

COLLINS CHABANE LOCAL MUNICIPALITY

**COLLINS CHABANE
LOCAL MUNICIPALITY**
Since 2016



Final Reviewed IDP
2018/19

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ABBREVIATIONS

ABET	-	Adult Basic Education and Training
ART	-	Annual Training Report
ARVT	-	Anti Retroviral Treatment
CASP	-	Comprehensive Agricultural Support Programme
CBO	-	Community Based Organisation
BEE	-	Black Economic Empowerment
Cs	-	Community Survey
DSAC	-	Department of Sports, Arts and Culture
DEA	-	Department of Environmental Affairs
DGP	-	District Growth Points
DHSD	-	Department of Health and Social Development
DME	-	Department of Minerals and Energy
DPLG	-	Department of Provincial and Local Government
DLGH	-	Department of Local Government and Housing
DWA	-	Department of Water Affairs
EIA	-	Environmental Impact assessment
EMF	-	Environmental Management Framework
EMS	-	Emergency Medical Services
EPWP	-	Expanded Public Works Programme
ESKOM	-	Electricity Supply Commission
FBE	-	Free Basic Electricity
FET	-	Further Education and Training
GIS	-	Geographic Information System
GRAP	-	General Recognized Accounting Principles
HDI	-	Historical Disadvantaged Individuals
HR	-	Human Resource
ICT	-	Information and Communication Technology
IEM	-	Integrated Environmental Management
IGR	-	Intergovernmental Relations
IIASA	-	Institution of Internal Auditors of South Africa
IT	-	Information Technology
JOC	-	Joint Operation Committee
LDA	-	Department of Land Affairs
LDOE	-	Limpopo Department of education
LED	-	Local Economic Development
LEDET	-	Limpopo Economic Development, Environment and Tourism
LGSETA	-	Local Government Sector Education and Training Authority
LMs	-	Local Municipalities
MFMA	-	Municipal Finance Management Act
MIG	-	Municipal Infrastructure Grant
NEMA	-	National Environmental Management Act

NGO	-	Non-Governmental Organization
PGP	-	Provincial Growth Points
PMU	-	Performance Management Unit
PPF	-	Professional Practice Framework
PEA	-	Potential Economically Active
RAL	-	Roads Agency Limpopo
RDP	-	Reconstruction and Development Programme
RESIS	-	Revitalization of Small Irrigation Schemes
SANBI	-	South African National Biodiversity Institute
SANPARKS	-	South African National Parks
SARS	-	South African Revenue Services
SCM	-	Supply Chain Management
SDF	-	Spatial Development Framework
SEA	-	Strategic Environmental Assessment
SMME	-	Small Medium and Micro Enterprise
SOER	-	State of Environment Report
SWOT	-	Strength, Weaknesses, Opportunities and Threats
VCT	-	Voluntary Counseling and Testing
VDM	-	Vhembe District Municipality
WTW	-	Water Treatment Works
PPP	-	Private Public Partnership

FOREWORD BY THE MAYOR



The Integrated Development Plan 2018/19 provides a noteworthy reflection of plans and achievements of our municipality, particularly those related to its cherished endeavour to address the triple challenge of inequality, poverty and unemployment by 2030, as guided by the National Development Plan (NDP).

Government continues to work tirelessly to address these challenges, including the historical exclusion of black people from economic opportunities, in order to ensure a better life for all.

The year 2018 is a seminal year in the history of South Africa, being the year in which the Republic of South Africa will be celebrating the centenary of Former President Nelson Mandela, and also the year declared by the President, Mr. Cyril Ramaphosa, as the Year of Unity and Renewal.

Our 2018/2019 Integrated Development Plan (IDP) and Budget may not, and dare not, be the same as the preceding one as it must reflect the action prescribed by the President, and the inherent reality that it may be the last IDP, before the National and Provincial Government Elections in 2019, that determines our mandate as a country.

It is for this reason that this current IDP and Budget must and will be externally focused, driven by community needs and geared towards meeting community aspirations gleaned from stakeholder consultations and engagements throughout the past years.

In order to deal with the envisaged growth in our economy, Local Economic Development (LED) strategy must be aligned to the National Development Planning (NDP) which is the vehicle for a better life for all and blueprint to a better Collins Chabane Municipality and ultimately, a better South Africa.

Local Economic Development and planning is the lifeblood of this municipality as it allows for development enrichment of the municipality through its mandate to bring economic opportunities and growth to the municipal periphery.

As a municipality, we have committed ourselves to the following key deliverables:

- Local government offices have to become more effective in meeting the needs of the citizens,
- Sporting and recreational facilities must be built.
- Local services like waste removal must be improved.
- Free basic services must be provided to communities and;

- Water and electricity must be accessible.

Our IDP, in its strategic thrust, gives expression to our first generation Growth and Development Strategy, which is for the holistic development of the Region. Alignment of the two with the 2006 Election Manifesto, which is the guiding light of the Municipality, finds expression in the projects entailed in this document.

In this final thrust, in the year before the next elections, we are committed to deliver without fail on these programmes. It is through the projects as reflected in the IDP, that we seek to leave a lasting legacy to the communities of Collins Chabane, which will set the tone for a caring, people-centred, people-driven and developmental local government for generations to come.

As we continue on our march to deliver on our Manifesto commitments, we pledge ourselves to continue to work with our people to leave no stone unturned in fulfilling our objectives by accelerating and doubling our efforts to bring about a better life to all our people. We will do so in an accountable and ethical manner.

The leadership of Collins Chabane is dedicated to working tirelessly until we look back with pride when our political term is completed in 2021 as the first Council of the municipality. The Qualified Audit Opinion we received from the Auditor General in our first financial year (2016/2017) of office was achieved out of the confidence, commitment, unity and loyalty by both politicians and administrators of the municipality.

Best wishes

Councillor Bila Tintswalo Joyce
Mayor: Collins Chabane Local Municipality

1. MUNICIPAL VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

COLLINS CHABANE LOCAL MUNICIPALITY

STRATEGIC INTENT

VISION

“A Spatially Integrated & Sustainable Local Economy by 2030”

MISSION

To ensure the provision of sustainable basic services and infrastructure to improve the quality of life of our people and to grow the local economy for the benefit of all citizen

VALUES

Transparency

Accountability

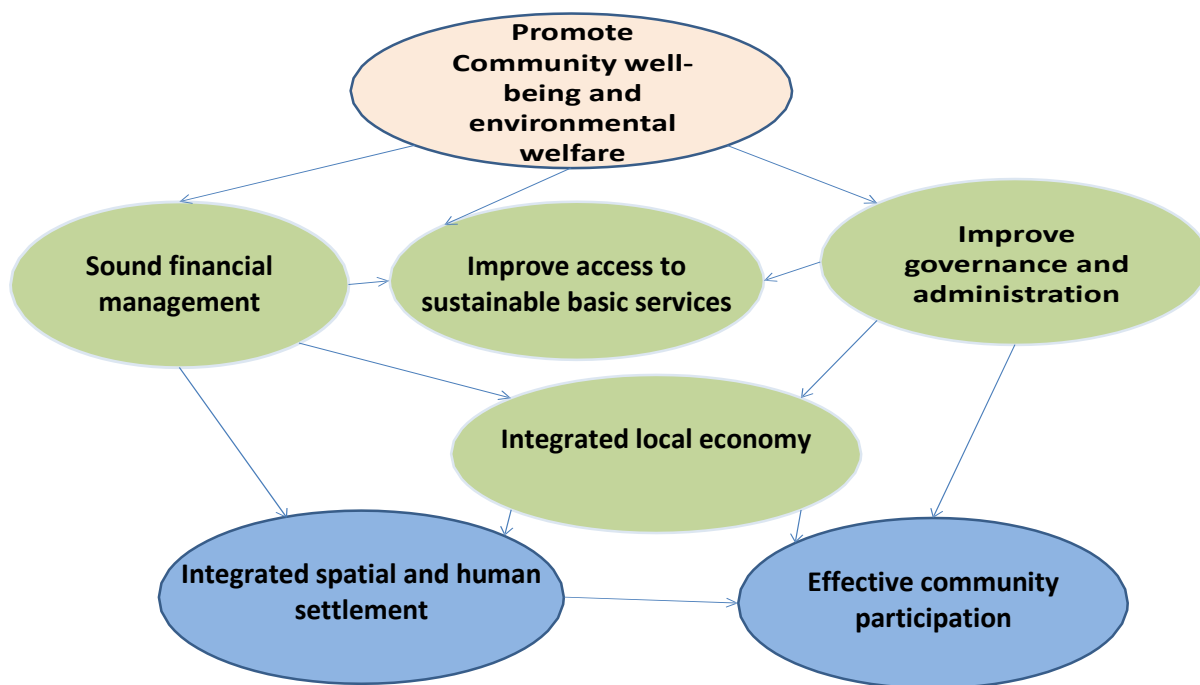
Responsive

Professional

Creative

integrity

STRATEGIC IDP OBJECTIVES



1.1 INTRODUCTION & LEGISLATIVE BACKGROUND

In terms of the Local Government: Municipal Systems Act (Act 32 of 2000), Section 25(1) each Municipal Council must, within a prescribed period after the start of its elected term, prepare and adopt an inclusive five year strategic plan to guide all development and management within the municipal area. The plan is developed in consultation with community stakeholders, and the provincial and national government. It is the principal planning tool that guides and informs the municipal budget and actions.

Section 34 of the Local Government: Municipal systems Act provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through public participation mechanisms with the community and stakeholders within the Collins Chabane Local Municipal area of jurisdiction

The IDP comprises a package of documents. Other documents and instruments that support the IDP include the municipal budget, the Service Delivery Budget Implementation Plan (SDBIP), various sector plans to support and direct the work of different functional areas of the Municipality, and ward plans.

The IDP process is predominantly guided by various legislations, policies and guides which were carefully considered when the document is compiled. These policies, guides and legislative frameworks include amongst others as outlined in the figure 1 below.

In terms of Section 24(1) of the Municipal Systems Act, Act 32 of 2000, the planning undertaken by a Municipality must be aligned with, and complement the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of Co-Operative Governance contained in Section 41 of the Constitution.

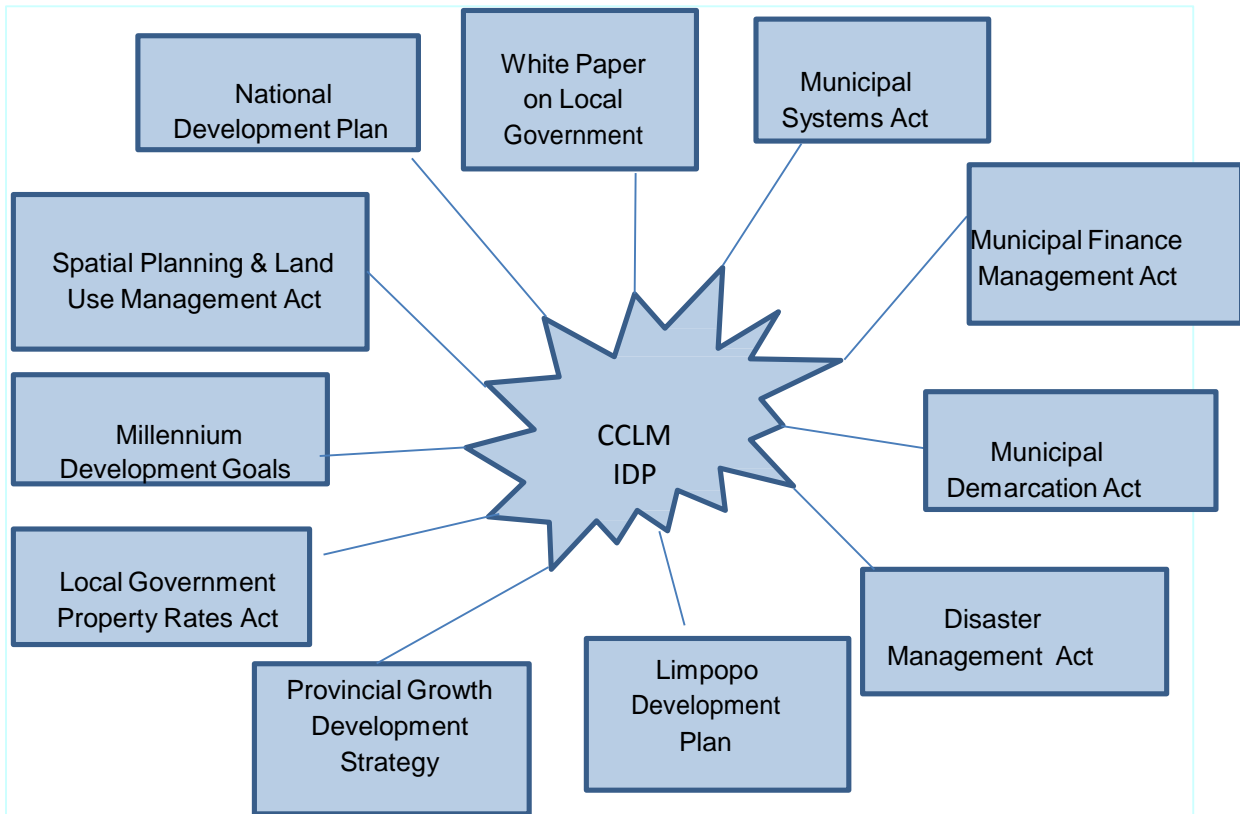


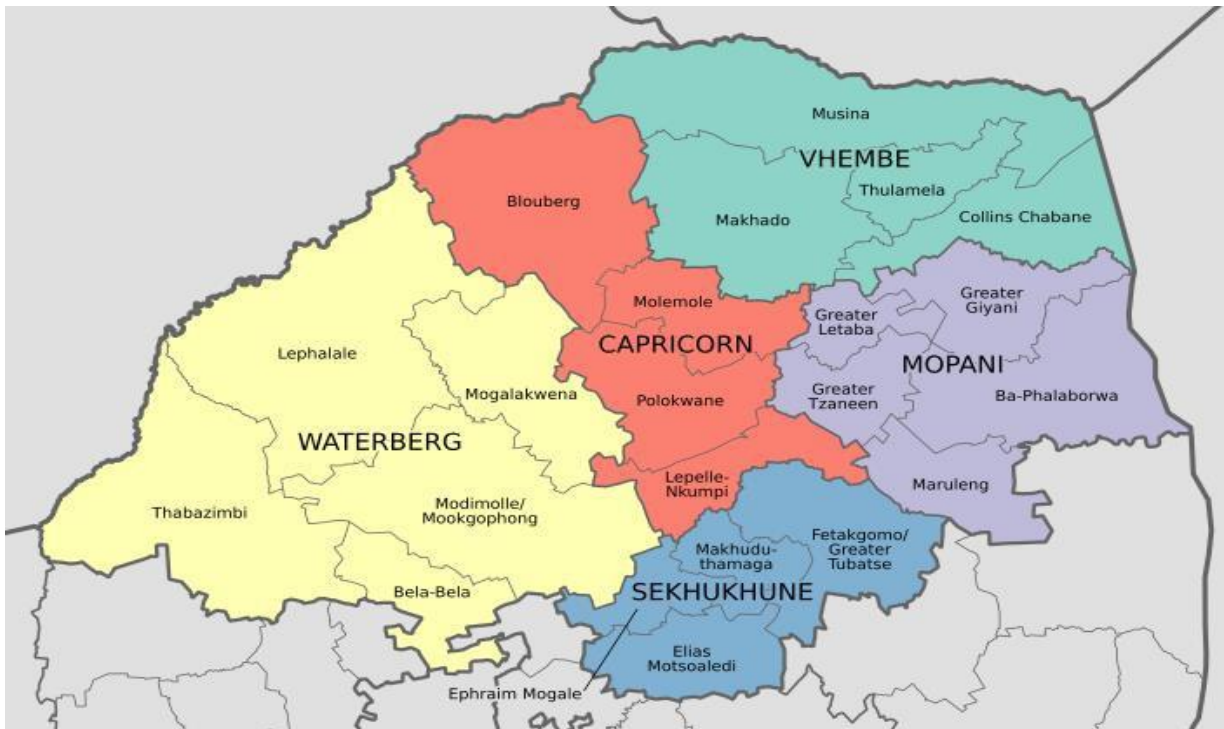
Figure 1 Legislative Framework (Source COGHSTA)

The IDP outlines: An analysis of Collins Chabane Local Municipal area, and current trends and issues.

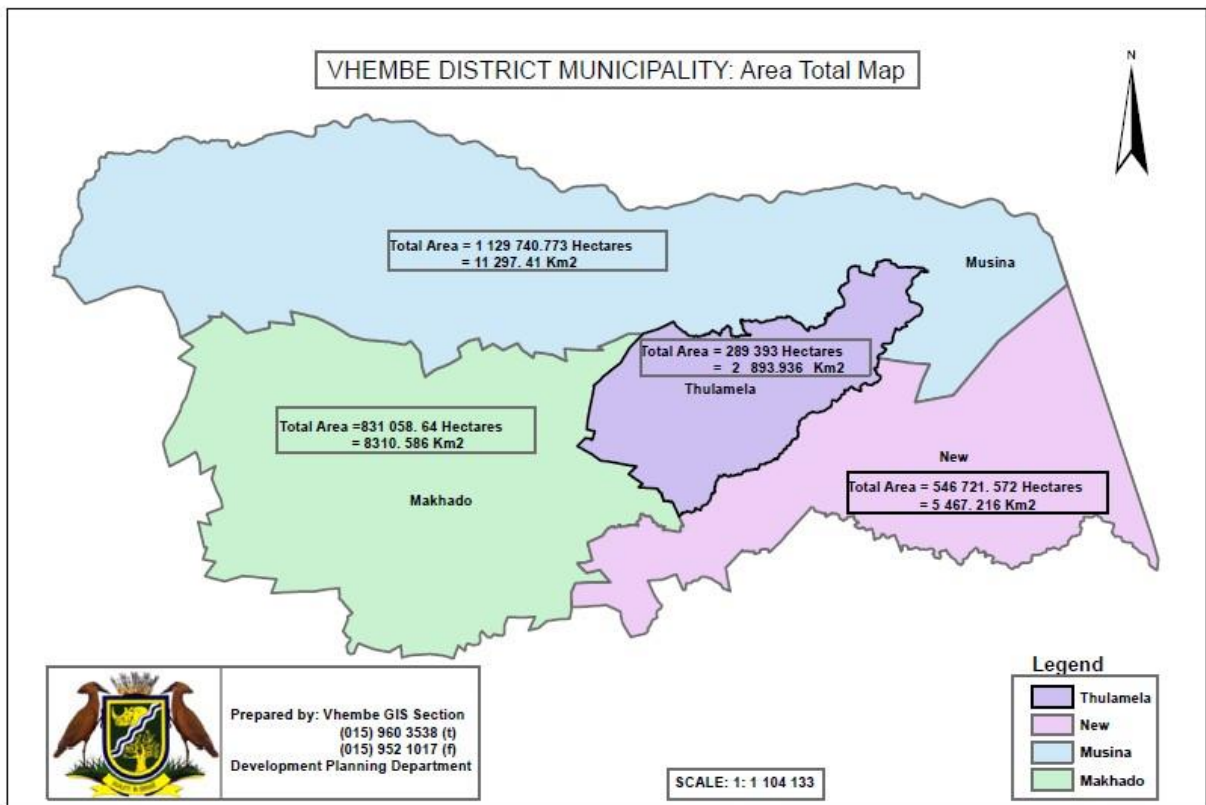
- The national and regional policy context for preparing IDPs (NDP, LDP etc).
- Communities' needs for service delivery as expressed through various engagements.
- The findings of various medium and longer term sector plans, as required by law and supporting and directing the work of different functional areas of the Municipality.
- The municipality's overall strategy and way of work for the next five-years, including focus areas, predetermined objectives and activities.
- The municipality's broad financial plan and planned allocation of resources.
- Related monitoring and evaluation activities over the year ahead.

1.2. COLLINS CHABANE LOCAL MUNICIPALITY AT A GLANCE

Collins Chabane Local Municipality is a newly established Municipality in the Northern part of Limpopo Province and is situated about 191km from Polokwane City. The Municipality is part of the Vhembe District and is situated between Greater Giyani, Thulamela, and Makhado municipalities. To the north-east the Municipality's borders extend to Mozambique and on the south east to Kruger National Park. The Municipality is flanked by two dominant roads, namely D4 that connects the Municipality to the N1 to Musina and Gauteng. Whilst the R81, connects the Municipality via Giyani to Mopane and Polokwane. The Municipal land area covers 5 467.216km² (22° 35' S 30° 40' E) in extent with a population of approximate of 347 974 inhabitants. Apart from the two main towns namely, Malamulele and Vuwani Town; and 173 Villages, the municipal area also includes 3 informal settlements.



Map 1: Provincial Context (Source VDM)



Map 2: (Source VDM)

CCLM MAP



Municipal Demarcation Board
 Tel: (012) 342 2481
 Fax: (012) 342 2480
 email: info@demarcation.org.za
 web: www.demarcation.org.za

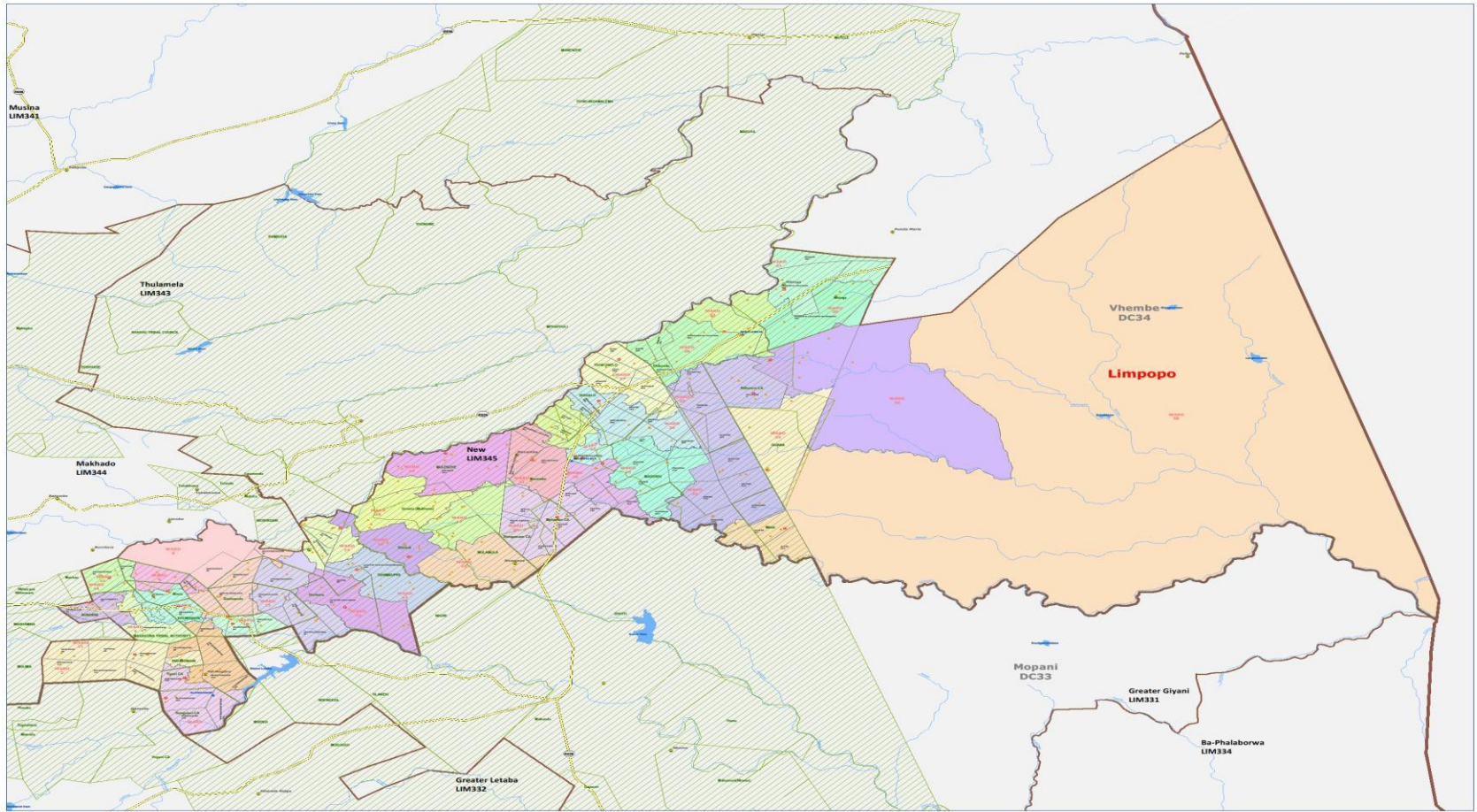
Legend

- Place Names
- Airports
- Schools
- Police Stations
- Health Facilities
- Local Municipalities
- Ward
- Parent Farm
- Traditional Authorities
- District Municipalities
- Dams
- National Roads
- Main Roads
- Secondary Roads
- Railways
- Rivers

Data supplied by:

- Statistics South Africa
- Department: Water Affairs & Forestry
- Department: Provincial & Local Government
- Department: Health
- Department: Safety & Security
- Department: Education
- Department: Transport

August 2016



Map3: CCLM MAP (Source MDB,2016)

1.3 PLANNING FRAMEWORK

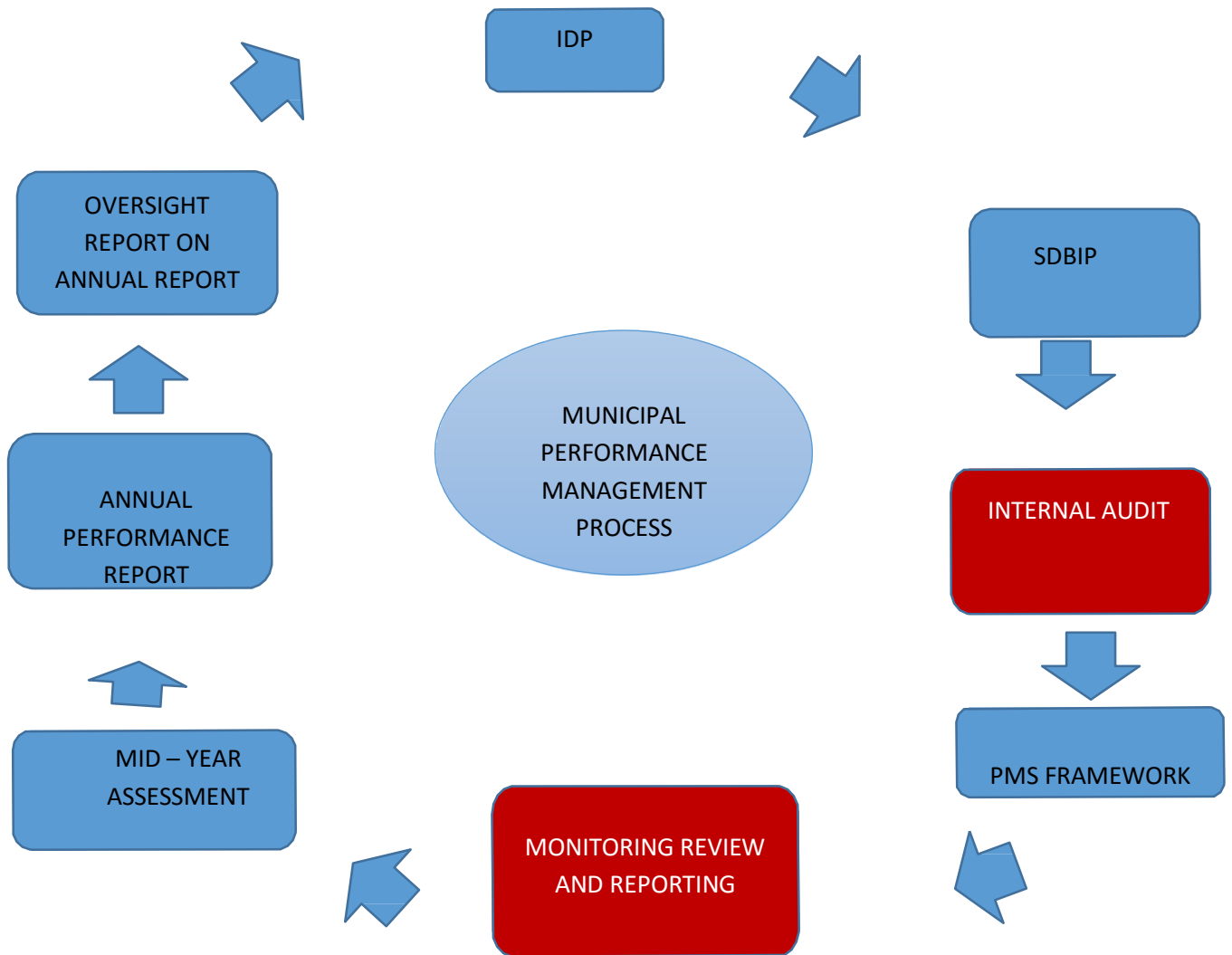


Diagram 1: IDP Framework (Source Cogsta:IDP)

1.4 POWERS AND FUNCTIONS

Table 1 gives an overview of the power and functions the Municipality has in terms of Section 84(1) of the Municipal Structures Act, No 117 of 1998.

Key Roles / Functions	Responsible
Primary	
Municipal Roads and storm water	Collins Chabane Local Municipality
Waste management	Collins Chabane Local Municipality
Promote local economic development	Collins Chabane Local Municipality
Sports and recreation facilities	Collins Chabane Local Municipality
Provision of grave sites for burials	Collins Chabane Local Municipality
Traffic law enforcement	Collins Chabane Local Municipality
Local Economic Development	Collins Chabane Local Municipality
Secondary	
Basic Services: housing, water and sanitation, electricity	Housing: Province Water and sanitation – Vhembe District Municipality Electricity: Eskom/ Municipality
Disaster management	Province and District
Education -	Province
Health and transport	Province

Table 1: (Source: CCLM)

1.5. INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP

In order to manage the drafting of IDP outputs effectively, Collins Chabane Municipality institutionalized the participation process thereby giving affected parties access to contribute to the decision-making process. The following structures, linked to the internal organizational arrangements will be established:

- **IDP Steering committee** chaired by the Municipal Manager, and composed as follows: Senior Managers, Managers, Projects Managers, Technicians, Professionals
- **IDP Representative forum** chaired by The Mayor and composed by the following Stakeholder's formations "inter alia: COLLINS CHABANE Local Municipality and the District Municipality, Governmental Departments i.e. (District, Provincial and National Sphere's representatives), Traditional leaders, People with disability, Parastatals, NGO's and CBO's, pastors forum, traditional leaders, sector departments, youth, CDW's, ward committees, youth structures, business forum, women's structures
- **IDP Clusters** chaired by departmental Senior Managers and composed of experts, officials, and professionals from all spheres of government: Governance and Administration, Economic, Social, Infrastructure, and Justice Clusters.

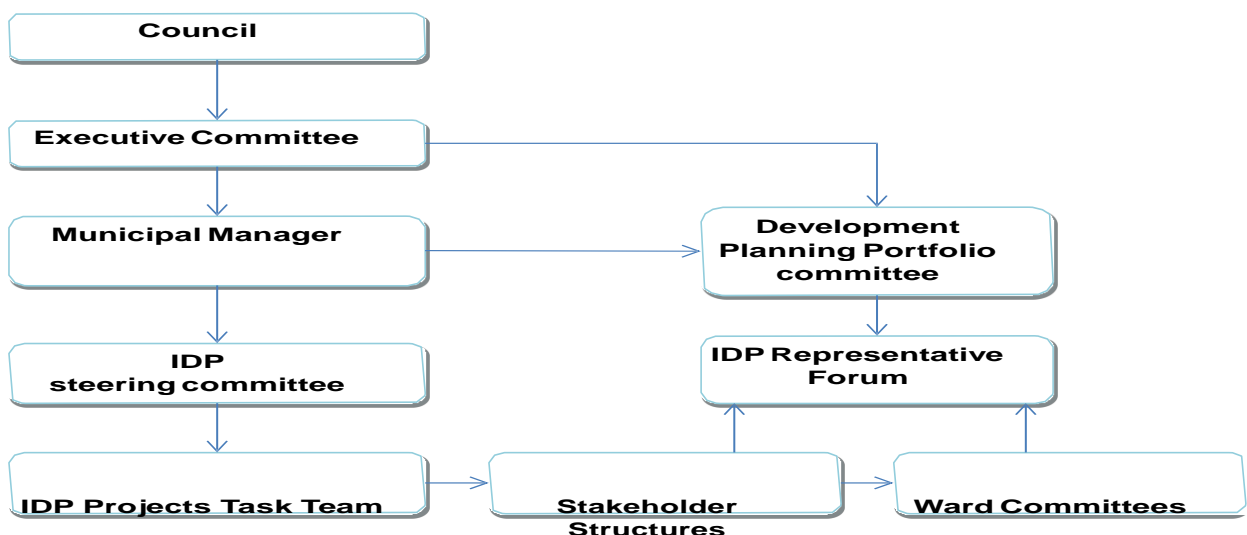


Diagram 2: CCLM :IDP Structure

1.6. IDP PLANNING FRAMEWORK, ROLE AND PURPOSE

Local development priorities, identified in the IDP process, constitute the backbone of the local governments' budgets, plans, strategies and implementation activities. Hence, the IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests. The IDP therefore becomes a local expression of the government's plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government.

The focus of the IDP is varied, and includes the provision of basic municipal services, measures for building and transforming the municipal capacity, measures to assist in expanding livelihood opportunities for citizens, enterprise development, building a dignified and safe living environment, and, crucially, exploring new ways of working and living together.

In terms of the core components of IDPs, Chapter 5 and Section 26 of the MSA indicate that;

An integrated development plan must reflect-

- (a) The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;*
- (b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;*
- (c) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- (d) The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*

- (e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- (f) The council's operational strategies;*
- (g) Applicable disaster management plans;*
- (h) A financial plan, which must include a budget projection for at least the next three years;*
and
- (i) The key performance indicators and performance targets determined in terms of section 41*

Furthermore, in terms of the division of functions and powers between District and Local Municipalities as per Section 83 and Section 84 (1) of the Structures Act, a District Municipality has the following functions and powers:

- A District Municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by ensuring integrated development planning for the District as a whole
- Integrated development planning for the District Municipality as a whole including a framework for integrated development plans for the Local Municipalities within the area of the District Municipality.

The IDP is informed by a leadership agenda – as contained in national and provincial policy documents-as well as the needs of local citizens and public, private community structures.

Moreover, in terms of Section 29 (2) & (3) of the MSA a District Municipality must plan integrated development for the area of the District Municipality as a whole, in close consultation with the Local Municipalities in that area. A Local Municipality must align its integrated development plan with the framework adopted in terms of Section 27 (i.e. District Framework Plan)

Vhembe District Municipality developed the IDP Frame Work Plan which informed the IDP Process Plan for all the local municipalities within the district. Collins Chabane Local Municipality has developed its Municipal Process Plan in line with the district frame work plan. The process plan was adopted by Council in August 2017

DATE	ACTIONS
August 2017	<ul style="list-style-type: none"> ➤ Compile a detailed IDP/Budget Process Plan for 2017/2018 was finalized and approved by Council ➤ Attended the District IDP Rep forum meeting
September 2017	<ul style="list-style-type: none"> ➤ Identification of gaps and collection of information ➤ Consideration of analysis phase and prioritization of needs ➤ Consolidation of analysis phase
October 2017	<ul style="list-style-type: none"> ➤ Confirmation of Development Vision, Strategic Objectives, Development Strategies and Risk
November 2017	<ul style="list-style-type: none"> ➤ Review Projects proposals identification, Costing/budget/ source of funding ➤ Department prepare budget estimates ➤ Department return Budget estimates to office for consolidation ➤ Presentation of draft projects and budget estimates for 2017/18 (also budget adjustment for 2018/19 & MTEF)
February 2018	<ul style="list-style-type: none"> ➤ Integration of sector plans and local programme ➤ 5/1 years Financial Plan for the Municipality ➤ Integrated Spatial Development Plan Recommendations & LED Strategies ➤ Infrastructure Investment Strategies/Recommendations
March 2018	<ul style="list-style-type: none"> ➤ Compilation of drafts IDP/Budget documents ➤ Development of Service Delivery targets & Management Indicators ➤ Tabling of drafts of IDP and Budget and SDBIP and Management indicators for 2018/19
April 2018	<ul style="list-style-type: none"> ➤ Public Participation on IDP and Budget for 2018/19 FY at nodal areas ➤ Public Comments period and consideration of submitted inputs
May 2018	<ul style="list-style-type: none"> ➤ Budget speech , IDP and Budget approval
June 2018	<ul style="list-style-type: none"> ➤ Submitting of IDP and Budget to CoGHSTA and Treasury

Table 2: Process Plan

CHAPTER 2: DEMOGRAPHIC PROFILE

The purpose of this section is to provide information regarding the development context as well as the population trends of the Municipality.

2.1 POPULATION SIZE AND COMPOSITION

Figure 2, below shows the population distribution by group Collins Chabane Local Municipality. A total of 347 975 people are residing in the municipal area. Africans (347109) had the highest number of people staying in Collins Chabane Local Municipal area, followed by Indian/Asian (301) , Coloureds (294) and Whites (271).

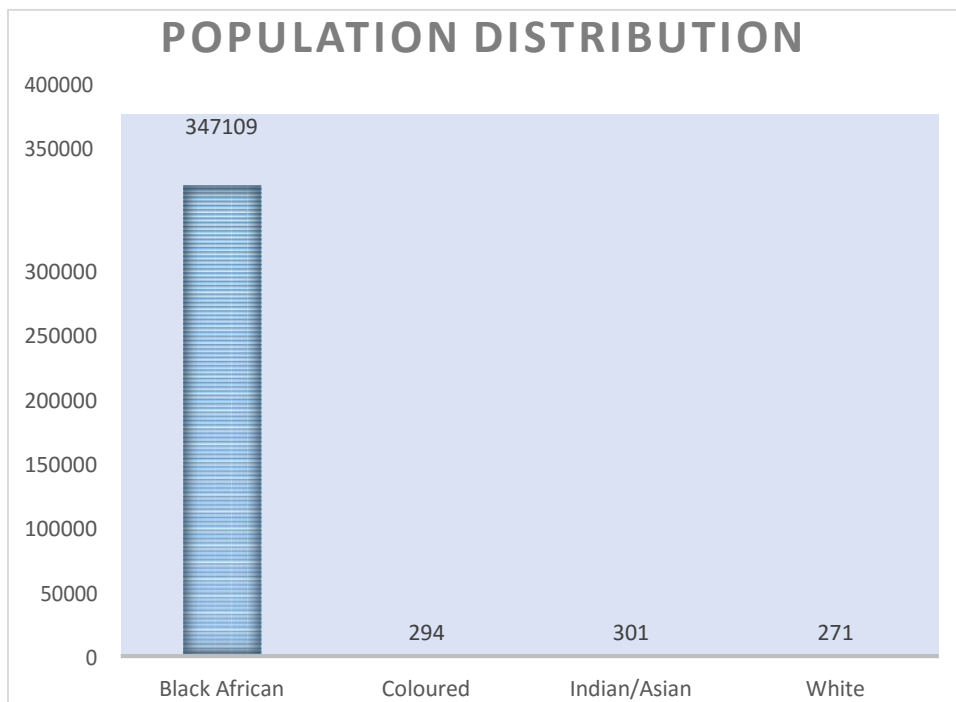


Figure 2: (Source Stats SA, 2016 Community Survey)

2.2 POPULATION AGE AND GENDER DISTRUBUTION

The age and gender profile provides valuable insight into the composition of the market population and will help establish the Potential Economically Active population (PEA). The PEA population refers to the population that falls within the working age group (between 15 and 64 years). It does not mean that this entire portion of the population is prepared or able to be employed. For example, some prefer to stay at home as housekeepers, some are disabled and others are fulltime students, or have given up looking for work. They do, however, form part of the potential labour pool. Depicting from figure 3, it is evident that the population in Collins Chabane Local Municipality is relatively young.

Age Distribution

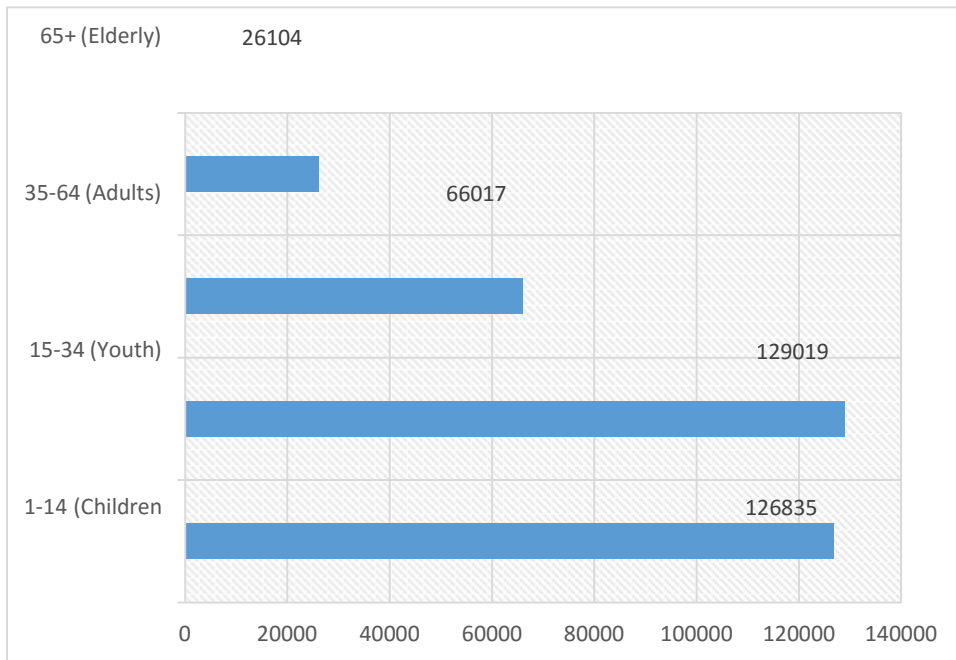


Figure 3: (Source Stats SA, 2016 Community Survey)

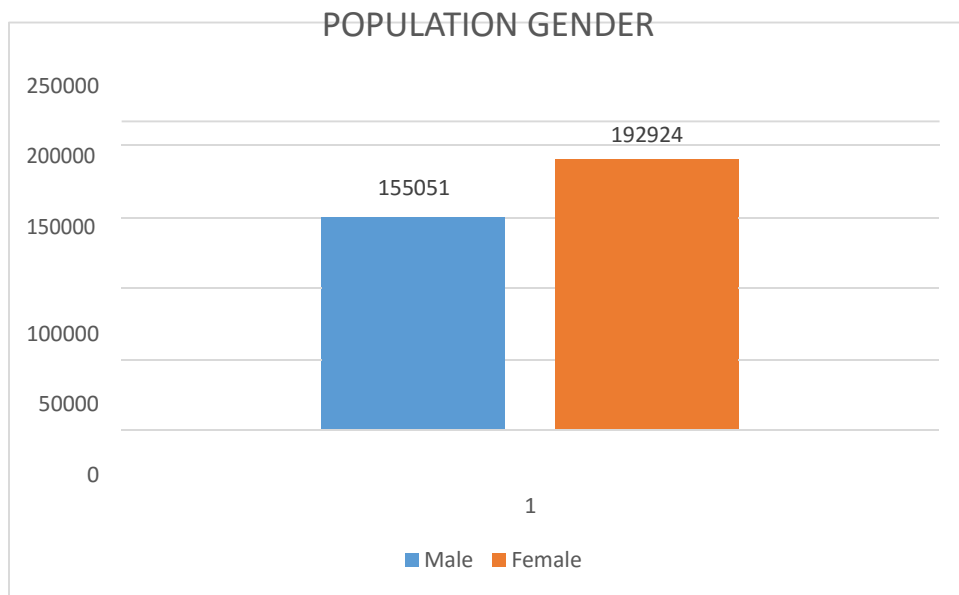


Figure 4: (Source Stats SA, 2016 Community Survey)

Figure 4 suggests, that the male and female distribution of Collins Chabane Local population is a little unequal, there is more women than men. Further, figure 3 shows the number of population that falls within the 0-14 age group is almost equivalent to the youth, which gives an indication of the large number of the population that will be entering the labour market in the future. This point out the following;

- The need for the Municipality to provide good education
- The need to improve health and job creation

	OLD AGE	DISABLED	WAR VETERAN	GRANT IN AID	FORSTER CARE GRANT CHILDREN	CARE DEPENDENCY GRANT CHILDREN	CHILD SUPPORT GRANT CHILDREN
MALAMULELE	12199	2238	0	705	769	387	53068
HLANGANANI	10244	2325	1	218	492	365	30068
VUWANI	4456	569	0	43	187	143	15649
TOTAL	26899	5132	1	966	1448	895	98785

Table 3: Social grants (Sassa 2016)

Table 3, gives an overview of the social grand dependency in Collins Chabane Local municipality area. The high number of child support grant indicates a high fertility and unemployment rate.

2.3 EMPLOYMENT STATUS

One of the main challenges that the Municipality is facing is the absent of data regarding the economic activities, employment, unemployment and income status.

2.4 EDUCATION PROFILE

Education is not only one of the main factors that contribute to unemployment, but is a key indicator of development in general. As illustrated by figure 5, Collins Chabane Local Municipality has a high level of illiteracy, however it further suggests that despite the high illiteracy, people with Post – Higher Diploma/ Degrees is more than 3000.

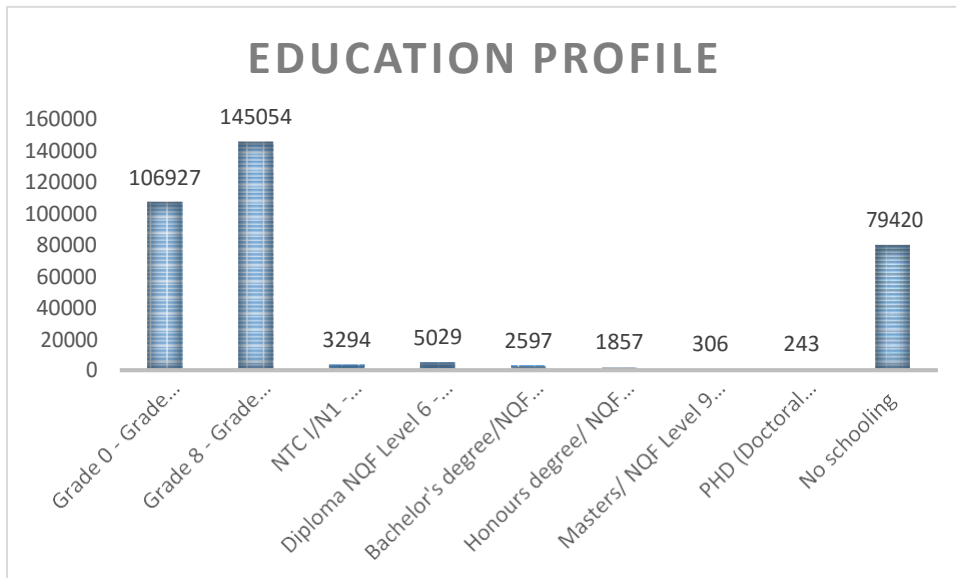


Figure 5: (Source Stats SA, 2016 Community Survey)

2.5 HOUSEHOLD TRENDS

According to StatsSA Community Survey 2016, the number of households in Collins Chabane municipal area is 91936. The number of households always increase as the population increase. To ensure effective and quality service delivery, the municipality should review the household figures annually.

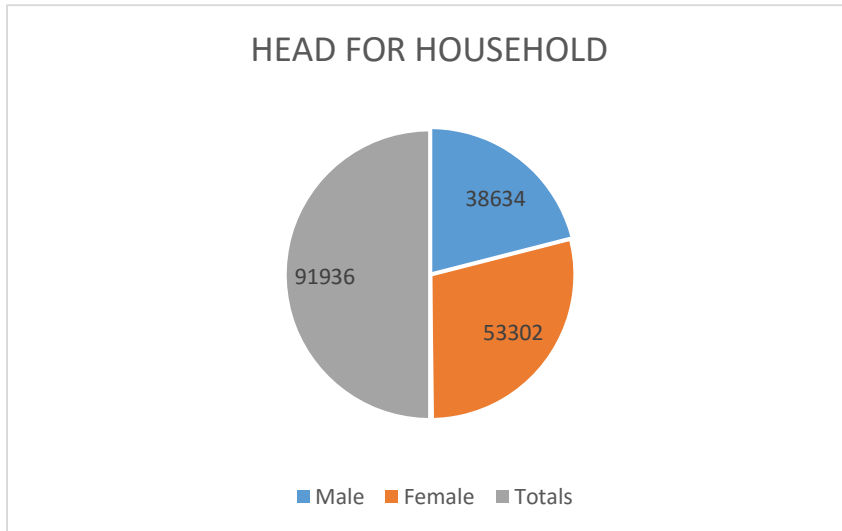


Figure 6: (Source Stats SA, 2016 Community Survey)

Table 4 gives an overview of the different household dwelling typology in the municipal area. The table further indicates that the majority of people in Collins Chabane Local Municipality area resides in “formal dwelling, brick structures”

Main Dwelling that household lives in	Number
Formal dwelling/house or brick/concrete block structure on a stand	69952
Traditional dwelling/hut/structure made of traditional mater	16521
Flat or apartment in a block of flats	61
Cluster house in complex	237
Townhouse (semi-detached house in a complex)	1162
Semi-detached house	194
Formal dwelling/house/flat/room in backyard	1926
Informal dwelling/shack in backyard	389
Informal dwelling/shack not in backyard (e.g. in an informal	67
Room/flatlet on a property or larger dwelling/servants quart	68
Other	1359

Table 4: (Source Stats SA, 2016 Community Survey)

2.6 HEALTH STATUS

Causes of Death

➤ Bronchopneumonia
➤ Gastroenteritis
➤ Renal Failure
➤ Pulmonary Tuberculosis
➤ Diabetes mellitus Vascular Accidents

Table 5: (Malamulele Hospital)

The table above indicates the 5 most common causes of death in the municipal area. According to figure 7, there is high mortality in female than male in Collins Chabane Local Municipality.

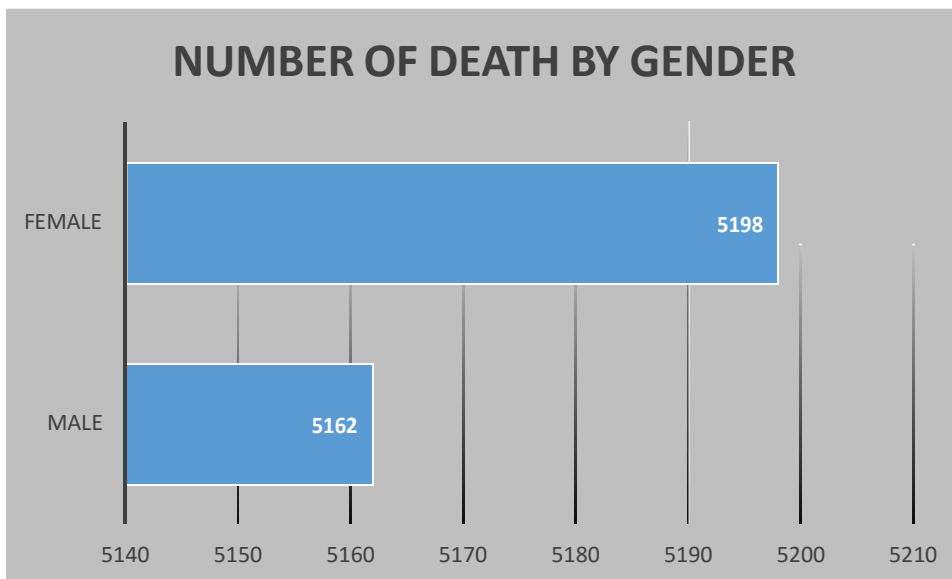


Figure 7 (Source Stats SA, 2016 Community Survey)

2.7 HIV/AIDS

HIV and Aids still remains one of the major development challenges facing the Municipality. The connection between HIV, AIDS and TB can't be overemphasized. It is recorded that between March 2016 and April 2017 more than 200 people were diagnosed with HIV/Aids. This clearly shows the need to develop HIV/Aids prevention programmes for the municipal area.

2.8 PEOPLE WITH DISABILITIES

As illustrated by figure 8 Collins Chabane Local Municipality has a very low number of disable people residing in the area. However, figure 8 indicates that the number of people who find it difficult to care for them self is more than five thousand (5000). More than seven hundred (700) people cannot take care of themselves. This indicates that the Municipality should plan for home base care centrum.

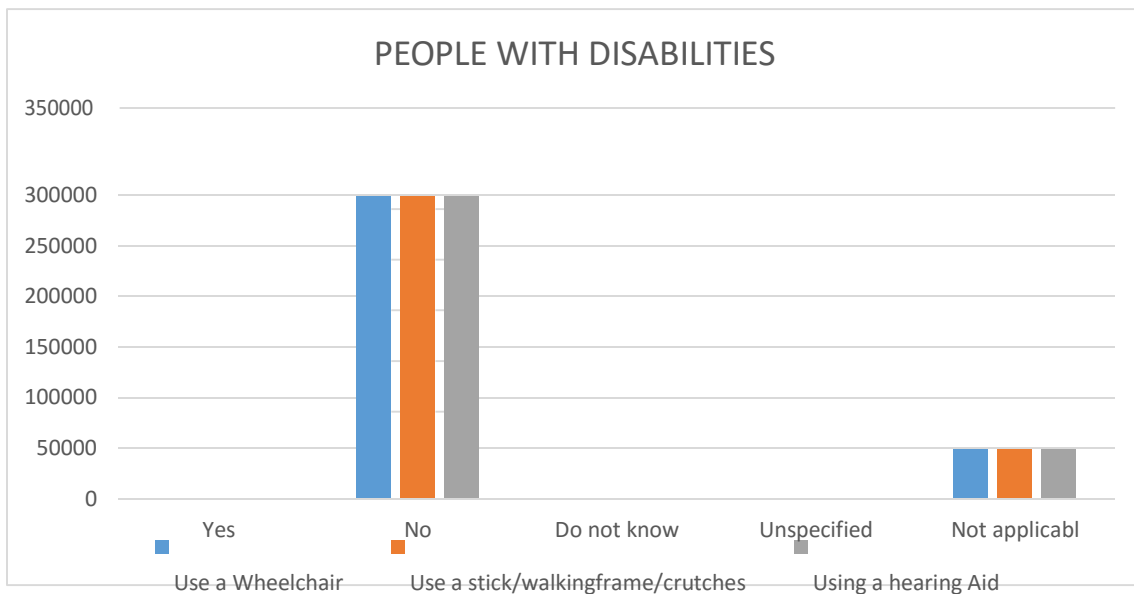


Figure 8: (Source Stats SA, 2016 Community Survey)

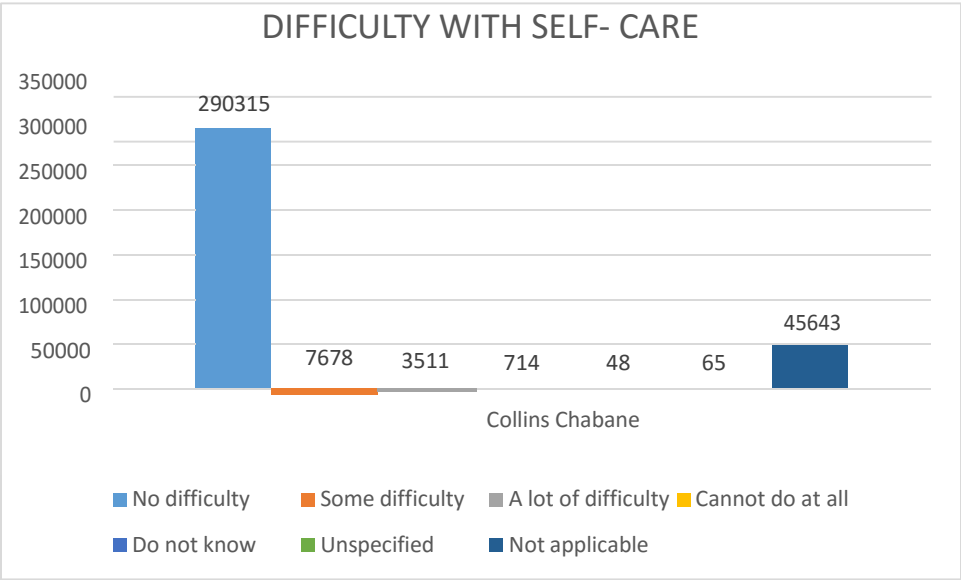


Figure 9 (Source Stats SA, 2016 Community Survey)

CHAPTER 3: COMMUNITY NEEDS

Municipal IDP needs to take into consideration the views of the local community members and interest groups as expressed through various processes and forums.

3.1 EFFECTIVE COMMUNITY PARTICIPATION

It is the experience of municipalities that public participation related to IDP mainly raises issues around the immediate living conditions of the community. Many of these issues raised by the community is therefore not of a long term or strategic nature. The table below expand on the needs as expressed by each Ward and stakeholders during the public participation process

Ward Number	Priorities	Problem statement/comment
01	<ul style="list-style-type: none"> • Water supply • Sanitation • Electricity supply • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Community Project • Education 	<ul style="list-style-type: none"> ✓ Water reticulation and rehabilitation of pipeline ✓ Boreholes needed to be equipped along the road ✓ Olifantshoek Road to Rottendam ✓ 1000 toilets needed at all areas ✓ 500 houses to be electrified ✓ All streets to be graveled ✓ 550 RDP houses needed ✓ Not available but construction of sports multipurpose is needed ✓ The identified area does not have community hall ✓ 5 Agricultural co-operative projects needed ✓ Health centre to be constructed ✓ Shortage of classrooms at Akani High School and no toilets construction Khamayoni (no toilets) of primary school around ✓ Marhorhwani Malali high, shortage of classroom, no toilets
02	<ul style="list-style-type: none"> • Water supply • Sanitation • Electricity supply • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Community Project • Education 	<ul style="list-style-type: none"> ✓ 4 boreholes needed at Ribungwani, Fourways, Sereni and Masakona ✓ 2000 toilets needed at Ribungwani, Masakona and Rembuluwani ✓ 300 household need to be electrified ✓ Ribungwani clinic road to be tarred and road From Mahatlani, Masakona and Sereni ✓ 500 housing at all areas ✓ 3 sports facilities to be built at Masakona, Sereni and Ribungwani ✓ 2 community hall needed at Ribungwani and Masakona ✓ No water at the project ✓ Building of 1 Secondary school at Masokona and 2 library needed at Masakona and Ribungwana

03	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Community Hall • Business • Education 	<ul style="list-style-type: none"> ✓ Reservoir needed ✓ Toilets needed at all areas ✓ Apollo lamps needed to minimize crime rate, free electricity ✓ Re-graveling of street all areas ✓ Streets to chief kraal to be paved ✓ Road from Mahatlani to Tiyani to be tarred ✓ Small bridges needed at Yingwani Ribungwani new stands ✓ Bemuda road it is incomplete ✓ RDP houses needed ✓ Community hall needed ✓ Taxi rank Needed at Tiyani ✓ Community library needed ✓ Vhungela Primary School shortage of classrooms ✓ Construction of department of Justice & Correctional service which was approved 3 years back in Tiyani
04	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Community Hall • Agriculture • Tourism • Manufacturing • Business • Community Project • Education Health Safety and security 	<ul style="list-style-type: none"> ✓ One operational borehole at Njhakanjhaka. Water reticulation at all areas and equipped of boreholes ✓ X3 boreholes ✓ X1 existing borehole: exchange from diesel to electricity ✓ X2 existing reservoir to be cleaned and water gauges to be fitted ✓ X3 boreholes not functioning needs to be repair ✓ New water pipeline (mains) to be fitted to new extensions in the village ✓ No sign of water pipes from Nandoni dam and no water reticulation system ✓ Water pipe line to be extended to graveyards ✓ Water reticulation and rehabilitation of pipelines ✓ Mahatlana Borehole to be changed to diesel to electricity and two extra borehole needed at Mahatlane. Scarcity of water at all areas. ✓ 700 house hold toilet needed ✓ 540 Public toilet at Mahatlane ✓ Public toilets to be constructed at bus stops ✓ Sewerage system needed in market area households ✓ Dumping site needed

		<ul style="list-style-type: none"> ✓ Extension lines to our new households ✓ 450 sewer toilet needed at Shivambu and Njhakanjhaka ✓ Support for agricultural projects ✓ 225 household electricity needed at Njhakanjhaka extension and Mahatlane ✓ All roads to be tarred and gravel ✓ 200 RDP houses needed to be built at areas and also repairs to some of the old houses ✓ Sports facilities to be created at all areas ✓ X2 School grounds ✓ X1 sport centre ✓ X2 children park ✓ Community Hall needed at Mahatlane and Shivambu ✓ Establishment of cultural village and royal home, Lapa Challets ✓ Factory needed at all areas ✓ Building of shopping mall ✓ Job creation needed at all areas ✓ Building of TVET (FET) colleges ✓ At Njhakanjhaka and Mahatlane area ✓ Clinic or health centre at Njhakanjhaka and Mahatlani Village ✓ Satellite Police station ✓ Apollo Light in all villages ✓ Post Office ✓ Sassa Office ✓ Home Affairs ✓ Mahatlani to Tiyani road must be tarred ✓ X4 small bridges inside the village ✓ X1 small/ medium bridge on Mahatlani/Tiyani road must be repaired ✓ Road signs to schools and Hosi ✓ Traffic circles and speed humps needed ✓ All villages' internal roads to be graveled and cleaned. ✓ Bus stop shelters ✓ Construction of Municipal Regional offices (site available) ✓ Agriculture -Infrastructure (tractors etc)
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		<ul style="list-style-type: none"> -Fencing material -Boreholes - Sprinkler's - Drip irrigation -seedings ✓ Tourism <ul style="list-style-type: none"> -Cultural Hut ✓ Municipal Regional Office (site available) ✓ SPCA ✓ Education ✓ High schools ✓ Business <ul style="list-style-type: none"> - Shopping complex - Filling station - Cold storage - Warehouses - Manufacturing factories/firms - Abattoir cattle and sheep - Abattoir for chicken - Milk cows farming ✓ Graveyards <ul style="list-style-type: none"> - Extension of our graveyard - Fencing - Construction of male and female toilets - Water supply ✓ Bridge to Frank Mahatlani School
05	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/streets and storm water • Housing • Sports facilities • Community Hall • Agriculture • Mining 	<ul style="list-style-type: none"> ✓ Supply of water at all areas. All boreholes must be equipped ✓ 1000 toilets needed at all areas ✓ 200 household need electricity Xitachi, Nwamhandi, Xihambanyisi and Mtsetweni ✓ Mtsetweni ring road to be tarred. All road at the area to be tarred ✓ Tarring of road from Gaza Spazashop to Giyani Road ✓ Construction of tarred road from Mtwanami to Elim road ✓ 800 RDP houses to be build and to finished unfinished RDP houses at all areas

	<ul style="list-style-type: none"> • Community Project • Education • Health 	<ul style="list-style-type: none"> ✓ 15 unfinished RDP houses since 2006 at Shitou and Mabondlongwa areas ✓ Upgrading of Bungeni Stadium ✓ Construction of community hall at all areas ✓ 5 Revitalization of ale care group scheme at all villages ✓ Controlling of Sand and stone mining Bungeni, (Ritavi River) ✓ Rixile disposal dropping centre at Mabondlongwa ✓ Upgrading of Xitachi and Nwamhandi primary school and need for laboratory centers ✓ Upgrading of Bungeni Health Centre and construction of Mtsetweni clinic ✓ Construction of Mukhomo indoor sport centre at Mabondlongwa Village ✓ Revitalization of agricultural scheme at Mabondlongwa, Mtsetweni, Nwamhandi, Xitau, Xihambenyisi ✓ Need for an information board at Nwamhandi, Mtsetweni, Mabondlongwa, Shitaci and Xihambenyisi ✓ Need for speed humps at Diza and Tshirengwaru crossing ✓ Bungeni, Chaveni road to be tarred ✓ Tarring of road from Tshirengwani crossing to Mahatlani until Tiyani (D3842) ✓ Small bridge at Mtsetweni, Xihambanyisi, Nwamhandi and Mabondlongwa ✓ -Appollo lights at Mutsetweni, Xihambanyisi, Nwamhandi, Mabondlongwa and Xitau ✓ Support to Hlanganani community Radio Station.
06	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/streets and storm water • Housing • Sports facilities • Community Hall • Agriculture 	<ul style="list-style-type: none"> ✓ Water reticulation in all areas and building of reservoir and boreholes connection at all areas ✓ Building of toilets, sewerage system is no longer operating at Hlanganani area ✓ Relocate meter boxes to new houses necessary the post connection backlog ✓ No link road between Hlanganani township to Nkuzana. ✓ Tarred road to De Hoop clinic and open a link bridge that link to Matsila. Tarring of ring road at Nkuzana. Road opening of link road from Nkuzana to township

	<ul style="list-style-type: none"> • Community Project • Education • Health • Crime 	<ul style="list-style-type: none"> ✓ RDP houses not enough to meet the backlog ✓ Erection of swimming pool and erection of sports facilities in all areas Community park at Nkuzana and unfinished sports centre at Nkuzana ✓ Building of Community Hall land is available in all areas ✓ Two empowerment ✓ Building of school at Hlanganani Township. No toilets/furniture at Gija primary school ✓ Health facilities needed at Hlanganani township and/or Nkuzana village ✓ Satellite police station to be available at Hlanganani township ✓ Construction of Mkusani Mall
07	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/streets and storm water • Housing • Sports facilities • Community Hall • Community Project • Education 	<ul style="list-style-type: none"> ✓ Bulk water reticulation needed at all areas ✓ 1000 toilets need at all areas ✓ Electrification of 200 house holds ✓ 200 RDP houses need to be built at all areas ✓ Building of stadium at Misevhe ✓ Building of community hall at Misevhe ✓ Building of classroom at Matsinisevhe, Mphagane Primary, Frank Primary and Maligana Secondary
08	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Street and Storm water • Housing • Sports facilities • Community Hall • Agriculture • Business • Community project 	<ul style="list-style-type: none"> ✓ Water reticulation need at all villages ✓ Toilets need at all areas ✓ Mariadze ext, Ramauba are having new extension electricity need at all areas ✓ Upgrading of streets and gravelling needed at all areas. Tarring of road from Thenga to Masia post office to Tribal office ✓ RDP need at all areas ✓ Grading of the sports ground need at all areas ✓ Hall need at all areas ✓ Business skill need at our business forum ✓ Library, clinic need at all areas ✓ Reno fencing of graveyards in all villages ✓ Renovation of classrooms at all schools

	<ul style="list-style-type: none"> • Education 	<ul style="list-style-type: none"> ✓ Sport ground maintenance in all villages ✓ Road from Mugwathohelo must be gravel and maintained ✓ Fencing of graveyards in all villages ✓ Renovation of classrooms in all schools ✓ Sport ground maintenance in all villages ✓ Community hall and library at Kurhuleni village ✓ Bush clearance along the road to Kurhuleni ✓ Apollo lights in all villages ✓ Revitalization of agricultural projects ✓ Scarcity of water ✓ Road to Kurhuleni clinic to be tarred
09	<ul style="list-style-type: none"> • Water • Sanitation • Roads/Street and storm water • Housing 	<ul style="list-style-type: none"> ✓ 4 electric boreholes available but only one working and is more than a year. There is no water at new stand at Vhangani and Masia Tandavhale new stands no pipeline ✓ 300 toilets need at all areas ✓ Road from Majosi to Kurhuleni to be tarred and all internal streets to be graveled and grading ✓ 200 RDP houses need at all areas
10	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Community Hall • Agriculture • Mining • Community Project • Education • Communication • Health 	<ul style="list-style-type: none"> ✓ Build of water reservoir and water reticulation at Nwamatatani village ✓ 400 toilet at Nwamatatani village ✓ High Mast light need at Majosi and Nwamatatani ✓ Grading of streets and construction of 8 small bridges ✓ 200 RDP houses at Majosi and Nwamatatani ✓ One community Hall need at Nwamatatani ✓ Revamp agricultural scheme at Majosi Nwamatatani and funding ✓ Stone Crusher project need funding at Majosi and Nwamatatani ✓ Toilet roll and serviette project at Nwamatatani and Roof sheet machines project at Majosi need funding ✓ 24 classrooms, Library and laboratories need funding at Nwamatatani for Msengi secondary school ✓ One ICT centre need funding at Majosi ✓ One clinic need funding at Nwamatatani ✓ Road to Majosi Clinic to be tarred ✓ Majosi Police Satellite office must be opened 24 hours ✓ Construction of road from Giyani road to Majosu clinic

		<ul style="list-style-type: none"> ✓ Majosi police satellite office must open 24 hours ✓
11	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Business • Community Project • Health 	<ul style="list-style-type: none"> ✓ Boreholes to be electrification and water reticulation on all area ✓ Toilets needs in all areas ✓ Sundani is on operational, Madobi and Makhasa need an electrification ✓ Tarred road needs at all areas ✓ RDP needs at all areas ✓ Multipurpose Sports Centre for all sports in all areas ✓ Community hall needs at all areas ✓ Needs in all areas ✓ Shopping complex in all areas ✓ Needs in all areas ✓ Clinic needs at all areas ✓ Construction of reservoir at Makhase ✓ Road from Majosi to Madobi to be tarred ✓ Construction of community hall at Balanganani
12	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Manufacturing • Business • Community Project • Education • Cemetery 	<ul style="list-style-type: none"> ✓ Borehole connection and fixing and maintenance bulk water reticulation in all areas ✓ VIP toilets 150 at Mabidi and Malonga ✓ 180 needs of electrification at Malonga, Balanganani and Bofulamato ✓ Gravelling and grading from Malonga, Hanani Tshimbipfe, From Malonga to Vyeboom, From Majosi to Tshimbupfe in all villages to be tarred ✓ 200 RDP in all villages ✓ Establishment of 3 (three) sports facilities in Malonga, Balanganani and Ngwekhulu ✓ To establish of 1 hall at Malonga and Balanganani ✓ 05 borehole needs at all areas ✓ 1 manufacturing bricks at Balanganani ✓ 08 SMME funding in all areas ✓ Funding for training of home base care at Balanganani, Malonga and Ngwekhulu ✓ Refurbishment of Matodzi Secondary School at Malonga ✓ Fencing of graveyards all villages ✓ Tourism: Balanganani Village

		<ul style="list-style-type: none"> ✓ Clinic upgrade (Davhana) ✓ Tarring of road from Malonga-Davhana-Vyeboom & from Majonsi-Davhana ✓ Fencing for three villages Malonga, Balanganani and Ngwekhulu ✓ Upgrading of Davhara Matodzi and Mpofo Schools
13	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall 	<ul style="list-style-type: none"> ✓ VIP Toilets: <ul style="list-style-type: none"> Thondoni -40 Hanani – 40 Ramalgela – 40 Mianzwi-40 Mavhulani-40 Tshilindi – 40 Mutheiwana - 40 ✓ RDP Houses <ul style="list-style-type: none"> Thondoni -30 Hanani – 10 Ramalgela – 5 Mianzwi-15 Mavhulani-30 Tshilindi – 40 Mutheiwana - 75 ✓ Tarring of road Malonga-Hanani-tshimbupfe to Manavhela ✓ Road to Majosi – Davhana to Tshimbupfe ✓ Tarring of street from Vuwani – Tshivhulana – Ezintavheni (Mutheiwana) to tshimbupfe ✓ Hanani ✓ Toilets at Hanani, Thondoni, Ramalgela, Mianzwi, Mavhalani, Tshilindi, Mutheiwana. ✓ RDP houses at Hanani, Thondoni, Ramalgela, Mianzwi, Mavhalani, Tshilindi, Mutheiwana. ✓ Mutheiwana secondary school – 2 classes ✓ Tshimbupfe secondary school – 16 classes ✓ Tshitambamunwe primary school – 8 classes ✓ Edward Mpfuneni – 4 classes ✓ Tshimbupfe traditional administration

		<ul style="list-style-type: none"> ✓ Mavhulani water reticulation ✓ Mutheiwana water reticulation ✓ Stadium at Schietfarm ✓ Mutheiwana graveyard ✓ Hanani graveyard ✓ Thondoni graveyard ✓ Fencing of all graveyards ✓ Community hall at Mutheiwana ✓ Tshitambamunwe primary – small bridge ✓ Mutheiwana school from tshilindi village – small bridge
14	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall 	<ul style="list-style-type: none"> ✓ VIP Toilets <ul style="list-style-type: none"> Tshivhulana – 50 Manavhela – 50 Tshitungulwane – 50 Vuu – 10 Tshilaphala – 10 ✓ RDP Houses <ul style="list-style-type: none"> Tshivhulana – 50 Manavhela – 50 Tshitungulwane – 50 Vuu – 20 Tshilaphala - 15 ✓ Tarring of road from Vuwani to Ngwenkulu ✓ Tarring of road from Malonga – Hanani – Tshimbupfe – Manavhela streets ✓ Tarring of streets at Vuwani town (20km) ✓ Tarring of streets from vuwani –Tshivhulana – Ezintabeni (Schietfarm) to Tshimbupfe clinic ✓ Construction health centre at Vuwani town ✓ Sewerage at Vuwani Town Block D and Block E ✓ VIP Toilets at Tshivhulana, Manavhela, Tshitungulwana, Vuu, Tshilaphala ✓ Administration block at Nandoni primary school ✓ Upgrade of additional classes and upgrade of administration block at Mugoidwa secondary school ✓ Additional classes at Siwadawada primary school ✓ Upgrading of classrooms at Tshitungulwana village ✓ Upgrading of classrooms at Tshiawelo primary school

		<ul style="list-style-type: none"> ✓ Administration block at Nzwelule primary school ✓ Construction of administration offices at Tshimbupfe traditional council ✓ Tshivhulana zone 4 water reticulation ✓ Vuu water reticulation ✓ Tshitungulwane water reticulation ✓ Manavhela water reticulation ✓ Tshilaphala water reticulation ✓ Completion of Vuwani stadium ✓ Upgrading of Nandoni sports ground ✓ Upgrading of two Tshilaphala sports ground ✓ Upgrading of Tshitungulwane and Manavhela sports grounds ✓ Construction of swimming pool at Vuwani Town ✓ Graveyards at Vuwani, Tshivhulana, Tshitungulwane, ✓ Small bridges at Tshivhulana zone 1 to zone 2 and 3
15	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm water • Housing • Sports facilities • Community Hall • Agriculture • Tourism • Manufacturing • Mining • Business • Community Project • Education 	<ul style="list-style-type: none"> ✓ Construction of reservoir at Machele and Reconstruction of boreholes at all villages ✓ Building of VIP toilets in all villages ✓ Electrification of new stand at all areas or villages ✓ Tarring of road from Macaulay to Mphambo and Salani to Mbhalati ✓ Building of RDP houses in all villages ✓ Upgrading of Mudabula Stadium and upgrading of sports field ✓ Building of Hall in all villages ✓ Funding of existing project in all villages ✓ Erection of wood work to attract the tourist in all villages ✓ Funding of bricks manufacturing ✓ Opening of salt mining which it has been closed ✓ Funding of Market stalls and building of SMME ✓ Funding of Poultry farming, Beading and food gardener in all villages ✓ Building of administration block, rebuilding of new school at Tlangelani primary, Machele, Machele, Mbhalati and Risana primary school. Community library needed in all villages

16	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Education • Health 	<ul style="list-style-type: none"> ✓ Road from Mudavula- Mulamula-Dumela-Xigamani to Mphambo to be tarred ✓ Road from Mbalati to Muswane to be tarred ✓ Xihosana road to be tarred ✓ Rebuilding of Nhombelani primary school ✓ Water reticulation – Xihosana RDP Houses all villages ✓ RDP houses all villages - Xihosana, Dumela, Muswane, Nhombela ✓ Sanitation all villages ✓ High mast all villages ✓ Electricity (Extensions) all villages ✓ Water reticulation (Extensions) all villages ✓ Road from Xihosani to Gumbani to be tarred ✓ Construction of clinic - Muswane ✓ New road from Xihosana to Hanani ✓ New road from Xihosana to Tlangelani clinic ✓ Installation of WI-FI in all schools ✓ Regravelling of internal streets – all villages ✓ Construction of culvert's – all villages ✓ Community hall – Dumela ✓ New Primary school – Xihosana ✓ Shalumuka and Dumela Agricultural projects to be supported
17	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Street and Storm Water • Housing • Sports facilities • Community Hall • Agriculture • Manufacturing • Business • Community project • Education 	<ul style="list-style-type: none"> ✓ Boreholes needed at all villages and street tap ✓ Toilet needed at Gumbani ✓ Electrification of new stand or extensions ✓ Tarred road from Mulamula to Gumbani and small bridges at Dingidingi to Mahlepfunye and gravelling of roads ✓ Building of houses at Gumbani ✓ Sports must be funded at Gumbani sports hector is available ✓ Construction of Hall and youth centre at all villages ✓ Space for ploughing is there but no tractors lack of skills needs funding at Gumbani ✓ Beads needs funding at Gumbani ✓ Construction of shopping complex ✓ Home base needs place and new project need funding at Gumbani

	<ul style="list-style-type: none"> • Land Tenure/control 	<ul style="list-style-type: none"> ✓ Mukhomi Village: <ul style="list-style-type: none"> - Construction of Reservoir - Electrification of 300 units-extension Mukhomi A &B - Construction of a business complex - Construction of culverts - Construction of a Youth development centre - Water reticulation to new extension - Blading and gravelling of internal streets -Library and community hall -Houses -Toilets -Fencing of graveyards ✓ Gumbani Village <ul style="list-style-type: none"> - Graveyard extended and fencing - Small bridges, internal streets - Water extension to new stands - Reservoir needed - Ring road needed - Bus stop shelter - Apollo light - Construction of new school at Hlawulekani ✓ Shortage of classroom at Khatisa, Hlawulekani need s renovation at Gumbani ✓ Selfishness takes advantage of the land and its resources. Measures must be implemented to educate people to the use of land ✓ Mulamula Village <ul style="list-style-type: none"> - Chanyela School and Photani high school need renovation - Reservoir needed - Toilets and houses in all villages - High musk light
18	<ul style="list-style-type: none"> • Water • Sanitation • Electricity 	<ul style="list-style-type: none"> ✓ Shortage of water reticulation at Tambaulati and Tshitomboni and completion of pipeline house connection all streets at Hasani Dakari 60 streets reservoir need correct connection at Phaphazela ✓ 4000 VIP toilets needed at Hasani –Dakari

	<ul style="list-style-type: none"> • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Manufacturing • Business • Community Project • Education • Land Tenure/Control • Health 	<ul style="list-style-type: none"> ✓ Shortage of electricity and FBE and free basic electricity at Hasani-Dakari ✓ Tarred road from Dakari to Mbhalati and gravelled all streets and open streets at new stand ✓ 400 Shortage of RDP houses at Hasani-Dakari ✓ Upgrading of two sports ground at Hasani-Dakari and provision of sports centre ✓ One community hall needed ✓ Irrigation scheme, Poultry farm, Piggery need funding at Dakari ✓ Clothing manufacturing needs funding at Dakari ✓ There is a need of business site at Dakari ✓ Farming, Cooperative, NGO's and Brickyard need funding ✓ Bursaries needed at school ✓ Illegal demarcation of new sites between traditional leaders and municipality ✓ Provision of proper clinic at Dakari, Hasani and Phaphazela needed ✓ Phaphazela Village; Hollywood to Gumbani road to be tarred ✓ The community requested that Mukhomi Clinic be open 24hours ✓ - tarring road from Tshinga to Mbhalati Village
19	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Houses • Sports Facilities • Community Hall • Agriculture • Health • Education 	<ul style="list-style-type: none"> ✓ House connection at Dididi and Tovhowani and Rotovhowa need street connection and house connection ✓ 100 VIP toilet needs at Dididi and 55 at Tovhowani and Rotovhowa ✓ 46 household need electricity at new stand of Thovhowani and Rotovhowa ✓ Small bridges is needed at Rotovhowa and Tovhowani ✓ 105 houses needed at Tovhowani and Rotovhowa ✓ Soccer ground rehabilitation needed at Tovhowani and Rotovhowa ✓ Community hall needed at two villages Tovhowani and Rotovhowa ✓ Poultry farm and piggery needed at Dididi ✓ Clinic needed at Dididi

		<ul style="list-style-type: none"> ✓ Extension of 4 classroom at Dididi primary school and 10 classroom burned needed at Khakhanwa
20	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Health • Education 	<ul style="list-style-type: none"> ✓ Phase 2 water reticulation ✓ 425 VIP toilets needs at Mphambo ✓ Electrification of 45 household at Mphambo and Apollo lights 60 new stands electrification and free basic electricity at Mahonisi ✓ Gravelling of 7 streets at Mphambo ✓ 400 RDP houses needed at Mphambo and 100 at Mahonisi ✓ Upgrading of two sports facilities ✓ Construction of 1 community hall at Mphambo and Mahonisi ✓ Tshitaradzo 50 pigs and Vunwe cooperative 40 thousands bags of seedlings needs funding ✓ Building of community clinic at Mahonisinivillage ✓ Renovations of classroom at Mahonisi village ✓ 411 sites to be electrify and supply with water ✓ Tarring of road from Ximuwini to Jimmy Jones ✓ Small bridges in all villages ✓ Construction of reservoir ✓ Construction of clinic ✓ Support for Mahonisi Egg Community project ✓ Sanitation for Mahonisi village ✓ Internal Streets and streets to graveyards, Mahonisi Village ✓ Renovations of classroom at Mahonisi village ✓ Upgrading of the bridge between Mahonisi and Jim Jones ✓ T-Junction Malamulele/Giyani to T-Junction MkhinsiChief Xigamani raised concern that his village was not included in the IDP ✓ Building of community clinic at Mahonisi village ✓ Mphambo; <ul style="list-style-type: none"> - X411 site Electrification - Water supply <ul style="list-style-type: none"> - Construction of primary school - Gravelling of streets ✓ Tarring of road from Ximuwini to Jimmy Jones ✓ Small bridges in all villages ✓ Construction of reservoir ✓ Support for Mahonisi Egg Community project ✓ Sanitation for Mahonisi village

		<ul style="list-style-type: none"> ✓ Chief Xigamani raised concern that his village was not included in the IDP ✓ Building of community clinic at Mahonisi village ✓ Internal Streets and streets to graveyards, Mahonisi Village ✓ Renovations of classroom at Mahonisi village ✓ Building of admin block at Shgamani high school ✓ Graveling road from from Dluli to Maswanganyi Eric ✓ Graveling of Sasekani street- Muchukwani to Cedric Nghonyama ✓ Graveling of fullgospel street Bukuta ✓ Building of classroom and admin block at Tshamiseka primary school ✓ Tarring of road D3640 from Mphambo to Mdavula ✓ Graveling of linking roads
21	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm water • Housing • Sports Facilities • Community Hall • Agriculture • Business • Community project • Health 	<ul style="list-style-type: none"> ✓ Water reticulation, construction of reservoir and connection of pipes at new stand extension at all villages ✓ VIP toilets needed at all villages ✓ Electrification of new stands/extensions and street lights needed at all villages ✓ Ring road to be gravelled and tarring from Mavambe to Jimmy Jones. 40 bridges needed at all areas ✓ 1500 RDP in three villages. There is two refugee camps the problem to be formalized whether to build RDP's houses for them ✓ Upgrading and maintenance of sports field in three areas and sports centre in all areas ✓ Community hall needed in all three areas ✓ Infrastructure of upgrading raw bulk water in-service training needed for all three areas ✓ Financial assistance needed adopt a river, old age sectors farming co-operative funding, donors and sponsorship in all areas ✓ Mobile clinic needed Makumeke ✓ Revitalization of Makumeke irrigation scheme ✓ Renovation of school at Jimmy Jones ✓ Need for a disable school and awareness campaigns

		<ul style="list-style-type: none"> ✓ Building of a new primary school at Jimmy Jones (temporary arranging transport for pupils) ✓ Construction of clinic at Jimmy Jones ✓ Construction of a reservoir at Jimmy Jones ✓ Reconstruction and renovation of Shirilele High and Tivanani Primary School ✓ Primary school needed at Mphongola (Jimmy Jones) ✓ Construction and refurbishment of boreholes ✓ Installation of transformers at Mavambe and Makumeke boreholes ✓ Construction of septic tank at Mavambekitasini
22	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Community Project • Education 	<ul style="list-style-type: none"> ✓ Shortage of water at Gandlanani. Construction of reservoir in all areas ✓ Need of toilets in all areas ✓ Insufficient electricity in all areas ✓ Though most of the areas have access to roads, some areas still need bus roads and foot bridges, tarring of streets and road which connect them to other areas ✓ 700 RDP houses needed in all areas ✓ Cleaning of sports facilities in all areas ✓ Construction of Community Hall at Jerome ✓ Funding of co-operative at Gandlanani and Roadhuis ✓ Funding for Community Project in all areas ✓ Construction of Primary school at Mafanele ✓ Clinic and high school ✓ Electrification and Apollo lights ✓ Water ✓ Tarring road from Jerome to Makumeke clinic ✓ Reservoir –ka Mafanele. ✓ Water reticulation at Jerome ✓ -Apollo lights at Gandlanani Roadhuis Village <ul style="list-style-type: none"> - Construction of clinic - Construction of secondary school - 350 unites to be electrify - Construction of community hall - Tarring of all taxi route roads - Construction of community library - -formalization of 300 residential sites - Regravelling and blading of streets

		<ul style="list-style-type: none"> - X8 Apollo lights - Construction of streets in areas where houses have been built - Refurbishment of old boreholes - Upgrading of community crèche - Construction of culverts and small bridges - Construction of a road to link Roadhuis with Gandlanani - Upgrading of soccer field - Extent tarring of ring-road from Makumeke to Jerome to bypass Roadhuis.
23	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • • Roads/Streets and Storm Water • Sports Facilities • Community Hall • Agriculture • Manufacturing • Business • Education 	<ul style="list-style-type: none"> ✓ Upgrading of reservoir in all areas ✓ No sewer connection in section D, Ext. B and Mabandla and overhaul of sewer in all areas of town ✓ Insufficient electricity in Mabandla, Upgrading Street light at Section A Extension and Apollo lights to be maintain ✓ Tarring of streets at section B, D. ✓ ,Mabandla and remaining part of section B Ext. Tarring of road that link to Shithelani Cemetery and Malamulele town ✓ Upgrading of Malamulele stadium and maintenance of basketball ground and sports field around Malamulele town ✓ Construction of modern community hall, Library , Information centre , Art and culture centre in Malamulele town ✓ Upgrading of factory unit site ✓ Construction of mall at Malamulele town ✓ Relocation of Malamulele High to a New sites and construction of Primary school at Section D, Renovation of Shingwedzi FET and building of university

24	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Tourism • Manufacturing • Mining • Business • Community project • Education 	<ul style="list-style-type: none"> ✓ Pressure pump needed to solve the water problem in three villages ✓ 800 VIP toilets in all villages ✓ Electrification of new stand, 300 Menele, 100 Xithlelani, and 100 Dinga. Apollo light is needed in all areas ✓ Ring road from robot to shingwedzi bridges between Mapapila and Nwazekudzeku ✓ Gravelling of streets in all villages ✓ 600 RDP houses in all villages ✓ Upgrading of sports ground in all areas ✓ Community hall in three area Mapapila, Menele and Mapapila ✓ Refurbish of dam at Menele ✓ Bricks manufacturing at Menele ✓ Resolved the dispute between Chief and the community ✓ Construction of shopping complex ✓ Recycling and sewing in all areas ✓ One TVET at Menele and construction of university ✓ Renovation of Khanani Primary ✓ Renovation of showground ✓ Road from Xithlelani to Mataskali need to be upgraded ✓ Road from Menele via Dinga to Mapapila need to be upgraded
25	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Mining • Business • Community Project 	<ul style="list-style-type: none"> ✓ Water reticulation and construction of reservoir at all villages ✓ 690 toilet needed in all areas ✓ Electrification of two villages Matsakali and Madonsi ✓ Main street gravelling in all four areas ✓ RDP houses needed in all villages ✓ Upgrading of sports field and Construction of stadium at Matsakali ✓ Construction of hall in all villages ✓ Rehabilitating of old dam in three villages ✓ Opening of Madonsi mine at Muchipisi ✓ Construction of shopping complex at Matsakali ✓ Funding of Small project ✓ Building of Secondary school at Muchipisi

	<ul style="list-style-type: none"> • Education 	
26	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Community Hall • Agriculture • Tourism • Business • Education 	<ul style="list-style-type: none"> ✓ Water reticulation, Boreholes repair and construction of reservoir at all villages ✓ VIP toilets needed at all Villages ✓ Electrification of new stand in all villages ✓ Tarring of roads between Xigalo from Xigalo to Greenfarm to Phugwani ✓ RDP houses needed at all areas ✓ Erecting of sports Ground in all villages ✓ Building of hall site is available ✓ Agriculture projects needed ✓ Bafar zone need funding in all area ✓ Building of shopping complex at Xibangwa, Greenfarm and Phugwani ✓ Building of classes and bursary needed at all villages
27	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Community Hall • Agriculture • Tourism • Manufacturing • Business • Community project • Education 	<ul style="list-style-type: none"> ✓ Water reticulation at extension and reservoir ✓ Provision of water (Makhasa village) ✓ Boreholes in all villages ✓ VIP toilets needed at all villages ✓ Electrification of extension in all villages ✓ Gravelling of street and tarred road in all villages ✓ RDP houses needs in all villages ✓ Upgrading of sports facilities in all villages ✓ Construction of hall in all villages ✓ Irrigation Projects is needed at all villages ✓ Project to be establish at Mphakati ✓ Project needs at all villages ✓ Shopping complex needs ✓ Project needs in all villages ✓ Construction of school at all villages ✓ Building of clinic in Nyavani ✓ Road from Nyavani to Makhasa ✓ Makhasa fixing of boreholes ✓ High mast lights ✓ Tarring of roads –D3666 to R524 ✓ Fencing of school and provision of sanitation ✓ Bridge at Matshika and Tshikonelo Road ✓ SAPS- satellite office ✓ Pipe Culverts mphakati village ✓ Recreation center Mphakati Village ✓ Fencing of graveyards

28	<ul style="list-style-type: none">• Water• Sanitation• Electricity• Roads/Streets and Storm Water	<ul style="list-style-type: none">✓ Shortages of Water and reticulation✓ RDP needed at all villages✓ Electrification of 100 houses at Manghena and Gonani✓ Link roads access and gravelling of all villages✓ RDP houses needs in all villages
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	<ul style="list-style-type: none"> • Housing • Sports facilities • Community Hall • Agriculture and Education • Community Project 	<ul style="list-style-type: none"> ✓ Upgrading of sports field in Hlengani and Manghena, Xifaxani and Gonani ✓ Construction of hall at Xifaxani and Hlengani ✓ Crop farming, stock farming needs financial assistance ✓ Brick making cooperatives ✓ Secondary school at Phaweni and Manghena
29	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Community Hall • Agriculture • Tourism • Health • Education 	<ul style="list-style-type: none"> ✓ Water reticulation in four village and bulk water in all village ✓ VIP toilets needs in all four villages ✓ Nghezimani and Makhubele needs electricity its being 20 years without electricity ✓ Bevhula-Nkovani-Greenfarm, Madonsi to Malamulele need to be tarred and re-gravel ✓ Shortages of RDP houses at all villages ✓ Building of sports facilities and stadium in one of the villages ✓ Building of hall in all villages ✓ Building of dam in all villages ✓ Creation of game lodge in one village ✓ Building of clinics at all villages ✓ Renovation of schools Ntlhaveni High, Matimba High and Nghezimani High and Building of new Sec. School at Nkovani ✓ Road from Nkovani to Nghezimani to be upgraded ✓ Taxi rank ✓ Mall ✓ bridges
30	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Community Hall • Agriculture 	<ul style="list-style-type: none"> ✓ Water reticulation project/ second phase at Maphophe ✓ Toilets & sewer at Mhingaville and construction of VIP at Maphophe and Josefa ✓ Electrification of new stand at Josefa and Maphophe ✓ Tarring or construction of access ring road to Josefa and Matiyani ✓ Construction of RDP houses 200 at Josefa and 300 Maphophe ✓ Upgrading of Sports ground in three villages Josefa, Maphophe and Mhingaville ✓ Construction of hall at Maphophe, Josefa and Mhingaville

<ul style="list-style-type: none"> • Tourism • Manufacturing • Mining • Business • Community project • Education 	<ul style="list-style-type: none"> ✓ Food security programme and water harvesting and Construction of dam Reconstruction of old dam in Maphophe ✓ Approval of business site for hotel in a land next to Kruger national park ✓ And Hotel & Lodge at Mhingaville , Maphophe and Josefa ✓ Funding of existing sewing group in Mhinga ✓ Opening of mine between Josefa and Matiyani and opening of crusher stone ✓ Finalisation of the proposed Mhinga town with all business proposal ✓ Home Base care funding and training in all areas ✓ Renovation of Mashakadzi school at Josefa and Maphophe primary at Maphophe ✓ establish of a wild life college next to punda maria gate ✓ rehabilitation of degraded land ✓ allien invasive clearance ✓ rehabilitation of dam in Maphophe ✓ fencing of crop fields ✓ Inclusion of Mhinga Town & Vonganiville plans in the I.D.P. ✓ Feasibility study of the Establishment of an Agro-Processing plant in Mhinga Town ✓ Feasibility & Environmental Impact Assessment (E.I.A) Study to develop a Game Lodge & Conference centre. ✓ Develop a geological report and Environmental Impact Assessment (E.I.A) for the Mhinga Stone Crusher Project.
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31	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/streets and storm water • Housing • Sports facilities • Community Hall • Agriculture • Tourism • Manufacturing • Mining • Community Project • Education 	<ul style="list-style-type: none"> ✓ Water reticulation in all villages ✓ Toilets and sewer at Mhingaville, and VIP toilets needed at all villages ✓ Electrification of Matiyani, 200, Mhinga zone 1 150, Mhinga zone 2 200 ✓ And Mhinga zone 3 200 ✓ Gravelling of roads 9 streets per village ✓ 600 houses needed in all villages ✓ Upgrading of sports field Vikings, Zama Zama and Bucks ✓ To build community hall at Mhinga zone 3 and Matiyani ✓ Irrigation system at Xanthombi, Malwele and Tshivirikani ✓ Building of cultural village ✓ Arch bricks in all villages ✓ Controlling of digging sands ✓ Adopt a river, poultry and old age ✓ Building of classroom at Mhinga zone 2 and zone 3 ✓ Fencing of graveyards ✓ Agricultural equipment for farmers
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		<ul style="list-style-type: none"> ✓ Funding of projects ✓ Mhinga nodal point ✓ Reservoir Mhinga and Matiyani ✓ Bus stop shelter ✓ Additional speed humps ✓ X9 Street lights for per village
32	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and storm water • Housing • Sports facilities • Community Hall • Agriculture • Manufacturing • Business • Community project • Education • Health 	<ul style="list-style-type: none"> ✓ Shortage of water at Magomani, and Construction of reservoir ✓ 120 Toilets needs at Magomani ✓ Electrification of 920 without electricity at Ximixoni ✓ Gravelling of streets at Ximixoni ✓ 130 houses need at Ximixoni ✓ Construction of sports field or stadium ✓ Construction of hall at Ximixoni ✓ Irrigation scheme needs at Ximixoni ✓ Funding is needed ✓ Construction of shopping complex funding is needed ✓ Establishment of community project needs ✓ Shortage of classroom at Ximixoni ✓ Mobile clinic needed urgently at Ximixoni and construction of clinic
33	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm and Water • Housing • Sports Facilities • Community Hall • Agriculture • Tourism • Manufacturing • Business • Community project • Education 	<ul style="list-style-type: none"> ✓ Water reticulation and provision of stand pipes in all villages ✓ Clinic in Mabiligwe Village ✓ VIP toilets needed in all villages ✓ Electrification of extension in all villages ✓ Bridge and tarred road in all villages ✓ Provision of quality roads needed in all villages ✓ RDP houses needed in all villages ✓ Provision of quality stadium in all villages ✓ Tar road Hlungwani Village ✓ Building of multipurpose centre ✓ Irrigation scheme and provisions of funds in all village ✓ Provision of funds and lodge resort ✓ Manufacturing of toilet rolls and provision of funds ✓ Co-operatives in all villages ✓ Farming and construction needs funding ✓ Building of secondary school in three villages

34	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and storm water • Housing • Sports Facilities • Community hall • Agriculture • Tourism • Manufacturing • Mining • Business • Community Projects • Education • Land Tenure/Control • Health 	<ul style="list-style-type: none"> ✓ Provision of bulk water at all villages ✓ Provision of toilets in all villages ✓ Electrification of new stand at Nghomunghomu ✓ Graveling of streets /roads from Bevhula, Greenfarm, Madonsi, Magona and Nghomunghomu ✓ RDP houses needed at all villages ✓ Construction of stadium and upgrading of sports ground in all villages ✓ Construction of hall in all villages ✓ Irrigation scheme needed and provision of funding the projects ✓ Provision of Bafar zone funding ✓ Provision of funding to the existing manufacture ✓ Opening of mine existing ✓ Construction of shopping complex and funding ✓ Provision of funding ✓ Construction of library in all villages ✓ Provision of land at Nghomunghomu ✓ Construction of clinic at all villages
35	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports facilities • Community hall • Agriculture • Manufacturing • Mining • Business • Education 	<ul style="list-style-type: none"> ✓ Provision of bulk water, reticulation and connection of incomplete pipe lines ✓ 500 toilets is needed at different villages ✓ Electrification of new stand at Mabayeni, Lombard, Peninghotsa and Govhu ✓ Provision of bridges and graveling of roads and street at four villages ✓ RDP houses needed at 6 villages ✓ Provision of sports field at five villages ✓ Construction of hall at all 6 villages ✓ Provision of farming and irrigation scheme ✓ Provision of funding the existing projects ✓ Re opening of mine Madonsi gold mine and Fumani gold mine ✓ Support SMME business ✓ Construction of library in all villages ✓ Reptile Park at Mdanisi ✓ Hertiage Park at Mandonsi

		<ul style="list-style-type: none"> ✓ Electrification of new stands ✓ Culverts in all villages ✓ Community Modular Library at Matsakali ✓ Clinics at Matsakali, Gidjamhandeni & Muchidi ✓ Ring Road (tarring Mudanisi and Matsakali)
36	<ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads/Streets and Storm Water • Housing • Sports Facilities • Agriculture • Tourism • Manufacturing • Mining • Business • Community project 	<ul style="list-style-type: none"> ✓ Disconnect illegal connections, building of reservoir and supply of water on a daily basis ✓ Provision of VIP toilets +_ 1020 in all villages ✓ Provision of electricity in extension at Altein, Jilongo, Muhungoti, Mtititi town and Plange ✓ Access road or ring road from Fumani day car to Shangoni gate ✓ Provision of 250 of housing Altein, Jilongo, Muhunguti and Plange ✓ Construction of sports centre between Muhunguti and Plange ✓ Provision of skill and irrigation scheme in all village ✓ Provision of shopping centre, tourism centre and source of investment, involve LEDET ✓ Bricks, fence and juice and source of funding ✓ Opening of Fumani gold mine at Altein sources of investors ✓ Shopping of complex between Altein and Mtititi town needs source of investor ✓ Poultry, Crop Farming and NGOS in all areas ✓ Community Hall ✓ Closing of Shingwedzi river to make a dam ✓ Bulk water supply/ boreholes (Malamulele to Altein) ✓ Playing facilities –grounds ✓ Regrading gravelling of streets ✓ Youth camp Jilingo ✓ Community hall in Jilingo ✓ Old age home in Jilingo ✓ Gravelling of streets Jilingo ✓ Water tank upgrading in Jinlingo ✓ No network, cellphone coverage in all villages
Malamulele		<ul style="list-style-type: none"> ✓ Laundry Infrastructure ✓ Rezoning of hospital yard

Hospital		<ul style="list-style-type: none"> ✓ Pedestrian control robot at entrance ✓ Storm water drainage ✓ Upgrade of Bulk water Reservoir ✓ Install hospital signage ✓ Hospital Allied block facility ✓ Gateway clinic ✓ Hospital zone
Traditional Health Practitioners		<ul style="list-style-type: none"> ✓ Land ✓ Building of offices

CHAPTER 4: SITUATIONAL ANALYSIS

This section gives an overview of the spatial space of Collins Chabane Local Municipal area. Collins Chabane Local Municipality is newly established Municipality. As an interim measure, Collins Chabane Local is using the Spatial Development Framework (SDF) of Makhado and Thulamela Municipalities. The Municipality is in the process to develop its SDF and Land Use Scheme.

The spatial analysis exercise provides a visual picture of the existing spatial pattern (nodes, networks and areas) that has emerged in the municipal area. This analysis serves to describe the municipal area in spatial terms and understand how space is utilized in the municipality. It also looks at settlement patterns and growth points (nodes), population concentration areas, land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlements, public transport and local economic development

4.1 SPATIAL RATIONALE

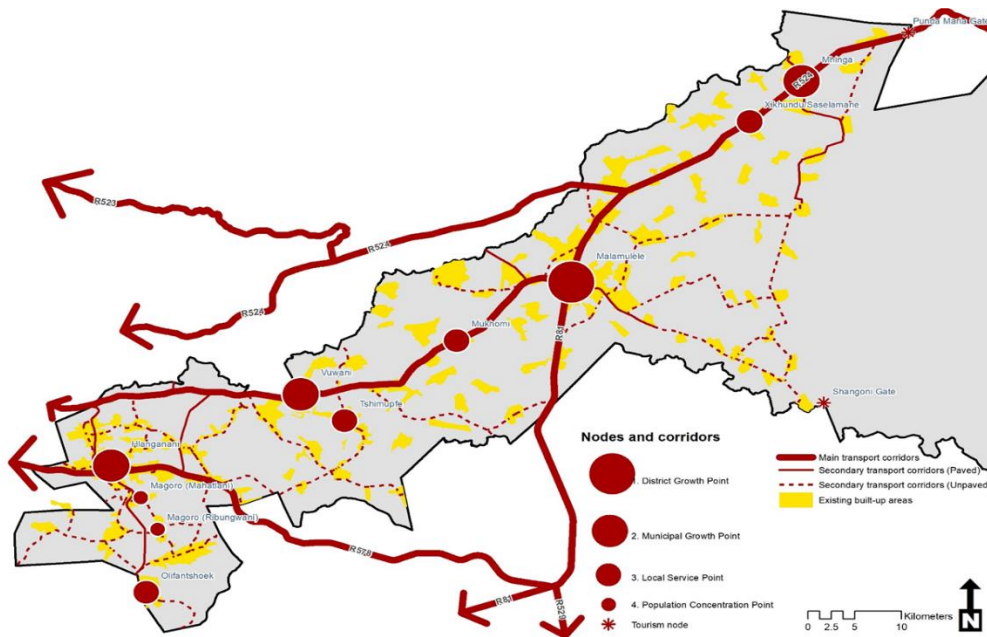
The Spatial Rationale gives an overview of the settlement hierarchy based on the classification of settlements, in terms of town or village. Figure 10 and map 4 gives an overview of the spatial rationale of Collins Chabane Local municipality area.

Type	Characteristics	Area
District Growth Point First Order Settlement	<ul style="list-style-type: none"> ▪ Centre of business in municipality ▪ Existing infrastructure It has potential for growth	Malamulele
Municipal Growth Point Second Order Settlement	<ul style="list-style-type: none"> ▪ Villages are strategically located There is also some level of existing infrastructure as well as potential for development	Saselamani, Vuwani and Hlanganani
Local Service Points Third Order	<ul style="list-style-type: none"> ▪ Different areas with high population density. ▪ Limited economic activities Need for infrastructure network to link the villages	Mukhomi , Xikundu, Olifantshoek and Tshimbupfe A & B and Mulenzhe

<p>Population Concentration Points:</p>	<ul style="list-style-type: none"> ▪ Different areas with high population density. ▪ Limited economic activities <p>Need for infrastructure network to link the villages</p>	<p>Tiyani, which include areas such as Mahatlani, Majosi, Ribungwani and Bungeni, Tshino which include areas such as Tshino, Tshivhazwaulu, Ramukhuba</p>
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Figure 10: (Source: VDM)

NODES AND CORRIDORS



Map 4: Source (Collins Chabane Local Municipality, 2017)

4.2 LAND USE COMPOSITION AND MANAGEMENT TOOLS –LUM/GIS

Land use Management Scheme determines and regulates the use and development of the land in municipal area in accordance with the Spatial Planning and Land Use Management Act (2015) and SPLUMA Municipal By-law. Geographic Information System assists with the information regarding land development and upgrading. Collins Chabane Municipality is still in the process to develop its own land development system and installation of GIS program.

4.3 LAND OWNERSHIP

Tenure Status	
Type	Number of Population
Rented from private individual	2456
Rented from other (incl. municipality and social housing ins)	108
Owned; but not yet paid off	28161
Owned and fully paid off	259314
Occupied rent-free	48163
Other	6726
Do not know	2939
Unspecified	108
Total	347974

Table 7: (Source Stats SA, 2016 Community Survey)

Informal Settlements
IRhulani
Xipurapureni
Mandonsi
Mozambique settlement

Table 8: (Source VDM)

4.4 Reflection, Challenges and Opportunities

Reflection

Collins Chabane Local Municipality –with its two bigger towns Malamulele, Vuwani and villages is facing major challenges. If the Municipality does not address these challenges now, it can lose the economic potential that is lockup in the area. Much work needs to be done if the Municipality want to participate in the economic opportunities that the SEZ in Musina will create in Vhembe District.

Unemployment, poverty and housing are a major challenge in the municipal area. This, coupled with poor service delivery and infrastructure is putting the Municipality at a crossroad where immediate action is needed.

➤ **Land Challenges**

The high-level challenges and opportunities of the Collins Chabane Local Municipality are summarized in the table below.

Strength	Weakness	Opportunities
Governance		
The prospect of political continuity and working towards meeting common community objectives	- Councilors need training to be more effective in their respective portfolios	-Explore partnerships to ensure effective service delivery fully - Leadership to ensure trust is establish trust across all sectors of the Municipality by following through on key programmes and projects
Administration		
- Appointed Municipal Manger and Senior Managers -As a new municipality Collins Chabane can developed that succession plans, at middle management level to ensure that skills and institutional memory is retain.	- Filling of positions	-develop a culture of strong management and skill (continuous training) -Develop a good communication relationship between department (internal & external) and the community
Spatial Space & Environment		
- To link existing spatial area, town and villages - Collins Chabane Municipality, can start with programs and policies to ensure orderly spatial development	-Land Invasion -Town surrounded by land controlled by Traditional Authorities -An existing structure of dispersed settlements located far from major road routes -Climate Change <ul style="list-style-type: none"> • Water/ drought -Air pollution (opened fires in town)	-Town Renewal - Partnership between Municipality and Traditional Leaders to preserve land for future development - Promoting renewal energy -

<i>Economic</i>		
-Mines - Strong informal trading market -	-Sporadic informal trading in town - A lack of LED information inhibiting smaller entrepreneurs to respond to opportunity - Majority of people located far away from economic viable areas -General shortage of skills in the priority sectors (tourism, agriculture) -Huge infrastructure backlog -Large dependency on government grants -Lack of strategically located land for economic development	-Community Tourism-Cultural Villages -Agro-processing - The Municipality facilitating the establishment of partnership between businesses, agriculture, tourism and Universities (Venda/Limpopo) -Facilitate relationship between emerging, existing farmers and the departments
<i>Housing, public facilities and service</i>		
-Land available for housing -	-backlogs in basic service provision - Backlog of housing in villages	-Potential for different housing typology

Table 9: (Source CCLM)

THE FOLLOWING ELEMENTS INFLUENCED THE SPATIAL FORM OF COLLINS CHABANE LOCAL MUNICIPALITY AREA

- Past Political Ideologies – Apartheid planning resulted in disperse spatial pattern. This created a distorted spatial structure and lead to inefficiencies and backlogs in service provision.

- Tribal Authority Areas – Dispersed settlements developed with no order. Ad hoc and unsustainable service and infrastructure development occurred. The apartheid residential is still very much evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, thus become too costly for people to travel to their working places
- Land Ownership - State- owned land is mostly under the custodianship of Traditional Authorities. Large percentage of land is held under leasehold title and Permission to Occupy. Because of this, land ownership is regarded as insecure, which in turn acts as a hurdle to land development
- Major Roads – the two main district roads D4 and R81 linking Collins Chabane Local Municipality to the N1 highway to the Musina and Gauteng, have played a significant part in the development of settlements along its alignments. These roads remain the only link between CCLM and the economic hub of Limpopo, Polokwane and South Africa, i.e. Gauteng.

4.5 SOCIO, ECONOMIC AND ENVIRONMENTAL ANALYSIS

ENVIRONMENTAL ANALYSIS

4.5.1 CLIMATE

Collins Chabane Local Municipality is located in an arid region and it has a very dry subtropical climate, specifically a humid subtropical climate with long hot and rainy summers coupled with short cool and dry winters. The climate here is mild, and generally warm and temperate. When compared with winter, the summers have much more rainfall. The area normally receives about 691 mm of rainfall per year, with most of rainfall occurring mainly during midsummer (WHE, 2016). Large variations are observed for seasonal temperatures; temperature can reach as far as 40°C during summer time.

4.5.2 CLIMATE CHANGE

In the South African political setup, local municipalities are the structures that are in direct contact with the communities, and they should include issues of climate change when drawing up their integrated development plans so that adaptation strategies can be established (Letlhoko, 2016). Anthropogenic greenhouse gases such as burning of fossil fuels and deforestation leading to carbon dioxide concentration in the air are main causes

of the observed global warming that leads to climate change. Climate change is now a global reality. Water scarcity is now a generic challenge in the Collins Chabane together with the extreme hot weather conditions. Climate effects are also felt by crop farmers and the live stock farmers within the whole municipality.

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

4.5.3 AIR QUALITY

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

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

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

4.5.4 LAND COVER /FLORA AND FAUNA

Collins Chabane Local Municipality area has an amazing biological diversity of flora and fauna, this rich biological diversity can be attributed to its biogeographically location and diverse topography. The district falls within the greater savanna biome, commonly known as the bush veld with some small pockets of grassland and forest biomes. These and other factors have produced unique assortment of ecological niches which are in turn occupied by a wide variety of plant and animal species. There are large extensive areas within CCLM that are conservancies among other the natural protected area within the municipality include the Kruger national park.

4.5.5 Hydrology

Collins Chabane Local Municipality has a moderately inadequate supply of both the ground and surface water. The area comprises of few catchments areas which are stressed by high demand of water for development activities such as agriculture, human consumption. Water management within the municipality faces the following challenges: imbalance between the supply and demand for water, alien invasion, and inappropriate land uses in the river valley, the impact of fertilizers and pesticides, inadequate monitoring, poorly managed sewage systems, high concentration of pit latrines and droughts. Luvuvhu and Shingwedzi are the main rivers which are used to provide water to the population of Collins Chabane Local Municipality. There are also variety of wetlands within the municipality, amongst them include the Makuleke wetland which is one of the RAMSAR recognized wetlands in the entire Limpopo. The most prominent feature within the Makuleke wetland include the riverine forest, riparian floodplain forest, and floodplain grasslands, river channels and flood-pains.

4.5.6 GEOLOGY

Collins Chabane Local Municipality area is unique due to its geological formations (predominantly sandstone). Collins Chabane Local Municipality has a fairly complex geology with relative high degree of minerals, and the minerals are found in dusters in

varying concentration. The geology of the region comprises of Archean aged, granite-green stone terrain of the northern extremity (WHE, 2017).

4.5.7 GEOMORPHOLOGY

Geomorphology strongly controls land surface, hydrology and ecosystem. Geomorphic features observed in Collins Chabane Local Municipality are plains, low Mountain, and lowlands. The landscapes have been carved out by the meanderings and erosion activities. The soil in this region is as a result of Soutpansberg group of sandstones and smaller amount of conglomerate, shale and mostly basalt. The region also consists of deep sands to shallower sandy litho-sols, with a few limited areas displaying B-horizons soil properties (Nesbitt, 2014).

4.6 INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT

➤ Housing

Human settlement development is currently the sole mandate of The Department, Corporative Governance Human Settlement and Traditional Affairs (CoGHSTA), the municipality's role is only to facilitate.

According to the, figure below, more than fifty five thousand households resides in RDP houses in Collins Chabane municipal area.

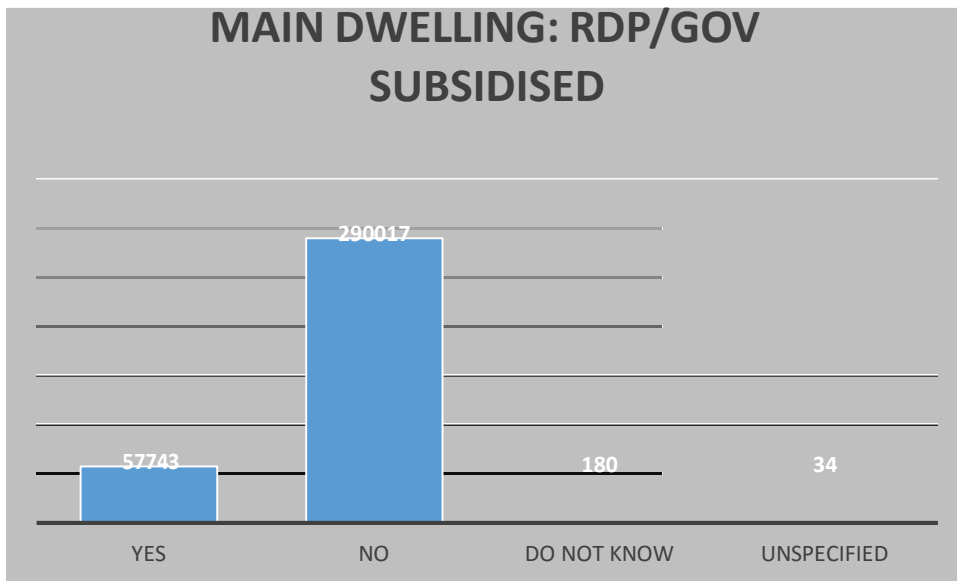


Figure 11 (Source Stats SA, 2016 Community Survey)

The Municipality is faced with a high housing backlog number. According to the municipal information (needs identify by communities) the current housing backlog in villages is estimated to be more than twenty three thousand (23 000). CoGHSTA has allocated the built 800 houses this financial year in Collins Chabane. The department of Corporative Governance human Settlement and Traditional Affairs still need assist the municipality to develop the Housing Chapter.

➤ **Challenges**

Poor quality of some houses constructed in the past

None availability of land for Human settlement development together with personal preference of housing to be constructed in the existing yards.

The mushrooming of informal settlement poses a major challenge to development and provision of services. Lack of basic services in informal settlement has a negative effect on environment

Informal Settlements
IRhulani
Xipurapureni
Mandonsi
Mozambique settlement

Table 8: (Source VDM)

4.7 HEALTH AND SOCIAL DEVELOPMENT

➤ Health Services

According to World Health Organisation (WHO) set of standards 1 professional nurse is responsible for 40 patients 1 health facility (clinic) should be found within a 5km radius the municipality has got a radius of 5 467 216 mq 2 which means that there is a huge backlog of Health facilities. Collins Chabane Municipality has 1 hospital, 3 health care and 32 clinics. Shortage of childhood centres, old age facilities and access to social grants are major challenges. The prevalence of Malaria in Vhembe district and Mopani, post a huge health risk for the Municipality.

➤ Health challenges

Depicting from the figure below, the quality of health care in Collins Chabane municipal area is poor. The following are some of the health challenges that our communities continue tom face on a daily basis:-

- ✓ Shortage of medicines and health professionals;
- ✓ communities travel long distance to access health facilities,
- ✓ High number of defaulters in |HIV/ AIDS AND TB Patients
- ✓ Clinics opened only during working hours.

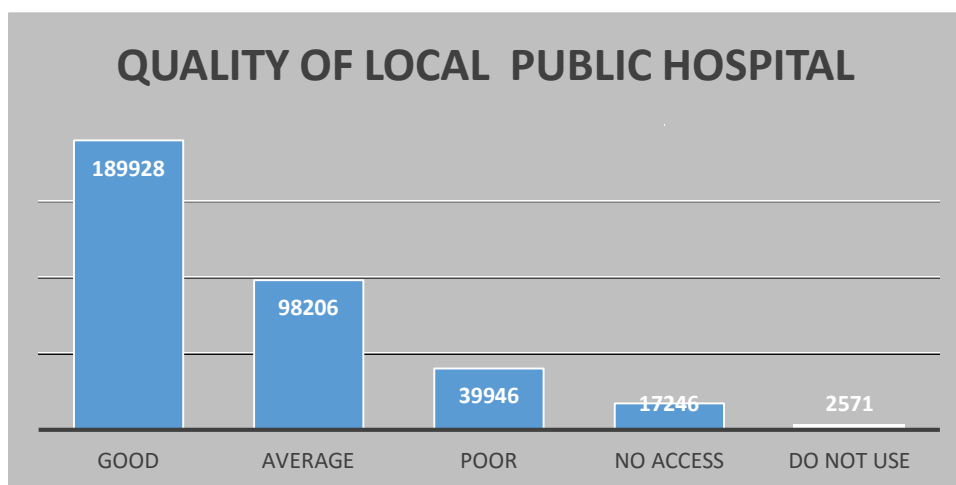


Figure 12: (Source Stats SA, 2016 Community Survey)

4.8 SAFETY AND SECURITY

Crime has a negative impact on a community, both socially and economically. An increase in crime has an influence on various aspects, such as

- Quality of life
- Investor decisions
- Business
- Moral of upcoming youth

The South African Police service is responsible with safety and security with the municipality together with the department of Safety, Security and liaison department. There is two (2) Police stations in Collins Chabane municipal area and Community Policing Forums in all 36 wards. It is evident from the figure below, that robbery and house breaking is the most dominant crime in Collins Chabane Municipal area.

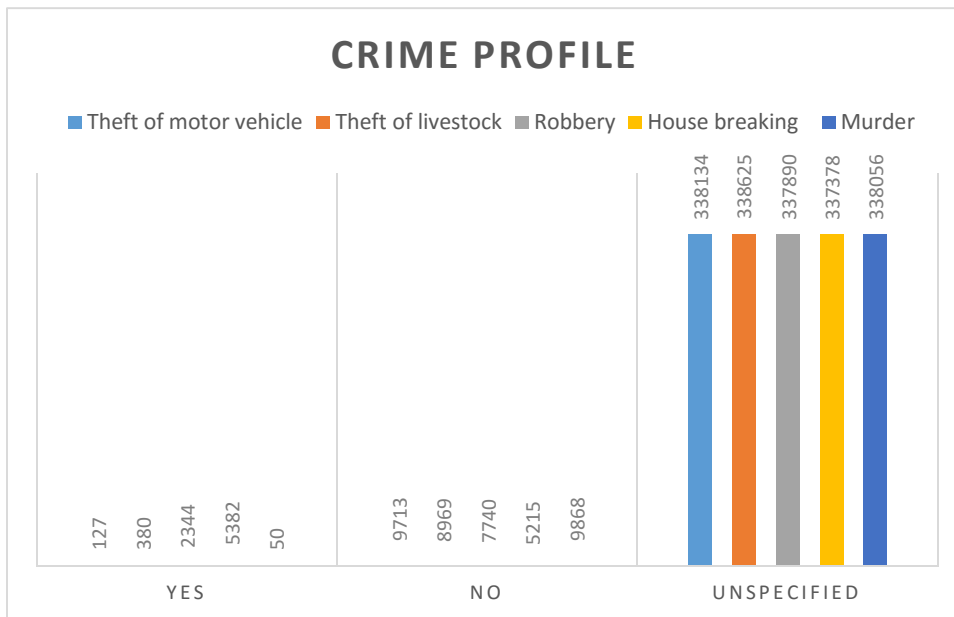


Figure 13:(Source Stats SA, 2016 Community Survey)

4.9. EDUCATION

According to standards of the department of Basic education, a school should be located within a radius of 5km from the community it serves and the walking distance to and from school should not exceed 10km. Despite the 153 schools located within in the municipal area, shortage of schools is still a huge concern. Provision of services such as water, sanitation and electricity in school is still a challenge.

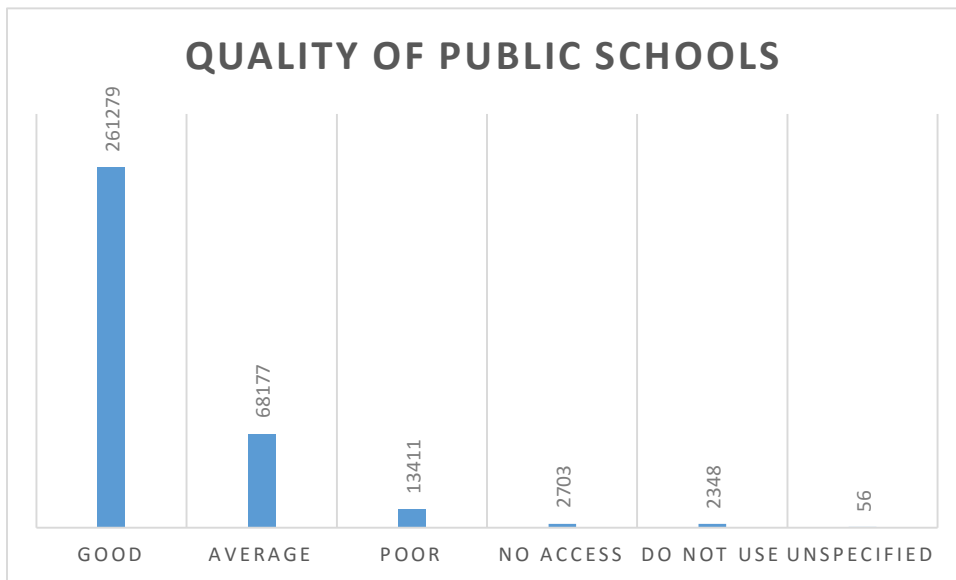


Figure 14 (Source Stats SA, 2016 Community Survey)

4.10 SPORT, ART, CULTURE AND LIBRARIES

The purpose of this section is to provide overview of the current status quou with regards to sports, art, and culture and library services in Collins Chabane municipal area. The Department Sports, Art and Culture is the custodian of these facilities and services in the Province. Soccer is the most common sport in the municipal area. The Municipality has the following sport and recreational facilities;

- Boxing Gym in Malamulele
- Multi-purpose centres namely:- Malamulele Tiyani Bungeni (Dilapidated) and;
- three multi-purpose stadium namely Merve, Mdabula and Malamulele
- Sport stadiums namely; Bungeni, Malamulele, Saseleman, Mdabula,
- multi-purpose recreational halls Malamulele, ,Njakajaka/Bugeni Indoor,

- Vuwani Indoor.
- Community halls in Waterval (Njhakanjhaka) and Vuwani respectively
- 1 recreational park in Malamulele.

Libraries play an important role in learning and development, there are a total of 6 libraries in the Collins Chabane Local municipality jurisdiction.

- 1 Saseleman library
- 1 Vuwani library
- 1 Ntsako Matsakala mobile library
- 1 Olifantshoek mobile
- 1 Tshikonelo Mobile library
- 1 Makahlule mobile

The municipality are facing the following challenges;

- Vandalism of sports facilities
- Are Shortage of sporting facilities
- shortage of libraries
- Lack of interest in cultural activities

➤ **Thusong Service Centre**

Collins Chabane Local Municipality is a rural municipality, the need for Thusong Service centre becomes significant in that community members receive the services at the close proximity. There is one, Thusong service centre in the municipality

4.11. TELECOMMUNICATION SERVICES

Telecommunication in an information infrastructure that plays a crucial role in the development of a community, these infrastructure provides universal access.

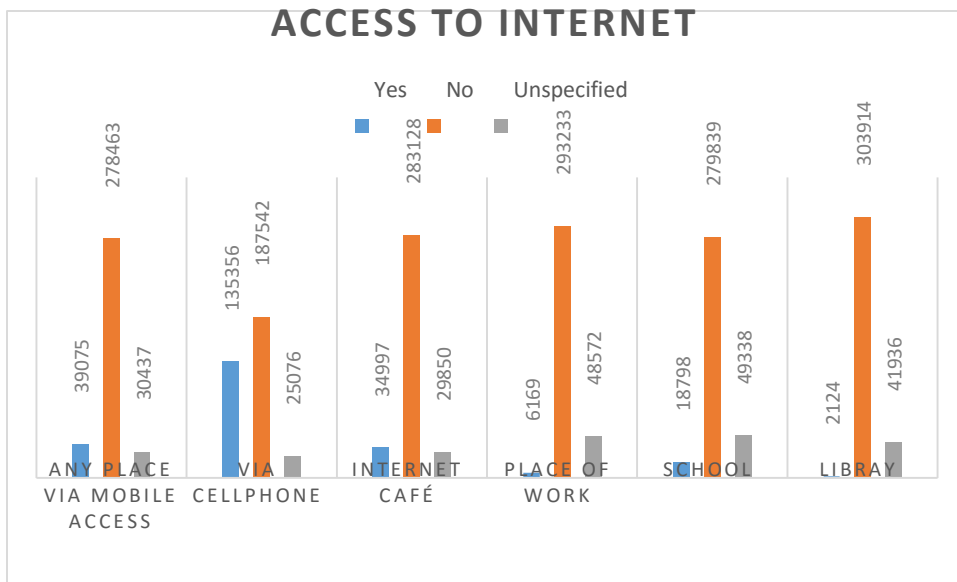


Figure 16 (Source Stats SA, 2016 Community Survey

Postal Service

MODE FOR RECEIVING OF MAIL/POST	
Delivered to the dwelling	943
Delivered to a post box/private bag owned by the household	30970
Through a friend/neighbour/relative	6666
Through a shop/school	19234
Through a workplace	364
Through a tribal/traditional/local authority office	4309
By email	701
Do not receive mail	27082
Other	1666
Unspecified	-
Total	91935

Table 10 : (Source Stats SA, 2016 Community Survey)

CHAPTER 5 : BASIC SERVICE DELIVERY

The RSA, Constitution of 1996, guarantees the rights to a basic amount of water and a basic sanitation service that is affordable. Strategic framework for water service define basic water supply as provision of basic water supply facilities, the sustainable operation of facilities and the communication of good water use, hygiene and related practices. Water should be available for at least 350 days per year and not interrupted more than 48 conservative hours per incident. Basic supply facility is defined as the infrastructure necessary to supply 25 liters of portable water per person per day supplied within 200metres of a household and with a minimum flow of 10 liters per minute i.e. in case of communal water points or 6000 litres of portable water supplied per formal connection per month in case of yard and household connection.

5.1 WATER AND SANITATION PROVISION

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

There is a huge water and sanitation backlog in the area. A large number of households already have access to water; however upgrading, resource extension, operation and maintenance as well as refurbishment needs are immense. Infrastructure upgrading and refurbishment are the major problem:

5.2 WATER SOURCES IN THE DISTRICT

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

The sources of water in the district are from dams, weirs and boreholes: 12 dams are Nandoni, Albasin, Vondo, Nzhelele, Luphephe, Nwanedi, Tshakhuma, Mutshedzi, Capethorn, Damani, Cross and Tshirovha dam. 3 weirs are Mutale, Khalavha and Magoloi weir. Water sources are not adequate e.g Mutale; Makuya; Nzhelele; Some dams have no allocation for domestic use e.g Nzhelele dam and Formalise springs as water sources.

Groundwater is a very valuable source of water however borehole yields and groundwater monitoring are problems in the district. The total number of boreholes is 38 521 with 278 electric pumps, 241 uses diesel engine and 839 hand pumps. Challenges are poor quality (salty), drying of ground water at Sinthumule/Kutama and Masisi areas, Insufficient funding to cover all dry areas, Pollution of water sources; Drying of springs, theft & vandalism on equipped boreholes, Separation of procurement of service providers for Borehole activities (e.g survey) Dropping of water table on Boreholes are the areas of concern to the district.

5.3 MAIN SOURCE FOR DRINKING WATER

The table below reflects the number of households with access to the different sources/ standards of water provision:

MAIN SOURCE FOR DRINKING WATER	
Piped (tap) water inside the dwelling/house	4373
Piped (tap) water inside yard	35745
Piped water on community stand	24900
Borehole in the yard	2784
Rain-water tank in yard	96

Neighbours tap	4136
Public/communal tap	15348
Water-carrier/tanker	160
Borehole outside the yard	2946
Flowing water/stream/river	78
Well	-
Spring	-
Other	1369
Total	91935

Table 11: (source STATSA Census 2011 : Community Survey 2016)

5.4 PURIFICATION PLANT & BOREHOLES IN COLLINS CHABANE LOCAL MUNICIPALITY

Purification Plant	CAPACITY IN M3/DAY	
	Design	Actual
Malamulele water works	21 600	16 000
Xikundu water works	20 000	10 000
Mhinga package plant	3 500	3 105
Mtititi water works	760	Under repair
Albasini water works	10 368	9 700
Total:	56 228	38 805

Table 12: (Source VDM)

5.5 COST RECOVERY

Vhembe District Municipality [VDM] as the Water Services Authority [WSA] & Provider is therefore responsible for cost recovery related to this service. The district has the provincial gazetted bylaws (gazetted on the 26th September 2014), Tariffs, policies and is currently in the process of developing Revenue enhancement strategy, to manage the recovery of the cost associated with water. This is in line with the provisions of section 74 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and Section 64 of the Municipal Financial Management Act (Act No. 56 of 2003). Challenges are insufficient funding to procure enough water meters and its accessories water meter connection backlog, 15 000 unmetered connections due to past era water connections, Illegal water connection, delay in water meter installation, dilapidated water infrastructure and meters, water loss and street taps damages

5.6 SANITATION

The district is also the Authority and provider with regards to Sanitation services Vhembe District has 9 waste water works (Thohoyandou, Makhado, Reitvlei, Malamulele, Maunavhathu, Watervaal, Elim Orbal, Musina Nancefield, Musina Singelele,) 11 Ponds (Mhinga, Tshufulanani, Madzivhandila, Matatshe, Tshitereke, Siloam, Dzanani, Lemana, Vleifontein, Phalama) and 10 Booster pump stations (Riphambeta, Maniini A, Maniini B, Nare Tswana, Mbilwi, Shayandima, Eltvillas, SA Brewery, Musina) in the district. Challenges are Waste water plants receiving more inflow than the design capacity; Vandalism and theft of manhole covers and cables; Introduction of undesirable objects in the sewerage system, Lack of staffing to operate the plant, ageing Infrastructure, over grown shrubs and grass at plants and poor maintenance of sewerage system: Centralisation of workers. The table bellows gives an overview of the number of households in Collins Chabane Local municipality municipal area access to different toilet facilities.

MAIN TOILET FACILITY USED	
Flush toilet connected to a public sewerage system	7083
Flush toilet connected to a septic tank or conservancy tank	1041
Chemical toilet	2233
Pit latrine/toilet with ventilation pipe	31796
Pit latrine/toilet without ventilation pipe	35042
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	246
Bucket toilet (collected by municipality)	36
Bucket toilet (emptied by household)	56
Other	3178
None	11225
Total	91936

Table:13 (Source STATSA : Community Survey 2016)

5.6. 1 SANITATION AND WATER BACKLOG/CHALLENGES

Depicting from the figure below, more than forty thousand (40 000) people have no access to toilet facilities

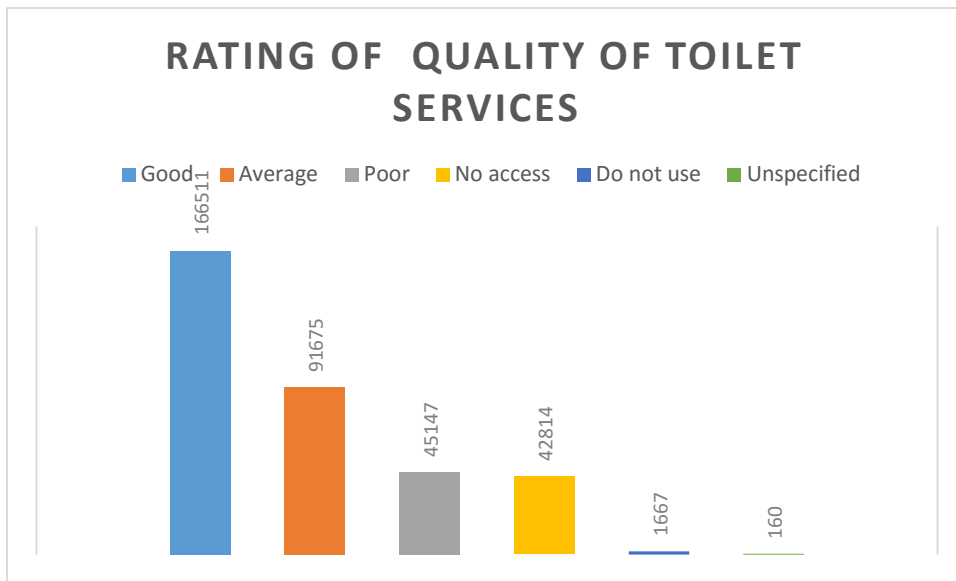


Figure 16 (Source Stats SA, 2016 Community Survey)

Figure 17 indicates that the distance (more than 200m) between households and source of drinking water is very high.

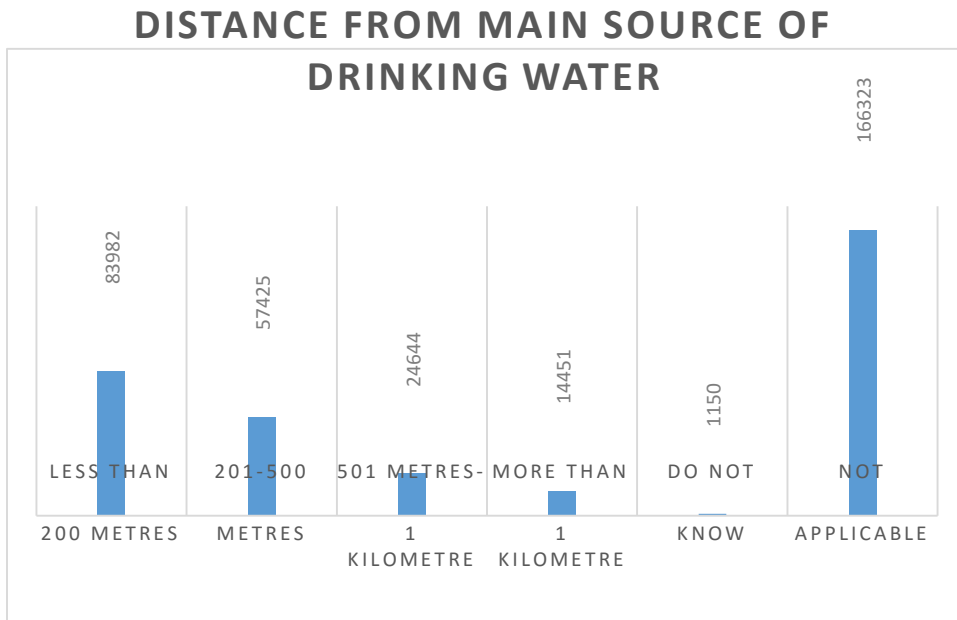


Figure 17: (Source Stats SA, 2016 Community Survey)

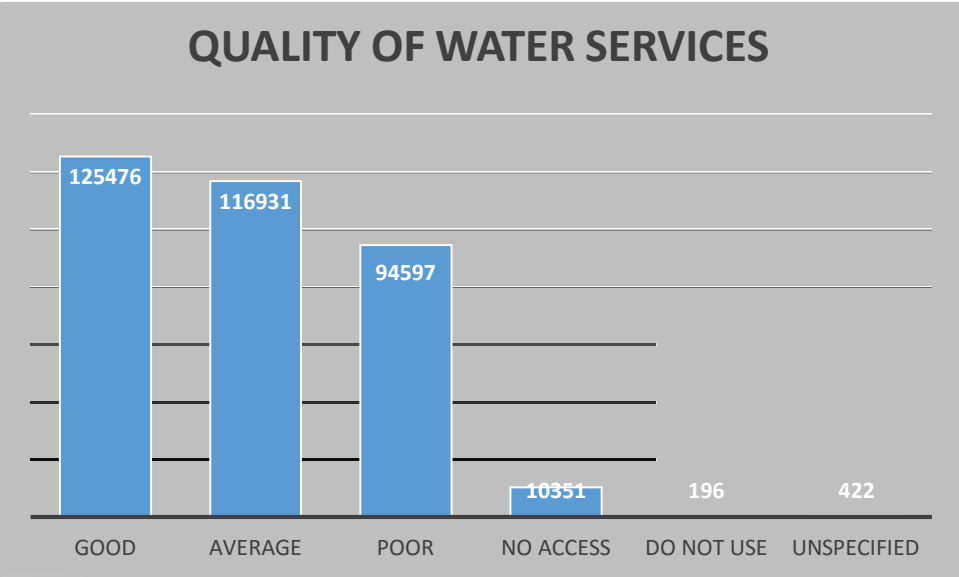


Figure 18 (Source Stats SA, 2016 Community Survey)

Figure 17 and 18 gives an overview of the water services in Collins Chabane Local Municipality area. It is evident from the data that access to water is a major challenge.

5.7 ELECTRICITY AND ENERGY

Energy distribution has an important economic developmental implication with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. The electricity in Collins Chabane Local Municipality is supplied by Eskom. Table 14, suggests that the majority of households have access to prepaid electricity.

HOUSEHOLD ACCESS TO ELECTRICITY	
In-house conventional meter	3506
In-house prepaid meter	82367
Connected to other source which household pays for (e.g. con	95
Connected to other source which household is not paying for	801
Generator	12
Solar home system	230
Battery	5
Other	216
No access to electricity	4706
Total	91938

Table 14: (Source Stats SA, 2016 Community Survey)

The number of people with no access to electricity is more than fifteen thousand

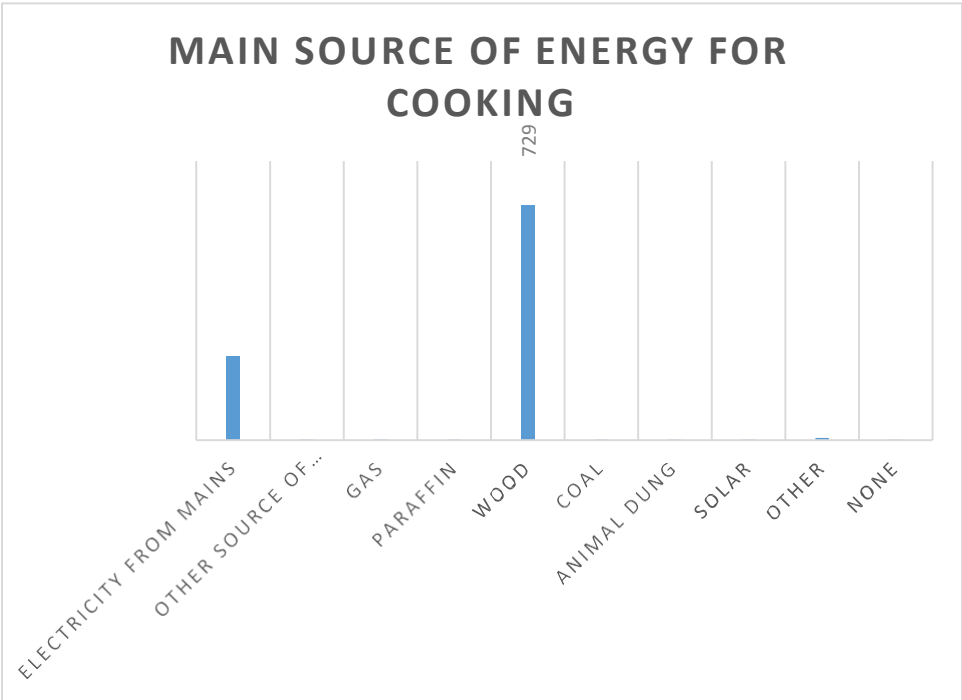


Figure 19: (Source Stats SA, 2016 Community Survey)

Depicting from the figure above it is evident that wood is still the main source of energy for cooking

5.8 FREE BASIC SERVICE

Collins Chabane Local Municipality is still in the process to compile its indigent register. The number of households receiving basic services are still incorporate in Thulamela and Makhado’s list.

5.9 WASTE MANAGEMENT

The Municipality collect waste in and around urban and rural areas. The Municipality is currently dumping at Thohoyandou Block J Landfill site. Collins Chabane is in the process to acquire a landfill licensed for Xigalo Waste Site. An ROD has been acquired, and the Municipality is in the process to appoint a Consultant (as advised by LEDET) to submit a landfill licence application. The Municipality has two transfer stations namely, one in Mulenzhe and Xikundu village. More than, 92.7% of households have access to

some form of refuse removal, whilst 87.3% of households have their own refuse dump (only 3.7% of refuse is removed at least once a week. The Municipality collect 576 tons per month in town and 170 villages around the whole municipality. The Municipality have only 1 compactor truck for refuse removal, 1 half truck, 1 skip loader, and 1 TLB. The collection of waste is done daily in town and once per week in village. As illustrated by the figure below, the number of household dumping their own refuse are very high

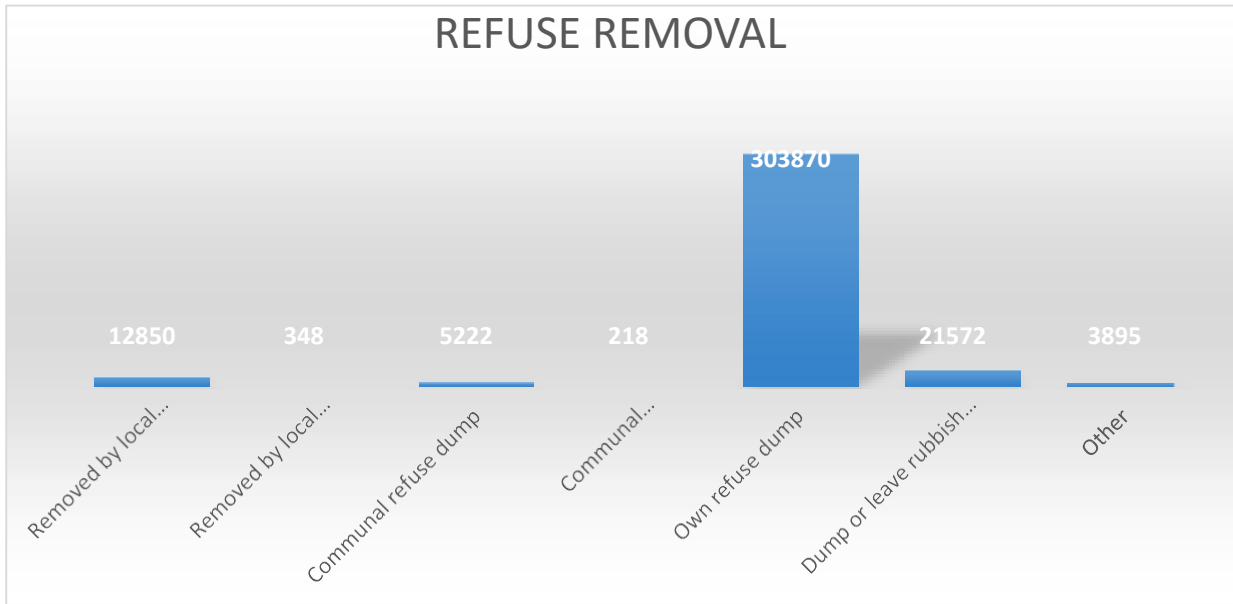


Figure 20: (Source Stats SA, 2016 Community Survey)

5.10 TRANSPORT AND INFRASTRUCTURE

Centre	Surface	Gravel
Hlanganani	409.54	101.52
Malamulele	362.35	113.8

Table 15: Road Network (Source VDM)

Transport mobility

➤ Development Corridor

The following corridors link nodes in the municipality

D4 from N1, Vleifontein, Elim, Vuwani, Malamulele until Shagoni Gate- Kruger National Park, Thohoyandou to Malamulele- Along Road R524 north from Thohoyandou and turn right to R81 to Malamulele Basani to Saselamani - Along Road R524, Malamulele to Giant reefs- Along a gravel road south east from Malamulele up to Giant Reefs and Malamulele to Giyani - Along Road R81

Routine maintenance

Hlanganani cost center maintains about 129.5 km surfaced and 423.6 km unsurfaced roads while Malamulele caters for 138.1km surfaced and 378.2km unsurfaced roads.

➤ Public Transport

<p>Strength</p> <ul style="list-style-type: none"> • Functional public transport system (bus and taxi) 	<p>Weakness</p> <ul style="list-style-type: none"> • Derelict state of Taxi Ranks • No Bus Rank • No Taxi operation between Vuwani and Malamule
<p>Opportunities</p> <ul style="list-style-type: none"> • Integrated public transport system 	<p>Threats</p> <ul style="list-style-type: none"> • Taxi Strikes

Table 16: (Source Collins Chabane)

CHAPTER 6: ECONOMIC ANALYSIS

A broad Economic Overview of South Africa Background

LED is an economic development approach that emphasizes the importance of local activities: a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. LED is a result of joint planning by municipalities, its communities and business sectors. The district therefore aims to create enabling local economic environment through infrastructure led growth and development that attract investment, generate economic growth and job creation

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 marginalized 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.

National Development Plan was developed and envisage an economy that serves the needs of all South Africans, rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural , women and men. In 2030, the economy should be closed to full employment; equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and be able to grow rapidly, providing the resources to pay for investment in human and physical capital.

Vhembe District has developed Strategy LED 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).

Vhembe district has developed Enterprise, Tourism, Agriculture and Forestry strategies for smooth prioritization and proper planning in relevant field. The feasibility studies has been done on the following projects: Footsteps of Ancestors; Poultry abattoirs; Development of fish farm; Preservation of dried fruit/vegetables; Goats milk dairy products; Mutale goats farming and Beneficiation of forestry products. The assessment done on biogas usage in the district shows that there is potential of using it as an alternative source of energy. There is a need to conduct feasibility study for an Exhibition and Convention center to promote Trade shows and Meetings, Incentives, Conferences and Exhibition (MICE) and Tourism signage, however they require funds to be implemented: the availability of funds will determine implementation time,(LEDET;2010).CCLM is yet to develop a LED Strategy.

Opportunities for economic growth and employment in Collins Chabane Municipal Area.

The following sectors have been defined as Economic Growth Strategies (EGS), that can grow Local Economic Development (LED) in the municipal area;

- Agriculture
- Mining
- Infrastructure development
- Tourism
- Manufacturing

Agricultural Sector

The following issues were raised by the local farmers during public participation process:

- The relationship between Department of Agriculture and the Farmers Union (AFSA) must improve, currently the relationship is still a top down approach
- No financial support for upcoming (new) farmers
- Financial assistance for farmers
- Development of an agricultural strategy

- The Department of Agriculture should invest in existing farmers (with commercial potential), before starting new projects
- The Department investing in small scale farming (for household consumption) and not farmers with lucrative potential
- Investing in farmers with commercial potential, will enhance local economic
- Existing commercial farmers can provide mentorship and assistance to new farmers
- Business/ skills training

Economic Development SWOT analysis

Strength	Weakness
Potential to create zones for Agro –processing Availability of land Self- sufficient farming Existing co-operatives	Majority of people located far away from economic viable areas General shortage of skills in the priority sectors Huge infrastructure backlog Large dependency on government grants Lack of strategically located land for economic development Land invasion
Opportunities	Threat
Growing retail and tourism sector Proximity to Kruger National gate Agriculture processing zones Community/rural tourism Strategic Partnerships	High unemployment rate shortage of water for economic development

Table 17: (Source Collins Chabane Local Municipality)

6.1 DISASTER MANAGEMENT

The objective of disaster management analysis is make an analysis of occurrences of disaster in the municipal area and come up with mitigating factors.

The following has been identified as disaster risk profile

Table 18: (Source VDM)

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

CHAPTER 7 : FINANCIAL VIABILITY

The purpose of analysing the financial status of municipality is to determine the financial soundness of the institution so that the municipality can improve its financial management capacity and revenues

It is about municipality being able to generate sufficient income to meet operating payments, debts commitment and, where applicable, allow growth while maintaining services levels. MFMA Act 56 of 2003 strive for

- Secure sound and sustainable management of financial affairs of the municipality and other institution the local sphere of government and
- Establish treasury norms and standards for local government sphere.

7.1 FINANCIAL MANAGEMENT POLICY

The Municipality has rationalized the following budget related policies

• Asset management policy
• Credit control and debt collection policy
• Bank and cash policy
• Budget policy
• Write-off policy
• Indigent policy
• Long term financial planning
• Supply chain management policy
• Tariff policy
• Veriment policy
• Property rates policy
• Subsistence and travel policy
• Investment and cash management policy
• Overtime policy
• Acting policy
• Rates and Tax Policy
• Inventory and Assessment management
• Supply Chain Management Policy

7.2 BUDGET

Description	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20
R thousand								
Revenue By Source								
Property rates	7 513	11 000	11 603	11 603	11 603	15 416	16 341	17 321
Service charges - electricity revenue	-	-	-	-	-	-	-	-
Service charges - refuse revenue	12 593	4 814	2 372	2 372	2 372	4 617	4 894	5 188
Service charges - other	209					-	-	-
Rental of facilities and equipment	66	2 398	-	-	-	93	99	105
Interest earned - external investments	5 461	2 200	1 753	1 753	1 753	6 160	6 530	6 922
Interest earned - outstanding debtors	5 563	960	-	-	-	2 819	2 988	3 167
Fines, penalties and forfeits		100	4	4	4	167	178	188
Licences and permits	5 169	4 200	6 292	6 292	6 292	5 530	5 862	6 213
Agency services		1 200	1 200	1 200	1 200	3 034	3 216	3 409
Transfers and subsidies	207 370	309 752	314 887	314 887	314 887	330 547	350 380	371 403
Other revenue	330 083	8 012	429	429	429	1 709	1 811	1 920
Gains on disposal of PPE						167	177	188
Total Revenue (excluding capital transfers and contributions)	574 027	344 636	338 540	338 540	338 540	370 260	392 475	416 024
Expenditure By Type								
Employee related costs	32 881	113 806	66 656	66 656	66 656	88 295	93 593	99 208
Remuneration of councillors	20 250	30 098	24 617	24 617	24 617	27 359	29 001	30 741
Debt impairment	29 248	15 257	10 800	10 800	10 800	10 016	10 617	11 255
Depreciation & asset impairment	11 286	38 000	12 148	12 148	12 148	13 363	14 164	15 014
Finance charges		400	-	-	-	412	436	463
Other materials	1 758	5 042	2 586	2 586	2 586	2 364	2 506	2 657

Contracted services	4 384	18 858	15 697	15 697	15 697	17 863	18 935	20 071
Transfers and subsidies	–	3 000	6 000	6 000	6 000	–	–	–
Other expenditure	24 505	41 260	45 678	45 678	45 678	99 295	105 253	111 568
Loss on disposal of PPE								
Total Expenditure	124 312	265 721	184 182	184 182	184 182	258 968	274 506	290 976
Surplus/(Deficit)	449 715	78 915	154 358	154 358	154 358	111 292	117 970	125 048
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	82 734	106 615	104 480	104 480	104 480	100 350	106 371	112 753
Surplus/(Deficit) after capital transfers & contributions	532 449	185 530	258 838	258 838	258 838	211 642	224 341	237 801

Table 20: (Source Collins Chabane Local Municipality)

7.3 GRANTS

The table below gives an overview of the municipal conditional grants and equitable share

GRANTS & TRANSFERS	2018/19	2019/20	2020/21
EQUITABLE SHARES	327 068 000	361 343 000	392 029 000
GRANT RECEIVED FMG	2 345 000	2 345 000	2 345 000
GRANT RECEIVED MISG	-	-	-
GRANTS RECEIVED MIG	80 350 000	82 031 000	86 680 000
EPWP	1 134 000	-	-
INEG	20 000 000	16 000 000	19 842 000
TOTAL GRANTS	430 897 000	461 719 000	500 896 000

The above table depicts the allocated conditional grants and equitable share to COLLINS CHABANE Local municipality. The purpose of conditional grants is to deliver on national service delivery priorities and equitable is intended to fund municipal programmes, fund operational cost and provision of free basic services.

7.4 CAPITAL BUDGET

The municipality is in the process of registering the following projects and will be implemented in the outer years

NO	DESCRIPTION
1	Town Library
2	Mahatlani-Magoro road
3	Dallas-Nkavele-Makhubele-Nghomu-Magona
4	Jimmy Jones-Mukhomi road
5	Mabayeni-Lombard-Plange-Fumani gold mine road
6	Vuwani town internal streets
7	Diza via dehoop-Nkuzani
8	Hlengani-Manghena-Magomani-botsoleni-Mhinga

9	Mudabula-Mphambo
10	Malamulele town community hall
11	Makumeke-Jerome
12	Asha-kurhuleni-masia-shiphuseni-mathothe-doli-mashau
13	Magoro-Nwamatatani
14	Wisani joseph-Matiyani
15	Dididi-Mavambe
16	Mphambo-greenfarn-happyhome
17	Majosi-Sundani-Tshimbupfe-Manavela
18	Mtsetweni ring road
19	Hlengani ring road
20	Mudabula ring road
21	Ring road from Mashau to Mashevhe A & B
22	Manele ring road link to Dinga
23	Nwa Matatani ring road
24	Makhubele ring road
25	Shihosana ring road
26	Mulenzhe community library
27	Shirangwana fourways stop-Nwamhandzi
28	Mulamula sports ground
29	Matiyani ring road
30	Bevhula ring road
31	Altein crèche via fumani school-Shangoni gate ring road
32	Tshwinga to Mbhalati road to be tarred
33	Cross Road to Malonga road to be tarred
34	Gumbani via Phaphazela to Mkhomi road to be tarred
35	Olifantshoek to Rotterdam road to be tarred
36	High masts to be installed in all Wards
37	Menele to be electrified
38	Nghezimani to be electrified
39	Streets lights Malamulele Town, Vuwani and Saselamani to be installed
40	Upgrading of Malamulele Sport Stadium
41	Upgrading of Bungeni Stadium
42	Construction of Davhana Stadium

Table 24: (Source CCLM)

7.5 CAPITAL EXPENDITURE

Table 25: capital Expenditure

Description	.2017/18	.2018/19	.2019/20
National Government	106 615	95 345	106 478
Provincial Government			
District Municipality			
Other transfers and grants			
Transfers recognised - capital	106 615	95 345	106 478
Public contributions & donations			
Borrowing			
Internally generated funds	25 000	20 000	18 000
Total Capital Funding	131 615	115 345	124 478

The above table illustrate the types of funding capital expenditure for 2017/18 MTREF. The national government funding is the conditional grants intended to implement capital projects and procurement of assets and internally generated funds is own funding to supplement capital projects and procurements of assets.

The key **challenges** facing municipality with regards to financial management are:

- Lack of human capacity within BTO to render the unit effectively
- Delay of transferring financial information by Thulamela and Makhado Municipality
- Late implementation of the financial system
- Insufficient revenue streams to maximize own revenue
- Some of the transferred assets by donor municipalities are not in good condition which will warrant the municipality to allocate resources for repairs and maintenance and procurement of new assets
- **Revenue and receivables:** an effective system of internal control for revenue and debtors to be place, as required by the MFMA and Develop revenue enhancement strategy to expand revenue streams
- **Assets and liability management:** as required by the MFMA, to establish an adequate management, accounting and information system, which accounts for assets and for the internal control of assets (including an asset register).

CHAPTER 8: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good governance is at the heart of the effective functioning of municipalities. One of the objectives of Local governance is to encourage active citizenry in the matter of local government hence Local is everyone's business. One of the key pillars or performance area Back to Basic is Good Governance, Public Participation, and Ward Committee.

The focus of this pillar is to assess the running of council, establishment and functionality of the ward committees, assess the extent at which public participation is encouraged, and the level of corporate governance in the municipality, therefore municipalities are expected to use various form of systems in order to involvement communities in the matter of Local government.

8.1 MUNICIPAL COUNCIL AND COMMITTEES

Collins Chabane Local Municipality is a category B even though the municipality has just been established (August 2016) the Executive and Portfolio committees is fully functional. Three Council meetings were held since inauguration of the council. Special sitting are convened when necessary

8.2 TRADITIONAL AUTHORITY

The relationship with Traditional Authority is good. There is Mayor/Traditional Leadership forum in place. Traditional leaders participate in the activities of Council

8.3 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The Municipality has established Municipal Public Accounts Committee in line with section 33 of Municipal Structures Act of 1998 the role of this committee is to provide oversight of council. The Municipal Public Accounts Committee consist of members

➤ **AUDIT COMMITTEE**

The municipality has taken a decision to use the services of the existing Vhembe District Municipality Shared Audit Committee.

➤ **RISK MANAGEMENT**

Aligned to the strategic goals, the **TOP 15 RISKS** that might may affect the realisation of the stated strategic objectives are summarised in the table below. The risks are clustered per goal and not listed in order of priority – the risk ranking will only take place upon conclusion of the risk evaluation/ assessment process of the municipality.

The following risks has been identified, see table below.

Risk	Mitigation
Goal 1: Lack of access to basic waste removal and management services	
Inefficient and ineffective vehicle licensing and testing facilities	<ul style="list-style-type: none"> ✓ Licensing agreement for landfill site to be concluded ✓ Develop the infrastructure, capacity and agreements with communities to expand RDP standard waste removal across the municipality ✓ Develop and implement a turnaround plan for the Malamulele vehicle licensing and testing station
Community protests due to service delivery expectations and/ or commitments not met	<ul style="list-style-type: none"> ✓ Development of ward-based service delivery dashboards ✓ Development and Implementation of ward improvement plans that address basic services, e.g. cutting of grass, working traffic lights, water leaks, potholes, grading of roads, etc.
Increasing services and infrastructure backlogs	<ul style="list-style-type: none"> ✓ Development of infrastructure investment plan ✓ Ensure adequate capacity and capability to manage infrastructure grants ✓ Effective facilitation of infrastructure development by government sector partners

Risk	Mitigation
	<ul style="list-style-type: none"> ✓ Mobilise additional funding for rehabilitation, refurbishment and replacement of ageing infrastructure ✓ Establishment of functional sector-based stakeholder forums
Goal 2: Local economic development promoted for sustainable economic growth and improved livelihoods	
Lack of economic development and investment	<ul style="list-style-type: none"> ✓ Comprehensive review and development of business friendly legislation ✓ Nodal developments as economic growth points ✓ Development of a spatial development strategy for various localities and spaces ✓ Investment summit to be hosted – market the value proposition of the municipality
Degradation of newly developed infrastructure	<ul style="list-style-type: none"> ✓ Allocation of 5-8% of operational budget to maintenance as per National Treasury guidelines
Increased youth unemployment	<ul style="list-style-type: none"> ✓ Create job opportunities through EPWP and CWP for economic development and service delivery projects
Goal 3: Financially sustainable and viable municipality	
Adverse audit outcomes	<ul style="list-style-type: none"> ✓ Implementation of financial management, legislatively compliant systems and processes. ✓ Enforcement of consequence management and accountability for transgressions ✓ Effective MPAC, Audit and Performance Committees
Inadequate revenue to support the expenditure demands/ requirements of the municipality	<ul style="list-style-type: none"> ✓ Implementation of the revenue enhancement strategy ✓ Roadshows to stimulate payment for services ✓ Negotiations with Traditional Authorities
Capital expenditure budget not fully spent	<ul style="list-style-type: none"> ✓ Employment of technical staff in critical positions ✓ Strengthened PMU

Risk	Mitigation
	<ul style="list-style-type: none"> ✓ Development and implementation of effective project management and supply chain management processes
Lack of liquidity	<ul style="list-style-type: none"> ✓ Credit control and debt management processes stringently implemented
Goal 4: Stable and progressive governance system and accountability	
Ineffective public participation and ward committee structures	<ul style="list-style-type: none"> ✓ Ensure 100% ward committee functionality ✓ Ensure all public participation structures in place and effective ✓ Improvement of complaints management systems and municipal frontline offices. ✓ Regular citizen satisfaction surveys conducted ✓ Forums established for effective engagement with Traditional Authorities to gain agreement on development priorities and land provision
Fraud and corruption in the municipality	<ul style="list-style-type: none"> ✓ Develop and implement the municipal anti-fraud and corruption policy ✓ Establishment of a corruption hotline ✓ Strengthened forensic investigative capacity established
Goal 5: Capacitated, high performing municipality	
Organisational structure not aligned to the strategy and not capacitated	<ul style="list-style-type: none"> ✓ Conclude all Section 197 transfers ✓ Comprehensive organisational design process to be undertaken – develop affordable organogram aligned to core business of the municipality ✓ Effective recruitment processes and hiring of best available human capital – ensure all SMS and critical technical posts are filled
Poor performance of municipal officials	<ul style="list-style-type: none"> ✓ Development and implementation of performance management system – values driven

Table 26:(Source Collins Chabane Local Municipality)

The identified risks will inform the annual Risk Register and Risk Management Plan, which will be reported on quarterly basis to the Audit and Risk Committee.

➤ **SUPPLY CHAIN COMMITTEE**

The municipality has established Supply Chain Committees in line with relevant legislations. The Bid Committee, bid adjudication as well as bid specification committees are all in place.

8.4 FUNCTIONALITY OF WARD COMMITTEES AND CDW

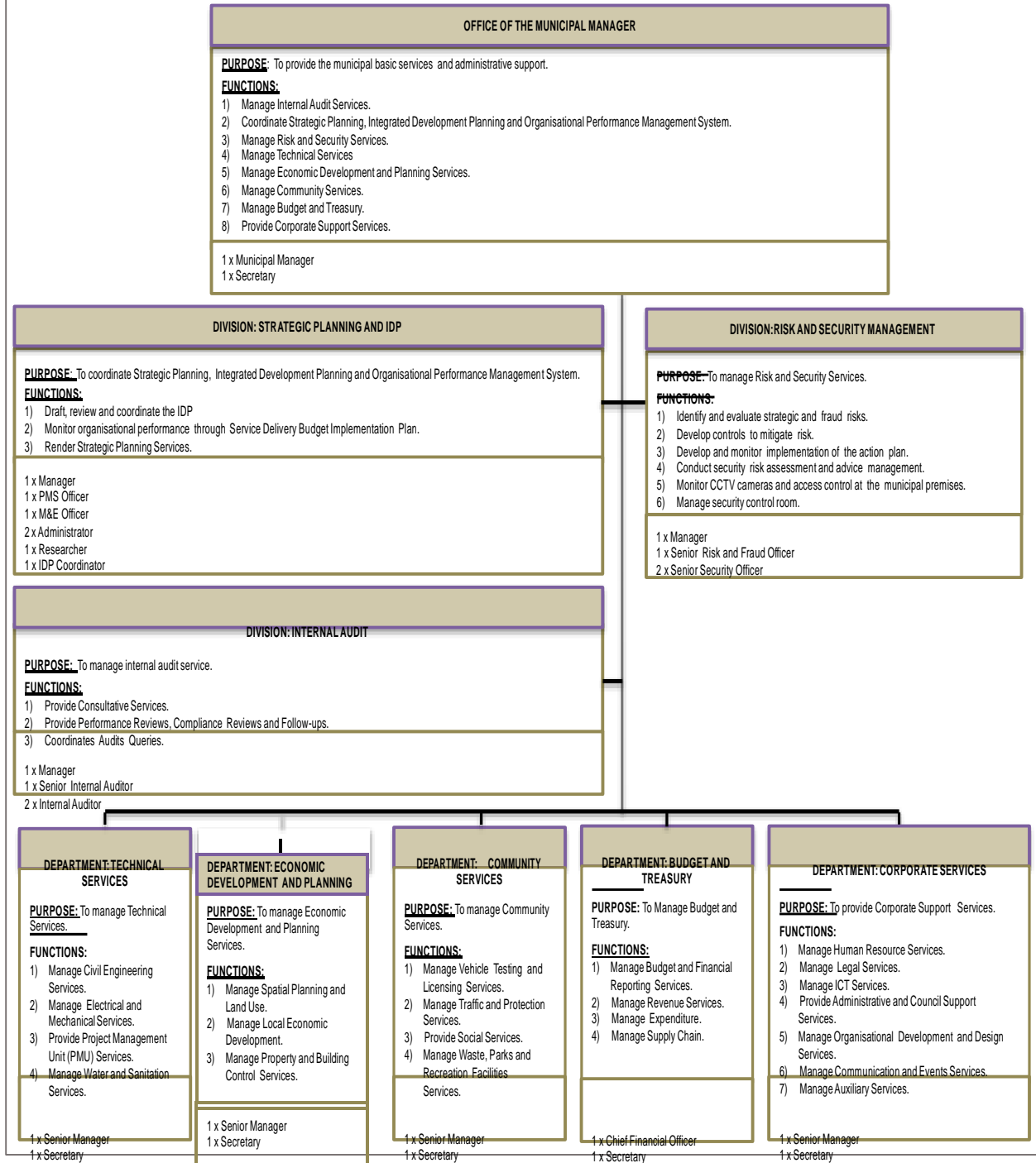
The municipality has inaugurated the ward committee members, the municipality however have 36 wards and 150 ward Committee members. The ward committee members have been inducted on their roles and responsibilities. They are expected to attend to municipal activities. There are 19 CDWs Collins Chabane Local Municipality. Both the Ward Committee members and CDW are the backbone of active citizenry

➤ ADMINISTRATIVE STRUCTURE

The planning process identified the need to critically review the organisation design of the COLLINS CHABANE administration, and test its alignment to the strategy. A process of structural review and alignment has therefore been initiated and upon approval will result in a revised organisational structure which will then require a review and refinement of job profile data, required competencies and job architecture. This project will unfold urgently in 2016/17, with a possible rollover into 2017/18. The process of conducting the institutional assessment is to ensure that the municipality is capable to deliver on its mandates.

Figure 17: Organizational Structure

ADMINISTRATIVE STRUCTURE: CCLM



➤ **POLITICAL STRUCTURE**

The council consist of 71 councillors 36 ward councillors and 35 proportional councillors. The Ward councillor for each ward is the Chairperson of that particular ward, meanwhile the Mayor heads the Executive committee which comprised of 71 councillors.

The Municipality has 6 full time councillors as outlined in the table below

POLITICAL MANAGEMENT TEAM	
	Name
Mayor	Her Worship Hon. Cllr Bila Tintswalo Joyce
Speaker	Hon. Cllr Lebea Madame Elvis
Chief whip	Hon. Cllr Chauke Miyelani Gladstone

Table 27: (Source CCLM)

FULL TIME PORTFOLIO COUNCILLORS		
Name of Portfolio	Chairperson	Department Supported
Finance	Cllr Maluleke Shadrack Gezani	Finance
Planning & Development	Cllr Mashimbye Faneriwa Percy	Planning and Development
Infrastructure	Cllr Mavikane Siimon Xihlamariso	Technical

Table 28: (Source CCLM)

➤ **OUTCOMES**

NATIONAL, PROVINCIAL AND LOCAL PLANNING CONTEXT				
MTSF outcome	NDP	LDP	Outcome 9	Municipal Strategic Objective
Improved quality of basic education	Improving education, training and innovation	Raise the effectiveness and efficiency of a developmental public service	Improve administrative capacity	Invest in skilled and experienced workforce
A long and healthy life for all South Africans	Promoting health	Improve the quality of life of citizens	Improved access to basic services	Promote Community well-being and environmental welfare
All people in South Africa are secured and feel safe	Building safe communities Fighting corruption	Prioritize social protection	Deepen democracy through a refined ward committee model	Promote Community well-being and environmental welfare
Decent employment through inclusive economic growth	Economy and employment Economy infrastructure	Create decent employment through inclusive economic growth and sustainable livelihoods	Improved access to basic services	Improved access to sustainable basic services
Skilled and capable workforce to support and inclusive growth path	Improving education, training and innovation	Raise the effectiveness and efficiency of a developmental public service	Improve administrative capacity	Invest in skilled and experienced workforce
An efficient, competitive and responsive economic infrastructure network	Economy infrastructure	Raise the effectiveness and efficiency of a developmental public service	Improve administrative capacity	Integrated local economy
Sustainable human settlements and improved	Transforming human settlement and	Create decent employment through inclusive	Actions supportive to human	Integrated spatial and human settlement

NATIONAL, PROVINCIAL AND LOCAL PLANNING CONTEXT				
MTSF outcome	NDP	LDP	Outcome 9	Municipal Strategic Objective
quality of household life	the national space economy	economic growth and sustainable livelihoods	settlement outcomes	
A responsive, accountable and efficient local government system	Building a capable and a developmental state	Improve the quality of life of citizens	Implement a differentiated approach to municipal financing, planning and support	Sound financial management
Environmental assets and natural resources that well protected and continually enhanced	Environmental sustainability: an equitable transition to low carbon economy	Prioritize social protection and social investment	Improved access to basic services	Promote Community well-being and environmental welfare
Create a better South Africa and contribute to a better Africa and the world	Positioning South Africa in the World	Improve the quality of life of citizens	Single window of coordination	Improved governance and administration
An efficient, effective and development orientated public service and empowered, fair and inclusive citizenship	Building a capable and a developmental state	Raise the effectiveness and efficiency of a developmental public service	Improve administrative capacity	Invest in skilled and experienced workforce

Table 29: (Source Collins Chabane Local Municipality)

9.1. STRATEGIES PHASE.

VISION: “A Spatially Integrated & Sustainable Local Economy by 2030”

MISSION: To ensure the provision of sustainable basic services and infrastructure to improve the quality of life of our people and to grow the local for the benefit of all citizen

VALUES: Transparency Accountability Responsive Professional Creative integrity

STRATEGIC OBJECTIVES: Promote community well-being and environmental welfare, sound financial management, improve governance and administration, integrated local economy, integrated spatial and human settlement, effective community participation, improve access to sustainable basic services.

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE 01: IMPROVED GOOD GOVERNANCE AND ADMINISTRATION						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> • Council is stable • Local Labour forum is functional • Approved organisational structure • Appointment of all section 54a and 56 managers 	<ul style="list-style-type: none"> • Old fleet • Ineffective audit committee • Vuwani employees not reporting for work • Policies not customised to the municipal situation • By laws not promulgated 	<ul style="list-style-type: none"> • Proximity to Univen, UL • Vhembe TVET 	<ul style="list-style-type: none"> • Delays in Job evaluation by SALGA • Litigations (Joint) • Ageing personnel • Lack of event management committee • Poor attendance by sector departments 	<ul style="list-style-type: none"> • To create offices for new personnel (partition the boxing) • Conduct fleet audit and do auction • Appoint own audit committee • Develop record 	<ul style="list-style-type: none"> • Partnering with the KNP on tourism matters • Partnering with the University of Venda, TVET Colleges and University of Limpopo on skills and capacity building • To encourage old employees to take pension 	<ul style="list-style-type: none"> • Partnering with the University of Venda, TVET Colleges and University of Limpopo on skills and capacity building

OBJECTIVE 01: IMPROVED GOOD GOVERNANCE AND ADMINISTRATION						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> • Effective IDP review process 	<ul style="list-style-type: none"> • Incomplete placement of staff • Lack of personnel • Lack of training • Lack of office space • Lack of communication strategy • Lack of record management systems • Lack of back-up systems 		<ul style="list-style-type: none"> • Vuwani Protests 	<ul style="list-style-type: none"> • management systems • Establish a back-up system • Temporary placement of Vuwani employees to other areas – no strike • Engage labour unions on the Vuwani issue • Review and customise municipal policies to the CCLM environment • Appointment of personnel • Finalise placement process • Training of councillors and staff • To develop communication strategy 	<ul style="list-style-type: none"> • To prioritise youth on the appointments • Effective supervision of employees • Engage traditional leaders to allocate land for people leaving in the informal settlement. 	

OBJECTIVE 01: IMPROVED GOOD GOVERNANCE AND ADMINISTRATION						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
				<ul style="list-style-type: none"> • Develop a bursary policy and launch the Mayoral bursary • To request SALGA to establish a special Job Evaluation Committee for CCLM • To escalate job evaluation issue to IGR meetings • Job evaluation to be a standing item on the portfolio committee • The law firm that litigate the municipality to be engaged • To encourage old employees to take pension • To prioritise youth on the appointments 		

OBJECTIVE 01: IMPROVED GOOD GOVERNANCE AND ADMINISTRATION

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
				<ul style="list-style-type: none">• Effective supervision of employees		

KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE 02: EFFECTIVE COMMUNITY PARTICIPATION						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> • Effective IDP review process • Ability to hold Imbizos 	<ul style="list-style-type: none"> • Unlaunched Ward committees • Ward committee election disputes • Lack of event management committee 	<ul style="list-style-type: none"> • Support by stakeholders 	<ul style="list-style-type: none"> • Poor attendance by sector departments 	<ul style="list-style-type: none"> • Involve traditional leaders (Mayor-Mahosi - Tihosi forum in resolving ward committee disputes • To establish a ward committee dispute resolution committee • IGR to address the poor attendance of sector depts. In to public participation meetings 	<ul style="list-style-type: none"> • Encourage sector departments to attend imbizos 	<ul style="list-style-type: none"> • Encourage sector departments to attend imbizos

KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

OBJECTIVE 03: PROMOTE COMMUNITY WELL-BEING AND ENVIRONMENTAL WELFARE						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> • Ability to produce professional athletes • Availability of recreational facilities such as stadiums • Ability to organise own events 	<ul style="list-style-type: none"> • Lack of personnel to coordinate all social activities under one umbrella • Lack of funds for maintenance of the facilities • Vandalism of social infrastructures • No landfill site • Poor waste management 	<ul style="list-style-type: none"> • Existing security facilities e.g. police stations • Availability of two community radio stations • Abundance of local musicians 	<ul style="list-style-type: none"> • Crimes • Unemployment • Grant reliant population • Burning of schools and other important properties • Lack of space for practical or in-service training • Availability of sports promoters 	<ul style="list-style-type: none"> • Development of Infrastructure Master Plan • Provide security to all facilities • Construction of community halls and libraries • Launch SJ Khosa choral music festival and Collins Chabane marathon • Ensure traffic enforcement (take all traffic from Vuwani to Malamulele) • Conduct environmental awareness campaigns • Unearth talents • Generate revenue • Effective communication through 	<ul style="list-style-type: none"> • Implementation of the Infrastructure Master Plan • Develop a local artist museum • Unearth talents • Generate revenue • Effective communication through community radios • Promote local musicians • Finalise the development of the landfill site • Partner with institution of higher learning for in-service training and practical opportunities • Develop parks • Develop tourism 	<ul style="list-style-type: none"> • Implementation of the Infrastructure Master Plan • Unearth talents • Generate revenue • Effective communication through community radios • Promote local musicians • Partner with institution of higher learning for in-service training and practical opportunities • Develop parks • Develop tourism

OBJECTIVE 03: PROMOTE COMMUNITY WELL-BEING AND ENVIRONMENTAL WELFARE

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
				community radios <ul style="list-style-type: none"> • Promote local musicians • Develop the landfill site • Develop Mayors bursary for the needy • Partner with institution of higher learning for in-service training and practical opportunities • Develop parks • Develop of a greening policy 		

KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

OBJECTIVE 04: IMPROVED ACCESS TO SUSTANABLE BASIC SERVICES						
STRENGTH	WEAKNESS	OPPORTUNITIY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> Ability to spend infrastructure grants Availability of graders Effective Blading and grading plan Quality roads construction All villages electrified Effective project management 	<ul style="list-style-type: none"> Lack of high mast lights Lack of funds for road maintenance 	<ul style="list-style-type: none"> Availability of Municipal infrastructure grants (MIG) 	<ul style="list-style-type: none"> Lack of water Ageing infrastructure i.e. road, water, electricity, sewerage Lack of maintenance of sewage systems Reluctance to avail land for barrow pit Interruption of projects by community members Non-functional boreholes Vandalism of boreholes Depleted boreholes Lack of borehole operators Electricity cable theft Incomplete water projects 	<ul style="list-style-type: none"> Development of the Infrastructure Master Plan Develop roads in the nodal points Awareness campaigns about cable theft Development of high mast lights To engage Vhembe to complete all incomplete water projects CCLM to form part of all project steering committee within its jurisdiction Construction of strategic roads 	<ul style="list-style-type: none"> Implementation of the Infrastructure Master Plan Apply for electricity license Develop roads in the nodal points Awareness campaigns about cable theft Development of high mast lights Engage Vhembe for water and sewer infrastructure maintenance Engagement with traditional leaders to avail land for barrow pit Construction of strategic roads 	<ul style="list-style-type: none"> Implementation of the Infrastructure Master Plan Construction of strategic roads Awareness campaigns about cable theft Development of high mast lights To engage Vhembe to complete all incomplete water projects CCLM to form part of all project steering committee within its jurisdiction

KPA 5: MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

OBJECTIVE 05: SOUND FINANCIAL MANAGEMENT						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> Experienced and qualified CFO appointed; All finance related policies and by-laws in place; Monthly billing taking place; and Compliance with grant business plan. 	<ul style="list-style-type: none"> Lack of personnel (In all Finance Sections) Delayed appointment of service providers Budget for unfilled posts not utilized Progress on business plans implementation Incomplete billing (some households are not billed) Irregular expenditure Slow SCM processes Lack of forward planning Under/Over expenditure 	<ul style="list-style-type: none"> Availability of land for development/ investment KNP Gates - Tourism corridor opportunities Willingness to pay Billing of all proclaimed areas (e.g. Saselemani B) 	<ul style="list-style-type: none"> Lack of collection at Vuwani due to inaccessibility Illegal occupation of land Low revenue base Employees of Vuwani not coming to work Misalignment of IDP and Budget Limited revenue streams Inventory theft 	<ul style="list-style-type: none"> Appointment of experienced personnel Annual review of policies and by laws Awareness campaign on billing Ensure compliance with grant business plan Ensure supply chain compliance issue Attraction of investors and developers Engage traditional leaders to avail land Effective public participation Billing of hawkers Billing of all proclaimed areas Effective implementation 	<ul style="list-style-type: none"> Hold investment summit Increase revenue base – land proclamation 	<ul style="list-style-type: none">

OBJECTIVE 05: SOUND FINANCIAL MANAGEMENT						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
				of MSCOA programme <ul style="list-style-type: none"> • Ensure credible budget • Effective implementation of procurement plan • Effective implementation of the audit action plan • Ensure compliance to the IDP/Budget/PMS process plan 		

KPA 6: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE 06: INTEGRATED LOCAL ECONOMY						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> • Tourism potential • Potential for agricultural farming • Potential for game farming • Agricultural activities. 	<ul style="list-style-type: none"> • Lack of personnel • Lack of signage • Lack of statistical information on mining and 	<ul style="list-style-type: none"> • Proximity to KNP • SMME existence • Wild life farming (Magona and Bevhula) 	<ul style="list-style-type: none"> • Lack tourism network by entrepreneurs • Reliance on subsistence farming 	<ul style="list-style-type: none"> • Explore Mining opportunities • Explore Hawkers opportunities • Purchase of GIS software 	<ul style="list-style-type: none"> • Develop a beautification strategy • Refurbishment of Malamulele show ground • Facilitate workshops on tourism 	<ul style="list-style-type: none"> • Partner with mining industry to explore mining potential • Beautification project

OBJECTIVE 06: INTEGRATED LOCAL ECONOMY						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> • Mining potential. 	<p>agricultural potential</p>			<ul style="list-style-type: none"> • Subscribe to institutions providing property ownership and land use change information • Development of the LED strategy • Development of Community based organisation strategy • Conduct a mineral and agriculture feasibility study • Development of a Branding and Advertisement Strategy • Partnering with the KNP on tourism matters • Create a favourable 	<ul style="list-style-type: none"> • Effective tourism forum 	<ul style="list-style-type: none"> • Development of Malamulele show ground • Facilitate workshops on tourism • Effective tourism forum

OBJECTIVE 06: INTEGRATED LOCAL ECONOMY						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
				environment for development of tourism infrastructure <ul style="list-style-type: none"> • Identify spatial areas for local SMM opportunities • Promote local entrepreneurs • Billing of lodges • Develop good relationship with local businesses • Promote local economic empowerment • Develop a local fresh produce market • Development of nursery • Development of a tourism information centre • Develop a market stalls and intermodal transport facility 		

OBJECTIVE 06: INTEGRATED LOCAL ECONOMY						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
				<ul style="list-style-type: none"> Develop an intermodal transport and market stall project Development of the Advertisement Policy (bill boards) 		

KPA 7: SPATIAL RATIONALE

OBJECTIVE 07: INTEGRATED SPATIAL AND HUMAN SETTLEMENTS						
STRENGTH	WEAKNESS	OPPORTUNITY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
<ul style="list-style-type: none"> Availability of proclaimed land for business Availability of the Spatial Development framework Integrated spatial layout Growth point Availability of taxi rank 	<ul style="list-style-type: none"> Lack of personnel Lack of promulgated by-laws Lack of integrated human settlement. Lack of consultation in demarcating stands – traditional land. 	<ul style="list-style-type: none"> Availability of traditional land for development Availability SMME 	<ul style="list-style-type: none"> Land invasion. Land ownership (PTO). Lack of Integrated human Settlements. Illegal immigrants. Dispersed settlement pattern, far from economic activities 	<ul style="list-style-type: none"> Conduct land audit Promulgation of the SPLUMA municipal by-laws Demarcation of sites Identify spatial areas for local SMM opportunities Establish a Municipal tribunal 	<ul style="list-style-type: none"> Beautification project Development of walking and cycling path Develop a holistic housing policy Construction of street lights Development of Malamulele show ground Billing of lodges Develop an intermodal transport and 	<ul style="list-style-type: none"> Availability of proclaimed land for business Availability of the Spatial Development framework Upgrading existing taxi rank

OBJECTIVE 07: INTEGRATED SPATIAL AND HUMAN SETTLEMENTS						
STRENGTH	WEAKNESS	OPPORTUNITIY	THREAT	SHORT TERM (1-2)	MEDIUM TERM (2-3)	LONG TERM (3-5)
	<ul style="list-style-type: none"> Inadequate implementation of LUMS. Lack of bus rank No streets lights Illegal land use 		<ul style="list-style-type: none"> Uncoordinated demarcation of residential sites by traditional authorities Poor public transport system Huge infrastructure backlog & aging infrastructure Lack of public open spaces (square or parks) in town Land invasion 	<ul style="list-style-type: none"> Development of low cost houses Appointment of panel of surveyors Engage traditional leaders on the proclamation of land for development Develop a beautification strategy for Malamulele town Develop illegal land use by-law and policy Conduct road shows to educate community on land use application procedures Development of the Advertisement Policy 	market stall project	

9.2. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

KPA 1 : SPATIAL PLANNING					
Key performance areas	Strategic Objectives	KPI	BASELINE	Annual Targets	Responsible Manager
Human Settlement and Spatial Planning					
Spatial Planning	Integrated spatial and Human Settlement	Municipal SPLUMA By-Law	None	Approved Municipal SPLUMA By-Law by June 2019	Planning and Development
Spatial Planning	Integrated spatial and Human Settlement	Establishment of Municipal Planning Tribunal	None	Establishment MPT by sept 2018	Planning and Development
Spatial Planning	Integrated spatial and Human Settlement	Land Use Management Scheme	None	Approved Land Use Management Scheme by the August 2018	Planning and Development
Spatial Planning	Integrated spatial and Human Settlement	Formalization and proclamation of Hlanganane and Saselamane	None	Proclaimed by June 2019	Planning and Development
Spatial Planning	Integrated spatial and Human Settlement	Investigate all illegal land occupant	None	4 Quarterly reports to Council	Planning and Development
Spatial Planning	Integrated spatial and Human Settlement	90 days turnaround time to approve/disapprove land use applications	None	90 % compliant	Planning and Development
Human Settlement	Integrated spatial and Human Settlement	# of deed of grant and change of ownership submitted to the Province	None	4 quarterly reports	Planning and Development
Human Settlement	Integrated spatial and Human Settlement	# of Inspection in all Reported buildings	None	4 Quarterly reports	

KPA 2 : BASIC SERVICE DELIVERY					
Key performance areas	Strategic Objectives	KPI	BASELINE	Annual Targets	Responsible Manager
Roads, stadium and landfill site	Improved access to sustainable basic services	Level of project implementation		Malamulele B Internal streets	Technical services
	Improved access to sustainable basic services	Level of project implementation		Malamulele D internal streets	Technical services
	Improved access to sustainable basic services	Level of project implementation		DCO to Hospital Road Widenin	Technical services
	Improved access to sustainable basic services	Level of project implementation		Upgrading of Malanulele stadium	Technical services
	Improved access to sustainable basic services	Level of project implementation		Xigalo Landfill site	Technical services

Key performance areas	Strategic Objective	KPI	Baseline	Annual Target	Responsible Manager
	Improved access to sustainable basic services	Report to the Portfolio Committee on the process of forward	None	2	Technical Service
	Improved access to sustainable basic services	Report to the Portfolio Committee on the maintenance and repairs conducted	None	3	Technical Service

Key performance areas	Strategic Objective	KPI	Baseline	Annual Target	Responsible Manager
Waste Removal					
Waste Removal	Promote community well-being and environmental welfare	# of proclaimed areas (townships) having access to basic level of solid waste removal per week	None	198 Villages(91 936) household	Community service
	Promote community well-being and environmental welfare	# of Government Building having access to solid waste removal per week	None		Community Service
	Promote community well-being and environmental welfare	# of refuse bins purchased	None	30 skip bins 100 hand bins 100 wheel bins	Community Service
	Promote community well-being and environmental welfare	# of environmental awareness campaign conducted	None	10 Campaign	Community Service
	Promote community well-being and environmental welfare	# of Landfill site developed	None	1 Landfill site	Community Service
OHS	Promote community well-being and environmental welfare	# of trained health and safety representatives	None	20 health and Safety	Community Service
First aid	Promote community well-being and environmental welfare	# of people trained on first Aid	None	20	Community Service
Key performance areas	Strategic Objective	KPI	Baseline	Annual Targets	Responsible Manager
Parks and Cemeteries					

	Promote community well-being and environmental welfare	% allocation of grave sites	None	100%	Community Service
	Promote community well-being and environmental welfare	# of park Developed	None	1	Community Service
	Promote community well-being and environmental welfare	Number of municipal building gardens maintained	None	4 (DCO, Vuwani, Technical and Traffic centres)municipal building gardens maintained	Community Service
Public Safety	Promote community well-being and environmental welfare	% of learners and licenses issued	None	100%	Community Service
	Promote community well-being and environmental welfare	# of road blocks conducted	None	12	Community Service
Sports Arts And Culture	Promote community well-being and environmental welfare	# of sports facilities maintained by June 2017	None	6 sports facilities(Mudavula, Merwe, Bungeni, Malamulele, Boxing GYM and Tennis court) maintained by June 2019	Community service
					Community service

KPA 3: Local Economic Development					
Key performance areas	Strategic Objectives	KPI	BASELINE	Annual Targets	Responsible Manager
Local Economic Development	Integrated Local Economy	Developed LED Strategy	None	1	Planning and Development
Local Economic Development	Integrated Local Economy	Identify and support of cooperatives	None	36	Planning and Development
Local Economic Development	Integrated Local Economy	# of meeting Collins Chabane Chamber of business in LED initiates	None	4	Planning and Development
Local Economic Development	Integrated Local Economy	# of temporary jobs created through EPWP	None	600	Planning and Development
Local Economic Development	Integrated Local Economy	Branding of Malamulele Town	None	5	Planning and Development
Local Economic Development	Integrated Local Economy	% of Investigated and removed all illegal bill boards	None	100%	Planning and Development
Local Economic Development	Integrated Local Economy	% of identified and registered Hawkers and Spaza shops	None	50%	Planning and Development
Local Economic Development	Integrated Local Economy	# of development investors in the area	None	2 Big developments	Planning and Development

KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT					
KEY PERFORMANCE AREA	Strategic Objectives	KPA	Baseline	Annual Target	Responsible Manager
FINANCIAL VIABILITY MANAGEMENT	Sound financial management	Number of monthly budget statements prepared and submitted as required by MFMA	NONE	12 monthly budgets reports prepared by June 2019	Chief Financial Officer
FINANCIAL VIABILITY MANAGEMENT	Sound financial management	Number of financial management policies reviewed and adopted by council	NONE	9 financial management related policies reviewed and adopted by council by June 2019	Chief Financial Officer
FINANCIAL VIABILITY MANAGEMENT	Sound financial management	Number of mid -year budget assessment approved by council	None	1 mid-year budget assessment approved by council by January 2019	Chief Financial Officer
FINANCIAL VIABILITY MANAGEMENT	Sound financial management	Number of annual budget approved by council	None	1 annual budget approved by council by June 2019	Chief Financial Officer
FINANCIAL VIABILITY MANAGEMENT	Sound financial management	Percentage of payment made to creditors within 30 days receipt of invoice	None	100% payment made to creditors within 30 days of receipt of the correct invoice	Chief Financial Officer

FINANCIAL VIABILITY MANAGEMENT	Sound financial management	Number of tariff structures developed	1	1 tariff structure developed and adopted by May 2019	Chief Financial Officer
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FINANCIAL VIABILITY MANAGEMENT	Sound financial management	# Deadline to conduct municipal assets verification	0	Asset verification report submitted to council by 30 June 2019	Chief Financial Officer
	Sound financial management	Capacitate SCM unit	0	SCM training facilitated	Chief Financial Officer
	Sound financial management	% Timeous appointment of service providers with 90 days in accordance with SCM prescripts	0	100% compliance to SCM prescripts	Chief Financial Officer
	Sound financial management	Consolidated billed revenue and debtor's information from Thulamela and Makhado	New	1 consolidated revenue report	Chief Financial Officer
	Sound financial management	Improved Municipal compliance to mSCOA	New	mSCOA readiness to go live by 30 June 2019	
	Sound financial management	% of municipality capital budget actually spent on capital projects by 30 June 2017	0	100%	Chief Financial Officer
	Sound financial management	Number of Budget adjustment conducted	0	1 Adjustment budget report	Chief Financial Officer

KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Key performance areas	Strategic Objectives	KPI	BASELINE	Annual Targets	Responsible Manager
Council and Executive Management					
Good Governance	Improved governance and administration	Effective functioning of Council	None	Scheduled Council meetings held	Corporative Service
Good Governance	Improved governance and administration	Effective functioning of the Executive Committee	None	Scheduled Executive meetings held	Corporative Service
Public Participation and Ward Committees					
Good Cooperative governance	Effective community participation	Number of IDP Rep Forum Meetings held	None	2	Municipal Manager
Good Cooperative governance	Effective community participation	Number of ward committee reports	None	4	Municipal Manager
Good Cooperative governance	Effective community participation	Mayoral Imbizos	None	4	Municipal Manager
Good Governance and compliance	Effective community participation	Number of Audit Committee Meetings Held	None	4	Municipal Manager

KPA 6: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT					
Key performance areas	Strategic Objectives	KPI	BASELINE	Annual Targets	Responsible Manager
Organisational Design and Human Resource					
To develop a sound municipal institution	Improved Governance and Administration	To review the organisational structure by May 2019	Organisational structure was adopted in 2016/17	Organisational structure to be review 31 may 2019	Corporative Service
To develop a sound municipal institution	Improved Governance and Administration	% Prioritised post evaluated	34 posts were evaluated by 30 Sept 2017	100% prioritised post evaluated by june 2019	Corporative Service
To develop a sound municipal institution	Improved Governance and Administration	% of Prioritised HR policies approved by June 2019	None	100% prioritised HR policies Policies approved by June 2019	Corporative Service
	Improved Governance and Administration	% prioritised by-law approved	None	100% prioritised approved	Corporative Service
Integrated Development Planning					
Integrated Development Planning	Improved Governance and Administration	IDP /Budget Framework and Process Plan	None	Process plan for 18/19 IDP/BUDGET developed	Municipal Manager

Integrated Development Planning	Improved Governance and Administration	Draft IDP Compile and submitted to Council by 31 March 2019	1	Draft 2019/20 IDP/BUDGET in place	Municipal Manager
Integrated Development Planning	Improved Governance and Administration	Approved of final IDP	1	Final IDP/BUDGET for 2019/20 financial year adopted	Municipal Manager
Integrated Development Planning	Improved Governance and Administration	Approved of final IDP	None	MSCOA Readiness	Municipal Manger
PERFORMANCE MANAGEMENT					
Key Performance Area	Strategic Objective	KPI	Baseline	Annual Target	Responsible Manager
Municipal transformation and organisational development	Improved Governance and Administration	To approve Organisational Performance Management Framework by June 2019	None	Approved organisational PMF by June 2019	Corporative Service
Municipal transformation and organisational development	Improved Governance and Administration	To develop and install Automated PMS by June 2019	None	Automated PMS development and installed by June 2019	Municipal Manager
Skills Development					

Municipal transformation and organisational development	Improved Governance and Administration	To develop the work place skills Plan by June 2019	Work Skills Plan developed	Work place skill developed by June 2019	Corporative Service
Municipal transformation and organisational development	Improved Governance and Administration	# of Councillors trained	None	20	Corporate Service
Municipal transformation and organisational development	Improved Governance and Administration	# of employees trained	None	40	Corporate Service
Municipal transformation and organisational development	Improved Governance and Administration	#of vehicles purchased	None	6	Corporate Service
Municipal transformation and organisational development	Improved Governance and Administration	% litigations attended.	None	100% litigations attended by June 2017	Corporate Service

CHAPTER 10. PROJECT PHASE

The table below indicates the projects to be implemented in the next MTEF period.

STRATEGIC OBJECTIVES	PROJECT NAME	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3 (20/21)	SOURCE OF FUNDING	COST OF PROJECT
INTERGRATED SPATIAL AND HUMAN SETTLEMENTS	Conduct land audit	R2 000 000	R1 500 000	R1000 000	Own Funding	R4 500 000
	Demarcation of sites	R1 500 000	R2 000 000	R2 500 000	Own Funding	R6 000 000
	Spatial Development Framework	R 600 000	R-	R-	Own Funding	R600 000
	Development of advertisement policy (bill boards)	R500 000	R300 000	R200 00	Own Funding	R1000 000
	Land use Scheme	R800 0000	R1 500 000	R-	Own Funding	R2 300 000
	Installation of GIS system	R500 000	R600 000	R700 000	Own Funding	R1 800 000
	Development of by-laws (building	R600 000	R500 000	R400 000	Own Funding	R1 500 000
	Development of intermodal transport system (Feasibility)	R1 500 000	Own Funding	R1 500 000
	Implementation of SPLUMA	R700 000	R 800 000	R900 000	Own Funding	R 2 400 000
	Verification of ownership	R 300 000	R250 000	R250 000	Own Funding	R 800 000
	Urban Design for Malamulele Business Park and Vuwani	R3 000 000	R3 500 000	...	Own Funding	R6 500 000
		Development of precincts for	R10 000 000	R5 000 000	R2 500 000	Own Funding

	Hlanganani, Vuwani, Malamulele and Saselamani					
	Property valuation for ERF sales	R1 500 000	R5 500 000	R6 000 000	Own Funding	R13 000 000
	Formalization and proclamation of Hlanganane and Saselamani	R10 000 000	R5 000 000	...	Own Funding	R15 000 000
STRATEGIC OBJECTIVES	PROJECTS	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3 (20/21)	SOURCE OF FUNDING	COST OF PROJECT
INTERGRATED LOCAL ECONOMY	Explore Mining opportunities (MOU)	N/A	N/A	R2 500 000	Own Funding	R 2 500 000
	Development of the LED strategy	R1 500 000	R 500 000	R500 000	Own Funding	R 2 500 000
	Development and Branding Material	R 100 000	Own Funding	R 100 000
	Establishment of a local fresh produce market (Poverty elevation programs)	R 1 000 000	R 2 000 000	R3 000 000	Own Funding	R 6 000 000
	Establishment of a Tourism Information Center	R 500 000	R 30 000 000	...	Own Funding	R30 500 000
	Development of Market Stalls	R 5 000 000	R 5 000 000	R 5 000 000	Own Funding	R 15 000 000
	Establishment of cooperatives	R 1 000 000	R 2 000 000	R 3 000 000	Own Funding	R 6 000 000

	Collins Chabane Annual show	R3 000 000	R 3 500 000	R4 000 000	Own Funding	R 10 500 000
COMMUNITY SERVICES	Mayor's soccer challenge	R250 000	Own Funding	R 250 000
	Mayor's fun walk	R100 000	R 110 000	R 120 000	Own Funding	R 330 000
	Youth Services (Youth Month Celebration)	R500 000	R 500 000	R500 000	Own Funding	R 500 000
	Women Services	R300 000	R 300 000	R 300 000	Own Funding	R 900 000
	Launching and hosting of the boxing tournament	R 350 000	Own Funding	R350 000
	Launching and hosting Collins Chabane marathon	R200 000	R 220 000	R 240 000	Own Funding	R660 000
	Arrive Alive	R50 000	R 50 000	R 50 000	Own Funding	R150 000
	Launch of the sports council	R100 000	R120 000	R 150 000	Own Funding	R370 000
	Launch SJ Khosa choral music festival	R 100 000	R 120 000	R150 000	Own Funding	R370 000
	Launch of the gender forum	R 100 000	R 120 000	R50 000	Own Funding	R370 000

Launch of the youth council	R 100 000	R 120 000	R 150 000	Own Funding	R370 000
Local AIDS Services	R 100 000	R 120 000	R 150 000	Own Funding	R370 000
Launch of the transport council	R 100 000	R120 000	R 150 000	Own Funding	R370 000
Development of an integrated waste management plan	R 1 000 000			Own Funding	R1 000 000
Development of green economy strategy	R 100 000	R100 000	R 150 000	Own Funding	R350 000
Installation of CCVT at Malamulele and Vuwani Traffic station	R 100 000	R 100 000	R---	Own Funding	R200 000
Construction of one community hall at Malamulele	R 1 000 000	R 10 000 000	R10 000 000	Own Funding	R21 000 000
Construction of library at Malamulele	R 1 000 000	R 10 000 000	R10 000 000	Own Funding	R21 000 000
Upgrading of 1 sport facilities Vuwani	R10 000 000	R10 000 000	R5 000 000	Own Funding	R 25 000 000
Development of beatification strategy for Malamulele town	R 50 000	R100 000	R.....	Own Funding	R150 000

	Construction of Davhana stadium	R....	R 48 000 000	R.....	MIG	R48 000 000
	Extension and Fencing of Mahatlani Cemetery	R300 000	R---	R---	Own Funding	R300 000
	Fencing of Davhana Cemetery	R250 000	R-----	R----	Own Funding	R250 000
	Fencing of Tshikonelo Cemetery	R250 000	R....	R---	Own Funding	R250 000
	Upgrading of the Malamulele Traffic Centre	R2 000 000	R-----	R----		R2 000 000
STRATEGIC OBJECTIVES	PROJECT NAME	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3 (20/21)	SOURCE OF FUNDING	COST OF PROJECT
IMPROVE ACCESS TO SUSTAINABLE BASIC SERVICES	Malamulele B internal street	R20 542 115.32	R...	R....	MIG	R20 542 115.32
	Malamulele D internal street	R15 376 432.74	R.....	R.....	MIG	R15 376 432.74
	Xigalo land fill site	R12 000 000.00	R20 000 000.00	R.....	MIG	R32 000 000.00
	DCO to Hospital road widening	R20 000 000.00	R....	R....	Own Funding	R20 000 000.00
	Upgrading Malamulele stadium	R10 000 000	R....	R15 031 000	MIG	R25 031 000
	Mtsetweni ring road	R 14 252 904	R19 000 000	R.....	MIG and Own Funding	R33 252 904
	Nwa-matatani ring road	R14 252 904	R25 000 000	R----	MIG and own funding	R39 252 904

	Construction of Multi-purpose Court in Mulamula Village	R1 500 000	R----	R---	MIG	R1 500 000
	Development of Infrastructure Master Plan	R----	R1 000 000.00	R...	Own Funding	1 000 000.00
	Municipal office building	R20 000 000.00	R30 000 000.00	R30 000 000.00	Own Funding	R80 000 000.00
	High masts lights at – 5 Hlanganani: Diza, Viva Garage, Majosi, Olifantshoek, Magoro, Malamulele Central : Manele, xithlelani,Gandlanani, Roidhuis, 4- Malamulele west: Mulenzhe,phapazla, Mbalati, Mavambe, 2-saselamani 1- Dhavane, 1- Nngwekhulu	R7 000 000.00	R7 000 000.00	R7 000 000.00	Own Funding	21 000 000.00
	Rehabilitation of streets at Malamulele	...	R5 000 000	...	Own Funding	R5 000 000.00
	Bevhula ring road	R1 000 000.00	R2 900 000.00	MIG	R3 900 000.00
	PMU	R2 925 638.43	R3 000 000.00		MIG	R5 925 638.43
	Electrification at : Manele, Nghezimani,	R20 000 000		Own funding	R20 000 000.00

	xigalo, Nghomunghomu and Mavambe- Makumeke					
STRATEGIC OBJECTIVES	PROJECT NAME	YEAR 1 (18/19)	YEAR 2(19/20)	YEAR 3(20/21)	SOURCE OF FUNDING	COST OF PROJECTS
SOUND FINANCIAL MANAGEMENT	GRAP complaint & assets management	2 500 000.00	2 500 000.00	2 500 000.00	Own Funding	R7 500 000
	Financial reporting and management improvement	3 500 000.00	3 000 000.00	3 000 000.00	Own Funding	R9 500 000
	Financial reporting & advisory service	3 000 000.00	2 500 000.00	2 000 000.00	Own Funding	R7 500 000
	Revenue enhancement & system improvement	2 900 000.00	2 500 000	2 000 000.00	Own Funding	R7 400 000
	Fleet management	1 900 000.00	2 052 000.00	2 126 160.00	Own Funding	R6 6166 160
	FMCM implementation	1 100 000.00	1 188 000.00	1 283 040.00	Own Funding	R3 571 040
	GRAP complaint & assets management	2 500 000.00	2 500 000.00	2 500 000.00	Own Funding	R7 500 000
	Financial reporting and management improvement	3 500 000.00	3 000 000.00	3 000 000.00	Own Funding	R9 500 000
	Financial reporting & advisory service	3 000 000.00	2 500 000.00	2 000 000.00	Own Funding	R7 500 000
	Revenue enhancement &	2 900 000.00	2 500 000	2 000 000.00	Own Funding	R7 400 000

	system improvement					
	Fleet management	1 900 000.00	2 052 000.00	2 126 160.00	Own Funding	R6 6166 160
	FMCM implementation	1 100 000.00	1 188 000.00	1 283 040.00	Own Funding	R3 571 040
	Revenue enhancement strategy	R200 000			Own funding	R200 000

CHAPTER 11: INTEGRATION PHASE

The integration phase integrates different various sector programs and plan. This chapter oath to reflect Sector plans and projects or programs. The followings are sector plans that are supposed to be integrated:

- Integrated Water Service Plan
- Integrated Waste Management Plan'
- Local Economic Development Plan
- Spatial Development Framework
- Disaster management plan
- Financial plan
- Performance Management Plan
- Integrated Transport plan

11.1. SECTOR DEPARTMENTS AND ESKOM PROJECTS

SECTORS DEVELOPMENT	PROJECT NAME	YEAR 1 (18/19)	YEAR 2(19/20)	YEAR 3(20/21)	SOURCE OF FUNDING	COST OF PROJECT
Rural Infrastructure Development	Socio-Economic –Construction of Swimming Pool, Solar Borehole, Landscaping and Street lights	R4 000 000	0	0	Department of rural development	R4 000 000
	AVMP-Project Management Unit	R2 000 000	0	0	Department of rural development	R2 000 000
	1 Rural ward 1 Integrated Development center- Digital Doorway	R800 000	0	0	Department of rural development	R800 000

Department Of Rural Development	Youth Recruitment – Animal Farming Mixed Farming Poultry Production Professional Cookery A+N+	R 342 000 (Stipend and Top Up)	0	0	NARYSEC	R342 000 (Stipend and Top Up)
Department Of Economic Development, Environment And Tourism	Provision of waste service at Vuwani	TBC	0	0	LEDET	0
Department Of Transport	Department of ITP	0	0	0	Department of Transport	1.5M
	Subsidized Bus Transport	0	0	0	Department of Transport	1.5M
	Electronic Vehicle Monitoring System	0	0	0	Department of Transport	27M

SECTOR DEPARTMENTS	PROJECT NAME	YEAR 1 (18/19)	YEAR 2(19/20)	YEAR 2(20/21)	SOURCE OF FUNDING	COST OF PROJECT
Department Of Public Works	ALTEIN SEC ORC 993301205 LDPWRI-PMU Build 10x classrooms, gate house, admin block, science and	6 769	0	0	EIG	15 946

	computer laboratories and ablution block (as per site handover cert)					
	BOTSOLENI PRIM ORD 911360351 The Mvula Trust Drill & equip borehole	116	0	0	EIG	428
	FUMANI PRIM ORD 911360016 The Mvula Trust Drill & equip borehole	119	0	0	EIG	428
	GOZA PRIM ODR 912520436 The Mvula Trust Screen and demolition of pits	11	0	0	EIG	428
	GUWELA PRIM ORD 911360566 The Mvula Trust Construct 13 toilet seats	0	0	0	EIG	61
	HLALUKO SEC ORD 911361644 The Mvula Trust Construct 26 enviroloo toilets seats	742	0	0	EIG	919
	HLALUKWENI SEC ORD 911361781 The Mvula Trust	218	0	0	EIG	2116

	Construct 32 toilet seats					
	HLUVUKA SEC ORD 912520078 IDT Build 2x 5 classroom block, nutrition center. Renovate existing classrooms (as per IDT invoice)	3849	0	0	EIG	14695
SECTOR DEPARTMENTS	PROJECT NAME	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3 (20/21)	SOURCE OF FUNDING	COST OF PROJECT
	HUMULA SEC ORD 911361774 The Mvula Trust Construct 10 toilets seats	0	0	0	EIG	565
	JIM YINGWANI SEC ORD 911361231 The Mvula Trust Construct 20 toilets seats	0	0	0	EIG	1016
	JONH XIKUNDU PRIM ORD 993301300 The Mvula Trust Construct 13 enviroloo toilets seats	348	0	0	EIG	1058
	JONH XIKUNDU PRIM ORD 993301300 The	354	0	0	EIG	547

	Mvula Trust Drill and equip borehole					
	KHAKHANWA PRIM ORD 930361743 The Mvula Trust Construct 14 toilets seats	0	0	0	EIG	952
	KULANI PRIM ORD 912520504 The Mvula Trust Construct 20 enviroloos	1328	0	0	EIG	1400
	LUAMBO SEC ORD 931322029 The Mvula Trust Drill & equip borehole	0	0	0	EIG	573
	LWENZHE SEC ORD 930321233 The Mvula Trust Drill & equip borehole	532	0	0	EIG	573
	MABAYENI SEC ORD 931322029 The Mvula Trust Drill & equip borehole	175	0	0	EIG	428
	MALAMULELE					

	SEC ORD 911360856 The Mvula Trust enviroloo toilets					
SECTORS DEVELOPMENT	PROJECT NAME	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3(20/21)	SOURCE OF FUNDING	COST OF PROJECT
Department Of Public Works	MANGHENA PRIM ORD 930360467 The Mvula Trust Construct 23 enviroloo toilets seats	120	0	0	EIG	1919
	MAPAPILA PRIM ORD 911361378 The Mvula Trust Screen & demolition of pits	0	0	0	EIG	61
	MAPHOPHE PRIM ORD 911360474 The Mvula Trust Drill nad equip borehole	109	0	0	EIG	428
	MARHORHWANI- MALALI SEC ORD 912520191 The Mvula Trust Screen and demolition of pits	0	0	0	EIG	61
	MASUNGI PRIM ORD 912520658	896	0	0	EIG	901

	The Mvual Trust Enviro Loo toilets					
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SECTOR DEPARTMENTS	PROJECT NAME	YEAR 1(18/19)	YEAR 2 (19/20)	YEAR 3(20/21)	SOURCE OF FUNDING	COST OF PROJECT
Department Of Public Work	MATIMBA SEC ORD 911361422 The Mvula Trust Screen and demolition of pits	0	0	0	EIG	61
	MAVUTISA PRIM ORD 911360658 The Mvula Trust Screen and demolition of pits	0	0	0	EIG	49
	MHEHO PRIM ORD 9113606672 The Mvula Trust Construct 4 toilets seats	0	0	0	EIG	565
	MHINGA PRIM ORD 9113602276 The Mvula Trust Construct 23 enviroloo toilets seats	681	0	0	EIG	1930
	MPHAMBO SEC ORD 911361200 The Mvula Trust Screen and demolition of pits	0	0	0	EIG	61
	MUDINANE SEC ORD 930321547 The Mvula Trust Screen and demolition of pits	0	0	0	EIG	61

SECTOR DEPARTMENTS	PROJECT NAME	YEAR 1(18/19)	YEAR 2 (19/20)	YEAR 3 (20/21)	SOURCE OF FUNDING	COST OF PROJECT
Department Of Public Work	MULAMULI PRIM ORD 930351783 The Mvula Trust Screen & demolition of pits	7	0	0	EIG	61
	MUNAU PRIM ORD 928332219 The Mvula Trust Enviro Loo toilets	23	0	0	EIG	78
	MUTSHENA PRIM ORD 930361354 The Mvula Trust Screen & demolition of pits	0	0	0	EIG	61
	NDALAMO SEC ORD 931520245 The Mvula Trust Construct 12 toilets seats	195	0	0	EIG	871
	NKANYANI PRIM ORD 912520801The Mvula Trust Construct 18 toilets seats					
	NKHAVI PRIM ORD 911360290 The Mvula Trust Drill nad equip borehole	78	0	0	EIG	428

SECTOR DEPARTMENTS	PROJECT NAME	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3(20/21)	SOURCE OF FUNDING	COST PROJECT
Department Of Public Works	NNGWEKHULU PRIM ORD 930320957 The Mvula Trust Water infrastructure upgrading: drilling of a borehole, 10000L TANK, 3 STAND PIPES (as per practical completion cert) Drill and equip borehole as per addendum	0	0	0	EIG	428
	NWARIDI SEC ORD 916321868 The Mvula Trust enviro loo toilets	9	0	0	EIG	78
	PENINGHITSA SEC ORD 90536137 The Mvula Trust Construct 15 enviro loo toilets seats	127	0	0	EIG	1286
	REMBULUWANI PRIM ORD 931520948 The Mvula Trust Drill and equip borehole	100	0	0	EIG	573

SECTOR DEPARTMENTS	PROJECT NAME	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3 (2012)	SOURCE OF FUNDING	COST OF PROJECT
Department Of Public Works	RIPAMBETA SEC ORD 911360924 The Mvula Trust Screen & demolition of pits	0	0	0	EIG	61
	RISANA PRIM ORD 911360665 The Mvula Trust Screen & demolition of pits	0	0	0	EIG	49
	SHIKUNDU SEC ORD 911360931 The Mvula Trust Screen & demolition of pits	0	0	0	EIG	61
	TIVONELENI PRIM ORD 911360108 The Mvula Trust Screen & demolition of pits	17	0	0	EIG	61
	TIYISELANI PRIM ORD 911361309 The Mvula Trust Screen & demolition of pits	0	0	0	EIG	49
	TLHELANI PRIM ORD 911360306 The Mvula Trust Screen & demolition of pits	11	0	0	EIG	49

SECTOR DEPARTMENTS	NAME OF PROJECTS	YEAR 1 (18/19)	YEAR 2 (19/20)	YEAR 3 (20/21)	SOURCE OF FUNDING	COST OF PROJECT
DEPARTMENT OF PUBLIC WORKS	TOVHOWANI PRIM ORD 930361736 The Mvula Trust Construct 13 toilets seats	0	0	0	EIG	905
	TSHINANGE SEC ORD 931520320 The Mvula Trust Drill & Equip borehole	398	0	0	EIG	428
	XIMUNWANA SEC ORD 905361620 The Mvula Trust Construction of 16 toilets seats and refurb 12 toilets seats	210	0	0	EIG	1341

ESKOM

PROJECT NAME	PLANNED CAPEX	PLANNED CONNECTIONS	YTD ACTUAL CAPEX	YTD ACTUAL CONNECTIONS	COMMENTS
Mashau Magweni/Misevhe	R 813 535.00	33	R 61 954.31	0	Contractor appointment in progress
Tshitungulwane	R 2 966 731.00	118	R 0.00	0	Contractor appointment in progress
Tiyani	R 4 000 000.00	269	R 1 362 400.76		Construction in progress
Nyavani	R 2 755 220.00	162	-R 50 845.08	0	Contractor appointment in progress
Tshitumbuni	R 2 043 898.00	83	R 76 783.51	0	Busy with site establishment
Makhasa	R 1 038 491.00	33	R 32 997.69	0	Contractor appointment in progress
Nkuzana	R 2 141 445.00	96	R 101 414.28	0	Contractor appointment in progress
Nwaxinyamani	R 1 243 331.00	54	R 0.00	0	Contractor appointment in progress
Tshipuseni	R 2 122 498.00	93	R 0.00	0	Contractor appointment in progress
Fourways	R 600 000.00	15		0	Contractor appointment in progress
Olifantshoek	R 600 000.00	15	R 41 121.16	0	Construction in progress
Xifaxani	R 7 807 181.76	621	R 2 298 682.72	380	Complete & energized
Ximixoni	R 6 532 747.57	617	R 2 395 331.61	350	Complete & energised
Shibangwa	R 1 657 303.00	68	R 0.00	0	Awaiting material delivery

ELECTRIFICATION PLAN 2017/2018

PROJECT NAME	PROPOSED CONNECTIONS	POLE NUMBER	FIN YEAR
MUCHIPISI	300		2017/2018
Nkavele Ext	22	MBM53/266/A/5	2017/2018
Nweli	30	MPW 191/29/48	2017/2018
Nyavani	128	MPN 150/4	2017/2018
Shibangwa	32	MBM 53/8/21	2017/2018
Shigamani	137	MMP 117/14	2017/2018
Xifaxani	621	MPN 272	2017/2018
Ximixoni	710	MMI 378/7/A/11	2017/2018
Jimmy Jones Phase 2	245	MJJ	2017/2018
Madonsi A	230	MBM53/49	2017/2018
Matsakali	138	MBM47/26/69/1A	2017/2018
Jilongo	80	MBM 47/26/151/53/13A/6	2018/2019
Hlengani	73	MPN 203	2018/2019
Maphophe	210	MMI 408/25	2018/2019
Mukhomi	92	MJJ 143/46	2018/2019
Shihosana	50	MMP 117/168/74/2	2018/2019
Mphakathi	65	MPN 126/28/2/8	2018/2019

VHEMBE DISTRICT MUNICIPALITY WATER & SANITATION PROJECTS								
PRIORITY / FUNCTION	SUB-FUNCTION	PROGRAMMES	PROJECT NAME	MUNICIPALITY	SOURCE OF FUNDING	BUDGET PER FY		
						2018/19	2019/20	2020/21
MIG FUNDING								
Waste Water Management	Sewerage	Repair and maintenance of sewer pipeline		District wide	MIG	R10m		
	Waste water Treatment	Maintenance of water infrastructure (Electro-mechanical components)		District Wide	MIG	R 30m		
Water Management	Water Distribution, Bulk infrastructure , Water Management , Storages and Water Treatment works	Infrastructure development	Malonga water reticulation	Collins Chabane	MIG	R75, 1m	R47,1m	
			Xikundu Mhinga Bulk Water Supply	Collins Chabane	MIG	R10,7m		
			Vuwani to Vyeboom and construction of Reservoir (Makhado)	Collins Chabane	MIG	R75,1m	R107,3m	
			Mashau and surrounding villages BWS & Ret.	Collins/Makhado	MIG	R82,5m	R110,1m	

VHEMBE DISTRICT MUNICIPALITY WATER & SANITATION PROJECTS								
PRIORITY / FUNCTION	SUB- FUNCTION	PROGRAMMES	PROJECT NAME	MUNICIPALITY	SOURCE OF FUNDING	BUDGET PER FY		
						2018/19	2019/20	2020/21
OWN FUNDING								
Water Management	Water Distribution, Bulk infrastructure , Water Management , Storages and Water Treatment works	Infrastructure development	Waterval /Njakanjaka borehole project	Collins Chabane/ Makhado	Own Funding	R 5 000 000.00		
			Mhinga/Lamb ani Bulk water pipeline construction from the plant to Wisani booster pump	Collins Chabane	Own Funding	R 6 500 000.00		
			Nkuzana booster pump installation and Hlanganani RDP water connections	Collins Chabane	Own Funding	R 4 500 000.00		

