales of sites	R 1,204,998
TOTAL	R 101,378,298

Source: Mutale, 2012

Complete, accurate, regular and timorously bills are dispatched to all consumers. The consumers are then held liable for all the disconnection and reconnection charges. Should a consumer fail to pay their account even once the service has been terminated the credit control and debt collection policy will be implemented to recover the outstanding amount due.

✓ **Expenditure**

Creditors management system in place, payments are done through EFT, Creditors are paid within thirty days. The table 26 below indicates the expenditure pattern of the municipality from the financial year 2009/10-2010/11.

Table 26: Municipal Expenditure Pattern per Department

Department	2009/10		2010/11	
	Budget	Expenditure	Budget	Expenditure
Corporate services	R8,535,459	R221,200	R8,330,682	R10,000
Office of the municipal manager	R5,134,993	R15,000	R4,049,361	R21,000
Council	R4,957,790	R600,000	R6,253,302	R144,000
Finance	R9,653,910	R400,000	R10,436,862	R70,000
Technical services	R33,046,268	R24,164,476	R32,075,670	R13,556,100
Community services	R4,082,430	R1,450,000	R5,080,778	R150,000
TOTAL	R65,39285	R1261,8145	R66,226,655	R408,5561

Source: Mutale, 2012

2.9.2.2: Assets management

- ✓ Assets verification and valuation

Assets register is available on the Asset Management System and also in compliance with **GRAP** reporting standard. The municipality had never disposed any assets. Assets verification and valuation are done annually. Table 27 below indicates that the municipality has a total of 23 vehicles.

Table 27: Municipality Vehicles

Vehicles	Leased vehicles	Pool vehicles	Water tankers	Tractors	TLB	Motorbike	Total
2011/12	-	22	-	-	01	-	23

Source: Mutale, 2011

✓ **Assets maintenance**

Management and maintenance of the building are done regularly. Fleet management policy is in place and fleet is regularly maintained. The main challenges are gaps on the existing policies.

Table 28: Assets valuation

	2011			2010		
	Cost/valuation	Accumulated Depreciation	Carrying value	Cost/valuation	Accumulated Depreciation	Carrying value
Buildings	R12 561 966.89	(R2 087 144.08)	R10 474 822.81	R12 545 776	(R1 753 969.93)	R10 791 806.07
Furniture & fixtures	R2 656 775.43	(R1 396 688.74)	R1 260 086.69	R2 651 716.23	(R1 169 235.70)	R1 482 480.53
Infrastructure	R46 265 572.59	(R442 293.46)	R45 823 279.13	R38 241 555.37	(R118 261.31)	R38 123 294.06
Intangible	R379 988.47	(R137 072.87)	R242 915.60	R188 175.97	(R103 219.98)	R84 955.99
IT Equipment	R965 705.90	(R766 100.46)	R199 605.44	R862 497.90	(R632 546.48)	R229 951.42
Motor Vehicles	R4 408 411.96	(R1 836 059.27)	R2 572 352.69	R4 208 649.83	(R1 586 527.82)	R2 622 122.01
Other PPE	R1 161 089.05	(R73 832.78)	R1 087 256.27	R1 161 089.05	(R156 767.71)	R1 004 321.34
Plant & Machinery	R1 546 601.86	(R551 022.32)	R995 579.45	R1 484 855.43	(R466 729.39)	R1 018 126.04
TOTAL						

Source: Mutale, 2011

2.9.2.3 Record management system

The Store (Inventory) system and Supply chain policy are available. The Bids (Tender) policy and Tender box are available. Two committees are in place i.e. Bids evaluation and the Adjudication committees. The Committees meet as and when required. The main challenges are that the inventory system is not linked to all the satellite stores, no

training has been offered to relevant personnel on the system, the Tender box is inaccessible after hours and on weekends.

2.9.3 GOOG GOVERNANCE AND COMMUNITY PARTICIPATION

G&A, Economic, Social, Infrastructure and Justice Clusters, ward committees and Mayor & Traditional Leaders forum, EXCO and Portfolio committees are available and functional. The main challenges are that clusters do not meet in time to give robust attention to issues and inconsistency attendance by municipalities and sector departments.

2.9.3.1 Inter-governmental relations

The municipality participates in the District IGR such as District Technical Intergovernmental forum meeting, Mayor's forum as well as Municipal Manager's forum. There is however challenges such as inadequate participation of sector departments and non alignment of IGR sub structure (Cluster forum, District Development planning forum, Monitoring & Evaluation forum, CFOs forums). There is a need therefore to encourage sector departments' participation and alignment of IGR sub structures.

✓ Clusters

Infrastructure, economic, social, justice, Governance and administration cluster are functional. They hold meetings once a month in preparation of the IDP Steering committee meeting to deal with different phases of the IDP. Non adherence to Municipal corporate calendar is the main challenge.

✓ The Executive Committee

The executive committee is the main committee of council responsible for the prioritisation of the needs of the community. The executive committee also ensures the development of the IDP. Mutale Municipality has the executive committee and comprises of four members.

✓ Portfolio Committees

Portfolio committees are committees of the Executive Committee. There are three portfolio committees namely, budget and treasury, Corporate Support and Community Services and Technical Services. The roles of the portfolio committees are to play oversight on activities of their respective departments and submit recommendation to the executive committee.

✓ **Ward Committees**

Ward committees have been established in each ward. There are 13 ward committees in Mutale Municipality and each of the 11 members including ward councillors who are chairperson's. The ward committees ensures that the needs of the communities are taken on board during the planning process of the municipality.

✓ **Mayor and Traditional Leaders Forum**

Mayor and Traditional Leaders forum was established to promote good relationship between the community and the municipality. Municipality holds meeting with Senior Traditional leaders.

2.9.3.2 Governance structures and systems

Governance structures and systems such as Internal Audit Unit, Audit committee and Oversight committee are functional in the Municipality.

✓ **Internal Audit Unit**

The Internal Audit is an independent unit of the Municipality, and is a significant contributor to governance within the organization. Its function is a requirement of the Municipal Finance Management Act (Act 56 of 2003), and it is largely directed by the standards for the professional practice of internal auditing of the international Institute of Internal Auditors (IIA).

The Unit is mandated, through its charter, to provide independent, objective assurance and consulting services, geared towards adding value and improving the Municipality's operations. It helps the organization to accomplish its objectives through a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audit's plans, which are aligned with Municipality strategy and most pertinent risks, are supported by senior management and approved by the independent Audit Committee. It communicates audit results to the various levels of management, including Senior and the Municipal Manager, as well as to other assurance providers and the Audit Committee.

✓ **Audit committee**

The Municipality has an Audit Committee appointed in line of sec 166 of the MFMA; the committee consists of four members. On quarterly basis the audit committee meetings is held to discharge the functions in with the MFAMA and Audit Committee Charter. The audit committee has been established since 2008 in the municipality. Mutale and District municipality share or use the same audit committee.

✓ **Oversight committee**

The council has appointed oversight committee to interrogate the annual report and to provide the oversight report. The main challenges identified are that the Committee only sits to consider the Annual Report on behalf of Council, poor quality of the report produced by the committee, the committee is given insufficient time to deal with the report and lack of financial management and accounting expertise on the committee members. There is a need for rigorous training of committee members and municipal **SCOPA** is supposed to gradually take over the role of the Oversight committee.

2.9.3.3 Communication & public participation

The municipality has developed communication strategy to deepen democracy, assist the municipality in fulfilling its obligations, constitutional and legal mandates. The strategy among others seeks to educate and create awareness, promote and popularize policies (new and old), mobilize for action and reassurance, change attitudes towards involvement in issues of governance, change negative perceptions on local government and its ability to deliver services and saw confidence in all spheres of government.

✓ **Research, media & community liaison**

Print media, MLM newsletter and electronic media are used to inform the community of the processes and progress of the IDP review. Date of the meeting schedules of all IDP related structures, including the Ward committee Meeting, IDP process Plan, which is obtainable from municipality. In addition to other mechanism such as loud-hailing, the MLM also uses radio stations for advertising meetings, workshops, conferences, summits and other mechanism. Communication through the print media is done through local, regional and national newspapers, websites and newsletters.

✓ **Marketing**

Information brochures and banners of the municipality are developed and distributed to publicize municipal information in National and International circulating publications. News-letters are produced on a quarterly basis. Signage boards are in place at entry, exit points and the vicinity points of the municipality.

✓ **Thusong service centre**

There is one fully operational Thusong Service Centres within the municipality: Makuya Thusong Service Centre. Local Inter-sectoral steering committee holds Bi-monthly meetings in Thusong Services Centres and the district hold 2 service awareness campaigns annually. The main challenge identified is the lack of awareness of services rendered at the centres by communities.

✓ **Community outreach programme and Capacity building**

Imbizos, IDP Rep Forum, Consultative and ward committee meetings are held as per approved process plan to give various communities time to participate and give inputs on IDP and service delivery processes. IDP Rep forum meetings and Imbizos are held once per quarter. Ward committee members and organized organization are trained annually on IDP and/or municipal planning processes. The municipal Imbizo and steering committee are also functional. The schedule of the municipal IDP and Imbizos are in Section F (6) of this document. There is a need for advocating and awareness campaigns on IDP process & its importance.

2.9.4 SOCIAL CLUSTER PRIORITIES ANALYSIS

2.9.4.1 Environmental and natural resource management

Mutale municipality has a wealth of natural resources which unfortunately is faced with a variety of challenges ranging from resources over-exploitation to land degradation. Better life for all the residents of the municipality can be achieved through sustainable development, which ensures efficient balance between social, economic and environmental needs. Deforestation, erosion, invasion of alien species, rodents, insects and pests plague, drought, pollution, destabilisation of wetlands, veldfires, poaching and floods are main environmental challenges in the municipality.

✓ **Climate**

Vhembe climate is typically subtropical, with mild, moist winters and wet, warm summers characterised by Lowveld (Arid and Semi Arid) (Poto & Mashela, 2008). The area experiences annual rainfall of approximately 500mm per annum out of which about 87.1% falls between October and March. The rainfall pattern is largely influenced by the Orographic rain effect of the Drakensberg Mountains joining the Soutpansberg perpendicularly hence decreases from east to the west of the district. The annual temperature ranges from a minimum of 10°C during winter to a maximum of up to 40°C. The area experiences frequent droughts most particularly in the most parts of the Mutale Local Municipalities which is predominantly semi-arid. Mutale has a dry climate with the majority of the land receiving annual rains of between 300mm and 400mm.

✓ **Air Quality**

All sources of air pollution in Mutale municipality are mainly industrial processes that involve burning coal, oil or other fuels that causes serious air pollution e.g. Boilers, Mineral Processing, Storage and Handling, Inorganic Chemicals Industry and Sawmills factories.

Residential and commercial sources include emissions from the following source categories: Braziers(Imbaula) used for home-based Aluminium Pots manufacturing) Wood Stoves, Backyard Burning, Barbecues, Natural Gas Heating, Structural Fires, Household Heating, Heating, , and Consumer Products. Commercial sources includes emissions from the following source categories: Oil and Gas Industry, Land Clearing Burning, Restaurants, Light Industry, Welding Shops, Space Heating, Agriculture, Landfills, Building Construction/Demolition, Gravel Pits, Bakeries, Asphalt Application, Dry Cleaning, Metal Degreasing, Printing Inks, Glues Adhesives and Sealants, and Paint Applications.

Mobile sources are mostly associated with transportation and internal combustion engines with pollutants being emitted along the path taken. These sources include motor vehicles (Light Duty Vehicles, Heavy Duty Vehicles, Off-Road Vehicles), Road Dust from Unpaved Surfaces, and Road Dust from Paved Surfaces.

Natural sources include VOC and NO_x emissions from Wildfires and Vegetation. It does not include particulate estimates. The criteria pollutants of concern include Carbon Monoxide (CO), Nitrogen Oxides (NO_x), Sulphur Oxides (SO_x), Volatile Organic Compounds (VOC) and Fine Particulate Matter less than 10 microns in diameter (PM₁₀)

Agricultural activities are the major contributor to air pollution in the Municipal area. Methane (CH₄) arises from animal dung, biological decay and fermentation in the stomach of livestock. Vast quantities of dust are also generated during harvesting and ploughing. Pesticides (that kill insects) and herbicides (that kill weeds) are sprayed on crops to increase crop quality and quantity. These chemicals however remain in the soil and air, killing plants and animals and affecting the ecosystem. The spreading of nitrogen fertilizers on agricultural fields increases the content of nitrous oxide (NO_x) in the atmosphere. During winter accidental wild fires occurrence is very high and contribute to air pollution.

Mining and its waste dumps are also responsible for air pollution in the district. Poorly managed coal mines can leak methane into the atmosphere, and coal waste dumps contains materials that can burn on their own (self-combustion) and produce poisonous particles and gases. Fugitive emissions from brickworks/ klamp kilns process are main contributor to air pollution including dust fallout at mine and brick yards.

✓ **Hydrology/ Water Resources**

The Municipality has a relatively limited supply of both the ground and surface water. The area comprised of few catchments areas which are stressed by high demand of water for development activities such as agriculture, human consumption and mining. Water management in the district faces the following challenges: imbalance between the supply and demand for water, alien invasion, and inappropriate land uses in the river valleys, the impact of fertilisers and pesticides, inadequate monitoring, poorly managed sewage systems, high concentrations of pit latrines, flood events and droughts (Limpopo State of the Environment, 2007).

The Limpopo River System on the northern part of the district is considered as the life blood of the Northern Vhembe semi-arid area. Limpopo River is the country's third most important river which provides sustenance to the predominantly hot and drylands through which it meanders. Mutale and

Luvuvhu Catchments area has number of tributaries emanating from the catchments (Small Enterprise and Human Development, 2008).

There are also a variety of Wetlands in the municipality, among others include: the Sambandou Wetlands in Mutale. Samples for water obtainable from rivers, dams and bore hole are routinely taken. Some rivers have been heavily polluted with sewage water.

✓ **Land cover/ Flora and Fauna**

Vhembe area including Mutale has amazing biological diversity of flora and fauna; this rich biodiversity can be attributed to its biogeographical location and diverse topography. The district falls within the greater Savanna Biome, commonly known as the Bushveld with some small pockets of grassland and forest Biomes. These and other factors have produced a unique assortment of ecological niches which are in turn occupied by a wide variety of plant and animal species. The area is comprised of the Mountain Fynbos, Sacred Forests as well as centuries old Baobab Trees.

There are large extensive areas within Mutale that are conservancies' areas among others the Natural Protected areas within the municipality includes the Kruger National Park (Pafuri and Punda Maria Gates in Mutale) and Mutale is also the home of Makuya Park which is part of the Kruger National Park.

2.9.4.2 Waste management

✓ **Waste collection**

Mutale collects 5 tons of waste per months in towns: Tshilamba and Masisi. However Tshikondeni mine operates a private collection service.

✓ **Waste disposal sites:**

Mutale has 03 dumping sites (unpermitted): Gundani dumping which is located approximately 12km from Tshilamba town, Masisi, Makwilidza and Tshikondeni is the only licensed landfill which is however privately owned.

Mutale Local Municipality has only one truck for refuse removal, which cannot cater for more than 150 villages. Many local residents are indigents and are unable to pay for the collection fee. The backlog of access to solid waste collection is at 90% households, i.e. 150 villages, wherein there is no solid waste collection.

2.9.4.3 Education Services Provision

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 gangsterism, management of school finance, none or late submission of Audited statements and none compliance to prescripts.

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

Table 29: Numbers of Schools and Pupils 2011 in Mutale municipality

School categories/ Municipality 2011	Secondary		Primary		Combined		Intermediate		Learners with Special Needs (LSEN)	
	No of Schools	No of pupils	No of Schools	No of pupils	No of Schools	No of pupils	No of Schools	No of pupils	No of Schools	No of pupils
Mutale	35	18313	107	24436	0	0	0	0	0	0
VDM	283	170912	667	229518	10	6503	1	52	6	1963
School categories/ Municipality 2012	Secondary		Primary		Combined		Intermediate		Learners with Special Needs (LSEN)	
	No of Schools	No of pupils	No of Schools	No of pupils	No of Schools	No of pupils	No of Schools	No of pupils	No of Schools	No of pupils
Mutale	35	19 390	109	24 664	2	1 478	0	0	0	0
VDM	285	176 618	686	236 327	46	20 246	0	0	0	0

Source: Dept. of education, 2012

Table 29 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 district. Mutale municipality has 35 secondary school with 19 390 learners, no special school, etc. as indicated in the table30 above.

2.9.4.4 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 Mutale municipality: People with disability, Children, Gender and Senior citizens programmes.

◆ **People with disability**

The district with local municipalities including Mutale hold the following events: annual disability district economic summit, disability month celebration, Special Olympics Games and Sports for people living with disability, Bi-annual youth conference, annual youth camp which addresses socio economic and youth development, annual celebration of youth month, children's rights month, Older Persons month, hold young women in dialogue, 16 Days of Activism and annual young men's indaba, International youth and Women's day and national days: National Women Day, Heritage Day, Human Rights Day, Day of Reconciliation, Freedom Day, Workers Day, Family Day and World Aids Day.

◆ **Youth and children**

Vhembe District municipality organizes pre-event celebration of the youth day to galvanize communities to support National and Provincial event of the day. The following Youth Events for 2009/10: Young Women in Dialogue, Youth Parliament, Youth Camp, go back to school campaign, District Youth Election Seminar and Youth Parliament 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. LED unit hold annual Youth Award during Youth Month.

Children Advisory Councils were launched and children forums are functional in 4 local municipalities. Children's rights months is also celebrated in the district.

◆ **Senior citizen**

The district facilitated Campaign on abuse to elders and District Celebration events. The main aim is 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 District 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 including Mutale 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, and to Mark the adoption of the Charter for Positive Values on 28 July 2008.

District and local MRM forums are not functional and it is very difficult to coordinate their programmes. The District 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 ndi nnyi.

◆ **Indigenous sport, arts & culture**

The following events are held in the district to enhance social cohesion: Arts & cultural competitions - Tshikona, Malende, Zwigombela, Kiba, Visa, Magagase, Xigubu, Mchongolo, and Xicai – cai and I can sing auditions for talent identification, fine and visual arts competition annually ; Indigenous Games like khadi, Mufuvha, Muravharavha, Ndode, Jukskei, Khokho, Drie stokies, Duvheke and Ntonga and Sports arts and culture Achievers Awards are effective in the district.

2.9.4.5 Disaster risk management

Disaster Management is a continuous and integrated multi-sectoral 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.

● **Disaster Risk Identification, Assessment, Response and Recovery**

The district has no regulations in place that deals with all the elements related to waste management such as the generation, treatment and transportation of waste. Rural villages do not have a formal waste removal system and most households burn their waste, which poses as a health risk, especially to the younger children. Hospitals have their own waste management systems to dispose of biological waste that could be harmful to the public.

Fires occur in all areas of the district causing great destruction to infrastructure and farmland. The low rainfall during the winter months also increases the environment's susceptibility to fires. Hawkers and uncontrolled trading also poses as a fire risk as the structures they erect are made of combustible materials such as wood, cardboard and plastics.

Firewoods which are used for cooking and to warm houses during the winter months are collected on a daily basis which caused deforestation in many rural areas. Some communities cut down trees in the mountains in order to prepare the soil for ploughing, which eventually poses as a problem during the rainy season due to erosion. In Mutale, many hardwood trees are cut down for firewood and income and there is almost no active management of this problem.

2.9.5 ECONOMIC CLUSTER PRIORITIES ANALYSIS

South Africa is a middle-income, emerging market with an abundant supply of natural resources; well-developed financial, legal, communications, energy, and transport sectors; a stock exchange that is 18th largest in the world; and modern infrastructure supporting an efficient distribution of goods to major urban centers throughout the region. Unemployment remains high and outdated infrastructure has constrained growth. Daunting economic problems remain from the apartheid era - especially poverty, lack of economic empowerment among the disadvantaged groups, and a shortage of public transportation.

Government has initiated interventions to address deep-seated inequalities and target the marginalised poor, to bridge the gap with the Second Economy, and ultimately to eliminate the Second Economy. AsgiSA includes some specific measures of response to the challenges of exclusion and the Second Economy. Accelerated and shared growth Initiative for South Africa (AsgiSA) is a micro-economic reforms within GEAR macro-economic framework which intend to link the first and second economy, create the better conditions for business and close the skills gap in both short and long terms. The main objective of AsgiSA is to reduce poverty and unemployment by half in 2014.

The AsgiSA process has also mandated the DPLG, in consultation with the DTI, to improve the capacity of local government to support local economic development. Local Economic Development (LED) is the process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. LED is based on local initiative, driven by local stakeholders and it involves identifying and using primarily local resources, ideas and skills in an integrated way to stimulate economic growth and development in the locality. The EPWP is a key Second Economy intervention. As part of AsgiSA, this programme will be expanded beyond its original targets (AsgiSA, 2006). South Africa is now embarked on a new economic growth path in a bid to create five-million jobs and reduce unemployment from 25% to 15% over the next 10 years (Presidency Office, 2010).

Integrated Sustainable Rural Development Programme (ISRDS) is a national policy aimed at attaining socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who are equipped to contribute to growth and development. Elements of ISRDS are rural development, sustainability, Integration and rural safety net.

The Limpopo Employment, Growth and Development Plan [LEGDP] has specific programmes that are designed to achieve structural change in critical areas of the provincial economy. It provides a framework for the provincial government, municipalities, the private sector and all organs of civil

society to make hard choices in pursuit of the strategic priorities as encapsulated in the Medium Term Strategic Framework.

Vhembe LED Strategy depicts that, the district economic growth potential is in Agriculture, Tourism and Mining refer to for more information from LED Strategy summary. District through Supply Chain policy encourage procurement from local business and economic transformation thereby procuring from Historically Disadvantaged Individual (HDI) which are principles of Black Economic Empowerment (BEE).

The Mutale LED strategy strive to stimulate shared growth in the local economy by focusing limited resources on initiatives that are most likely to enhance the prospects of shared growth. Implemented effectively, the selected initiatives are likely to stimulate growth whilst strengthening local competitive advantage. Mutale has LED strategy which shows that the agriculture, mining and tourism as the main economic activities.

Mutale is the third most populated Local Municipality in the District, with 7% of the District's population. It has the second worst unemployment rate within the District, with about 585 of the labour force being unemployed. Additionally 61% of the economically active population in the municipality do not participate in the labour force and are therefore dependent on others for their support.

2.9.5.1 Job creation and poverty alleviation

Table 30 below indicates that 7 950 males and 6 990 female employed; 3 454 males and 5 551 female unemployed; 12 401 males and 19 126 female not economical active in Mutale municipality.

Table 30: Employment status in Mutale municipality

Employment Status	Male	Female	Total
Employed	7 950	6 990	14940
Unemployed	3 454	5 551	9005
Not economically active	12 401	19 126	31527
Unspecified	130	372	502

Source: STATSSA (Community survey 2007)

2.9.5.2 Integrated Industrial Development

2.9.5.2.1: Tourism Development

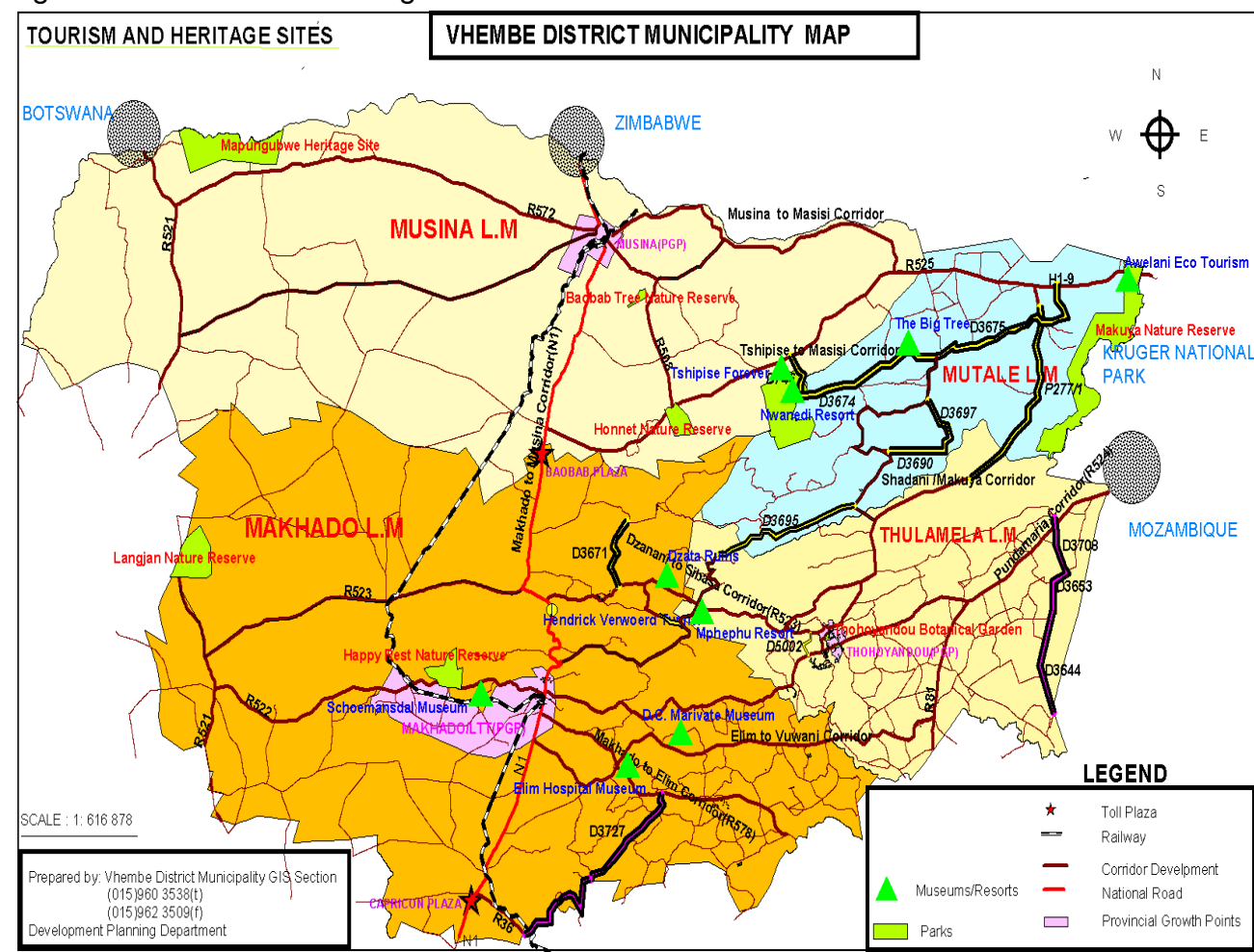
The natural and physical characteristics of Mutale, as well as its location adjacent to the Kruger National Park implies the tourism sector as an important potential source of economic growth and employment creation in the municipal area. Mutale has significant tourism potential and a number of strategic attractions that can be leveraged upon as indicated in figure 4. Factors that however impact negatively on the ability to realise this tourism potential include the condition of road infrastructure and a lack of reliable energy and potable water sources. These potential attractions in Mutale include:

- Mutale River Gorge
- Mutale Potholes
- African Ivory route camp
- Mutale Falls

- Matshakatini
- Makuya Park
- Sagole Spa and environs
- Nwanedi Park and Resort
- Mutale craft center
- Mianzwi Archaeological site and ruins

The areas earmarked for tourism development is the only other spatial development category occupying a significant proportion of land categorized as having a high environmental sensitivity value. A total of 15.7% of the land area within the tourism nodes and 13.8% within the area earmarked for adventure tourism are classified as high environmental sensitive areas. Tourism development can however be regarded as a potentially compatible land use in areas with high environmental sensitivity.

Figure 7: Tourism and Heritage site



The existing and potential tourism attractions in Mutale are mainly concentrated in four clusters as indicated in figure 7. These include:

- ◆ The Makuya Park adjacent to the Kruger National Park in the eastern parts of the municipality,

- ◆ The Nwanedi Park and Resort in the south-western part of the municipality, A cluster including the Mutale falls and potholes just east of the Pafuri Gate of the Kruger National Park,
- ◆ The area around and north of Tshipise including the Sagole Spa, Bushman Paintings, the Dombani Caves and the Sagole Big Tree.
- ◆ A section of the Mutale gorge has also been identified as suitable for adventure

- **Tourism activities**

Vhembe nevertheless is rich in cultural activities and has more than 70 heritage and cultural attractions. A number of activities or events are done on annual basis such traditional dances and games competitions such Tshigombela, Malende, Tshikona etc.

- **Tourism facilities**

The municipality has about 01 tourist guides registered to operate and an advantage of having many crafters.

Table 31 shows Mutale tourism attraction centres: The Big Tree Accommodation Lodge, Domboni Caves, Sagole Spa, Nwanedi Nature Reserve, Makuya Park etc

Table 31: Tourism Attraction Centres

Tourist Attraction	Location	Exclusiveness
Baobab Tree	Madifha Village	Biggest tree in Africa
The Big Tree Accommodation Lodge	Madifha Village	Accommodation
Domboni Caves	Domboni Village	Hiding place during Tribal wars
Sagole Spa	Tshipise	Warm baths and accommodation
Nwanedi Nature Reserve	Folovhodwe	Animal viewing & accommodation
Makuya Park	Adjacent to Kruger National Park	Animal viewing & camping facilities
Awelani	Tshikuyu	Caves
Idani Park	Tshilavulu village	Park
Dzhinzhikoni	Dzamba	Potholes
Dalavhuredzi Water falls	Mufulwi	Ancient finger prints
Khwanda dza Mbidi cultural village	Pile	Traditional houses arts & culture
Tshathanga Caves	Maramanzhi	Hiding place during tribal wars
Mutavhatsindi Nature reserve	Thengwe	Miracle tree
Gundani Mutsiwa Camp site	Gundani	Mutsiwa tree and bird viewing
Mutale water falls	Makuya park	Makuya park
Tshiungani Ruins	Tshiungani	Hiding place during tribal wars

Gogogo parks	Gogogo	Cultural village
Tshandama arts	Tshandama	Tourism and Information center
Phafuri cultural village	Bennde Mutale	Cultural villages

Source: Mutale,2011

These natural wonders are however not easily accessible due to the poor road infrastructure of the Municipality. A lack of reliable energy and potable water also hinder the growth of the tourism industry. No database of all tourism centers exist, resulting in these centers not properly developed and marketed.



The Big Tree

2.9.5.2 Mining

The mining sector is regarded as one of the three pillars of the Limpopo Province, hence its strategic importance to the development of the economy of the Vhembe district. The Mining Sector contributed 61% of Mutale’s GDP. The mineral occurrences and zones within the Municipality include:

- Copper in Makuya
- Diamond in Mangwele
- Coal in Sanari, Mukomawabani and Pafuri
- Magnesite in Tshipise

Figure 8 below indicates the distribution of minerals belts in the district including Mutale. There is coal in Mutale coal belt as indicated in the map below.

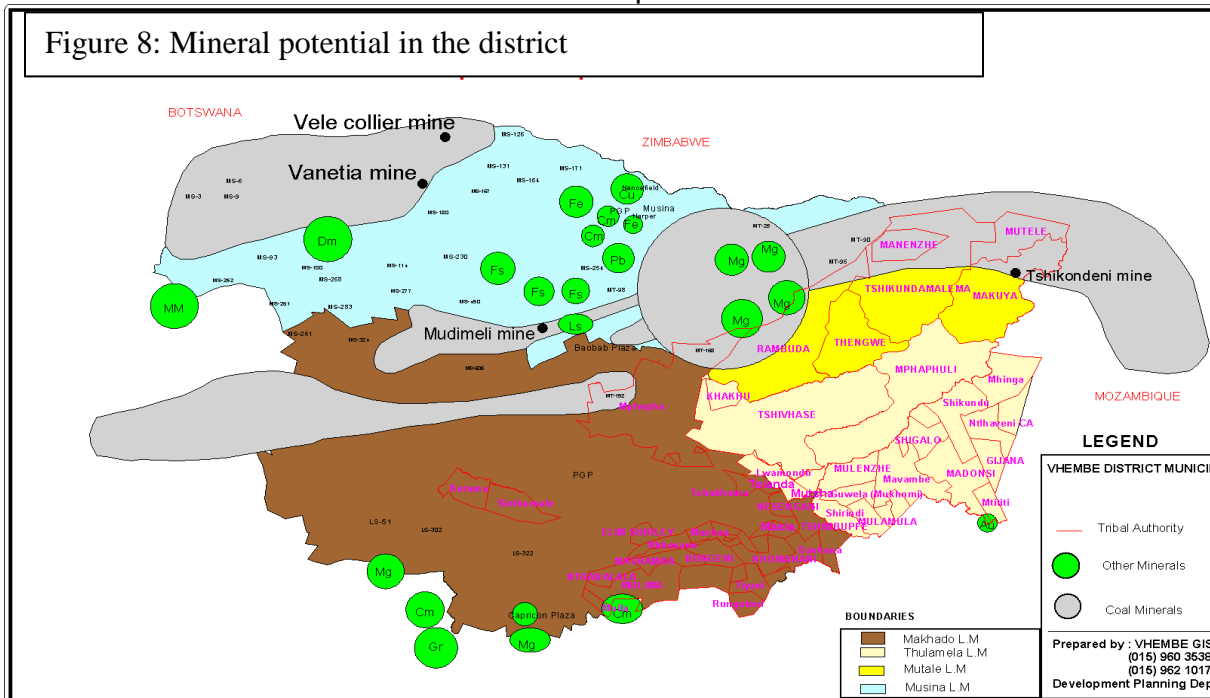


Table 32: Opportunities in the mining sector

Opportunities	Potential Projects	Mutale
Existing mines	➤ Supply of manufacturing inputs in the mines	√
	➤ Subcontracting of cleaning and catering services	√
Mineral Deposits not yet extracted	➤ Small scale mining cooperatives	√
	➤ Local mineral processing and beneficiation activities	√
	➤ Steel beneficiation	√
	➤ Jewel making	√
	➤ Coal beneficiation	√
	➤ Magnesium production	√
Graphite deposits	➤ Graphite extraction and beneficiation	√
Increasing demand for bricks	➤ Expand brick production capacity	√

Though opportunities exist the mining sector as indicated in table 32 is faced with some obstacles hindering its full development. The challenges include lack of capital to maximise production potential, use of substandard extraction techniques resulting in depletion of resources, lack of skilled workforce, high transport costs and lack of access to market.

2.9.5.3 Enterprise development

No major industrial developments are taking place in Mutale. The promotion of agric-processing plants and other value adding industries should be encouraged in order to diversify the economy of the area. Currently there is an established facility available for the development arts and crafts. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

A Training College for Traffic Officials is situated in Mutale and is utilized on a regular basis. Small to medium sized enterprises within the municipality operate in isolation and without some sense of common purpose. There is no existing database of SMME's available. The viability of these businesses is also questionable, as the operation methods generally do not comply with modern practices of operating businesses.

2.9.5.4 Agriculture and Rural Development

It is important to recognize that the terms "urban" and "rural" should not be viewed as mutually exclusive concepts. The draft National Urban Development Framework (Department of Cooperative Governance and Traditional Affairs and the Presidency and in partnership with the South African Cities Network 2009) adopts a broad definition of "urban" as being those spaces showing some formal concentration of settlement, infrastructure, services, amenities and facilities and includes all towns and cities. "Rural" and "urban" areas are thus viewed as parts of a continuous regional, national, and international landscape and are interrelated through complex economic, social, political and environmental forces. The framework recognises the need for a balanced approach to development that addresses both ends of the rural-urban continuum, rather than rural areas in isolation of urban.

Using this overall framework of the National Comprehensive Rural Development Programme (CRDP) as a guideline, the proposals applicable to Mutale relating to rural development and agrarian transformation is summarised in terms of the following broad categories: Agrarian transformation, Rural development and Land reform

➤ Agrarian transformation

The types of projects and priorities of this component of the CRDP are focused on the following aspects:

- Livestock farming & related value chain development (exploring all possible species for food & economic activity)
- Cropping & related value chain development (exploring all possible species, especially indigenous plants, for food & economic activity)

➤ Rural development

Agriculture, mining and tourism are the main source of rural economic development in Mutale; however there are various challenges that hinder their development: Land tenure system (Communal land rights), Accessibility to business opportunities, Lack of mechanization in agriculture, High input cost, Disease outbreak, Waste management, Disasters, None Compliance to Legislation (environmental) and Communication between Traditional leaders, municipalities and other key stakeholders.

➤ Land Reform

Land tenure system is confronted by the Lack of knowledge of interim protection of informal land right Act by tribal Authorities (IPILRA), unavailability of PTOs to farmers claiming the portion in food security projects and delays in finalizing lease agreement between investors and tribal Authority as the major problems.

In food security project farmers who are issued with permission to occupy by the Tribal authority are settled in their portion. LDA busy verifying the tenure system in all former ARDC projects.

Land Redistribution and Restitution programme are negatively affected by post settlement support to land reform beneficiaries which is insufficient (only CASP), infighting amongst the group members and lack of agricultural skills by land reform beneficiaries, lack of agricultural business by communities, insufficient post settlement support especially financially and dilapidated infrastructure.

2.9.5.5 Green economy

Green economy is defined as a system of economic activities related to the production, distribution and consumption of goods and services that result in improved human well-being over the long term, while not exposing future generations to significant environmental risks or ecological scarcities .It implies the decoupling of resource use and environmental impacts from economic growth and characterized by substantially increased investment in green sectors, supported by enabling policy reforms. Green economy is a resource efficiency, low carbon development, economic growth and job creation.

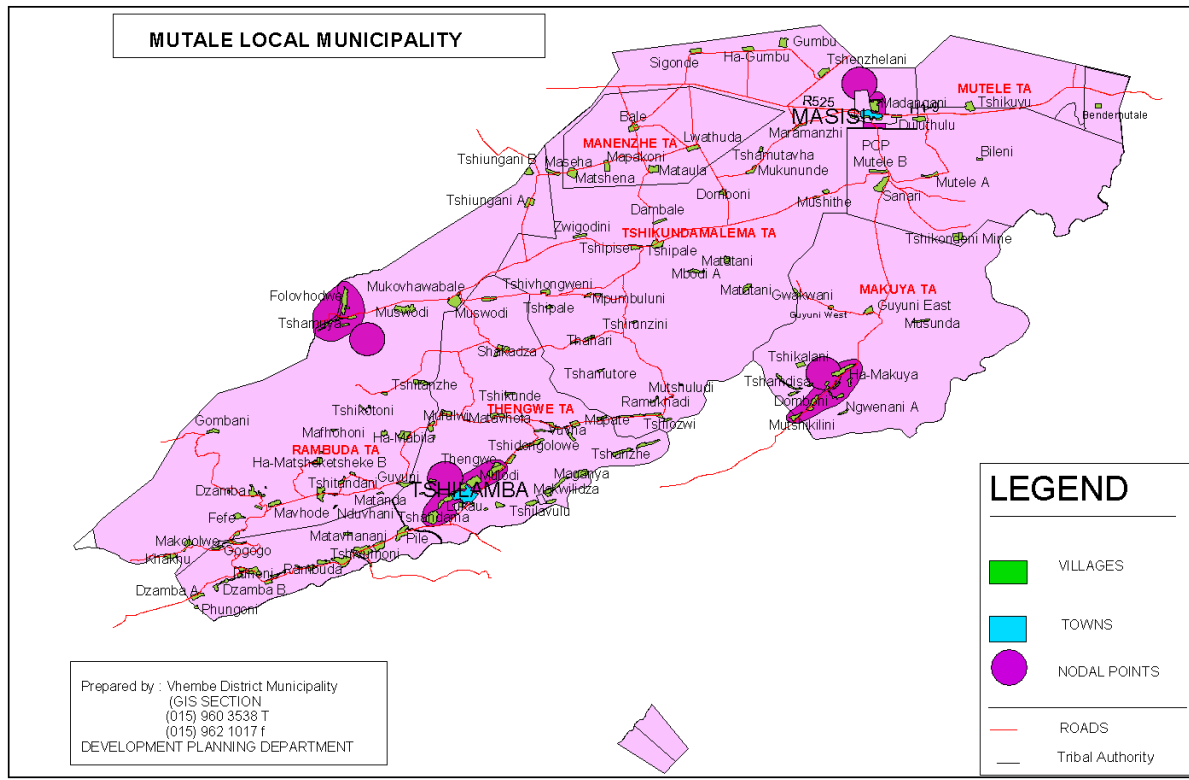
The Industrial Development Corporation (IDC) has committed R25-billion to new investments in South Africa's "green economy" over the next five year and started with the installation of solar water geysers in new low-cost houses. The district together with UNIVEN/Gondal/CLGH and Eskom are engaged in supporting the Bio energy projects and manufacturing of Solar power in the municipality.

2.9.6 SPATIAL ANALYSIS

The municipality developed Spatial Development Framework (SDF) as a tool to guide development, investment, infrastructure development and advice on the municipality spending patterns while assisting the municipality in making sound decisions. The SDF looks at all the challenges, trends, key issues and opportunities that the municipality has in as far as development is concerned and try to come up with directions and guidelines in terms of future development forms and patterns.

The district, however conducts capacity building to Municipal officials and Territorial council on processes and procedures of land use management & land development projects and ensure that funds are availability for reviewal of SDFs for Mutale. The challenges experienced in the municipality with regard to land administration are budget constraints, illegal occupation of sites, demographic imbalances, none adherence to SDF & LUMS and Infrastructure disparities.

Figure 10: Nodal points



➤ **Mutale nodal points**

Over and above the criteria for a more sustainable settlement and the application thereof on Mutale, the approach towards the identification of appropriate development nodes to inform and focus future spatial development and infrastructure investment in Mutale was also informed by accessibility criteria and demographic characteristics and trends.

The three **primary municipal nodes** include the following:

- The Tshandama/Lukau/Mutale/Thengwe node straddles across Wards 4 and 5 of the municipality. It includes the settlements of Tshandama, Lukau, Mutale, Mulodi and Thengwe. This node represents the single largest population concentration as well as concentration of economic activities and social facilities within the municipal area. It is also relatively well served with basic infrastructure and includes the water treatment works at Lukau, which is the central element of the larger Mutale Rural Water Scheme, serving villages in both the Mutale and Thulamela municipalities. This settlement node is also traversed by a paved road which could function as a central activity street at a micro planning level in the short term, and possibly as a development

corridor in its infant stage once the proposed overall upgrades to the municipal road network as outlined are implemented.

- The second primary node is the Masisi node in the north eastern parts of the municipality in Ward 10. This node consists of the settlements of Masisi, Tshilamusi, and Madangani and is one of the fastest growing nodes over the last eight years. It is also located at the intersection of two important paved roads traversing municipality i.e. route R525 which is the main access road to the northern Pafuri gate of the Kruger Park and road P277/1 in a southern direction.
- The third primary node is referred to as the Makunya node located in the south east of the municipality in Ward 11. It consists of the villages of Makunya, Hamakuya, Domboni, Dotha and Khavhambe. The road between the Masisi node and the Makunya node can possibly in the longer term also function as a development corridor in its infant stage once the proposed overall upgrade of the road between these two nodes are implemented.

The five **secondary municipal nodes** which also provide relatively high levels of accessibility, but is characterised by smaller population concentrations and generally with lower population growth rates and levels of economic activity include the following:

- The Rambuda node in Ward 3 of the municipality consisting of the settlements of Rambuda, Mutshavhawe, Tshihvumo and Tshaphasha.
- The Folovhodve node located along the north western boundary of the municipality in Ward 7 along the boundary with the Musina Local Municipality.
- The Mufulwi/Matavhela node.
- The Shakadza node.
- The Tshipise node.

Important routes for economic and tourism have been identified for development. These are Shadani, Masisi, Matavhela-Muswodi, Folovhodwe, Tshipise and Tshandama- Matavhela via Tshixwadza. About 71% of the indicated roads are gravel roads.

Overall, the roads within the jurisdiction area of the municipality are in a poor condition and in dire need of upgrading from gravel to tar. Apart from the main provincial and regional roads, most of the rural access routes are graveled and not being maintained properly. Within the urban areas, the main roads are old and deteriorating rapidly, whilst most of the distributor roads are graveled .The biggest threat to road maintenance is the absence of proper bulk storm water drainage systems.

2.9.5.6 Land administration

➤ Land ownership

Mutale municipality consist of proclaimed area and un-proclaimed area. The municipality own only 2 areas which is Masisi and Tshilamba. Most part of the land of Tshandama is owned by the tribal authority. The list below indicates the names of tribal authorities that owned most of the land:

- ✓ Manenzhe
- ✓ Tshikundamalema
- ✓ Thengwe
- ✓ Rammbuda

- ✓ Khakhu
- ✓ Makuya
- ✓ Mutele

➤ **Stand allocation/ demarcation**

Majority of villages are dispersed villages and do not have survey general plans and there is a backlog of 4900 residential sites to be demarcated in the municipality. 126 sites were demarcated in 2009/2010 financial year and 2011/12 there was no side demarcations. The challenge is a budget constraint.

➤ **Land claims**

Currently there are no land claims in Mutale municipality.

2.10 JUSTICE CLUSTER PRIORITIES ANALYSIS

2.10.1 Provision of 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.

2.10.2 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 Mutale by community members. The District crime management forum composed of

various stakeholders 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, Neighborhood 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.

◆ **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. There are 36 sectors of which 04 in Levubu are not fully functional.

◆ **Tourism safety**

The tourist areas that need security attention are Songozwi , Nwanedi, Mapungubwe and Pafuri. The main factors that negatively affect tourism safety in the district are insufficient registered tourist guides, not readily available sites security, vandalism of fence by the undocumented people around the area of Nwanedi, poor road conditions, pouching, racism, and tribalism at Makuleke game farm.

2.10.3 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 re-integration programmes include Parole and Community service programmes.

2.10.4 Boarder management

There is a serious challenge of influx of undocumented people particularly in Mutale. 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.

2.10.5 Legal services

The Legal Services unit comprises of one employee who is a Legal Advisor of the Municipality. The unit is responsible for the following functions:

- Provision of legal advice to the municipality
- Drafting of contracts/ agreements between the Municipality and service providers
- Drafting of policies
- Handling of disciplinary hearings and attend labour cases
- Drafting of by-law and facilitates their processing thereof

Given the current workload, the Legal Advisor is able to cope effectively and can perform all functions effectively.

SECTION 3: VISION

“A DEVELOPMENTAL MUNICIPALITY THAT ENSURES SUSTAINABLE ECONOMIC GROWTH AND EQUITABLE SERVICE DELIVERY”

SECTION 4: MISSION

“WE STRIVE TO PROVIDE QUALITY SERVICE & BUILDING LOCAL ECONOMY THROUGH INFORMATION AND KNOWLEDGE BUILDING, STRONG PARTNERSHIP IN HARMONY WITH THE NATURAL ENVIRONMENT”

SECTION 5: STRATEGIC OBJECTIVES AND DEVELOPMENT STRATEGIES

5.1 Infrastructure cluster

Table 33: Infrastructure cluster strategic objectives and developmental strategies

PRIORITIES	SPECIFIC ISSUES	STRATEGIC OBJECTIVES	STRATEGIES
Water	Supply	<ul style="list-style-type: none"> To ensure Universal Access to portable water by 2014 	<ul style="list-style-type: none"> Fast tracking of Infrastructure construction
	Free basic water	<ul style="list-style-type: none"> Improve access to water To ensure eradication of water backlog of 2947 by 2014 To ensure that House connection is extended to all villages with reliable water source by 2014 To ensure that Free Basic Water is extended to 400 indigent by 2014 	<ul style="list-style-type: none"> Achieve a millennium goal Connection of 1000 households annually Proper co-ordination of all water projects of the District Connection of 100 indigent households every year
Energy supply and demand management	Household connections	<ul style="list-style-type: none"> To ensure Universal Access to Electricity by 2014 	<ul style="list-style-type: none"> Reticulate all households as per Eskom allocation
	Free basic electricity	<ul style="list-style-type: none"> To ensure that all indigents are provided with Free Basic Electricity by 2014 	<ul style="list-style-type: none"> Configuring of 100 beneficiaries annually
	Streets lighting	<ul style="list-style-type: none"> Ensure that all Municipal growth points as identified on Spatial Development Framework(SDF) has access to minimum street lights by 2014 	<ul style="list-style-type: none"> Development of street lighting Capital and Maintenance Plan for existing and future High masts /lights by 2014

Roads and Storm-water Infrastructure Development	Storm water-drainage system	<ul style="list-style-type: none"> • Ensure construction of new roads annually • To ensure that municipal Roads/streets are maintained at all times • Upgrading of roads from gravel to tar • To construct 26 culverts in all wards by 2014 	<ul style="list-style-type: none"> • Tarring of 3km per annually • Routine Grading and re-gravelling of roads • Ensuring that 5 year Maintenance plan is part of public participation process • EPWP projects.
	Maintenance		
	Roads		
Education infrastructure	Accessibility	<ul style="list-style-type: none"> • To improve all school related infrastructure by 2017 	<ul style="list-style-type: none"> • Ensure that schools are connected with water. • Ensure grading of streets to educational facilities(accessibility)
	Water		
	Electricity		
Health and welfare	Accessibility	<ul style="list-style-type: none"> • To improve all health related infrastructure by 2017 	<ul style="list-style-type: none"> • Ensure that schools are connected with water • Ensure grading of streets to health facilities(accessibility)
	Water		
	Electricity		

5.2 Social cluster

Table 34: Social cluster strategic objectives and developmental strategies

PRIORITIES	SPECIFIC ISSUES	STRATEGIC OBJECTIVES	STRATEGIES
Environmental and natural resource management	Waste management and air quality	To reduce health hazards and ensure safe living environment by 2017	<ul style="list-style-type: none"> • Licensing of landfill sites • Collection of waste removal • To introduce new collection points for waste removal
	Solid waste disposal		
	Land fill		
Housing	RDP(Low cost housing)	<ul style="list-style-type: none"> • To ensure proper co-ordination of the construction of allocated houses annually 	<ul style="list-style-type: none"> • Maintenance of village housing data base
Disaster risk management	Risk Reduction	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Review disaster management plan
	Response and Recovery		
	Risk Assessment		
Arts and Culture	Indigenous games	<ul style="list-style-type: none"> • Ensure promotion and preserving of arts and culture at all times 	<ul style="list-style-type: none"> • Development and Coordination of arts and culture activities
	Arts		
	Traditional dance		
Sports grounds and facilities	Sport fields	<ul style="list-style-type: none"> • Ensure that sports facilities are 	<ul style="list-style-type: none"> • Implement a sports ground

	Multipurpose centre	available for community use at all times	<p>execution plan for all existing unfinished sports grounds by 2013/14</p> <ul style="list-style-type: none"> • Development of sports maintenance plan for future construction by 2013 • Maintenance of all sports ground at all times
Heritage and Museum	Museums	<ul style="list-style-type: none"> • To ensure development and coordination of heritage sites 2015. 	<ul style="list-style-type: none"> • Identification and development of heritage sites
	Heritage sites		

5.3 Good governance and Administration cluster

Table 35: Governance and Administration Strategic objectives and developmental strategies

PRIORITIES	SPECIFIC ISSUES	STRATEGIC OBJECTIVES	DEVELOPMENTAL STRATEGIES
Good governance and Administration cluster	Organisational structure	<ul style="list-style-type: none"> • To ensure the review and alignment of the 2012/2013 organisational structure with the IDP and budget 	<ul style="list-style-type: none"> • Consolidate inputs from various departmental managers • Consult with the labour forum
	Policies	<ul style="list-style-type: none"> • To ensure alignment of all HR and Finance Policies with National Legislative frameworks 	<ul style="list-style-type: none"> • Consult with relevant stakeholders. • Conduct internal workshops for both councillors and staff on the reviewed policies

			<ul style="list-style-type: none"> • Tabling of reviewed policies before council
	By- laws	<ul style="list-style-type: none"> • To ensure the development of new By-laws. 	<ul style="list-style-type: none"> • Drafting of new By-Laws • Briefing of councillors on the proposed by-laws • Conduct public participation on the proposed By-laws.
	MPAC	<ul style="list-style-type: none"> • To ensure the effectiveness of the MPAC. 	<ul style="list-style-type: none"> • Training of MPAC Committee members
	Council	<ul style="list-style-type: none"> • To ensure the deepening of democracy through public participation. • To ensure proper oversight on municipal activities. • To ensure effective running of Council activities 	<ul style="list-style-type: none"> • Facilitation of quarterly Council sittings • Submission of quarterly performance report to Council • Facilitation of Public participation on By-laws and IDP process
	Exco sitting	<ul style="list-style-type: none"> • To ensure the identification and prioritization of Community needs 	<ul style="list-style-type: none"> • Facilitation of monthly EXCO meetings • Facilitation of the IDP process • Conduct Mayoral Imbizo on a quarterly basis
	Ward committees	<ul style="list-style-type: none"> • To ensure the establishment of Ward Committees in all the 13 wards. • To ensure effective functioning of Ward Committees 	<ul style="list-style-type: none"> • Quarterly community meetings. • Training of all Ward Committee members •
	Traditional leadership	<ul style="list-style-type: none"> • To promote good relationship between the Traditional leaders and the municipality. 	<ul style="list-style-type: none"> • Mayor/ Traditional Leaders Forum.

	Portfolio committees sitting	<ul style="list-style-type: none"> To ensure effective functioning of Municipal departments. 	<ul style="list-style-type: none"> Monthly meetings and reporting
Internal Audit	Audit committee	<ul style="list-style-type: none"> To ensure the appointment of new Audit Committee. Ensure quarterly performance of internal audit functions 	<ul style="list-style-type: none"> Quarterly audit committee meetings Monitoring of effectiveness control Sharing the Audit Committee with the District Municipality. Training of Internal Auditor Appointment of Risk Management Officer
	Risk management		
	Anti-fraud and corruption		
Communication and public participation	Research, media and community liaison	<ul style="list-style-type: none"> To ensure 100% participation by Traditional council, Communities and all stakeholders in all municipal activities. 	<ul style="list-style-type: none"> Conduct 04 quarterly researches, 04 Local communicators forum and 04 Public participation programmes Support Traditional Leaders programmes quarterly. Host the State of the Municipal Address.
	Publicity and marketing		
	Integrated Development Plan(IDP)		IDP Steering committee
	IDP Rep forum		

	IDP Consultative meetings		Public consultation meetings
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5.4 Economic cluster

Table 36: Economic cluster strategic objectives and developmental strategies

PRIORITIES	SPECIFIC ISSUES	STRATEGIC OBJECTIVES	DEVELOPMENTAL STRATEGIES
LED	Mining	<ul style="list-style-type: none"> To grow the municipal economy by 2014 	<ul style="list-style-type: none"> Capacitate SMME in entrepreneurship Co-ordinate with all related stakeholders Establishment of shopping centre by 2014 Develop brochures, leaflets, newsletter bearing tourism information
	Tourism	<ul style="list-style-type: none"> To ensure proper functionality of SMME forum by 2013 	
	Agriculture	<ul style="list-style-type: none"> To market our tourism attraction centers at all times 	
	Job creation and poverty alleviation	<ul style="list-style-type: none"> To create 600 jobs annually 	<ul style="list-style-type: none"> Through EPWEP and CWP, LED

5.5 Financial viability

Table 37: Financial viability strategic objectives and developmental strategies

PRIORITIES	SPECIFIC ISSUES	STRATEGIC OBJECTIVES	DEVELOPMENTAL STRATEGIES
Financial viability	Financial plan and budget	<ul style="list-style-type: none"> To ensure that property rate is levied for all properties by 2013 To increase revenue collection by 10% annually To ensure that municipal assets are properly managed, controlled and safeguarded at all times To ensure clean audit report by 2013 	<ul style="list-style-type: none"> Development and implementation of valuation roll Ensure proper implementation of credit control policy To maintain a credible asset register Development of Revenue enhancement strategy
	Fisk assessment and management		
	Expenditure		
	Revenue enhancement		

5.6 Spatial rationale

Table 38: Spatial rationale strategic objectives and developmental strategies

PRIORITIES	SPECIFIC ISSUES	STRATEGIC OBJECTIVES	DEVELOPMENTAL STRATEGIES
Spatial Planning and Land Use Management	Land ownership	<ul style="list-style-type: none"> Ensure the implementation of SDF and LUMS 	<ul style="list-style-type: none"> Conduct workshops of SDF and LUMS Ensure that SDF and LUMS are part of public participation process
	Land Use system		
	Formalization/township establishment and site demarcations/allocation		

	Geographic Information Systems		
Environmental Management	Environmental Impact Assessment(EIA)	<ul style="list-style-type: none"> To ensure that EIA is done for all projects and complied with during implementation in Municipal area all the time. 	<ul style="list-style-type: none"> Monitoring projects Create database for all new projects Compliance to Environmental Authorization(ROD)

5.7 Justice cluster

Table 39: Justice cluster strategic objective and developmental strategies

PRIORITIES	SPECIFIC ISSUES		STRATEGIC OBJECTIVES	DEVELOPMENTAL STRATEGIES
Maintenance Of Law And Order	Proactive safety and security		<ul style="list-style-type: none"> Advocate for justice To ensure that relevant by laws are developed and enforced 	<ul style="list-style-type: none"> Proactive communication with relevant stakeholders. Campaign Safety forums Ensure that the municipality promulgates all the relevant by-laws.
	Municipal legal services	By-laws		
		Legal disputes		

5.8 Municipal transformation and Organisational Development

Table 40: Municipal transformation and Organisational Development

PRIORITIES	SPECIFIC ISSUES	STRATEGIC OBJECTIVES	DEVELOPMENTAL STRATEGIES
Municipal transformation	Organizational development	<ul style="list-style-type: none"> • To ensure the development proper Organizational structure in line with the Constitutional mandates of the Municipality. • To ensure that all employees have job descriptions which comply with TASK requirements 	<ul style="list-style-type: none"> • Annual review of the Organizational structure to align it with the IDP • Job analysis • Compilation of Job descriptions • Conducting job evaluation • Job grading
	Employment equity	<ul style="list-style-type: none"> • To ensure compliance with Employment Equity Act 	<ul style="list-style-type: none"> • Review of HR policies in order to identify Equity barriers • Setting of Affirmative Action targets • Compilation of Employment Equity Plan.

Human Resource Strategy	<ul style="list-style-type: none"> • To ensure the retention of scarce skills. • To ensure that the municipality has adequate human capital at all times 	<ul style="list-style-type: none"> • Review of retention strategy • Development of succession policy • Development of human resource plan
Human Resource Development	<ul style="list-style-type: none"> • To ensure the training of 60% of employees • To ensure the reduction of illiteracy level by 30% • To ensure employees career enhancement 	<ul style="list-style-type: none"> • Compilation and implementation of municipal work skills plan • Implementation of abet • Provision of municipal bursary to employees
Occupational Health and Safety	<ul style="list-style-type: none"> • To ensure compliance with occupational health and safety act and occupational injuries and diseases act 	<ul style="list-style-type: none"> • Establishment of health and safety committee • Provision of protective clothing and uniform

	Labour forum	<ul style="list-style-type: none">• To ensure the promotion of good relationship between the employer/employees	<ul style="list-style-type: none">• Labour forum meetings
	Performance management system	<ul style="list-style-type: none">• To ensure improvement in municipal performance.	<ul style="list-style-type: none">• Quarterly institutional and individual performance review

SECTION 5.1 SPATIAL DEVELOPMENT FRAMEWORK AND RATIONALE

5.1.1 Spatial Development Framework (SDF)

Limpopo Province has developed Provincial Spatial Rationale which has identified settlement hierarchy for the whole Province and also makes provision for settlement hierarchy for District Municipality. 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.

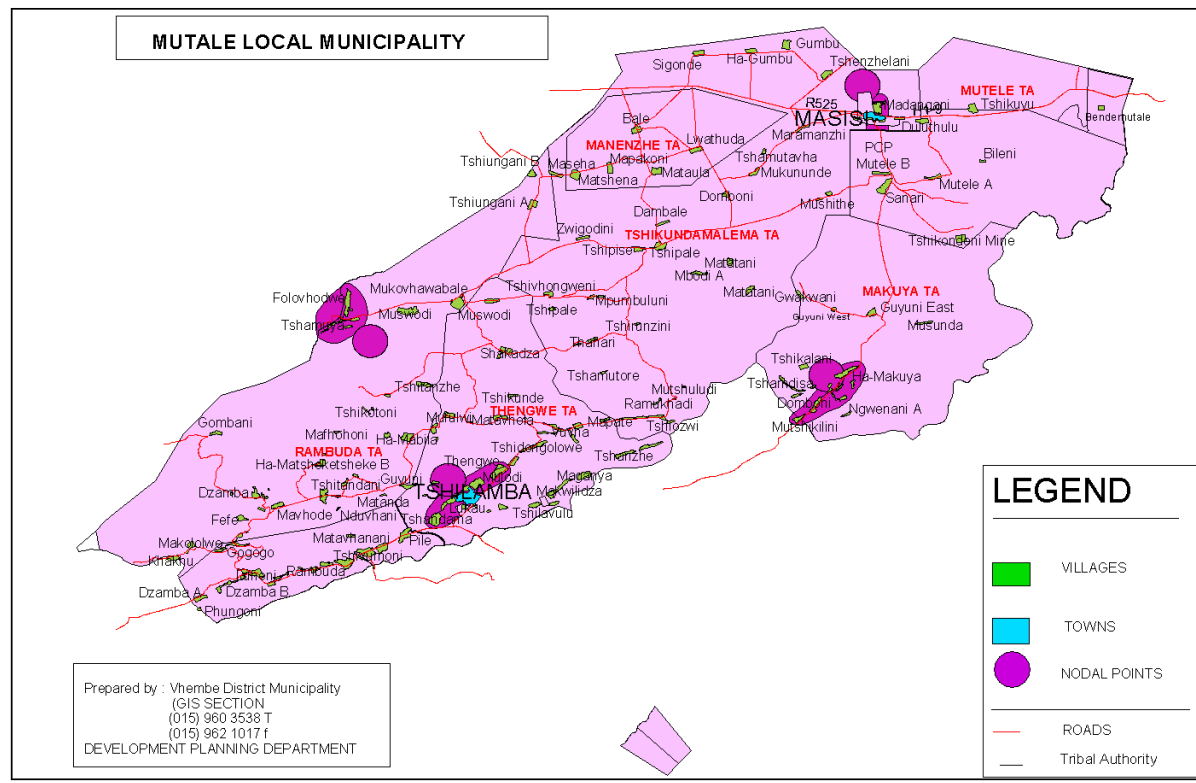
- Provincial Growth Point;
 - District Growth Point;
 - Municipal Growth Point;
-
- Second Order Settlements (Population Concentration Point);
 - Third Order Settlement(Local Service Points);
 - Fourth Order Settlement(Villages Services Areas);
 - Fifth Order Settlement (Remaining Small Settlements);

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. The Vhembe District and Mutale Municipalities Spatial Development Framework comprises of the following key development priority areas (*refer to the map: figure 10*).

Table 41: Mutale Key Development Areas

Growth Points	Mutale Municipality
1. Provincial growth point	---
2. District growth point	---
3. Mutale growth point	<ul style="list-style-type: none">● Tshilamba● Masisi● Muswodi Dipeni● Tshixwadza● Folovhodwe● Makuya
4. Local service point	<ul style="list-style-type: none">● Makuya Thusong Centre

Figure 10: Mutale nodal points



2.2.15 NATURE RESERVES AND PROTECTED AREAS

Core areas, which have the potential to form conservancies with a view to linking up, consist of:

- Makuya Park, over 18 000 ha home to the Big Five, Crocodile, Hippo, Wild Dog and incredible Bird Life along the Levubu River.
- Madimbo Corridor, over 50 000 ha home to Elephant, Buffalo, Leopard, Lion and at least 10 species of plains game.
- Nwanedi Reserve, 9 000 ha: home to White Rhino and over 10 species of plains game, with two magnificent dams and a good resort complex.

SECTION 5.2: LOCAL ECONOMIC DEVELOPMENT

5.2.1 PURPOSE

Local Economic Development (LED) strategy aims to provide the municipality with the following:

- A strategically focused local economic development profile
- Methods to enhance co-ordination, integration and participation in local economic development.
- Learning tool/s for the sharing of lessons learnt from the project
- A local economic development plan, and
- Sustainable and commercially viable business opportunities appropriately packaged for investment.

The underlying principle is the fact that a gap exists between the existing levels of development and the potential level of development. In order to bridge this gap in municipality effectively with this LED strategy, the following aspects will be addressed:

- A sectoral composition profile
- Identification of latent development potential per municipality
- Identify opportunities for SMME development per municipality
- An institutional analysis
- An analysis of the main economic linkages per municipality

2	Existing urban/rural nodes	3	Proposed nodal expansions
4	Conservation areas	5	Tourism corridors
6	Corridor development	7	Commercial activities
8	Regional linkages	9	Comparative advantages
10	Sectoral linkages	11	Resource base

5.2.2 Opportunities of Agricultural Sector in municipality

Table 42: Opportunities of Agricultural Sector in Mutale

Existing Development	Potential opportunities
Abundance of marula	Marula tree nurseries; Production of natural laxatives; Production of marula beer
Existing livestock Farming (cattle, goats poultry)	Establishment of abattoirs; Meat processing plant; Dairy processing from goat milk
Growing demand for potato products	Processing of potatoes
Existing small scale production of bananas, papayas, mangoes, tomatoes	Fruit processing; Vegetable processing; Juice manufacturing; Fresh produce market
Abundance of Forestry	Expansion of saw mill; Carpentry and coffin making; Carpentry cluster; Baobab seed processing; Medicinal plants

5.2.3 Key constraints that need to be addressed in Agricultural sector.

Constraints that need to be addressed in Mutale’s agricultural sector are:

- ◆ Lack of production facilities, Scale of production and quality control, Lack of initial capital, Disease outbreaks, Skilled Labour, Distance to markets, Lack of market awareness, Lack of commercial production facilities, Proper soil and climate, Age of people employed in the agri-industry and Access for tourists to agricultural attractions

5.2.4 The mineral occurrences and zones within the Municipality include:

- Copper in Makuya
- Diamond in Mangwele
- Coal in Sanari, Mukomawabani and Pafuri
- Magnesite in Tshipise

5.2.5 Tourism sites

Baobab Tree, the Big Tree Accommodation Lodge, Domboni Caves, Sagole Spa Nwanedi Nature Reserve, Makuya Park, Awelani, Idani Park, Dzhezinhikoni, Dalavhuredzi Waterfalls, Khwanda dza Mbidi cultural village, Tshathanga Caves and Mutavhatsindi Nature reserve

5.2.6 Implementation status of the LED Strategy

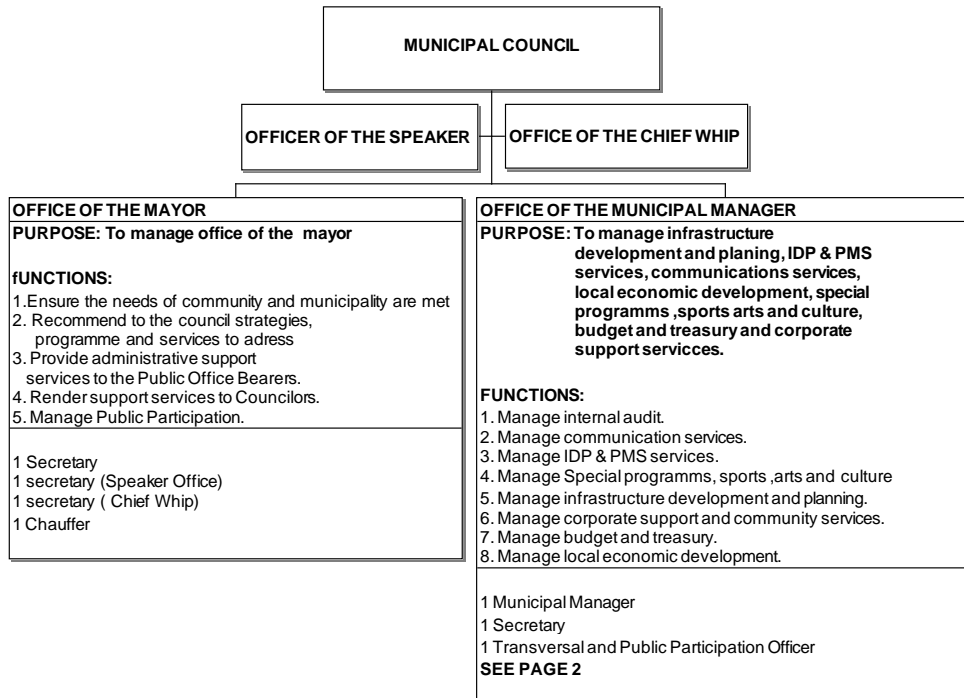
Table 43 below is indicating the implementation status of LED Strategy of Mutale Municipality.

Table 43: Thrust and Implementation status of LED Strategy

Thrust	Implementation status of LED
1. Tourism	<ul style="list-style-type: none"> - Development of Arts and Crafts Markets. - Development of Tshiungani Cultural Site - Development of Dambale Bushman painting - Development of Tshamulungwi Hiking Trails - Development of Tour Guides
2. Agriculture	<ul style="list-style-type: none"> - Beneficiation of wood and wood products - Conducting Training for Farmers - Commercialization - Establishment of Mango Orchards - Goat farming projects - Agro processing
3. SMME	<ul style="list-style-type: none"> ▪ Develop an appropriate mix of social and economic policies to address and shape the necessary business environment. ▪ Conducting Training for SMMEs Entrepreneurs ▪ Identify reasons for the current market situation as well as the reason for the need to develop SMME’s

SECTION 5.3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

5.3.1: ORGANISATIONAL STRUCTURE



<p>OFFICE OF THE MUNICIPAL MANAGER</p> <p>PURPOSE: To manage infrastructure development and planning, IDP & PMS services, communications services, local economic development, special programmes, sports arts and culture, budget and treasury and corporate support services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage internal audit. 2. Manage communication services. 3. Manage IDP & PMS services. 4. Manage Special programmes, sports, arts and culture 5. Manage infrastructure development and planning. 6. Manage corporate support and community services. 7. Manage budget and treasury. 8. Manage local economic development. <p>1 Municipal Manager 1 Secretary 1 Transversal and Public Participation Officer</p>
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<p>INTERNAL AUDIT</p> <p>PURPOSE: To provide internal audit service</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Advise management on the effectiveness of internal controls. 2. Prepare risk based internal audit plan. 3. Draft internal audit committee charter. 4. Perform internal audit. 5. Liaise with external auditors. 6. Render support services to the audit committee. <p>1 Manager 1 Internal Audit officer 1 Risk officer</p>	<p>COMMUNICATIONS</p> <p>PURPOSE: To provide communications services</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Liaise and interact with the media and other stakeholders. 2. Organise, coordinate and manage events. 3. Manage and facilitate protocol and VIP security services. 4. Develop, manage and monitor publications. 5. Manage and coordinate services delivery activities. <p>1 Communications Manager 1 Communication Officer</p>
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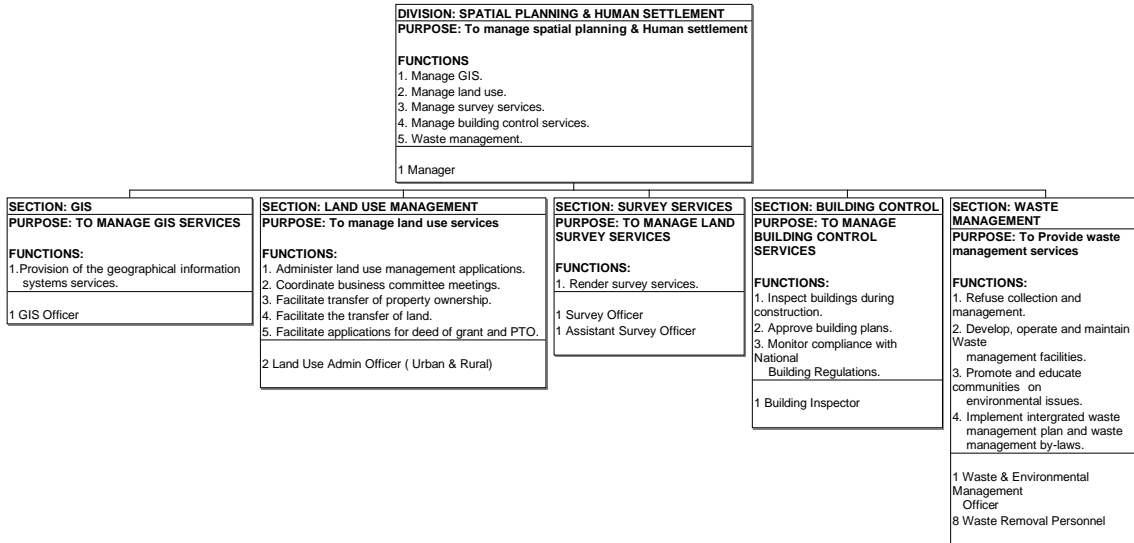
<p>IDP & PMS</p> <p>PURPOSE: To ensure sustainable settlements and local economic development in an integrated approach</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Draft, review and coordinate the IDP. 2. Align IDP, Budget and Service Delivery Budget Implementation Plan. 3. Monitor organisational performance through Service Delivery Budget Implementation Plan. 4. Coordinate organisational reports. 5. Develop and review the performance management framework. 6. Manage and monitor implementation of institutional PMS system. <p>1 Manager 1 IDP Coordinator</p>	<p>SPECIAL PROGRAMMES</p> <p>PURPOSE: To provide</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Coordinate special programmes. <p>1 Special Programme coordinator 1 Assistant Special Programme Coordinator</p>
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<p>INFRASTRUCTURE DEVELOPMENT & PLANNING</p> <p>PURPOSE: To manage infrastructure development and planning</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage Development and Planning. 2. Manage Infrastructure Planning. <p>1 Senior Manager 1 Secretary SEE PAGE 1</p>	<p>CORPORATE SUPPORT & COMMUNITY SERVICES</p> <p>PURPOSE: To provide corporate support and community services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage Human Resource. 2. Manage Administrative Services. 3. Manage Legal Services. 4. Manage Auxiliary Services. 5. Manage Community Services. 6. Manage Information Technology Support. <p>1 Senior Manager SEE PAGE 4</p>	<p>BUDGET AND TREASURY</p> <p>PURPOSE: To manage budget and treasury</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage revenue, credit control, budget and reporting. 2. Manage expenditure and supply chain. 3. Asset management. <p>1 Chief Financial Officer SEE PAGE 5</p>	<p>LOCAL ECONOMIC DEVELOPMENT</p> <p>PURPOSE: To coordinate and support Local Economic Development programme</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Review the LED strategy and ensure implementation thereof. 2. Manage expenditure and supply chain. 3. Provision of support and coordination of LED projects. 4. Create an enabling environment for Tourism, mining and agriculture. 5. Manage business registration process. 6. compile database for business registration unit. 7. Conduct research on existing business. <p>1 Manager 2 LED Officer (business registration) 2 Admin officer (Land use rural and urban) 1 Tour Guide Officer 1 Cashier</p>
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<p>INFRASTRUCTURE DEVELOPMENT & PLANNING</p> <p>PURPOSE: To Manage infrastruture development and planning</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage Development and Planning. 2. Manage Infrastructure Planning. <p>1 Senior Manager 1 Secretary</p>
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<p>DIVISION: SPATIAL PLANNING & HUMAN SETTLEMENT</p> <p>PURPOSE: To manage spatial planning & Human settlement</p> <p>FUNCTIONS</p> <ol style="list-style-type: none"> 1. Manage GIS. 2. Manage land use. 3. Manage survey services. 4. Manage building control services. 5. Waste management. <p>1 Manager SEE PAGE 3.1</p>

<p>DIVISION: INFRASTRUCTURE PLANNING</p> <p>PURPOSE: To manage infrastructure planning</p> <p>FUNCTIONS</p> <ol style="list-style-type: none"> 1. Manage roads & storm water. 2. Manage mechanical services. 3. Manage PMU. 4. Coordinate housing and electricity provision. 5. Manage water & sanitation services. <p>1 Manager SEE PAGE 3.2</p>
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<p>DIVISION: INFRASTRUCTURE PLANNING</p> <p>PURPOSE: To manage infrastructure planning</p> <p>FUNCTIONS</p> <ol style="list-style-type: none"> 1. Manage roads & storm water. 2. Manage mechanical services. 3. Manage PMU. 4. Coordinate housing and electricity provision. 5. Manage water & sanitation services. <p>1 Manager</p>
--

<p>SECTION: ROADS AND STORM WATER</p> <p>PURPOSE: To manage roads & storm water</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Inspection and maintenance of roads 2. Construct access roads and streets 3. Errection of stormwater drainage systems. 4. Render assistance during maintenance of District and Provincial roads. <p>1 Engineering Technician Civil 1 Roads Foreman 10 Road Worker 12 Driver Operator 2 Artisan Technician 1 General Assistant 1 Drainage Foreman 10 General Worker</p>

<p>SECTION: MECHANICAL SERVICES</p> <p>PURPOSE: To manage mechanical services</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage mechanical workshop. 2. Repair municipal fleet and plants. 3. Inspect vehicles and make recommendations. <p>1 Senior Artisan Superintendent 1 Assistant Artisan Suprintendent 3 Artisan Foreman (Mechanic, Welding & Auto Electrician) 4 Artisan (Mechanic, Welding & Auto Electrician) 4 Assistant Artisan (Mechanic, Welding & Auto Electrician) 1 Store Officer 1 Groundman</p>

<p>SECTION: PROJECT MANAGEMENT</p> <p>PURPOSE: To manage PMU</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Compile and submit MIG reports. 2. Monitor projects implemetation. 3. Registration of projects for MIG funding. 4. Facilitate for payment of service providers. <p>1 PMU Administrator</p>
--

<p>SECTION: HOUSING AND ELECTRICITY</p> <p>PURPOSE: To coordinate housing and electricity provision</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Coordinate the provision of housing. 2. Coordinate the provision of electricity. 3. Provide water & electricity to indigent household. <p>1 Heavy Current Electrician 1 Housing Coordinator</p>

<p>SECTION: WATER AND SANITATION SERVICES</p> <p>PURPOSE: To manage water & sanitation services</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Provide portable water. 2. Maintain water and sewer infrastructure. 3. Facilitate the provision of VIP toilets. 4. Construct waterborne sewer system. <p>1 Water & Sanitation Coordinator</p>
--

<p>DIVISION: HUMAN RESOURCE SERVICES</p> <p>PURPOSE To manage human resource services</p> <p>FUNCTIONS</p> <ol style="list-style-type: none"> 1. Manage Human resource management services. 2. Manage Human Resource Development. 3. Provide Labour Relations Services. 4. Provide PMS. 5. Manage OD. <p>1 Manager</p>
--

<p>SECTION: HUMAN RESOURCE MANAGEMENT</p> <p>PURPOSE: To render human resources management</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Implementation of service benefits 2. Manage conditions of services 3. Manage recruitment & selection 4. Administer benefits 5. Manage OD functions <p>1 HR officer 1 Recruitment and Selection Officer 1 Personnel Officer</p>
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<p>SECTION: HUMAN RESOURCE DEVELOPMENT</p> <p>PURPOSE: To manage human resource development</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage skills development 2. Provision of Abet programm 3. Manage bursary services <p>1 Skills Development Facilitator</p>
--

<p>SECTION: LABOUR RELATION & OHS</p> <p>PURPOSE: To provide labour relations & OHS</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Provide labour relations services 2. Render OHS services <p>1 Labour Relations Officer 1 OHS Officer</p>

<p>CORPORATE SUPPORT & COMMUNITY SERVICES PURPOSE: To provide corporate support and community services.</p> <p>FUNCTIONS: 1. Manage Human Resource. 2. Manage Administrative Services. 3. Manage Legal Services. 4. Manage Auxiliary Services. 5. Manage Community Services. 6. Manage Information Technology Support.</p> <p>1 Senior Manager</p>
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<p>DIVISION: HUMAN RESOURCE SERVICES PURPOSE To manage human resource services</p> <p>FUNCTIONS 1. Manage Human resource management services. 2. Manage Human Resource Development. 3. Provide Labour Relations Services. 4. Provide PMS. 5. Manage OD.</p> <p>1 Manager SEE PAGE 4.1</p>
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<p>DIVISION: ADMINISTRATIVE SERVICES PURPOSE: To provide administration and council support</p> <p>FUNCTIONS: 1. Provide admin support. 2. Facilitate ward committees. 3. Update of idigent register.</p> <p>1 Senior Administration Officer 1 Administration</p>

<p>DIVISION: LEGAL SERVICES PURPOSE: To provide legal and legislation services</p> <p>FUNCTIONS 1. Provide Legal advice. 2. Draft legal documents. 3. Monitor litigations.</p> <p>1 Manager</p>
--

<p>DIVISION: AUXILIARY SERVICES PURPOSE : To render auxiliary services</p> <p>FUNCTIONS: 1. Ensure a conducive working environment. 2. Ensure effective records management.</p> <p>1 Senior Auxiliary Officer SEE PAGE 4.2</p>
--

<p>DIVISION: COMMUNITY SERVICES PURPOSE:To provide community services</p> <p>FUNCTIONS 1. Manage traffic services. 2. Manage dsaster management services. 3. To manage sports ,arts and culture.</p> <p>1 Manager SEE PAGE 4.3</p>

<p>DIVISION: INFORMATION TECHNOLOGY SUPPORT PURPOSE: To manage information technology Support</p> <p>FUNCTIONS 1. Manage network. 2. Manage website. 3. Manage desktop support. 4. Manage ICT security.</p> <p>1 IT Manager 1 IT Administrator</p>

DIVISION: AUXILIARY SERVICES
PURPOSE : To render auxiliary services
FUNCTIONS: 1. Ensure a conducive working environment. 2. Ensure effective records management.
1 Senior Auxiliary Officer

SECTION: BUILDING AND FACILITY
PURPOSE: To ensure a conducive working environment
FUNCTIONS: 1. Provide cleaning services. 2. Provide security services.
16 Security Guard 1 Cleaner Supervisor 14 Cleaner 10 Gardner

SECTION: REGISTRY
PURPOSE: To ensure effective records management
FUNCTIONS: 1. Provide documents management and storage services. 2. Render messenger services.
1 Senior Registry Officer 2 Registry Officer 1 Messenger 1 Switchboard Operator

<p>DIVISION: COMMUNITY SERVICES</p> <p>PURPOSE:To provide community services</p> <p>FUNCTIONS</p> <p>1. Manage traffic services.</p> <p>2. Manage disaster management services.</p> <p>3. To manage sports ,arts and culture.</p> <p>1 Manager</p>

<p>SECTION: SPORT, ARTS & CULTURE</p> <p>PURPOSE: To manage sports ,arts and culture</p> <p>FUNCTIONS:</p> <p>1. Coordinate sport, arts and culture.</p> <p>1 Senior Sport, Arts & Culture Officer 1 Librarian 1 Assistant Librarian 1 Horticulturist</p>
--

<p>SECTION: TRAFFIC SERVICES</p> <p>PURPOSE:To manage traffic services</p> <p>FUNCTIONS:</p> <p>1. Render Law enforcement services.</p> <p>1 Chief Suprintendent SEE PAGE 4.3.1</p>

<p>SECTION: DISASTER MANAGEMENT</p> <p>PURPOSE:To provide disaster management services</p> <p>FUNCTIONS</p> <p>1. Coordinate disaster management functions.</p> <p>1 Disaster Management Officer 2 Assistant Disaster Management Officer</p>

SECTION: TRAFFIC SERVICES
PURPOSE: To manage traffic services
FUNCTIONS: 1. Render Law enforcement services.
1 Chief Supritendent

UNIT: LAW ENFORCEMENT
PURPOSE: To manage law enforcement
FUNCTIONS 1. Render law enforcement services.
1 Supritendent 5 Traffic Officer Grade 1 3 Traffic Officer Grade 2 5 Traffic Officer

UNIT: LICENSING AND TESTING
PURPOSE: To manage licensing and testing services
FUNCTIONS 1. Render registration and licensing sevicees. 2. Render vehicle testing services.
2 Manager Representative 1 Senior Licensing Officer 1 Senior Examiner 5 Examiner 2 Examiner Grade L 1 Pit Assistant 4 Cashier 1 Help Desk Officer

<p>BUDGET AND TREASURY</p> <p>PURPOSE: To manage budget and treasury</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage revenue, credit control, budget and reporting. 2. Manage expenditure and supply chain. 3. Asset management.
<p>1 Chief Financial Officer</p>

<p>DIVISION: REVENUE, BUDGET AND CREDIT CONTROL</p> <p>PURPOSE: To manage revenue, budget & treasury</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage revenue 2. Manage budget process and reporting 3. Cash management
<p>1 Manager 3 Accountant (Revenue, Credit Control and Budget)</p>

<p>SECTION: EXPENDITURE AND SUPPLY CHAIN</p> <p>PURPOSE: To manage expenditure & Supply chain</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage Expenditure. 2. Manage Supply Chain.
<p>1 Manager SEE PAGE 5.1</p>

<p>DIVISION: ASSET MANAGEMENT</p> <p>PURPOSE: To Manage assets.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage asset register 2. Manage asset disposal 3. Fleet management 4. Maintain buildings and facilities 5. Manage tax matters
<p>1 Manager 1 Asset Controller Officer 1 Building and Facility Caretaker</p>

<p>SECTION: EXPENDITURE AND SUPPLY CHAIN</p> <p>PURPOSE: To manage expenditure & Supply chain</p> <p>FUNCTIONS:</p> <p>1. Manage Expenditure. 2. Manage Supply Chain.</p> <p>1 Manager</p>

<p>SECTION: EXPENDITURE</p> <p>PURPOSE: To manage expenditure</p> <p>FUNCTIONS:</p> <p>1. Manage payroll 2. Manage accounts payable 3. Bank reconciliation 4. Manage capital projects payments</p> <p>2 Accountant 2 Creditor Officer 1 Payroll Officer</p>
--

<p>SECTION: SUPPLY CHAIN MANAGEMENT</p> <p>PURPOSE: To manage supply chain.</p> <p>FUNCTIONS</p> <p>1. Manage demand services 2. Manage logistics 3. Manage acquisition services</p> <p>1 Accountant 1 Supply Chain Officer 1 Logistic Officer 1 Acquisition Officer 1 Senior Stores Officer 1 Stores Officer</p>
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SECTION 5.4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

5.4.1 Basic intervention that address Audit Report

Table 44: Mutale local municipality action plan to address 2010/11 financial year audit issues

REF	MANAGEMENT REPORT AUDIT ISSUES	ROOT CAUSE	PLANNED ACTION	DUE DATE	RESPONSIBILITY	STATUS	CHALLENGES
1	<p>Unauthorised expenditure -</p> <p>Municipality incurred unauthorised expenditure by utilising conditional grant for operational purpose R 10,638,380</p>	Municipality utilised conditional grants for operational purpose because of cash flow problems.	Submission to the council for condonement	31 May 2012	Chief Financial Officer	Condoned done 25 January 2012	None
2	<p>PPPE -</p> <p>Municipality has reviewed residual values and useful lives of movable assets amounting, R 885,923</p>	Misstatement caused by human Error on asset register	To be rectified	31 December 2011	Chief Financial Officer	Done	None
3	Fruitless and wasteful expenditure						

	Municipality incurred expenditure which would have been avoided if reasonable care was taken. - Interest on late payments, R 270,831	Late payment due to cash flow problems	Submission to the council for condonement	31 May 2012	Chief Financial Officer	Condoned 25 January 2012	None
4	Irregular Expenditure						
	Variation order exceeded 15% of general condition of contracts issued by National treasury, R 1,930,253M	Lack of monitoring and control to ensure that irregular expenditure doesn't occur.	Submission to the council for condonement	31 May 2012	Chief Financial Officer	Condoned 25 January 2012	None
5	Investment property						
	Property that is earning rental to be recognised as investment property amounting R 1,358,965			31 May 2012	CFO	Rental agreement to be revoked through council resolution	

Source: Mutale, 2012

5.4.2 MUTALE 2013/15 BUDGET

The 2013/15 draft budget is compiled in line with the requirements of Chapter 4 of the Municipal Finance Management Act as well as the Budget and Reporting Regulations. In preparing the budget, the budget circulars issued by the National Treasury were also considered. The National Treasury has gazetted the Municipal Budget and Reporting Regulations to ensure alignment with the GRAP accounting

standards. National Treasury issued circular 58, guiding municipalities for the preparation of their 2013/15 draft budget

- **Summary of Operational budget**

Table 45: Operational budget

Employee related costs	R 30, 303,245
Councilors remuneration	R 6,880,798
Repairs & Maintenance	R 7,013,260
General Expenditure	R19, 444,646
Total operating expenditure	R63, 641,949

- **CAPITAL BUDGET**

Table 45 below shows the capital budget allocations for 2012/13. It also shows that more budget has been allocated to road projects.

Table 46: Capital Budget

CAPITAL EXPENDITURE	Budget 2012/2013
Grader	720,000
TLB	600,000
Tshidongololwe to Vuvha	1,165,200
Masisi Streets	5,000,000
Tshilamba streets	10,000,000
Motor vehicle	700,000
TOTAL	18,185,200

Table 47: Budget Summary

BUDGET SUMMARY	Budget 2012/2013
Employee related costs	47,605,074
Councilors allowances	6,829,083
Operational expenditure	26,408,950
TOTAL OP EXPENDITURE	80,843,107
Capital expenditure	18,185,200
TOTAL	99,028,307

5.4.3 RISK MANAGEMENT STRATEGY

5.4.3.1 PURPOSE

The purpose of this Risk Management Strategy is to outline the requirements although non-exhaustive for Enterprise Risk Management with relevance to the Municipality. This document sets out Mutale Local Municipality's Risk Management strategy.

5.4.3.2 Objectives

The Risk Management Strategy objectives are to:

- Provide reasonable assurance that risks of the organizations are effectively managed;
- Develop a culture of risk management within the organization;
- Install a culture of Corporate Risk Management and risk ownership being practiced as everyone's responsibility. Where possible ensure that individual performance contracts incorporate elements of risk management.
- Create the right awareness and understanding of risk at all levels of the municipality.
- Embed Corporate Risk Management in the conduct of business affairs.
- Comply with appropriate Corporate Risk Management practice in terms of corporate governance guidelines, MFMA legislative provisions and generally accepted risk management frameworks such as COSO.
- Engage risk and manage them well within the risk appetite of the municipality.
- Propel the organization to become a risk smart organization by ensuring that:
 - Risks are engaged in an informed manner, for instance identification of risk through a risk assessment workshop where all relevant management personnel and key officials are in attendance.
 - Proactive management if risks is effective; to avoid big surprise or mistakes and to ensure that upside business opportunities are identified and exploited.

5.4.3.3 Implementation status

Risk management strategy has been developed but it's still a draft.

5.4.4 FREE BASIC SERVICES

Free basic water will only be given to a household earning less than R1500 per month. Furthermore, all communities getting water from boreholes, using diesel engines and electricity engines are also regarded as free water beneficiaries and those who are supplied by tinkering. All the beneficiaries of the VIP sanitations are regarded as free basic sanitation beneficiaries.

- The Indigent Policy

Mutale Local Municipality has developed indigent policy. The policy indicated clearly that all households that qualify to be registered as indigent will get Free Basic Services. All household who qualified to be indigents get free sanitation.

5.5 GOOD GOVERNANCE

5.5.1 GOOD GOVERNANCE STRUCTURE

5.5.1.1 Process Plan Meeting Rooster

Table 48: Mutale Municipality Corporate Calendar 2011/12

Strategic meetings Date	Management meetings	IDP Steering	Ward committee meetings			IDP Rep Forum	IMBIZOS	Portfo lio comm ittee	Executive committee	COUNCIL
			Ward 1,2,3 & 4	Ward 5,6,7& 8	Ward 9,10,11,12 & 13					
FIRST QUARTER JULY – SEPTEMBER 2011										
July 2011	11	12	.	.	.	-	-	04	20	-
Aug 2011	12	05	.	.	.	12	-	04	22	30
Sept 2011	13	09	.	.	.	-	-	05	23	-
SECOND QUARTER OCTOBER – DECEMBER 2011										
Oct 2011	11	03	-	-	-	07	-	03	27	-
Nov 2011	15	03	-	-	-	-	-	04	25	-

Strategic meetings	Management meetings	IDP Steering	Ward committee meetings			IDP Rep Forum	IMBIZOS	Portfolio committee	Executive committee	COUNCIL
			Ward 1,2,3 & 4	Ward 5,6,7& 8	Ward 9,10,11,12 & 13					
Date										
Dec 2011	08	07	-	-	-	-	-	06	13	01
THIRD QUARTER JANUARY – MARCH 2012										
Jan 2012	12	05						03	20	31
Feb 2012	13	06	-	-	-	16	-	06	24	-
March 2012	13	03/28						05	22	30
FOURTH QUARTER APRIL – JUNE 2012										
April 2012	11	-	-	-	-	04	-	03	23	-
May 2012	16	12	-	-	-	-	-	04	24	23
June 2012		-	-	-	-	-	-	-	-	

SECTION 6: IMPLEMENTATION PLAN

6.1 MUTALE PROGRAMMES AND PROJECTS

Table 49: Infrastructure programme and projects

Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Gundani and Tshamutora water Reticulation to RDP Level	Reticulation	Construction	MLM	MIG	VDM	R800,000.00	R9,000,000.00	R450,000.00	-	R10,250,000.00	
	Luphephe/Nwanedi RWS: Construction of Bulk Water Project from Muswodi Dipeni to Tshiungani A+B	Bulk Pipeline	New Project	MLM	MIG	VDM	R6,900,000.00		R6,900,000.00	-	-	
	Luphephe Nwanedi RWS: Infrastructure, Water Abstr: Folovhodwe Phase 3: WTW	Water treatment works	Planning	MLM	MIG	VDM	R10,000,000.00	R500,000.00	-		R10,500,000.00	

	Mechanical											
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Luphephe Nwanedi RWS: Bulk Infrastructure, Water Abstr: Folovhodwe Phase 4: Bulk line to Masis	Water treatment works	Planning	MLM	MIG	VDM	-	R5,000,000.00	R500,000.00		R25,500,000.00	R20,000,000.00
	Luphephe Nwanedi RWS: Bulk Infrastructure Phase 2: Reservoir&bulk line	Reservoir & bulk line	Construction	MLM	MIG	VDM	R1,500,000.00	-	-		R1,500,000.00	
	Luphephe Nwanedi RWS: Construction of bulk Pipeline from Folovhodwe to	Bulk Pipeline	Planning	MLM	MIG	VDM	-	R7,000,000.00			R7,000,000.00	

	Muswodi Tshisimani											
	Luphephe Nwanedi RWS: Construction of bulk Pipeline from Luphephe WTW to Folovhodwe	Water treatment works	Planning	MLM	MIG	VDM	-	R5,200,000.00				R5,200,000.00
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Luphephe/Nwanedi RWS: Construction of bulk Pipeline from Muswodi Dipeni to Zwigodini and Tshipise	Bulk Pipeline	Planning	MLM	MIG	VDM	-	R6,500,000.00				R6,500,000.00
	Luphephe Nwanedi RWS: Bulk	Water treatment works	Planning	MLM	MIG	VDM	R800,000.00					R800,000.00

	Infrastructure, Water Abstr:Folovhodge phase 1 WTW											
	Mavhode/Mad atshitshi/Tshamulungu /Mafhohoni water supply	Reticulation	Planning	MLM	MIG	VDM		R10,000,000.00	R10,000,000.00	R800,000.00	R21,100,000.00	R300,000.00
	Tshishivhe, Mulodi and Mangaya Reticulation of water to RDP level phase 2	Water reticulation	Construction	MLM	MIG	VDM		R1,000,000.00				R1,000,000.00

INFRASTRUCTURE CLUSTER PROJECTS

Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Mutale RWS(Water raw	Tender	MLM	MIG	VDM	R300,	R15,000	R17,00			R32,300,

	Upgrading of purification Works)	storage dam Access road Fencing Accommodation	stage				000.00	,000.00	0,000.00			000.00
	Rambuda Pumpstation: Bulk line to Mavhode Phase 1B: Pumpstation	B'ulk Supply	Procurement	MLM	MIG	VDM	-	R5,000,00.00	-			R5,000,00.00
	Tshiungani II, Nwiini,Maholoni, Bileni Equipment & Elec Boreholes	Bulk and Reticulation	Procurement	MLM	MIG	VDM	-	R75,000.00				R75,000.00
	Mavhode,Matshitshi, Maholoni and Goma water reticulation	Water reticulation	Planning	MLM	MIG	VDM	R12,246,494.82	R12,246,494.82				
	Mutale upgrading of raw water dam			MLM	MIG	VDM	R15,000,000.00	R15,000,000.00				

	Tshagwa,Bai more and Tshiungani water reticulation	Water reticulation		MLM	MIG	VDM	R7,935,821.60	R7,935,821.60				
VDM DISASTER FUNDED WATER PROJECT												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Installation of level control and flow meters on reservoirs	System management	Planning	MLM	Disaster	VDM	R12,000,000.00	R12,000,000.00				R24,000,000.00
	Sealing and rehabilitation of concrete reservoirs	Rehabilitation	Planning	MLM	Disaster	VDM	R13,000,000.00					R13,000,000.00
SEWER PROJECTS												
	Masisi sewage	Sewer reticulation	Planning and design	MLM		VDM		R6,000,000.00				R4,000,000.00

SANITATION INFRASTRUCTURE CLUSTER PROJECTS												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Upgrading of Mutale ponds	Extensions of Maturated Ponds	Planning	MLM	MIG/RBIG	VDM	R3,000,000.00					R6,000,000.00
ROADS PROJECTS												
	Rehabilitation of Guyuni Khunguni Road	Upgrade gravel to tar	Planning	MLM	MIG	VDM	R12,000,000.00			R8,000,000.00		
	Thengwe Clinic to Tshandama	Construction of access tarred road	Planning	MLM	MIG	MLM						
	Masis street	Upgrade gravel to tar	Planning	MLM	MIG	MLM	R7,000,000.00	R7,012,600				
	Rehabilitation of Khakhu Mangwele gravel road	Regravelling	Construction	MLM	MIG	MLM						
	Tshidongolowe to Vuvha tarred	Upgrade gravel to tar	Planning	MLM	MIG	MLM	R1,165,200.00					

	access road											
	Tshilamba street tarring	Upgrade gravel to tar	Planning	MLM	MIG	MLM	R7,962,950	R10,000,000.00	R17,995,850.00			
	Construction of culverts in villages	Bridges	Planning	MLM	Public works	MLM	1000,000.00					
VDM DISASTER FUNDED SANITATION PROJECT												
	Installation of flow meters on waste water treatment plants	System Management	Planning		Disaster	VDM	R6,000,000.00	R12,000,000.00				R18,000,000.00
ELECTRIFICATION PROJECTS 2012/2013												
	Pile/Baimore (Tshimbitha)	279 connections	Planning	MLM	Eskom	Eskom	R3,766,559.88					
	Tshiungani 1	201 connections	Planning	MLM	Eskom	Eskom	R1,584,188.25					
	Makuleni A,B and C	151 connections	Planning	MLM	Eskom	Eskom	R2,038,532.41					
	TOTAL										631	R7,389,2

												Connections	80.54
	Mutale Infill	In-fills 332 connections	Planning	MLM	Eskom	Eskom							R 1,136,954
HOUSING PROJECT 2012/13													
	Bende Mutale Disaster	Building RDP houses=1	Planning	MLM	COGHS TA	MLM							
	Tshivaloni Disaster	Building RDP houses=1		MLM	COGHS TA	MLM							
	Tshiloni Disaster	Building RDP houses=1	Planning	MLM	COGHS TA	MLM							
	Mukondeni 1 and 2	Building RDP houses=50		MLM	COGHS TA	MLM							
	Fefe/Gombani	Building RDP houses=60	Planning	MLM	COGHS TA	MLM							
	Pile	Building RDP houses=50		MLM	COGHS TA	MLM							
HOUSING PROJECT 2012/13													

	Tshandama	Building RDP houses=20	Planning	MLM	COGHS TA	MLM						
	Thongwe Thondoni	Building RDP houses=75	Planning	MLM	COGHS TA	MLM						
	Mafukani/Mufulwi	Building RDP houses=50	Planning	MLM	COGHS TA	MLM						
	Masea	Building RDP houses=60		MLM	COGHS TA	MLM						
	Sanari	Building RDP houses=30	Planning	MLM	COGHS TA	MLM						
	Mapuloni/Luhe ni	Building RDP houses=30		MLM	COGHS TA	MLM						
	Domboni/Makuya	Building RDP houses=1	Planning	MLM	COGHS TA	MLM						
	Shakadza	Building RDP houses=50		MLM	COGHS TA	MLM						

	Gwengoni	Building RDP houses=48	Planning	MLM	COGHS TA	MLM						
	Masisi	Building RDP houses=70		MLM	COGHS TA	MLM						
	Phalama	Building RDP houses=54	Planning	MLM	COGHS TA	MLM						
	Tshikalini	Building RDP houses=30				MLM						
	Mutale: building 620 house	Building RDP houses	Planning	MLM	COGHS TA	MLM	R34,100,000.00	R34,100,000.00				
	Mulodi	Disaster houses=03	Planning	MLM	COGHS TA	MLM						
	Tshivhongweni	Disaster houses=01	Planning	MLM	COGHS TA	MLM						
	Muraluwe	Disaster houses=01	Planning	MLM	COGHS TA	MLM						
	Dambale	Disaster houses=07	Planning	MLM	COGHS TA	MLM						

	Domboni	Disaster houses=01	Planning	MLM	COGHS TA	MLM						
	Zwigodini-Big Tree	Disaster houses=01	Planning	MLM	COGHS TA	MLM						
	Mapakoni	Disaster houses=01	Planning	MLM	COGHS TA	MLM						

BLOCKED HOUSING PROJECTS

	Mangwele	06-units										
	Madzwozo	05-units										
	Dzamba	10-units										
	Tshifume	10=units										
	Thondoni	04-units										
	Makuleni	04=units										
	Mphangane	22=units										
	Dzamba PHP	23-units- incoplete										
	Folovhodwe	08-units										
	Tshisimani	08-units										

Table 50: Department of roads and transport –maintenance plan

DEPARTMENT OF ROADS AND TRANSPORT –MAINTENANCE PLAN												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Shakadza Clinic road	5.15 km	Planning	MLM								
	Shadani-Tshandama	Major Rehab	Planning	MLM								
	Tshandama-Muswodi	Fogspray	Planning	MLM								

Table 51: Social cluster programmes and projects

PROJECTS												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	EHS/Air/Waste	Awareness campaigns Vhembe	Planning and Design	MLM								
	PHC	Clinic	Planning	MLM								R13,000,000.

SPORTS, ARTS AND CULTURE INFRASTRUCTURE DEVELOPMENT												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Construction of Mutale Stadium	Construction of Mutale Stadium	Implementation	MLM	VDM	VDM	R1,000,000.00	R30,000,000.00				R31,000,000.00
	Upgrade of Mutale library	Additional of security system in the building	Planning	MLM	DSAC	DSAC	R300,000,000.00					R300,000,000.00
	Mutale Arts and Craft	Arts and craft promotion			VDM							
	Masisi multi-purpose sports centre	Construction of multi-purpose sports centre	Implementation	MLM	Lottery		R1,400,000.00					R1,400,000.00
	Manenzhe multi-purpose sports centre	Construction of multi-purpose sports centre	Implementation	MLM	Lottery		R500,000.00					R500,000.00
	Muswodi multi-purpose	Construction of multi-	Implementation	MLM	Lottery		R500,000.00					R500,000.00

	sports centre	purpose sports centre	n									
	Makuya multi-purpose sports centre	Construction of multi-purpose sports centre	Implementation	MLM	Lottery		R500 000.00					R500 000.00
	Tshilamba multi-purpose sports centre	Construction of multi-purpose sports centre	Implementation	MLM	VDM		R500 000.00					R500 000.00
	Tshikundamalema multi-purpose sports centre	Construction multi-purpose sports centre	Implementation	MLM	Lottery		R500 000.00					R500 000.00

Table 52: Social cluster projects

Project No.	Project Name	Project description	Status	Local Municipality	FUNDI NG SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
Community Services Projects												
	Traffic Station	New Building	Planning	MLM	Own funding	MLM						R35m
	Test route 2.5 km	New Project	Planning	MLM	MLM/ Department of transport	MLM						R10m
	Provincial Traffic station	New Projects	Planning	MLM	Department of transport	Public works	R38m					R38m
	Renovation of Traffic offices	Renovation of offices	Planning	MLM	Own funding	MLM						

Table 53: Social cluster programmes

Programme No.	Programme Name	Programme description	Status	Local Municipality	FUNDI NG SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
ENVIRONMENT												
	Environmental awareness programme	Environmental calendar days	Ongoing process	MLM	Dept of Economic Development, Environment and Tourism							
	Makuya Traditional Healers project	Environmental advices Meetings and progress	Ongoing process	MLM								
	Greenest Municipality Competition (GMC)	Assess Municipality on water, electricity, public participation, leadership and institutional arrangement	Ongoing process	MLM								

Table 54: Economic cluster projects and programme

PROJECTS												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	LED Strategy	Development LED Strategy	Review	MLM		MLM	300,000.00					300,000.00
	Rehabilitation of Bend Mutale Agric scheme	Rehabilitation	Planning	MLM			R500,000.00					R500,000.00
	Support Funding Awelani Ecco-Tourism		Planning	MLM			R4,200,000.00					R4,200,000.00
AGRICULTURAL PROGRAMME												
Programme	Programme Name	Programme description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget

No.												
	Support Imaging Farmer	Business adviser and also Technical support	Farm evaluation	MLM	Techno serve SA	Techno serve SA						
AGRICULTURAL PROJECTS												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Shandukani Estate CASP	Fencing	Implementation	MLM	Dep of Agriculture	Dep of Agriculture						
	Konanani Poultry disabled project	Food Security	Implementation	MLM	Dep of Agriculture	Dep of Agriculture	R 124,040.00					
	Kongodwe goats project		Implementation	MLM	Dep of Agriculture	Dep of Agriculture						
	Tshandama piggery projects	Pig farming	Implementation	MLM	Dep of Agriculture	Dep of Agriculture	R 56,500.00					

	Mutale Vegetable Project	Farmers support	Implementation	MLM	Dep of Agriculture	Dep of Agriculture	R 92,200.00					
	Mutale Sub-Tropical Fruits	Fruits production	Implementation	MLM	Dep of Agriculture	Dep of Agriculture	R 3,692,250.00					
	Mutale Goat Project	Goat farming	Implementation	MLM	Dep of Agriculture	Dep of Agriculture	R 7,239,150.00					
LOCAL ECONOMIC DEVELOPMENT PROGRAMME												
	Limpopo Community work programme	Cleaning of fences Bridges	Implementation	MLM	COGHS TA	MLM	R11,012,662.00					R11,012,662.00

Table 55: Good governance and administration programme and projects

Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Overall Budget
	Grader	Purchasing of Grader	Planning	MLM	MLM	MLM	R720,000.00	R720,000.00	R720,000.00	-		
	Rubber dozer	Purchasing of Rubber dozer	Planning	MLM	MLM	MLM	-	-	R2,000,000.00	-		
	Refuse Compact or truck	Purchasing of Refuse Compact or truck	Planning	MLM	MLM	MLM	-	-	R1,500,000.00	-		
	Sheep foot roller	Purchasing of Sheep foot roller	Planning	MLM	MLM	MLM		R300,000.00		-		
	Land and Buildings	Land and Buildings	Planning	MLM	MLM	MLM	R500,000.00	R500,000.00	R500,000.00	-		
	Equipment	Purchasing of Equipment	Planning	MLM	MLM	MLM	R50,000.00	R20,000.00	-	-		

	Softwares	Purchasing of Softwares	Planning	MLM	MLM	MLM	616,292.00	315,000.00	-	-		
	Furniture	Purchasing of Furniture	Planning	MLM	MLM	MLM	R150,000.00	R80,000.00	R100,000.00	-		
	Mayor's vehicle	Purchasing of Mayor's vehicle	Planning	MLM	MLM	MLM	R180,000.00	R180,000.00	R180,000.00	-		
	Landscaping	Landscaping	Planning	MLM	MLM	MLM	R100,000.00	R100,000.00	R50,000.00	-		
	Loan Moa	Purchasing of loan moa	Planning	MLM	MLM	MLM	R300,000.00					
	Uniforms	Purchasing of uniforms	Planning	MLM	MLM	MLM	R40,000.00					
	Motor vehicle	Purchasing of Motor vehicle	Planning	MLM	MLM	MLM	R400,000.00	-	-	-		
	Review of the	Alignment of the	Planning	MLM	MLM	MLM	-					

	Organizational structure 2013/2014	Organizational structure with IDP										
	Packaging of Municipal Policies	Binding Municipal Policies into one document	Planning	MLM	MLM	MLM	R200 000.00					
	Development new By-laws	Conducting public participation and awareness	Planning	MLM	MLM	MLM	R50 000.00					
	Job evaluation	Conducting job analysis, Compilation of Job descriptions in line with Task requirement and grading of job descriptions	Planning				R300 000.00					

	Development of Human Resource Strategy	Review of Retention policy, Development of Human Resource Plan	Planning									
	Employee capacity building	Training of employees.	Planning					R50 000 .00				
	Occupational health and Safety	Provision of uniform, protective cloth and furniture to all eligible employees	Planning				R300 000.00	R350 000.00	R400 000 .00			

Table 56: Spatial rationale

SANITATION INFRASTRUCTURE CLUSTER PROJECTS												
Project No.	Project Name	Project description	Status	Local Municipality	FUNDING SOURCE	Implementing Agent	2012/13	2013/14	2014/15	2015/16	2016/17	Budget
	Provincial Legislation	Development of Spatial Planning and Land Use Management	Planning	MLM	DRDLR	DRDLR						
	Formalization of townships	Formalization	Planning	MLM	Own funding	MLM						
	Development of one Nodal point	Nodal point development	Planning	MLM	Own funding	MLM						

Table 57: Department Of Sport, Arts And Culture (Dsac) Draft Projects

No	Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Planning and Design		Period of Implementation Budget		
						FY	Budget	2012/13	2013/14	2014/15
Arts and Culture										
1.	Social Cohesion	Public Participation.	Vhembe	Mutale	Arts and Culture	N/A	N/A	R43,200	R0	R0
Museums and Heritage										
Sport Development										
2.	Legacy Project	Establishment of clubs	Vhembe	Mutale	DSAC	N/A	N/A	R85, 200	R117,150	R128,865
3.		Support for Sport Councils	Vhembe	Mutale	DSAC	N/A	N/A	R83,600	R94,460	R103,606
4.		Hosting of Competitions on farm sport	Vhembe	Mutale	DSAC	N/A	N/A	R203 ,000	R223, 300	R245, 630
5.		Training of Sport Administrators	Vhembe	Mutale	DSAC	N/A	N/A	R26,325	R28,957.50	R31,853.25
6.		Hosting of Club Develop	Vhembe	Mutale	DSAC	N/A	N/A	R289 ,100	R318, 010	R349 ,811

No	Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Planning and Design		Period of Implementation Budget		
						FY	Budget	2012/13	2013/14	2014/15
		ment Games								
	Recreation									
7.	Siyadlal a mass participation	Support to Mass Participation hubs	Vhembe (10 hubs)	Mutale	DSAC	N/A	N/A	R98,120.00	R107 932.00	R118,725.20
8.		Support to coordinator (stipend)	Vhembe(10 coordinators)	Mutale	DSAC	N/A	N/A	R63,574.06	R69,931.47	R76,924.62
9.	Training of coordinator as coaches, technical officials and administrators	Vhembe(10 coordinators)	Vhembe	Mutale	DSAC	N/A	R39,564.52	R43,520.97	R47,873.06	

No	Project Name	Project Description	District	Local Municipality and Location	Implementing Agent	Planning and Design		Period of Implementation Budget		
						FY	Budget	2012/13	2013/14	2014/15
	School Sport									
10.	School Sport Mass Participation Programme	Support to school with equipments and kits	Vhembe (108 schools).	Mutale	DSAC	N/A	N/A	R224,240.00	R246,664.00	R271,330.40
11.		Training of educators as coaches and technical officials	Vhembe	Mutale	DSAC	N/A	N/A	R119,600.00	R131,560.00	R144,716.00
12.		Support to coordinators	Vhembe(06 coordinators)	Mutale	DSAC	N/A	N/A	R56,631.71	R62,294.97	R68,524.46

ANNEXURE: SECTOR PLANS

NAME OF SECTOR PLAN	Available	Approval	Reviewed	Annexure
		Year		
1. Organisational Structure	Yes	2012		A
2. 2011/12 Budget	Yes	2012		B
3. Five Year Financial Plan	Yes			C
4. Disaster Management Plan	Yes	2011		D
5. Waste Management Plan	Yes	2008		E
6. Land Use Management Scheme	Yes	2009		F
7. Energy Master Plan	Yes			G
8. Local Economic Development	Yes	2009	In a process	H
9. Communication Strategy	Yes	2009	In process	I
10. Anti-corruption Strategy	Yes	2005		J
11. Environmental Management Plan	Yes			K
12. Housing Chapter	Yes			L
13. Financial Plan	Yes			M
14. Spatial Development Framework	Yes	2009		N
15. Performance Management System	Yes	2011		O
16. Employment Equity Plan	Yes	2011		P
17. Retention and Equity Plan	Yes	2008		Q
18. Risk Management Strategy	Yes	2008		R
19. Workplace Skill Plan	Yes	2011		S

ADDENDUM: COMMUNITY NEEDS PER WARDS

Ward No.	Community Needs/Challenges	Location/Area	Responsible Institution
1	Road	Khakhu to Tshandama-gravel to tar Tshixwadza to Gogo-regravelling Dzamba Tshiwisa to Mangwele-regravelling	
	Main streets	Luheni to Thamba Khakhu Clinic to Mphagane eating house Mukondeni 1 to Mukondeni 2	
	Housing	Mazwororo=15 Khakhu Thondoni=45 Mangwele=20 Khakhu Mphagane=40 Dzamba=50 Tshifume=30 Mabulo=20 Luheni=60 Makuleni=25	
	Electricity	Dzamba/Sheshe Tshifume Mphagane Luheni Mabulo Mukondeni 1 and 2	
	Sanitation	Khakhu Thondoni=10 Makuleni=10 Madzwororo=5 Mphagane=10 Dzamba=15 Tshifume=10 Luheni=30 Mangwele=5 Mabulo=5	
	Water	Madzwororo Tshiwisa Dzamba Mangwele	

	Bridges	Maalakano supermarket=regravelling Luheni Thamba=regravelling	
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	Education	Madala Primary school	
	Sports	Khakhu multipurpose centre	
	Health facilities	Palisade fencing Khakhu clinic Palisade fencing Madala clinic	
2	Sanitation	Fefe village=25 Mavhode village=12 Matshavhawe=10 Tshamulungwi=04 Tshitandani Tshilovhi=12	
	Houses	Fefe village=16 Mavhode=85 Matshavhawe=20 Guyuni la Thengwe=05 Tshamulungwi village=05 Tshitandani Thondoni=28 Tshitandani Tshilovhi=29 Tshixwadza=24 Mafhohoni=12 Mapuloni village=154 Guyuni Thondoni=37 Gogogo=62 Matongopfa=19	
	Streets(Gravelling)	Guyuni streets Dzumbama streets Tshitandani streets Mafhohoni streets Mavhode streets Gombani streers Matshitshi to Gombani streets Tshixwadza streets Mapuloni luheni streets Gogogo streets Fefe streets	
	Roads	Matavhela toTshixwadza Mavhode to Gombani Gogogo to tshixwadza vhukati Tshikoloni	

		Tshixwadza taxi rank Guyuni –Khunguni road-Tshibalo Stadium Tshamulungwi	
	Electricity	Thanuwo need energizing only Other villages need extension	
	Sports	Multipurpose Tshamulungwi	
	Tour	Network problem	
3	Road	Tshandama to Tshixwadza	
	Streets	All streets from Pile to Matsindise need rehabilitation and filling of dongas	
	Electricity	Extensions	
	Water	Madadani village	
	Housing	700 needed for the whole ward	
	Culverts	Mutale bridge Rambuda clinic culvert Pile primary school culvert Tshiwanga matembele sec school culvert	
	Sports ground	Tshakhumba sports ground	
	Community hall	Ward 03	
	LED	Ward 3	
4	Roads	Construction of bridge at Nyahalwe Tshilamba to Khunguni-upgrade from gravel to tar 3.6km Tshidongana Road to home economics- upgrade from gravel to tar 1km	
	Streets	Tshandama streets- upgrade from gravel to tar 10km	
	Electricity	Lukau(Dwaila) Tshandam(Tshinokolwe)	

	Streetlights/high mass lights	Lukau-3 Khunguni-3 Tshandama-2	
	Housing	100-Lukau 150-Tshandama 30-Khunguni	
	Blocked house	3-houses	
	Sanitation	320-Lukau, Tshandama and Khunguni.	
	Schools	Primary school at Dawaila Primary school Tshandama	
	Sports	Stadium at Makhithani	
	Water	Tshandama(reservoir) Makhithani(reservoir refurbishment)	
5	Electricity	Thengwe Mutangula =60 extension Thengwe Matshethete=20 extension Mulodi =47 extension	
	Streets(Gravelling/Tarring and naming)	Thengwe village Mulodi village Tshilamba Phalama village	
	Stand numbering	Thengwe village Mulodi village	
	Roads	Tshitunguni to Maheni Mulodi bus stop to Musanda Thengwe clinic to Musanda Phalama to Musanda	
	Houses	200 houses -Thengwe village 132 houses-Mulodi village	
	Sanitation	100-Thengwe village 240-Mulodi village 50-Phalama village	
	Sports (rehabilitation)	Sports centre Thengwe Thondoni	

	of sports ground and sports centre)	Mulodi village Phalama village	
	Street lights/ high mass lights	Thengwe village Mulodi village Phalama village Tshilamba	
	Water	Expansion of Thengwe reservoir	
	Public park	Tshilamba	
	ICT and information centre	Phalama village	
	Retail centre	Tshilamba	
	Business incubator	Tshilamba	
	Facelift on the main roads e.g. sidewalks, paving, etc	Tshilamba	
6	Electricity	Maheni-40 Tshilavulu-32 Makwilidza-20 Tshikundamalema-50	
	Roads	Mulodi-Mukondeni-upgrade form grave to tar Mulodi-Tshikundamalema- upgrade form grave to tar Tshithuthuni-Tshikundamalema- upgrade form grave to tar Tshikundamalema- Tshipise- upgrade form grave to tar Gundani-Tshamutora- upgrade form grave to tar Mukondeni-Tshitavha- upgrade form grave to tar	
	Education(schools)	Khangale secondary school Mubalanganyi secondary school Mangaya primary school Luvhengo secondary school	
	Housing	Mutshuludi -50 Mangaya-150 Tshanzhe -100	

		Lurangwe-78 Tshitambe-40 Thogani-100 Mukondeni-80 Tshilavulu -80 Makwilidza-40 Maheni-10	
	Sanitation	Lurangwe-30 Tshiozwi -50 Tshitambe-30 Mutshuludi-30 Mvala -25	
	Bridges	Mangaya-Tshikundamalema(Mulodi bridge)	
	Water	Tshamutora Mutshuludi Tshitambe Mvala	
	Streets	All streets need blading and gravelling	
	Health facilities	Clinic Maheni	
7	Electricity	300-Mafukani –extension 110-Madzivhanani- extension 30-Tshidongololwe- extension 24-Tshithuthuni - extension 47-Muledzhi- extension 20-Vuvha- extension 30-Mapate - extension	
	Roads	Matavhela-Tshixwadza Vuvha-Tshikundamalema Tshithuthuni-Tshikundamalema	
	Housing	Mifulwi/Gwangwatini-84 Mabila-64 Madzivhanani--70 Tshidongololwe-99 Tshithuthuni-95 Vuvha-60 Muledzhi-53 Helula-30 Ngalavhani-50 Mapate-63 Mafukani -141	

	Sanitation	Helula-22 Mufulwi-33 Mafukani-54 Mabila-45 Madzivhanani-21 Gwangwatini-15 Tshithuthuni-11 Muledzhi-17 Vuvha-15	
	Bridges	Muledzhi-Mangaya Mulodi	
	Water	Helula Mabila Madzivhanani block f extension of water tap in Mafukani -2 and Muledzhi-1	
	Streets	All villages need blading and gravelling	
	Culverts	Helula Mabila	
8	Electricity	Shakadza -200 Mukovhawabale-30	
	Roads	Tshokotshoko-Tshirunzini Gumela-Tshitandani Gundani-Tshamutora	
	Housing	Tshitanzhe/Musunda-20 Mukovhawabale-15 Muraluwe/Mpumbuluni-15 Tshivhongweni-7 Gundani -10 Gumela -10	
	Sanitation	Gumela -20 Shakadza-50	
	Bridges	Gumela/Helula 2 Helula 2/Tshitandani 2 Musunda /Ngalavhani 2	
	Culverts	Tshirunzini 1/Tshirunzini 2 Tshokotshoko/Thahari Tshitanzhe/Musunda	

		Shakadza(Tshivhambe)/Shakadza (Makhubu)	
	Water	Tshitanzhe Musunda/Gumela	
	Streets blading and gravelling	Tshirunzini Tshitanzhe/Musunda Shakdza Gumela	
9	Electricity Extension	360-Muswodi Dipeni(Tshamakhwitha=16,Tshavhatukana=60,Sunrise=100, Fhasihabada=40)- extension 80-Muswodi Tshisimani- new stand=40 and Tshisimani Gadabeni =40 229-Folovhodwe(Tshapinda=20, Thondoni=20, Muswangaduvha=100, Tshaluwi=40, Tshikwarakwara=29, Ramudzuli=20)- extension 10-Lutshindwi- extension	
	Water	Luphephe Nwandi Regional Water scheme- Phase 2 Folovhodwe Tshisimani Muswodi Dipeni Lutshindwi –drilling of borehole	
	Road street	Folovhodwe -90km Tshisimani -45km Dipeni -50km Lutshindwi -20km	
	Sanitation	150-Folovhodwe 60-Muswodi Tshisimani 60- Muswodi Dipeni 9-Lutshindwi	
	Housing	Folovhodwe-250 Tshisimani -180 Muswodi Dipeni-180 Lutshindwi-20	
	Education	Ratshibvumo sec school=8 classes Dzimauli sec school=12 classes Malinge primary school==8 classes Muswodi =4 classes	

		Tshipinda =8 classes	
	Health	Folovhodwe upgrade from clinic to health centre Tshisimani and Muswodi Dipeni need clinic	
	Safety	Upgrade Muswodi Satellite police station to Big police station Traffic station at Muswodi Dipeni	
	Road sign	Muswodi Tshisimani to Lutshindwi	
	Road(upgrade from gravel to tarred road)	Muswodi-Dipeni via Folovhodwe until road R525 20km	
	Small bridges(culverts)	Folovhodwe Tshaluwi Lutshindwi	
	Agriculture projects	1.Rehabilitation of Folovhodwe irrigation scheme 2. Muswodi Dipeni Communal farm The Department funded by tractor and trailer with different kind of ploughing facilities 1. Muld board plough 6 Scotel plough 7 Desser	
10	Electricity	Tshipise-Tshiungani Gwakwani	
	Roads	Mbodi I-Mbodi II-Matatani Gwakwani Tshiungani I Ha-Mukunde Tshipise-Ha-Mutele Dambale	
	Sanitation	Dambale Zwigodini Tshiungani I and Tshiungani II	
	Bridges	Mbodi I ans II Domboni Dambale	
	Water	Tshamutavha-Hamukunde Hanyani sec school Tshiungani I AND II	

	Streets	Tshiungani, Thsmutavha, Hamukunde Gwakwani Mbodi I and II Zwigodini, Tshivaloni Tshipise	
	School Transport	Domboni, Mbodi, Madatshitshi to Tshipise Hamukunde to Lukandwani	
	Network	Mukunde, Tshipise Mbodi to Matatani Tshivaloni	
1	Electricity	92-Rangani need electrification 92-Bale extension 80-Masea extension 65-Mapakoni extension 59-Manenzhe extension 15-Makavhini extension 14-Sigonde extension 71-Matshena extension	
1	Housing	92-Rangani 50-Bale 32-Mapakoni 51-Manenzhe 72-Sigonde 50-Matshena 48-Makavhini	
	Sanitation	50-Rangani 18-Mapakoni 15-Makavhini 26-Bale 33-Matshena 25-Manenzhe 30-Masea 15-Sigonde	
	Water	Rangani need 2 boreholes Bale Sigonde Mapakoni Makavhini	

		Matshena Masea Manenzhe project not yet finished	
	Roads to be gravelled	Tshipise to Punda Maria Tshiungani to Punda Maria Domboni to Punda Maria Sigonde to Tshenzhelani	
	Streets	Gravelling of all critical streets in all villages of the ward	
	Culverts	Bale Makavhini Manenzhe Mapakoni Matshena Masea Rangani	
1 2	House	Mutele A=15 Mutele B=52 Sanari=60 Bileni=10 Tshikuyu=35 Nkotswi=8 B.Mutale=35 Ngudza=6 Masisi=20 Gumbu=50 Dovho&Duluthulu=45 Maramanzhi=30 Tshenzhelani=46 Tshiilamusu=15	
	Sanitation	Mutele A=8 Mutele B=12 Sanari=40 Bileni=5 Tshikuyu=38 Nkotswi=10 B.Mutale=15 Ngudza=12 Masisi=70 Gumbu=25 Dovho&Duluthulu=21 Maramanzhi=15 Tshenzhelani=40	

		Tshiilamusi=42	
	Roads	Gumbu to Tshenzhelani Mutele B to Duluthulu Maramanzhi to Tshilamusi Masisi to Tshenzhelani Mutele B to Bileni	
1 3	Roads	Tshambuka Main road Domboni to Muhotoni Mbuyuni Dotha Musunda Maludzhowele Tshianzwane Tshikondeni to Mukomawabani Maholoni to Tshikalini	
	Houses	14 Tshambuka 68-Domboni 9-Dotha 22-Gondeni 14-Khavhambe 79-Musunda 13-Maludzhowele 6-Mbuyuni 9-Tshianzwane 60-Guyuni 69-Mukomawabani 66-Nwiini 38-Mutshikilini 23-Maholoni	
	Sanitation	Domboni -33 Dotha-7 Gondeni-7 Khavhambe-8 Musunda-28 Maludzhowele-4 Mbuyuni-3 Tshianzwane-3 Guyuni-3 Mukomawabani-24 Nwiini-30 Mutshikilini-15 Maholoni-14	
	Bridges	Domboni Dotha Tshianzwane	

DEPARTMENT OF EDUCATION (TSHILAMBA CIRCUIT)

NAME OF SCHOOL	NO OF CLASSES NEED
Ratshilumela secondary school	16
Matvhela secondary school	16
Mamphodo secondary school	04
Tshandama primary school	08
Bashasha primary school	16
Pile primary school	08
Shakadza primary school	04
Mavhode primary school	04
Gundani primary school	04
Mabila primary school	04

