

The background of the cover is a collage of images arranged in a geometric pattern of triangles. The images include: a landscape with red soil and trees; a person working in a field; a portrait of a man; a map of a region; a dirt road; and a landscape with mountains. The top right corner is a solid orange triangle.

COLLINS CHABANE

LOCAL MUNICIPALITY

**DRAFT
INTEGRATED
DEVELOPMENT PLAN**

(IDP)

2024/25

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ABBREVIATIONS

ABET	-	Adult Basic Education and Training
ART	-	Annual Training Report
ARVT	-	Anti Retroviral Treatment
BEE	-	Black Economic Empowerment
CASP	-	Comprehensive Agricultural Support Programme
CBO	-	Community Based Organisation
CCLM	-	Collins Chabane Local Municipality
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

COLLINS CHABANE LOCAL MUNICIPALITY

STRATEGIC INTENT

MUNICIPAL VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

VISION

“A Spatially Integrated & Sustainable Local Economy by 2030”

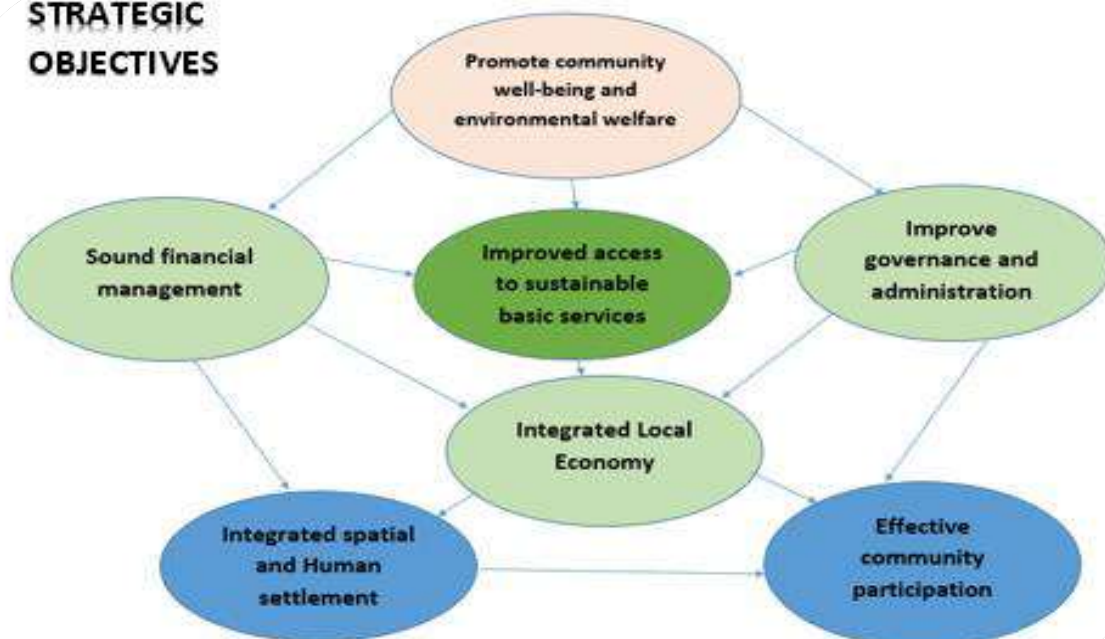
MISSION

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 OBJECTIVES



FOREWORD BY THE MAY

FOREWORD BY THE MUNICIPAL MANAGER.



Collins Chabane Local Municipality is dedicated to addressing the needs of communities effectively and in a transparent manner within the jurisdiction of the municipality. The municipality is embraced by the edge to persist being focused on what is expected, as a Local Government.

The municipality like any other in the world, faces an imperceptible challenge that has engulfed the entire globe, the COVID-19 pandemic, which has become a power to reckon with in our everyday livelihood. Safe to acknowledge that COVID-19 brought imbalances and predicaments.

The pandemic has fashioned a quicksand to the world and has diverted attention from critical service delivery programs, to a balance of life and economic survival. The result of the above meant a lot of sacrifice to both human and government in ensuring a critical paradigm shift in our livelihood.

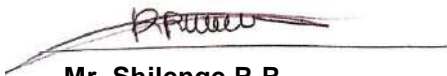
These affected the planning processes inclusive of the IDP, Budget and Performance Management of many municipalities in the country and Collins Chabane Local Municipality is not immune to those challenges. In terms of the Local Government: Municipal Systems Act (no. 32 of 2000) requires that Municipalities draw up an integrated Development Plan (IDP), a strategic document, which all developments in a Municipal area are based upon. The IDP is the principal planning instrument that guides and informs the Municipal budget. It is a plan that does not only concentrates on other provisions of Municipal services, but also seeks to alleviate poverty, boost Local Economic Development, eradicate unemployment and promote the process of reconstruction and development. However, the municipality endured the dire symptoms of the pandemic resorting to various ways of communication on media platforms to adapt to "The New Normal".

WhatsApp, Facebook, local radio stations such as MalaFM, Newspaper adverts and sending of electronic documents and the receipt of community inputs became the main means of survival. Meetings with Traditional Leadership, Steering committees and National Treasury meetings became virtual. Public Participation and Council meeting adhering the COVID-19 Regulations also followed suit to minimize physical meetings and the reduction of large gatherings. In great confidence safe to say all IDP and Budget role players have been consulted in the uneasy planning cycle. All sector departments inclusive of Office of the Premier were part of the municipal planning cycle.

However, as we taking stock of our achievement during the 2020/21 financial year, working hard and dedication of the municipality yielded better outcomes in the betterment of communities within the jurisdiction of the municipality. Projects that were implemented and some are still continuing are from the desire that aspires to perspire in tailoring a lifelong sustainable development and local economy. Although much has been done, our communities still find themselves in the arena of poor roads infrastructure, lack of adequate water, sanitation and electricity, and that of unemployment still rears their ugly head. The above have been exacerbated by the current trends of the COVID-19 situation, which has created uncertainty in the minds of our people.

Suffice to indicate that the recent 2021/22 Budget and IDP Review Processes have revealed the extent of our required intervention in addressing the dire needs of our population. As we struggle to address these needs, we also need to ensure that our communities embrace “The New Normal”, which needs to be embraced as part of our survival.

Social Distancing, wearing of Masks, washings of hands and sanitizing ourselves timeously will now become the order of the day. As we embark on the journey in the IDP Bus, traveling closer and closer to arriving safely to our destination, we acknowledge the enormity of our jurisdiction and shall continue to strive in reaching all communities taking them on board towards the destined municipal vision “A spatially integrated and sustainable local economy by 2030”.

A handwritten signature in dark ink, appearing to read 'R. Shilenge', is written over a horizontal line.

Mr. Shilenge R.R
Acting Municipal Manager
Collins Chabane Local Municipality

1.1. EXECUTIVE SUMMARY

The Republic of South Africa's Constitution mandates the government to take reasonable steps, within its available resources, to ensure that all South Africans have enough housing, health care, education, food, water, and social security. To that end, Chapter 5 of the Municipal Systems Act of 2000 mandates that a municipality engage in developmentally oriented planning to ensure that the Constitutional objectives of local government are realized.

The Integrated Development Plan (IDP) is a five-year strategy that aims to improve service delivery and community development. It is evaluated annually as a strategic development plan to guide all aspects of a municipality's development as well as to drive budgeting and resource allocation. The planning process was guided by an IDP Process Plan that was authorized by the council. The IDP, which is evaluated annually, outlines major basic service delivery challenges in regions that have been targeted for fiscal years 2024–2026. It is likewise based on a multi-year approach, allowing the Municipal Council to implement a multidisciplinary financial method.

In addition, the development of the IDP review for 2024–2026 has taken into account national, provincial, and community concerns. The Municipality's Medium-Term Revenue and Expenditure Framework (MTREF), a three-year estimate of revenue and expenditure, is also informed by this document (IDP).

The process aims to achieve vertical and horizontal integration of municipal planned interventions with National and Provincial planning efforts, as well as among various government sectors. The Collins Chabane Local Municipality Integrated Development Plan (IDP) is the principal strategic planning tool for the Municipality, guiding and informing all planning, budgeting, administration, and decision making.

Numerous issues facing the Municipality are prioritized in both the long-term development strategy and the medium-term development strategy. High levels of poverty, crime, unemployment, backlogs in service delivery, capital funding issues, skill shortages, high levels of illiteracy, rural settings, the HIV/AIDS epidemic, and most definitely a lack of proper access to essential services are some of these.

The Collins Chabane Local Municipality (CCLM) IDP is consistent with the Vhembe District Framework and the Process Plan approved by council. The CCLM IDP Process Plan complies entirely with Municipal Systems Act 32 of 2000 without jeopardizing processes, community engagement, or service delivery to the community. This document is thus the Collins Chabane Local Municipality's Final Integrated Development Plan (IDP) for the financial years 2024-2026.

1.2. BACKGROUND

On August 3, 2016, Collins Chabane Local Municipality (CCLM) was established. Section 12 of the Municipal Structures Act (No. 117 of 1998) was followed in its establishment. Parts of the Thulamela Local Municipality and the Makhado Local Municipality were amalgamated to form the new municipality.

Vhembe District Municipality is made up of four Local Municipalities, one of which is CCLM. With a population of about 443 798 according to STATS SA Census 2022. The municipal jurisdiction area is 5 467.216 km² (22° 35' S 30° 40' E) in size. The Municipality has an elected Mayor who is aided by the Mayoral Committee, which is listed below:

Councilors & Traditional Leaders	
Directly Elected	36
Proportional Representative	35
Gazetted Traditional Leaders	14
Total	85

Greater Giyani Municipality to the south, Makhado Local Municipality to the west, and Thulamela Local Municipality to the north encircle CCLM. The Municipality's borders extend to Mozambique in the southeast and Zimbabwe in the northeast, via the Kruger National Park in the east. The municipality is in northern Limpopo Province, around 191 kilometers from Polokwane.

The Municipality is composed of three Municipal nodes (Saselamani, Vuwani, and Hlanganani) and one District node (Malamulele). Two important highways encircle the municipality: The R81 and Giyani, which link the municipality to Mopani and Polokwane. The Municipality is connected to the N1 and Makhado to the north, and to Kruger National Park to the east by the R524 via Thulamela Local Municipality.

FIGURE 1.1.: MAP OF SOUTH AFRICA INDICATING THE LOCATION OF LIMPOPO PROVINCE

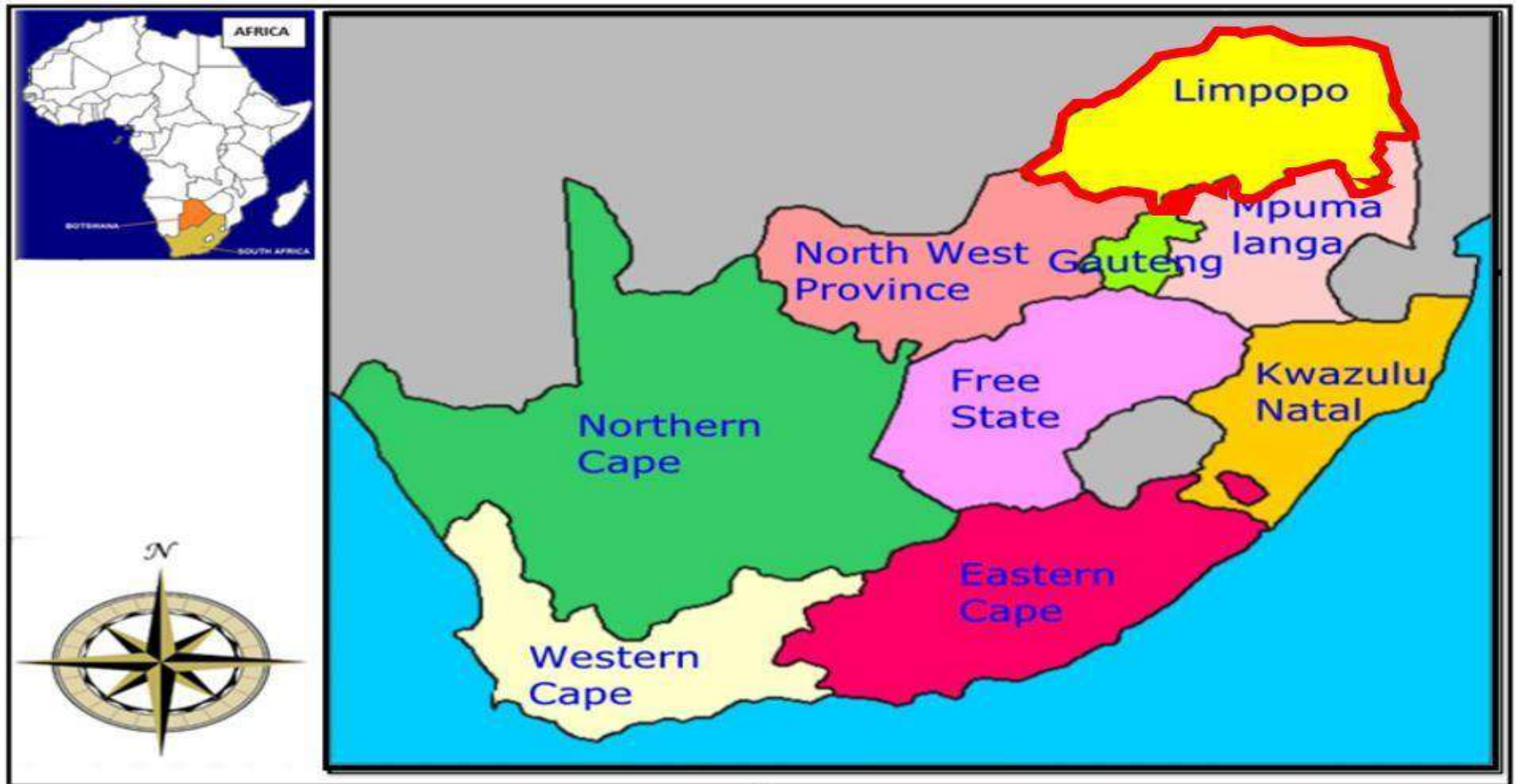


FIGURE 1.2: LOCALITY AND DESCRIPTION OF COLLINS CHABANE LOCAL MUNICIPALITY IN TERMS OF THE PROVINCIAL CONTEXT



FIGURE 1.3: LOCALITY AND DESCRIPTION OF COLLINS CHABANE LOCAL MUNICIPALITY IN TERMS OF THE DISTRICT CONTEXT

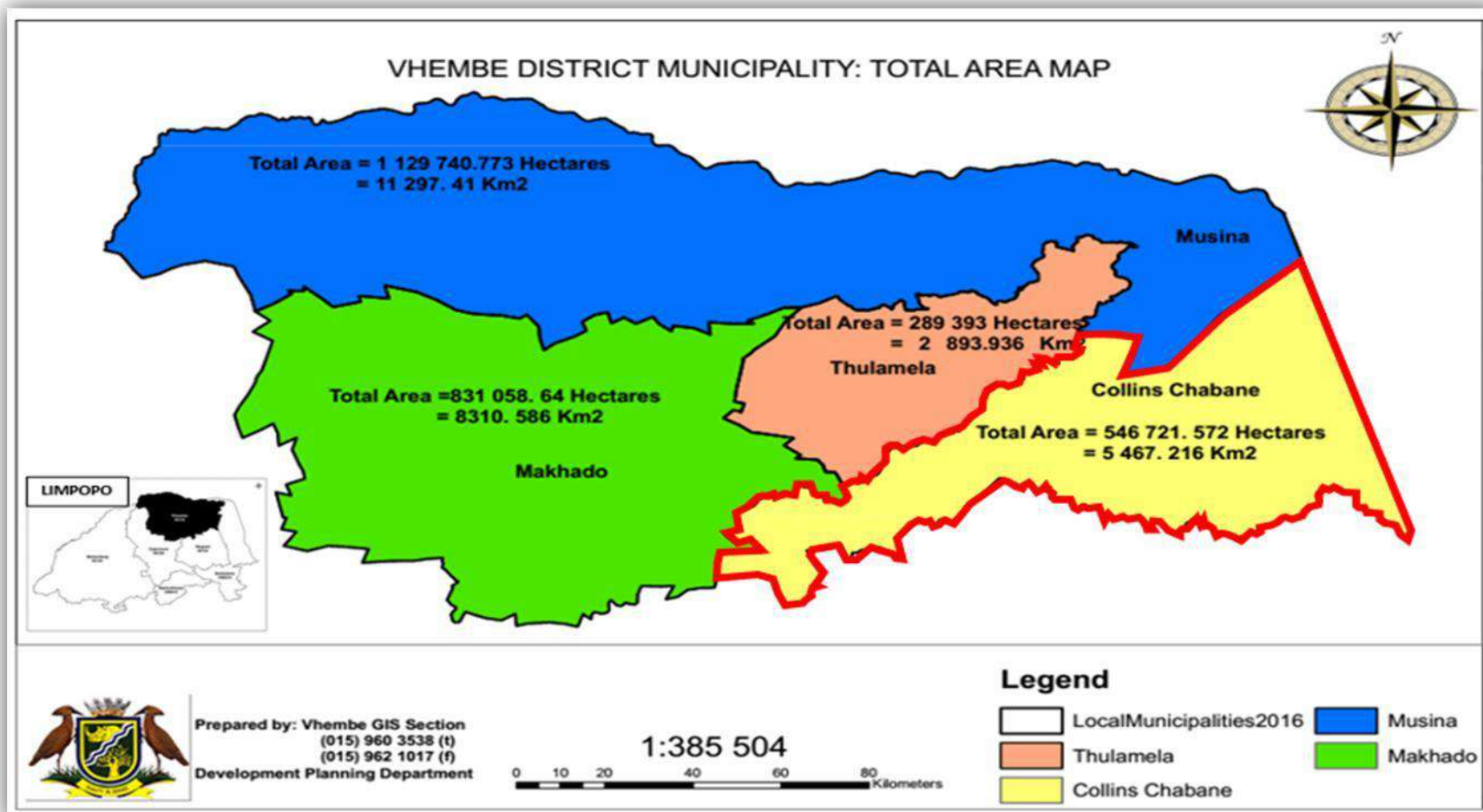
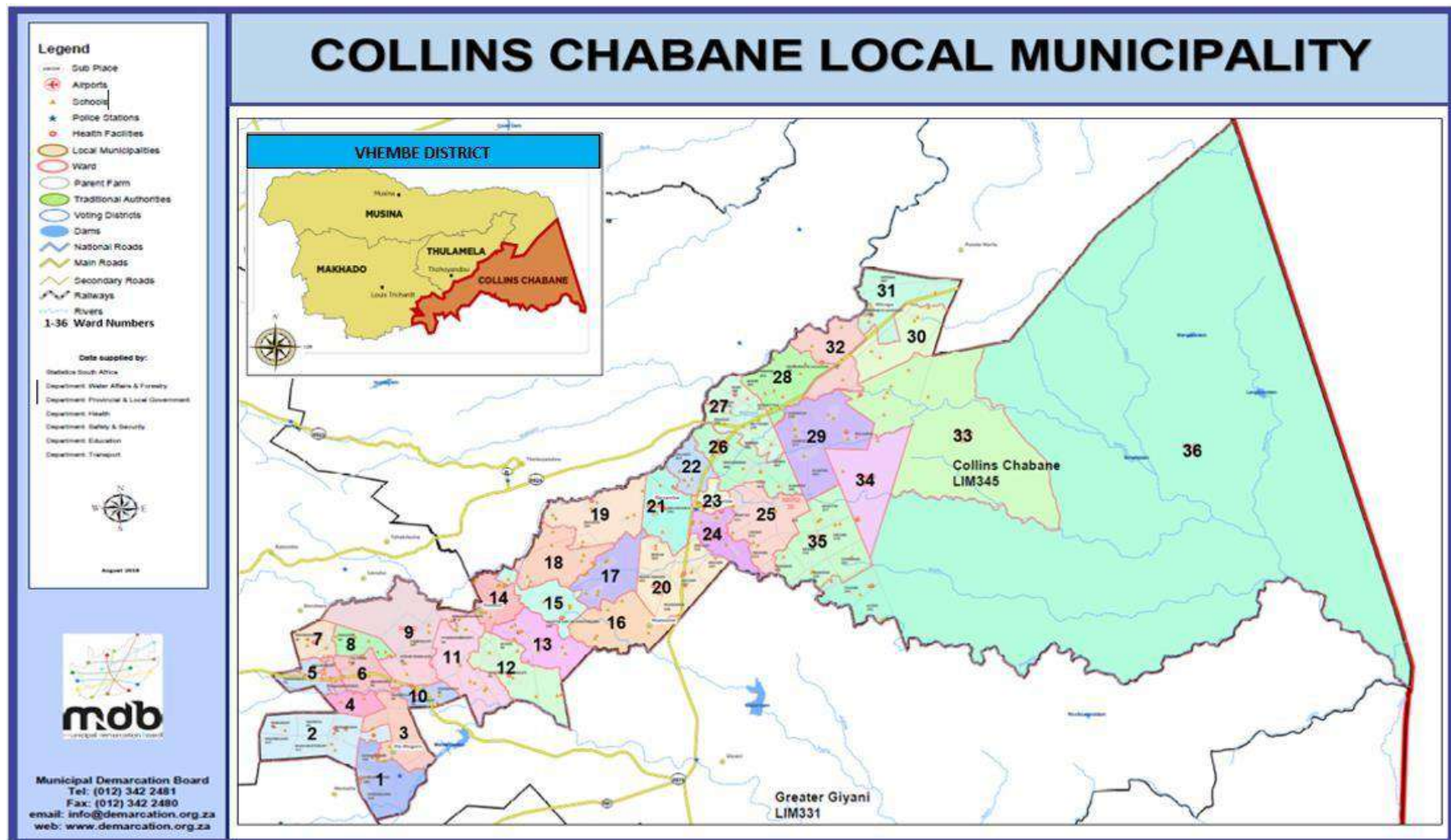


FIGURE 1.4: LOCALITY AND DESCRIPTION OF COLLINS CHABANE LOCAL MUNICIPALITY IN TERMS OF THE LOCAL CONTEXT



1.3. LEGISLATIVE FRAMEWORK

1.3.1. Constitution of South Africa Act (no. 108 of 1996)

The Constitution of the Republic of South Africa (Act 108 of 1996) is the country's supreme law, with the primary purpose of safeguarding human rights and supporting democratic administration. As a result, the Constitution calls for a new approach to governance at the national, provincial, and local levels. The new Constitutional model redefines the links between the three realms of government by replacing the vertical hierarchical tie system with three overlapping planning procedures and sets of plans. The purpose of cooperative governance is to make the best use of finite resources. Section 152 of the constitution of the republic of South Africa outline the objects of local government:

- ✚ To provide democratic and accountable government to all communities;
- ✚ To ensure the provision of services to communities in a sustainable manner;
- ✚ To promote social and economic development;
- ✚ To promote a safe and healthy environment; and
- ✚ To encourage the involvement of communities and community organisations in the matters of local government.

1.3.2. Municipal Systems Act (no. 32 of 2000)

In terms of the Local Government: Municipal Systems Act (no. 32 of 2000), it requires that Municipalities draw up an integrated Development Plan (IDP), a strategic document, which all developments in a Municipal area are based upon. The IDP is the principal planning instrument that guides and informs the municipal budget. It is a plan that does not only concentrate on provisions of municipal services, but also seeks to alleviate poverty, to boost Local Economic Development, eradicate unemployment and promote the to process of reconstruction and development.

Chapter five (5), Section 26 of the Act indicates the core components of an IDP and that such an IDP must reflect the following:

- ✚ 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.
- ✚ 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.
- ✚ The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- ✚ The council's development strategies which must be aligned with any National and Provincial sector plans and planning requirements that are binding on the Municipality in terms of legislation are:
 - A Spatial Development Framework (SDF) which include the provision of basic guidelines for a land use management system for the municipality.
 - The council's operational strategies.
 - Applicable disaster management plans.
 - The key performance indicators and performance targets determined in terms of section 41 of the MSA.

Section 34 of the Local Government: Municipal systems Act (no. 32 of 2000) 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.

1.3.3. Municipal Finance Management Act (no. 56 of 2003)

In addition to compiling an IDP, it is also a legislative requirement, in terms of the Municipal Systems Act and the Municipal Finance Management Act (2003) that the Municipality's IDP be reviewed on an annual basis. The aim of the review is to ensure that the municipal planning takes into account changing circumstances.

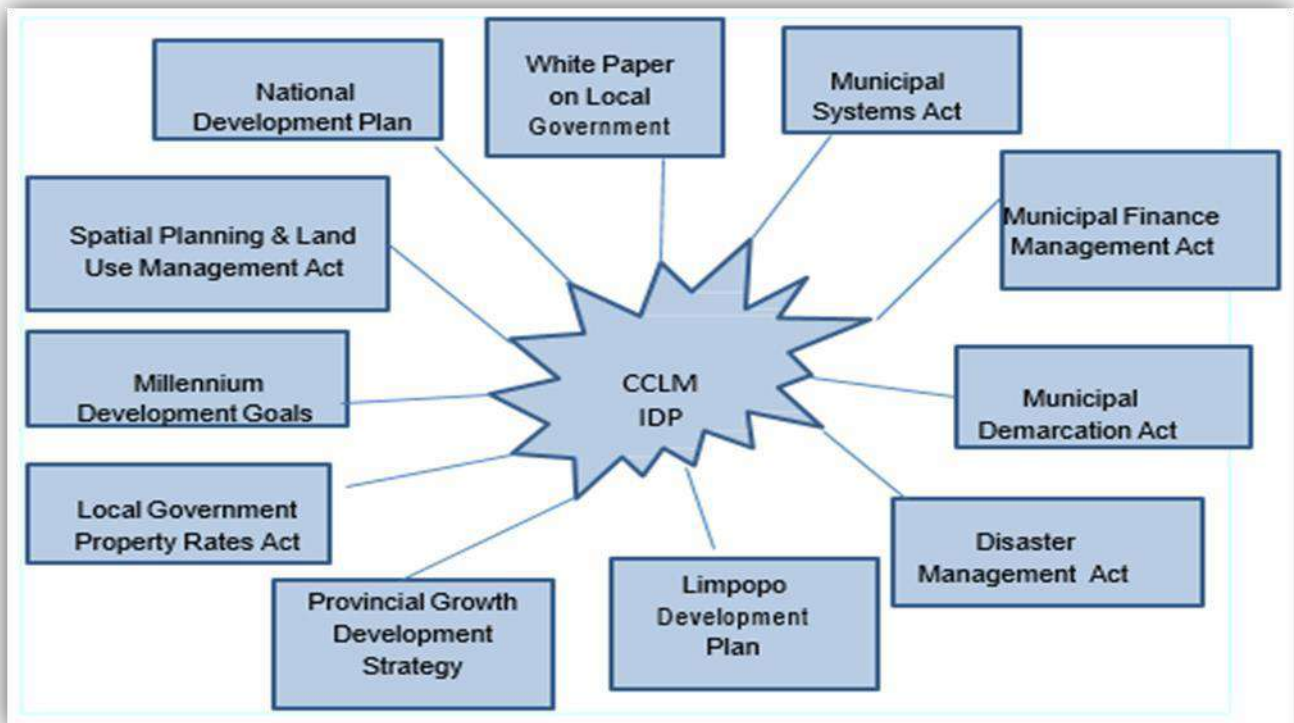
Section 16(2): of the Local Government: Municipal Finance Management Act (56 of 2003)- requires the Executive Mayor to table the budget at least 90 days before start of the financial year / 30 March.

Section 24(1) of the Local Government: Municipal Finance Management Act (56 of 2003) stipulates that approval of Annual budget by Council to be submitted 30 days before the start of the financial year to Council for consideration.

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.

FIGURE 1.5.: Legislative framework



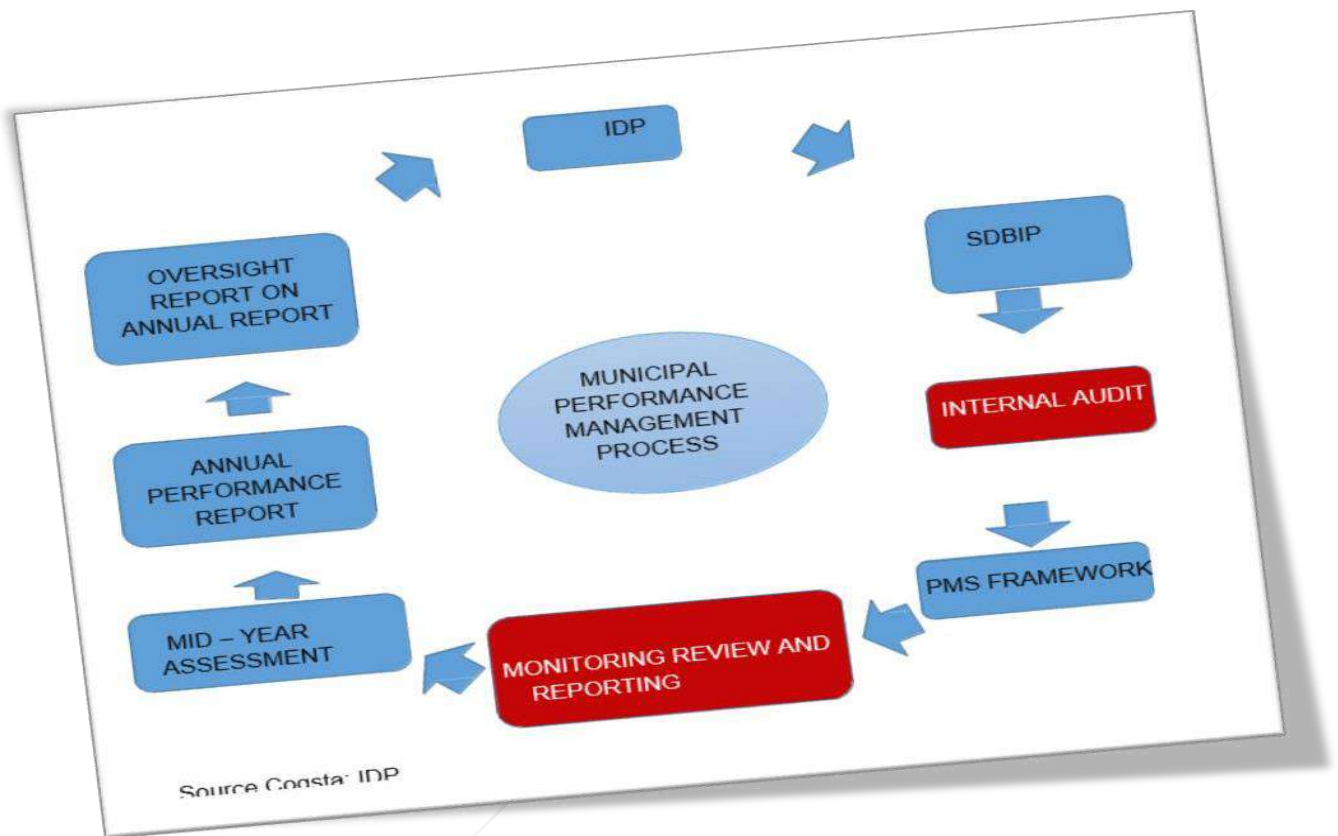
Source: COGHSTA

The IDP outlines an analysis of Collins Chabane Local Municipal area, and current trends and issues which are:

- ❖ 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 long term sector plans, as required by law, supporting and directing the work of different functional areas of the Municipality.
- ❖ The Municipality's overall strategy and implementation 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.

1.4. PLANNING FRAMEWORK

FIGURE 1.6.: IDP Framework



1.5. POWERS AND FUNCTIONS

Table 1: Overview of the power and functions the Municipality has in terms of Section 84(1) of the Municipal Structures Act, No 117 of 1998, and Section 156 of the Constitution of SA 108 of 1996 (Schedule 4-part B and Schedule 5-part B).

Table 1.1.: Powers and functions

Key Roles / Functions	Responsible
Primary	
Waste management, refuse removal, refuse dumps and solid waste disposal	Collins Chabane Local Municipality
Sports and recreation facilities	Collins Chabane Local Municipality
Traffic and parking law enforcement	Collins Chabane Local Municipality
Local Economic Development and Tourism	Collins Chabane Local Municipality
Air pollution	Collins Chabane Local Municipality
Building regulations	Collins Chabane Local Municipality
Electricity and gas reticulation	Collins Chabane Local Municipality
Municipal planning	Collins Chabane Local Municipality
Municipal public transport	Collins Chabane Local Municipality
Municipal public works, Roads and storm water	Collins Chabane Local Municipality
Billboards and the display of advertisements in public places	Collins Chabane Local Municipality
Cemeteries, funeral parlours and crematoria	Collins Chabane Local Municipality
Cleansing of Municipal Facilities & Horticulture	Collins Chabane Local Municipality
Control of public nuisances	Collins Chabane Local Municipality
Control of undertakings that sell liquor to the public	Collins Chabane Local Municipality
Facilities for the accommodation and burial of animals	Collins Chabane Local Municipality
Fencing and fences	Collins Chabane Local Municipality
Animal impounding	Collins Chabane Local Municipality
Local amenities	Collins Chabane Local Municipality
Markets and street trading	Collins Chabane Local Municipality

Municipal parks and beaches and amusement facilities	Collins Chabane Local Municipality
Noise pollution	Collins Chabane Local Municipality
Public Open Places control	Collins Chabane Local Municipality
Street lighting	Collins Chabane Local Municipality
Secondary	
Basic Services: water and sanitation	Water and sanitation – Vhembe District Municipality
Firefighting services	Vhembe District Municipality
Municipal health services	Vhembe District Municipality
Licensing and control of undertakings that sell food to the public	Vhembe District Municipality
Municipal abattoirs	Province
Child care facilities	Province
Housing	Province
Electricity	Eskom/ Municipality
Disaster management / Fire fighting	Province and District
Education	Province
Health and transport	Province
Roads	National and Provincial

Source: CCLM

1.6. INSTITUTIONAL STRUCTURES TO DRIVE THE IDP

In order to manage the drafting of IDP outputs effectively, Collins Chabane Local Municipality has 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 and 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.

1.7. IDP PLANNING PROCESS PLAN, ROLE AND PURPOSE

Local development objectives determined through the IDP process serve as the foundation for local governments' budgets, plans, and implementation activities. As a result, the IDP serves as the policy framework for service delivery, infrastructure development, economic growth, social development, environmental sustainability, and poverty alleviation. As a result, the IDP becomes a local representation of the government's plan of action, informing and being informed by strategic development plans at the National and Provincial levels of government.

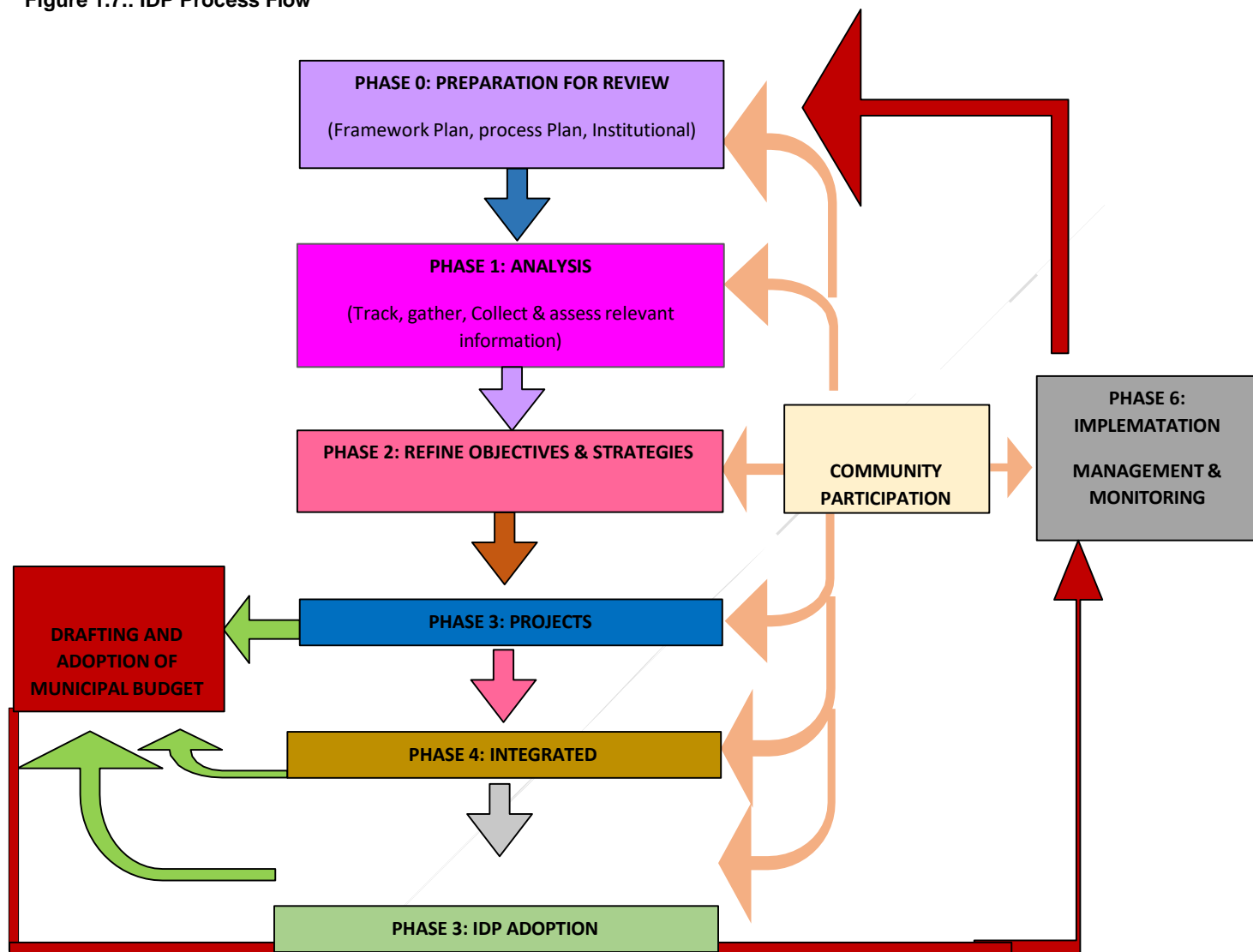
The provision of fundamental municipal services, measures for enhancing municipal capability, measures to help increase citizens' opportunities for earning a living, enterprise development, creating a dignified and secure living environment, and—most importantly—exploring novel approaches to coexisting are all areas of focus for the IDP.

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 and private community structures.

Moreover, in terms of Section 29 (2) & (3) of the MSA a District Municipality must develop an Integrated Development Framework for its area of jurisdiction, in close consultation with the Local Municipalities in that area. A Local Municipality must align its Process Plan with the Framework adopted in terms of Section 27 (i.e. District Framework Plan).

1.7.1. IDP District Framework and Process plan

Figure 1.7.: IDP Process Flow



IDP review and budgeting process

Preparation phase

Collins Chabane Local Municipality developed a Process Plan for the development of the IDP for 2024/25. The Process Plan was circulated internally to directorates. The IDP Representative Forum was held for comments and inputs to the community before it was adopted council.

1.7.2. DISTRIBUTION OF ROLES AND RESPONSIBILITIES

As mentioned before, the integrated development planning process is participatory in nature and requires input from various role-players, namely:

Table 1.2.: ROLES AND RESPONSIBILITIES

ROLE PLAYERS	RESPONSIBILITIES
PROVINCIAL GOVERNMENT	<ul style="list-style-type: none"> • Guide municipal integrated development planning process and requirements in terms of the most critical issues to be addressed, Provincial strategies, policies and programme and resource availability, legal requirements, and the need for Coordinated municipal and provincial integrated development and sector planning • Co-ordinate municipal integrated development planning, budgeting and implementation processes between Municipalities and between provincial and municipal sector planning, budgeting and implementation processes. • Support municipalities with integrated development planning, sector planning and integration of municipal actions with those of other spheres of government • Monitor the extent to which all the required and desired actions take/took place in the required format, as well as the contribution of the various (municipal and provincial) role players to the achievement of shared developmental objectives
VHEMBE DISTRICT MUNICIPALITY	<ul style="list-style-type: none"> • Ensure that all local issues within the powers and functions of the Local Municipality are considered during the process of IDP • Ensures horizontal alignment of the IDP's of the local municipalities in the district council area • Ensures vertical alignment between district and local planning; • Facilitate vertical alignment of IDP's with other spheres of government; and- preparation of joint strategy workshops with local municipalities, provincial and national role players. • Ensure participation of key role players within the Municipality during the alignment/District-wide strategic planning events
COLLINS CHABANE COUNCIL AND MAYORAL COMMITTEE	<ul style="list-style-type: none"> • Decide and adopt the process plan and the IDP • Ensure that all relevant stakeholders are involved • Develop cooperative relationships with stakeholders and communities; • Ensure that the development and review process is focused on priority issues raised by the community • Ensure that sector requirements are adhered to <ul style="list-style-type: none"> • Provide clear and accountable leadership and development direction; • Monitor the performance of municipal officials. • Approve Process Plan, Budget and IDP • Monitor the implementation of the budget and IDP through SDBIP
EXECUTIVE MAYOR	<ul style="list-style-type: none"> • Responsible for the overall management, co-ordination and monitoring of the whole process of the IDP Process • Chairs the IDP Steering Committee and Representative forum. • Chairs the Budget Steering Committee meetings.
SPEAKER	<ul style="list-style-type: none"> • Coordination of the community public participation • Mobilize the involvement of all stakeholders in the IDP Process • Coordinate the involvement of Councillors, CDW's, Ward Committee to participate in the IDP Program

ROLE PLAYERS	RESPONSIBILITIES
COUNCILLORS, WARD COMMITTEES & CDW's	<p>Councillors:</p> <ul style="list-style-type: none"> • Play a leading role in the IDP process. • Represents their constituency's needs and aspirations. • Mobilize community to participate in the IDP Process <p>The role of the Ward Committee is to:</p> <ul style="list-style-type: none"> • Identify the critical issues facing its area. • Provide a mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government. • Form a structure links between the IDP Representative Forum and the community of each area; and • Monitor the performance of the planning and implementation process concerning its area. <p>CDW's role is to:</p> <ul style="list-style-type: none"> • Assist communities with their needs and with the necessary information on what government is doing. • Provide information regarding the government work taking place in communities. They remain accountable to Councillors. • Link the communities with government services and relay community concerns and problems back to government structures. • Improve government-community networks.
AUDIT COMMITTEE	<ul style="list-style-type: none"> • Play advisory role to Municipal Council, Accounting Officer, and SMT on effective governance process and compliance with any applicable legislation. (MFM Act no. 56 of 2003, Section 166). • Oversee good governance practices within municipality including control environment and risk management systems. • Oversee workings of Internal and External auditors and evaluate their independence • Review as to whether the Five Year Rolling Strategic Audit objectives are aligned to the IDP objectives.
PERFORMANCE AUDIT COMMITTEE	<ul style="list-style-type: none"> • Review the process followed in drafting the integrated development plan. • Review the implementation of the integrated development plan. • Review the content of the integrated development plan. • Review the municipality's performance in relation to the KPIs and the targets of the municipality. • Assess/Evaluate performance of section 56 employees in relation to IDP KPI's • Report to the Audit Committee and Council on the results of the above-mentioned responsibilities.
MUNICIPAL MANAGER / IDP MANAGER	<ul style="list-style-type: none"> • Responsible for the day to day management of the planning process under consideration of time, resources, community and ensuring that involvement of all different role players, especially officials. • Prepare the process plan. • Ensures that timeframes are being adhered to, • Ensures that the planning process is horizontally and vertically aligned and complies with national and provincial requirements. • Ensures that conditions for participation are being met. • Ensure that the planning outcomes are being documented • Management of consultants
MUNICIPAL OFFICIALS	<ul style="list-style-type: none"> • Provide technical and expert input into sector plans and IDP.

ROLE PLAYERS	RESPONSIBILITIES
IDP TASK TEAM	<ul style="list-style-type: none"> • Facilitate the IDP process. • Review analysis, strategies, identify projects and integrate the plans or programmes. • Continuously liaise with the Steering Committee. • Provide technical and expert input into sector plans and IDP.
IDP STEERING COMMITTEE	<ul style="list-style-type: none"> • Provide terms of reference for various planning activities. • Commissions research studies. • Consider and comments on: <ul style="list-style-type: none"> - Inputs from sub-committees, study teams and consultants. - Inputs from provincial sectors departments & service providers.
IDP REPRESENTATIVE FORUM	<ul style="list-style-type: none"> • Stakeholders represent the interest of their constituents in the IDP process. • Forms a structured link with the municipality. • Ensure communication between all the stakeholders' representatives. • Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government, and • Monitor the performance of the planning and implementation process.
SERVICE PROVIDERS & SPECIALISED TEAMS	<ul style="list-style-type: none"> • Contribute information on plans, programmes and budget during the development and review process • Conduct tasks as commissioned by Steering Committee on identified gaps and make recommendations to the Steering Committee • Support the alignment procedures between the municipalities and other spheres of the government • Provide technical expertise

1.7.2.1. MECHANISM AND PROCEDURES FOR PUBLIC PARTICIPATION

The following means of communication will be used to inform the community about Public Participation Meetings: Local Newspapers, Local Radio Stations, Municipal Bill Boards, Microsoft Teams and Website etc. The medium of instruction will be the language understood by the general community.

The venue, times for public meetings will be communicated at least three weeks before the commencement of the Public Participation meetings via the Ward councilors and Local Newspapers. The IDP & Budget documents are made available in all Libraries across the Municipal area three weeks before commencement of Public Participation meetings.

Before the start of the meetings, the Department of Public Safety will assess the environment and possibilities of any protest or disruptions of meetings in order to come up with contingency plan.

1.7.2.2. MECHANISM AND PROCEDURE FOR ALIGNMENT

Vhembe District Municipality has established the district wide IDP coordination meetings which are attended by all Local Municipalities within its jurisdiction, CoGHSTA and other sector Departments. These meetings are served to align the District Framework with the Local Municipality's IDP and Budget Process Plans.

CoGHSTA also coordinates all the sector departments within Limpopo Province to present their respective plans in order to ensure that there is alignment of plans and programs under different phases of government.

The process plan for the Collins Chabane Local Municipality is guided by the Vhembe District IDP Framework as adopted by Vhembe District Municipality during a council. This is to ensure proper district alignment with all the strategic plans. The IDP Process Plan for Collins Chabane Local Municipality for 2024/25 financial year was also presented and adopted at a Rep Forum held in **19 August 2023**. It was then approved and adopted by Municipal Council on the **30th August 2023**.

1.7.3. **IDP PROCESS PLAN**
Colour Coating according to different Departments



Integrated Development Planning



Performance Management



Budget



VDM

Table 1.3.: Process Plan

PROCESS PLAN						
ANALYSIS PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	Senior Management	Signing of Performance agreements	Signing of performance agreements Within 30 days of the beginning of the F/Y/ of appointment	Submissions	Senior Managers	31 July 2023
	District IDP Managers Forum	IDP/Budget Process Plan for 2023/2024 Financial Year	Engagements on IDP/Budget/PMS Plan Process	Meeting	District IDP Managers	13 July 2023
	Steering Committee Meeting	IDP/Budget Process Plan for 2023/2024 Financial Year	Engagements on IDP/Budget/PMS Plan Process	Meeting	Senior Managers and Managers	03 August 2023
	Portfolio Committee	IDP/Budget Process Plan for 2023/2024 Financial Year	Consideration of Draft IDP/Budget Plan Process	Meeting	Planning Managers	15 August 2023
	Rep Forum	IDP/Budget Process Plan for 2023/24 Financial Year	Consideration of Draft IDP/Budget Plan Process	Meeting	All members of the Rep Forum	25 August 2023
	EXCO	IDP/Budget Process Plan for 2023/2024 Financial Year	Consideration of IDP/Budget Plan Process	Meeting	All members of EXCO	22 August 2023

	Council	Tabling of IDP/Budget/PMS Process Plan to Council	Consideration of IDP/Budget Plan Process	Meeting	All Municipal Councillors	30 August 2023
	PMS	Submission of Annual Performance Report	Submission of the Annual Performance Report to AGSA & Relevant Provincial Departments	Submissions	PMS Manager	31 August 2023
	PLANNING STAGE					
	Ward Clusters	Ward Cluster Need Analysis meetings	Consideration of Community Needs and analysis and priorities	Meeting	All Councillors, Management, relevant Officials, ward committees & General Public	17-20 October 2023

STRATEGIC PHASE

STRATEGIC PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	Steering Committee	Review of Vision, Mission & Strategies	Consideration of the Review of Vision, Mission, & Strategies	Meeting	Senior Managers and members of the steering committee	02 November 2023
	Municipal Strategic Planning	Review of Municipal vision, mission and Strategic objectives	Consideration of Vision, Mission and Strategies	Meeting	Mayor, Municipal Manager, Senior Management, Management, Traditional Leadership & Councillors	06 December 2023 - 08 December 2023
	VDM Strategic Planning Session	Review of Municipal vision, mission and Strategic objectives	Developing Strategies & Setting Objectives of the Municipality	Workshop	District and Local Municipality's Mayors Municipal Managers, Senior Management, Management, Traditional Leadership & Councillors	January 2024
	Council BTO/Corporate Services (PMS)/ MM Office (IDP)	Mid -Year Financial and Non -Financial Report	Compilation of the Mid-Year Financial and Non-Financial Report	Submission to the Mayor, Treasuries & COGHSTA	BTO/Corporate Services Council	January 2024
		Annual Report	Tabling of Annual Report by the Mayor	Meeting	Council	January 2024
	Steering Committee	Projects list & Budget Estimates	Compilation of the Projects list & Budget Estimates	Meeting	Senior Managers, Managers from Municipal Departments	01 February 2024
	Portfolio Committee	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of	Meeting	Members of Portfolio Committee	13 February 2024

			Vision, Mission, & Strategies			
	EXCO	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of Vision, Mission, & Strategies	Meeting	Management, relevant Officials & Councillors	23 February 2024
	Council	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of Vision, Mission, & Strategies	Meeting	Councillors	29 February 2024

PROJECT PHASE

PROJECT PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	Council	Mid-year Budget Review / Adjustment Budget	Consideration of the Mid-year budget adjustment and submission to Provincial & National Treasuries	Submission	Council	29 February 2024
	Council	adjustment SDBIP	Consideration of the Mid-Year adjustment SDBIP	Submission	Council	29 February 2024
	BTO & IDP	Capturing of projects	Capturing of IDP projects in the Mscoa Financial System	Mscoa Financial System	IDP Manager	04 March 2024

	Portfolio Committee	Screening of Projects & Budget Estimates	Consideration of the Projects list & Budget Estimates	Meeting	Members of Portfolio Committee	13 March 2024
	EXCO	Screening of Projects & Budget Estimates	Consideration of the Projects list & Budget Estimates	Meeting	All members of EXCO	22 March 2024
	Council	Draft adoption of IDP, Budget, Approval of the oversight report of the annual report	Adoption of Projects from Sector Departments, Parastatals, Draft IDP & Budget	Meeting	Council	29 March 2024
		Submission of annual report	Submission of the MPAC oversight report of the annual report	Submission	Council	

INTEGRATION PHASE

INTEGRATION PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	IDP and Budget	Submissions of Draft	Submission of Draft IDP and Draft Budget to National Treasury and COGHSTA MEC within 10 days of adoption	Submission	IDP Manager, Budget Manager and MEC: CoGHSTA	01 April 2024
	IDP & BTO	Publicising Draft 2023/24 IDP and Budget Review documents	To advertise IDP & Budget documents for public inputs, comments and	Notice	IDP Manager and Budget Manager	03 April 2024

			suggestions (21 Days)			
	Steering Committee	Consolidation / Integration of Projects & Programmes Inputs	Consideration of Integration of Projects & Programmes	Meeting	Senior Managers and members of the steering 2023committee	08 April 2024
	Representative Forum/ Public Participation	Public Consolidation / Integration of Projects & Programmes Inputs	Public Consideration of Integration of Projects & Programmes	Meeting	Mayor and All Municipal Stakeholders	16-19 April 2024

APPROVAL PHASE

APPROVAL PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	Provincial Treasury	Budget Assessment Engagement	Consideration of Assessment report on the Draft Budget, IDP & Procurement Plan	Meeting	National & Provincial Treasuries, Coghsta, Salga, Senior Managers, Managers	May 2024
	District IDP Managers Forum	Approval phase	Implementation of the process plan and approach to Final IDP	Meeting	IDP Managers	May 2024
	Portfolio Committee	Final IDP, Budget, Tariffs, Risk Register, Budget Related Policies	Consideration of Final IDP/Budget	Meeting	All members of Portfolio	16 May 2024
	EXCO	Final IDP, Budget, Tariffs, Risk Register, Budget Related Policies	Consideration of Final IDP/Budget	Meetings	All members of EXCO	22 May 2024
	Council	Final IDP, Budget, Tariffs, Risk Register, Budget Related Policies	Adoption of Final IDP/Budget	Meetings	All Municipal Councillors	31 May 2024
	IDP and Budget	Submissions of mSCOA data strings	Submission of IDP and Budget data strings on the National Treasury Local Government database	Submission	IDP Manager and Budget Manager	02 June 2024
	IDP and Budget	Notice	Public notice of IDP and Budget must be placed in the public media	Publication	IDP Manager and Budget Manager	07 June 2024

	IDP and Budget	Submissions	Submission of IDP and Budget to National Treasury and COGHSTA MEC within 10 days of adoption	Submission	IDP Manager, Budget Manager and MEC: CoGHSTA	10 June 2024
	PMS	Submission of SDBIP	Mayor to sign the SDBIP 28 days after the approval of the IDP and Budget and submit to CoGHSTA, Provincial and National Treasury	Submission	PMS Manager and Mayor	30 June 2024

1.7.4. Summary of Process Plan Implementation

1.7.4.1. Analysis Phase

According to the Municipal Systems Act 32 of 2000 (28) (1), Each municipal council, within a prescribed period after the start of its elected term, must adopt a Process Plan set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

During the month of **July – August**, the Draft Process Plan is prepared through all mechanisms and procedures such as IDP/ Budget Steering Committee and Public Participation set out but Chapter 4 of the MSA. After Public Participation, Council adopts the Final Process Plan as the road map for the IDP/Budget review process with council resolution by **August** every year.

Still on the Analysis Phase, during the month **September - October**, an in-depth diagnosis assessment is done by the Municipality in relation to the levels of development, service delivery gaps or challenges, causes of existing problems, identification of priority issues (issues that needed to be addressed first), and available resources to help deal with identified challenges or problems.

To ensure that all stakeholder and the community at large receives first-hand information, the Municipality also uses Local News Papers, Municipal Websites, WhatsApp Group, Virtual Meetings and Local Radio Stations.

The Municipality conducted extensive Representative Forum and Public Participation meetings for the identification of Community Needs and Priorities. The Municipality advertised scheduled Rep Forum and Public Participation Meetings on the Local News Paper and Radio Station as per the MSA (no. 32 of 2000). Ward Councilors were tasked to inform all the stakeholders in their wards. Traditional Leaders, community members, NGOs, Parastatals, and Sector Departments were invited to attend the Public Participation meetings.

Table 1.4.: Analysis Phase Rep Forum

DATE	VENUE	WARDS	TIME
17 October 2023	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
18 October 2023	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00
19 October 2023	Vuwani Town Hall	7, 8, 9, 11, 12 & 14	10H00
20 October 2023	Njhakanjhaka Town Hall	1, 2, 3, 4, 5, 6 & 10	10H00

During this phase, the aim is to get an understanding of the existing service delivery challenges and the community needs within the Municipality (situational analysis). Ward Councilors, ward committees and CDWs were requested to review their Priority Needs and Community Based Planning (CBP) documents.

1.7.4.1.1. Community Based Planning (CBP) and Municipal Priorities

The following table outlines and summaries the challenges and service delivery priorities of wards:

Table 1.5.: CBP

PRIORITY AREA(S)	NEEDS/ ISSUES	WARD(S)
Water	Insufficient water supply infrastructure Insufficient Bulk water supply infrastructure Water Reticulation Insufficient Reservoirs	All Wards 1-36
Sanitation	Insufficient sanitation Lack of bulk sewerage infrastructure VIP Toilets	All Wards 1-36
Roads / Streets and bridges	Opening of streets Rehabilitation of streets Re-gravelling and grading. Tarring of roads.	All Wards 1-36
Human Settlement	Provision of land for housing development Provision of houses Rental stock Houses	All Wards 1-36
Education	Provision of schools. Renovation of schools. Replacement of mud schools.	All Wards 1-36
Health	Provision of Clinics. Provision of Health Centers. Provision of Mobile Clinics	All Wards 1-36
Energy	Proper installation of electricity Extensions Power Failure High mast lights	All Wards 1-36

PRIORITY AREA(S)	NEEDS/ ISSUES	WARD(S)
Economic Growth and Development	Job creation Construction of business centers Upgrading of land tenure Provision of Market Stalls Farming Market opportunities	All Wards 1-36
Transport / Road	Lack of Testing Stations Lack of information canterers Lack of Buses Establishment and upgrading of bus and taxi ranks	1,2,4,5,6,7,8,9,11,12,13,14,15,16,17,19,20,21,22,23,25,26,27,28,29,31,32,33,34,35,36.
Waste disposal sites	Construction of waste disposal sites. Establishment of Recycling Centers.	All Wards 1-36
Safety and Security	Provision of Satellite Police Stations. Construction of Police Stations.	10,23,34
Disability facilities	Construction of disability center	36
Spatial Planning and Land Use Management	Formalization of Land Tenure Upgrading. Servicing of sites. Fast racking Land Claims.	All Wards1-36
Social Development	Provision of Pay points.	All Wards 1-36
Community Services	Provision of Sports Facilities. Construction of recreational halls. Construction of Library. Provision of Thusong Centers.	7,9,10,12,18,19,20,22,23,24,28,33,34,35,36

1.7.4.2. Strategy Phase

A strategic planning session was held on the **11-13 December 2023**. It comprised of Portfolio Heads, EXCO, Municipal Manager, Senior Managers, Managers and Officials to discuss the future development direction and strategies of fulfilling Collins Chabane Local Municipality's vision, mission statement and strategies have not changed and this aimed to fulfil objectives of service delivery through the Integrated Development Planning. Strategies were developed to address the Community's Needs, through identifying priority needs and coming up with projects to address them. The Municipal Strengths Weaknesses Opportunities and Threats (SWOT) analysis was reviewed to project the status quo of the Municipality.

1.7.4.3. Project Phase

During the month of **07 March 2024**, proposed projects which are informed by Situational Analysis and resolutions from the Strategic Planning Session were submitted by Municipal Departments/ Directorates to the IDP/Budget units. Spatial Planning, Community Services and Technical Services are very critical in providing support to ensure proper implementation and management for effective service delivery. This process assist in coming up with multi-year projects including new ones which form part of the Draft IDP. All the Technicians are requested to cost the projects correctly to avoid shortages of funds during implementation phase. Most capital projects are prioritized and budgeted under the Municipal Infrastructure Grant (MIG).

1.7.4.4. Integration Phase

During the month of **March 2024**, an integration of capital projects is done informed by the vision, objectives and strategies developed and resources available for the effective implementation of the project in the IDP. The exercise to integrate capital projects was aimed to put more emphasis on the management strategic planning resolutions. However, as part of the integration phase, the District Strategic Planning Workshop will be held during **April 2024** where various Sector Departments to further align sector plan with the IDP.

Vhembe District Municipality will host its Rep Forum **April 2024**. The District Municipality together with sector departments will present projects that will be implemented around Collins Chabane Local Municipality.

1.7.4.5. Approval Phase

The **2024/25 (Draft) IDP** was then tabled before Portfolio Committee on 15 March 2024, Executive Committee on 19 March 2024. The Draft IDP will then be tabled to Council on March 2024 for adoption and approval for public participation with Council Resolution Number:

IDP Public Participation to present the Draft IDP is held in clusters wherein the Municipal Jurisdiction.

Table 1.6.: Approval Phase Public Participation Schedule:

DATE	VENUE	WARDS	TIME
15 April 2024	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
16 April 2024	Vuwani Town Hall	7, 8, 9, 11, 12 & 14	10H00
17 April 2024	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00
18 April 2024	Njhakanjhaka Town Hall	1, 2, 3, 4, 5, 6 & 10	10H00

All stakeholders were represented and adopted the Draft IDP with comment that were incorporated into the Final IDP document. The **2024-25 Final IDP** will be Adopted by Council on **30th May 2024**.

SECTION A: ANALYSIS PHASE

CHAPTER 2: DEMOGRAPHIC DIVIDEND

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

2.1. POPULATION PROFILE

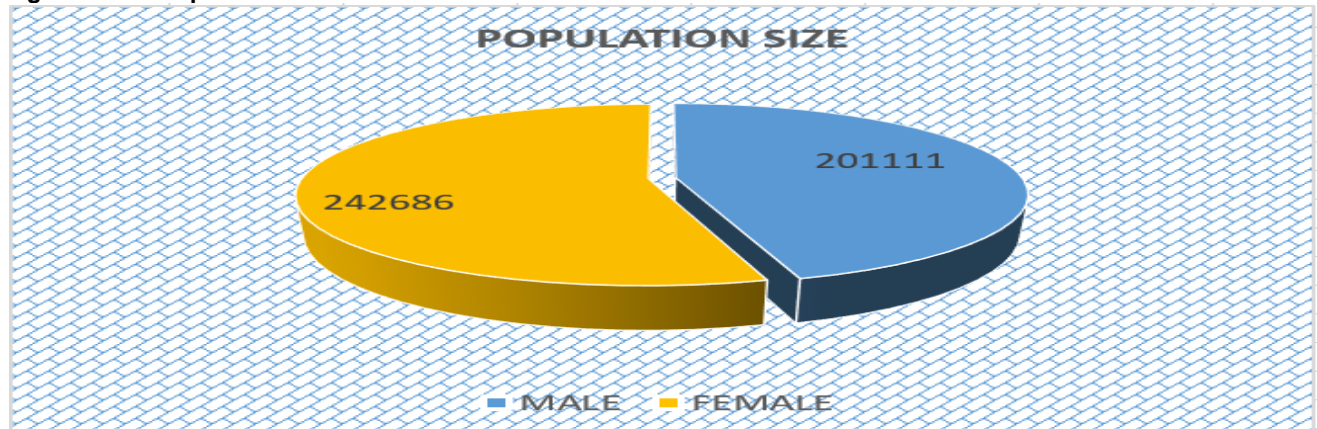
A thorough examination of the demographic traits and patterns within a particular group is referred to as a population profile. Population size, age distribution, gender ratio, population composition, and population groups and migration are only a few of the data included in this document. The table below gives a snapshot of the whole population dynamics.

Name	2022	2011	Name	2022	2011
Total population	443 798	328 529	Higher education (20+ years)	7,9%	7,0%
Young children (0-14 years)	35,5%	37,7%	Number of households	108 160	83 951
Working age population (15-64 years)	57,7%	55,8%	Average household size	4,1	3,9
Elderly (65+ years)	6,8%	6,5%	Formal dwellings	91,0%	79,6%
Dependency ratio	73,4	79,3	Flush toilets connected to sewerage	19,0%	7,8%
Sex ratio	82,9	78,8	Weekly refuse disposal service	15,0%	7,1%
No schooling (20+ years)	18,6%	23,0%	Access to piped water in the dwelling	18,8%	9,5%
			Electricity for lighting	96,2%	86,3%

2.1.1. Population Size

Figure 2.1.1. Below, indicates a population of approximately **443 798** people residing at Collins Chabane Local Municipality according to Stats SA **Census 2022**. The table shows that the population is unequal by gender or sex. The demographics suggests that there are more **Females (242 686) (55%)** than **Males (201 111) (45%)**.

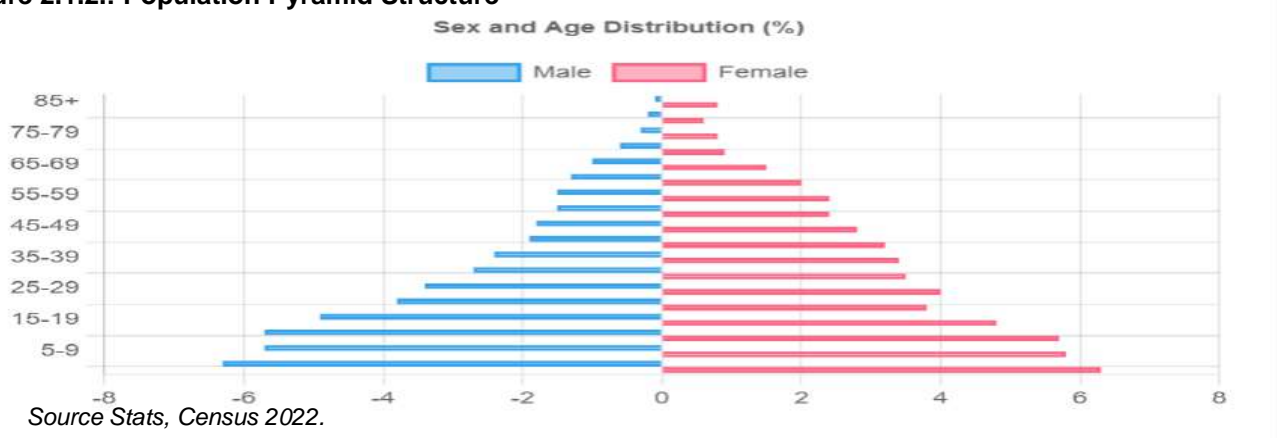
Figure 2.1.1.: Population Size



2.1.2. Population Structure

The Population Pyramid suggests that more than half of the population in Collins Chabane Local municipality are children (0 -14 years) and Youth (15 – 34 years). This further emphasizes that the future projection of the population is youthful and majority being women. Most of the plans must be youth based with gender equality at the forefront.

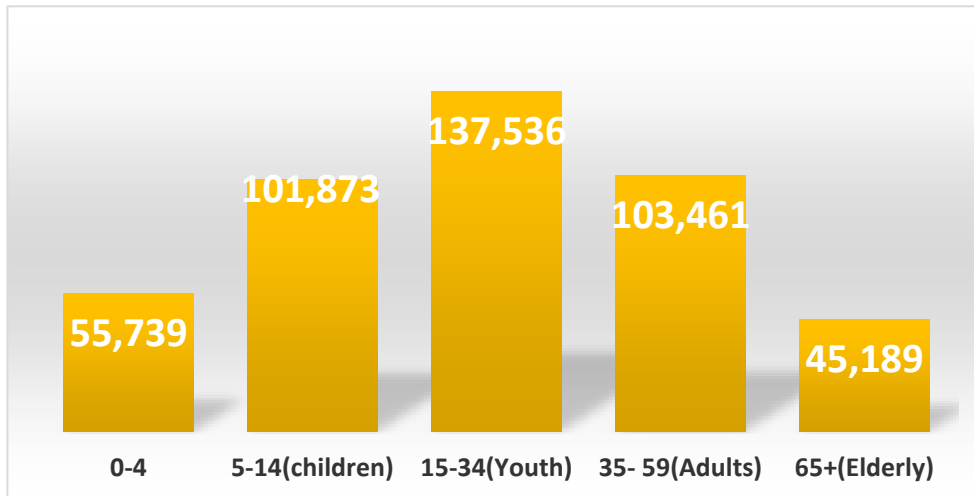
Figure 2.1.2.: Population Pyramid Structure



2.1.3. Population Composition

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 2.2.1., it is evident that the population in Collins Chabane Local Municipality is relatively youth.

Figure 2.2.1.: Population by Age



Source: Census 2022

Further, the figure above 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.

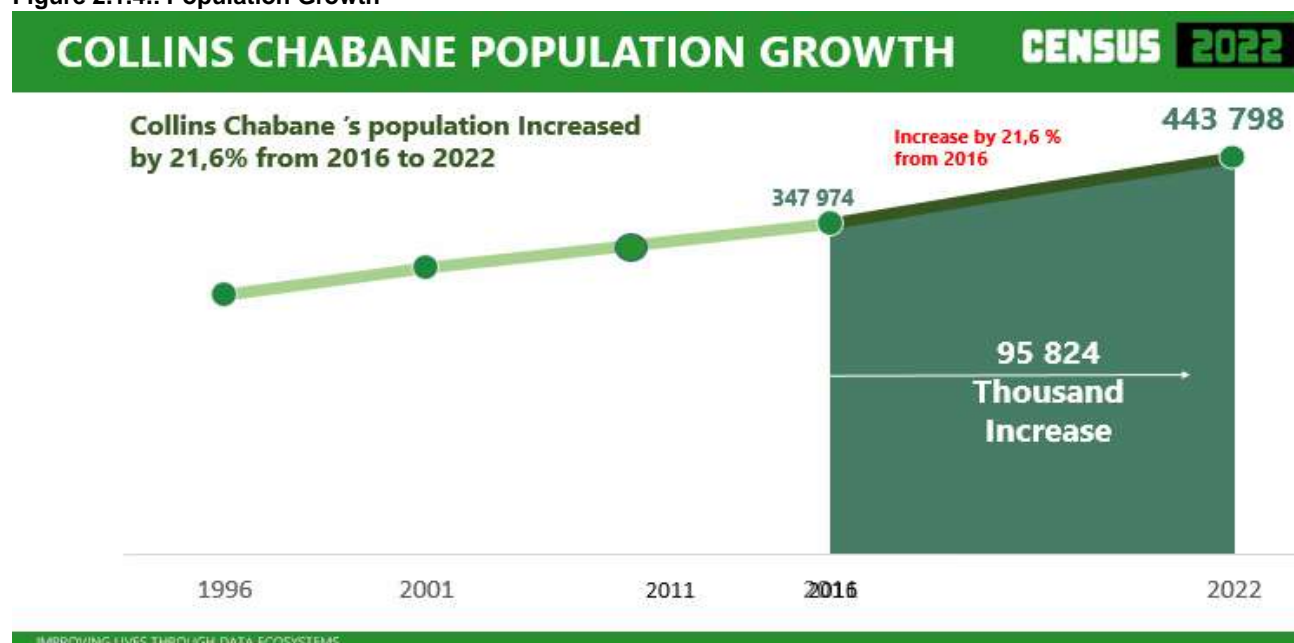
This point out the following;

- 2.1.4. The need for the Department of Education to provide basic education facilities.
- 2.1.5. The need for the creation of recreational facilities.
- 2.1.6. The need for improved basic service delivery.
- 2.1.7. The need for and job creation.
- 2.1.8. The need to establishment of townships to cater for the maturing youth.
- 2.1.9. The need for expansion of CBD and Business- Park.
- 2.1.10. The need for road expansions and creation of intermodal transport facilities.
- 2.1.11. The need to improve and provision of health care facilities

2.1.4. Population Growth

Population growth is a key factor in the development and planning of any municipality. Understanding population growth patterns and trends in Collins Chabane Local Municipality is crucial for effective planning and resource allocation. Hence, population projections in small areas have long been an important element in the urban and regional planning processes because of how it drives the change in demands for resources and involves the discussion of smart growth, comprehensive planning, and growth management in urban planning. It is an important aspect to consider in various fields, such as urban planning, healthcare, and environmental sustainability. Urban planning requires accurate population projections to effectively allocate resources and plan for infrastructure development. Healthcare systems need to anticipate population growth to ensure sufficient healthcare facilities and services are available to meet the needs of a growing population. Environmental sustainability relies on understanding population growth patterns to effectively manage resources and mitigate the impact of human activities on the environment. Furthermore, population growth can have significant social and economic implications. It can lead to increased demands for housing, transportation, and utilities, putting pressure on infrastructure systems. The figure 2.1.4. below shows population growth.

Figure 2.1.4.: Population Growth



Source: Census 2022.

The total population of CCLM has increased from the Community Survey 2016 by **21.6%** amounting to **95 824** population increase. This brings more issues of service delivery challenges. This means more land residential purposes must be made available, this increases the backlog on water and sanitation, electricity, housing and roads. This might bring a need for expansions of public amenities and calls for intermodal transport systems to cater for the rapidly increasing population within the municipal jurisdiction.

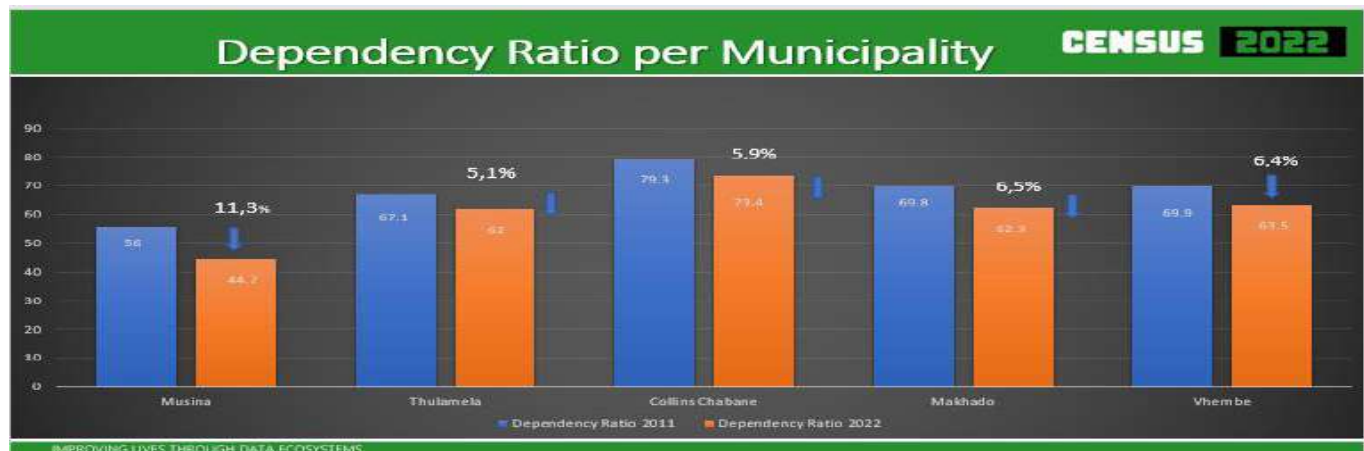
2.1.5. Dependency Ratio

The population dependency ratio is a demographic indicator that measures the ratio of dependent individuals to the working-age population in a given area. This ratio is important for understanding the economic and social implications of an aging population. The population dependency ratio in Collins Chabane Local Municipality is a critical factor for assessing the economic and social implications of an aging population. The population dependency ratio is calculated by dividing the number of individuals who are considered dependents (typically children and elderly) by the number of individuals who are considered to be in the working-age population.

CCLM Dependency ratio has decreased by **5.9%** from the Census 2011. This suggests a favorable trend in Collins Chabane Local Municipality toward less reliance on the working-age population. The dependency ratio has decreased, indicating a decline in the percentage of the population that depends on people of working age for sustenance. Improvements in the municipality's job market, healthcare system, and educational system may be to blame for this. Additionally, as more people are able to actively participate in the economy and support themselves, the decline in the dependency ratio may also point to a general improvement in the municipality's social and economic conditions.

This indicates that the populace is becoming more self-sufficient due to work, local economic empowerment, and educational credentials that are marketable. Additionally, this helps the indigent register. The dependency ratio will continue to decline, the CCLM economic status will rise, and there will be a direct decrease on the indigents register with ongoing educational awareness, employment, and economic empowerment. This translates into increased revenue and the reallocation of funds intended to assist those unable to pay for essential services. This trend is represented on **Figure 2.1.5.** below:

Figure 2.2.2.: Dependency Ratio



Source: Census 2022.

2.2. POPULATION CHANGES

Population changes at CCLM have significant implications for various aspects of community life, including infrastructure development, service provision, and social dynamics. Hence, population projections in small areas have long been an important element in the urban and regional planning processes because of how it drives the change in demands for resources and involves the discussion of smart growth, comprehensive planning, and growth management in urban planning

2.2.1. Population Groups

The population in Collins Chabane Local Municipality is comprised of various population groups, reflecting the diversity of the region. According to Census 2022, it was found that the population is comprised of different population groups. These population groups include: African, Coloured, Indian/Asian, and White. The African population group is the majority with **441 912 (99.6%)** in Collins Chabane Local Municipality, accounting for the largest percentage of the population. The Coloured population group is the second largest with **584 (0.1%)**, followed by the Indian/Asian with **563 (0.1%)** and White population groups with 543 and the other groups amounting to **181 (0.0%)** combined. There is a significant level of interaction and integration among these population groups in Collins Chabane Local Municipality. This is evident through various social, cultural, and economic activities where individuals from different population groups come together and collaborate. Furthermore, it was observed that each population group in Collins Chabane Local Municipality has its own unique cultural practices, traditions, and languages. These cultural differences contribute to the rich diversity and harmonious coexistence within the municipality. These findings highlight the importance of promoting inclusivity and respecting the cultural diversity within Collins Chabane Local Municipality. Table 2.2.1. shows all figures below;

Figure 2.2.1.: Population Groups

Name	Frequency	%
BLACK AFRICAN	441 912	99,6%
COLOURED	584	0,1%
INDIAN/ASIAN	563	0,1%
WHITE	543	0,1%
OTHER	181	0,0%

Source: Census 2022

2.2.2. Migration

People have various reasons for moving from one area to another. 0.54% of people move to the Vhembe district due to educational reasons as indicated in table 3.9 below. Job opportunity reasons attracted 0.88% in the district of which Musina local municipality (LM) attracted 0.49% followed by 0.18% of Thulamela, 0.17% Makhado and 0.04% CCLM.

Table 2.1.: Main reason for moving to the current place by geography hierarchy for Person Weight					
	Musina	Thulamela	Makhado	Collins Chabane	Vhembe District
Divorce/Separation	114 (0.01%)	332 (0.02%)	142 (0.01%)	176 (0.01%)	764 (0.05%)
Education(e.g. Studying; schooling; training)	675 (0.05%)	4562 (0.33%)	1521(0.11%)	754 (0.05%)	7512 (0.54%)
For better municipal services	23 (0.00%)	167 (0.01%)	114 (0.01%)	47 (0.00%)	351 (0.03%)
Health(e.g. poor/ill health)	93 (0.01%)	138 (0.01%)	246 (0.02%)	88 (0.01%)	565 (0.04%)
High levels of crime	-	32 (0.01%)	13 (0.00%)	91(0.01%)	135 (0.01%)
Job loss/retrenchment/contract ended	226 (0.02%)	208 (0.01%)	388 (0.03%)	128 (0.01%)	950 (0.07%)
Job transfer/take up new job opportunity	2276 (0.16%)	1339 (0.10%)	1002 (0.07%)	667 (0.05%)	5285 (0.38%)
Look for paid work	6810 (0.49%)	2443 (0.18%)	2416 (0.17%)	608 (0.04%)	12277 (0.88%)
Moving as a household with a household member (for health	1450 (0.10%)	1376 (0.10%)	1074 (0.08%)	782 (0.06%)	4682 (0.34%)
Moving to live with or be closer to spouse (marriage)	2218 (0.16%)	6855 (0.49%)	3853 (0.28%)	3333 (0.24%)	16260 (1.17%)
New dwelling for household	1714 (0.12%)	3298 (0.24%)	2646 (0.19%)	2155 (0.15%)	9814 (0.70%)
Other business reasons(e.g.expansion of business)	8 (0.00%)	139 (0.01%)	150 (0.01)	75 (0.01%)	372 (0.03%)
Political instability/religious conflict/persecution	73 (0.01%)	49 (0.00%)	98 (0.01%)	156 (0.01%)	376 (0.03%)
Retirement	144 (0.01%)	59 (0.00%)	99 (0.01%)	34 (0.00%)	335 (0.02%)
Start a business	55 (0.00%)	49 (0.00%)	69 (0.00%)	139 (0.01%)	313 (0.02%)
Other - Not specified	116131	476191	402896	338740	1333958
	(8.33%)	(34.16%)	(28.90%)	(24.30%)	(95.70%)
Population	132009	497237	416728	347974	1393949

Source: Stats SA, Community Survey 2016

The table above shows Thulamela Local Municipality leading in terms of educational inwards migration by 0.33% followed by Makhado local municipality with 0.11%. Musina local municipality is leading in terms of jobs transfer and new job opportunities as indicated in table 3.9 below. This should be of great concern for Collins Chabane Local Municipality to attract investors to develop institutions of higher learning, massive development for economic activities, improve tourism facilities and township establishments to enable people to migrate to CCLM for various activities. These will also assist in the municipal GDP.

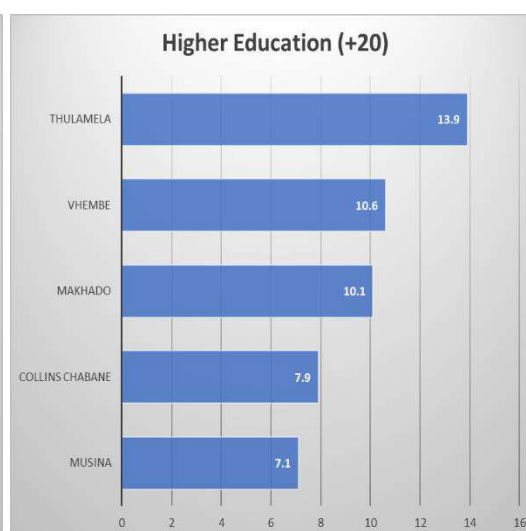
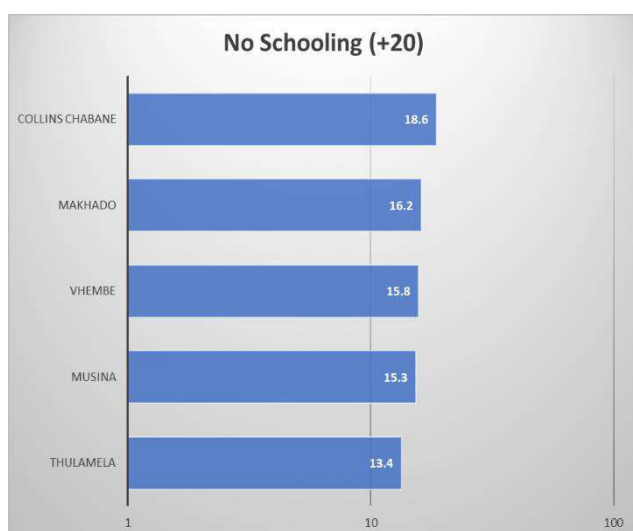
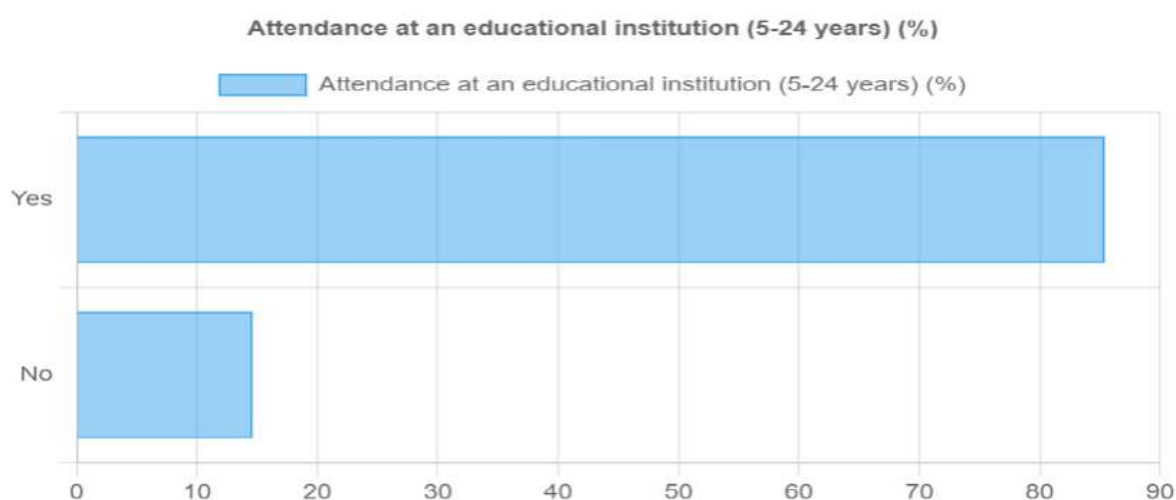
2.3. EDUCATION

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 grievous concern. Provision of services such as water, sanitation and electricity in school is still a challenge.

2.3.1. EDUCATION PROFILE

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

There are 132 Adult Basic Education & Training (ABET) centers and 1 University. The rendering of quality education in the district is negatively affected by dilapidated and shortage of classrooms and administration blocks, lack of electricity, dilapidated and shortage of toilets.



2.3.2. Education Norms and Standards

According to the Education Norms and Standard, a school should be situated within a radius of 5km from the community it serves and the total walking distance to and from school may not exceed 10 km. Learners who reside outside the determined feeder zone may be provided with either transport or hostel accommodation on a progressively phased and pro-poor basis. The norms and standard for teaching is the Ratio of one (1) Teacher per fourth (40) Learners in Primary and one (1) teacher per thirty-five (35) learners in secondary school, and every learner should have access to minimum set of text books.

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

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

Table 2.3.2.: Public Ordinary Schools – Norms and Standards Backlogs

Vhembe District (898 Schools)			
		Yes	No
Core Education Infrastructure	Access to Sport Fields	375	523
	Access to Halls	161	737
	Access to Libraries	50	848
	Access to Laboratories	39	859
	Access to Electronic Connectivity	0 Schools have access to Wi-Fi for the use of the learners education	
	Minimum Classroom Requirement	611	287
Health and Safety	Perimeter Fencing	877	21
	No Access to Sanitation Facilities	All Schools in the Province have access to some form of sanitation	
	Access to Appropriate Facilities - No Pit Toilets	146	-
	Access to inappropriate Sanitation Facilities (Pit Toilets Only)	179	-
	Access to both appropriate and inappropriate sanitation facilities	569	-
	Building Built with Inappropriate Construction Material	107	791
	Access to Electricity	898	0
	Access to Water	898	0

Source: Dept. of Education, 2017/18

The municipality has identified with a great concern the high number of 569 schools within the area which are still utilizing pit toilets as a sanitation facility. This challenge can be resolved in the following manner:

1. Educate children about toilet use
2. Employ sanitation facility management teams
3. Build proper water toilet facilities.

Table 2.3.3.: Grade 12 Learner performance by District, 2019/11

Exam Date	District	2019 Wrote	2019 Passed	2019 % Pass	2019 Bachelor	2019 % BACH	2019 Diploma	2019 % Diploma	2019 H-Cert	2019 % H-Cert	2019 NSC	2019 % NSC
201911	VHEMBE EAST	11 466	9 349	81.5	3 669	32.0	3 350	29.2	2 328	20.3	2	0.02
201911	VHEMBE WEST	7 947	6 355	80.0	2 408	30.3	2 324	29.2	1 623	20.4	0	0.00
201911	LIMPOPO	70 847	51 855	73.2	19 022	26.8	18 558	26.2	14 270	20.1	5	0.01

Source: Limpopo Department of Education, 2019

Majority of learners 5.47 are in public schools than private school with 0.34 of learner in the Collins Chabane Local Municipality as indicated in table 6.36 below.

Table 2.3.4.: Educational institution type for person weight per percentage (%)			
Municipalities	Public (government)	Private (independent)	Do not know – Unspecified
Vhembe	19.97	2.13	27.90
Musina	1.46	0.15	3.12
Thulamela	7.03	0.99	9.81
Collins Chabane	5.47	0.34	6.68
Makhado	6.01	0.65	8.29
Source: Stats SA, Community Survey 2016			

Table 2.3.5.: 2018 LEARNER ENROLLMENT AND INDEPENDENT SCHOOLS		
Local Municipalities	Independent schools	Learner enrollment
Collins Chabane	6 schools	3240

Source: Department of Education

Table 2.3.6.: Early Childhood Development Centers(ECD)	
Local Municipalities	ECD CENTRES
Collins Chabane	111

Challenges:

- Mushrooming of ECD Sites,
- Lack and poor infrastructure and
- High illiteracy rate

2.3.2.1. National School Nutrition Programme (NSNP)

The main objectives are to provide nutritious meals to targeted learners for all school going days in a financial year, facilitate the establishment of food production projects through capacity building workshops and to promote healthy living style and nutrition education through workshops on food safety, hygiene and healthy living habits. Challenges are:

- No proper infrastructural facilities in schools for food
- Storage and preparations areas, shortage of water supply
- Fencing in schools that delay implementation

Table 2.3.7.: 2018 NSNP-National School Nutrition Programme		
Local Municipalities	No of schools	No of Learners
Collins Chabane	196	102819

Source: department of Education 2018

Table 2.3.8.: Education in relation to gender

	Male	Female	Total
No schooling	31669	47751	79420
Grade 0	7445	7719	15164
Grade 1/Sub A/Class 1	5376	5913	11289
Grade 2/Sub B/Class 2	4891	5395	10286
Grade 3/Standard 1/ABET 1	7514	7359	14873
Grade 4/Standard 2	6981	6243	13224
Grade 5/Standard 3/ABET 2	6297	6974	13271
Grade 6/Standard 4	7489	7579	15068

Grade 7/Standard 5/ABET 3	6548	7205	13753
Grade 8/Standard 6/Form 1	9861	10467	20327
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	12543	13773	26316
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	14007	16959	30967
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	11443	17533	28977
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	15396	23072	38468
NTC I/N1	119	61	180
NTCII/N2	51	111	161
NTCIII/N3	220	146	366
N4/NTC 4/Occupational certificate NQF Level 5	199	211	410
N5/NTC 5/Occupational certificate NQF Level 5	38	226	264
N6/NTC 6/Occupational certificate NQF	115	211	326
Level 5			
Certificate with less than Grade 12/Std 10	122	54	176
Diploma with less than Grade 12/Std 10	125	117	242
Higher/National /Advanced Certificate with Grade 12/Occupational certificate NQF	358	813	1170
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	1072	1596	2669
Higher Diploma/Occupational certificate NQF Level 7	504	682	1185
Post-Higher Diploma (Masters	579	596	1175
Bachelor's degree/Occupational certificate NQF Level 7	1361	1236	2597
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	798	1059	1857
Masters/Professional Masters at NQF Level 9 degree	125	181	306
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	145	97	243
Other	637	720	1357
Do not know	941	832	1773
Unspecified	83	34	117
Total	155051	192924	347974

Source: Stats SA, 2016 Community Survey

Table 2.3.9.: Educational mode of Transport to school					
Type of Transport	Musina	Thulamela	Makhado	Collins Chabane	Vhembe
Bakkie	1306	16453	3628	4181	25568
Bus	2349	16719	12966	8968	41002
Private Vehicle	1798	4056	3001	1218	10073
Animal-Drowled Cart	32	130	172	89	423
Bicycle	240	339	854	756	2189

Source: Stats' SA, Community Survey 2016

Table 2.3.9 above indicates the mode of transport utilized by scholars in the district where in Thulamela has 16453 which is the highest number followed by Collins Chabane with 4181 pupils utilizing bakkies as mode of transport to school. However, the highest number of pupil amounting to 8968 in Collins Chabane Local Municipality uses a buses for scholar transport.

2.3.3. Libraries in the district

The services standard for acquiring a library is 1:10 000 households. Libraries play an important role in learning and development, there are a total of 6 libraries in the Collins Chabane Local Municipality jurisdiction.

Table 2.3.3.: Libraries and location

Village	Number of libraries
Saseleman library	1
Vuwani library	1
Ntsako Matsakala mobile library	1
Tshikonelo Mobile library	1
Makahlule mobile	1
Nthlaveni Mobile	1

Source: Department of Sport, Arts and Culture 2018

2.4. Economic Analysis

The Collins Chabane Local Municipality's economic analysis is essential for comprehending the condition of the local economy right now and pinpointing opportunities for advancement. Examining a range of economic variables, including local skill levels, employment rates, income levels, and investment patterns, is the goal of the economic study. This will offer a thorough grasp of the municipality's financial performance and assist in developing strategies for economic growth.

2.4.1. Local Skills Based

The local skills-based at Collins Chabane Local Municipality Community plays a vital role in the development and progress of the municipality. Through their participation and contribution, they are able to bring in their unique knowledge, expertise, and experiences to address the needs and challenges of the community. This ensures that the solutions and strategies implemented are relevant, sustainable, and effective in improving the quality of life for the residents.

Skills-based is the practice of employers setting specific skill or competency requirements or targets. Skills and competencies may be cognitive (such as mathematics or reading) or other professional skills, often commonly called "soft" skills (such as "drive for results" or customer service).

Table 2.4.1.: Field of TVET by Geography hierarchy for Person Weight

Description	LIM345 : Collins Chabane	LIM343 : Thulamela	LIM344 : Makhado	LIM341 : Musina	DC34: Vhembe
Management	713	3064	904	154	4835
Marketing	85	1194	394	128	1800
Information technology and computer science	281	1640	786	310	3017
Finance	177	1435	617	227	2456
Office administration	619	1081	628	303	2631
Electrical infrastructure construction	154	1128	286	223	1790
Civil engineering and building construction	235	1298	443	88	2065
Engineering	546	2767	894	603	4809

Primary agriculture	73	242	106	81	502
Hospitality	230	935	472	101	1738
Tourism	101	367	157	50	675
Safety in society	254	394	331	197	1175
Mechatronics	-	173	29	188	391
Education and development	436	999	1310	72	2817
Other	1186	3635	1375	389	6585
Do not know	31	108	97	-	236
Not applicable	341692	476029	405174	128078	1350974
Unspecified	1162	747	2725	818	5452
Total	347974	497237	416728	132009	1393949

Table 2.4.2.: Field of higher educational institution by Geography hierarchy

Description	LIM345 : Collins Chabane	LIM343 : Thulamela	LIM344 : Makhado	LIM341 : Musina	DC34: Vhembe
Agriculture	326	502	396	115	1340
Architecture and the built environment	56	416	164	43	679
Arts (Visual and performing arts)	24	99	44	-	168
Business	655	2307	1435	443	4839
Communication	212	179	338	57	785
Computer and information sciences	141	455	437	91	1124
Education	3705	6399	4022	654	14781
Engineering	352	685	665	293	1995
Health professions and related clinical sciences	786	2061	1200	76	4123
Family ecology and consumer sciences	50	69	16	-	135
Languages	58	144	110	26	338
Law	221	782	441	204	1649
Life sciences	105	155	154	34	448
Physical sciences	75	170	143	54	442
Mathematics and statistics	79	243	95	19	436
Military sciences	24	52	-	-	76
Philosophy	92	108	100	-	300
Psychology	75	263	47	133	518
Public management and services	189	686	516	188	1578
Social sciences	272	526	333	113	1245
Other	959	1944	1330	233	4467
Do not know	62	95	43	85	284
Not applicable	338295	478149	401976	128327	1346747
Unspecified	1162	747	2725	818	5452
Total	347974	497237	416728	132009	1393949

2.4.2. Economic Sectors

The function of LED is to promote the following:

- ❖ Agriculture
- ❖ Mining
- ❖ Manufacturing
- ❖ Tourism

❖ Business and Trade

Table 2.4.2.: Profile of key economic sectors and their contributions to GDP and Labour in the CCLM Area

Sector	% GDP	% Labour
Agriculture	2	8,3
Mining	9	0,8
Manufacturing	3	5
Electricity	7	1
Construction	5	11
Trade	17	26,5
Transport	5	4,4
Finance	18	8,6
Community Services	34	34,4

Source: IHS Markit

2.4.3. ECONOMIC PERFORMANCE INDICATORS

Performance indicators measure the rate at which the economy of CCLM is growing compared to other regions. The table below indicates that CCLM has been having a moderate growth over the last 3 years of its existence. Employment growth rate is at 3,9% higher than the National employment growth rate by more than 2%. All available resources will have to be employed to the maximum capacity to change this situation on production.

Table 2.4.3.: Economic performance

Indicators	CCLM	National	Rank
Employment Growth	3,9%	1,6%	12
Household Income Growth	0,6%	0,2%	100
GDP Per Capita Growth	7,9%	6,3%	112
GDP Growth	1,2%	1,8%	126
Population Growth	0,4%	1,6%	156

Source: IHS Markit

2.5. EMPLOYMENT STATISTICS

CCLM employs at least 66 000 people alone within the Vhembe District. Table below shows the distribution of the CCLM employed labour force by sector.

Table 2.5.1.: Employment statistics within Vhembe District

Sector	CCLM	Musina	Makhado	Thulamela	Total
Agriculture	5 020	11 600	3 410	11 800	31 818
Mining	485	665	862	653	2 263
Manufacturing	3 030	1 490	2 880	5 740	13 143
Electricity	574	191	802	695	2 263
Construction	6 610	4 160	8 240	9 520	28 532
Trade	16 000	9 040	17 600	25 700	68 323
Transport	2 660	1 500	3 110	3 940	11 209
Finance	5 170	3 020	6 330	7 760	22 287
Community Services	20 700	5 170	26 300	28 200	80 412
Households	5 810	3 750	6 160	9 840	25 548
Total	66 000	40 600	40 600	104 000	286 199

Source: IHS Markit

The highest employing sectors in the CCLM as well as the District are Community Services, Trade, Construction, Agriculture and Manufacturing respectively. The mining sector is the least contributor to employment in CCLM at less than 1% (485) compared to other sectors. It is critical to also mention that of the 66 000 people employed in 2017, 44 600 which is about

67.55% is formally employed, whereas the informal sector accounts for 21 400 (32.45%) of total employment. Table below outlines the concentration of informal and formal employment across the sectors.

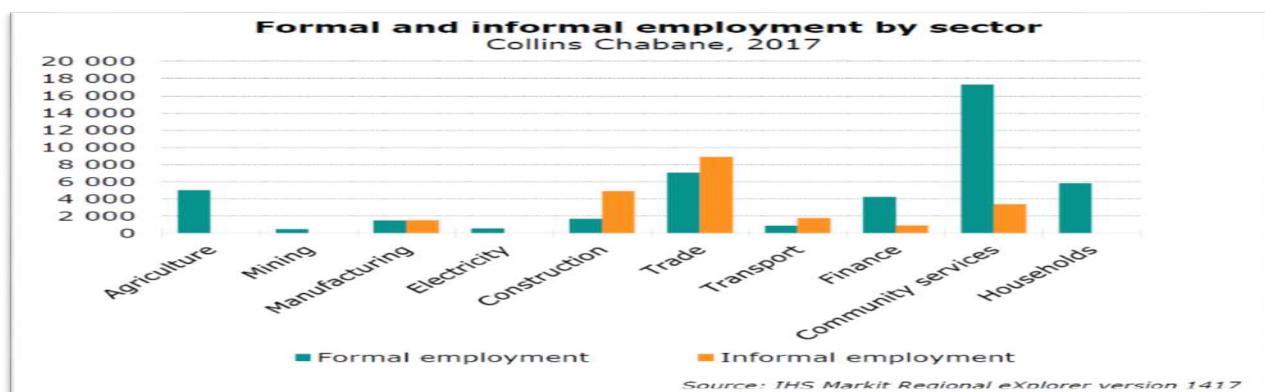
Table 2.5.2.: Employment sectors

Sector	Formal	Informal	Overall % Contribution	Ranking
Agriculture	5 020	-	7,6%	5
Mining	485	-	0,7%	10
Manufacturing	1 510	1 520	4,5%	8
Electricity	574	-	0,8%	9
Construction	1 690	4 920	10%	3
Trade	7 060	8 890	24,2%	2
Transport	890	1 770	4%	7
Finance	4 250	917	7,8%	6
Community Services	17 300	3 400	31,4%	1
Households	5 810	-	8.8%	4
Total (66 000)	44 589	21 411	100%	

Source: IHS Markit

The fact that the informal market is able to generate employment that is more than 50% in sectors such as trade, construction and manufacturing signifies huge potential for growth in CCLM. It further indicates that the economy in CCLM will not take long to boom should it stimulated with a good catalyst in a form of capital injection in sectors such as construction, manufacturing and trade (tourism and retail). Unemployment in CCLM was estimated at 20,41%, which is lower than the 27,1% National unemployment rate in 2017.

Figure 2.5.: Employment Sector



The graph shows both the formal and informal employment sectors. However, it shows that the highest employment sector offers community services. it is then followed by trade indicating that the Municipal trade industry must also be strengthened for it generate most jobs for the community. Agriculture also play a vital role in food production and employment though it is affected in none rain climate conditions.

The informal sector also plays a vital role on the Municipal economic grid. A high number of people is recorded on the trade industry being the major contributor of jobs and subsistence. Construction is also role player of creating employment in the informal sector followed by community services.

2.6. HOUSEHOLDS BY INCOME

This table below shows the number of households by income. A highest number of 13,100 households are earning for R30 000 - R42 000 when only 12 households are earning for R0 - R2400.

Table 2.6.1.: Household income

	Collins Chabane	Vhembe	Limpopo	National Total	Collins Chabane as % of district municipality	Collins Chabane as % of province	Collins Chabane as % of national
0-2400	12	51	200	1,650	23.8%	6.0%	0.73%
2400-6000	201	835	3,530	32,500	24.1%	5.7%	0.62%
6000-12000	1,890	7,720	34,600	315,000	24.5%	5.5%	0.60%
12000-18000	3,830	15,500	68,000	626,000	24.8%	5.6%	0.61%
18000-30000	12,800	51,500	209,000	1,730,000	24.9%	6.1%	0.74%
30000-42000	13,100	53,100	212,000	1,750,000	24.6%	6.2%	0.75%
42000-54000	11,500	46,500	187,000	1,550,000	24.7%	6.1%	0.74%
54000-72000	12,200	49,300	197,000	1,670,000	24.7%	6.2%	0.73%
72000-96000	9,550	38,900	164,000	1,520,000	24.5%	5.8%	0.63%
96000-132000	7,720	31,600	137,000	1,430,000	24.5%	5.6%	0.54%
132000-192000	6,240	25,500	117,000	1,370,000	24.5%	5.3%	0.46%
192000-360000	6,230	25,500	124,000	1,760,000	24.5%	5.0%	0.35%
360000-600000	3,130	12,800	66,100	1,160,000	24.4%	4.7%	0.27%
600000-1200000	1,900	7,890	41,700	840,000	24.1%	4.6%	0.23%
1200000-2400000	571	2,440	12,200	266,000	23.3%	4.7%	0.21%
2400000+	66	302	1,590	42,000	22.0%	4.2%	0.16%
Total	90,900	369,000	1,580,000	16,100,000	24.6%	5.8%	0.57%

Source: IHS Markit Regional eXplorer version 1417

2.6.1. UNEMPLOYMENT RATE

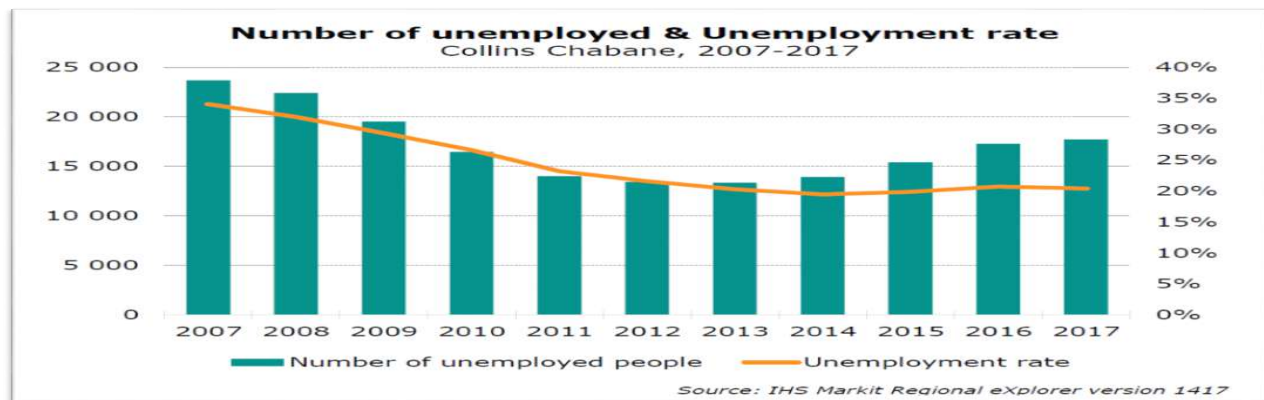
Table 2.6.2.: Unemployment rate

	Collins Chabane	Vhembe	Limpopo	National Total
2007	34.1%	31.6%	29.9%	24.8%
2008	32.0%	29.7%	28.4%	23.6%
2009	29.4%	27.1%	26.4%	23.8%
2010	26.7%	24.6%	24.3%	24.8%
2011	23.2%	21.4%	21.5%	24.9%
2012	21.6%	19.8%	20.0%	25.0%
2013	20.3%	18.5%	18.8%	25.1%
2014	19.5%	17.8%	18.1%	25.1%
2015	19.9%	18.2%	18.6%	25.5%
2016	20.7%	19.0%	19.7%	26.4%
2017	20.4%	18.7%	19.5%	27.2%

Source: IHS Markit Regional eXplorer version 1417

This table shows a decreasing rate on unemployment over the years. In 2007 it was 34% of the total population that was unemployed.

Figure 2.6.3.: Unemployment Rate

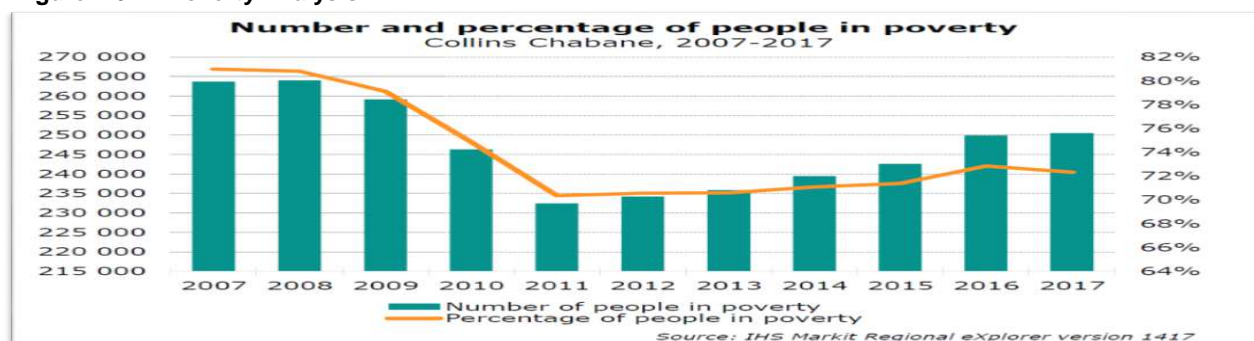


Source: IHS Market regional explorer version 1417

There is a decreasing trend from 2007 to 2017 where in 20% of unemployment was recorded for 2017.

2.6.2. SITUATION ANALYSIS FOR POVERTY

Figure 2.6.2.: Poverty Analysis



Source: IHS Market regional explorer version 1417

The poverty gap is used as an indicator to measure the depth of poverty. In 2017, there were 250 000 people living in poverty, using the upper poverty line definition, across Collins Chabane Local Municipality - this is 5.01% lower than the 264 000 in 2007.

2.7. Health and Social Development

This pillar looks into Collins Chabane Local Municipality's social development and health conditions. This makes it easier to see whether Collins Chabane Local Municipality's social development and health are facing any serious obstacles. The analysis helps identify the expressed issues regarding obsolete infrastructure, a lack of medical staff, inadequate funding for healthcare services, and inadequate healthcare facilities. Subject matter covers problems with restricted access to social development initiatives and services, like housing, social welfare assistance, and awareness.

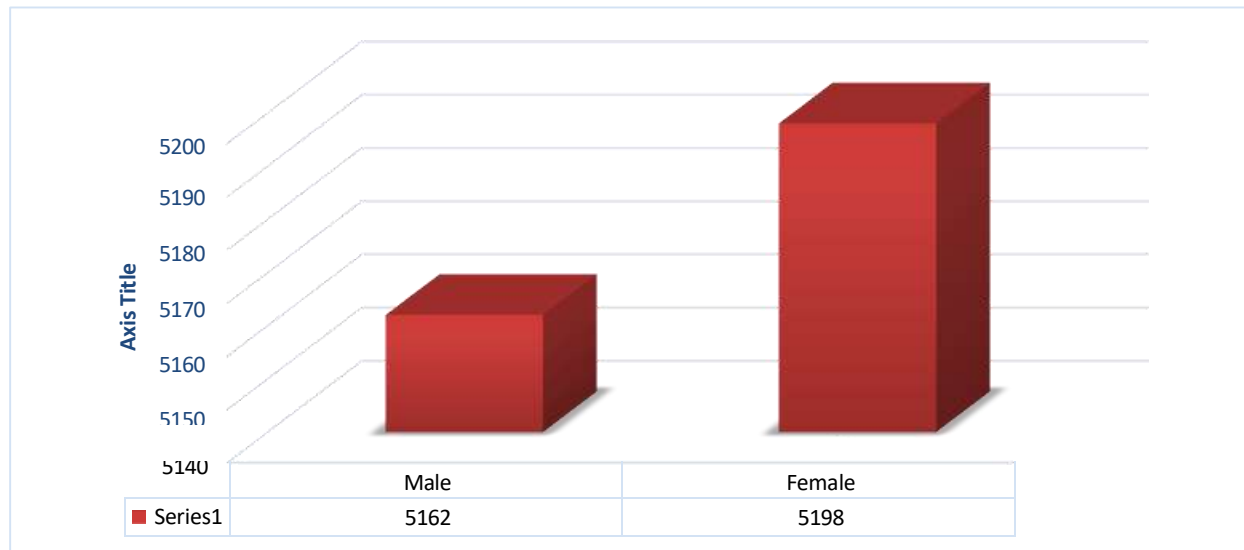
2.7.1. Health Services

According to World Health Organization (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 a radius of 5 467 216 m² which means that there is a huge backlog of Health facilities. Collins Chabane Municipality has 1 hospital, 3 health care and 32 clinics. There is a shortage of childhood centers, 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.

2.7.1.1. Health Status

The table below indicates the Total death rate is 10360 of death within the Jurisdiction of the Municipal. According to figure 2.6.1, there is high mortality in female than male in Collins Chabane Local Municipality.

Figure 2.7.: Number of death by gender



Source: Stats SA, 2016 Community Survey

Table: 2.7.1.1.: Birth and Death by Hospitals

Table 2.7.1.1.: Birth and Death by Hospitals												
Hospital names	Number of births			Number of Deaths			Number of births			Number of Deaths		
	2018/19						2019/20					
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Donald Frazer Hospital	4986	2536	2450	779	369	410	5068	2617	2451	848	394	454
Elim Hospital	3956	2069	1887	947	477	470	4046	1915	2131	835	437	398
Louis Trichardt Hospital	1558	846	712	220	110	110	1495	751	744	258	117	141
Malamulele Hospital	4430	2260	2170	690	325	365	5271	2755	2516	648	303	345
Messina Hospital	1225	640	585	256	115	141	1352	689	663	255	132	123
Siloam Hospital	3205	1613	1592	495	264	231	3310	1599	1711	543	267	276
Tshilidzi ni Hospital	6342	3163	3179	935	453	482	6757	3389	3368	1209	540	669
Hayani Hospital	0	0	0	03	01	02	0	0	0	4	2	2

Total	2570 2	1312 7	1257 5	4325	211 4	2211	27299	13715	13584	4600	2192	2408
Source: Dept. Health, 2020												

Table 2.7.: Causes of Death

Bronchopneumonia
Gastroenteritis
Renal failure
Pulmonary Tuberculosis
Diabetes mellitus Vascular Accidents

Source: Malamulele Hospital

2.7.1.2. Hospitals and clinics

In the district there are 6 functional District hospitals, 01 Regional hospitals, 01 specialized hospitals, 115 Clinics, 8 Community Health Centers and 19 mobile clinics. Eight (08) District hospitals are offering first level of care and one (01) Regional hospital offers secondary level of care. Outreach health service is provided by mobile clinics to the community. Municipal Ward Based Outreach Teams provide health promotion, support and follow up on patients in the communities.

The total number of clinic providing Primary Health care services for 24 hours on call system is sixty (60). Eight (8) Community Health Centers and five (5) clinics provide 24 hours' service straight shift (night duty). Central Chronic Distribution and Dispensing of Medicine (CCMDD) is implemented in 123 clinics and 23 private pick up points.

TABLE 2.7.1.2...: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
Clinics and Health Centers			
1. Bungeni CHC	1.Damani Clinic	1.Ha Mutsha Clinic	1.Folovhodwe Clinic
2. Davhana Clinic	2.Duvhuledza Clinic	2.Khomela Clinic	2.Madimbo Clinic
3. De Hoop Clinic	3.Dzingahe Clinic	3.Kutama Clinic	3.Manenzhe Clinic
4. Kulani Clinic	4.Dzwerani Clinic	4.L Trichardt Clinic	4.Masisi Clinic
5. Kuruleni Clinic	5.Fondwe Clinic	5.Levubu Clinic	5.Tshipise Clinic
6. Makahlule Clinic	6.Gondeni Clinic	6.Madombidzha Clinic	6.Tshiungani clinic
7. Makuleke Clinic	7.Guyuni Clinic	7.Makhado CHC	7.Musina Clinic
8. Masakona Clinic	8.Khakhu Clinic	8.Manyima Clinic	8.Nancefield Clinic

TABLE 2.7.1.2.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
9. Manavhela Clinic	9.Lwamondo Clinic	9. Mashamba Clinic	9.Shakadza Clinic
10. Mashau Clinic	10.Madala Clinic	10. Matsa Clinic	10.Mulala Clinic
11.Tshimbupfe Clinic.	11.Magwedzha Clinic	11. Mbokota Clinic	
12. Matsheka Clinic	12.Makonde Clinic	12. Midoroni Clinic	
13. Mavambe Clinic	13.Makuya Clinic	13. Mpheni Clinic	
14. Mhinga Clinic	14.Mbilwi Clinic	14. Mphephu Clinic	
15. Mphambo CHC	15.Mukula Clinic	15. Mudimeli Clinic	
16. Mtititi Clinic	16.Muledane Clinic	16. Muila Clinic	
17. Mukhomi Clinic	17.Murangoni Clinic	17. Mulima Clinic	
18. Mulenzhe Clinic	18.Mutale CHC	18. Muwaweni Clinic	
19.Ngezimane Clinic	19.Phiphidi Clinic	19. Nthabalala Clinic	
20. Vyeboom Clinic	20.Rambuda Clinic	20. Tshino Clinic	
21. Nthlaveni Clinic	21.Sambandou Clinic	21.Phadzima Clinic	
22. Nthlaveni Clinic	22.Shayandima Clinic	22. Rabali Clinic	
23.Nthlaveni Clinic	23.Sibasa Clinic	23. Riverplaats Clinic	
24.Olifanthoek Clinic	24.Sterkstroom Clinic	24. Ruman Clinic	
25.Peningotsa Clinic	25.Thengwe Clinic	25. Straightheart Clinic	
26. Malamulele clinic	26.Thohoyandou CHC	26. Wayeni Clinic	
27. Shigalo Clinic	27.Tshivhase Thondo Clinic	27. Tshakhuma Clinic	
28. Xhikundu Clinic	28.Tshaulu Clinic	28. Tshikuwi Clinic	
29.Shingwedzi Clinic	29.Tshififi Clinic	29. Tshilwavhusiku CHC	
30. Tiyani CHC	30.Tshifudi Clinic	30. Valdezia Clinic	
31. Tlangelani Clinic	31.Pfanani Clinic	31. Vhambelani Maelula Clinic	
32. Marseilles clinic	32.Tshiombo Clinic	32. Vleifontein Clinic	
33. Matiyani Clinic	33.Tshisaulu Clinic	33. Vuvha Clinic	
	34.Tshixwadza Clinic	34. Nkhensani Clinic	
	35.Tswinga Clinic	35. Sereni Clinic	
	36. Vhufuli tshireke Clinic	36. Makhado CHC	

TABLE 2.7.1.3.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
	37. Vhurivhuri Clinic	37. Beaconsfield clinic	
	38. William Eadie CHC		
	39. Tshikundamalema Clinic.		
	40. Matavhela Clinic		
	41. Lambani clinic		
	42. Tshilidzi Gateway		
Hospitals			
Malamulele	Tshilidzini	Siloam	Musina Hospital
	Hayani	LTT	
	Donald Frazer	Elim	

Table 6.44 above in the context of Collins Chabane Local Municipality there 33 clinics and providing primary health care and 1 District Hospital at Malamulele Nodal Point, **Ward 23**.

2.7.2. COMMUNICABLE DISEASES

Human Immune Virus (HIV) and Tuberculosis (TB)

HIV prevention is done through male condom distribution and medical male circumcision as indicated in table 5.8 below. 15 702 000 male condoms in the district have been distributed during 2019/20 financial year. TB success rate has decreased from 70.5% in 2018/19 to 69.1% in 2019/20.

Table 2.7.2.: HIV and TB indicators in the district				
Pillars	Indicator	2017/18	2018/19	2019/20
Pillar no 1: Prevention	Male condom distributed	18 843 800	18 934 800	15 702 000
	Medical male circumcision performed	10040	10537	6938
Pillar no 2: Case identification	Antenatal client HIV re-test rate	186.1%	204.6%	228.7%
	Infant 1st PCR around 10 weeks uptake rate	57.2%	63.7%	70.6%
	Child rapid HIV test around 18 months rate	56.4%	72.8%	108.9%
Pillar no 3: Treatment initiation	Antenatal client start on ART rate	94.8%	98.4%	96.9

	TB client 5 years and older initiated on treatment rate	71%	107.8%	108.3%
	Adult naive started on ART	9362	8197	8231
Pillar no 4: Retention and Treatment Success	Adult remaining on ART end of month– total	61660	67966	72 424
	TB Treatment success rate	80.4%	70.5%	69.1%
Source: DHIS, 2020				

HIV and TB prevention and management is collaboratively implemented through the 90-90-90 fast tracking strategy for UNAIDS target: first 90 is for testing, second 90 for medication, last 90 is for viral suppression. The performance against 90-90-90 target in the district is as per table 3.7 below.

Table 5.10.: Performance Against 90-90-90 UNAIDS target for HIV	
Female	94-65-79
Male	91-53-71
Children	78-52-50
Source: Dept. Health, 2019	

COVID-19 pandemic

The municipality like any other in South Africa, faces an unnoticeable challenge that has engulfed the entire globe, the COVID-19 pandemic, which has become a power to reckon within our everyday livelihood. Safe to acknowledge that COVID-19 brought imbalances and predicaments. The pandemic has fashioned a quicksand to the world and has diverted attention from critical service delivery programs, to a balance of life and economic survival. The result of the above meant a lot of sacrifice to both human and government in ensuring a critical paradigm shift in our livelihood.

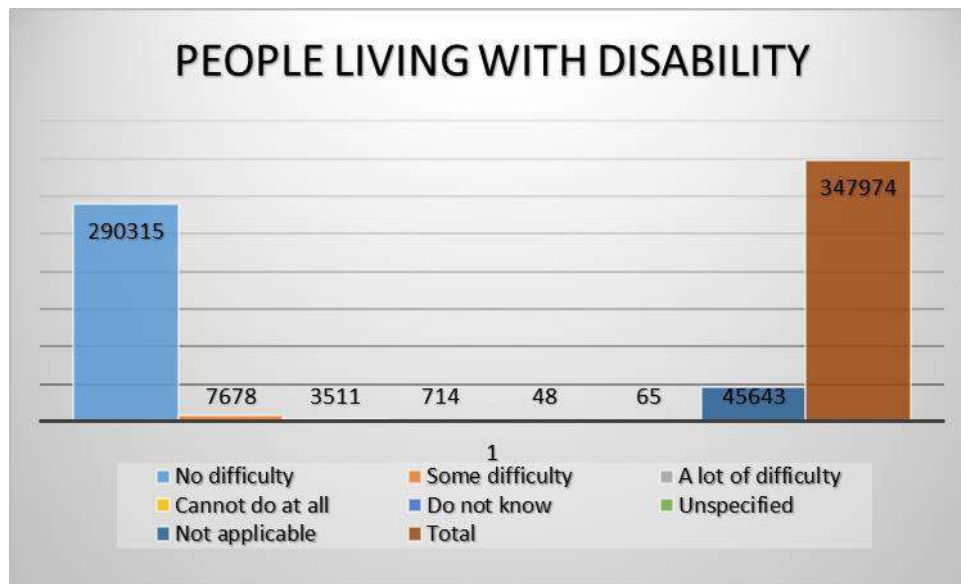
COVID-19 pandemic did not only affect the municipality negatively but assisted the municipality to develop strategies to deliver services to the communities and to resume municipal duties; amongst those strategies are: encouraging people to work at home, conducting meeting via zoom, coming to work in rotation to keep offices running.

Even after the full functioning of the offices we learn a lot, even today we adopted the some of COVID-19 regulations such taking hygiene seriously (involving washing hands), avoiding direct conduct, wearing face mask when people have flu.

2.7.2.1. PEOPLE WITH DISABILITIES

As illustrated by figure 2.8.1, indicates that Collins Chabane Local Municipality has a very low number of disable people residing in the area. However, it 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 centurms.

Figure 2.7.2.1.: People with disability



Source: Stats SA, 2016 Community Survey

2.7.2.2. Health challenges

The quality of health care in Collins Chabane Municipal area is in a poor state. The following are some of the health challenges that our communities continue to face on a daily basis:

- ✚ Shortage of medication and health care professionals;
- ✚ Communities travel long distance to access health facilities,
- ✚ High number of defaulters in HIV/ AIDS AND TB Patients
- ✚ Clinics that operate 24 – hours are unavailable,
- ✚ Poor or bad roads to access some of the health facilities.
- ✚ No sheltered structures in some mobile clinic visiting points.
- ✚ Shortage of Professional and support staff.
- ✚ Infrastructural challenges compromise the provision of quality primary health care services.
- ✚ High level of crime where armed robbery and burglary occur in health facilities which affect the provision of 24 hours' services to the community.
- ✚ Communal water not connected to the clinic and clinic depends on water from boreholes.

2.7.3. Social Services

The Municipality has appointed one (01) Social Services Manager, with one (01) Disaster Management Coordinator, one (01) Horticulture Supervisor and (09) nine Horticulture General Assistants whose main functions are to:

- ✚ Manage & maintain parks,
- ✚ Bush clearing along the roads and within Municipal properties
- ✚ Planting of crops, trees, flowers and lawn
- ✚ Tree Pruning

2.8. SOCIAL GRANT POPULATION BY NODAL POINTS

2.8.1.: Social Grant

Table 2.8.1. gives an overview of the social grant dependency in Collins Chabane Local Municipality area. The high number of child support grant indicates a high fertility and unemployment rate.

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

Source: Sassa, 2016

2.8.2. Social Development Infrastructure

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

Table 2.8.2 below indicate 25 numbers of victim empowerment canterers with a backlog of 02 and total number of 82 drop in canterers with a backlog of 16.

TABLE 2.8.2.: SOCIAL SERVICE FACILITIES						
PROGRAMME	BASELINE/BACKLOG	THULAMELA	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
DROP CENTRE IN	Baseline	35	14	30	03	82
	Backlog	06	02	05	03	16
ISIBINDI	Baseline	05	02	02	03	12
	Backlog	0	0	0	0	0

HOME BASED CARE	Baseline	07	05	07	01	20
	Backlog	0	0	0	0	0

TABLE 2.8.3.: SOCIAL SERVICE FACILITIES						
PROGRAMME	BASELINE/B ACKLOG	THULAMEL A	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
VEP	Baseline	09	07	06	03	25
	Backlog	01	01	0	0	02
SUBSTANCE ABUSE	Baseline	03	04	02	02	11
	Backlog	01	0	0	0	01
CYCC	Baseline	0	02	0	01	03
	Backlog	0	0	0	0	0
FAMILY	Baseline	1	02	0	02	05
	Backlog	0	0	0	0	0
Early childhood Development	Baseline	138	104	133	32	407
	Backlog	35	64	101	15	215
Elderly	Baseline	13	08	06	03	30
	Backlog	09	09	12	04	34
Disability Stimulation	Baseline	03	05	0	0	08
	Backlog	0	0	0	0	0
Protective Workshop	Baseline	01	02	06	01	10
	Backlog	04	05	0	0	09
Source: DSD, Vhembe District 2017						

2.8.4. SPORTS, ARTS, CULTURE

Table 2.8.4.: Sports facilities and location

Type of facility	Area
Boxing Gym	Malamulele
Multi-purpose centers	Malamulele Club House
Sport stadiums	Bungeni, Malamulele, Saseleman, Mdabula, Merve
Cemeteries	01 Xithlelani
Community halls	Njhakanjhaka and Vuwani
Recreational park	Malamulele.
Testing Stations	Malamulele & Vuwani
Health Centers	Malamulele Hospital
Clinics	All Clinics at CCLM

CHAPTER 3: COMMUNITY NEEDS

3.1. STAKEHOLDER ENGAGEMENT AND CONSULTATION IN THE IDP PROCESS

Community and stakeholder participation in matters of local government is the cornerstone of democracy. Section 152 of the South African Constitution (Act 108 of 1996) put it succinctly that: “*the objects of local government includes, amongst others, the encouragement of involvement of community and community organisations in matters of local government*”.

Furthermore, the Local Government: Municipal Systems Act (Act 32 of 2000) (Sec 16) states that a Municipality must develop a culture of Municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the Municipality, including in the preparation, implementation and review of its integrated development plan.

In order to give effect to the above legislative provisions, the Collins Chabane Local Municipality has adopted a Public Participation strategy that outlines the processes, mechanisms, and procedures for community and stakeholder participation. The participation of communities is driven through a Ward Committee System managed by the Public Participation Unit located in the Office of the Speaker and the IDP Representative Forum arranged through the Office of the Mayor.

Moreover, the Municipality's Public Participation process comprises of community meetings, cluster meetings, Mayoral Imbizo(s), Speakers Outreach programmes, chamber of business and commercial stakeholder's engagements and traditional leader's engagements. The Municipal IDP needs to take into consideration the views of the local community members and interest groups as expressed through various processes and forums.

3.2. 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 communities are therefore not of a long term or strategic nature.

Table 3.2.: Dates for Community Based Planning and consultation of ward Committees, CDW, Councilors and communities

DATE	VENUE	WARDS	TIME
16 April 2024	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
17 April 2024	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00
18 April 2024	Vuwani Town Hall	7, 8, 9, 11, 12 & 14	10H00
19 April 2024	Njhakanjhaka Town Hall	1, 2, 3, 4, 5, 6 & 10	10H00

3.3. MUNICIPAL 10 KEY PRIORITY NEEDS

Table 3.3.: Municipal key priority needs

Priority No.	Priority Issue	Key Focus Area
1.	Water	Improve access to sustainable basic services
2.	Sanitation	Improve access to sustainable basic services
3.	Electricity	Improve access to sustainable basic services
4.	Human Settlement	Integrated spatial and human settlement
5.	Roads	Improve access to sustainable basic services
6.	Waste Management	Promote Community well- being and environmental welfare
7.	Community facilities	Promote Community well-being and environmental welfare
8.	Education	Improve governance and administration
9.	Health	Integrated spatial and human settlement
10.	Economic Growth and Development	Integrated local economy

The tables below expand in details per ward the needs as expressed by each ward and stakeholders during the Public Participation processes. Traditional Leaders, Community Members, NGOs, Parastatals, and Sector Departments were invited to attend the Public meetings that were held. The following are community needs:

TABLE 3.3.1.: COMMUNITY NEEDS

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water reticulations and rehabilitation of old pipes	All villages
2. Sanitation	Need for 1000 VIP toilets	All villages
3. Education	Construction of classrooms at Akani and Marhorhwani-Malali High School	All villages
4. Roads & storm water	Tarring of road D3164 and need for a phase 2 ring road	Olifantshoek

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Construction of a multipurpose centre	Olifantshoek
	Construction of a library	Olifantshoek
	Construction of a new court	Tiyani
6. Housing	Need for 1000 RDP houses	Olifantshoek
7. Health facility	Construction of a modern health centre	Olifantshoek
8. Electricity	Electrification of newly established sections	All villages

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation, Maintenance of existing pipeline, need for a borehole and 2 water tanks	Sereni
	Need for 4 bore holes	Masokona
	Need for 3 boreholes	Ribungwani
2. Sanitation	Need for 500 VIP toilets	Ribungwani
	Need for 150 VIP toilets	Sereni
	Need for 100 VIP toilets	Masakona
3. Education	Renovation of Yingwani and Ribungwani high school	Ribungwani
	Renovation of Masakona primary school	Masakona
4. Roads & storm water	Re-gravelling, grading, and clearance of road from Masakona to Tshatshama	Sereni
	Maintenance of tar road	Sereni
	Ring road from Ribungwani, Masakona to clinic	Ribungwani
	Paving of road from tribal to chiefs kraal	Ribungwani

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Construction of library, sports ground and playing ground	Sereni
	Clearance of bush around clinic and school	Sereni
	Need for sports ground	Masakona
	Need for a community hall, sports facilities and library	Ribungwani
6. Housing	Need for 500 RDP houses	Ribungwani
	Need for 200 RDP houses	Sereni
	Need for 800 RDP houses	Masakona
7. LED	Need for tribal office and fence	Masakona
	Fencing of graveyard, jobs, EPWP and learnerships	Ribungwani
8. Health facility	Need for a mobile clinic	Masakona
	Renovation and paving of clinic	Ribungwani
9. Electricity	100 post connection and 250 new connection	Sereni
	Electrification of new stands and street lights	Masakona
	3 high mast lights	Ribungwani
10. Waste Management	Provision of dumping site	Sereni
	Waste bin and refuse bags	Masakona
	Need for a dumping site	Ribungwani

WARD 3		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for a reservoir	Tiyani

WARD 3		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for 11 boreholes to be equipped	Tiyani
	Need for water reticulation	Vatafika, Vayizamini, Nyagelani, Black label, Bararoad, Shihimu, and Manyunyu
2. Sanitation	600 toilets needed	Tiyani
3. Education	Goza Primary School shortage of classrooms (Currently there are 2 blocks build with mud bricks)	Tiyani and Shihimu
	Kulani Primary School shortage of classrooms (Currently there are 2 blocks build with mud bricks)	Tiyani and Mdono
4.Roads & storm water	Ring road needed	Tiyani
	Re-gravelling of street leading to Tiyani Secondary	Tiyani
	Completion of Bemuda road (D3150)	Tiyani
	Tarring of road from Tiyani to Mahatlani	Tiyani-Mahatlani
	Need for 06 culvet bridges	Tiyani
5. Community facilities	Community library needed	Tiyani
	Construction of a sporting centre	Tiyani
	Refurbishment of Hlanganani police station and barracks	Tiyani
	Construction of department of Justice & Correctional service	Tiyani
6. Housing	600 RDP houses needed	Tiyani
7. Electricity	Street lights needed	Tiyani
8.Transport	Taxi rank and toilets needed	Tiyani

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Need for 6 boreholes	Njakanjaka and Nwamhandi

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for water reticulation and 2 boreholes	Shivambu
2. Sanitation	Need for toilets	All villages
3. Education	Construction of classrooms at Nwamhandi primary school and refurbishment of Marholeni high school	Nwamhandi and Marholeni
4. Roads & storm water	Tarring of road from Mahatlani to Tiyani	Mahatlani and Tiyani
	Need for ring road, grading of streets and humps	Nwamhandzi, Njakanjaka and Mahatlani
5. Community facilities	Sports ground and library needed	All villages
6. Housing	Need for 450 houses	All villages
7. Health facility	Need for a clinic	All villages
8. Electricity	Need for street lights and electrification of 250 households	Njakanjaka, Shivambu and Mahatlani

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply	All villages
	All boreholes must be equipped	All villages
2. Sanitation	1000 toilets needed in all areas	All villages
3. Education	Construction of the Makhonya Secondary School	Mabonolongwa
	Upgrading of Xitachi and Njhinga Primary School including laboratory centres	Xitaci and Njhinga
4. Roads & storm water	Need for storm water bridges	All villages
	Need for ring road street lights	Mutsetweni
	Tarring of road from Gaza Spazashop to R578 road	All villages
	Construction of a tarred road from D3754 street to R578 road (paving)	R587 road

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for a ring road	Makonya Section Ville
	Need for speed humps at Diza and Tshirengwani crossing	Diza and Tshirengwani
	Tarring of road R3754 road from Bungeni to Chavani	Bungeni and Chavani
	Need for a small bridge	Mutsetweni, Xihambanyisi and Mabondlongwa
5. Community facilities	Fencing of grave yard	Shitali and, Bungeni Mutsetweni
	Upgrading of Bungeni stadium	Bungeni
	Construction of community hall	All villages
	Construction of Bungeni community library abd indoors sport centre at old Mukhono Primary School within Mabodlongwa village	Bungeni (more than 13 sub-villages)
	Support for Hlanganani community radio station	Hlanganani
	Fencing of Bungeni heritage site	Bungeni
	Upgrade of community sports ground	All villages
	Construction of a new police station	Mabodlongwa
6. Housing	Need for 800 RDP houses	All villages
	Completion of 15 RDP houses dating back from 2006	Shitali and Mabondlongwa
7. LED	5 revitalization of ale care group scheme	All villages
	Controlling of sand and stone mining at Bungeni (Ritavi river)	Bungeni
	Revitalization of agricultural scheme	Mabondlongwa, Mtsetweni, Xitaci and Xihambanyisi

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
8. Health facility	Upgrading of Bungeni health centre and construction of Mtsetweni clinic	Bungeni and Mutsetweni
9. Electricity	520 households need electricity	Xitaci and Makonya section Villa
	Need for Apollo lights	Mutsetweni, Xihambanyisi, Mabondlongwa and Xitaci
10. Waste management	Need for a waste transfer station	Mabondlongwa

WARD 6		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Education	Need for classrooms at Radzambo secondary school	Matsila
2. Roads & storm water	Tar road and culvert bridge	Matsila, Dehoop and Nkuzana
3. Community facilities	Need for a community hall	Matsila and Nkuzana
4. Housing	Need for 75 houses	All villages
5. Health facility	Need for a clinic	Nkuzana and Hlanganani
6. Electricity	Need for electrification of 256 stands	Matsila, Nkuzana, Njhakanjhaka and Dehoop
7. sewerage	Need for sewage system	Hlanganani
8. Waste Management	Need for skip bins	Matsila, Dehoop, Njhakanjhaka and Nkuzana

WARD 7		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water reticulation	Misevhe, Mukhoro and Thenga
2. Sanitation	Need for VIP toilets	All villages
3. Education	Refurbishment of schools	All villages
4. Roads & storm water	Need for re-gravelling of streets	All villages
5. Community facilities	Need for sports ground	Musevhe and Thenga
6. Housing	Need for RDP houses	All villages
7. LED	Funding of agricultural projects	All villages
8. Health facility	Renovation of a clinic	Musevhe
9. sewerage	Need for a sewage system	All villages
10. Spatial Planning	Demarcation of new stands	All villages
11. Waste Management	Need for waste bins and refuse bags	All villages

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water reticulation	All villages
	Refurbishment of all boreholes	All villages
2. Sanitation	Need for toilets	All villages
3. Education	Construction of new classrooms at Mathothwe primary school, Munwai primary school and Shanduka primary school	Muthothwe, Munwai and Shanduka
	Need for construction of halls in schools	All villages
	Storm bridges needed	All villages

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
4.Roads & storm water	Tarring of roads	All villages
	Re-gravelling of roads	All villages
	Grading of new streets	All villages
5. Community facilities	Fencing of graveyard, community hall and sports ground	All villages
	Construction of Mashau Tribal Offices	Mashau
6. Housing	Need for RDP houses	All villages
7. Health facility	Construction of a clinic	All villages
8. Electricity	Need for electrical connections	All villages
	Need for street lights	All villages
	Post connections needed	All villages
9. Waste Management	Need for skip bins needed	All villages

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Reserved reservoir for Vuwani Town and business sector	Vuwani
	Need for water reticulation	Kurhuleni
	Need for 10 boreholes at Kurhuleni and 4 boreholes at Vyeboom	Kurhuleni and Vyeboom
	Construction of a reservoir	Kurhuleni
	Need for water reticulation Upgrading of 4 boreholes	Vyeboom and Vuwani Ext 2 Kurhuleni
2. Sanitation	Need for 600 toilets	All villages

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
3. Education	Renovation of classrooms at Kurhuleni Primary School	Kurhuleni
	Construction of classrooms at Tshirunzanani, Thomas Ntshavheni and Avhatondwi	Vyeboom
	Construction of a Technical Secondary, TVET College and Morden toilets at Nandoni Primary School	Vuwani
4. Roads & storm water	Need for tar road from Kurhuleni to Masia	Kurhula and Masia
	Re-gravelling of road and storm water in all villages	All villages
	Tarring of street from Vuwani to Tshivhulana	Vuwani and Tshimbufe
	Tarring of streets at Vuwani Town (20km)	Vuwani
	Tarring of road from Vuwani to Ngwekhulu	Vuwani-Ngwekhulu
5. Community facilities	Community Library	Kurhuleni and Vuwani
	Need for community hall	All villages
	Need for Tribal offices	Kurhuleni
	Sports ground maintenance	All villages
	Completion of Vuwani stadium	Vuwani
	Construction of Swimming Pool at Vuwani Town	Vuwani
	Upgrading of graveyard	All villages
6. Housing	400 RDP Houses are needed	All villages
7. LED	Revitalization of agricultural projects	Kurhuleni
8. Health facility	Construction of District hospital at Vuwani	Vuwani
	Construction of health centre	Vyeboom
9. Electricity	Electrication of extension at new stands	Vuwani, Vyeboom, Kurhuleni and Vuwani
	Need for street lights	Vuwani, Vyeboom, Kurhuleni and Vuwani

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	High mast light next to ZANEX	Vuwani
	High Mast Lights	All villages
10. Sewerage	Installation of sewage system at Vuwani town block D and block E	Vuwani Block D and E
	Renovation of sewage	Vuwani

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Education	Refurbishment of Msengi Secondary	Nwamatatani
	Refurbishment of Majosi Primary School	Majosi
2. Roads & storm water	Paving of Majosi Clinic Road (1,2 Km)	Majosi
	Construction of access roads between Majosi Dihembha and Mbawula section	Majosi
	Construction of access road between Pfalanomo and Khawulani	Majosi
	Construction of access road between Msengi secondary school and Caledon new stand (storm water bridge needed)	Majosi
	Need for a bridge between Nwamatatani and Makhasa	Nwamatatani
3. Community facilities	Combo court shop centre	Majosi
	Combo court shop centre	Nwamatatani
	Need for a grave yard	All villages
4. Housing	Need for 200 RDP houses	Majosi and Nwamatatani
5. LED	Need for market stalls	Majosi and Nwamatatani

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Health facility	Construction of a new clinic	Nwamatatani
	Upgrading of Majosi clinic	Majosi
7. Electricity	Electrification of 102 new stand	Majosi
	Electrification of 96 new stand	Nwamatatani
	50 Streets lights	Nwamatatani
	50 streets lights	Majosi
8. Spatial Planning	Demarcation of 300 stands	Majosi
9. Waste Management	Waste transfer station	Majosi
	3 skip bins	Majosi
	3 skip bins	Nwamatatani

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Borehole needed and electrification of borehole	Makhasa
	Shortage of water supply	Nngwekhulu
	Water bump for borehole	Tshirululuni and Davhana Balanganani
	Need for transformer to assist with water supply	Madobi
	Need for a pressure pump	Sundani
2. Sanitation	Need for toilets	Makhasa and Sundani
	Need for 100 VIP toilets	Tshirululuni
	Need for 85 toilets	Madobi
3. Education	Need for school transportation	Davhana Balanganani
	Need for educators	Madobi

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for a school library	Sundani
4. Roads & storm water	Grading of internal streets, new access road at new stands, bush clearing and re-gravelling	Makhasa
	Tarring of roads, high level bridge and ring road	Nngwekhulu
	Access road to Davhana clinic, paving of ring road from Mtileni to Dubi via Davhana stadium (2,5 km)	Tshirululuni and Davhana Balanganani
	Need for bush clearing	Madobi
	Need for storm water rocla pipes and gravel	Sundani
5. Community facilities	Need for a sport centre and bush clearing at the soccer field	Makhasa
	Need for a community hall	Nngwekhulu
	Need for a hall, library and SASSA pay point	Madobi
	Need for a community hall with build in gym and sport centre that has volleyball and netball facilities	Sundani
6. Housing	RDP housing needed	Makhasa and Sundani
	Need for houses for people with special needs	Nngwekhulu
	Need for 4 RDP houses	Tshirululuni and Davhana Balanganani
	Need for 100 RDP houses	Madobi
7. LED	Need for funding of cooperatives and network connection	Nngwekhulu
	Funding for job creation programmes	Sundani
	Funds for education	Tshirululuni and Davhana Balanganani
8. Health facility	Need for a mobile clinic	Makhasa
	Need for health professionals at Davhana clinic	Nngwekhulu

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Refurbishment of clinic	Tshirululuni and Davhana Balanganani
	Need for a clinic	Madobi
	A visiting point facility is needed	Sundani
9. Electricity	Electrification of new stands	All villages
	Electrification and replacement of stolen cables	Sundani
10. Sewage	Need for a sewage system	Sundani
11. Spatial Planning	Need for network coverage	Nngwekhulu
12. Waste Management	Need for skip bins, waste collection points and refuse bags	All villages

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Borehole connection and fixing of bulk water reticulation	All villages
	Emergency need for installation of 05 boreholes in Thondoni and Ramaligela villages	Thondoni and Ramaligela
2. Sanitation	Need for 400 VIP toilets	All villages
3. Education	Refurbishment of Matodzi and Tshimbupfe Secondary School	Malonga and Tshimbupfe
	Refurbishment of Tshitambamunwe primary school	Malonga and Tshimbupfe
4. Roads & storm water	Tarring of D3753 Road that links Majosi to Thavhani Mall via Tshimbupfe	Majosi-Tswinga
	Tarring D3746 and D3634 from Malonga to Vyeboom	Malonga-Vyeboom
	Tarring of road Malonga-Hanani-tshimbupfe via Tshimbupfe	Malonga, Hanani, Tshimbupfe and Manavhela
	Bridge to Tshitambamunwe Primary School	Thondani village

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Tarring of street from Vuwani – Tshivhulana – Ezintavheni (Mutheiwana) to tshimbupfe	Vuwani, Tshivhulana, Ezintavheni (Mutheiwana) and Tshimbupfe
	Street upgrades (regravelling) and culverts ring roads	All villages
5. Community facilities	Establishment of sports facilities	All villages
	Fencing of Graveyard	Thondoni
	To establish community hall and Library	Madidi
	Construction of admin offices in Tshimbupfe traditional council	Tshimbupfe tribal
	Fencing of all graveyards	All villages
	Construction of administration offices at Tshimbupfe traditional council	Tshimbupfe
6. Housing	200 RDP houses	All villages
7. LED	Funding of cooperatives	All villages
	Assistance of small scale farmers	All villages
	Funding of SMMEs	All villages
8 Health facility	Provision of ambulances in Tshimbupfe clinic	Tshimbupfe
	Refurbishment of Tshimbupfe clinic	
9. Electricity	Electrification of new stands and street lights	Mabidi, Hanani, Thondoni, Mavhulani, Mianzwi and Ramaligela
10. Safety and security	Need for police satellite in Malonga or Madidid	Malonga-Madidi
11. Agriculture	Refurbishment of cattle dipp in Malong and Mianzi	Malonga and Mianzi

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Construction of reservoir	Machele Village
	Shortage of water	Mdabula and Mapimele
2. Sanitation	Construction of toilets for the community	All villages
3. Education	Construction of primary school	Bokoro and Mdabula
	Provide bursaries for the underprivileged	Mdabula
4. Roads & storm water	Construction of Mbhalati ring road	Mbhalati
	Construction of storm water	All villages
	New street light for ring roads needed	Machele, Salani and Mbhalati
	Paving of roads	Mdavula
5. Community facilities	Community hall	Mdavula
6. Housing	Construction of RDP	All villages
7. LED	Street lights needed	All villages
8. Health facility	Need for mobile clinic	Machele, Boroko and Mbhalati
	Additional clinic	Mapimele
9. Electricity	Electrification of all new stands	All villages
	Erect electrical poles	Mapimele
10. waste management	Removal of waste	Mdavula

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply	Mutheiwana, Mudziafera, Tshivhulana, Manavhela and Tshitungulwane

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for 3 water tanks and extension to new stands	Tshilaphala
2. Sanitation	Need for toilets	Mutheiwana, Tshivhulana, Tshilaphala and Manavhela
3. Education	Construction of classrooms at John Mutheiwana	Mutheiwana
4. Roads & storm water	Tarring of road from Zintabeni to Vuwani	Mutheiwana
	Tarring of road from Ratshikwekwete to Mudziafera	Mudriafera
	Ring road and grading of streets	Tshivhulana
	Grading of streets	Tshilaphala and Manavhela
	Need for a storm bridge	Tshitungulwane, Mudriafera, Tshivhulana and Mutheiwana
	Clearing of streets in new stands	Tshitungulwane
5. Community facilities	Need for a sports ground	Tshilindi and Tshilaphala
	Fencing of grave yard	Mutheiwana, Tshilaphala and Tshilindi
6. Housing	Need for RDP houses	All villages
7. Health facility	Need for a clinic	Tshivhulana
8. Electricity	Need for electricity	All villages
	Need for street lights	Tshitungulwane, Tshilindi and Mutheiwana

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply, pipeline from R81 Muswani and borehole installation	Muswani
	Extension of pipeline and borehole	Nhombelani
	Need for borehole	Dumela

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
2. Sanitation	Need for toilets	Shihosana
3.Roads & storm water	Paving of street, tarring of road from Muswani to Mudabula and need for bridges	Muswani
	Street culverts, maintenance of dam, re-gravelling of Muswani to Mudabula and grading of streets	Shihosana
	Need for bridges, tarring of road from Mulamula to Shihosana, gravelling of new streets and re-gravelling of Nhombelani to Dumela road	Nhombelani
	Ring road, culverts for internal roads, grading of roads and tarring of Mphambo to Mdabula road	Dumela
4. Community facilities	Need for a community hall	All villages
	Fencing of grave yard	Shihosana and Dumela
	Pipeline to graveyard	Nhombelani
	Need for a library	Dumela
5. Housing	Need for RDP houses	Shihosana, Nhombelani and Dumela
6. Electricity	Installation of transformer	Muswani
	Need for electricity	Musani, Shihosana, Nhombelani and Dumela
	Need for street lights	Nhombelani
7. Spatial Planning	Bush clearing	Shihosana and Dumela
	Dozer for new stands	Dumela
8. Waste Management	Waste disposal	Shihosana and Dumela

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water reticulation	Vonani, section C, Mukhomi , Gumbani and Mulamula
	Refurbishment of borehole	Gumbani
	Need for a reservoir	Mulamula, Gumbani and Mkhomi
2. Sanitation	Need for toilets	All villages
3. Education	Need for educators in schools	Mukhomi
	Construction and refurbishment of classrooms at Hlawulekani primary school and Construction of admin block at Khatisa high school	Gumbani
	Bursaries for grade 12 students	Mulamula
4. Roads & storm water	Need for a bridge	Madzhenge, Mukhomi and Gumbani
	Ring road needed	Gumbani
	Re-gravelling of internal streets	Gumbani
	Culvert bridges	Mulamula
5. Community facilities	Need for a library, community hall and dip for cattle	Mukhomi
	Need for a multi-purpose centre, fencing of graveyard, youth centre for skills development, upgrading of sports ground, recreation centre, and construction of library	Gumbani
	Community hall	Mulamula
6. Housing	Refurbishment of old houses	Mukhomi
	Need for 100 RDP houses	Gumbani
	Need for 30 houses	Mulamula
7. LED	Funding of a 50 hector farm with 4 boreholes	Mukhomi

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Establishment of poverty alleviation projects and upgrade of cell phone network	Gumbani
	Funding of agricultural projects and dipping tank for farmers	Gumbani
	Funding for agricultural scheme and need for a poultry project	Mulamula
8. Health facility	Clinics need to operate for 24 hours	Mukhomi
	Need for a mobile clinic	Gumbani
	Need for a clinic	Mulamula
9. Electricity	Need for electricity for 100 stands	Mukhomi, section C and Basani
	Electrification of new stands and street lights	Gumbani
10. Spatial Planning	Development of agricultural land	Mukhomi
11. Waste Management	Need for waste bins and bags	Gumbani and Mulamula

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for reservoir and electric pump for boreholes	Mphambo
	Need for boreholes	Shigamani and Mphambo
2. Sanitation	Need for toilets	Shigamani, Rikaka, Mahonisiville and Mphambo
3. Education	Construction of Admin block at Shigamani high school	Shigamani
	Need for a laboratory at schools	Mphambo

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Construction of additional classes at Mheho primary school, George Sonto High and Tshamani primary school	All villages
4. Roads & storm water	Tarring of road D3640 from Mphambo to Mdavula and Re-gravelling of road from Dluli to Maswanganyi Eric	Shigamani
	Construction of ring road	Mahonisi, Shigamani, Mahonisi ville and Rikaka
	Installation of water pumps on drilled boreholes	Shigamani
	Need for a bridge between Galaza and B section	Mphambo
	Paving of tar road to grave yard	Mphambo
	Re-gravelling of internal streets and installation of culvert bridges	All villages
5. Community facilities	Construction of a community hall	All villages
	Need for a library	Mphambo and Mahonisi
	Need for a sports field	All villages
6. Housing	Need for RDP houses	Shigamani, Mphambo and Mahonisi
7. Health facility	Need for a clinic	Shigamani and Mahonisi
8. Electricity	Electrification of B extension	Mphambo
	Need for electricity	Rikaka, Mahonsi, Mphambo and Shigamani
	Need for street lights	All villages

WARD 18		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Phase two water reticulation and internal stand pipes	Phaphazela and Hasani Dakari
	Borehole	Hasani Dakari
2. Sanitation	400 VIP toilets	Phaphazela and Hasani Dakari
3. Education	Construction of Admin block at Guwela Senior Primary School	Phaphazela
	Construction of library	Phaphazela and Hasani Dakari
4. Roads & storm water	Construction of storm water bridges, ring road and tarred road at D3651, D3462	Phaphazela and Hasani Dakari
5. Community facilities	Community hall and upgrading of sports ground	Phaphazela and Hasani Dakari
6. Housing	300 RDP houses	Hasani Dakari and Phaphazela
7. Health facility	Need for clinic	Hasani Dakari and Phaphazela
8. Electricity	Electrification of extensions	Hasani Dakari and Phaphazela
9. Waste Management	Waste recycling bin	Hasani Dakari

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply	All villages
	Need for boreholes	All villages except Mulenzhe
2. Sanitation	Need for toilets	All villages
3. Education	Construction of new classrooms and refurbishment of old classrooms	All villages
4. Roads & storm water	Paving of ring road	All villages

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Fencing of grave yard	All villages
	Need for stadium and community hall	All villages
6. Housing	Need for 480 RDP houses	All villages
7. LED	Need for funding of local projects especially in registrations of NPO organisations	All villages
8. Health facility	Mulenzhe clinic must operate 24 hours	Mulenzhe
	Need for a clinic at Tshitomboni	Tshitomboni
9. Electricity	Electrification of new stands	All villages
10. sewerage	Need for sewage system	All villages
11. Spatial Planning	Demarcation of stands	All villages
12. Waste Management	Need for a waste disposal facility	All villages

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Reservoirs and reticulation	All villages
2. Sanitation	Need for 3000 VIP toilets	Jimmy Jones, Makumeke & Mavambe
3. Education	Need for Primary and secondary School	Jimmy Jones and Makumeke
4. Roads & storm water	Tarring of road from high landers to Makumeke	Makumeke
	Tarring of road from Makumeke to Gandlanani	Makumeke
	Tarring of road from Jimmy Jones to Mavambe	Jimmy Jones
	Tarring of road from Jimmy Jones to Xitlhelani	Jimmy Jones

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Graveling of street	Jimmy Jones, Mavambe and Makumeke
	Culvert (Bridges)	Jimmy Jones, Mavambe and Makumeke
5.Community facilities	Need for community hall and Library	Mavambe, Jimmy Jones and Makumeke
6.Housing	Need for 1600 RDP Houses	All Ward
7. LED	Market stalls	Mavambe, Makumeke and Jimjones
8. Health facility	Need for clinic	Jimmy Jones and Makumeke
9.Electricity	Electrification extension and street lights	All villages
10. Spatial Planning	Township establishment	Mavambe, Makumeke and Jimjones
11. Waste Management	Skip bin	Mavambe, Makumeke and Jimjones

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Need for water reticulation	Masheleni, Gandlanani, Mafanele and Jerome
	Need for construction of reservoir and connection of new reservoir to all village	Gandlanani , Mafanele and Jerome
	Refurbishment of old boreholes	Gandlanani and Jerome
	Refurbishment of old pipes	Jerome and Malamulele section A
	Refurbishment of sewer	Malamulele section A
2.Sanitation	Need for VIP toilets	All villages

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
3.Education	Need for primary school	Mafanele,
	Need for library and computer centre	Malamulele section A
4.Roads & storm water	Tarring of road from Jerome via to Roadhuis Mavambe	Jerome, Mavambe and Roadhuis
	Tarring of road from Jerome to Makumeke	Jerome and Makumeke
	Construction of new road from new road from Gandlanani to Roadhuis	Gandlanani and Roadhuis
	Need for a bridge from Mafanele to Gandlanani	Mafanele and Gandlanani
	Need for re-gravelling and cleaning of streets	All villages
	Culvert bridge	All villages
	Culvert bridges crossing the Nwanati river to graveyard	Masheleni
	Speed hump	Malamulele section A
	Need for paving 2.5 km road	Magada to Musengi
	Need for blading of streets	All villages
5.Community facilities	Upgrading of a community crèche	Gandlanani, Jerome, Mafanele, Masheleni and Malamulele section A
	Cleaning of sports ground	All villages
	Need for community hall	All villages
	Need for upgrading of park phase 2	Malamulele section A
	Need for indoor sport centre soccer, tennis, netball and volleyball	Malamulele section A
6. Housing	Need for RDP houses	All villages
7.LED	Funding of cooperatives e.g Jerome disability projects, orphanage and fencing of yard	All villages

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
8. Spatial Planning	Need for Formalisation of informal settlements and Jerome proclamations of grazing land	Jerome

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Renewal of 4 boreholes	Roadhuis
	Water reticulation in new extensions	Roadhuis
	New boreholes and reticulation	Xidumezani
	House to house connections and pilot tank	Phase 1 and Phase 2
	Bulk water supply reticulation and connection of boreholes and incomplete pipelines	Makhasa and Shigalo
	Water reticulation and bulk line supply	Green farm and Shibangwa
	Water reticulation and reservoir	Gandlanani
2. Sanitation	600 VIP toilets	Roadhuis
	Need for VIP toilets	Xidumezani, Makhasa, Green Farm, Shibangwa and Gandlanani
3. Education	Upgrading of community crèche	Roadhuis and Xidumezani
	Construction of primary and secondary school	All villages
	Community library needed	Roadhuis and Green Farm
	Need for a special school	Gandlanani
4. Roads and storm water	Need for ring road and culverts bridges	All villages
	Opening of new roads	All villages
	Re-gravelling of streets	Roadhuis, Xidumezani, Makhasa and Shigalo
	Gravelling of road from Makhasa to Shibangwa	Makhasa and Shibangwa

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for ring road at D13650	Green Farm and Shibangwa
	Need for pipe culvert	Green Farm and Shibangwa
	Pavement of road and water plant	Gandlanani
	Upgrading of D3668 road and internal streets	Shibangwa
	Tarring of road from Nyavani to Makhasa	Nyavani and Makhasa
	Tarring of road from Makhasa to Green Farm	Makhasa and Green Farm
5. Community Facilities	Need for community library and hall	All villages
	Need for sports ground	All villages
	Need for a home-based care	Makhasa and Shibangwa
6. Housing	300 new units	Roadhuis
	50 new units	Xidumezani
	Need for RDP houses	Makhasa, Green Farm, Shibangwa and Gandlanani
7. LED	Revitalisation of all projects that are non-functional Creation of new projects	All Villages
	Need for cell phone network project and agriculture	Makhasa
	Funding of small business enterprises	Gandlanani
	Employment need, agriculture and projects	All Villages
8. Health facility	Construction of clinic and need for a mobile clinic	All villages
9. Electricity	Electrification in new stand	All villages
	Need for street lights	Green Farm

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for 300 units	Roadhuis
	Need for 50 new units	Xidumezani
10. Sewage	Sewage system needed to prevent water pollution	Roadhuis and Xidumezani
11.Spatial planning	Demarcation of all sites	Roadhuis
	Formalisation of 500 new sites	Xidumezani
	Need for development	Makhasa and Shigalo
	Business site and agriculture	Gandlanani
12. Waste Management	Waste bins needed	All villages

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Need for increased water pressure	Section B, Section B extension, C, D, Section D extension, Mavandla and Madonsi
	Need for water reticulation	Section B, Section B extension, C, D, Section D extension, Mavandla and Madonsi
	Steal structure on water reservoir	Section B, Section B extension, C, D, Section D extension, Mavandla and Madonsi
	Erection of reservoir for bulk water supply	B-extension
2. Education	Need for a Primary School	B-extension
3.Roads & storm water	Streets rehabilitation	Mavandla
	Need for a ring road, re-gravelling of streets and filling of boreholes	Madonsi

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for tarring of roads and creation of new streets	B-extension
	Clearing of storm water stream in Section B	Section B
4. Community facilities	Rehabilitation of sports ground	Section B
	Sporting and recreational facility	Section D and Mavandla
5. Electricity	Need for street lights	Section D, Madonsi and D-extension
	Electrification of 300 stands	Mavandla
	Electrification of new stands	Madonsi and B-extension
6. sewerage	Replacement of sewer pipes	Section B, Section C,
	Need for a sewer system	Section D extension, Section B extension and Mavandla
7. Waste Management	Need for skip bins	Section C

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Construction of reservoir and water reticulation	Xitlhelani
	Water reticulation	Dinga and Manele
	Refurbishment of bore hole (Installation of new pipeline from existing borehole to reservoir)	Manele
	Drilling of Bore holes	Dinga and Xitlhelani
2. Sanitation	VIP toilets	Dinga, Menele and Xitlhelani
	Gravelling of D road from Xitlhelani to Dinga	Dinga and Xitlhelani

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
3. Roads & storm water	Re-gravelling and upgrading of bridge D3647 road via Mleledi stream	Dinga and Menele
	Gravelling of street from four way park to Dinga	Dinga and Menele
	Blading of streets	All villages
	Construction of ring road four ways park D4 road via Xidziva to D4 road via Shingwedzi high and Khanani primary	Manele village
	Opening of streets in new extension units	Dinga and Xitlhelani
4. Community facilities	Need for community hall	Dinga and Menele
5. Electricity	Need for RDP 500 new extension households (150 Dinga, 250 Xitlhelani and 50 Menele)	Dinga, Menele and Xitlhelani
6. Housing	Need for RDP houses	All villages

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Water reticulation and construction of reservoir	All villages
2. Sanitation	Need for 690 toilets	All villages
	Need for 900 VIP toilets	All villages
3. Education	Construction of secondary schools	Muchipisi and Halahala
4.Roads & storm water	Construction of ring road and street grading	All villages
5. Community facility	Construction of a shopping complex	All villages
6. Housing	Need for 900 RDP houses	All villages
7. LED	Funding for EPWP	All villages

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
8. Health facility	Construction of a clinic	Muchipisi, Mapapila, Halahala and Matsakali
9. Electricity	Electrification of new stands	Muchipisi, Mapapila, Halahala and Gidjamhandeni
10. sewerage	Need for sewage system	All villages

WARD 26		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Fix all main line pipe leading to water reservoirs, refurbishment of boreholes, drilling of new boreholes and reticulation for all extensions	All villages
2. Sanitation	Toilets are urgently needed	All villages
3. Education	Construction of a primary school	Tshamidzi
4. Roads & storm water	Paving of ring roads, grading and graveling of all internal streets and need for culvert bridges	All villages
5. Community facilities	Need for a library and community hall	All villages
6. Housing	Need for RDP houses	All villages
7. Health facility	Construction of a clinic	Mphakati
8. Electricity	Electrification for all extension and fixing of electrical faults	All villages
9. Waste management	Need for 15 skip bins	All villages

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	All villages

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Refurbishment of boreholes	Nyavani, Hlengani, Manghena and Tshikonelo Tribal Authority
2. Sanitation	Need for 200 VIP toilets	All villages
3. Education	Refurbishment of classrooms	All villages
	Need for a high school	Phaweni
	Fencing of school	All villages
4. Roads & storm water	Tarring of Nyavani to Makhasa road	Nyavani
	Tarring of Phaweni to Manghena road	Phaweni
	Tarring of Hlengani to Manghena road	Hlengani
	Tarring of Manghena to Xikundu road	Manghena
	Tarring of road D3666 to R524	Tshikonelo Tribal Authority
	Paving of road	All villages
	Installation of pipe culvert	All villages
	Construction of bridges	All villages
5. Community facilities	Construction of a community hall	All villages
	Construction of Library	All villages
6. Housing	Need for 200 RDP houses	All villages
7. LED	Need for a recreation centre	All villages
	Funding for crop farming projects	All villages
8. Health facility	Construction of Clinic	Nyavani, Phaweni, Hlengani and Manghena

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	Xifaxani

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Elevated still tanker	Saselemani B Township and Magomani
2. Sanitation	Need for VIP toilets (50 Gonani, 200 Magomani and 200 Saselemani)	Xifaxani, Magomani, Gonani and Saselemani
3. Education	Need for a technical secondary school Construction of a day care centre Construction of a secondary school	Xifaxani Gonani Saselemani B Township and Magomani
4. Roads & storm water	Need for access road and re-gravelling	Xifaxani
	Ring road for internal streets	Xifaxani
	Need for speed bumps	Xifaxani
	New access road and installation of ring road from Manghena to Gonani	Gonani
	Need for 3 culvert bridges	Saselemani B Township and Magomani
5. Community facilities	Upgrading of sports field	Hlengani, Magomani, Manghena, Xifaxani and Gonani
	Construction of community hall and erection of street lights	All villages
6. Housing	Need for RDP (50 Gonani, 200 Saselemani and Magomani)	All villages
7. LED	Financial assistance for crop farming and stock farming	Xifaxani
	Cooperatives on brick making	Xifaxani
8. Health facility	Upgrading of Xikundu clinic and maintenance of building	Xifaxani
	Construction of clinic Relocation of mobile clinic	Gonani Saselemani B Township
9. Electricity	Electrification of 30 units	Gonani

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Electrification of 300 units	Magomani and Saselemani B Township
10.Spatial Planning	Need for formalization and site demarcation for both residential and businesses	Xifaxani and Gonani
11. waste management	Collection of waste time schedule program Need for skip bins	Xifaxani Gonani and Magomani

WARD 29		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for 3 boreholes Water reservoir Clean water supply Refurbishment of borehole	Nghezimani Nkavele Nkovani and Phujwani Nghezimani
2. Sanitation	Need for 400 toilets Need for 50 toilets Need for toilets	Nghezimani Nkavele Nkovani and Phujwani
3. Education	Water supply needed at Hiselelani Primary Transportation for learners at Hiselelani Primary Construction of 3 new classes Construction of a primary school Refurbishment of school buildings Construction of secondary school	Nghezimani Nghezimani Nghezimani Nkavele (Extension) Nkovani Phujwani
4. Roads & storm water	Tarring of road D3864 and gravelling of streets	Nghezimani
	Ring road at Nkavele village	Nkavele
	Re-gravelling of community streets	Nkavele and Phujwani
	Construction of access roads	Nkovani

WARD 29		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Construction of sports ground for old age and library	Nghezimani
	Need for community hall and fencing of graveyard	Nkavele
	Need for Library and sports facilities	Nkovani
	Need for a community hall	Phujwani
6. Housing	Refurbishment of RDP houses and 600 RDP's are needed	Nghezimani
	Need for RDP houses	Nkavele , Nkovani and Phujwani
7. LED	Refurbishment of agriculture land	Nkavele
	Funding of youth skills programmes	Nkovani
8. Health facility	Healthcare centre	Nkavele, Nkovani and Phujwani
9. Electricity	Need for electricity	All villages
10. Sewage	Installation of sewage system	All villages
11. Spatial planning	Zoning of business area	Nkavele
12. Waste management	Need for steel bins	Nghezimani , Nkovani and Phujwani
	Need for waste transfer station	Nkavele

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Rehabilitation of old dam at Maphophe village	Maphophe
	Refurbishment of Xikundu water treatment plant	All villages
2. Sanitation	Need for toilets and sewer construction at Saselemani CBD	Saselemani
	Construction of VIP toilets 100 per village	All villages
3. Education	Construction of new classes at Mahlohlwani Primary School	Saselemani

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Construction of classes at Basopa High School	Maphophe
	Renovation of Maphophe Primary School	Maphophe
	Establishment of new High School at Saselemani	Saselemani
4. Roads & storm water	Taring of Tlhaveni road that connects Saselemani black D and Makuleke	Saselemani
	Re-gravelling of internal streets	All villages
	Rehabilitation of degraded land	All villages
5. Community facilities	Construction of a community hall	Saselemani and Maphophe
	Upgrading of sports ground	All villages
	Fencing of grave yard	All villages
	Establishment of health facility and state of art High School	Saselemani
	Need for home based care Funding and training	Saselemani
6. Housing	Construction of RDP houses	All villages
7. LED	Need for food security programme and water harvesting	Maphophe
	Need for reconstruction of old Maphophe dam	Maphophe
	Need for construction of a hotel an lodge	Maphophe and Saselemani
8. Electricity	Electrification of new stands	Maphophe and Ximixoni
	Installation of street lights	All villages

WARD 31		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for upgrading Mhinga plant	Mhinga zone 3
	Reservoir reticulation at Muthathi hill new stand	Mhinga zone 2 and 3
2. Sanitation	Rehabilitation of sewage, pond and VIP toilets	Mhinga
3. Education	Refurbishment of classrooms at Ripambeta High and Mhinga High School	Mhinga and Botsoleni
4. Roads & storm water	Need for a ring road and re-gravelling of streets	Mhinga
5. Community Facilities	Need for community hall and library	Mhinga
	Upgrading of sports ground	Mhinga
	Demarcation of 13 hectares sports centre	Mhinga
6. Housing	Need for 60 RDP to be equally distributed among the 3 villages	All villages
7. LED	Need for market stalls	All villages
	Need for funding of food security corporative and all projects	
8. Health facility	Need for clinic facilities between Mhinga zone 1 and 2	Botsoleni
9. Electricity	Electrification of stands at zone 2, Botsoleni and zone 3	Mhinga
	Need for street lights from corner 18 to Mhinga Lambani bridge	Mhinga
10. Sewage	Mhinga village sewage ponds	Mhinga zone 2
11. Spatial planning	Mhinga nodal point development	Mhinga zone 2
12. Waste management	Need for skip bins and increased EPWP workers	All villages

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation projects	All villages
	Upgrading of Wisani booster pump and construction of bulk water supply line	Matiyani
2. Sanitation	Sewer and construction of VIP Toilets	All villages
	Refurbishment of boreholes	
3. Education	Renovation of Mashakadzi, Matiyani and Nkhavi primary School	All villages
	Fencing and refurbishment of Adolf Mhinga school sport facility	All villages
	Refurbishment of day care centres	All villages
	Establishment of wildlife college next to Punda Maria gate	All villages
4. Roads & storm water	Tarring or construction of access ring road	Josefa and Matiyani
	Construction of culverts and re-gravelling of internal streets	All villages
	Construction of ring roads	All villages
	Rehabilitation of degraded land	All villages
5. Community Facilities	Construction of community hall	Josefa and Matiyani
	Home base care funding and training	All villages
	Construction of state of Art sport facility	Joseph and Matiyani
6. Housing	RDP Houses needed (500)	All villages
7. LED	Building Market Stalls next to Punda Maria Gate	Matiyani
	Approval of business site for a hotel in a land next to Kruger National park	Matiyani and Josefa
	Opening of crusher stone	Josefa

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Funding of small scale projects	All villages
	Funding of Adopt a river projects	All villages
	Fencing of crop field	All villages
	Establishment of lodges and hotels for tourism business	Matiyani and Josefa
8. Health facility	Construction of health care facility	Josefa
9. Electricity	Electrification of new stands	All villages
	Installation of street lights	All villages
10. Crime	Appointment of field rangers or fence patrollers to patrol due to stealing of livestock from South Africa to Mozambique via Kruger National Park	All villages

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	All villages
2. Sanitation	Need for 600 toilets	All villages
3. Education	Refurbishment of primary school and construction of secondary school	Hlungwani
	Construction of new classrooms	Makuleke and Hlungwani
4. Roads & storm water	Need for a tar road from Hlungwani to Saseleman	Hlungwani and saseleman
	Need for a tar road from Hlungwani to Makuleke	Hlungwani and Makuleke
	Need for a ring road	All villages
	Re-gravelling of road	All villages
	Need for 4 low level bridges	All villages
	Need for community hall and library	Hlungwani

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Library and science centre	All villages
	Fencing of graveyard	All villages
6. Housing	Need for 600 RDP houses	All villages
7. LED	Revitalisation of agricultural schemes	All villages
	Construction of market stalls	Makuleke
8. Health services	Need for a clinic	Mabiligwe
	Need for a palisade fence	Makuleke and Mabiligwe
9. Electricity	Need for electricity connection in 850 households	Makuleke
	Street lights maintenance	Makuleke and Mabiligwe
	Need for Apollo light	Makuleke and Mabiligwe
10. Waste management	Need for waste bins	All villages

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1 Water	Water reticulation	All villages
	Street taps (200 Bevhula, 300 Makhubele, 250 Nghomunghomu and 250 Mashobye)	Bevhula, Makhubele, Nghomunghomu and Mashobye
	Need for 3 boreholes	All villages
2. Sanitation	Need for 300 new toilets	All villages
3. Education	Need for 16 classrooms at Makahlule Primary School and Administrative block	Makahlule
	Construction of a secondary school	Makahlule and Bevhula
	Renovation of Ntlhaveni high school	Makhubele

	Renovation of Primary schools	Nghomunghomu and Mashobye
4. Roads & storm water	Ring road from the main road via clinic, Makahlule Primary School to the graveyard	Makahlule, Makhubele, Nghomunghomu and Mashobye
	Blading of all internal streets	Makahlule
	Need for culverts (30 Makahlule, 20 Bevhula, 40 Makhubele, 40 Nghomunghomu and 35 Mashobye)	All villages
5. Community facilities	Need for a community hall	All villages
	Need for corrugated fence in the graveyard	All villages
	Need for a sport facility	All villages
	Blading of sports ground	Makahlule
6. Electricity	Electrification of 100 new stands	All village
7. Health services	Renovating nurses home at Makahlule clinic	Makahlule
	Construction of a medical centre	All villages

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Provision of bulk water, reticulation and connection of reservoir pipe lines	Merwe, Mabayeni and Lombart
	Refurbishment of dams	Lombart and Magona
	Need for drilling of borehole	All villages
2. Sanitation	500 VIP toilets is needed	All villages
3. Roads & storm water	Provision of bridges and gravelling of roads and street at all villages	All villages
	Culverts in all villages	All villages
	Construction of roads from Mabayeni to Lombart	Mabayeni and Lombard
	Construction of roads from Muchipisi to Magona	Muchipisi and Magona
	Provision of sports field at all villages	All villages

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
4. Community facilities	Construction of hall at all villages	All villages
	Provision of farming and irrigation scheme	All villages
	Construction of library in all villages	All villages
5. Housing	500 RDP houses needed	All villages
6. LED	Provision of funding the existing projects	All villages
	Support SMME business	All villages
	Poultry, crop farming production centre	All villages
	Opening of Fumani gold mine	Mtititi
	Upgrading of redline fence to prevent foot and mouth disease	All villages
7. Health services	Clinics at Mabayeni, Lombart and Merwe A	Merwer A, Mabayeni and Lombart
	Extension of Ntlhaveni E clinic	Magona
8. Electricity	Electrification of new stands	All villages
	Construction of street lights	All villages
9. Transport	Taxi rank required	Govhu and Magona

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Drilling of new borehole and refurbishment of old ones	Jilongo
2. Sanitation	Need for VIP toilets to address backlog in sanitation	All villages
3. Education	Construction of Primary School at Mtititi Town	Mtititi
4. Roads & storm water	Re-gravelling of internal streets	All villages
	Ring road and re-gravelling at D3643 road	Mabayeni and Fumani
	Need for a low level bridge at D3643 road	Mabayeni and Fumani

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Need for community hall	Jilongo and Altein
6. Housing	Need for RDP	Altein, Jilongo, Muhunguti and Plange
7. Health facility	Upgrade of Mtititi clinic	Plange
8. Electricity	Electrification needed to address backlog in electricity	All villages
9. Waste management and parks	Establishment of dumping sites	All villages

CHAPTER 4: SPATIAL RATIONALE

This section outlines how the municipality strives to integrate issues of planning and community development. According to Section 26 of the Municipal Systems Act (MSA) the Municipal Spatial Development Framework (MSDF) must be aligned to the IDP. All other spatial plans must be aligned with the MSDF. Therefore, no spatial plan of the municipality may contradict the MSDF or the IDP. Section 35(2) of the MSA, indicates that a spatial development framework contained in the Integrated Development Plan prevails over a plan defined in section 1 of the Physical Planning Act, 1991 (Act No. 125 of 1991). Section 1 of the Physical Planning Act defines 'plan' as a national plan, a regional development plan, a regional development plan, a regional structure plan or an urban structure plan.

This section gives an overview of the spatial analysis of the Collins Chabane Local Municipal area. The Municipal council of the Collins Chabane Local Municipality adopted its second Municipal Spatial Development Framework (MSDF) in August 2021 and Land Use Scheme (LUS) in August 2018 which is aligned to the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA).

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. Table 4.1 and Figure 10 below gives an overview of the spatial rationale of Collins Chabane Local Municipality area.

Table 4.1.: Hierarchy of Settlements

HIERARCHY	TYPE	CHARACTERISTICS	AREA
FIRST ORDER SETTLEMENT	Provincial Growth Point	<ul style="list-style-type: none"> • Very well positioned along the National and Provincial movement network. • Function as high order service canter • Have relatively large local populations. 	Malamulele
	District Growth Point	<ul style="list-style-type: none"> • Large rural clusters with small economic bases. • Accessible via the Provincial road network. 	Saselamani
	Municipal Growth Point	<ul style="list-style-type: none"> • Large rural clusters with small economic bases. • Accessible via the Provincial road network. 	Vuwani and Hlanganani
SECOND ORDER SETTLEMENT	Population Concentration Points	<ul style="list-style-type: none"> • Towns/villages or group of villages located close to each other and have substantial number of people located in these villages. 	Tiyani, Mahatlani, Majosi, Ribungwani, Bungeni and Mavambe, Vyeboom

THIRD ORDER SETTLEMENT	Local Service Points	<ul style="list-style-type: none"> • Situated in the midst of a high number of small scattered villages. • Focus needs to be on community infrastructure. 	Mukhomi, Xikundu, Olifantshoek, Tshimbupfe A & B; Mulenzhe, Mtiti, Mphambo, Mhinga, Magona and Gumbani.
FOURTH ORDER SETTLEMENTS	Village Service Areas		All Other Villages

Source: CCLM SDF, 2021

4.1.1. SETTLEMENT PATTERNS

CCLM has approximately 198 villages and 2 Informal Settlements. There are only 2 proclaimed townships namely Malamulele and Vuwani and also 5 RDP Townships. In terms of the surveyed settlements a total of 80 settlements have General Plans.

Type	Total Number
Proclaimed Township(S)	2 – Malamulele & Vuwani
RDP Settlements	5- Mhinga, Saselamani, Mtiti, Mahonisi And Hlanganani
Informal Settlements	2- Rhulani & Xiparapureni
Villages	198
Total	201

4.1.2. SPATIAL FEATURES

- ❖ Unstructured land development resulting in a distorted spatial pattern (un-proclaimed areas)
- ❖ Increase in unplanned human settlements.
- ❖ Unsecure land tenure (Malamulele B Ext 1 & 2; Malamulele D Ext 1, 2 & 3)
- ❖ Land invasions in Malamulele and Vuwani
- ❖ Unregistered Municipal properties.
- ❖ Illegal Land Uses (Malamulele and Vuwani)

4.1.2.1. SPATIAL PLANNING CURRENT PROJECTS

Collins Chabane Local Municipality is having a good working relations with Traditional Authorities within the jurisdiction. This is in line with the implementation of SPLUMA and its regulations. This close relation with Traditional Authorities assisted in coming with projects such ranging from Formalization, Demarcation of Sites and Township Establishments:

PROJECT NAME	NODAL POINT	NUMBER OF ERVEN	NAME OF TRADITIONAL COUNCIL
Formalization & Proclamation: Mavandla	Malamulele	2000 + 1000	Madonsi Traditional Council
Township Establishment: Majosi	Hlanganani	2000	Khomanani Traditional Council

Formalization & Proclamation: Saselamani	Saselamani	2000	Shikundu Traditional Council
Township Establishment : Mtititi	Malamulele	2000	Mtititi Traditional Council
Formalization: Vuwani	Vuwani	5400	N/A
Demarcation of Sites: Greenfarm Village	Malamulele	500	Madonsi Traditional Council
Demarcation of Sites: Vuswayi Ext 2 Village	Malamulele	500	Madonsi Traditional Council
Demarcation of Sites: Tshikonelo Village	Malamulele	1000	Tshikonelo Traditional Council
Demarcation of Sites: Maphiveni	Vuwani	400	Hamutsha Traditional Council
Demarcation of Sites: Makhasa	Malamulele	200	Xigalo Traditional Council
Demarcation of Sites: Mabodhlongwa	Hlanganani	400	Bungeni Traditional Council

4.1.3. SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Collins Chabane Local Municipality has adopted its second **SDF in 2021** following all the processes that are prescribed in terms of law. It was approved in terms of the Municipal Systems Act, 2000 (Act 32 of 2000) and serves as a guide to decision making in development and land use planning. This section therefore outlines the spatial vision, analysis, strategic framework and desired spatial pattern of the Collins Chabane Local Municipality.

Chapter 4 of the Spatial Planning and Land Use Management Act (Act 16 of 2013) requires each Municipality to prepare a spatial development framework that will, amongst others, guide planning and development decisions across all sectors of government. It must also interpret and represent the spatial development vision of the responsible sphere of government and competent authority which is informed by a long term spatial development vision statement and plan. Section 26 of the Municipal Systems Act (Act 32 of 2000), as amended, also dictates that a Municipality's integrated development plan must reflect a spatial development framework which must include the provision of basic guidelines for the land use management system.

A Municipal Spatial Development Framework (MSDF) is a long-term (10-20 year) development framework which articulates the vision, goals and objectives of the Municipality spatially through strategies designed to address physical, social and economic shortcomings. It co-ordinates the spatial implications of all strategic sector plans of a Municipality. An MSDF is also one of the core components of a Municipal IDP and gives physical effect to the vision, goals and objectives of the Municipal Integrated Development Plan (IDP).

The primary aims and objectives of the SDF

To create a spatially based policy framework whereby change, needs and growth in the Collins Chabane Local Municipal area are to be managed positively to the benefit of everyone. It focuses on how land should be used within the broader context of protecting the existing values of the Collins Chabane Local Municipal area i.e. tourism destination, rich historical and cultural areas.

- ❖ To improve the functioning of the local urban and rural, as well as the natural environmental systems.

- ❖ Identification of local opportunities for future urban/ rural development, and natural environmental conservation, and make recommendations as to where and how development of the open space system should be managed.
- ❖ To establish strategies and policies to achieve the desired spatial form i.e. movement and linkage systems, open space system, activity system, overall land use pattern etc.

4.1.3.1. Nodes

The CCLM SDF aligns to 4 of the 2015-2020 Limpopo Development Plan (LDP) strategic objectives which are aligned with the Medium-Term Strategic Framework. The strategic objectives include ensuring inclusive growth, decent work and sustainable livelihoods, investment in economic and social infrastructure (improve access to quality education and healthcare); rural development, food security and land reform; cohesive and sustainable communities; and sustainable resource management and use. Within these strategic objective the LDP 2015-2020 designed 4 key pillars of intervention which includes:

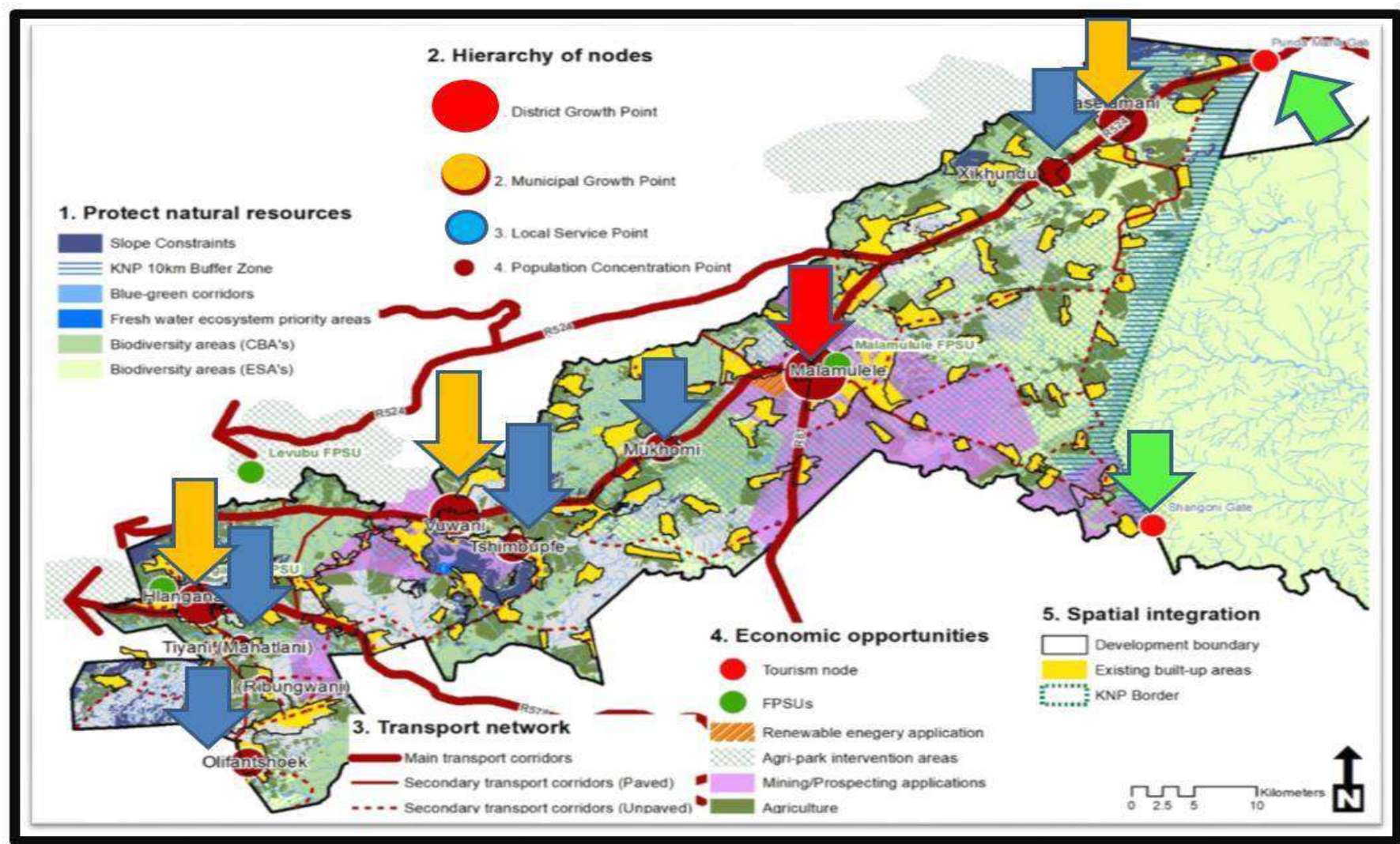
- ❖ Economic development and transformation
- ❖ Infrastructure development
- ❖ Building developmental state
- ❖ Social Cohesion and transformation.

The CCLM SDF acknowledges that equal financial investment within these 4 pillars and across the entire Municipality will not be financially viable nor sustainable. For this reason, it sets out a nodal hierarchy which will inform investment. This spatial rational introduces establishment of Nodal Points within the Municipality. The SDF has identified Nodal Points that are Provincial Growth Points; District Growth Points, Municipal Growth Points, Local Service Points and Population Concentration Points. The SDF has identified core areas comprising of four Municipal Nodes namely: Malamulele; Saselamani; Hlanganani/ Nkuzana and Vuwani. These Nodes are located along roads/development corridors and within which to concentrate development. It is proposed that development should be focused within these nodes so that they become places where services are rendered at a central point to communities.

Furthermore, the SDF identifies Population Concentration Points which act as economic feeders to the identified Nodal Points. It is proposed that in these areas investments should focus on social facilities in order to increase accessibility to social facilities and effective public transport systems. The identified areas are Mhinga, Mavambe, Mphambo, Xikundu, Mtititi, Mulenzhe, Bungeni, Mukhomi, Magona, Nkuzana and Gumbani.

Mukhomi, Tshimbupfe and Olifantshoek have been identified as Local Service Points whereby the SDF proposes that social services need to be consolidated in these areas to effectively serve the extensive surrounding rural communities. The focus on these areas should therefore be on community infrastructure and not necessarily economic infrastructure.

Figure 3. Hierarchy of Nodes



Source: CCLM SDF, 2021

4.1.3.2. Corridors

In terms of improving access to these nodes, the SDF identified several priority networks which are critical for movement; distribution of goods and services; and connectivity. These road networks are critical to connecting local nodes and the Municipality as well as connecting the other municipalities for the efficient movement of goods and services throughout the Municipality.

The SDF identifies several corridors which are of great significant to the Municipality. These corridors include the R578 (between Makhado and Giyani), R81 (Between Giyani and Malamulele), D4 (between Vuwani and Malamulele) and the R524 (between Punda Maria and Thohoyandou) which are main transport corridors that provide access to the different major areas in the Municipality.

These main corridors need to be prioritized for maintenance by SANRAL/RAL. Other identified corridors include secondary roads which provide links between nodes and villages which are mostly District roads which should be prioritized for tarring (if gravel) as well as maintenance to improve public transport facilities and flow of passengers through the Municipality.

The SDF also proposes that the road linking Malamulele to Altein should be prioritized as it could become a very important tourism corridor with the establishment of the proposed Shangoni Gate and Tourism Node.

4.2. LAND USE COMPOSITION AND MANAGEMENT TOOLS –LUS/GIS

CCLM has adopted a Land Use Scheme (LUS) which it is a planning tool that allows or restricts certain types of land uses to certain geographic areas in accordance with the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013). The Collins Chabane Local Municipality Council adopted its first Land Use Scheme in 2018 which is operational and will be due for review after 5 years (2023).

A Geographic Information System (GIS) assist with information regarding land development and upgrading. The Municipality has therefore developed its GIS programme however does not have the human capital to operate the system.

4.2.1. Spatial Planning Policies and By-Laws

The municipality has developed and adopted the following by-laws:

NAME	ADOPTED BY COUNCIL	STATUS
Spatial Planning And Land Use Management By-law	2019	Being Implemented
Land Disposal Policy	2020	Being Implemented
Spatial Development Framework	2021	Being Implemented
Land Use Scheme	2018	Under Review
Human Settlement Strategy	2019	Being Implemented
Led Strategy	2019	Being Implemented
Libra	2019	Being Implemented
Street Trading By-law	2018	Being Implemented
Advertising And Billboards By-law,	2018	Being Implemented
Noise Control By-law	2018	Being Implemented

Hardware Storage Of Goods By-laws	2018	Being Implemented
Place Of Public Worship By-law	2018	Being Implemented
Tuck Shops By-laws	2018	Being Implemented

4.2.2. Implementation of SPLUMA

i. The Spatial Planning and Land Use Management Act No. 16 of 2013 was enacted by the State in August 2013 as a result the following Acts were repealed:

- Removal of Restrictions Act No.84 of 1967
- Physical Planning No 88 of 1967
- Physical Planning No 125 of 1991
- Development Facilitation Act No.67 of 1995
- Less Formal Township Establishment

ii. The objectives of the SPLUMA are:

- To promote greater consistency and uniformity in the application procedures and decision making by authorities for land user decisions and development applications
- For the establishment of Municipal Planning Tribunals (MPT)
- To provide for a framework for policies, principles norms and standards for spatial planning and land use management
- To address past spatial and regulatory imbalances

iii. General principles of SPLUMA

SPLUMA puts forward a set of principles to influence spatial planning, land use management and land development. It also provides for National and Regional Spatial Development Frameworks as well as provincial and municipal spatial development frameworks, implying that a package of plans will be undertaken from national to municipal level to direct land use management, while providing for uniform regulation of land use management throughout South Africa.

The general principles endorsed by this Act is that Spatial Planning, Land Use Management (SPLUM) and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration.

iv. Municipal Planning Tribunal and Appeals Tribunal

The Collins Chabane Local Municipality has established its Municipality Planning Tribunal (MPT) and Appeals Tribunal in terms of the relevant sections of SPLUMA. The MPT consists of 5 external members and 3 internal members. Furthermore, the appeals tribunal consists of 5 external members and 3 internal members. The term of office of these members is 5 years and was established in August 2018 and was reviewed for a second term December 2023.

4.2.2. Spatial Analysis

The spatial challenges experienced by the Municipality such as scattered settlements have become too costly to provide services. The apartheid spatial pattern is still evident with sprawling rural villages situated in traditional authority areas located far from employment opportunities, thus presenting a transport cost problem for workers. State-owned land is mostly in the custodianship of Traditional Councils with a large percentage of land held under leasehold and Permission to Occupy. Because of this, land ownership is regarded as insecure, which in turn acts as a hurdle to land development. The high-level Strength, Weakness and Opportunities of the Collins Chabane Local Municipality are summarized in the table below.

Table 4.2.: Spatial SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Functional Municipal Planning Tribunal (MPT)	Municipality unable to service sites that are being developed. (Water & Sanitation)	Traditional Leaders/Authorities willing to work with the Municipality in terms of Land Development.	Land Invasion
Spatial Planning and Land Use Management (SPLUMA) By-laws, SDF and Land Policies in place	Land parcels still registered in the name of Thulamela and Makhado Local Municipality.	The Minister of Agriculture, Land Reform and Rural Development willing to donate land to the Municipality for development.	Insecure Land Tenure
Capable human capital to deal with land use management.	GIS not fully functional resulting in delays in updating information relating to land use management and development.	Private Developers willing to work with the Municipality to develop Integrated Human Settlements. E.g. Masingita Group of Companies and Nandoni Golf Estate.	Litigation against the municipality regarding invaded land resulting in development being delayed.
Municipal Programmes are in place to deal with unplanned human settlements (demarcation of sites).	Land Parcels not registered at the Deeds office (no ownership)	Agencies such as DBSA willing to work/support the municipality for the development of Integrated Human Settlements.	

4.3. ELEMENTS THAT INFLUENCED THE SPATIAL FORM OF COLLINS CHABANE LOCAL MUNICIPALITY AREA

4.3.1. 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.

4.3.2. 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

4.3.3. 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.

4.3.4. Major Roads

Collins Chabane Local Municipality has development corridors that link to the Municipal Nodal Points such as the D4 from N1, Vleifontein, Elim, Vuwani, Malamulele until Shangoni 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

4.4. INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT

Human settlement development is a mandate of The Department, Corporative Governance Human Settlement and Traditional Affairs (CoGHSTA), the Municipality's role is only to facilitate. According to Stats' Census 2022, the number of households in Collins Chabane Municipal area is **108 338**. The number of households always increase as the population increase.

4.4.1. Human Settlement Types

Collins Chabane Local Municipality has achieved notable quantitative success in housing delivery, but this has also perpetuated undesirable settlement form. CCLM being a rural municipality has low-density, mono-functional and predominantly low income residential areas on the periphery of the municipality with limited related economic opportunity. However, a good picture is painted through the types of Human Settlements and dwelling units within the jurisdiction of the municipality.

4. 4.2. Household Trends

The figure below shows that 58% of households are headed by females and only 42 % are male headed. This is mostly due to male migration to urban areas for job opportunities, high male death rate than women, life expectancy and some due to the lack of responsibility resulting in high number of women headed households.

Figure 4.1.: Household Trends

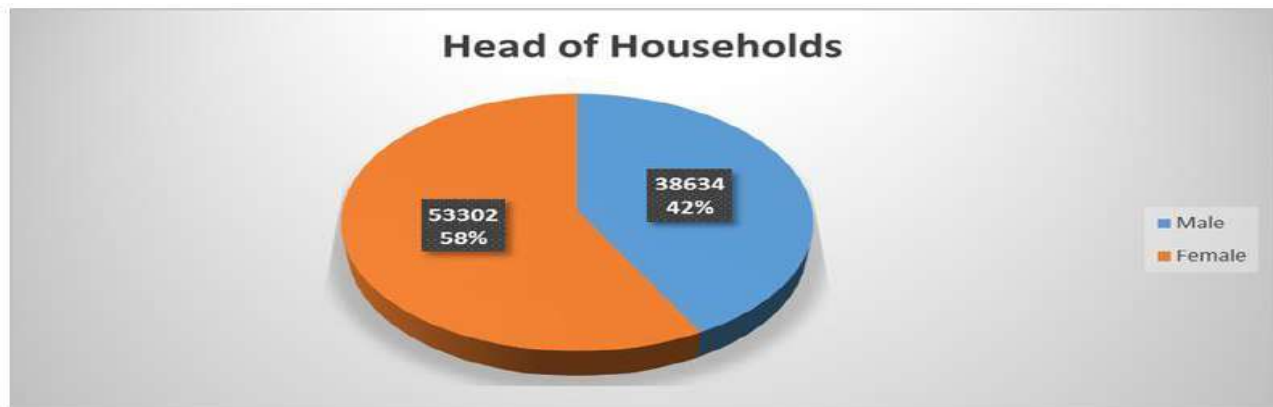


Table 4.3.: Types of dwelling units

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 houses 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 settlement)	67
Room/flat let on a property or larger dwelling/servants quart	68
Other	1359

Collins Chabane Local Municipality housing backlog is estimated at 26. However, there the allocation for 2022/23 financial year was 418 housing units still to be constructed for 2022/23 financial year.

FINANCIAL YEAR	ALLOCATION	COMPLETED	NOT COMPLETED
2015/2016			
2016/2017			
2017/2018	407	407	
2018/2019	478	477	4
2019/2020	570	570	
2020/2021	80	73	7
2021/2022	202	0	202
2022/2023	418	392	26
2023/2024			
Total			

4.4.3. Building Inspection

The Collins Chabane Local Municipality Housing and Building Control Unit is in charge of Building Inspections. The following legislative requirements are used by the Unit on a daily basis in the application and enforcement of the Act on National Building Regulations and Building Standards (Act 103 of 1977) as well as in the evaluation and approval of building plans, demolition and other applications in terms of the following:

- ❖ The National Building Regulations Act (Act 103 of 1977).
- ❖ Architects Act (Act 35 of 1970).
- ❖ Collins Chabane Land Use Scheme, 2018 (Under review).

Core Function of building Inspections sub-unit

i. Services provided by building Inspections sub-unit include the following:

- ❖ Building plan evaluation and approval
- ❖ Minor works permit approval (for work such as swimming pools, small 'Wendy' houses
- ❖ Extension of the validity of an approved building plan

- ❖ Temporary structures permits
- ❖ Demolitions permits
- ❖ Copies of approved building plans

ii. In additions, other responsibilities are:

- ❖ Building Inspection during the construction period
- ❖ Issuing of Occupation Certificates
- ❖ General enforcement of building Regulations
- ❖ Investigation and resolving building complaints, contraventions and illegal building work
- ❖ Maintaining statistics on building construction activities

4.5. SPATIAL RATIONALE CHALLENGES

Table 4.4.: Spatial rationale challenges

CHALLENGES
Backlog in the provision of RDP houses
Lack of individual tittle deeds (Malamulele and Vuwani) townships.
Unapproved developments.
Prioritization of housing beneficiaries.
Record management of the Building Plans
Electronic Filling and submission of the Building Plans

CHAPTER 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.1. WATER AND SANITATION PROVISION

The RSA, Constitution of 1996, guarantees the rights to a basic access to 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 consecutive 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 200 meters of a household and with a minimum flow of 10 liters per minute i.e. in case of communal water points or 6000 liters of portable water supplied per formal connection per month in case of yard and household connection.

5.1.1. WATER AND SANITATION AUTHORITY

Vhembe District Municipality is the Provider and water Service Authority (WSA). Vhembe District is responsible for bulk water supply and sanitation infrastructure. The District purchases 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 at CCLM. A large number of households have access to water; however, challenges of upgrading, resource extension, operation and maintenance as well as refurbishment needs are immense. Infrastructure upgrading and refurbishment and reticulations remains major problems.

5.1.2. WATER CATCHMENT 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: the 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.

5.1.3. MAIN SOURCE FOR DRINKING WATER

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

Table 5.1.: Source of Drinking water

Name	Frequency	%
Piped (tap) water inside the dwelling	20 369	18,8%
Piped (tap) water inside the yard	37 194	34,4%
Piped (tap) water on community stand	27 323	25,3%
No access to piped water	23 274	21,5%

Source: STATSA Census 2022

5.1.4. SANITATION

The District is the authority and provider of 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, Tshireke, Siloam, Dzanani, Lemana, Vleifontein, Phalama) and 10 Booster pump stations (Riphambeta, Maniini A, Maniini B, Nare Tswinga, Mbilwi, Shayandima, Eltivillas, SA Brewery, Musina) in the District. The Challenges experienced by the District 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.

The table below gives an overview of the number of households in Collins Chabane Local Municipality Municipal area with access to different toilet facilities.

Table 5.2.: Number of household with services

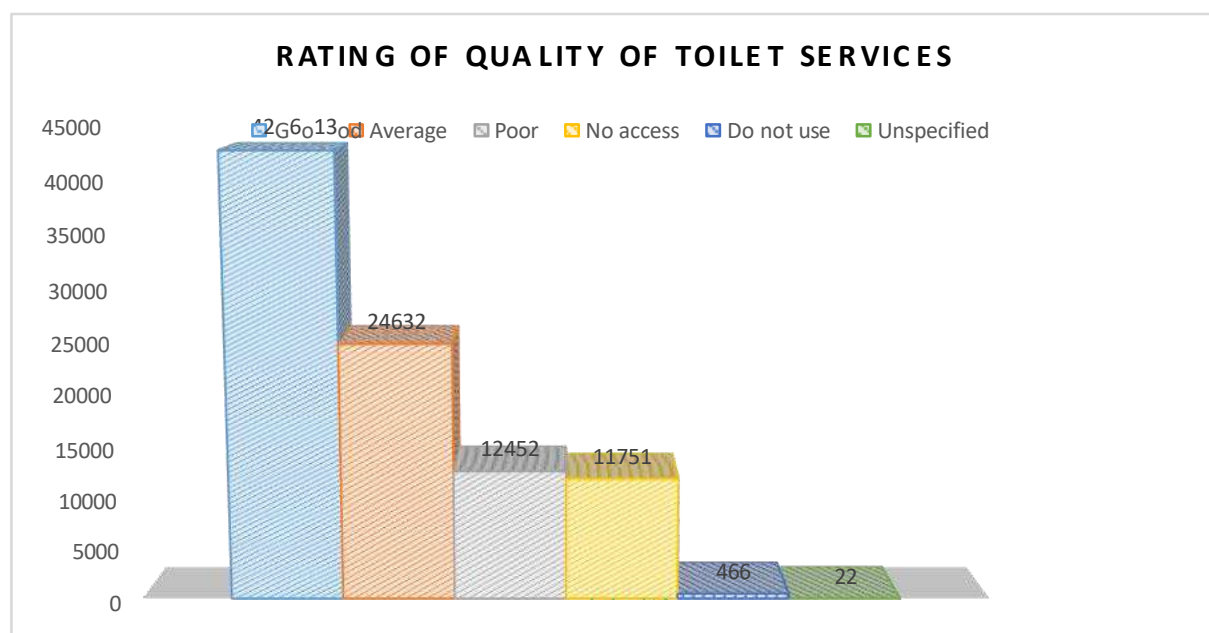


Source: STATSA Census 2022

5.1.5. SANITATION AND WATER BACKLOG/CHALLENGES

Depicting from the figure below, more than 10 000 people have no access to toilet facilities.

Figure 5.1.: Rating of quality of toilet services



Source Stats SA Community Survey, 2016

Figure 5.2.: Distance between household and drinking water

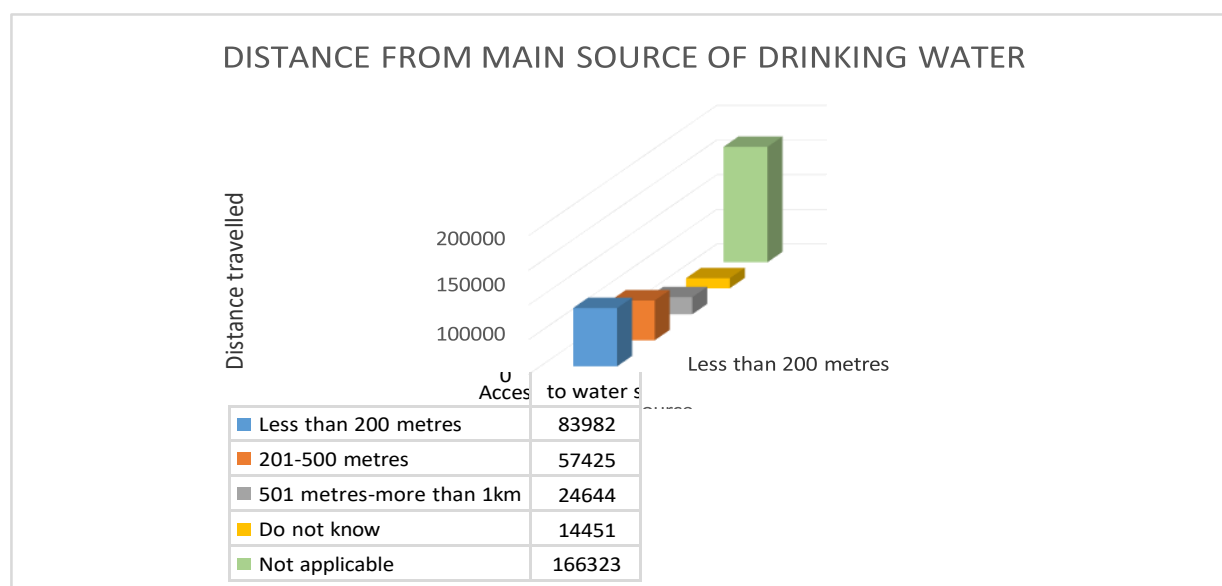


Figure 5.2. The figure above indicates that the distance (more than 200m) between households and source of drinking water is very high.

5.2. ELECTRICITY AND ENERGY AUTHORITY

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

Table 5.3.: Household access to electricity and other energy sources

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	214
No access to electricity	5451
Total	91936

Source Stats SA Community Survey, 2016

5.2.1. Backlog in Electrification of Households

The current backlog on electrification of households is 5451 units. Projects which were earmarked for 2021/22 Financial Year (FY) includes:

- ❖ INEP Funded – Mbuthi phase 02, Makhasa, Miseveni A&C, Masia Miveledzo, Masia Tandavale and Ekurhuleni;
- ❖ INEP Funded – Mbuthi phase 03, Makhasa phase2, Miseveni A & C phase2, Masia Miveledzo phase2, Masia Tandavale phase2, Ekurhuleni phase2 and Rikaka, Mavilingwe.
- ❖ Own Funded – Malamulele B-ext. phase1, Malamulele B - Ext Phase 2, Makhasa, Madobi, Khakhanwa, Muhunguti, Makahlule, Manghena, Dovheni and Malamulele D - Ext.

The electricity backlog is continuously increasing as it is a moving target as and when there are new developments. New extensions keep increasing rapidly as the increase of population size and migration rate.

Table 5.4.: Electrified Households

FINANCIAL YEAR	COLLINS CHABANE	ESKOM	NUMBER OF HOUSEHOLDS
2016/17	0	963	963
2017/18	1161	2111	3272
2018/19	1470	992	2462
2019/20	600	227	827

2020/21	400	950	1350
2021/22	983	487	1470
2022/23	250	350	600
TOTAL	4864	6080	10944

The current backlog on electrification of households is **5451**. This shows that since inception CCLM and Eskom managed to supply **10344** households with electricity.

5.2.2. Electricity Licensing Authority

The Municipality has engaged Nersa and Eskom. A letter was written from the Municipality to Nersa indicating the areas of interest. Nersa has acknowledged the receipt of the letter. The Municipality is now waiting for a consent letter from Eskom for the letter written on the 11th of November 2021, indicating that they agree to hand over to the Municipality for the areas: - Nandoni Golf Estate and Nkuna City. Once Eskom approved the request submitted to Nersa, there will be a handing over exercise to hand over the area from Eskom to CCLM.

MISA is also assisting the Municipality to acquire a license. The process will take some time before it is finalized. Obtaining a license as the Municipality will help to increase revenue collection and create more jobs for the community of Collins Chabane Local Municipality. However, a feasibility study will be made by the municipalities, to share the best practices with the license for electricity distribution; and all villages that are not of ESKOM authority will be directly applied from NERSA.

5.2.3. High Mast Lights Installation

- Backlog 0 wards
- Backlog 110 villages

NUMBER OF WARDS BENEFITED	VILLAGES	HIGH MAST LIGHTS INSTALLED
36	83	93

A resolution was taken at the strategic planning meeting held at Tzaneen in December 2020; to discontinue High Mast Lights due to the high cost of monthly billing from Eskom. The municipality started with the installation of Solar LED Street Lights; due to being cost effective and last longer as compared to High Mast Lights. They are also independent of the energy grid as they do not have a monthly bill.

5.2.4. High Mast Lights Installation at Stadiums

In the last financial year, 12 stadium high mast lights have been installed in 3 wards, at 3 stadiums, 4 at Merwe Stadium, 4 at Mdavula Stadium and 4 at Saselamani stadium.

5.2.5. Solar LED Street Lights

FINANCIAL YEAR	AREA	NUMBER OF SOLAR LIGHTS INSTALLED
2019/20	Malamulele Town	148
2020/21	Malamulele Town	150

	Vuwani	50
	Hlanganani	50
	Saselamani	50
2021/22	Vuwani & Hlanganani Area	90
	Malamulele East	90
	Malamulele West	90
	Malamulele Cluster	50
	Vuwani Cluster	50
2022/23	Saselamani Cluster	60
2022/23	Hlanganani Cluster	50
Total		928

5.2.6. Traffic Lights

There are four traffic lights installed at the Municipality at the Malamulele area. The Municipality is paying R 1 801.60 per month for all four traffic lights. The rationale is to reduce traffic accidents and congestion. Solar traffic lights installed at Vuwani.

Hlanganani, Saselamani and Mhinga solar traffic lights installation were not approved by SANRAL to be installed by Municipality.

5.2.7. Street Lights/High Mast Lights Maintenance

Table 5.5.: The Municipality is responsible for the maintenance of street light at the following areas:

	Number of street lights	Maintained
Malamulele Cluster	528	60%
Saselemani cluster	110	80%
Vuwani	145	80%
Hlanganani	145	20%

The total estimated cost per month for maintenance of street lights is R27 293.56, whereas the estimated cost for maintenance of high mast light is R181 979.48 per High Mast Light.

5.2.8. Solar Panels 100KVA

5.2.8.1. Solar Panels at the Municipal Buildings

Financial year of 2020/21.

- Solar panels have been installed in Malamulele Boxing gym.

Financial year of 2021/22.

- Solar panels have been installed in Malamulele Civic Center.
- Solar panels have been installed in Malamulele Community Hall.

Due to the large electricity bill, solar panels reduce the cost of electricity.

5.2.8.2. Household Solar Panels

- 50 solar panels installed at non-grid various households by Solar Vision Pty
- Solar vision is billing Municipality an amount of R50 000 per month for services

5.2.9. Electricity Backup Generators

Load shedding is becoming a new normal and imposes a critical challenge of power shortages and in that regard inconveniences any activity taking place within the jurisdiction. The municipality as a way to proactively deal with power outages came with backup as follows within the financial years:

Financial year of 2019/20

- 200KVA Back-up generators were installed at Malamulele Civic Centre.
- 200KVA Back-up generators were installed at Traffic Station.
- 200KVA mobile stand-by generator was supplied to DCO Offices.

Financial year of 2020/21

- 200KVA Back-up generator was installed at Saselamani Stadium.
- 150KVA Back-up generator was installed at Malamulele Boxing Gym.

Financial year of 2022/23

- 200KVA Back-up generator was installed at Malamulele information center
- 200KVA Back-up generator was installed at Vuwani Traffic Station
- 200KVA Back-up generator was installed at Vuwani Sub office

The purpose of the generators is to act as a back-up power supply during power outages.

5.3. ROADS AND STORM WATER SERVICES

5.3.1. Roads

It is also through Municipal roads where it becomes evident that Collins Chabane Local Municipality is predominantly rural. A high number of Municipal roads gravel and their conditions only improve through grading. However, a large percentage of the roads are still unpaved and are not tarred.

5.3.2. Pavement of Roads

The Municipality is responsible for Planning, Construction and Maintenance of roads. The entire roads network of our area of jurisdiction amounts to 3465,35km of the total road network only 101.3 km of road is paved and there is still a backlog of 3 364.05km and the total asphalt surfaced streets rehabilitated is 13.6km in Malamulele Town.

5.3.3. Street Blading

The Municipality is performing the functions of street blading in order to open and clear access of roads to the community. Currently the Municipality is providing access roads to Schools, Clinics, Cemeteries and Tribal Authority Offices.

5.3.4. Grading Programme

The grading programme is divided into four clusters which are Hlanaganani Cluster, Vuwani Cluster, Malamulele Cluster and Saselemanani Cluster. One grader is allocated to one Ward for a period of three weeks in is done on a rotational basis to focus on grading of identified critical areas. Upon lapsing of three weeks regardless of whether all critical identified road is finalized the grader is moved to another ward. If it happens that there is a funeral(s) on the same Ward the grader will be assist in opening access to the cemeteries from the affected family.

5.3.5. Potholes

The Municipality is mandated to patch the potholes at Municipal Roads. The Current situation is that most of tarred roads are deteriorated and have defects and they need to be repaired. The repair of potholes is an ongoing activity.

5.3.6. Road Marking

The Municipality is further mandated to mark the Municipality roads. Road marking is crucial to communicate information, warnings, demarcate road the lanes and provide safety for road users. Currently the municipality have marked the entire Malamulele town and the VTS.

5.3.7. Speed humps

The Municipality is also mandated to construct speed humps on roads as a traffic calming measure. Due to student's road crossing and speeding road users we provide speed hump as a safety precaution.

5.3.8. Resources for road maintenance

The Municipality have the following resources

- ❖ 5 x Graders.
- ❖ 1 x Dozer.
- ❖ 1 x Bakkie.
- ❖ 1 x half Truck.
- ❖ 2 x Water tankers.
- ❖ 2 x Pedestrian Rollers.
- ❖ 1 x asphalt cutter.
- ❖ Self-propelled broom

5.3.9. Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) has its origins in the Growth and Development Summit (GDS) of 2003. At the Summit, four themes were adopted, one of which was 'More jobs, better jobs, decent work for all'. The GDS

agreed that public works programmes 'can provide poverty and income relief through temporary work for the unemployed.

The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work and sustainable livelihoods, education, health; rural development; food security, land reform and the fight against crime & corruption. EPWP subscribes to Outcome 4 which states "Decent employment through inclusive economic growth. "In 2004, the EPWP was launched and is currently still being implemented. The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises.

The EPWP provides labour intensive employment created through the infrastructure sector, social sector, environment sector as well as the non-state sector. These sectors under the EPWP therefore have a dual purpose namely, job creation and upgrading of infrastructure

5.4. NODAL ACCESS

Collins Chabane has four Municipal Nodes namely: Malamulele; Saselamani; Hlanganani and Vuwani. These Nodes are located along roads/development corridors meaning that they are accessed through Provincial roads.

Currently the Municipality is in the process of constructing of access roads around the Nodal Areas at:

- ❖ Hlanganani Nodal Area
- ❖ Nwamatatani ring road
- ❖ Mtswetweni to Njhakanjhaka ring road
- ❖ Malamulele Nodal Area
- ❖ Malamulele D internal street
- ❖ Malamulele B internal street
- ❖ Widening of DCO to Malamulele Hospital road

5.5. FREE BASIC SERVICE

The municipality revised its Free Basic Service (FBS) Policy for the purposes of ensuring efficient operations and effective responsibility to the qualifying indigent households. There is a form that indigents should fill to verify the status (Pensioner/ grant) of the people through Ward Councilors and ward committee members. There is no dedicated FBS personnel in the municipality to work with all the FBS issues as a result the register is not always updated. However, reapplication of indigent must be done using the KDOS system to determine those who qualify.

Subject to the availability of funding from the Provincial Government, the policy provides assistance to those indigent households who qualify in terms of the set criteria. A household which has a verified total gross monthly income equal or less than 2 times state pension per month will be classified as indigent and will qualify for financial assistance subject to the completion of the relevant documentation including a sworn affidavit. Total Number of indigents per Free Basic Service for 2022/23 are the following:

- ❖ **105 = indigents with full exemption on Property Rates**
- ❖ **6443 = indigents with 50 kilowatts of electricity per month**
- ❖ **50% of monthly charge for normal residential property**

5.6. WASTE MANAGEMENT

In recognition of this Constitutional which states that obligation, the municipality has to comply with the National Environmental Management: Waste Act 59 Of 2008 (Waste Act) and the National Waste Management Strategy (NWMS).

The municipality provides waste management services which includes waste collection, street cleaning, clearing of illegal dumping sites, and waste disposal. Regular solid waste collection service is provided to business, institutions and households within all proclaimed municipal areas.

5.6.1. Refuse Removal Services

About 3321 households are currently receiving refuse removal services once a week, namely Malamulele A, B, C and D. The service is also rendered daily within the CBD and Municipal Nodal points such as Vuwani, Saseleman and Hlanganani area. All proclaimed areas within the municipality are serviced once a week with a backlog of approximately 4951 households not serviced due to lack of resources and most areas not proclaimed. However, the municipality is continuously running an ongoing formalization and proclamation project of which will eventually lead to extension of refuse removal services to most un-serviced areas.

The Municipality is currently extending refuse removal services to all informal hotspot areas by making provision of a skip bin for refuse collection to one cantered/ designated area within such village. In response to extension of refuse services the municipality purchased 60 skip bins which needs to be place within different villag

5.6.1.1. Waste Picker COVID-19 relief funds

The National Department of Forestry, Fisheries and the Environment initiated the COVID 19 waste picker relief support programme in order to assist waste pickers who have lost their livelihoods/income during the national lockdown period. The COVID 19 waste picker relief support programme has allocated each waste picker to receive R945.00 (once-off) and Personal Protective Equipment (PPE). CCLM waste division registered 1462 waste pickers within the municipality into the department of forestry, fisheries & environment database system in order to receive a Covid-19 relief fund of R945.00 (once-off) per person and protective clothing.

5.6.1.2. Integrated Waste Management Plan (IWMP)

Collins Chabane Local municipality has developed the IWMP which is adopted by council and endorsed by the MEC as required by the National Environmental Management Waste Act 59 of 2008 and is integrated into the IDP for proper planning and management of waste.

5.6.1.3. Currently Waste Management is operating with the following refuse vehicles:

- ❖ 05 Compactor Trucks
- ❖ 01 Half Trucks
- ❖ 01 TLB
- ❖ 02 Skip bins
- ❖ 02 Bakkies
- ❖

5.6.2. Land Fill Sites

Collins Chabane Local Municipality has already developed Phase 1 and is in the process of completion of phase 2 for waste disposal. A Category B Landfill Site License for Xigalo Landfill Site has been acquired to operate however, the municipality is still on completion phase in terms of the construction of the Landfill Site. The Municipality is currently disposing waste in Thulamela Local Municipality Landfill site, which is a service billed monthly for waste disposal. According to IWMP the municipality will put plans in place to develop two Transfer Station within Hlanganani and Saseleman area.

5.6.3. Environmental Education & Clean Up Campaigns

A continuous program for environmental education and clean-up campaigns as per IWMP is being implemented and more than 12 Environmental education & awareness campaign were conducted within municipal different wards. The division also run a community outreach educational program expanding to schools where community members are encouraged to participate in environmental programmes. A tree planting initiative is also run within the municipality where in about 102 trees were planted in different wards during the previous financial year in partnership with SANPARKS & LEDET.

5.6.4. Recycling Initiatives

The National Waste Management Strategy seek to minimise the waste stream going to landfills, while extracting maximum value from the waste stream at all stages of collection and disposal. Collins Chabane Municipality is frequently conducting a recycling education and awareness program which provides residents an opportunity to create additional jobs, and income for the unemployed. The municipality has an active recycling forum which meets once per quarter to enhance and support recyclers within its jurisdiction. However, 72 women from Collins Chabane different wards were workshopped and trained by PETCO to start their own recycling business and they are all forming part of Municipality recycling database.

5.6.5. Challenges

The potential challenges of urbanization and formalization have given rise to a policy and implementation focus on sustainable development. Collins Chabane Municipality faces a number of challenges in terms of effective refuse removal services to the whole of Collins Chabane local municipality such as:

- ❖ Insufficient budget,
- ❖ Growing population,
- ❖ Capacity,

- ❖ Lack of appropriate refuse removal equipment to service the area.
- ❖ Improper access/ gravel roads to households.

Waste collection in rural areas is not conducted systematically therefore Collins Chabane villages in rural areas constitute a backlog. Collins Chabane Municipality has two transfer stations, transferred from Thulamela Municipality which are currently not operational.

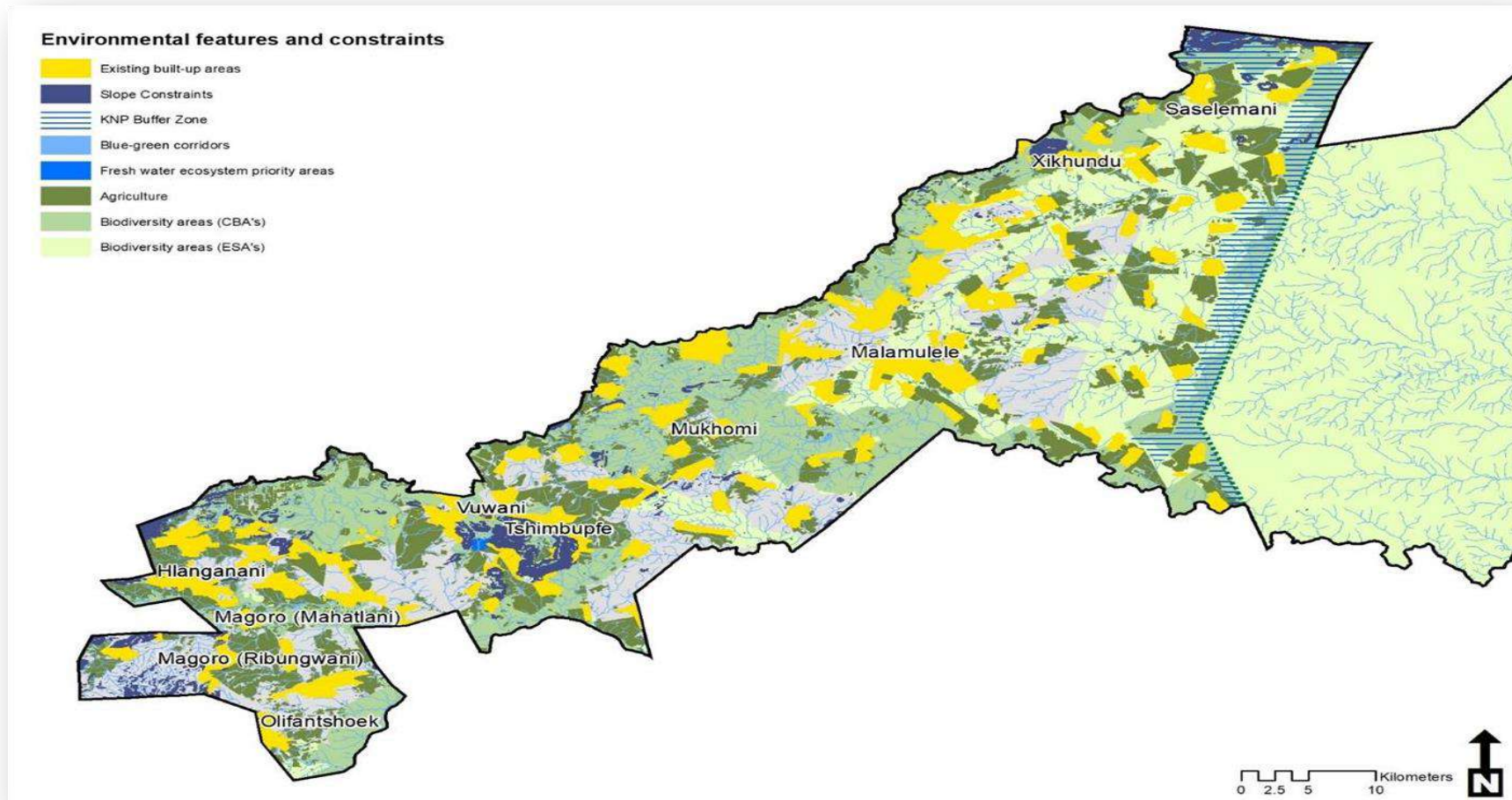
5.7. ENVIRONMENTAL ANALYSIS

Environmental Health Services

The service is not coordinated as an EHP is not appointed within the institution

The map below indicates the spatial representation of the Collins Chabane Local Municipality's environmental features

Figure 5.11.: The spatial representation of the Collins Chabane Local Municipality's environmental features and settlement arrangements



Source: CCLM SDF (2018)

5.7.1. Climate

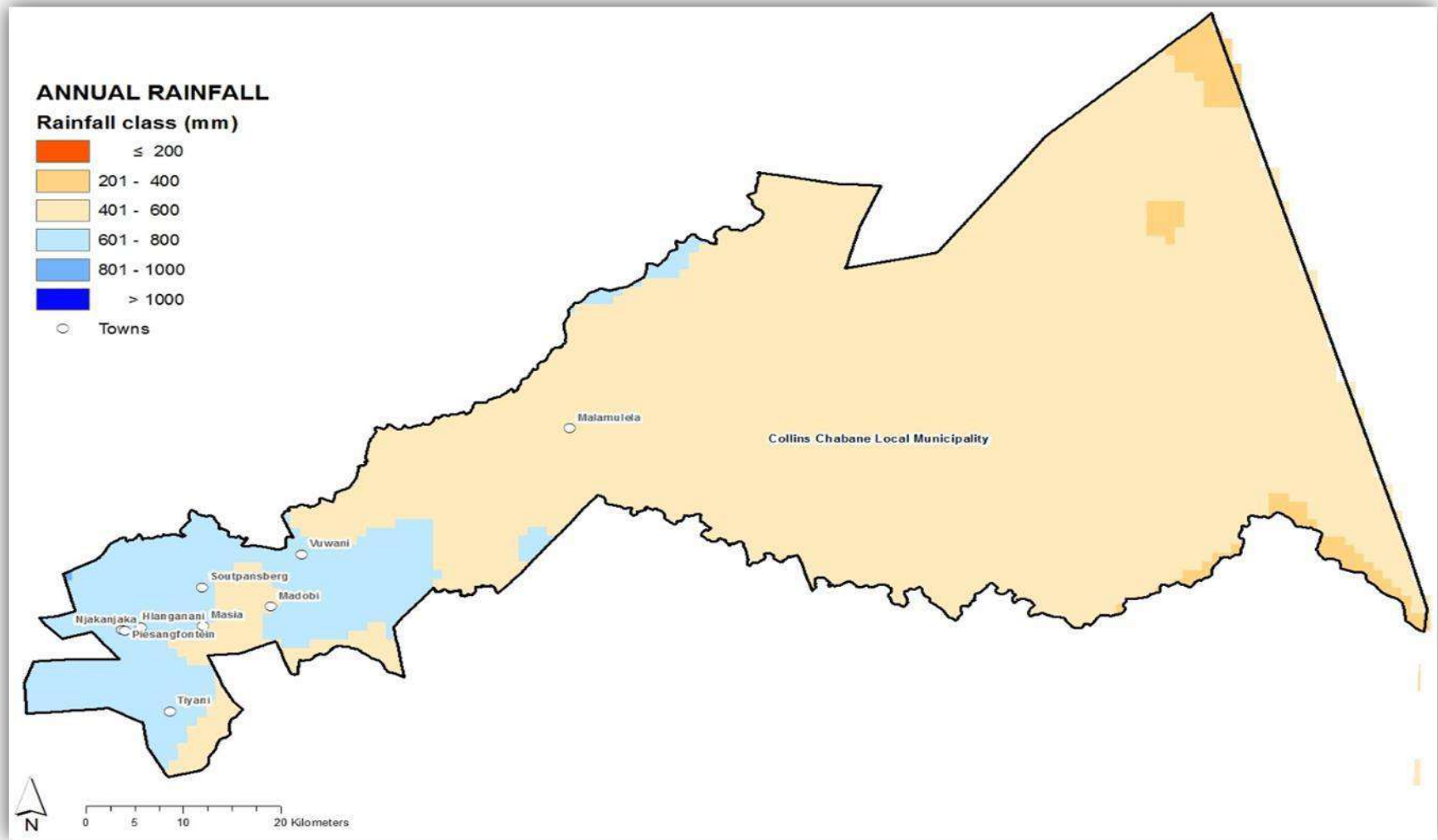
As climate change intensifies, the municipality is becoming increasingly vulnerable to weather-related shock events, in particular, increased heat and decreased rainfall. The municipality greening strategy has the potential to contribute to the achievement of several longer-term climate change mitigation outcomes through carbon sequestration and improved livability. The municipality has plans to make major strides in advancing a renewable energy strategy as part of its climate change mitigation actions, including, amongst others, the promotion of solar- and wind generated energy within the municipality.

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 40⁰c during summer time.

5.7.2. Rain Fall

Rainfall in the Municipality averages between 401 mm to 600 mm annually. The western parts of the Municipality averages between 601 mm to 800 mm a year which is the populated areas of the Municipality.

Figure 5.12.: Annual Rainfall



Source: CCLM SDF (2018)

5.7.3. Climate Change

Collins Chabane Local Municipality like all municipality is also experiencing the global issue called climate change. Besides an increase in average temperature, climate change also causes significant changes in rainfall patterns, and an increase in extreme weather events giving rise to floods and droughts.

Collins Chabane Local Municipality's Environment and Waste Management unit has engaged SALGA Environmental Specialist on development of Collins Chabane Climate Change Mitigation, Response and Adaptation Strategies. SALGA will engage with multi departmental team on determining local climate change impacts, risks and vulnerabilities as well as municipal responsibilities on Climate change.

Water scarcity is now a generic challenge in the Collins Chabane Local Municipality together with the extreme hot weather conditions. Climate effects are also felt by crop farmers and the livestock 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. 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.

5.7.4. Air Quality

The municipality is using the district Air Quality Management plan. 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 around 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.

5.7.5. Land Cover / Land Capability

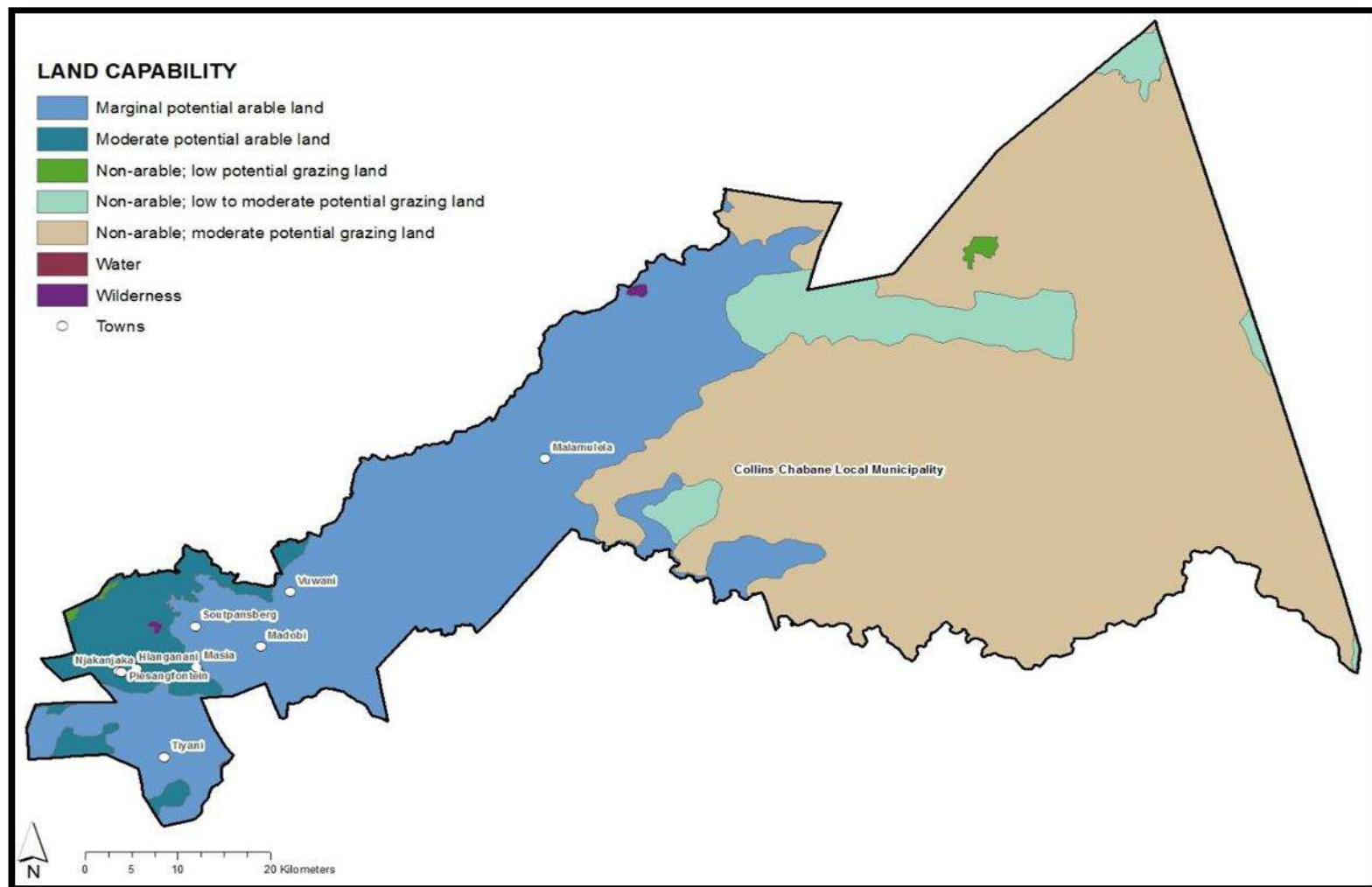
Collins Chabane area has amazing biological diversity of flora and fauna; this rich biodiversity can be attributed to its biogeographical location and diverse topography. The Municipality falls within the greater Savanna Biome, commonly known as the Bushveld with some small pockets of grassland and forest Biomes. There are large extensive areas within the Vhembe District that area conservancies' areas among others the Natural Protected areas within the District includes the Kruger National

Biosphere Reserve provides a habitat to a diverse number of species including those that are on the brink of extinction. The Biodiversity of CCLM is a strategic resource in nature which provides the District communities with a lot of potential mostly in rural areas. It provides materials for shelter, food, fuel wood as well as medicinal plants (LEDET, 2006). However, the map below shows that the western part of the Municipality consists of land with moderate potential for agricultural production. The eastern part of the Municipality has potential grazing land which is unsuitable for growing of crops.

Biodiversity & Conversation

The SDF is a legally binding spatial framework that promotes sustainable environmental, economic and social development in a municipality. CCLM Municipality has developed maps termed Spatial Development Frameworks (SDFs) which is a plan that outlines the desired spatial development pattern in a municipality. The municipality is also making use of Vhembe Bioregional Plan, as a municipal level version key informant on biodiversity, and has plans to develop biodiversity by-law.

Figure 5.13.: Land Capability



Source: CCLM SDF 2018

5.7.6. Hydrology

Collins Chabane Local Municipality has a moderately inadequate supply of both 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 and 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-plains.

5.7.7. 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.

5.7.8. 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.

5.8. HEALTH AND SOCIAL DEVELOPMENT

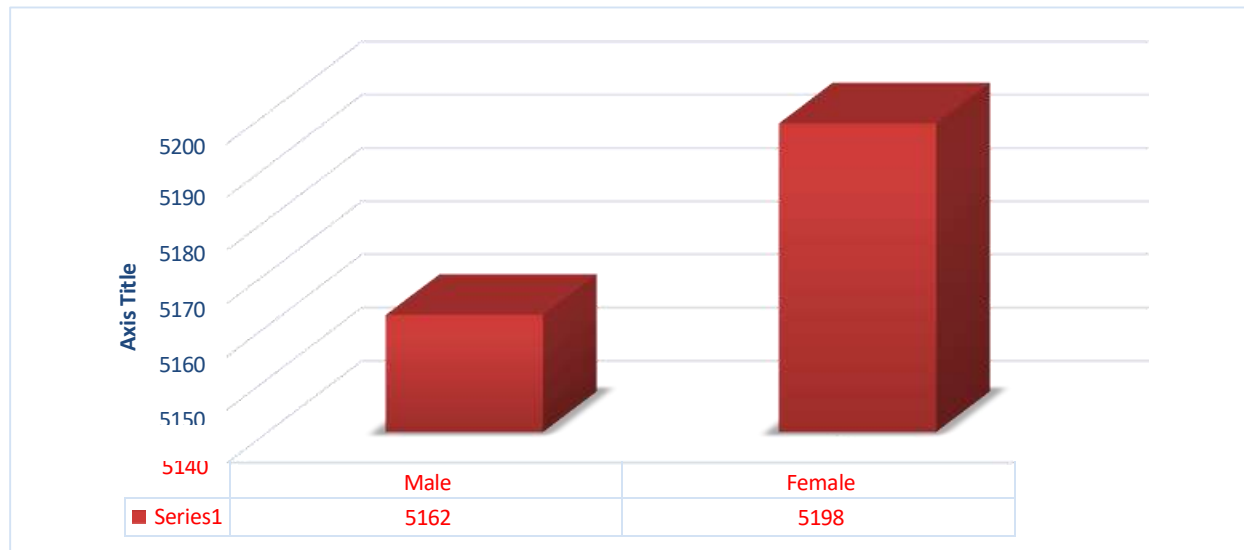
5.8.1. Health Services

According to World Health Organization (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 a radius of 5 467 216 m² which means that there is a huge backlog of Health facilities. Collins Chabane Municipality has 1 hospital, 3 health care and 32 clinics. There is a shortage of childhood centers, 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.

5.8.1.1. Health Status

The table below indicates the Total death rate is 10360 of death within the Jurisdiction of the Municipal. According to figure 2.6.1, there is high mortality in female than male in Collins Chabane Local Municipality.

Figure 5.14.: Number of death by gender



Source: Stats SA, 2016 Community Survey

Table: 5.6.: Birth and Death by Hospitals

Table 5.6: Birth and Death by Hospitals												
Hospital names	Number of births			Number of Deaths			Number of births			Number of Deaths		
	2018/19						2019/20					
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Donald Frazer Hospital	4986	2536	2450	779	369	410	5068	2617	2451	848	394	454
Elim Hospital	3956	2069	1887	947	477	470	4046	1915	2131	835	437	398
Louis Trichardt Hospital	1558	846	712	220	110	110	1495	751	744	258	117	141
Malamulele Hospital	4430	2260	2170	690	325	365	5271	2755	2516	648	303	345
Messina Hospital	1225	640	585	256	115	141	1352	689	663	255	132	123
Siloam Hospital	3205	1613	1592	495	264	231	3310	1599	1711	543	267	276
Tshilidzi ni Hospital	6342	3163	3179	935	453	482	6757	3389	3368	1209	540	669
Hayani Hospital	0	0	0	03	01	02	0	0	0	4	2	2

Total	2570 2	1312 7	1257 5	4325	211 4	2211	27299	13715	13584	4600	2192	2408
Source: Dept. Health, 2020												

Table 5.7.: Causes of Death

Bronchopneumonia
Gastroenteritis
Renal failure
Pulmonary Tuberculosis
Diabetes mellitus Vascular Accidents

Source: Malamulele Hospital

5.8.1.2. Hospitals and clinics

In the district there are 6 functional District hospitals, 01 Regional hospitals, 01 specialized hospitals, 115 Clinics, 8 Community Health Centers and 19 mobile clinics. Eight (08) District hospitals are offering first level of care and one (01) Regional hospital offers secondary level of care. Outreach health service is provided by mobile clinics to the community. Municipal Ward Based Outreach Teams provide health promotion, support and follow up on patients in the communities.

The total number of clinic providing Primary Health care services for 24 hours on call system is sixty (60). Eight (8) Community Health Centers and five (5) clinics provide 24 hours' service straight shift (night duty). Central Chronic Distribution and Dispensing of Medicine (CCMDD) is implemented in 123 clinics and 23 private pick up points.

TABLE 5.8.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
Clinics and Health Centers			
1. Bungeni CHC	1.Damani Clinic	1.Ha Mutsha Clinic	1.Folovhodwe Clinic
2. Davhana Clinic	2.Duvhuledza Clinic	2.Khomela Clinic	2.Madimbo Clinic
3. De Hoop Clinic	3.Dzingahe Clinic	3.Kutama Clinic	3.Manenzhe Clinic
4. Kulani Clinic	4.Dzwerani Clinic	4.L Trichardt Clinic	4.Masisi Clinic
5. Kuruleni Clinic	5.Fondwe Clinic	5.Levubu Clinic	5.Tshipise Clinic
6. Makahlule Clinic	6.Gondeni Clinic	6.Madombidzha Clinic	6.Tshiungani clinic
7. Makuleke Clinic	7.Guyuni Clinic	7.Makhado CHC	7.Musina Clinic
8. Masakona Clinic	8.Khakhu Clinic	8.Manyima Clinic	8.Nancefield Clinic

TABLE 5.8.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
9. Manavhela Clinic	9.Lwamondo Clinic	9. Mashamba Clinic	9.Shakadza Clinic
10. Mashau Clinic	10.Madala Clinic	10. Matsa Clinic	10.Mulala Clinic
11.Tshimbupfe Clinic.	11.Magwedzha Clinic	11. Mbokota Clinic	
12. Matsheka Clinic	12.Makonde Clinic	12. Midoroni Clinic	
13. Mavambe Clinic	13.Makuya Clinic	13. Mpheni Clinic	
14. Mhinga Clinic	14.Mbilwi Clinic	14. Mphephu Clinic	
15. Mphambo CHC	15.Mukula Clinic	15. Mudimeli Clinic	
16. Mtititi Clinic	16.Muledane Clinic	16. Muila Clinic	
17. Mukhomi Clinic	17.Murangoni Clinic	17. Mulima Clinic	
18. Mulenzhe Clinic	18.Mutale CHC	18. Muwaweni Clinic	
19.Ngezimane Clinic	19.Phiphidi Clinic	19. Nthabalala Clinic	
20. Vyeboom Clinic	20.Rambuda Clinic	20. Tshino Clinic	
21. Nthlaveni Clinic	21.Sambandou Clinic	21.Phadzima Clinic	
22. Nthlaveni Clinic	22.Shayandima Clinic	22. Rabali Clinic	
23.Nthlaveni Clinic	23.Sibasa Clinic	23. Riverplaats Clinic	
24.Olifanthoek Clinic	24.Sterkstroom Clinic	24. Ruman Clinic	
25.Peningotsa Clinic	25.Thengwe Clinic	25. Straightheart Clinic	
26. Malamulele clinic	26.Thohoyandou CHC	26. Wayeni Clinic	
27. Shigalo Clinic	27.Tshivhase Thondo Clinic	27. Tshakhuma Clinic	
28. Xhikundu Clinic	28.Tshaulu Clinic	28. Tshikuwi Clinic	
29.Shingwedzi Clinic	29.Tshififi Clinic	29. Tshilwavhusiku CHC	
30. Tiyani CHC	30.Tshifudi Clinic	30. Valdezia Clinic	
31. Tlangelani Clinic	31.Pfanani Clinic	31. Vhambelani Maelula Clinic	
32. Marseilles clinic	32.Tshiombo Clinic	32. Vleifontein Clinic	
33. Matiyani Clinic	33.Tshisaulu Clinic	33. Vuvha Clinic	
	34.Tshixwadza Clinic	34. Nkhensani Clinic	
	35.Tswinga Clinic	35. Sereni Clinic	
	36. Vhufuli tshireke Clinic	36. Makhado CHC	

TABLE 5.8.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
	37. Vhurivhuri Clinic	37. Beaconsfield clinic	
	38. William Eadie CHC		
	39. Tshikundamalema Clinic.		
	40. Matavhela Clinic		
	41. Lambani clinic		
	42. Tshilidzi Gateway		
Hospitals			
Malamulele	Tshilidzini	Siloam	Musina Hospital
	Hayani	LTT	
	Donald Frazer	Elim	

Table 6.44 above in the context of Collins Chabane Local Municipality there 33 clinics and providing primary health care and 1 District Hospital at Malamulele Nodal Point, **Ward 23**.

5.8.1.4. COMMUNICABLE DISEASES

Human Immune Virus (HIV) and Tuberculosis (TB)

HIV prevention is done through male condom distribution and medical male circumcision as indicated in table 5.8 below. 15 702 000 male condoms in the district have been distributed during 2019/20 financial year. TB success rate has decreased from 70.5% in 2018/19 to 69.1% in 2019/20.

Table 5.9.: HIV and TB indicators in the district				
Pillars	Indicator	2017/18	2018/19	2019/20
Pillar no 1: Prevention	Male condom distributed	18 843 800	18 934 800	15 702 000
	Medical male circumcision performed	10040	10537	6938
Pillar no 2: Case identification	Antenatal client HIV re-test rate	186.1%	204.6%	228.7%
	Infant 1st PCR around 10 weeks uptake rate	57.2%	63.7%	70.6%
	Child rapid HIV test around 18 months rate	56.4%	72.8%	108.9%
Pillar no 3: Treatment initiation	Antenatal client start on ART rate	94.8%	98.4%	96.9

	TB client 5 years and older initiated on treatment rate	71%	107.8%	108.3%
	Adult naive started on ART	9362	8197	8231
Pillar no 4: Retention and Treatment Success	Adult remaining on ART end of month– total	61660	67966	72 424
	TB Treatment success rate	80.4%	70.5%	69.1%
Source: DHIS, 2020				

HIV and TB prevention and management is collaboratively implemented through the 90-90-90 fast tracking strategy for UNAIDS target: first 90 is for testing, second 90 for medication, last 90 is for viral suppression. The performance against 90-90-90 target in the district is as per table 3.7 below.

Table 5.10.: Performance Against 90-90-90 UNAIDS target for HIV	
Female	94-65-79
Male	91-53-71
Children	78-52-50
Source: Dept. Health, 2019	

COVID-19 pandemic

The municipality like any other in South Africa, faces an unnoticeable challenge that has engulfed the entire globe, the COVID-19 pandemic, which has become a power to reckon within our everyday livelihood. Safe to acknowledge that COVID-19 brought imbalances and predicaments. The pandemic has fashioned a quicksand to the world and has diverted attention from critical service delivery programs, to a balance of life and economic survival. The result of the above meant a lot of sacrifice to both human and government in ensuring a critical paradigm shift in our livelihood.

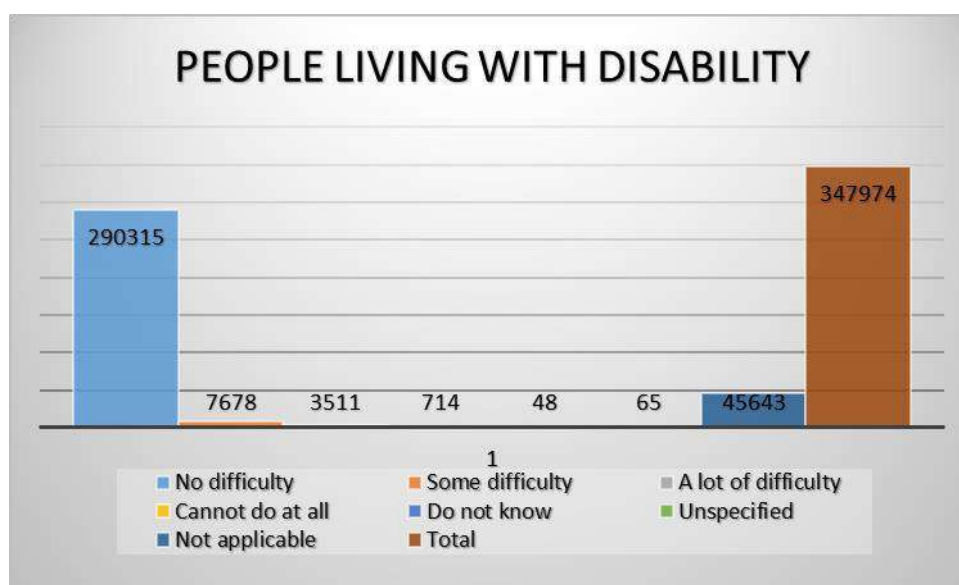
COVID-19 pandemic did not only affect the municipality negatively but assisted the municipality to develop strategies to deliver services to the communities and to resume municipal duties; amongst those strategies are: encouraging people to work at home, conducting meeting via zoom, coming to work in rotation to keep offices running.

Even after the full functioning of the offices we learn a lot, even today we adopted the some of COVID-19 regulations such taking hygiene seriously (involving washing hands), avoiding direct conduct, wearing face mask when people have flu.

5.8.1.5. PEOPLE WITH DISABILITIES

As illustrated by figure 2.8.1, indicates that Collins Chabane Local Municipality has a very low number of disable people residing in the area. However, it 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 centurms.

Figure 5.15.: People with disability



Source: Stats SA, 2016 Community Survey

5.8.1.6. Health challenges

The quality of health care in Collins Chabane Municipal area is in a poor state. The following are some of the health challenges that our communities continue to face on a daily basis:

- ❖ Shortage of medication and health care professionals;
- ❖ Communities travel long distance to access health facilities,
- ❖ High number of defaulters in HIV/ AIDS AND TB Patients
- ❖ Clinics that operate 24 – hours are unavailable,
- ❖ Poor or bad roads to access some of the health facilities.
- ❖ No sheltered structures in some mobile clinic visiting points.
- ❖ Shortage of Professional and support staff.
- ❖ Infrastructural challenges compromise the provision of quality primary health care services.
- ❖ High level of crime where armed robbery and burglary occur in health facilities which affect the provision of 24 hours' services to the community.
- ❖ Communal water not connected to the clinic and clinic depends on water from boreholes.

5.8.2. Social Services

The Municipality has appointed one (01) Social Services Manager, with one (01) Disaster Management Coordinator, one (01) Horticulture Supervisor and (09) nine Horticulture General Assistants whose main functions are to:

- ❖ Manage & maintain parks,
- ❖ Bush clearing along the roads and within Municipal properties
- ❖ Planting of crops, trees, flowers and lawn
- ❖ Tree pruning

Table 5.11.: Social Grant

Table 5.11, gives an overview of the social grant dependency in Collins Chabane Local Municipality area. The high number of child support grant indicates a high fertility and unemployment rate.

OLD AGE		DISABLED	WAR VETERAN	GRANT IN AID	FORSTER CARE GRANT CHILDREN	CARE DEPENDENT 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

Source: Sassa, 2016

5.8.2.2. Social Development Infrastructure

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

Table 5.8 below indicate 25 numbers of victim empowerment canterers with a backlog of 02 and total number of 82 drop in canterers with a backlog of 16.

TABLE 5.12.: SOCIAL SERVICE FACILITIES						
PROGRAMME	BASELINE/BACKLOG	THULAMELA	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
DROP CENTRE IN	Baseline	35	14	30	03	82
	Backlog	06	02	05	03	16
ISIBINDI	Baseline	05	02	02	03	12
	Backlog	0	0	0	0	0
HOME BASED CARE	Baseline	07	05	07	01	20
	Backlog	0	0	0	0	0

TABLE 5.12.: SOCIAL SERVICE FACILITIES						
PROGRAMME	BASELINE/B ACKLOG	THULAMEL A	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
VEP	Baseline	09	07	06	03	25
	Backlog	01	01	0	0	02
SUBSTANCE ABUSE	Baseline	03	04	02	02	11
	Backlog	01	0	0	0	01
CYCC	Baseline	0	02	0	01	03
	Backlog	0	0	0	0	0
FAMILY	Baseline	1	02	0	02	05
	Backlog	0	0	0	0	0
Early childhood Development	Baseline	138	104	133	32	407
	Backlog	35	64	101	15	215
Elderly	Baseline	13	08	06	03	30
	Backlog	09	09	12	04	34
Disability Stimulation	Baseline	03	05	0	0	08
	Backlog	0	0	0	0	0
Protective Workshop	Baseline	01	02	06	01	10
	Backlog	04	05	0	0	09
Source: DSD, Vhembe District 2017						

5.8.3. SPORTS, ARTS, CULTURE

Table 5.13.: Sports facilities and location

Type of facility	Area
Boxing Gym	Malamulele
Multi-purpose centers	Malamulele Club House
Sport stadiums	Bungeni, Malamulele, Saselemani, Mdabula, Merve
Cemeteries	01 Xithlelani
Community halls	Njhakanjhaka and Vuwani
Recreational park	Malamulele.
Testing Stations	Malamulele & Vuwani
Health Centers	Malamulele Hospital
Clinics	All Clinics at CCLM

5.9. HORTICULTURIST

The service is being coordinated by a supervisor where municipal facilities such as cemeteries, halls, offices, stadiums and along the main roads are being maintained. The services include:

- ❖ Management & maintenance of parks,
- ❖ Bush clearing along the roads and within municipal buildings
- ❖ Planting of crops, trees, flowers and lawn
- ❖ Debushing all over Collins Chabane Municipality using equipment's such as Brush cutters, hoe tool, spade, lashers etc...
- ❖ Weeds removal on Paving
- ❖ Tree pruning

5.10. MANAGEMENT OF SPECIAL PROGRAM SERVICES

According to Section 73(1) of the Municipal Systems Act, Act 32 of 2000 requires municipalities to give effect to the provisions of the Constitution to give priority to the basic needs of the local community and to promote its development. The Act, Section 73 (2) further states that municipal services should be equitable, accessible and be provided in a manner that is conducive to the prudent, economic, efficient and effective use of available resources.

Collins Chabane Local Municipality has a Special Programs Unit which is located within the Community Services Directorate. The Unit address issues that affect previously deprived and marginalized groups of the society, such as women, children, youth, people with disabilities and older persons as well as people living with HIV. The forums for the targeted groups were established which includes the Local Aids Council.

There are eight special programs within the Municipality: Disability forum, Gender forum, Elderly forum, Aids Council, Women Council, Moral Regeneration, Traditional Healers, Youth Council & Early childhood.

5.10.1. SPECIAL PROGRAMS

- ❖ Youth Council
- ❖ Traditional healers: interim structure is in place
- ❖ Women Services: Women services was hosted
- ❖ HIV & AIDS: was Launched and A workshop was conducted to all Councilors.
- ❖ Older person: interim Structure in place
- ❖ Disability: interim structure in place
- ❖ Children: Interim structure in place
- ❖ Pastor Forum: Interim structure in place

5.10.2. Youth Development

A youth council was launched on 1st March 2018, it constitutes of structures from various wards within the jurisdiction of the municipality.

- ❖ Boxing Tournament was Launched and hosted
- ❖ Sports Council was Launched Sports Council committee is in place
- ❖ Mayoral Soccer Challenge was Launched and hosted

5.11. KEY CHALLENGES

- ❖ Vandalism of sports facilities
- ❖ Shortage of sporting facilities
- ❖ Shortage of libraries
- ❖ Lack of developed recreational parks
- ❖ Lack of public open spaces
- ❖ Lack of interest in cultural activities
- ❖ Shortage of Staff

5.12. DISASTER MANAGEMENT

The section has one Disaster Management Coordinator who deals with all Collins Chabane Local Municipality Disasters.

5.12.1. Disaster Advisory Forum

A Disaster Advisory Forum was launched on September 2018. It focuses on all disaster issues and is constituted by various structures such as EMS, Fire Fighters, and Police to mention a few.

5.13. 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 grievous concern. Provision of services such as water, sanitation and electricity in school is still a challenge.

5.13.1. EDUCATION PROFILE

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

There are 132 Adult Basic Education & Training (ABET) centers and 1 University. The rendering of quality education in the district is negatively affected by dilapidated and shortage of classrooms and administration blocks, lack of electricity, dilapidated and shortage of toilets.

5.13.2. Education Norms and Standards

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

The norms and standard for teaching is the Ratio of one (1) Teacher per fourth (40) Learners in Primary and one (1) teacher per thirty-five (35) learners in secondary school, and every learner should have access to minimum set of text books.

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

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

Table 5.14.: Public Ordinary Schools – Norms and Standards Backlogs

Vhembe District (898 Schools)			
		Yes	No
Core Education Infrastructure	Access to Sport Fields	375	523
	Access to Halls	161	737
	Access to Libraries	50	848
	Access to Laboratories	39	859
	Access to Electronic Connectivity	0 Schools have access to Wi-Fi for the use of the learners education	
	Minimum Classroom Requirement	611	287
Health and Safety	Perimeter Fencing	877	21
	No Access to Sanitation Facilities	All Schools in the Province have access to some form of sanitation	
	Access to Appropriate Facilities - No Pit Toilets	146	-
	Access to inappropriate Sanitation Facilities (Pit Toilets Only)	179	-
	Access to both appropriate and inappropriate sanitation facilities	569	-
	Building Built with Inappropriate Construction Material	107	791
	Access to Electricity	898	0
	Access to Water	898	0
Source: Dept. of Education, 2017/18			

The municipality has identified with a great concern the high number of 569 schools within the area which are still utilizing pit toilets as a sanitation facility. This challenge can be resolved in the following manner:

4. Educate children about toilet use
5. Employ sanitation facility management teams
6. Build proper water toilet facilities.

Table 5.15.: Grade 12 Learner performance by District, 2019/11

Exam Date	District	2019 Wrote	2019 Passed	2019 % Pass	2019 Bachelor	2019 % BACH	2019 Diploma	2019 % Diploma	2019 H-Cert	2019 % H-Cert	2019 NSC	2019 % NSC
201911	VHEMBE EAST	11 466	9 349	81.5	3 669	32.0	3 350	29.2	2 328	20.3	2	0.02
201911	VHEMBE WEST	7 947	6 355	80.0	2 408	30.3	2 324	29.2	1 623	20.4	0	0.00
201911	LIMPOPO	70 847	51 855	73.2	19 022	26.8	18 558	26.2	14 270	20.1	5	0.01

Source: Limpopo Department of Education,2019

Majority of learners 5.47 are in public schools than private school with 0.34 of learner in the Collins Chabane Local Municipality as indicated in table 6.36 below.

Table 5.16.: Educational institution type for person weight per percentage (%)			
Municipalities	Public (government)	Private (independent)	Do not know – Unspecified
Vhembe	19.97	2.13	27.90
Musina	1.46	0.15	3.12
Thulamela	7.03	0.99	9.81
Collins Chabane	5.47	0.34	6.68
Makhado	6.01	0.65	8.29
Source: Stats SA, Community Survey 2016			

Table 5.17.: 2018 LEARNER ENROLLMENT AND INDEPENDENT SCHOOLS		
Local Municipalities	Independent schools	Learner enrollment
Collins Chabane	6 schools	3240

Source: Department of Education

Table 5.18.: Early Childhood Development Centers(ECD)	
Local Municipalities	ECD CENTRES
Collins Chabane	111

Challenges:

- Mushrooming of ECD Sites,
- Lack and poor infrastructure and
- High illiteracy rate

5.13.2.1. National School Nutrition Programme (NSNP)

The main objectives are to provide nutritious meals to targeted learners for all school going days in a financial year, facilitate the establishment of food production projects through capacity building workshops and to promote healthy living style and nutrition education through workshops on food safety, hygiene and healthy living habits. Challenges are:

- No proper infrastructural facilities in schools for food
- Storage and preparations areas, shortage of water supply
- Fencing in schools that delay implementation

Table 5.19.: 2018 NSNP-National School Nutrition Programme		
Local Municipalities	No of schools	No of Learners
Collins Chabane	196	102819

Source: department of Education 2018

Table 5.20.: Education in relation to gender

	Male	Female	Total
No schooling	31669	47751	79420
Grade 0	7445	7719	15164
Grade 1/Sub A/Class 1	5376	5913	11289
Grade 2/Sub B/Class 2	4891	5395	10286
Grade 3/Standard 1/ABET 1	7514	7359	14873
Grade 4/Standard 2	6981	6243	13224
Grade 5/Standard 3/ABET 2	6297	6974	13271
Grade 6/Standard 4	7489	7579	15068
Grade 7/Standard 5/ABET 3	6548	7205	13753
Grade 8/Standard 6/Form 1	9861	10467	20327
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	12543	13773	26316
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	14007	16959	30967
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	11443	17533	28977
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	15396	23072	38468
NTC I/N1	119	61	180
NTCII/N2	51	111	161
NTCIII/N3	220	146	366
N4/NTC 4/Occupational certificate NQF Level 5	199	211	410
N5/NTC 5/Occupational certificate NQF Level 5	38	226	264
N6/NTC 6/Occupational certificate NQF	115	211	326

Level 5			
Certificate with less than Grade 12/Std 10	122	54	176
Diploma with less than Grade 12/Std 10	125	117	242
Higher/National /Advanced Certificate with Grade 12/Occupational certificate NQF	358	813	1170
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	1072	1596	2669
Higher Diploma/Occupational certificate NQF Level 7	504	682	1185
Post-Higher Diploma (Masters	579	596	1175
Bachelor's degree/Occupational certificate NQF Level 7	1361	1236	2597
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	798	1059	1857
Masters/Professional Masters at NQF Level 9 degree	125	181	306
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	145	97	243
Other	637	720	1357
Do not know	941	832	1773
Unspecified	83	34	117
Total	155051	192924	347974

Source: Stats SA, 2016 Community Survey

Table 5.21.: Educational mode of Transport to school					
Type of Transport	Musina	Thulamela	Makhado	Collins Chabane	Vhembe
Bakkie	1306	16453	3628	4181	25568
Bus	2349	16719	12966	8968	41002
Private Vehicle	1798	4056	3001	1218	10073
Animal-Drawled Cart	32	130	172	89	423

Bicycle	240	339	854	756	2189
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Source: Stats' SA, Community Survey 2016

Table 5.18 above indicates the mode of transport utilized by scholars in the district where in Thulamela has 16453 which is the highest number followed by Collins Chabane with 4181 pupils utilizing bakkies as mode of transport to school. However, the highest number of pupil amounting to 8968 in Collins Chabane Local Municipality uses a buses for scholar transport.

5.13.3. Libraries in the district

The services standard for acquiring a library is 1:10 000 households. Libraries play an important role in learning and development, there are a total of 6 libraries in the Collins Chabane Local Municipality jurisdiction.

Table 5.22.: Libraries and location

Village	Number of libraries
Saseleman library	1
Vuwani library	1
Ntsako Matsakala mobile library	1
Tshikonelo Mobile library	1
Makahlule mobile	1
Nthlaveni Mobile	1

Source: Department of Sport, Arts and Culture 2018

5.14. Provision of Safety and Security

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

Table 5.23.: below shows that Crime statistics.

Table 5.23.: Experience of crime						
Crime	Experience	Musina	Thulamela	Makhado	Collins Chabane	Vhembe
Theft of motor vehicle/motorcycle	Yes	336	837	195	127	1495
	No	9765	22070	12499	9713	54047
	Unspecified	121907	474330	404034	338134	1338407
	Total	132009	497237	416728	347974	1393949
Theft of livestock; poultry and other animals	Yes	1172	598	342	380	2492
	No	9247	22416	13269	8969	53900

	Unspecified	121591	474224	403117	338625	1337557
	Total	132009	497237	416728	347974	1393949
Robbery	Yes	2050	4585	2794	2344	11772
	No	8283	19171	10725	7740	45919
	Unspecified	121676	473482	403209	337890	1336257
	Total	132009	497237	416728	347974	1393949
House breaking	Yes	6844	17134	9071	5382	38431
	No	3831	6983	5403	5215	21432
	Unspecified	121334	473120	402254	337378	1334086
	Total	132009	497237	416728	347974	1393949
Home robbery	Yes	2959	7345	3463	2618	16384
	No	6868	15554	9563	7164	39149
	Unspecified	122182	474339	403702	338193	1338416
	Total	132009	497237	416728	347974	1393949
Murder	Yes	418	384	201	50	1053
	No	9700	23301	13107	9868	55976
	Unspecified	121892	473552	403420	338056	1336920
	Total	132009	497237	416728	347974	1393949
Source: Stats' SA, Community Survey 2016						

5.15. Provision of Sport, Arts and Culture Facilities

Table 5.24.: Sports, Arts and Culture facilities per local municipality

SPORTS FACILITIES	THULAMELA		MAKHADO		Collins Chabane		MUSINA	
Multipurpose Sport Courts	Makwarela, ,Thohoyandou	2	Rabali, Tshakhuma,	2	Malamulele, Tiyani, Bungeni	3	-	
Indoor sports center Centers	Thohoyandou indoor sports center	1	Makhado indoor sports center	1	-		-	
Multipurpose Stadiums	Makwarela, Tshifulanani, Tshikombani, Tshifudi,	5	-		Merve, Mdabula, Malamulele,S	4	Lesly Manyathel a, Madimbo,	4

Table 5.24.: Sports, Arts and Culture facilities per local municipality								
SPORTS FACILITIES	THULAMELA		MAKHADO		Collins Chabane		MUSINA	
	,Makhuvha,				aseleman		MTD stadium, Nancefiel d Ext 06 & 07,	
Stadiums	Thohoyandou, Makonde	2	Rabali, Makhado showground, Vhuilafuri (dilapidated), Makhado Rugby	5	Bungeni	1	Malale, Musina Rugby	2
Multipurpose Sport and Recreation Hall	Thohoyandou Indoor,	1	Makhado Indoor Sports Center, Makhado College Multipurpose,	4	-		-	
Museum	-		Dzata, Schoemasdal	2	-		Mapungu bwe world heritage site	1
Community hall	Makwarela, Thohoyandou, Tshilamba,	3	Muduluni, Hamutsha, Ravele, Makhado showground hall, Dzanani hall, Waterval (Njhakanjhaka),	6	Njakajaka/Bungeni, Vuwani, Malamulele.	3	Agricultural hall, Nancefiel d, Ext 01 , Malale, Madimbo, Masisi,	6
Arts and culture center	T/Ndou,	1	Makhado Arts and culture center	1	-		-	
Recreational parks	Shuma park, Shayandima park, River side, block G, Miluwani, Tshilamba	6	Caravan park, Civic center, Tshirululuni	3	Malamulele	1	Nancefiel d Ext 1 & ext.5, Eric Meyer	3

Source: Local municipalities, 2016

Table 5.21. above illustrates that there are 3 multi-purpose sport centers, 4 multi-purpose stadiums, 3 community Halls, and 1 recreational park to mention a few.

5.16. THUSONG SERVICE CENTRE

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

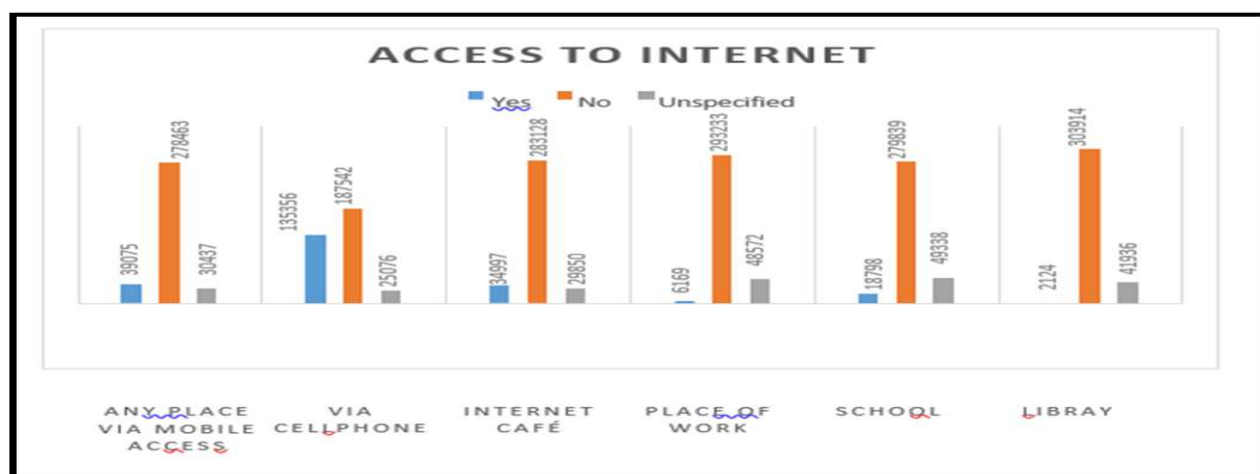
5.17. TELECOMMUNICATION SERVICES

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

5.17.1. INTERNET ACCESS.

Technology in the fourth industrial revolution is becoming essential for livelihood. It plays a role in information infrastructure that plays a crucial role in the development of a community, towns and workplaces. The table below shows access to internet within the CCLM:

Figure 5.17.: Internet Access



Source Stats SA Community Survey, 2016

5.17.2. POSTAL SERVICE

Table 5.25.: Mode for receiving Mail/post

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

Source Stats SA, 2016 Community Survey

5.18. LICENSING & REGISTRATION

CCLM has two Registration and Licensing division. One in Vuwani and one in Malamulele, consisting of three units namely: Driving License Testing Centre (DLTC) and Vehicle Testing Station (VTS). And Registering Authority (R/A). The division has 01 Manager, 02 Management Rep for DLTC, 01 Management Rep for VTS, 01 senior licensing officer and 01 Licensing officer in Vuwani, 05 examiners DLTC, 06 examiners in Malamulele, 05 examiners in Vuwani, 04 Electronic National Administration Traffic Information System (eNaTIS) cashiers and 02 eNaTIS admin clerks.

The station is currently providing the following services:

- ❖ Registration & licensing of motor vehicles
- ❖ Testing driving licenses and Learners licenses
- ❖ Conducting driving license and Professional Driving Permit (PrDP) renewals and application
- ❖ Conducting vehicle roadworthy tests

5.19. TESTING STATION

Collins Chabane Local Municipality has an operational licensing unit issued with Registration Certificate number: 4211000130003, Infrastructure Number: 43910168 of Grade B from the Department of Transport and Community Safety. This certificate enables Collins Chabane Local Municipality to be a Registering Authority (RA) that also provides the Driving License Testing Centre (DLTC) and Vehicle Testing Station (VTS). This Unit reports under Community Service Department within the Municipality.

Collins Chabane Local Municipality is having ongoing projects to address shortfalls that prohibit full compliance to Occupational Health and Safety (OHS). The Driving License Testing Station and the Vehicle Testing Station are being upgraded from Grade B to Grade A in order to test all types of motor vehicles roadworthy and driving license.

Figure 5.18.: Testing Station





Vehicle Test Station (VTS)

5.20. PUBLIC TRANSPORT

A public transport system is operational across the jurisdiction of Collins Chabane Local Municipality. In the absence of Air and Rail transport systems, the CCLM public transport only focus on one mode of transport which is road transport (Taxis and Buses). There is a Public Transport Council Forum that is operating within the municipality dealing with all issues with relating to Public Transport. There are four 4 formal taxi facilities (ranks) namely Malamulele, Saseleman, Vuwani and Hlanganani; and also three informal taxi facilities which are Magorho, Majosi and Basani (Mphakathi).

There are five (5) taxi associations that operate within the municipal jurisdiction which are Malamulele Taxi Association, Saseleman Taxi Association, Vuwani Taxi Association, Hlanganani Taxi Association and the long distance taxi association called MALGITA. There are also bus services that operate both local and long distance trips from Malamulele.

Currently, a bus terminal facility is under construction and will cater for the long and local bus operators. In terms of linking with the major corridors buses use R81 via Giyani to Polokwane and via Thohoyandou then Makhado to access the N1. In terms of the **Integrated Transport Plan (ITP)** a service provider has been appointed by the Department of Transport and Community Safety to establish the CCLM Integrated Transport Plan (ITP).

5.21. TRAFFIC LAW ENFORCEMENT

One of the main functions of the division is to provide traffic law enforcement, traffic control and Road Safety education. In addition, it ensures compliance to all By-Laws within the CCLM jurisdiction. Law enforcement division also provide services to the community by providing funerals, marathon and VIP escorts. The traffic law enforcement division also conducts 'arrive alive campaigns' during the eater and festive seasons.

Law enforcement division also launched CCLM Transport Council which deals with all issues relating to public transport. Scholar patrol is also conducted at all schools along the main roads. Transport Law enforcement is also responsible for emergency accident respond within the municipality.

Figure 5.19.: Traffic Law Enforcement



5.21.1. 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 for safety and security within the municipality. The Department of Transport and Community Safety together with the Community Policing Forum also provide safety within the municipality.

There are four (4) Police stations in Collins Chabane Municipal area which are Malamulele SAPS, Saselemani SAPS, Hlanganani SAPS and Vuwani SAPS. In addition to that, there are Community Policing Forums which are fully operational in all 36 wards. The aim of the South African Police Service (SAPS) is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of South Africa and their property, and uphold law enforcement.

5.21.2. Community Safety Forum

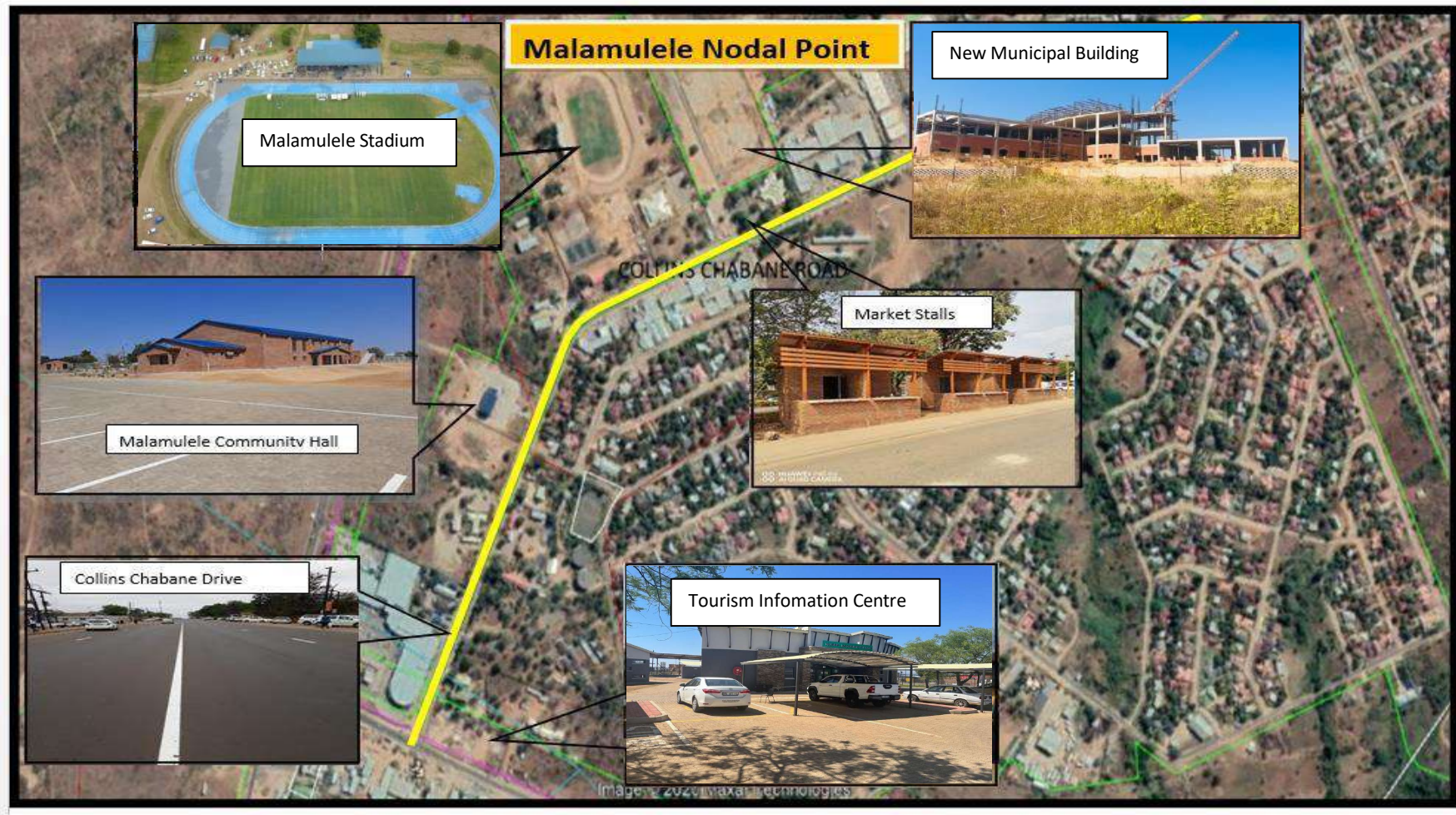
The Community Safety Forum has been established and is guided by the Department of Transport and Community Safety, works together with SAPS, provincial traffic and municipal traffic to provide safety of all citizens within the boundary of CCLM. The structure is fully operational.

Officers are deployed to taxi ranks, schools, carwashes, public spaces and homes to conduct various searches of illegal weapons, drugs, stolen items and any unauthorised items. The main reason for this forum is to ensure the safety of communities through working together with other stakeholders.

The Community Safety forum is works with the SAPS and the Municipal traffic officers championed by the Department of Transports and Community Safety. Officers are deployed at taxi ranks schools, carwashes, public

spaces and homes. This is done unannounced visits to the locations for searching of illegal weapons, drugs, stolen items and any unauthorised items. The main reason for this forum is to ensure community safety and security of community members.

Figure 5.20.: Malamulele Nodal Point Projects



Spatial Presentation of Malamulele Nodal Point Projects

5.22.1.1. Malamulele Market Stalls:

Collins Chabane Local Municipality is proud to have initiated the first Market Stalls Projects in the Vhembe district. The typical immobile structures are constructed along the Collins Chabane Drive at Malamulele ward 23, the structures are constructed to display and shelter merchandise. The Stalls will accommodate a total of 90 hawkers.

Figure 5.21.: Malamulele Market Stalls



Construction of Malamulele Market Stalls

5.22.1.2. New Municipal Office Building

The new Collins Chabane Local Municipality building is 4 story's building which has a modern design. The aim of this project is to address backlog with regards the office space to house the employees of Collins Chabane Local Municipality. The project commenced on the 10th of October 2019 and is ongoing.



Figure 5.22.: New Municipal Office Buildings



Construction of New Municipal Office Building

5.22.1.3. Construction of Malamulele Tourism Information Centre

Malamulele Tourism Information Centre consist of 3 buildings which are circular in essence to try to display the culture of Vatsonga and Vhavenda ancient traditional rondavels houses together with the Amphitheatre which will accommodate at least 100 people. The Information Centre building has a mini library section which will display all books with information about Collins Chabane Local Municipality and also work as a guideline for tourist who will be visiting the Municipality.

Figure 5.23.: Malamulele Tourism Information Centre



Construction of Malamulele Tourism Information Centre

5.22.1.4. Construction of Malamulele Community Hall

Construction of Malamulele Community Hall consist of 934m² ground floor and mezzanine area, 38.9m² guard room, 68.9m² toilet space, 536 890m perimeter fence, 103 parking space and 3 802m² paving. The hall was constructed to address the backlog regarding recreational facilities at Malamulele CBD, **Ward 23**. The Community hall will host events such Public Participation meetings, Imbizos, District and Provincial meetings and also secondary uses such as wedding, funerals etc.

Figure 5.24.: Malamulele Community Hall



Construction of Malamulele Community Hall

5.22.1.5. Stadia

Collins Chabane Local Municipality has embarked on addressing the backlog with regards to arts, culture, leisure, sports and recreation which plays an important role in Malamulele (CBD) and in all nodal areas such as Sasekani, Hlanaganani and Vuwani, to avoid people from villages to move to long distances in search for adequate sporting facilities and also to benefit the people with their health and well-being. The facilities that are being implemented are:

i. Upgrading of Malamulele Stadium

The project entitles bulk earthworks, site clearance, water reticulation, sewer reticulation, storm water drainage, hard courts, ticket gate, swimming pools, social braai area, electrical supply, ablution block, recreation area, grassing, road, parking, racing and concrete seating. The stadium is completed, fully functional and a home ground for Black Leopards.



Figure 5.25.: Malamulele Stadium



Picture 12 Upgrading of Malamulele Stadium

ii. Construction of Davhana Stadium Phase 3

The project is for the construction of soccer and rugby fields with athletic track(grassed), multipurpose court, ablution facilities, electricity supply, irrigation systems for soccer and rugby fields including borehole, sewer reticulation and septic tank and erection of concrete palisade with vehicular and three (3) Emergency.

Figure 5.26.: Davhana Stadium



Picture 13 Construction of Davhana Stadium Phase 1

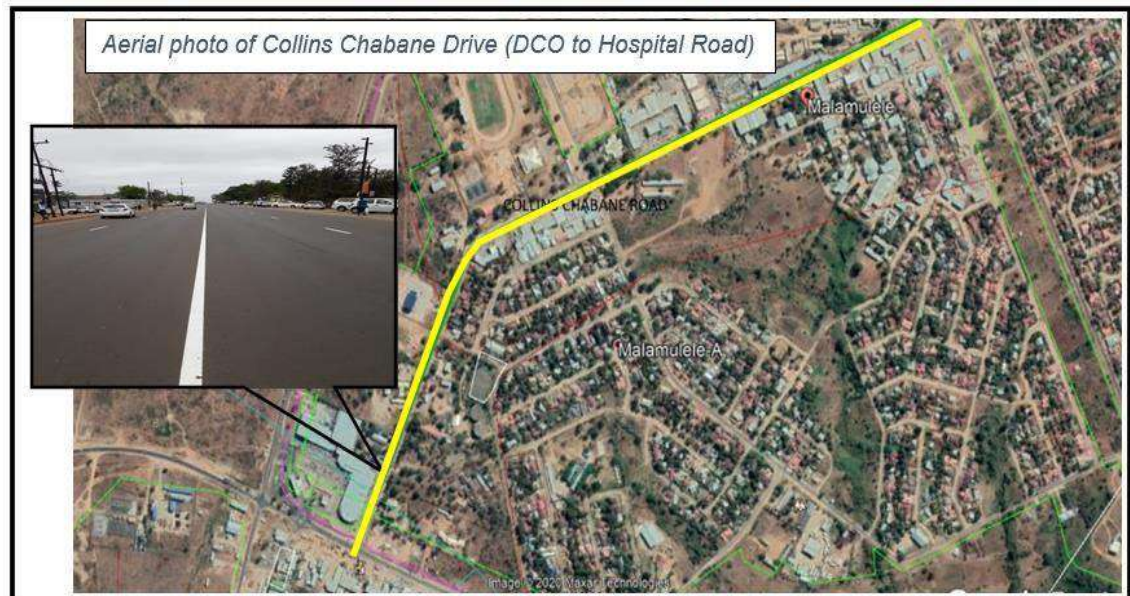
5.22.1.6. Road Projects

Collins Chabane Local Municipality is responsible for planning, construction and maintenance of the roads. Roads allow easy travelling by foot or by some form of conveyance (including a motor vehicle, cart, bicycle etc.) and assist in water flow management. The Municipality has an estimated road network of 3465.35km. The estimated backlog is approximately 3390.25km. The roads project implemented are as follows:

i. Widening of DCO to Hospital Road

The purpose of this project was to construct a 1km with double lane road on both sides and a side walk on both sides constructed at Malamulele Town, **Ward 23**. The communal road provides easy access to the Shopping Complex, Police Station, Traffic Department, Municipal Offices, Home Affairs, Malamulele Stadium, Public Works, Magistrate Offices, Information Centre, Community Hall it mainly provides easy access to the Malamulele residential areas.

Figure 5.27.: DCO to Hospital Road / Collins Chabane Drive



Widening of DCO to Hospital Road

ii. Nwamatatani Ring Road Phase 2

The objective of the project was to construct a 2.7km and 7m wide at Nwamatatani ward. The road was constructed to improve travelling by foot or by some form of conveyance (including a motor vehicle, cart, bicycle etc.) and assist in water management. The communal road provides easy access to households, Caledon Primary School, Msengi High School, and Joe Mabedle Primary School, Caledon Assemblies of God, AFM, ZCC, Full Gospel and local shops. The road is constructed at Nwamatatani **Ward 23**

Figure 5.28.: Nwamatatana Ring Road



iii. Upgrading of Mtsetweni to Njhakanjhaka Ring Road Phase 3.

The objective of the project was to construct a 2.9km and 7m wide at Mtsetweni and Njhakanjhaka (**Ward 4 and 5**). The communal road provides easy access to households, Mtsetweni Secondary School, Hluvuka High School, Njhingha Primary Primary, Njhakanjhaka Primary School, Marholeni High School, Emanuel Church, EPC, ZCC and local shops (Vivo garage etc.).

Figure 5.29.: Msetweni to Njhakanjhaka Ring Road



Upgrading of Mtsetweni to Njhakanjhaka Ring Road Phase 2

iv. Upgrading of Xitlhelani Graveyard Access Road and Parking Area from Gravel to Paving.

The objection of the project is to construct a 2.3km, 6.8m wide and 777m² parking at Xitlhelani ward. The communal road provides easy access to households, Holy Rosary Independent School and 2 Graveyards.

Figure 5.30.: Xitlhelani Road



Upgrading of Xitlhelani Graveyard Access Road and Parking Area from Gravel to Paving.

v. Upgrading of Bevhula Ring Road

The objective of the project is to construct a 4.46km and 6m wide at Bevhula Village **Ward 34**. The communal road provides easy access to households, Nkandziyi Primary School, Bevhula Community Creche, Bevhula ZCC, Graveyard, EPC Church SA, Bevhula AFM, Tsakani Day Care Centre and local shops (Bevhula General Dealer etc.). The road is constructed at Bevhula Village Ward 34.

Figure 5.31.: Bevhula Ring Road



Picture 8 Upgrading of Bevhula Ring Road.

vi. Upgrading of Sasekani Ring Road

The objective of the project is to construct a 1.8km and 7.4m wide road at Mphakati Village ward 27. The communal road provides easy access to households, graveyard, Mphakati Primary School and local shops (Maponisi General Dealer etc.).

Figure 5.32.: Sasekani Ring Road



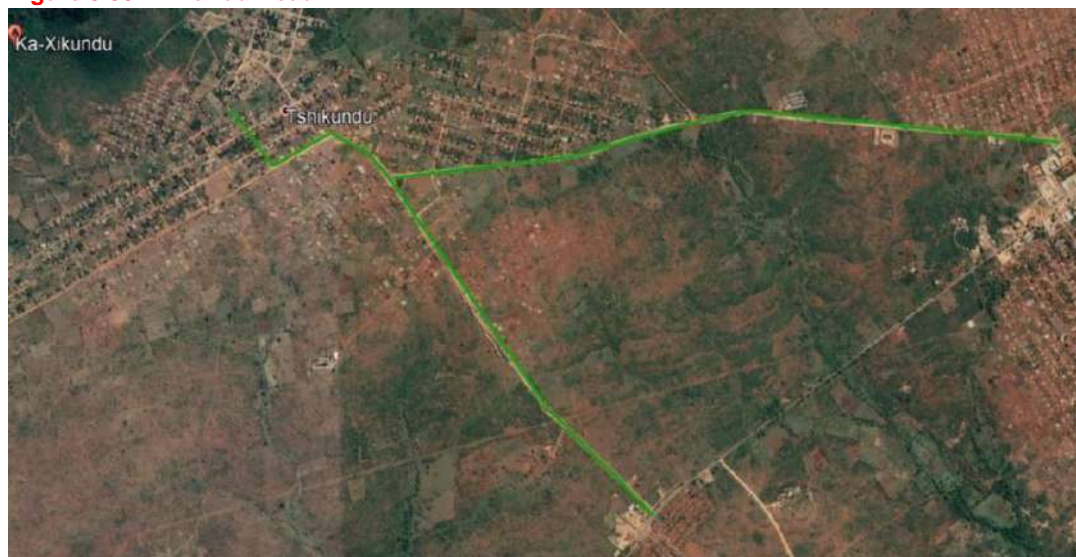
Upgrading of Sasekani Ring Road

vii. Upgrading and Construction of 7,7km Rural Road from Gravel to Tar

The objective of the project was clearing and grubbing at Xikundu Village ward 28, earthworks cut and fill, installation of an additional storm water culvert and the reinstatement of layer works in the area of the new crossing, Concrete kerning, channeling and edge beams, 30 mm Asphalt surfacing for milled

out sections of surfacing or where layer works were reconstructed, road markings, road signs, stone pitching and road finishing.

Figure 5.33.: Xikundu Road



Aerial Photo of Xikundu road marked in green



Upgrading and Construction of 7,7km Rural Road from Gravel to Tar

5.22. BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT CHALLENGES

Challenges of Basic Service Delivery and Infrastructure development according to STATS SA 2016 are indicated on the table below:

Table 5.26.: Basic Service Delivery and infrastructure development challenges

Lack of safe and reliable water supply	157788
Cost of water	23051
Lack of reliable electricity supply	10614
Cost of electricity	12201
Inadequate sanitation/sewerage/toilet services	4013
Inadequate refuse/waste removal	4258
Inadequate housing	11150
Inadequate roads	39415
Inadequate street lights	2685
Lack of/inadequate employment opportunities	59764
Lack of/inadequate educational facilities	3692
Violence and crime	4658
Drug abuse	135
Alcohol abuse	582
Gangsterism	217
Lack of/inadequate parks and recreational area	1892
Lack of/inadequate healthcare services	1996
Lack of/inadequate public transport	867
Corruption	3170
Other	2667
None	3162
Unspecified	-
Total	347974

Table 5.27.: Municipal Service and infrastructure development challenges

Challenges
Shortage of electrical and mechanical equipment, tools and materials
Shortage of human resource capacity
Service deliver to the community is not continuously rendered.
High level rate crime
Road
Shortage of graders
Machinery Breakdown
Lack of mechanic expertise.
Lack of General workers to assist in repairing of potholes and road marking services.
Heavily eroded roads due to rains are left with gully's and Dongas where in it impossible to utilise the grader to fix the road.
Delay in the appointment of service providers
Poor performance by service providers
Shortage of staff
Community Services
Testing station not testing driving license (code A) of a Motor Cycle on a DLTC, we need to upgrade the DLTC to grade A.
We are not testing Heavy motor Vehicle for Road Worthy test, because we are grade B , we need to upgrade to grade A.
No digital camera to capture tested motor vehicle at VTS.
No office space to accommodate both traffic & licensing officials
Backlog
Shortage of staff (Examiner for Driving license, licensing Clerk Admin Clerk & Record Officer).
No licensing vehicle, budget to be allocated and A double cab vehicle need to be purchased
Shortage of water in the testing station & poor sanitation facility.
No shelter for staff car parking's
No Road Safety Promotional material
No Office Accommodation

No towing truck
No Call Centre
Unavailability of a pound centre for stray animals
No pound station for impounded public motor vehicles(Bus & taxis)
Shortage of staff
Summons are not captured
Waste Management
No Developed waste bylaws , the division to develop by-law pertaining to waste management issues
Accumulation of illegal dumping's mushrooming within Collins Chabane open spaces.
Unable to render refuse removal services on daily basis from Hlanganani to Mtititi
Unable to render green school competitions, cleanest ward and cleanest household competition to minimize illegal dumping's and transferring environmental education.
Inability to offer clean up campaigns monthly due to shortage of staff and budget
Shortage of general assistance who will be reporting at Saselemanani & Njhakanjhaka.
Accumulation of pampers along the main roads, no proper storage/collection stations for pampers
Backlog of refuse collection due to vehicle breakdown & high volume of waste accumulated by shop owners especially during festive & Easter seasons.
Households using different types of storage containers for waste such as plastics, zinc containers, wheelbarrows etc.
Consumption of fuel cost due long distance travelling of refuse vehicle to landfill site
Refuse removal employees experiencing injuries on duty.
Provision of less amount of uniform to each employee, proper sanitation with showers, lockers and change rooms.
Inability to render Extension of refuse removal services, monitoring of waste on different nodal points , monitoring of G.A on a daily basis due to shortage of staff (drivers, foreman ,team leaders & G.A)
Poor revenue collection strategies.
Parks and Cemetery
Lack of establishment of more parks within Collins Chabane Nodal points
No piece of land within the Municipal nodal points set aside for the purpose of establishing Collins Chabane Cemeteries.
Poor sanitation facilities within Xithlelani cemetery
Lack of cemetery administrator, for access control and monitoring
Social service

No vehicles to transport special program members (a 22 seater mini bus)
No disaster relieve budget
Disaster management plan & relieve budget has not been approved
Disaster management policy not developed
No disaster management forum
No Disaster vehicles
No Disaster materials Storage room
Unavailability of Disaster management uniform, tent & tables
No allocation of Special Program budget
Shortage of the following staff : 01 HIV/AIDS coordinator, 01 youth Coordinator , 02 Disaster management coordinator , 01 Horticulturist, 01 Environmental Health Coordinator, 01 Sport Coordinator, and 11 horticulture General Assistant
Youth Council, Gender forum. Men's Forum, Children, Older person & Disability not Launched official, Office of the Mayor was not available to Launch the forum.
Shortage of personnel to facilitate all special program activities
Lack of Maintenance and addressing challenges in all Municipal facilities (such as Njhakanjhaka hall, boxing gym etc. and sporting facilities such as Bungeni stadium and Merwe)
Insufficient clearing of bush within Municipal facilities & along the roads / grass cutting/ tree pruning due to shortage of staff

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development. This brings economic benefits and improved quality of life for all residents in a local municipal area. LED is also a “process by which public, business and non-governmental sector partner's work collectively to create better condition for economic growth and employment generation”.

As a section, LED is intended to maximise the economic potential of all municipal localities throughout the country and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. The ‘local’ in economic development points to the fact that the political jurisdiction at a local level is often the most appropriate place for economic intervention.

With the above mentioned facts, Collins Chabane Local Municipality's strived to support; encourage and/or to implement programmes to enrich its local people through the following initiatives: Cooperative(s) Support Grant Programme; Community Work Programme (CWP) and Extended Public Works Programme (EPWP). The programmes has been advanced as a critical solution for poverty alleviation; unemployment and previously disadvantaged individuals in most of Collins Chabane Local Municipality's nodal points.

6.1. CCLM CO-OPERATIVES SUPPORT GRANT PROGRAMME

The Cooperatives Support Grant Programme have been implemented by the municipality, to address the socio- economic challenges within the Collins Chabane Local Municipality. However, it is urged to create positive hype to job creation locally. The support makes a significant stride in terms of job creation and the elimination of poverty among communities. Below are some of the existing Cooperative entities amongst others that are supported by the municipality.

Statistically, 92.9% depicts the employment created by Co-Operative entities within Collins Chabane Local Municipality whereas 7.1% are recorded as casual employees within the Cooperative entities throughout the CCLM nodal points.

Figure 6.1.: Cooperative Entities

Below are some of the existing Cooperatives supported by Collins Chabane Local Municipality's Support Grant Programme

- Ward based co-ops promote collaborative entrepreneurship and economic growth. Cooperatives reduce individual risk in much needed business ventures and promote culture of shared productivity, decision making and creative problem solving.
- The Municipality has supported eleven (11) ward based cooperatives by buying equipment's and those equipment provides the much needed help to the co-ops and business in general



6.2. SMME SUPPORT AND TRADE DEVELOPMENT

6.2.1. BUSINESS EXPO

The endeavor to continuously support local SMMEs is gaining momentum, the Municipality created a platform that is conducive for entrepreneurship development and created opportunities for small businesses to succeed by organizing business expo and exhibitions. More than thirty spaza shops were supported with speed point (mobi-cell) to make it easy to do business particularly in rural areas. More than fifty spaza shops were supported with stock to the value of seven thousands rands. More than fifty (50) exhibitors were able to participate at the business expo and managed to show case their products offering. The following pictures highlights the significant of the flea market at the information center. The Municipality has signed a memorandum of understanding with LEDA and still waiting for the NYDA and SEDA to complete the process.



The Municipality has also initiated business registration processes which is contributing much to the revenue base of the Municipality, business registrations assist in regulating compliance and through it the Municipality is able to gauge whether there is growth in business growth.

Programme	Nodal Point	Status Quo
Market Stalls	Malamulele	45 Completed (Accommodates 90 Hawkers)
Market Stalls	Vuwani	15 Under Construction (To Accommodate 30 Hawkers)
Tourism Development	Malamulele	Tourism Information Centre Has Been Constructed
Smme Training And Development	All Nodal Points	100 Smmes Were Trained By Cclm ,Shingwedzi Tvet And Treasury
Cooperatives Support	All Nodal Points	35 Cooperatives Supported. 31 Are Functional And 04 Are Not Functional.
Epwp	All Nodal Points	548 Epwp Jobs Created
Business Registration	All Nodal Points	773 Temporary Permits And 664 Business Certificates Issued.

6.2.2. TOURISM

Tourism contributes 8.6 % to the South African economy and provides for 9% of total employment within the country. The promotion of local tourism will significantly contribute to the much needed growth of the local economy. The National Department of Tourism in collaboration with the Municipality created a tourism engagement session that benefited tourism establishments within the jurisdictions of the Municipality and this contributed to the increase in the number of graded establishments.

TOURISM INFORMATION CENTRE



6.2.3. BUSINESS REGISTRATION AND COMPLIANCE

- The Municipality conducted several LIBRA campaigns and that contributed to the increase number of business that registered with the Municipality.
- Since the inception of the business registration process more than 3500 business were issued business licenses and more than seven hundred were issued with temporary business permits.
- Significantly, the increased number of businesses that are registered contributes to the revenue generation of the Municipality.
- The Municipality has managed to conduct two joint business inspection operations. The operations were as a result of collaborations between the Municipality, SAPS and SA immigration, the operations were successful as it led to the arrests of foreign nationals and the removal of unpermitted goods from the shelves.



6.2.4. TRAINING AND DEVELOPMENT OF SMME's

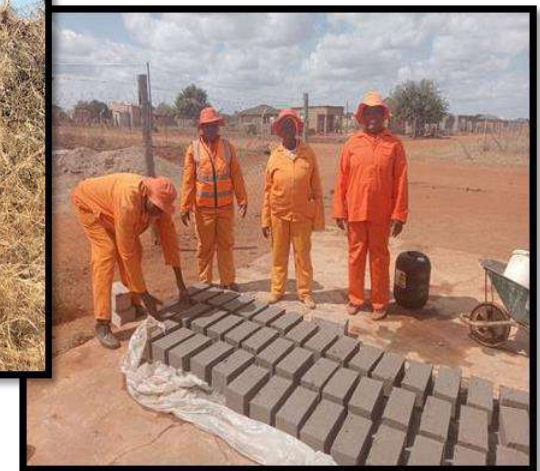
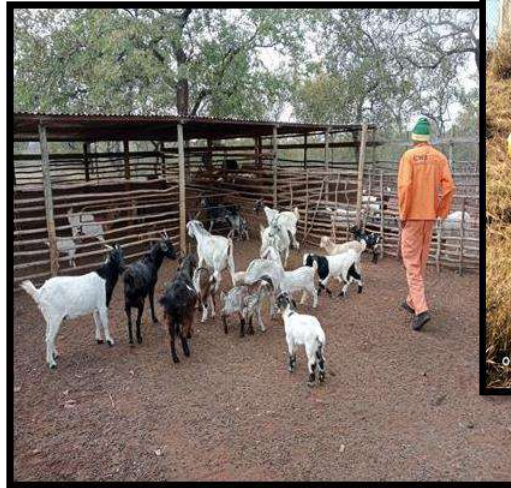
- Training and workshops helps small businesses to transition from informal to formal sector.
- More than 125 small businesses were trained on various programs such as project management, financial management, Digital entrepreneurship, SARS compliance.
- Training and workshops were made possible through the assistance of the following institutions: Shingwedzi TVET, SEDA, NYDA, Limpopo University, Vhembe Treasury department.



6.2.5. COMMUNITY WORKS PROGRAMME

The primary purpose of the CWP is to create access to a minimum level of regular and predictable work opportunities for the unemployed and those who need them, targeting areas of high level of poverty and unemployment, where sustainable alternatives are limited and likely to remain so for the foreseeable future. In this process the CWP aims to achieve the following:

- Predictable basic income
- Employment safety net
- Skills enhancement
- Public assets and services
- Community Development



6.2.6. INFORMAL TRADE DEVELOPMENT (STALLS)

- In response to the strategic resolution with regard to informal trade development the municipality has undertaken to continue to support street traders by constructing ten (10) market stalls at Hlanganani and Xithlelani. The ten (10) market stalls will accommodate twenty hawkers.
- The construction of the Market stalls contributes significantly to the increase of economic activities in all the Municipality nodal points. Currently the Municipality main stream economy depends on the informal sector.



6.2.7. PARTNERSHIP AND STAKEHOLDERS ENGAGEMENT

The municipality relies on the relationships with the progressive stakeholders and forums, are meant to create a mutual relationship between the Municipality and the broader society. The Municipality facilitated formation of the following forums:

- Led Forum
- Agricultural Association
- Hawkers Association
- Taxi Association
- Tourism Association



6.3. IMPLEMENTATION OF EPWP PROJECTS

The Expanded Public Works Programme (EPWP) is a nation-wide Government Programme aiming at drawing significant numbers of unemployed into productive work, so that they increase their capacity to earn an income. The Expanded Public Works Programme (EPWP) was initiated in 2004 with the primary goal of reducing unemployment across South Africa. The EPWP provides labour intensive employment created through the infrastructure sector, social sector, environment sector as well as the non-state sector.

These sectors under the EPWP therefore have a dual purpose namely, job creation and upgrading of infrastructure. The persistently high rate of unemployment in South Africa is one of the most pressing socioeconomic challenges facing the Government and Collins Chabane Local Municipality is not immune to these challenges. High youth unemployment in particular means young people are not acquiring the skills or experience needed to drive the economy forward.

Therefore, job creation and skills development remains the key priorities of the Collins Chabane Local Municipality. EPWP targets are set annually by the National Government, which the Municipality is expected to achieve. With the introduction of the EPWP phase III, the Municipality has performed well in terms of job creation, by achieving their target for the first year. Currently most jobs are created through Capital projects as well as Operational projects, and quite a significant amount of jobs are created through Water and Sanitation, Waste Management, Roads and storm water, Environment Management and Transportation Projects.

Collins Chabane is participating in EPWP Incentive grant programme. In 2022/2023 financial year the programme created 548 jobs. Electrification of Collins Chabane Local Municipality's communities, and also Road Construction namely: DCO-Malamulele Hospital Road Construction, Mtswetweni/ Njhakanjhaka Ring Road; N'wamatatani Ring Road whereas Electrification community work is done for Menele and Mavambe communities together with infrastructure maintenance.

6.3.1. EPWP is divided into the following sectors

- ❖ Infrastructure-the sector is responsible for the maintenance of infrastructure and related projects
- ❖ Environmental and Cultural sector-the sector is responsible for town cleaning, waste collection, cemeteries cleaning and parks beautification
- ❖ Social Sector-the sector is responsible for the HIV programmes, Home-based care and security services

6.4. LOCAL SKILLS BASED

Skills-based is the practice of employers setting specific skill or competency requirements or targets. Skills and competencies may be cognitive (such as mathematics or reading) or other professional skills, often commonly called "soft" skills (such as "drive for results" or customer service).

Table 6.1.: Field of TVET by Geography hierarchy 2016 for Person Weight

Description	LIM345 : Collins Chabane	LIM343 : Thulamela	LIM344 : Makhado	LIM341 : Musina	DC34: Vhembe
Management	713	3064	904	154	4835
Marketing	85	1194	394	128	1800
Information technology and computer science	281	1640	786	310	3017
Finance	177	1435	617	227	2456
Office administration	619	1081	628	303	2631
Electrical infrastructure construction	154	1128	286	223	1790

Civil engineering and building construction	235	1298	443	88	2065
Engineering	546	2767	894	603	4809
Primary agriculture	73	242	106	81	502
Hospitality	230	935	472	101	1738
Tourism	101	367	157	50	675
Safety in society	254	394	331	197	1175
Mechatronics	-	173	29	188	391
Education and development	436	999	1310	72	2817
Other	1186	3635	1375	389	6585
Do not know	31	108	97	-	236
Not applicable	341692	476029	405174	128078	1350974
Unspecified	1162	747	2725	818	5452
Total	347974	497237	416728	132009	1393949

Table 6.2.: Field of higher educational institution by Geography hierarchy 2016

Description	LIM345 : Collins Chabane	LIM343 : Thulamela	LIM344 : Makhado	LIM341 : Musina	DC34: Vhembe
Agriculture	326	502	396	115	1340
Architecture and the built environment	56	416	164	43	679
Arts (Visual and performing arts)	24	99	44	-	168
Business	655	2307	1435	443	4839
Communication	212	179	338	57	785
Computer and information sciences	141	455	437	91	1124
Education	3705	6399	4022	654	14781
Engineering	352	685	665	293	1995
Health professions and related clinical sciences	786	2061	1200	76	4123
Family ecology and consumer sciences	50	69	16	-	135
Languages	58	144	110	26	338

Law	221	782	441	204	1649
Life sciences	105	155	154	34	448
Physical sciences	75	170	143	54	442
Mathematics and statistics	79	243	95	19	436
Military sciences	24	52	-	-	76
Philosophy	92	108	100	-	300
Psychology	75	263	47	133	518
Public management and services	189	686	516	188	1578
Social sciences	272	526	333	113	1245
Other	959	1944	1330	233	4467
Do not know	62	95	43	85	284
Not applicable	338295	478149	401976	128327	1346747
Unspecified	1162	747	2725	818	5452
Total	347974	497237	416728	132009	1393949

6.5. ECONOMIC ANALYSIS

The function of LED is to promote the following:

- Agriculture
- Mining
- Manufacturing
- Tourism
- Business and Trade

Table 6.3.: Profile of key economic sectors and their contributions to GDP and Labour in the CCLM Area

Sector	% GDP	% Labour
Agriculture	2	8,3
Mining	9	0,8
Manufacturing	3	5
Electricity	7	1
Construction	5	11
Trade	17	26,5
Transport	5	4,4
Finance	18	8,6

Community Services	34	34,4
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Source: IHS Markit

6.6. ECONOMIC PERFORMANCE INDICATORS

Performance indicators measure the rate at which the economy of CCLM is growing compared to other regions. The table below indicates that CCLM has been having a moderate growth over the last 3 years of its existence. Employment growth rate is at 3.9% higher than the National employment growth rate by more than 2%. All available resources will have to be employed to the maximum capacity to change this situation on production.

Table 6.4.: Economic performance

Indicators	CCLM	National	Rank
Employment Growth	3,9%	1,6%	12
Household Income Growth	0,6%	0,2%	100
GDP Per Capita Growth	7,9%	6,3%	112
GDP Growth	1,2%	1,8%	126
Population Growth	0,4%	1,6%	156

Source: IHS Markit

6.7. EMPLOYMENT STATISTICS

CCLM employs at least 66 000 people alone within the Vhembe District. Table below shows the distribution of the CCLM employed labour force by sector.

Table 6.5.: Employment statistics within Vhembe District

Sector	CCLM	Musina	Makhado	Thulamela	Total
Agriculture	5 020	11 600	3 410	11 800	31 818
Mining	485	665	862	653	2 263
Manufacturing	3 030	1 490	2 880	5 740	13 143
Electricity	574	191	802	695	2 263
Construction	6 610	4 160	8 240	9 520	28 532
Trade	16 000	9 040	17 600	25 700	68 323
Transport	2 660	1 500	3 110	3 940	11 209
Finance	5 170	3 020	6 330	7 760	22 287
Community Services	20 700	5 170	26 300	28 200	80 412
Households	5 810	3 750	6 160	9 840	25 548

Total	66 000	40 600	40 600	104 000	286 199
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Source: IHS Markit

The highest employing sectors in the CCLM as well as the District are Community Services, Trade, Construction, Agriculture and Manufacturing respectively. The mining sector is the least contributor to employment in CCLM at less than 1% (485) compared to other sectors. It is critical to also mention that of the 66 000 people employed in 2017, 44 600 which is about 67.55% is formally employed, whereas the informal sector accounts for 21 400 (32.45%) of total employment. Table below outlines the concentration of informal and formal employment across the sectors.

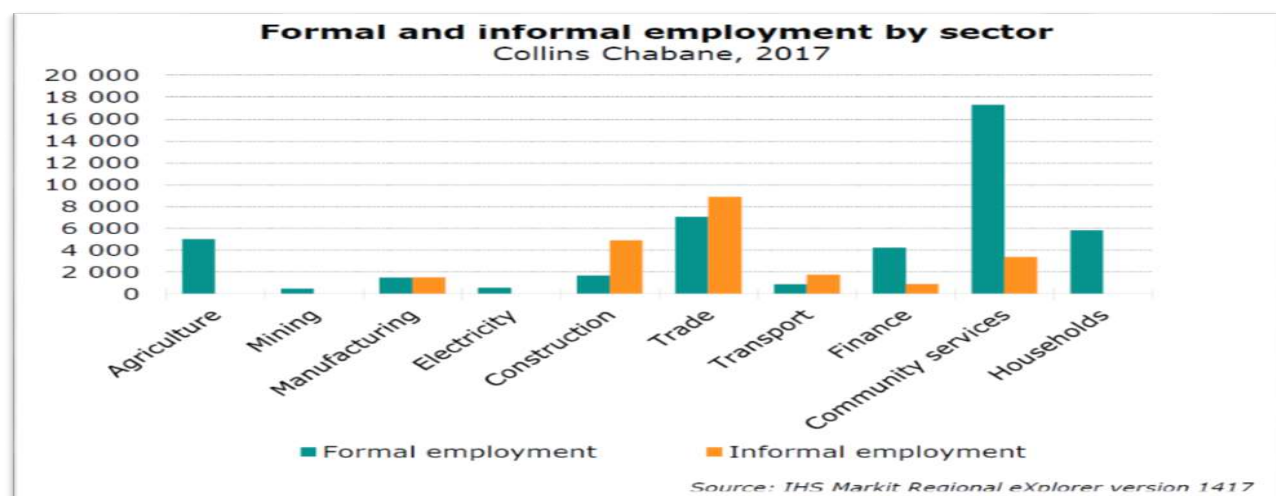
Table 6.6.: Employment sectors

Sector	Formal	Informal	Overall Contribution	% Ranking
Agriculture	5 020	-	7,6%	5
Mining	485	-	0,7%	10
Manufacturing	1 510	1 520	4,5%	8
Electricity	574	-	0,8%	9
Construction	1 690	4 920	10%	3
Trade	7 060	8 890	24,2%	2
Transport	890	1 770	4%	7
Finance	4 250	917	7,8%	6
Community Services	17 300	3 400	31,4%	1
Households	5 810	-	8,8%	4
Total (66 000)	44 589	21 411	100%	

Source: IHS Markit

The fact that the informal market is able to generate employment that is more than 50% in sectors such as trade, construction and manufacturing signifies huge potential for growth in CCLM. It further indicates that the economy in CCLM will not take long to boom should it stimulated with a good catalyst in a form of capital injection in sectors such as construction, manufacturing and trade (tourism and retail). Unemployment in CCLM was estimated at 20,41%, which is lower than the 27,1% National unemployment rate in 2017.

Figure 6.2.: Employment Sector



The graph shows both the formal and informal employment sectors. However, it shows that the highest employment sector offers community services. It is then followed by trade indicating that the Municipal trade industry must also be strengthened for it generate most jobs for the community. Agriculture also plays a vital role in food production and employment though it is affected in some rain climate conditions.

The informal sector also plays a vital role on the Municipal economic grid. A high number of people is recorded on the trade industry being the major contributor of jobs and subsistence. Construction is also a role player of creating employment in the informal sector followed by community services.

6.8. HOUSEHOLDS BY INCOME

This table below shows the number of households by income. A highest number of 13,100 households are earning for R30 000 - R42 000 when only 12 households are earning for R0 - R2400.

Table 6.7.: Household income

	Collins Chabane	Vhembe	Limpopo	National Total	Collins Chabane as % of district municipality	Collins Chabane as % of province	Collins Chabane as % of national
0-2400	12	51	200	1,650	23.8%	6.0%	0.73%
2400-6000	201	835	3,530	32,500	24.1%	5.7%	0.62%
6000-12000	1,890	7,720	34,600	315,000	24.5%	5.5%	0.60%
12000-18000	3,830	15,500	68,000	626,000	24.8%	5.6%	0.61%
18000-30000	12,800	51,500	209,000	1,730,000	24.9%	6.1%	0.74%
30000-42000	13,100	53,100	212,000	1,750,000	24.6%	6.2%	0.75%
42000-54000	11,500	46,500	187,000	1,550,000	24.7%	6.1%	0.74%
54000-72000	12,200	49,300	197,000	1,670,000	24.7%	6.2%	0.73%
72000-96000	9,550	38,900	164,000	1,520,000	24.5%	5.8%	0.63%
96000-132000	7,720	31,600	137,000	1,430,000	24.5%	5.6%	0.54%
132000-192000	6,240	25,500	117,000	1,370,000	24.5%	5.3%	0.46%
192000-360000	6,230	25,500	124,000	1,760,000	24.5%	5.0%	0.35%
360000-600000	3,130	12,800	66,100	1,160,000	24.4%	4.7%	0.27%
600000-1200000	1,900	7,890	41,700	840,000	24.1%	4.6%	0.23%
1200000-2400000	571	2,440	12,200	266,000	23.3%	4.7%	0.21%
2400000+	66	302	1,590	42,000	22.0%	4.2%	0.16%
Total	90,900	369,000	1,580,000	16,100,000	24.6%	5.8%	0.57%

Source: IHS Markit Regional eXplorer version 1417

6.8.1. UNEMPLOYMENT RATE

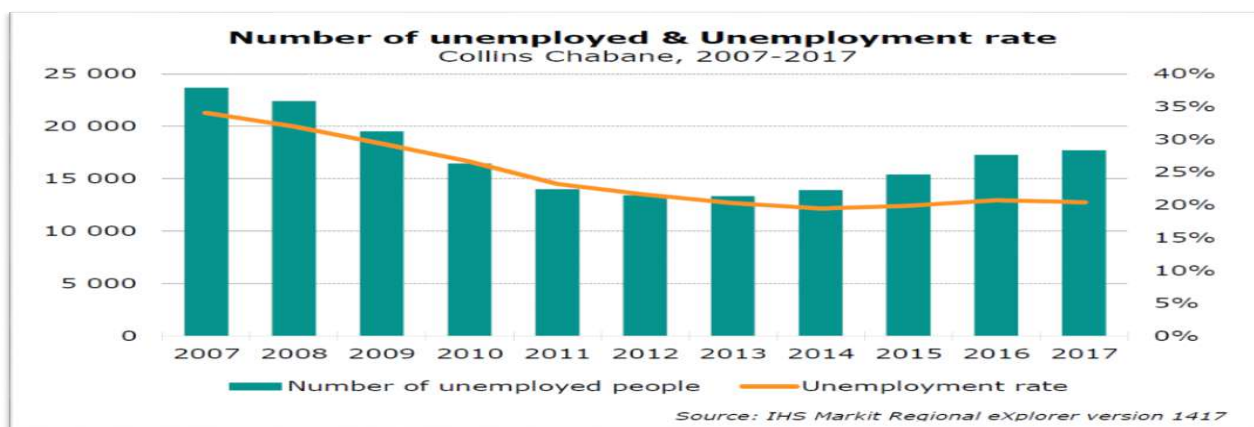
Table 6.8.: Unemployment rate

	Collins Chabane	Vhembe	Limpopo	National Total
2007	34.1%	31.6%	29.9%	24.8%
2008	32.0%	29.7%	28.4%	23.6%
2009	29.4%	27.1%	26.4%	23.8%
2010	26.7%	24.6%	24.3%	24.8%
2011	23.2%	21.4%	21.5%	24.9%
2012	21.6%	19.8%	20.0%	25.0%
2013	20.3%	18.5%	18.8%	25.1%
2014	19.5%	17.8%	18.1%	25.1%
2015	19.9%	18.2%	18.6%	25.5%
2016	20.7%	19.0%	19.7%	26.4%
2017	20.4%	18.7%	19.5%	27.2%

Source: IHS Markit Regional eXplorer version 1417

This table shows a decreasing rate on unemployment over the years. In 2007 it was 34% of the total population that was unemployed.

Figure 6.3.: Unemployment Rate

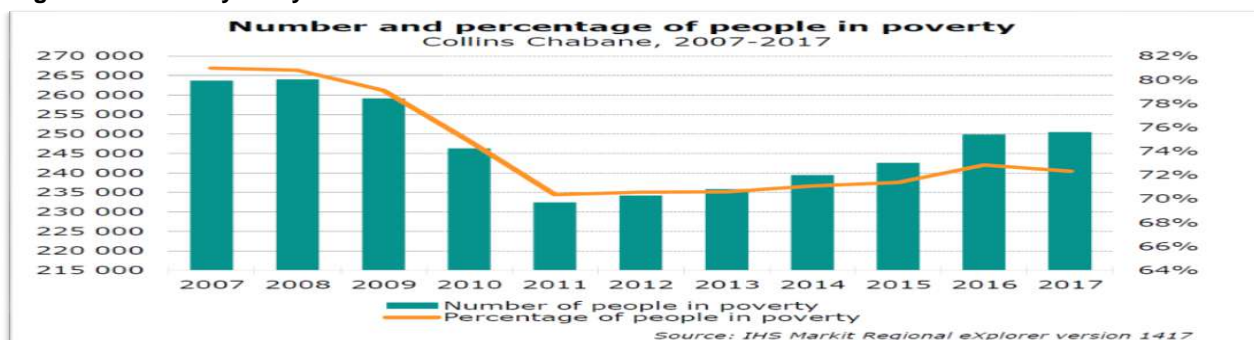


Source: IHS Market regional explorer version 1417

There is a decreasing trend from 2007 to 2017 where in 20% of unemployment was recorded for 2017.

6.8.2. SITUATION ANALYSIS FOR POVERTY

Figure 6.4.: Poverty Analysis



Source: IHS Market regional explorer version 1417

The poverty gap is used as an indicator to measure the depth of poverty. In 2017, there were 250 000 people living in poverty, using the upper poverty line definition, across Collins Chabane Local Municipality - this is 5.01% lower than the 264 000 in 2007.

6.9. LED Strategy

The Municipality has managed to develop an LED strategy which was adopted by the council by the end of the last financial year. The LED strategy is used as a municipal guiding principle to stimulate and grow local economy and ultimately create the much needed jobs by making better use of the available resources.

6.10. LED By-Laws

- 6.10.1. The Municipality has managed to prepare the following By-Laws
- 6.10.2. Carwash
- 6.10.3. Street Trading
- 6.10.4. Outdoor Advertising
- 6.10.5. Tuck shop/ Spaza shop
- 6.10.6. Hardware Storage

6.11. 5 Year Plan

- Continue constructing market stalls at Saselamani, Malamulele taxi rank and Punda Maria gate
- Cooperative support
- Development of light industrial hubs in all nodal areas
- Development of flea market areas in all nodal areas
- Development of Agri-hubs in all nodal areas
- Promotion of tourism activities around Punda Maria gate
- Develop an investment attraction strategy

6.12. Local Economic Development challenges

Table 6.9.: LED Challenges

Challenges
Mushrooming of informal traders within the district nodal point of Malamulele
Inclusion of gates for KNP under CCLM
Poor investment attractions due unavailability of water and electricity
Lack of By-Law Enforcement

CHAPTER 7: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY

7.1. FINANCIAL VIABILITY

7.1.1. Legislative Framework

The finances of the Collins Chabane Local Municipality are regulated by the following legislations:

- ❖ Local Government: Municipal finance Management Act No 56 of 2003.
- ❖ Local Government: Municipal Property Rates Act No 6 of 2004.
- ❖ Division of Revenue Act.
- ❖ Municipal Finance Management and mSCoA Circulars issued by National Treasury.

Furthermore, the budget related policies of the municipality are taken into consideration with preparing and implementation of the budget to ensure financial sustainability.

7.1.2. Overview of Budget funding

Collins Chabane Local Municipality annually prepares the Medium-Term Revenue Expenditure Framework (MTREF) budget that is informed by the annual review of the Integrated Development Programme (IDP). The Budget is prepared in terms of Chapter 4 of the Municipal Finance Management Act (MFMA).

Section 17 of the MFMA requires that an annual budget must be a schedule:

- ❖ Setting out realistically anticipated revenue for the budget year from each revenue source.
- ❖ Appropriating expenditure for the year under different votes of the municipality.
- ❖ Setting out indicative revenue source and protected expenditure by vote for the two financial years following budget year.

In the preparation of 2024-2026 MTREF budget, the current year's budget and interim performance for the period ended February 2024. Furthermore, the following factors were also considered.

- ❖ Line item budgeting
- ❖ Incremental budgeting
- ❖ Zero-based budgeting
- ❖ Programme budgeting and
- ❖ Performance budgeting.

Collins Chabane Local Municipality continued to report a positive cash flow from the 2016/17 financial year to date which was informed by the systems that have been put in place in the budget administration of the municipality. The budget of the municipality is divided into the revenue, operating expenditure and capital expenditure budgets and will be explained individually.

7.2. BUDGET AND TREASURY OFFICE

The Municipality has established Budget and Treasury Office as required by Section 80 of the MFMA. The department is presently led by the Chief Financial Officer with five managers in each unit, namely; Asset Management, Budget and Reporting, Expenditure, Revenue and Supply Chain Management units. The Municipality has approved all budget related policies as required by Municipal Budget and Reporting Regulations, however, standard operating procedures are still under review. The mSCOA regulations prescribes the uniform recording and classification of municipal budget and

financial information at a transaction level. Compliance by municipalities to Regulations by 01 July 2017. CCLM established the mSCOA steering committee, mSCOA road map, Budget Management, AFS preparations.

7.2.1. Audit Outcomes

Unqualified audit with findings

- ❖ AFS submitted on 31 August 2023- MFMA compliant
- ❖ Audit limitations- information submitted timeously to the AG

Material misstatements in the AFS submitted for auditing:

- ❖ non-compliance with the MFMA

CCLM's audit opinions in the past three financial years:

- ❖ 2019/20 – Unqualified Audit Opinion
- ❖ 2020/21 – Unqualified Audit Opinion
- ❖ 2021/22 – Unqualified Audit Opinion
- ❖ 2022/23 – Unqualified Audit Opinion

7.3. REVENUE MANAGEMENT.

The municipality bills and collects property rates and refuse removal services for Malamulele and Vuwani townships, surrounding farms and government institutions. Other sources of revenue include:

- ❖ Licenses and permits
- ❖ Agency fees
- ❖ Interest income
- ❖ Rental of facilities
- ❖ Traffic fines, penalties and forfeits
- ❖ Other income (Sale of stands, sales of tender documents, licensing and renewal of spaza shops, clearance certificates)

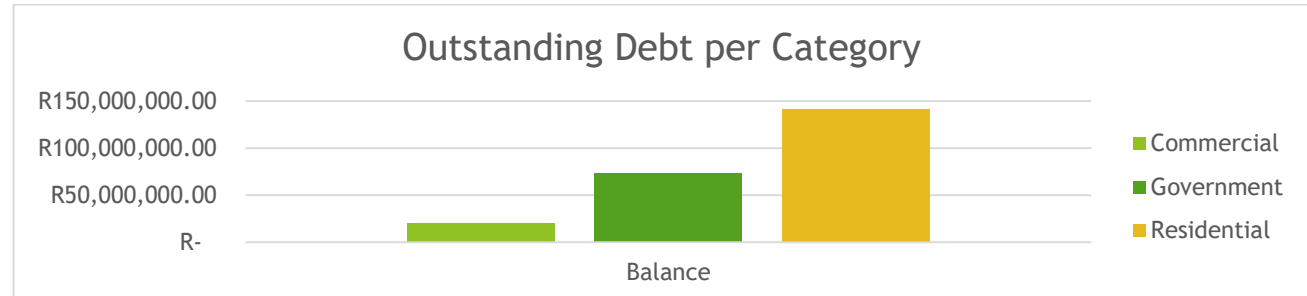
The total average revenue collection rate of the municipality is currently at 34%, with 30% for Malamulele and 4% for Vuwani townships respectively.

Source of Revenue

Source of Revenue	2019/20	2020/21	2021/22	2022/23	
					%
Property Rates	R3,277,608	R13,631,454	R19,562,082	R23,065,195	68%
Refuse Removal	R1,932,718	R1,323,616	R3,805,877	R3,591,116	65%
Licenses and road worthiness	R1,888,807	R2,658,734	R5,097,338	R4,619,359	64%
Agency fees	R3,015,106	R2,278,364	R3,148,086	R3,949,163	94%
Interest income	R10,674,171	R7,279,234	R20,366,642	R18,002,852	91%
Rental of facilities	R13,858	R47,483	R165,813	R319,942	101%
Traffic fines, penalties and forfeits	R75,200	R98,300	R198,250	R61,000	16%
Other income	R3,583,061	R4,733,190	R3,506,221	R10,409,096	12%

Property Description for Rates Collection

Description	Balance	%
Commercial	R 20,478,966.00	9%
Government	R 73,531,984.00	31%
Residential	R141,084,819.00	60%



Credit Control

- ❖ Offering of incentives to customers- Discounts
- ❖ Registration of property- including change of ownership (Mass Registrations)
- ❖ Engage government departments
- ❖ Disputed debt- Debt Forum

REVENUE COLLECTION FROM DEBT RELIEF	2022/23		2023/24	
	Malamulele		Malamulele	
	R5,776,722	R196,849	R5,776,722	R196,849

CHALLENGES

The following challenges were experienced:

- ❖ Billing not done as per the approved schedules
- ❖ Statements of account return by the Post Office,
- ❖ Lack of records for enquiries lodged by customers and
- ❖ Reconciliation between billing report and master valuation roll not performed on monthly basis.

7.4. OPERATING EXPENDITURE

Operational budget and expenditure

	2019/20	2020/21	2021/22	2022/23	2023/24	%
Budget	R 349 189 000	R 405 502 000	R 514 288 000	R 482 042 110	R 457 671 000	5% decrease

Actual	R 352 706 000	R 378 439 000	R 425 568 000	R 548 134 285	R 192 934 000	
Variance %	1%	-7%	-17%	13%	70%	

Capital budget (Own funding and Conditional Grants)

	2019/20	2020/21	2021/22	2022/23	2023/24	%
Budget	R 277 002 000	R 351 578 000	R 344 827 000	R 339 334 000	R 325 650 000	5% decrease
Actual	R 192 241 000	R 301 418 000	R 344 715 000	R 366 898 246	R 171 856 000	
Variance%	-31%	-14%	0%	8%	44%	

Rollovers

	2019/20	2020/21	2021/22	2022/23	2023/24	%
MIG	N/A	N/A	N/A	N/A	N/A	
INEP	N/A	R894	R2,8 mil	R9,2 mil	N/A	

LIM345 Collins Chabane - Audited and the current Year

Description R thousands	Ref	2022/23	Budget Year 2023/24							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
RECEIPTS:	1,2									
Operating Transfers and Grants National Government:	3									
		462,852	490,896	-	-	179,148	193,113	(13,965)	-7.2%	490,896
Expanded Public Works Programme		1 759	1 404	-	-	351	351	-		1 404
Integrated Grant		4 500	-	-	-	-	-	-		-
Municipal Disaster Relief Grant		2 550	2 550	-	-	2 550	2 550	-		2 550
Local Government Financial Management Grant		-	500	-	-	-	500	(500)		500
Neighbourhood Development Partnership Grant		454 043	486 442	-	-	176 247	189 712	(13 465)	-100.0%	486 442
Equitable Share									-7.1%	
Provincial Government:		-	-	-	-	-	-	-		-
District Municipality:		-	-	-	-	-	-	-		-

Other grant providers:	-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	462,852	490,896	-	-	179,148	193,113	(13,965)	-7.2%	490,896
Capital Transfers and Grants National Government:	148,623	110,637	-	-	57,906	46,593	11,313	24.3%	110,637
Municipal Infrastructure Grant	138 889	98 133	-	-	52 906	41 216	(377)	28.4%	98 133
Integrated National Electrification Programme Grant	9 734	12 504	-	-	5 000	5 377	-	-7.0%	12 504
Provincial Government:	-	-	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	148,623	110,637	-	-	57,906	46,593	11,313	24.3%	110,637
TOTAL RECEIPTS OF TRANSFERS & GRANTS	611,475	601,533	-	-	237,054	239,706	(2,652)	-1.1%	601,533

The municipality had an unspent amount of R 9.2 million relating to INEP (R4.7 million) and MDRF (R4.5 million) grant as at year end. The application for roll over of grant was applied and subsequently granted/approved by National Treasury.

Major components of Operational Expenditure vs Budget

Description	2020/21			2021/22			2022/23		
	Budget R'000	Actual R'000	%	Budget R'000	Actual R'000	%	Budget R'000	Actual R'000	%
Employee costs	R 131,3	R 119.4	91%	R 152.2	R 122.7	81%	R 138.6	R 132.8	96%
Remuneration of councilors	R 28.7	R 26.5	94%	R 28.3	R 26.5	94%	R 29.3	R 28.2	97%
Fuel	R3.7	R 3.5	95%	R 6.5	R 6.0	91%	R 10.2	R 10.1	100%
Repairs and Maintenance	R 37.4	R 22.1	59%	R 51.2	R 28.6	56%	R 26.3	R 25.3	96%

Fuel consumption has increased by 9% from 2021/22 to 2022/23

- ❖ Frequent power cuts (Load shedding).
- ❖ Fuel price hikes

	2020/21	2021/22	2022/23 Budget	2022/23 Actual	% Spent
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Employee Cost	R121	R154	R138	R132	96%
Remuneration of Councilors	R28	R28	R29	R28	97%
Debt Impairment	R11	R11	R5.6	R31	150%
Depreciation	R25	R40.6	R44.7	R66	146%
Other Material	R7	R7.5	R16	R13	81%
Contracted Service	R110	R111	R142	R131	92%
Transfers and Subsidies	R17	R22.5	R5	R1	20%
Other Expenditure	R76	R94.4	R89	R122	137%
Total	R405	R469	R482	R548	113%

7.5. SUPPLY CHAIN MANAGEMENT SECTION

To enhance compliance with SCM Regulation 26 for Committee System for Competitive Bids, the following committees were established:

- ❖ Bid Specification Committee
- ❖ Bid Evaluation Committee
- ❖ Bid Adjudication Committee

To promote Good Governance, members of the committees are appointed while considering Section 117 of the Act. Furthermore, the SCM Code of Conduct was also circulated to all internal stakeholders.

Challenges

Lack of training for bid committees

Lack of confidentiality

Lack of personnel

Delays on appointment processes (Committees)

The municipality is still experiencing challenges of late appointments and sitting of bid committees. This has resulted in delayed appointments of service providers causing the Municipality not meet its targeted goals as per Service Delivery Budget Implementation Plan (SDBIP). Furthermore, there is generally lack of knowledge by bid committee members in leading to wrong bid specifications been submitted. From 2016/17 to 2022/23, the Municipality has cumulatively incurred:

- ❖ Unauthorised expenditure reported of R 273 061 863
- ❖ Irregular expenditure of R 15 192 430
- ❖ Fruitless and wasteful expenditure R 919 019

7.6. BUDGET AND REPORTING SECTION

The Budget and Reporting section is comprised by the manager and two accountants. The Municipality has submitted all its section 71 reports for the period ending December 2022. There are however still challenges of accuracy of the data strings as required by the Municipal Standard Charts of Accounts (mSCOA) and Schedule C.

7.7. BUDGET RELATED POLICIES

The Municipal budget and Reporting Regulations requires the municipality to submit to council with the Budget, budget related policies. The following policies were revised and submit for approval by council.

- ❖ Supply Chain Management Policy
- ❖ Budget Policy
- ❖ Virement Policy
- ❖ Tariff Policy
- ❖ Rates policy
- ❖ Investment and Cash Management Policy
- ❖ Indigent Policy
- ❖ Credit Control Policy
- ❖ Asset Management Policy
- ❖ The municipality has appointed a service provider to finalize and ensure the gazetting of the by-laws.

7.8. ASSETS MANAGEMENT SECTION

The Municipality has established the Asset Management section as per approved organizational structure. There is a manager responsible for asset management however some of the asset management functions are been outsourced. As much as the Municipality's asset register is GRAP compliance, the asset register is mainly updated at year end.

Challenges

Lack of personnel

Decentralisation of fleet management and inventory section

7.9. EXPENDITURE MANAGEMENT SECTION

The Municipality has established the expenditure management unit presently having three officials, the manager and two accountants. Generally, the expenditure management section is functioning well, however, there are still challenges on payment of service providers within 30 days as required by section 65 of the MFMA. The fruitless and wasteful expenditure has increased from R814 298 in 2018/19, R914 414 in 2019/20 and R919 019 in 2020/21 financial years. These represent an increase from 2018/19 to 2019/20 financial year by 12.9% and a further increase of 0.5% from 2019/20 to 2020/21 financial year.

Challenges

Non-compliance to section 65(2) of the MFMA which states that all monies owed to the municipality be paid within 30 days of receiving the invoice or statement.

7.10. MSCOA

Collins Chabane Local Municipality is transacting on mSCOA. Reporting remains a problem and is a process to embark on in the 2022/23 financial year to ensure full compliance with mSCOA reporting requirements. There are still some modules that are not functional on the municipal financial system.

7.11. SOCIAL PACKAGE / INDIGENTS

The municipality has approved an indigent policy which makes it possible for provision of Free basic service for qualifying households as determined by council from time to time. All qualifying indigents make an application to the municipality personally or through targeted method used by councilors and ward committee members. Over **7000** indigents registered. The qualifying indigent's households do not pay property rates, and refuse removal and receive 50 kWh per month from the municipality through Eskom. A budget is made available yearly through the equitable share allocation for the provision

of Free Basic Services. A total number of **105** indigents have full exemption on Property Rates, **6443** indigents with 50 kilowatts of electricity per month and 50% of monthly charge for normal residential property.

7.12. MUNICIPAL FINANCE MANAGEMENT AND VIABILITY CHALLENGES

Table 7.3.: Finance Challenges
Shortage of staff in Budget and Treasury Office
No standard operating procedures

Low collection rate
Incomplete billing
Wrong postal or not postal address
Increased debtors book
Revenue enhancement strategy not implemented
Incorrect data strings
Low percentage of budget spending
Payments not done within 30 days
Third parties schedule not send on time after payment
Incurring of fruitless and wasteful expenditure
Lack of knowledge of SCM and PPPFA regulations by bid committee members
Increased irregular expenditure
Late submission of procurement plans
Submission of incorrect specification
Late sittings of bid committee members

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. COUNCIL AND COMMITTEES

The Council had adopted the Corporate Calendar for 2023/2024 which had to be used as a guide in all its Council Meetings and Section 79 Committees and other Council Committees. 36 Ward Committees have been established and are executing their responsibilities and/or functions. They meet monthly and reports to Speaker's Office. EXCO meetings are held as per the Corporate Calendar. Financial Misconduct Disciplinary Board has been established and appointed by Council.

8.2. PUBLIC PARTICIPATION AND COUNCIL SUPPORT

According to Section 16 (a), a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must encourage, and create conditions for, the local community to participate in the affairs of the municipality.

The relationship between the Municipality and its stakeholders is very important. Stakeholders are not only local people. They include Sector Departments and their agencies, as well as people, organizations and institutions. Stakeholders include people and institutions that impact directly and indirectly on the organization, and they can include people who may not even be aware that they have a stake in the management of these organizations.

The primary aim of stakeholder *identification* is to name all those who could and should have a stake in a planning and management process.

The following is a list of key stakeholders for Collins Chabane Local Municipality

-  Traditional Authorities
-  Community
-  Business Sector
-  Traditional Healers
-  Government Departments
-  Education Sector
-  Non-Governmental Organisations
-  Transport Sector
-  Labour Unions
-  Financial institutions
-  Farmers
-  Civic organisation
-  Religious groups

8.3. IMPLEMENTATION OF THE COMMUNICATION STRATEGY AND POLICY

Communication is an important element of Good Governance. It is through communication that the communities and other stakeholders are informed about the activities, challenges and achievements of the municipality and thereby getting empowered to participate in the affairs of the municipality. Section 18(a) of the Municipal Systems Act (Act 32 of 2000), a municipality must communicate to its community information concerning the available mechanisms, processes and procedures to encourage and facilitate community participation. It further stresses the importance of communication between the Council and its communities.

The Municipality is currently implementing both the Communication Strategy and Communication Policy. The Communication forums and Mayor's Imbizos are organized on quarterly basis. The issuing of Newsletters was halted due to cost containment measures as directed by the National Treasury, however attempts to re-issue the news letters have been made.

Due to the Covid 19 pandemic, the municipality is taking advantage of new electronic and social media channels as catalysts to improve the manner in which information reaches communities and other stakeholders. These include communication through mobile phones technology in the form of **WhatsApp, Virtual Meetings, SMS, chat groups, Radio, Facebook, Twitter, and YouTube etc.**

8.4. RISK MANAGEMENT

Risk Management is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of a Municipality.

The Risk Management Policy, Risk Management Strategy and Risk Management Committee Charter were reviewed and approved. The municipality has developed antifraud and corruption strategy in 2022/2023. The Risk Implementation plan was submitted to the Risk Management Committee and approved by the Accounting Officer. The Strategic, operational, Fraud and mSCOA registers for the 2022/23 financial year were developed. Quarterly Risk Management reports were submitted to Risk Management Committee, Audit and Performance Committee




8.4.1. Top 10 Strategic Risks Identified

1. Inability to grow revenue base
2. Increase in irregular expenditure
3. Low revenue collection
4. Health Hazard due to Lack of infrastructure
5. Lack of infrastructure (Water and sanitation)
6. Delay and failure to complete service delivery project on time due
7. Land invasion and illegal land use
8. Lack of disaster recovery and business continuity plans
9. Ageing of infrastructure due to inadequate repairs and maintenance
10. Fraudulent activities and claims

8.4.2. Risk Management Committee

The municipality has appointed the Chairperson of the Risk Management Committee in April 2019. The Risk Management Committee had four meetings.

The Risk Management Committee is comprised of the following members:

-  Chairperson- Independent person not in the employee of the municipality
-  All Senior Managers-Members
-  Manager: Risk Management and Security- Secretary

8.5. INTERNAL AUDIT

According to chapter 14, section 165 of the Municipal Finance Management Act, 2003 (Act 56 of 2003), each municipality and each municipal entity must have an internal audit unit. Collins Chabane Local Municipality has a fully functional Internal Audit Unit established in terms of the Act. The primary objective of Internal Audit division is to assist the Municipal Manager and the Audit and Performance Audit Committee in the effective discharge of their responsibilities. Internal Audit provide them with independent analysis, appraisals, recommendations, council and information concerning the activities reviewed, with a view to improving accountability and service delivery.

Section 62(1) (c) (ii) of the MFMA requires internal audit to operate in accordance with prescribed norms and standards. This would imply that Internal Audit Activity should apply the Standards for the Professional Practice of Internal Audit (SPPIA) in the execution of its functions.

The purpose of the Standards is to:

- ✚ Delineate basic principles that represent the practice of internal auditing
- ✚ Provide a framework for performing and promoting a broad range of value-added internal auditing
- ✚ Establish the basis for the evaluation of internal audit performance
- ✚ Foster improved organisational process and operations

8.5.1. Audit Committee and Performance Audit Committee

The Municipality established Audit and Performance Committee. The Audit and Performance Audit Committee (APAC) is a committee of Council primarily reputable to provide independent specialist advice on financial performance and efficiency, compliance with legislation, and performance management. A combined committee was appointed to represent both Performance Audit and Audit Committees in compliance to section 166 of MFMA no 56 of 2003 and section 14(2) of Municipal Planning and Performance Management Regulations. The Audit and Performance Audit Committee must liaise with Internal Audit in terms of Section 166(3) (a).

The Audit and Performance Audit Committee must ensure that the strategic internal audit plan is based on key areas of risk, including having regard to the institution's risk management strategy. The Committee reviews the work of Internal Audit through the internal audit reports. APAC operate in terms of approved Charter which outline the role, responsibilities, composition and operating guidelines of the committee of Collins Chabane Local Municipality and report to Council quarterly.

8.5.2. Internal Audit Policy Documents

Internal Audit Charter and Internal Audit methodology developed and approved by the Audit and Performance Committee.

8.5.3. Risk Based Internal Audit Plan

The three-year internal audit plan was developed so as to mitigate all audit risks and corrective measures thereof. It was approved by the Audit and Performance Committee. Annual internal audit plan was developed, approved and is currently being implemented. There is a plan to outsource some of the projects since the unit is not adequately resourced.

8.6. AUDIT AND PERFORMANCE COMMITTEE

The municipality has appointed 3 Audit and Performance Committee and re-advertised 2 audit committee positions particularly for Performance Management Systems and Information. The Committee is meeting on a quarterly basis. Audit and Performance Committee charter was developed and approved by Council.

8.7. EXTERNAL AUDIT

The municipality has maintained the unqualified Audit Opinion, an Audit Action Plan has been developed and it is monitored by the internal audit and management on month basis to ensure improved audit opinion.

The Audit Action Plan is Attached the on the IDP as Annexure C

8.8. ICT INFRASTRUCTURE

Table 8.1.: ICT Infrastructure

Item	Status
LAN/WAN	Municipal buildings in head office have been connected through fiber solution and Radio link, the connection on the remote sites [Saselamani, Hlanganani and Vuwani] have not yet been concluded by the service provider
Server/Data Centre Environment	The environment comprises both virtual and physical servers in the production. These are business critical servers used for financial management services, Human Resource services, file management services, directory management services, E-mail, etc.

8.8.1. Tools of trade

Table 8.2.: Tools of trade

Officials	Councilors
42 Desktops, 19 printers for bulk printing services, 2 desktop roaming printers, 1 card printer and 3 financial management printers and 79 Laptops	71 Laptops

8.8.2. Existing contracts

Table 8.3.: Existing contracts

Item	Supplier
Internet and E-mail services	SITA - CoGHSTA Managed Service for email services Vodacom for the internet services
Printing services	ANAKA
Financial Management Systems	Munsoft and Payday
3G services	Vodacom
network and system support services	9 IT

8.8.3. ICT Projects
Table 8.4.: ICT
Projects

Projects	Description
Development of the ICT strategic plan	<p>This defines the strategy CCLM will implement to enable its IT infrastructure and portfolio to operate and function in line with its business objectives</p> <p><u>Progress</u> The project has been finalised and approved by the council.</p>
Disaster Recovery Solution	<p>A documented, structured approach with instructions for responding to unplanned incidents with a step-by-step plan consisting of the precautions to minimize the effects of a disaster so the CCLM can continue to operate or quickly resume mission-critical functions</p> <p><u>Progress</u> The project has been re-advertised as the appointment could not be finalised during 2018-19 financial year. SCM processes with regard to the Bid Evaluation Committee appointment are underway.</p>
ICT Steering Committee	<p>The appointment of the ICT steering committee members has been finalised. This committee sit at least once a quarter to ensure IT investment always aligns to the municipal strategic objectives</p> <p><u>Progress</u> The committee appointments have been finalised, the committee already met twice.</p> <p><u>Challenges</u> None</p>
Implementation of ICT upgrade	<p>The implementation of an ICT upgrade project that will ensure high network stability, security control through the implementation CCTV solution and access control.</p> <p><u>Progress</u> Fibre connectivity, CCTV cameras, Biometric access control, and server room upgrading components of the project have been completed pending the configuration and the teleconferencing components of the project</p> <p><u>Challenge</u> Slow implementation by the service provider</p>
Development of Website	<p>The newly developed service-based website under the custodianship of the communication unit on behalf of the mayor has been signed-off.</p> <p>This will position the CCLM as a dependable and trust worthy service focus municipality and will greatly assist the CCLM to communicate its service offerings and programmes amongst others to all the concerned stakeholders.</p> <p><u>Progress</u> The website has been finalised and launched.</p>

8.9. RECORDS MANAGEMENT SYSTEM AND SWITCH BOARD

Records Management is still a challenge in this institution, however, Records Management System has been installed and implemented. The system has been linked with the municipal IT system. Records capturing could not proceed due to the crashing of the system, however subseries and main series have been recreated and the service provider is now focusing on the folders which will be done by end of January. The service provider promised to communicate with IT so that they can sync the system with the LDAP so that users can start logging in. Records Management Policy and File plan have both been approved by the council and Limpopo Archives respectively.

8.10. FACILITIES MANAGEMENT

All municipal facilities and all graveyards except Vuwani graveyard have securities. Facilities Management Policy has been approved by council and under implementation. Besides the Facilities Management Policy, Cleaning Procedure Manual has been approved by the council and is being implemented. The municipality has procured furniture for Information Centre and Vuwani Regional Offices. Allocation of permanently employed cleaners in all our facilities are as follows:

Facilities	Number
DCO	02
Malamulele Traffic Station	02
Malamulele Community Hall	01
Civic Centre	02
Information Centre	01
Malamulele Boxing Gym	01
Saselamani Stadium	01
Saselamani Library	02
Vuwani Regional offices	02
Vuwani Traffic Station	02
Hlanganani	00

FLEET MANAGEMENT

Fleet management policy has been approved by council and is being implemented. Currently the municipal fleet is at 58, the number includes light vehicles, heavy duty vehicles and machineries. All municipal fleet is insured and a tracking system is implemented.

Table 8.5.: CCLM's fleet

<i>Type of vehicle</i>	<i>Number of vehicle</i>
<i>Graders</i>	06
<i>Front Loader</i>	01
<i>TLBs</i>	04
<i>Water tanker</i>	02
<i>Refuse compactor</i>	06
<i>Skip loader</i>	02
<i>Half trucks</i>	02

<i>LDVs</i>	15
<i>Sedans</i>	14
<i>Trailers</i>	04
<i>Fire fighters trucks</i>	0
<i>Tipper trucks</i>	01
<i>Refuse supplement trucks</i>	0
<i>Tractors</i>	0
<i>High up truck (Electrical vehicle)</i>	0
<i>Low bed</i>	01
<i>Total</i>	58

8.11. MPAC

The MPAC section was established and fully functional. There are 13 members and 1 Section 79 Chairperson and 1 researcher. The committee sits once a month unless if there is a need to sit more than once. The role of the MPAC to check the on municipal spending, municipal asserts and to do site inspections on projects being implemented. The committee deals with matters referred by the council such (UIF) Unauthorised Irregular and Fruitless expenditure, Annual report, Audit report, quarterly financial statements and deviation reports amongst others. After the assessment the hold the municipality accountable during public hearings.

8.12. COMMUNITY DEVELOPMENT WORKERS CDW'S

Collins Chabane Local Municipality has 19 operational CDW's. The CDW's are incorporated into the ward committees and are part of the ward committee sittings. They work across the municipality and all Sector Departments. They help in the identification of indigents, housing beneficiaries, identification of service delivery hot spots. They also work together with the CPF's in terms of identifying crime hot spots and prevention. They have close relationship with Traditional Leaders working together for service delivery. CDW's submit their reports on a quarterly base.

8.13. COMPLAINTS MANAGEMENT SYSTEM

The municipality uses suggestions books to record all complains, suggestions and complements by the community about municipal services or any other matter that affects the municipality. The books are placed at the rates halls and cluster offices throughout the municipality's clusters where the community frequents. The books are attended to regularly to ensure that the inputs are attended to.

When complains are retrieved from the book, they are forwarded to the relevant Directorate through the Directors office. The Call Centre manned by the Community Services Directorate is available and allows members of the public to report complaints or other service related issues like pipe bursts. Processes are currently underway to improve and implement an integrated will be able to deal with services standards within the municipality.

The municipality established both Batho Pele and Complaints Management Committee and also participates in the District and the Provincial Complaints Management and Batho Pele Forums where management of complaints are entertained with the aim of reducing complaints received. The Municipality attend and resolve to cases from both Premier and Presidential Hotlines.

8.14. Inter-Governmental Relationship

The Municipality introduced the position of manager IGR & Sub offices who is responsible for management of both Sub offices and IGR matters. The Municipality currently participate in the district and premier IGR structures wherein IGR matters are discussed and resolved. The Municipality is intending to establish its own local IGR structures wherein all sector.

8.15. Municipal Sub Offices

CCLM established three Sub Offices namely

1. Saselamani Sub Office.
2. Vuwani Sub Office.
3. Hlanganani Sub Office

- ❖ Officials from different departments are visiting the Sub Offices periodically to provide other services Officials from different departments are visiting the Sub Offices periodically to provide other services.

8.16. Challenges

Challenges
Poor report writing by Ward Committees
Three (3) Outstanding Ward Committees around Vuwani nodal point which are not yet established due to demarcation challenges.
Portfolio Committees Some of the Chairperson's indicated that they were not inducted hence they are not clear of their roles and responsibilities.
Branding Materials
Unavailability of Risk Management Committee due to unavailability of budget for appointment of the Chairperson of Risk Management of Committee.
Lack of human resources in the unit delaying the implementation of the annual internal audit plan
Unstable IT network
Facilities Management
Switchboard Operation
Records Management


Chapter 9: Municipal Transformation and organizational development

This chapter shows the institutional framework of Collins Chabane Local Municipality and the effectiveness of Municipal strategies when dealing with governance issues.

9.1. POLITICAL STRUCTURE

The council consist of 71 councilors, 36 ward councilors and 35 proportional councilors. The Ward councilor for each ward is the Chairperson of that particular ward, meanwhile the Mayor heads the Executive Mayoral Committee which comprised of 71 councilors.

Table 9.1.: POLITICAL MANAGEMENT TEAM (PMT)

	<p>Mayor</p> <p>Functions of the Mayor</p> <ul style="list-style-type: none">• Promote the image of the municipality• To ensure that the executive committee meetings performs its functions properly• To lead and promotes social and economic development in the municipality• To preside over public meetings and hearings• To promote inter- governmental and inter institutional relations and to ensure in consultation with the Community according to section 16 of the Municipal Systems Act (32 of 2000) is adhered to.
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SPEAKER

Cllr T.S MBEDZI

Functions of the Speaker

- Presides at meetings of council
- Performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the local Government: Municipal system Act, 2000 (Act 32 of 2000):
- Must ensure that the council meets at least quarterly and must ensure compliance in the council and council committee with the code of conduct set out in schedule 1 to the local Government: Municipal system Act, 2000 (Act 32 of 2000); and must ensure that council meetings are conducted in accordance with the rules and orders of the council.



CHIEF WHIP

Cllr M.E BALOYI

Functions of the Chief Whip

- Political management of council meetings and committee meetings
- Inform councilors of meetings called by the Speaker and the Mayor and ensuring that such meetings quorate
- Advises the Speaker and Mayor on the Council agenda
- Ensures that councilors' motions are prepared and timeously tabled in terms of the procedural rules of Council
- Assisting the Speaker in the counting of votes
- Advising the Speaker and the Mayor of urgent motions
- Advising the Speaker and Mayor on how to deal with important items not disposed of at a Council meeting

Table 9.2.: EXCO MEMBER

NO	PORTFOLIO HEAD	SURNAME AND INITIALS	PARTY REPRESENTATION
1.	Planning And Development	Cllr Lebea M.E	ANC
2.	Technical Services	Cllr Thovhakale M.S	ANC
3.	Finance	Cllr Mavikane S.X	ANC
4.	Corporate	Cllr Maluleke L.R	ANC
5.	Legislation	Cllr Mabasa D	ANC
6.	Community Services	Cllr Chauke H.G	ANC
7.	Special Programme	Cllr Mahlawule T.P.	ANC
8.	Non Portfolio	Cllr Baloyi D.L	EFF
9.	Non Portfolio	Cllr Mashila D	ABLE

Table 9.3.: SECTION 79 CHAIRPERSONS

NO	PORTFOLIO	SURNAME AND INITIALS	PARTY REPRESENTATION
1.	Finance	Cllr Manganyi M.N	ANC
2.	Corporate	Cllr Mabasa J	ANC
3.	Technical Services	Cllr Baloyi A	ANC
4.	Community Services	Cllr Rikhotso S.M	ANC
5.	Education, Sports, Art And Culture	Cllr Maluleke H.M	ANC
6.	Ethics Committee	Cllr Mathavha H	ANC
7.	Planning And Development	Cllr Mabasa W	ANC
8.	Housing and Electricity	Cllr Shandukani J	ANC
9.	Special Programme	Cllr Ndove D	ANC
10.	Legislation And Traditional Affairs	Cllr Baloyi H.J	ANC
11.	MPAC	Cllr Mudau T.S	ANC
12.	Rules Committee	Cllr Chauke F	ANC
13.	Women Caucus	Cllr Sunduza Z	ANC
14.	Women, Youth and Children	Cllr Makhomisane S.E	ANC

Collins Chabane Local Municipal Council is comprised of 71 Councilors. These Councilors are categorised in the table below.

TABLE 9.4.: WARD COUNCILLORS:

NO	INITIALS AND SURNAME	WARD	PARTY REPRESENTATION
1.	Cllr M.R Maringa	Ward 1	ANC
2.	Cllr M.J Shandukani	Ward 2	ANC
3.	Cllr H.R Maremane	Ward 3	ANC
4.	Cllr G.M Rikhotso	Ward 4	ANC
5.	Cllr P.F Mashimbye	Ward 5	ANC
6.	Cllr S Makhubele	Ward 6	ANC
7.	Cllr M.S Thovhakale	Ward 7	ANC
8.	Cllr T.M Mutele	Ward 8	ANC
9.	Cllr G Khange	Ward 9	ANC

10.	Cllr E Bamuza	Ward 10	ANC
11.	Cllr H.F Mathavha	Ward 11	ANC
12.	Cllr D.L Tshoteli	Ward 12	ANC
13.	Cllr T.E Maluleke	Ward 13	ANC
14.	Cllr T.S Mudau	Ward 14	ANC
15.	Cllr S.X Mavikane	Ward 15	ANC
16.	Cllr L Manganyi	Ward 16	ANC
17.	Cllr G.D Masangu	Ward 17	ANC
18.	Cllr H.L Baloyi	Ward 18	ANC
19.	Cllr N. Munyai	Ward 19	INDEPENDENT
20.	Cllr D Mabasa	Ward 20	ANC
21.	Cllr H.R Baloyi	Ward 21	ANC
22.	Cllr C Mhangwane	Ward 22	ANC
23.	Cllr H.M Maluleke	Ward 23	ANC
24.	Cllr K.R Chabalala	Ward 24	ANC
25.	Cllr M.C Chauke	Ward 25	ANC
26.	Cllr M.J Baloyi	Ward 26	ANC
27.	Cllr S. Shivambu	Ward 27	ANC
28.	Cllr J. Mabasa	Ward 28	ANC
29.	Cllr T.S Chaoke	Ward 29	ANC
30.	Cllr S Hlungwani	Ward 30	ANC
31.	Cllr M.W Sithole	Ward 31	ANC
32.	Cllr H.G Chauke	Ward 32	ANC
33.	Cllr W Mabasa	Ward 33	ANC
34.	Cllr M.C Mabunda	Ward 34	ANC
35.	Cllr T.C Chabangu	Ward 35	ANC
36.	Cllr M.L Mathebula	Ward 36	ANC

PR COUNCILLORS

NO	INITIALS AND SURNAME	PARTY REPRESENTATION
1.	Cllr M.G Chauke	ANC
2.	Cllr R.P Mudau	ANC
3.	Cllr Z.W Sunduza	ANC
4.	Cllr M.N Manganyi	ANC
5.	Cllr T.J Bila	ANC
6.	Cllr R Maluleke	ANC
7.	Cllr M.E Mathebula	ANC
8.	Cllr S.E Makhomisane	ANC
9.	Cllr D Ndove	ANC
10.	Cllr T.S Mbedzi	ANC
11.	Cllr S.G Maluleke	ANC
12.	Cllr N.R Rasiuba	ANC
13.	Cllr S.M Rekhoto	ANC
14.	Cllr M.E Mathebula	ANC
15.	Cllr S Matamela	ANC
16.	Cllr M.M Mulaudzi	ANC
17.	Cllr T.P Mahlawule	ANC
18.	Cllr M.E Lebea	ANC
19.	Cllr Deceased	ANC
20.	Cllr T.R Chauke	ANC

21.	Cllr T Yingwani	Able
22.	Cllr D Mashila	Able
23.	Cllr K.K Mabasa	ACDP
24.	Cllr N.S Makondo	APC
25.	Cllr T.M Masia	DA
26.	Cllr D.L Baloyi	EFF
27.	Cllr G.P Chauke	EFF
28.	Cllr M Maluleka	EFF
29.	Cllr B.S Maloleka	EFF
30.	Cllr T.S Hlatshwayo	EFF
31.	Cllr R.M Mafanele	EFF
32.	Cllr T.L Hlabangwani	EFF
33.	Cllr T.J Munarini	KYN
34.	Cllr Z.W Miyambo	PAC
35.	Cllr M.P Manganyi	Ximoko

Table 9.5.: GAZETTED TRADITIONAL LEADERS

	TRIBAL AUTHORITY	SURNAME AND INITIALS
1.	Mulamula	Mulamula M.T
2.	Mhinga	Mhinga S.C
3.	Shikundu	Maluleke M.T
4.	Mavambe	Manganyi S.P
5.	Mudavula	Chauke S.E
6.	Madonsi	Hlungani E.W
7.	Mukhomi	Mukhomi M.R
8.	Gidjana	
9.	Mtiti	Chauke S.Y
10.	Masia	Masia M.J
11.	Mulenzhe	Ramovha T.J
12.	Mashau	Mashau T.R.V
13.	Davhana	Davhana D.D
14.	Tshikonelo	Mphaphuli N.A

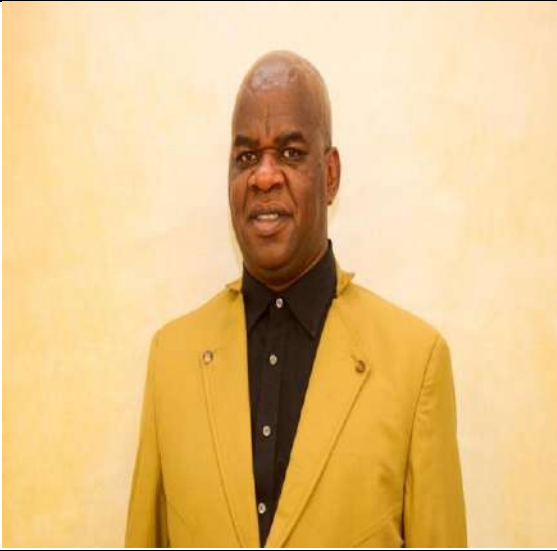

The Gazetted traditional leaders are part of the council sitting and they are also spread among the portfolio committees. There is also a portfolio of Legislative Traditional Affairs that deals with traditional authorities and council.

There are Traditional Leaders Forum such as the Mayor Mahosi Tihosi forums once per quarter. Courtesy visits where the Mayor goes to traditional leaders and discuss development related issues. There are Mayoral Imbizos for Traditional Leaders which take place once per quarter.

9.2. MUNICIPAL ADMINISTRATION STRUCTURE

To deal with challenges of service delivery and performance of certain powers and functions, Collins Chabane Local Municipality has developed a structure, which caters for the following stakeholders:

Table 9.6.: Municipal Administration Structure

	<p>TOP ADMINISTRATIVE STRUCTURE MUNICIPAL MANAGER MR R.R SHILENGE Functions of the Municipal Manager</p> <ul style="list-style-type: none">▪ Strategic Management Planning Support of the Municipality▪ Operational Leadership of Institutional Performance Management and Reporting▪ Administrative Leadership of Mayor and EXCO Support▪ Coordinate Intergovernmental Relations▪ Operational Leadership Communication Services▪ Manage and Coordinate the development and implementation of IDP.
	<p>SENIOR MANAGER: Corporate Services MRS T.M.D MAPUTLA Functions of Director Corporate Services</p> <ul style="list-style-type: none">▪ Render Human Resources Management and Development Services▪ Render Legal Services support▪ Render Records Management and Auxiliary Services▪ Render Council Support▪ Render Facilities Management▪ Performance Management▪ ICT Management



SENIOR MANAGER: Technical Services
Baloyi P

Functions of Director Technical Services

- Manage Municipal Development Projects
- Manage the maintenance of Roads and Storm Water Systems
- Manage the provision of Engineering Services
- Manage maintenance of Municipal Infrastructure
- Manage Service Delivery Units



CHIEF FINANCIAL OFFICER: Budget and Treasury
Ms Maluleke N.V

Functions of the CFO

- Render Management Accounting Services
- Render Financial Accounting Services.
- Render Supply Chain Management Services
- Manage Municipal Assets

	<p>SENIOR MANAGER: PLANNING AND DEVELOPMENT Mr. A.C RADALI Functions of Director Planning and Development</p> <ul style="list-style-type: none"> ▪ Promote Local Economic Development ▪ Management of Spatial Planning and Land Use Management ▪ Management of Housing, Property and Building Control
	<p>SENIOR MANAGER: COMMUNITY SERVICES DR. G.L MALULEKE Functions of Director Community Services and Safety</p> <ul style="list-style-type: none"> ▪ Coordinate the rendering of Environmental and Waste Management Services ▪ Coordinate the provision of vehicle and Drivers Licensing Services ▪ Render Disaster and Emergency Management Services ▪ Coordinate Arts, Culture, Sport and Recreation Services ▪ Manage Transversal and Special Needs Programmes

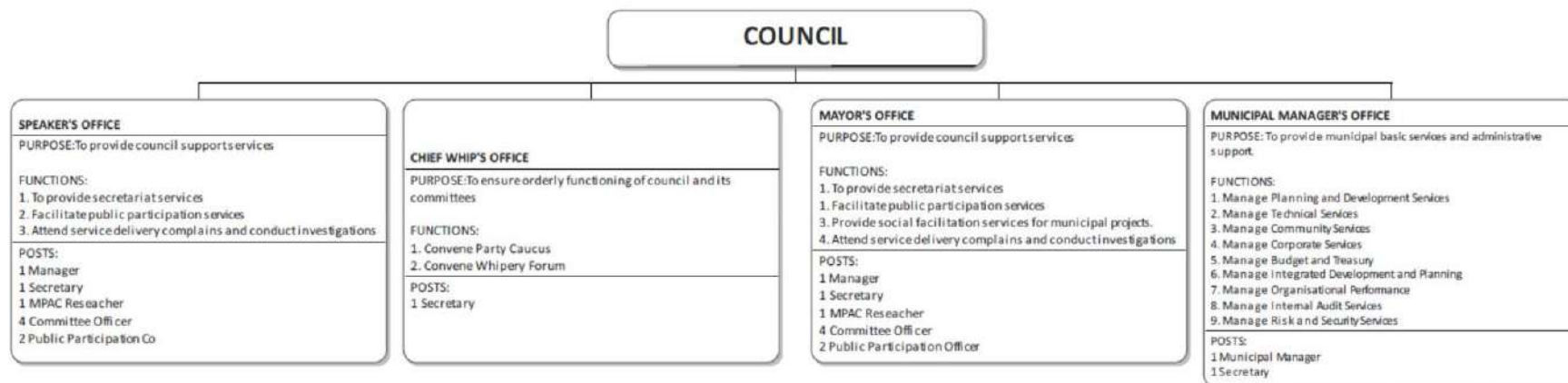
Table 9.7.: Organizational structure, Staff Component and Appointments

Total Positions on the Organogram	Filled	Vacant	Budgeted Vacant Posts
516	270	246	69

The Municipality has a total of 516 positions and 270 posts filled with 246 vacant as per 2023/24 approved organizational structure by the council. The municipality budgeted 69 Vacant Posts for 2023/24. The process of recruitment for the 69 posts were put on hold due to budget constraints.

Figure 9.1.: Organizational Structure

COLLINS CHABANE LOCAL MUNICIPALITY
DRAFT ORGANISATIONAL STRUCTURE 2021/2022



SPEAKER'S OFFICE

PURPOSE: To provide council support services

FUNCTIONS:

1. To provide secretariat services
2. Facilitate public participation services
3. Attend service delivery complains and conduct investigations

POSTS:

- 1 Manager
- 1 Secretary
- 1 MPAC Reseacher
- 4 Committee Officer
- 2 Public Participation Co

PORTFOLIO COMMITTEES

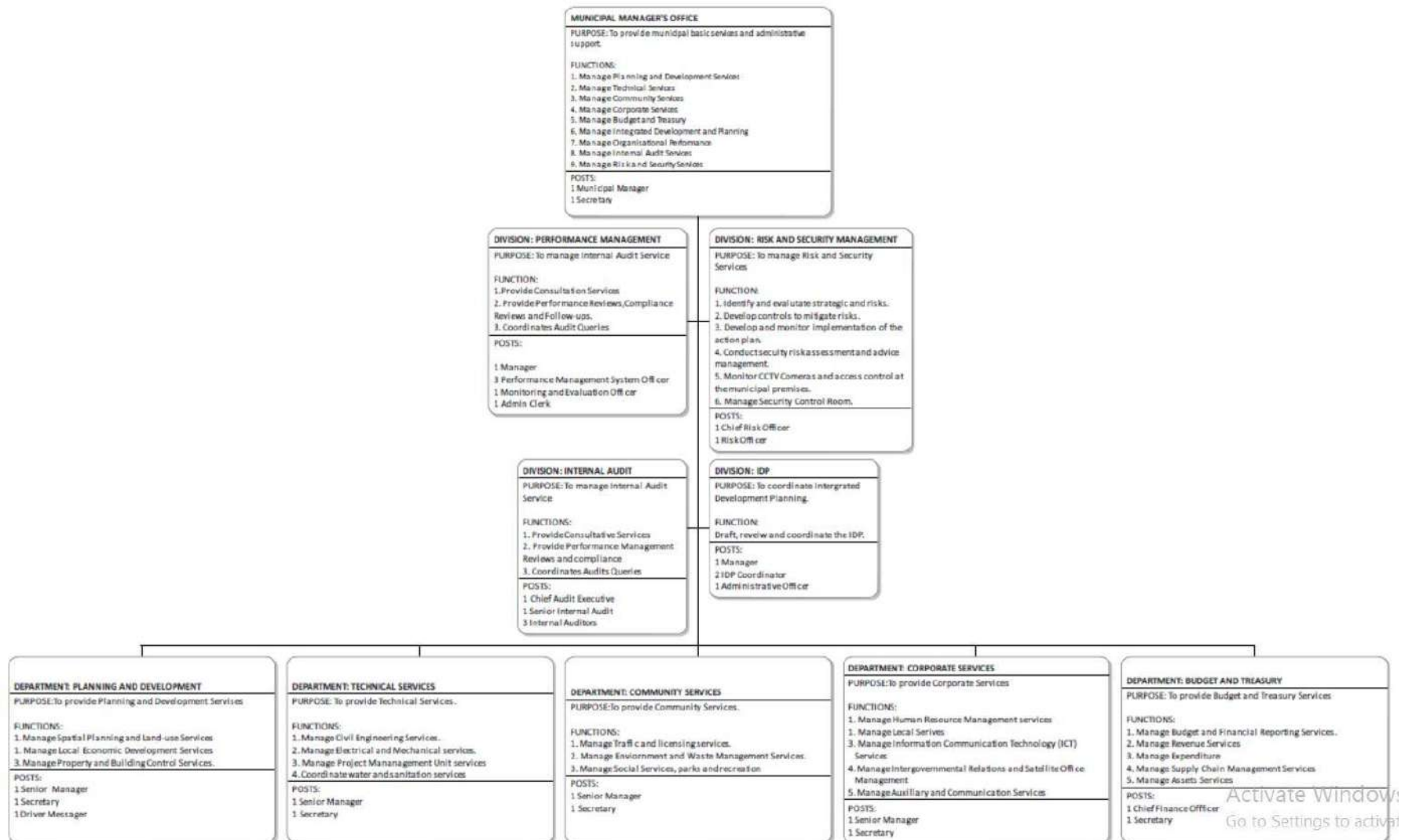
PURPOSE: To provide council support services

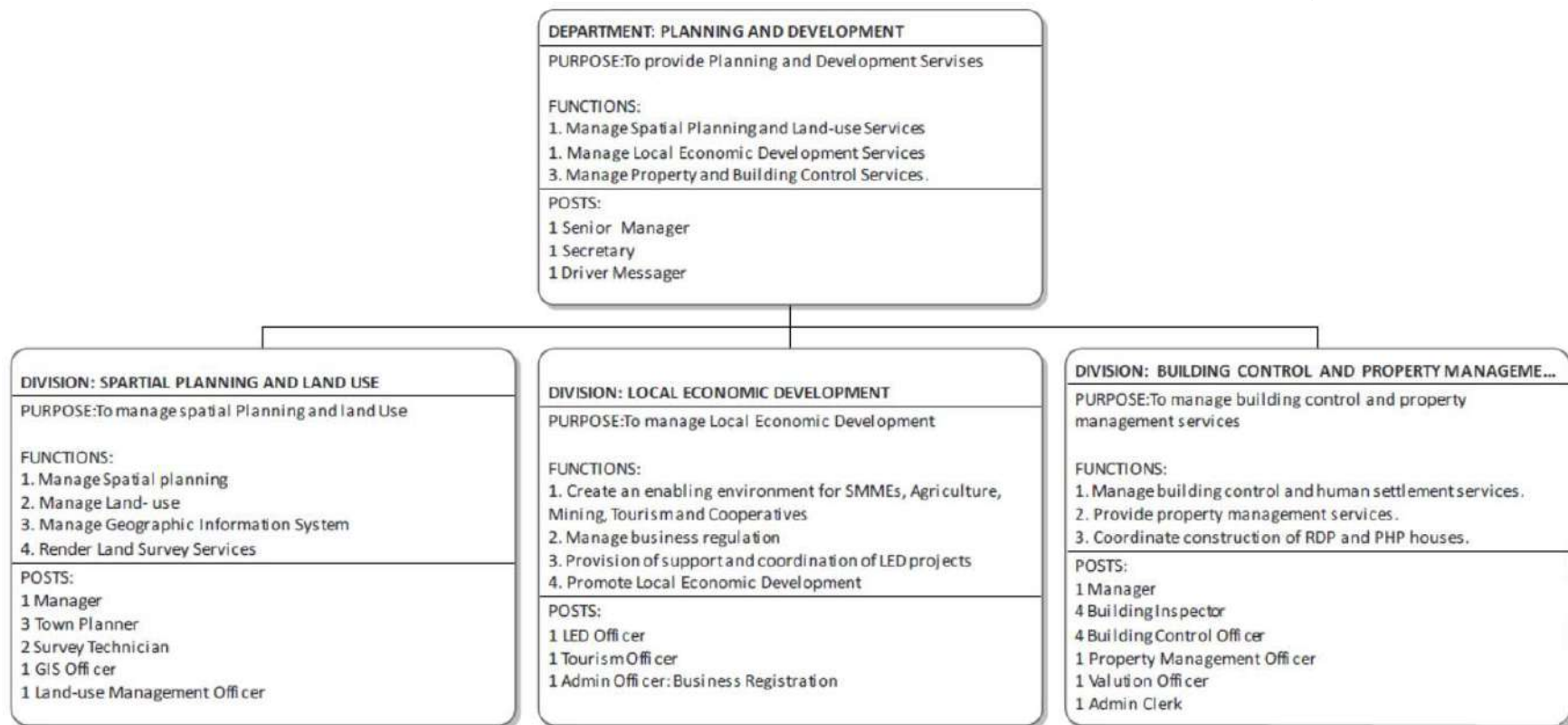
FUNCTIONS:

1. To provide secretariat services
1. Facilitate public participation services
3. Provide social facilitation services for municipal projects.
4. Attend service delivery complains and conduct investigations

POSTS:

- 1 Manager
- 1 Secretary
- 1 MPAC Reseacher
- 4 Committee Officer
- 2 Public Participation Co





DIVISION: BUILDING CONTROL AND PROPERTY MANAGEMEN...

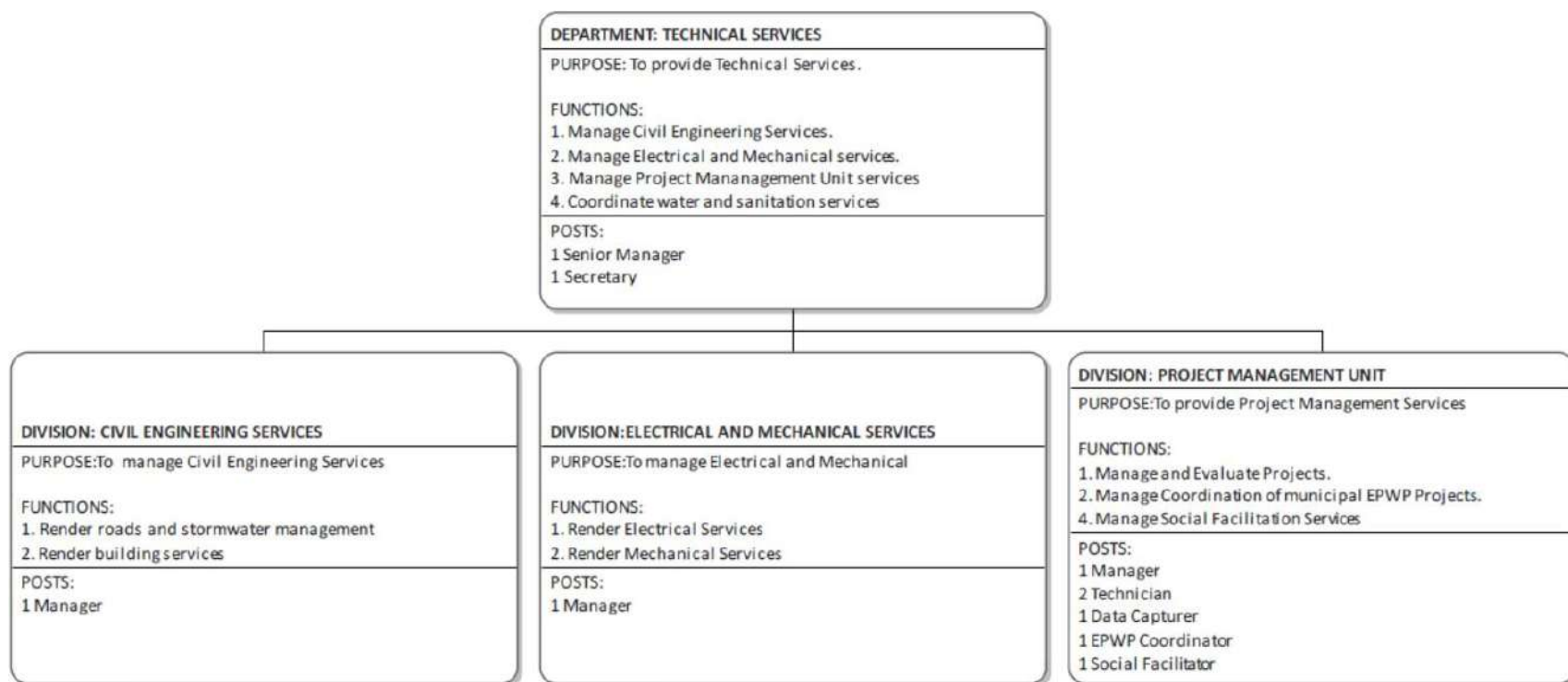
PURPOSE:To manage building control and property management services

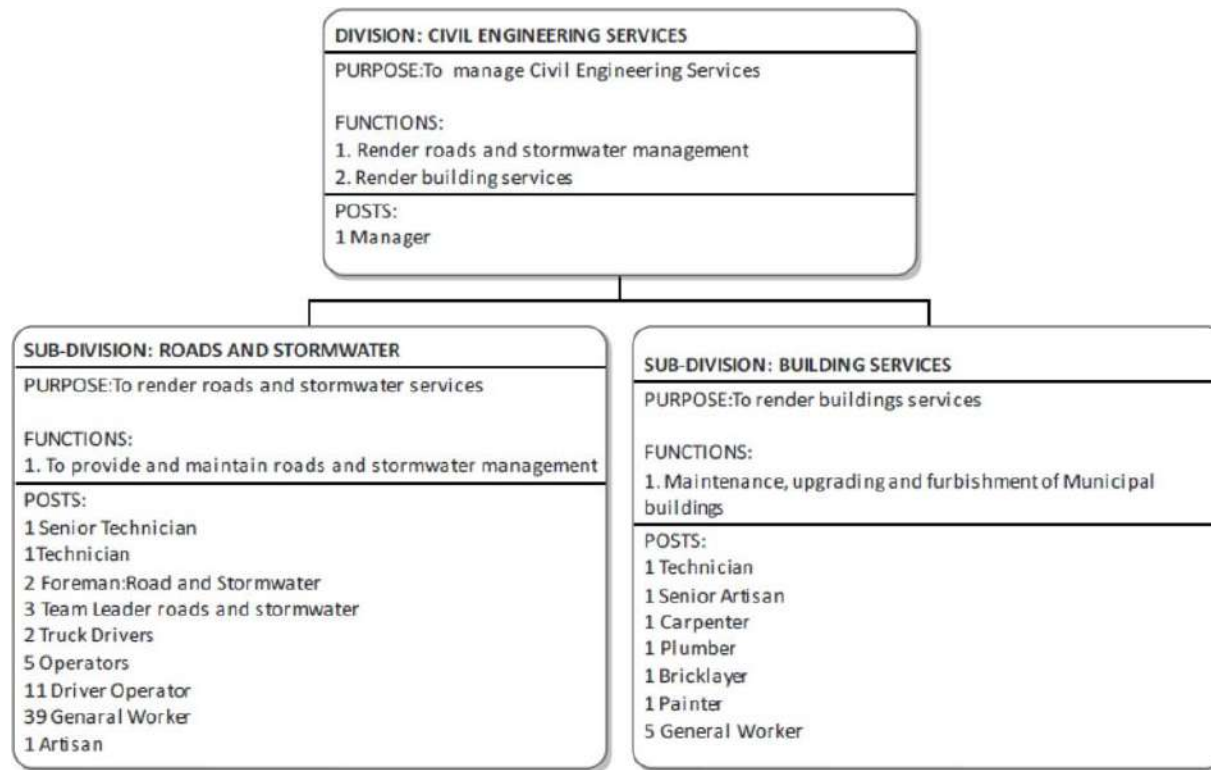
FUNCTIONS:

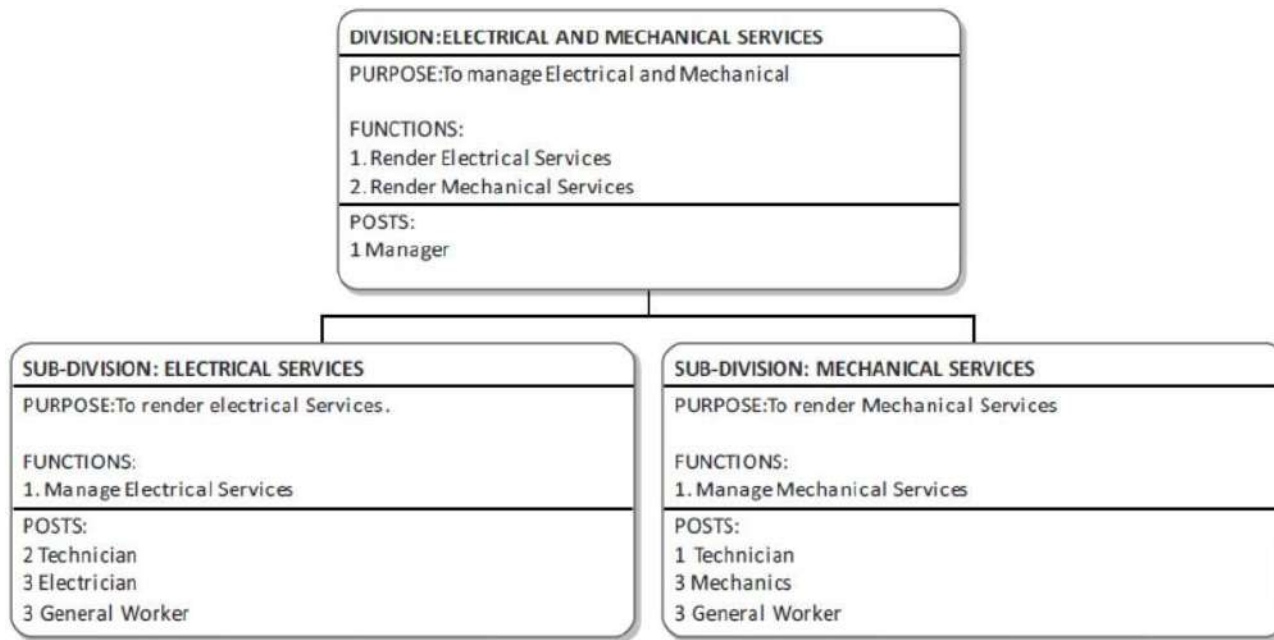
1. Manage building control and human settlement services.
2. Provide property management services.
3. Coordinate construction of RDP and PHP houses.

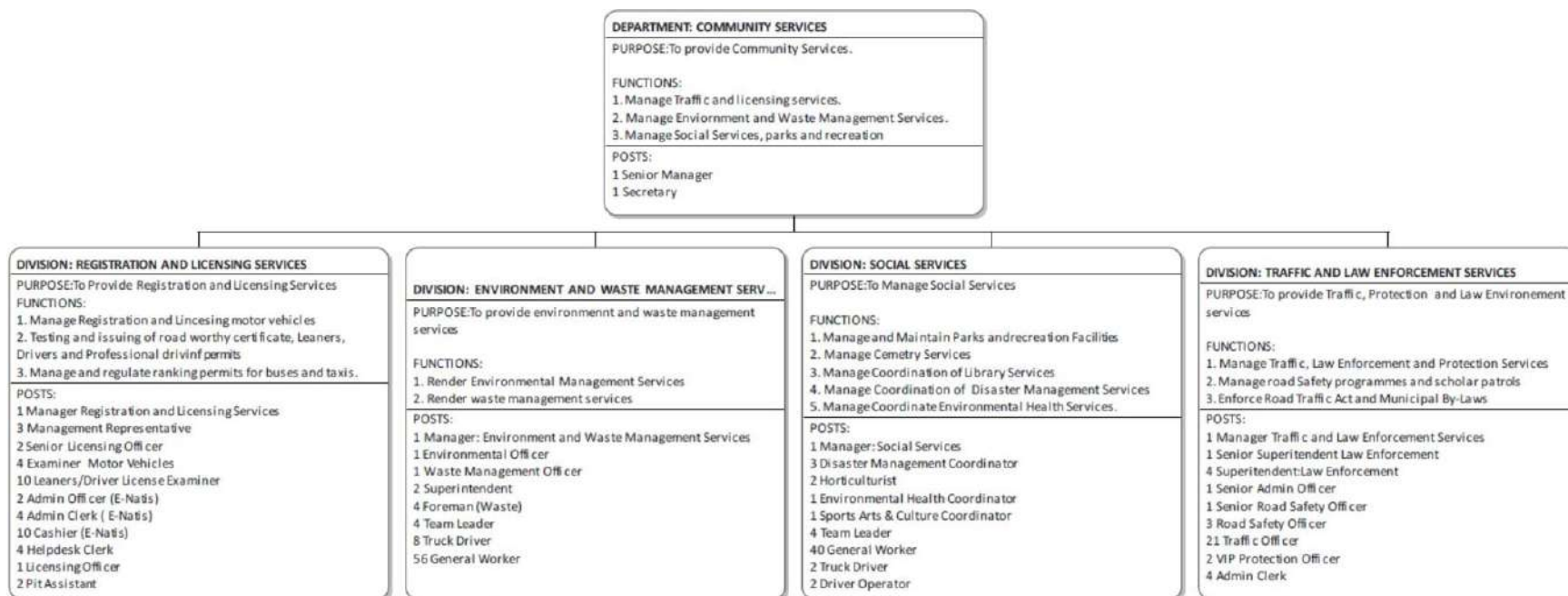
POSTS:

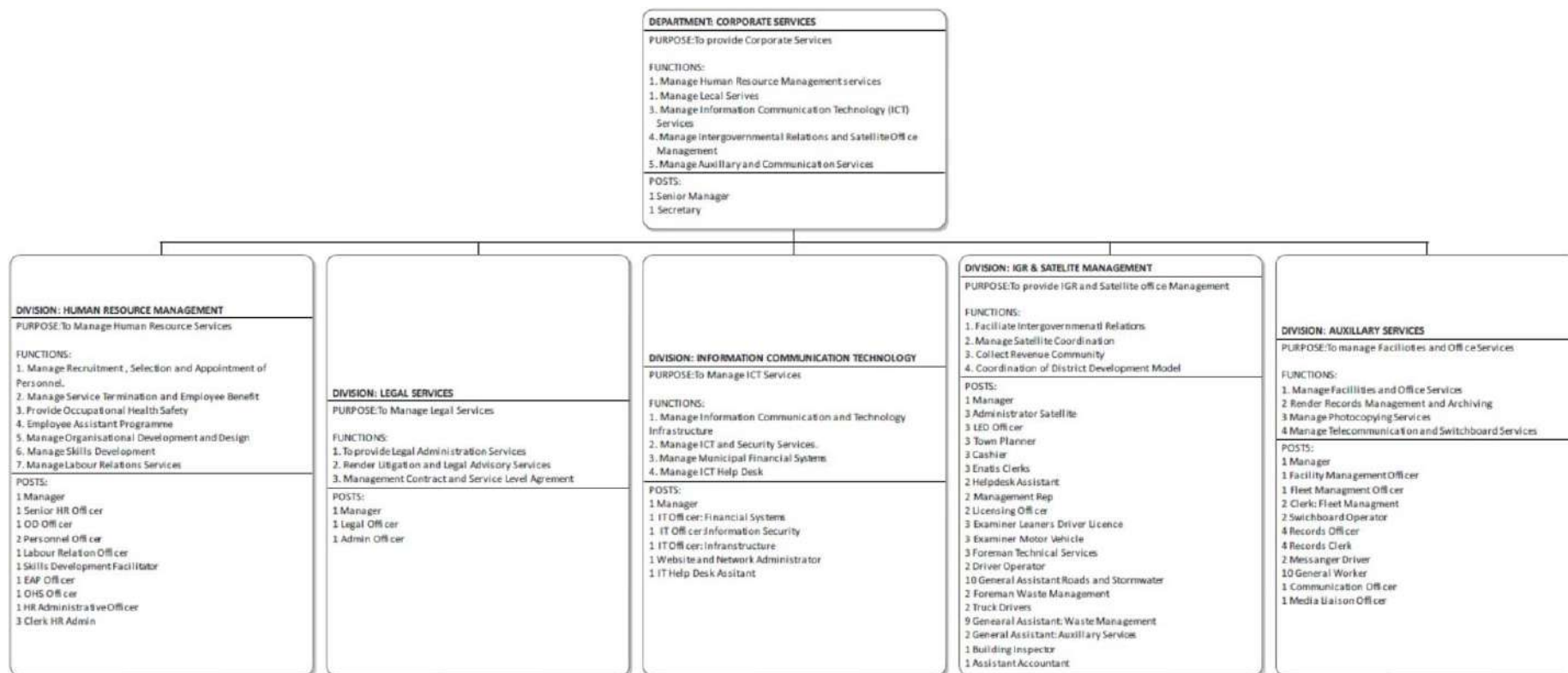
- 1 Manager
- 4 Building Inspector
- 4 Building Control Officer
- 1 Property Management Officer
- 1 Valuation Officer
- 1 Admin Clerk











DEPARTMENT: BUDGET AND TREASURY
PURPOSE: To provide Budget and Treasury Services
FUNCTIONS: 1. Manage Budget and Financial Reporting Services. 2. Manage Revenue Services 3. Manage Expenditure 4. Manage Supply Chain Management Services 5. Manage Assets Services
POSTS: 1 Chief Finance Officer 1 Secretary

DIVISION: BUDGET AND FINANCIAL REPORTING
PURPOSE: To manage Budget and Financial Reporting Services
FUNCTIONS: 1. Preparation and Management Budget 2. Preparation of Financial Statement 3. Maintain and Administer Financial systems 4. Coordination of Audit Functions
POSTS: 1 Manager 3 Accountant 3 Clerk Budget and Reporting

DIVISION: REVENUE SERVICES
PURPOSE: To Manage Revenue Services
FUNCTIONS: 1. Provide billing and cash management 2. Management Credit Control and debt Collection 3. Manage Indigent Support Services.
POSTS: 1 Manager 2 Accountant 1 Senior Debtors Clerk 4 Debtors Clerk 6 Cashier

DIVISION: EXPENDITURE
PURPOSE: To Manage Expenditure services
FUNCTIONS: 1. Manage Payroll 2. Manage Creditors and cash payments 3. Manage Petty Cash 4 Manage Tax Levy
POSTS: 1 Manager 3 Accountant 1 Payroll Officer 2 Creditors Clerk 1 Payroll Clerk

DIVISION: SUPPLY CHAIN MANAGEMENT
PURPOSE: To provide supply Chain Management Services
FUNCTIONS: 1. Manage Demand Services 2. Manage Acquisition Services 3. Manage Logistic Services 4. Manage Contracts
POSTS: 1 Manager 2 Accountant 6 Clerk: SCM

DIVISION: ASSET MANAGEMENT
PURPOSE: To Provide Asset Management services
FUNCTIONS: 1. Manage assets services 2. Manage Inventory Services
POSTS: 1 Manager 1 Accountant Assets 1 Accountant Inventory 2 Clerk Inventory 2 Clerk Assets

EMPLOYMENT EQUITY

Number of Male employees	Number of Female Employees	People living with disability	Total Number of employees in Collins Chabane Local Municipality
160	110	2	270

- ❖ 2018/2023 Employment equity plan is under review for 2023/2028 period and be adopted by Council
- ❖ The skills that are still needed are GIS, IDP, Land Survey, Project Management, Mentorship and Coaching.

9.3. TRAINING AND DEVELOPMENT

The training and development is targeting the development of Officials, Councilors and Unemployed youth of Collins Chabane Municipality to equip, build the human resource of the Municipality and alleviate poverty. The municipality is committed to the development and capacitating employed and unemployed Learners as contained in section 18.1 and 18.2 of the Skills Development Act 97 of 1998.

Table 9.8.: Type of causes

TRAINING	Total Number of Councillors	Total Number of Senior Managers	Total Number of Officials below senior managers	Grand Total
Records Management Bootcamp	0	0	4	4
Insurance Products and Claims Training	0	0	2	2
BEC	0	0	25	25
Chartered Institute of Government Finance Audit & Risk Officers (CIGFARO)	0	0	1	1
Projects, IDP and Budgeting	0	0	7	7
AFS Analysis and Review Training	0	0	1	1
Caseware Fundamentals & Superuser GRAP Training	0	1	6	7
SITA Annual GovTech Conference	0	0	1	1
5th Talent Management Seminar	2	0	0	2
AFS Analysis and Review Training	0	0	2	2
Joint Training Committee Induction	0	0	5	5
Municipal Staff Regulation For Councillors	3	0	0	3
Records Management Training Workshop	0	0	36	36

Supply Chain Management Workshop	0	0	1	1
Payroll Management, Reconciliation, Taxation and VAT Comprehensive Training Workshop	0	0	5	5
SANS 10216 Vehicle Test Station	0	0	2	2
General Ledger and Consumer Debtors	0	0	5	5
Training Committee Training	0	0	6	6
Local Labour Forum Training	0	1	2	3
Integrated of population migration	0	0	2	2
Security Plus	0	0	3	3
Advanced Excel Training	0	0	2	2
Ward Committee Skills Programme	172	0	0	172
Institute of Municipal Personnel of Southern Africa (IMPSA)	1	0	1	2
Chartered Institute of Government Finance Audit & Risk Officers (CIGFARO)	3	2	0	5
Performance Management System Seminar	0	2	1	0
Total	181	6	120	298

Table 9.9.: Internship

	Total number of participants in the Internship programmes	Total Number of internships Funded by the Municipality	Total Number of Internship Phalaphala Management Consulting	Total number of Internship Treasury Funded Internship	Absorbed interns by CCLM	Active	Exit
Number of Interns	40	25	10	5	8	21	11

Table 9.10.: Learnership

	Number of Learners	Absorbed	Active	Exit	Funder
Basic Traffic Officer	17	0	17	17	CCLM
CPMD	3	0	03	3	National Treasury Department
Municipal Cleaning and greening Projects SA	60	0	60	0	Department of Forestry ,Fishers and Environmental Affairs
New Venture Creation	150	0	150	150	Gobela Business Consulting
Digital Transformation Ambassador	20	0	0	20	NEMISA
Plumbing NQF Level 4	30	0	29	1	Local Government SETA (LGSETA)
Occupational Directed Education Training and Development Practices	10	0	10	0	Local Government SETA (LGSETA)

Table 9.11.: Programs

	Total number of learners	Period of training
In-Service training	24	18
Learners placed by Dep. Env. Affairs	5	6
Skills Programme	19	

Bursaries for the employed

Program	Total number of beneficiaries	Total number completed	Total active
Bachelor of Public Management	2	1	1
Post Graduate : Public Admin	1	0	0
Bachelor of Governance and Administrations	1	0	0

Work integrated learning (WIL)

	Total number of learners	Period of training	Absorbed	Active	Exit
Work Integrated Learning	16	18 Months & 24 months for Electrical Learners	0	15	1

9.4. MUNICIPAL POLICIES

The Municipality is still in the process of developing policies to guide the execution of day to day activities in the institution as it continues to develop.

NO	POLICY DESCRIPTION	YEAR REVIEWED	DEPARTMENT
1.	Placement Policy	2021	Corporate Services
2.	Leave Policy	2021	Corporate Services
3.	Staff Provisioning Policy	2021	Corporate Services
4.	Bereavement Policy for Councillors	2021	Corporate Services
5.	Bereavement Policy for Officials	2021	Corporate Services
6.	Training and Development Policy	2021	Corporate Services
7.	Acting Allowance Policy	2021	Corporate Services
8.	Cleaning Procedure Manual	2021	Corporate Services
9.	Facilities Management Policy	2021	Corporate Services
10.	Fleet Management Policy	2021	Corporate Services

11.	ICT Operating System Security Control Policy	2021	Corporate Services
12.	ICT Data Backup and Recovery Policy	2021	Corporate Services
13.	ICT Disaster Recovery Policy	2021	Corporate Services
14.	ICT Service Level Agreement Management Policy	2021	Corporate Services
15.	ICT User Access Management Policy	2021	Corporate Services
16.	ICT Management Policy	2021	Corporate Services
17.	ICT Change Management Policy	2021	Corporate Services
18.	ICT Patch Management Policy	2021	Corporate Services
19.	ICT Adding New User Procedure	2021	Corporate Services
20.	ICT Equipment and Usage Policy	2021	Corporate Services
21.	ICT Firewall and Procedure Policy	2021	Corporate Services
22.	ICT Internet Acceptance Use Policy	2021	Corporate Services
23.	ICT Incident and Problem Management Policy	2021	Corporate Services
24.	ICT Orgplus Installation Procedure	2021	Corporate Services
25.	ICT Project Framework	2021	Corporate Services
26.	ICT Tel-Trace Procedure	2021	Corporate Services
27.	ICT Website Content Approval Procedure	2021	Corporate Services
28.	ICT Confidential and Non-Disclosure Contract	2021	Corporate Services
29.	ICT Security Control Policy	2021	Corporate Services
30.	ICT Procedure Manual User Access Review	2021	Corporate Services
31.	Municipal Corporate Governance of Information and Communication Technology Policy	2021	Corporate Services
32.	Subsistence and Travel Policy	2021	Budget and Treasury
33.	Investment and Cash Management Policy	2021	Budget and Treasury
34.	Indigent Policy	2021	Budget and Treasury
35.	Unclaimed Deposit Policy	2021	Budget and Treasury
36.	Writing Off of Irrecoverable Debt Policy	2021	Budget and Treasury
37.	Tariff Policy	2021	Budget and Treasury
38.	Property Rates Policy	2021	Budget and Treasury
39.	Budget Policy	2021	Budget and Treasury
40.	Virement Policy	2021	Budget and Treasury
41.	Risk Management Strategy	2021	Municipal Manager's Office

42.	Risk Management Committee Charter	2021	Municipal Manager's Office
43.	Risk Management Policy	2021	Municipal Manager's Office
44.	Audit Charter	2021	Municipal Manager's Office
45.	Communication Policy	2021	Corporate Services
46.	Communication Strategy	2021	Corporate Services
47.	Telecommunication Policy	2021	Corporate Services
48.	Records Management Policy	2021	Corporate Services
49.	Employee Assistant Policy	2021	Corporate Services
50.	Occupational Health and Safety Policy	2021	Corporate Services
51.	Employment Equity Policy	2021	Corporate Services
52.	Overtime Policy	2021	Corporate Services
53.	Remuneration Policy	2021	Corporate Services
54.	Attendance and Punctuality Policy	2021	Corporate Services
55.	Disability Policy	2021	Corporate Services
56.	Performance Management System Policy and Framework	2021	Corporate Services
57.	Mayor's Bursary Fund Policy	2021	Corporate Services
58.	Municipal Employees Sports Policy	2021	Community Services
59.	Contract Management Policy	2021	Budget and Treasury
60.	Debt Control and Debt Collection Policy	2021	Budget and Treasury
61.	Funding and Reserve Policy	2021	Budget and Treasury
62.	Asset Management Policy	2021	Budget and Treasury
63.	Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	2021	Budget and Treasury
64.	Supply Chain Management Policy	2021	Budget and Treasury
65.	EPWP Policy	2021	Technical Services
66.	Parking Policy	2021	Corporate Services
67.	Dress Code Policy	2021	Corporate Services
68.	Sexual Harassment Policy	2021	Corporate Services
69.	Danger Allowance Policy	2021 New	Corporate Services
70.	Land Disposal Policy	2021	Planning and Development
72.	Anti-Fraud and Corruption Strategy	2021 New	Municipal Manager's Office
73.	Public Participation Policy	2021 New	Corporate Services
74.	Paupers Burial By-Law	2021 New	Community Services

75.	Waste Management By-Law	2021 New	Community Services
76.	Spatial Development Framework	2021 New	Planning and Development

9.5. OCCUPATIONAL SERVICES

HEALTH

The municipality has appointed the Occupational Health and Safety (OHS) Intern and Officer to ensure that issues of OHS are attended to and assist the municipality to comply. All Construction Project Safety Files were assessed and approved for safety considerations during construction. 7 Injury On Duty cases were reported, compensation processes for injured employees as not yet been finalized. All qualifying employees for uniforms were issue with a Protective Clothing. The Municipality has successfully registered with COIDA.

9.6. LABOUR RELATIONS

The Municipality established a Local Labour Forum and it is functional. The forum's purpose is to create and maintain good relation between employer and the organized labour by discussing and resolving of labour matters. The Labour Forum has labour party representatives from SAMWU and IMATU. Also part of the forum is Municipal councilors and officials. The structure meets quarterly on a normal basis unless there are pressing issues to attend to that must go to council. The municipality currently have Six Cases that are being attended to. Three cases were concluded and Three cases are still in progress.

The nature of the cases under progress are as follows:

- ❖ Fraud Related Cases Two (02)
- ❖ Negligent Related Case One (01)

9.7. DISPUTES CASES

AND

DISCIPLINARY

ENQUIRIES

The Municipality established a Local Labour Forum and it is functional. The forum's purpose is to create and maintain good relation between employer and the organised labour by discussing and resolving of labour matters.

9.7.1. Disputes and Disciplinary Enquiries

9.7.2. Table 9.12.: DISPUTES

DISPUTES			
NO	STAGE/PROCESS AND NATURE OF THE CASE		ORGANISATION REPORTED TO
1.	Arbitration:(Unfair Dismissal)		SALGBC
2.	Arbitration: (Reason for dismissal not known)		CCMA
3.	Arbitration:(Unfair conduct/promotion/demotion/training/benefits)		CCMA
4.	Arbitration: (Reason for dismissal not known)		CCMA
5.	Conciliation: Unfair labour practice, in relation to transfer		SALGBC
DISCIPLINARY ENQUIRIES			
NO	STAGE OF THE ENQUIRY	NATURE OF THE CASE	STATUS OF THE CASE
1.	Disciplinary outcome report issued	Financial Misconduct	Concluded
2.	Disciplinary outcome report issued	Financial Misconduct	Concluded
3.	Disciplinary outcome report issued	Absenteeism	Concluded
4.	Disciplinary hearing	Insubordination	Pending
	Disciplinary hearing	Negligence	Pending
	Disciplinary hearing	Negligence	Pending
	Disciplinary hearing	Absenteeism	Pending
	Under investigation	Financial Misconduct	Pending

9.8. PERFORMANCE MANAGEMENT SYSTEM

Chapter 6 of the Local Government: Municipal Systems Act makes provision for the establishment of the performance management system in municipalities. The establishment of the performance management system is meant to assist the municipalities to monitor, measure and evaluate its performance against its developmental targets that are set in the IDP. Performance management is a systematic process by which a municipal organisation involves elected representatives, administration and communities in improving organisational effectiveness in the accomplishment of legislative mandates and strategic imperatives. It is intended to manage and monitor service delivery progress against the identified strategic objectives and priorities in the IDP.

The Municipality developed and approved the Performance Management Framework Policy and it is currently under implementation. This is where the Service Delivery and Budget Implementation Plan (SDBIP) is developed. The development of the SDBIPs is a requirement under the Municipal Finance Management Act (MFMA) and gives effect to the Municipality's Integrated Development Plan (IDP) and annual budget.

The SDBIP is an expression of the objectives of the Municipality, in quantifiable outcomes, that will be implemented by the administration for the municipal financial year. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior management.

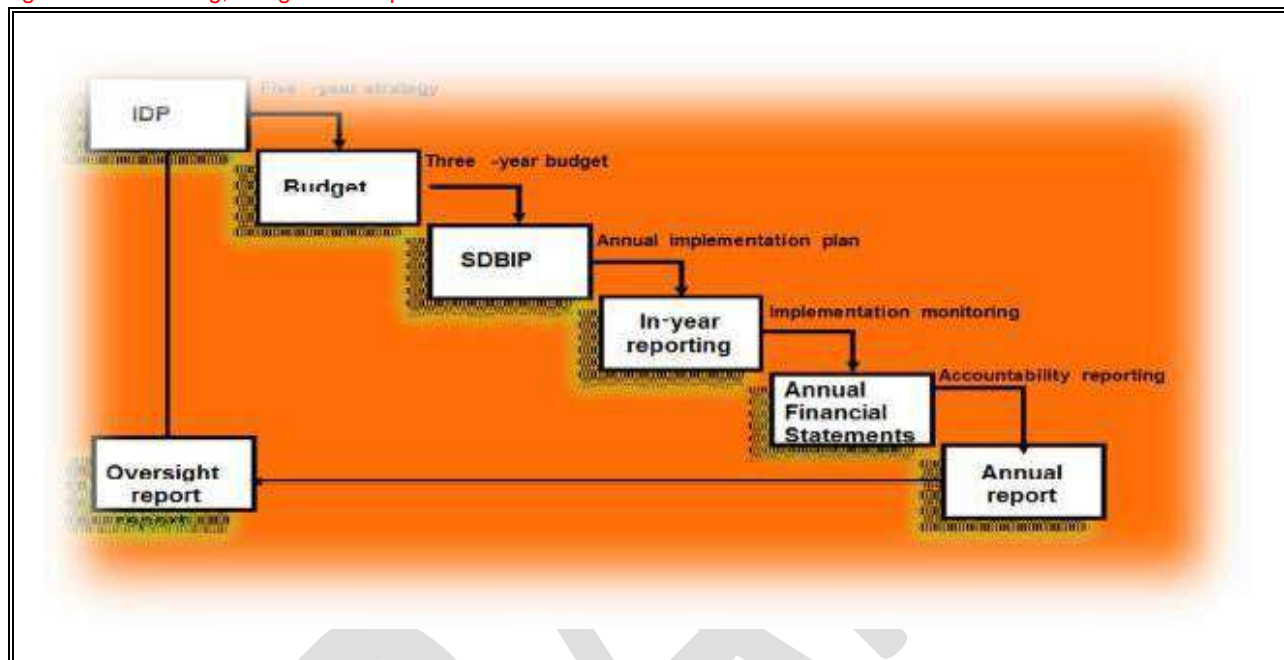
The 2021/22 SDBIP was signed by the mayor on the 22 June 2021 and submitted to COGHSTA and also uploaded on the website as per MSA 32 of 2000. All senior Managers has signed Performance Agreements for 2021/22 Financial Year and Performance Agreements were uploaded on the website and submitted to COGHSTA. The Municipality is currently implementing PMS at organizational level inclusive of Senior Management and managers and it will be cascaded down to all employees in phases.

The automated PMS system has been procured and employees are currently undergoing training for going live with the system. Performance management report are being submitted on quarterly basis and uploaded on the website. Audit and Performance committee is established and management submitting performance reports to the committee on quarterly basis.

9.8.1. Linking Planning, Budgeting, Implementation

The IDP implementation process links Budget and the SDBIP. Below is the process flow that links Planning, Budgeting and SDBIP.

Figure 9.2.: Planning, Budget and Implementation



9.8.2. Cascading of Performance Management System to Lower Levels

The Municipality is currently implementing Performance Management System at both organizational level inclusive of Senior Management and levels below Senior Managers. The Individual Performance Assessment for all employees will commence during mid-year.

9.9. SWITCHBOARD OPERATION

The switchboard is based on the DCO Office only. It does not control lines in the traffic and Civic Centre. There is a need to create telephone lines in the Civic Centre.

9.10. LEGAL SERVICES

Collins Chabane Local Municipality has established a Legal Services Unit/Division to render legal advice. Empirical evidence of constraints confronting the Municipality from its Legal Services Unit/Division include persistent litigation with cost implications. Such litigation has as its chief causal factors, among others, the following:

The revolution of rising expectations on the part of inhabitants of the jurisdictional area of the Municipality – cases in point being expectations by many people to be appointed as employees of the Municipality and often followed by institution of legal proceedings by unsuccessful job applicants; and

The increasing litigiousness of a significant portion of the population within and outside the jurisdictional area of the Municipality. Imperatives of neo-constitutionalism have since turned most South Africans nationwide to be adept at converting any issue into legal issues for adjudication by the courts.

9.11. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

Table 9.13.: Municipal transformation and organisational development challenges

The Individual Performance Reviews for Section 54/56v not yet conducted
The Municipality not yet started with cascading Performance Management System to level below Section 54/56 Managers
High rate of vacancy
Underutilization of the training budget due to a majority of the employees were general workers.
Unresolved labour cases
Placement of Vuwani staff not complete
No appointment letters for 16.1 & 16.2
No appointment for health & safety representatives
No health & safety induction done for general assistance
No first aiders and first aid kits ins
No OHS inspections & workshops done

SECTION B: STRATEGIC PHASE

CHAPTER 10: STRATEGIES

10.1. BACKGROUND

Collins Chabane Local Municipality held its Strategic Planning Session from the **07-09 December 2023**. Stakeholders that constituted the session ranged from Traditional Leaders, Portfolio Head, Municipal Manager, Senior Managers, Managers, Sector Departments and officials to discuss on the future development direction.

The purpose of the Strategic Planning was to highlight on the Situational and Needs Analysis for Collins Chabane Local Municipality and come up with strategies to ensure service delivery and the prioritisation of services to address community needs within the jurisdiction of the Collins Chabane Local Municipality.

Collins Chabane Local Municipality's vision, mission statement and strategies were received and no changes were made. These are still to fulfil objectives of service delivery through the Integrated Development Planning. Strategies were developed on how to address all the needs of the Communities, by prioritising them and came up with projects. The Municipal SWOT analysis was reviewed to project the status quo of the Municipality.

MUNICIPAL VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

VISION

“A Spatially Integrated & Sustainable Local Economy by 2030”

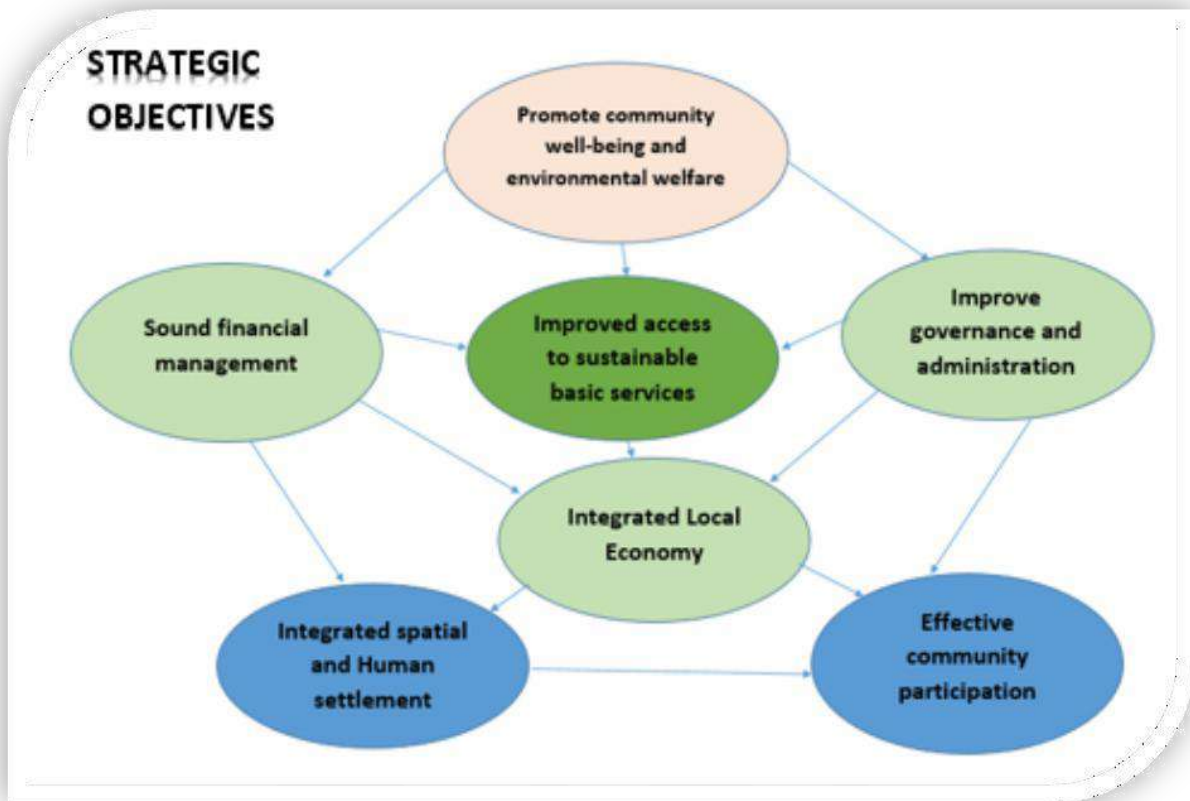
MISSION

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

Figure 10.1.: Strategic Objectives



KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Clean Audit	Structural changes	Briefing by the portfolio committee, senior manager, Mayor	Capacity building	Capacity building and Continuity within the portfolio.	<ol style="list-style-type: none"> 1. Facilitate briefing meetings (Invitations, secure date and venue) 2. Identification of the skills gap 3. Writing of memo for approval by MM 4. Submission of the request to SCM for appointment of training providers from the pool of training providers 5. Conduct training 	Clean Audit
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Oversight	Inadequate oversight	Capacitate the MPAC with knowledge and skills Co-option of experts	Establishment of committees for oversight with relevant skills and knowledge with minimum qualification of Grade12.	Establishment of committees for oversight with relevant skills and knowledge	<ol style="list-style-type: none"> 1. Conduct skill audit to identify the gaps 2. Inclusion in the Work Place Skills Plan(WSP) 	Training and Development
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Accountability	Inadequate accountability	Consequence Management	Consequence Management	Consequence Management	1. Monitoring and implementation of External Audit, Internal Audit and MPAC recommendations	External and Internal Audit Action Plan 2. MPAC Resolution Register

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Youth Employment	Unemployment	Learnerships, Internships, skilling, comprehensive utilisation of EPWP programmes, Self Help Programme	Enter into Partnership with Public and Private Companies Formal Appointment in the municipality	Enter into Partnership with public and Private Companies Formal Appointment in the municipality	<ol style="list-style-type: none"> 1. Identification of needs and learnership and internship program 2. Send application to request learnership different sector departments providing learnership and internship programme 3. Filling of vacant posts(Advertisement, shortlisting, interviewing and appointment) 	
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Effective Public Participation	Communication tools	Negative utilisation of Social media	Conduct awareness campaigns internally and externally on utilisation of social media	Conduct awareness campaigns internally and externally on utilisation of social media	Conduct awareness campaigns internally and externally on utilisation of social media	<ol style="list-style-type: none"> 1. Identify Champions/Social media influencer within the municipality and organize media platforms for the champion to educate youth with regard to the effective utilization of social media 2. Implement Disciplinary policy and procedures 	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL DEVELOPME NT	Improved Governance and administrati on	Youth develop ment	Lack of youth participati on in to the general Municipal programm es	Appoint Special programme Officer, Conduct Awareness Campaigns Strengthen youth council	Conduct Awareness Campaigns Strengthen youth council	Conduct Awareness Campaigns	1.Idetification of the date, venue and time 2.issue invitation to youth 3. Identification of motivational speakers to address the youth 4.Inclusion of the post for special programme officer in the municipal organogram 4.Conduct recruitment process	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL DEVELOPME NT	Improved Governance and administrati on	Capacity Building for small Entrepreneurs and coopora tives	Lack of business managem ent skills	Formal and Informal Workshops and trainings Outsource funding from different SETAs	Formal and Informal Workshops and trainings. Outsource funding from different SETAs	Formal and Informal Workshops and trainings. Outsource funding from different SETAs	1. Identification of the training needs 2. Identification of the training providers 3. Identification of training venues ,date and time 4. Application of funding from SETAs	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL DEVELOPME NT	Improved Governance and administrati on	Overtim e	Abuse of overtime	Need and approval	Need and approval	Need and approval	1. Identification of the over -time needs 2. Submission of the Memo to Municipal Manager for approval 3.Implementation	
MUNICIPAL TRANSFORM ATION AND ORGANISATI	Improved Governance and	Revenue enhance ment	Low collection of Revenue	Education and awareness on	Education and awareness on municipal	Education and awareness on municipal	1. Revenue collection be a standing item in both Mayoral	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
ONAL DEVELOPME NT	administrati on			municipal rates and services payment. Introduce incentive programme s for good paying customers.	rates and services payment.	rates and services payment.	Imbizo's and all Public Participation Meetings 2. Identification of good paying customers 3. Create a data base for good paying customers and monitor the payment track records 4. Awards good payers	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL DEVELOPME NT	Improved Governance and administrati on	Indigent	Unregiste red indigent househol d	Councillors to distribute forms for registration	Councillors to distribute forms for registration	Councillors to distribute forms for registration	1. Printing of Indigents Forms and allocate to Ward Councillors 2. Develop the Programme to visits all Wards 3. Involvement of Traditional leaders in identification of indigents	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL	Improved Governance and administrati on	Stakehol der relations	Poor stake holder relationshi ps	Strengthen relationship with stakeholder s	Strengthen relationship with stakeholders	Strengthen relationship with stakeholders	1. Development of data base of all community structures	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
DEVELOPME NT							2. Development of Programme to Visit them 3. Identification of the dates, Venue and time for the meeting 4. Issue of invites for the meeting	
GOOD GOVERNANC E AND PUBLIC PARTICIPATI ON	Improved Governance and administrati on	Inter-governm ent relations	Poor inter-governme ntal relations	Establish Local Inter-government al relations Engage COGHSTA on Managemen t of CDWS Alignment of CDW Plans with the municipal programme s	Maintain improved Inter-government al relations		1. Identification of Sector departments operating within the Municipal Jurisdiction 2. Identification of activities that are shared by sector departments 3. Establishment of Local IGR programmes 4. Organizing joints meetings 5. Prioritization of IGR challenges for further processing	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL	Improved Governance and administrati on	Litigation	Neo constitutio nalism and land invasion	Engagemen t with traditional leaders,	Engagement with traditional leaders,	Engagement with traditional leaders,	1.Development of the Programmes to visit traditional leaders	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
DEVELOPME NT				community structure Conduct Awareness Campaigns Fencing of municipal land	community structure Conduct Awareness Campaigns Fencing of municipal land	community structure Conduct Awareness Campaigns Fencing of municipal land	2. Identification of dates, venue and time for the meetings 3. Conduct awareness on land invasion	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL DEVELOPME NT	Improved Governance and administrati on	Proclama tions	Inadequat e Communi cation on land proclamat ion	Effective and efficient Communica tion on the land proclamat ions	Effective and efficient Communicat ion on the land proclamation s	Effective and efficient Communicat ion on the land proclamation s	1.Issue Communication through all media platforms 2. Strengthening of relationships with traditional leaders and al community structures	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL DEVELOPME NT	Improved Governance and administrati on	Filling of the vacant posts	High Vacancy rate	Prioritise critical positions Revenue enhanceme nt Review of Organisatio nal structure	Revenue enhancemen t	Revenue enhancemen t	1.Need analysis 2. Submission of the Memo to Municipal Manager for approval of vacant positions 3. Present the vacant Positions to be filled to Local Labour Forum 3. Recruitment Processes(Advertisement, Shortlisting , Interviews and appointment	
MUNICIPAL TRANSFORM ATION AND ORGANISATI ONAL DEVELOPME NT	Improved Governance and administrati on	Records manage ment	Poor records keeping	Centralisatio n of records managemen t. Capacitate records managemen t (human	Capacitate records managemen t (human capital and skills)	Implementati on of technology	1.Issue Communication/Internal Circular to all departments to submit all files to records management for record keeping	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
				capital and skills)			2. Establishment of a strong room	
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Monitoring and evaluation	Lack of monitoring and evaluation of projects	Inspection in logo.	Inspection in logo.	Inspection in logo.	<ol style="list-style-type: none"> 1. Development of Programme for Inspection in logo 2. Identification of projects to be inspected 3. Development of monitoring tool 4. Conduct inspection in logo 5. Compile report 6. Submit the report to Municipal Manager for attention of relevant department 	
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Improved Governance and administration	Clean Audit	Inadequate controls on timeous capturing of information.	Capturing of Information	Capturing of Information	Capturing of Information	Development of weekly plan to capture information	Clean Audit
GOOD GOVERNANCE AND	Improved Governance and	Fully functiona	Poor connectivity	Construction of network towers at	Construction of network towers at	Construction of network towers at	<ol style="list-style-type: none"> 1. Submission of Memo to Municipal 	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
PUBLIC PARTICIPATI ON	administrati on	I Sub offices		sub offices. connectivity	sub offices. connectivity	sub offices. connectivity	Manager for approval 2. Submission of requisition to CFO/SCM 3. Appointment /Issue an order	
GOOD GOVERNANC E AND PUBLIC PARTICIPATI ON	Improved Governance and administrati on		Shortage of water in the sub-offices (vuwani and Saselema ni)	Drilling of boreholes	N/a	N/A	1. Submission of Memo to Municipal Manager for approval 2. Submission of requisition to CFO/SCM 3. Appointment /Issue an order	
GOOD GOVERNANC E AND PUBLIC PARTICIPATI ON	Improved Governance and administrati on	Office space	Lack of office space	Identify and Partition available municipal structures. Identify and partnership with NGO in different clusters for Training Venue.	Complete municipal offices Build Municipal training centres in sub-offices	Complete municipal offices	1. Write a memo to the Municipal for approval 2. Procurement processes 3. Negotiate with the owner of the structure to utilised as training centre 4. Enter into agreement with the owner	
GOOD GOVERNANC E AND PUBLIC PARTICIPATI ON	EFFECTIVE PUBLIC PARICIPATI ON	Municipal events	Poor attendanc e of events by Councillor s and Public	Mobilisation by ward councillors Oversight by the office of the	Mobilisation by ward councillors Oversight by the office of the speaker	Mobilisation by ward councillors Oversight by the office of the speaker	Reimbursement	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
				speaker and chief whip Strengthen the relationship between the ward councillor and community structures Decentralisa tion of transport were possible	and chief whip Strengthen the relationship between the ward councillor and community structures Decentralisa tion of transport were possible	and chief whip Strengthen the relationship between the ward councillor and community structures Decentralisa tion of transport were possible		

KPA 2: SPATIAL RATIONALE								
PLANNING & DEVELOPMENT								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATION AL PLAN	PROJECT
SPATIAL RATIONALE	Integrated Human Settlements	Spatial Planning And Land Use	Municipal Planning Tribunal And Appeals Tribunal	Conduct Municipal Planning Tribunal Meetings	Conduct Municipal Planning Tribunal	Conduct Municipal Planning Tribunal	4 annual MPT meetings/sittings Appeals tribunal meetings as and when necessary	SPLUMA IMPLEMENTATION
SPATIAL RATIONALE	Integrated Human Settlements	Spatial Planning and Land Use	Unplanned Human Settlements	Engage Traditional Councils and Demarcate sites	Engage Traditional Councils and Demarcate sites	Engage Traditional Councils and Demarcate sites	Identify traditional councils that are in dire need of demarcated stands and assist.	DEMARCATI ON OF SITES
SPATIAL RATIONALE	Integrated Human Settlements	Spatial Planning and Land Use	Informal Human Settlements Land Invasion	Formalize and proclaim existing areas Undertake Land Summit with Traditional Councils.	Formalize and proclaim existing areas	Formalize and proclaim existing areas	Engage Traditional Councils that need areas that can be formalized. Sign Memorandum of Understanding with the Traditional Councils. Appoint service provider to undertake the project. Conduct Land Summit	FORMALIZA TION AND PROCLAMA TION
SPATIAL RATIONALE	Integrated Human Settlement	Spatial Planning And Land Use	Land parcels not registered in the name of the municipality Delays in the transfer of	Register land parcels at the Deeds office in the name of the Municipality.	Dispose land parcels	Dispose land parcels	Identify the land parcels that need to be registered. Appoint Conveyancer	REGISTRATI ON OF LAND PARCELS

			Malamulele Business Park.	Engage the National Government and Provincial Government to fasttrack the process of transferring the Business Park (PMT & EXCO)			to transfer all land parcels. Dispose-off the land parcels in line with the Disposal Policy.	
SPATIAL RATIONALE	Integrated Human Settlement	Spatial Planning and Land Use	Land Valuation within the Municipality	Prepare the General Valuation Roll for 2023 to 2028	Prepare Supplementary Valuation Roll	Prepare Supplementary Valuation Roll	Develop Specifications Advertise Appointment Service Provider	GENERAL/SUPPLEMENTARY VALUATION ROLL
SPATIAL RATIONALE	Integrated Human Settlement	Spatial Planning and Land Use	Request for Donation of DCO Building	Engage the National Government and Provincial Public Works to donate DCO Building to the Municipality			Prepare an item for council to endorse and further submit to Dep. Of Public Works for consideration and approval of donation of DCO Building to the Municipality	DCO BUILDING DONATION REQUEST
SPATIAL RATIONALE	Integrated Human Settlement	Spatial Planning and Land Use	Request for Donation of Madonsi Showground	Engage the National Government and Provincial Agriculture to donate Madonsi			Prepare an item for council to endorse and further submit to Dep. Of Agriculture for	SHOWGROUND DONATION REQUEST

				Showground to the Municipality			consideration and approval of donation of DCO Building to the Municipality	
SPATIAL RATIONALE			Integrated Development Planning	IDP review (Public Participation, Strategic Planning and Printing of IDP document)	IDP review (Public Participation, Strategic Planning and Printing of IDP document)	Development of IDP	Public Participation Strategic Planning and Printing of IDP document)	INTEGRATED DEVELOPMENT PLAN
SPATIAL RATIONALE	INTEGRATED HUMAN SETTLEMENT							REVIEW OF THE CCLM HUMAN SETTLEMENT STRATEGY
LED								
KPA 4	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Cooperative Support	Funding Module of Cooperatives	Design the funding module in line SCM regulations.	Implement of the Module and provide support to identified cooperatives	Implement of the Module and provide support to identified cooperatives	Design the funding module. Identify the Cooperatives	COOPERATIVE SUPPORT
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Libra Campaign	Businesses not registered in terms of LIBRA	Identify business not registered in terms of LIBRA	Law enforcement and registration.	Monitoring of business operations in terms of LIBRA.	Develop strategies	LIBRA CAMPAIGN AND BUSINESS INSPECTION
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	SMMES support	Informal Trading	Provision of Market Stalls	Provision of Market Stalls	Provision of Market Stalls	Identify the hawkers and create a database.	PROVISION OF MARKET STALLS

							Issue hawkers permits once the markets stalls are complete. Monitor the use of the market stalls.	
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Industrial Development	Lack of Industrial park	Conduct designs of the industrial park	Provision of Light Industrial park	Provision of Light Industrial park	Conduct Feasibility study Develop specification for the industrial hubs, flea market and Agri-hubs.	Designs of the industrial park
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Tourism	Tourism facilities are not graded.	Identify tourism facilities within the Municipality. Conduct Trade promotions	Assist the facility owners in acquiring grading from the relevant authority.	Monitoring of the facilities to ensure standard is kept.	Identify the facilities and create a database of the establishments Help in the distribution of brochures.	Trade promotions Tourism activation workshop September month celebration
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	SMME Training	SMME,s not equipped with business skills	Activated workshop to empower SMMEs	Provide them an opportunity to be capacitated with business skills	Monitor the process	Identify key SMMEs that needs to be capacitated	SMME TRAINING WORKSHOP
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	SMME support	SMME'S not exposed to business opportunities.	Create a database of all the SMME's	Provide office space for the agencies	Monitoring of SMME support	Identify all SMME's within the Municipality.	Business exhibitions

				within the Municipality.	e.g. SIDA, NYDA, SIFA		Identify office space for the relevant agencies.	
LOCAL ECONOMIC DEVELOPMENT	Integrated Local economy	Investment promotion	Lack of business retention and investment	Create an investment strategy		Promote investment to create business development	Identify areas of interest to promote investment	Trade and Investment strategy
LOCAL ECONOMIC DEVELOPMENT	INTERGRATED LOCAL ECONOMY	Invest in local economy	Lack of youth employment	Create entrepreneurship spirit among young people	Award deserving young entrepreneurs in different categories such as farming, tourism and manufacturing	Award deserving young entrepreneurs in different categories such as farming, tourism and manufacturing	Award deserving young entrepreneurs in different categories such as farming, tourism and manufacturing	BUSINESS COMPETITION
LOCAL ECONOMIC DEVELOPMENT	INTERGRATED LOCAL ECONOMY	Invest in local economy	Lack of bilateral agreements with neighboring countries	Create twinning agreement with neighboring countries	Signing memorandum of understanding with Mozambican counterparts	Signing memorandum of understanding with Mozambican counterparts	Signing memorandum of understanding with Mozambican counterparts	TWINNING AGREEMENT
LOCAL ECONOMIC DEVELOPMENT	INTERGRATED LOCAL ECONOMY	Invest in local economy	Trust deficit between the Municipality and stakeholders	Promote health relations with LED stakeholders	Collaborate with LED stakeholders	Collaborate with LED stakeholders	Collaborate with LED stakeholders	LED FORUM
SPATIAL RATIONALE	INTERGRATED HUMAN SETTLEMENTS	Land Invasion	Invasion of Municipal Owned Land	Mayor to have bilateral engagements with traditional leaders.	Undertake land summit with Traditional Council Develop Open Space Management Policy	Monitor land invasion within the Municipality. Avail land to citizens for development Allocate or avail land to	Arrange meeting with traditional leaders. Prepare land summit and invite other stakeholders to the summit.	LAND SUMMIT

						people interested in farming for community gardens.		
SPATIAL RATIONALE	INTEGRATED HUMAN SETTLEMENT	Revenue Enhancement	Low revenue collection	Registration of small businesses by ward. Generate database for spazas and small businesses.	Monitor Spaza Shops and small businesses to ensure compliance		Identify Register all Spaza shops through the use of Ward committee members.	YOUTH EMPOWERMENT
SPATIAL RATIONALE	INTEGRATED HUMAN SETTLEMENT	Youth Empowerment	High youth unemployment					JOB CREATION
SPATIAL RATIONALE	INTERGRATED HUMAN SETTLEMENT	Audit Outcome	Adverse findings on the Auction of land	Register all land parcels in the name of Collins Chabane Local Municipality	Involve BTO in all processes of disposal or acquisition of land parcels.			CLEAN AUDIT
SPATIAL RATIONALE	INTEGRATED HUMAN SETTLEMENT	Proclamations	Lack of infrastructure in the areas to be proclaimed	Opening of Streets in the proclaimed areas.	Providing services such as roads, electricity and waste removal to these areas.	Mobilize funding for institutions such as DBSA and DTIC for services	Finalise the proclamations of townships. Give engineering reports to Technical for further processing.	FORMALIZATION AND PROCLAMATION
SPATIAL RATIONALE	INTEGRATED HUMAN SETTLEMENT	Local Economic Development	Increase of site size for Industrial Park in Portion 10	Prepare an item for council to approve the increase in for Industrial Park to (10ha) in Portion 10.			Prepare an item for Portfolio to recommend to Exco for noting and to council for approve of	INDUSTRIAL PARK SIZE INCREASE

							increasing the size for Industrial Park to (10ha) in Portion 10.	
SPATIAL RATIONALE	INTEGRATED HUMAN SETTLEMENT	Stakeholder Relations	Poor relations with Traditional Leaders, Community structures, Churches and Forums	Engage with structures to educate them about land use management.	Arrange workshops and training for different structures in relation to Land Use Management and Building Regulations		Awareness campaigns Engagement sessions	

KPA 3: BASIC SERVICE DELIVERY								
DEVELOPMENT OBJECTIVE: COMMUNITY SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGR AMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
Basic Service Delivery	Promote Community well-being & Environmental welfare	Law enforcement	Ineffective rendering of law enforcement services	Absorption of traffic interns as permanent traffic officers	Effective operation of law enforcement services officers	Effective operation of law enforcement services officers	mo to Council for approval of appointment of traffic officers as from 01 July 2024 Absorption of traffic officers	ABSORPTION OF TRAFFIC INTERNS WITHIN 12 MONTHS
Basic Service Delivery	Promote Community well-being & Environmental welfare	Law enforcement	Lack of traffic management system			Appointment of service provider by June 2025	Specification to appoint service provider for capturing traffic summon Advert Appointment Management of traffic summons	MANAGEMENT OF TRAFFIC SUMMONS TO ENHANCE REVENUE COLLECTION

Basic Service Delivery	Promote Community well-being & Environmental welfare	Law enforcement	Unenforcement of municipal by-laws	Designation of law enforcement officers to implement by-laws	Operation of law enforcement officers	Operation of law enforcement officer	Designation of law enforcement officer	IMPLEMENTATION OF BY-LAWS
Basic Service Delivery	Promote Community well-being & Environmental welfare	Law enforcement	Improper management of roadworthy vehicles	Site has been identified inside Malamulele for vehicle pounding Development of a pounding station structure	Operation of vehicle pounding station	Operation of vehicle pounding station	Specification to appoint service provider Advert Appointment Development	DEVELOPMENT OF VEHICLE POUNDING STATION IN MALAMULELE
Basic Service Delivery	Promote Community well-being & Environmental welfare	Traffic & Law Enforcement	Lack of loading & offloading zone for taxis & bus along Collins Chabane drive	Design & development loading and offloading zone for taxi			Write a memo Develop specification	DEVELOPMENT OF LOADING & OFFLOADING ZONE ALONG COLLINS CHABANE DRIVE
Basic Service Delivery	Promote Community well-being & Environmental welfare	Traffic & Law Enforcement	High rate of fatalities as a result of stray animals	Site identification, Design & Development of Animal Pounding Station	Development of Pounding Station	Operation of Pounding Station	Write a memo Develop specification Advert Appointment of service provider	DEVELOPMENT OF POUNDING STATION IN HLANGANANI

Basic Service Delivery	Promote Community well-being & Environmental welfare	Licensing & Registration	Unavailability of licensing & registration services in Saselemani & Hlanganani			Operation of licensing & registration station at Saselemani & Hlanganani	Design Advert Appointment of service provider	PROVISION OF REGISTRATION & LICENSING SERVICES IN HLANGANANI & SASELEMANI
Basic Service Delivery	Promote Community well-being & Environmental welfare	Licensing & Registration	Lack of customer self service	Installation of customer self-service in Malamulele	Installation of customer self-service in vuwani	Operation of customer self service	Memo Advert Appointment of service provider	INSTALLATION OF CUSTOMER SELF SERVICE SYSTEM
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	None Operational of municipal landfill site	Development of operational plan Operation of landfill site	Operation of landfill site	Operation of landfill site	Specification Advert Appointment of service provider	OUTSOURCING OF OPERATION & MAINTENANCE OF LANDFILL
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Inadequate number of skip bins	Skip bins to be purchased	Skip bins to be purchased	Skip bins to be purchased	Specification Advert Appointment of service provider	PURCHASING OF SKIP BINS
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Unavailability of waste disposal facility			Development of Transfer Station in Hlanganani	Specification Advert Appointment of service provider	DEVELOPMENT OF TRANSFER STATION IN HLANGANANI
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Shortage of waste vehicles to	Utilization of MIG funding for	Utilization of MIG funding		Proposal for approval Submission of proposal	PURCHASING OF WASTE VEHICLE

	Environmental welfare		enhance refuse removal	waste & yellow fleets	for waste & yellow fleets			
Basic Service Delivery	Promote Community well-being & Environmental welfare	Environment	Lack of environmental management compliance	Appointment of pool for environmental services Provision of environmental services	Provision of environmental services	Provision of environmental services	Specification Tender Appointment	APPOINTMENT OF POOL OF SERVICE PROVIDERS TO RENDER ENVIRONMENTAL SERVICES TO ALL MUNICIPAL PROJECTS
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste management	Lack of standardize household bins	Purchasing & selling of household bins to municipal residents			Specification Tender Appointment	PURCHASING & SELLING OF HOUSEHOLD BINS
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Littering & accumulation of illegal dumping	Environmental Education & Awareness Implementation of waste By-law	Environmental Education & Awareness	Environmental Education & Awareness	Memo for approval to conduct campaigns	ENVIRONMENTAL EDUCATION & CLEAN-UP CAMPAIGN
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Poor sanitation facilities for general assistance to be in compliance with OHS	Construction of sanitation facilities for G.A in all nodal areas			Specification Tender Appointment	PROVISION SANITATION FACILITIES FOR G.A IN ALL NODAL AREAS

Basic Service Delivery	Promote Community well-being & Environmental welfare	Security	High expenditure of private security services	Registration of Psira for hybrid system	Registration of Psira for hybrid system	Registration of Psira for hybrid system	Write a memo to request for appointment of internal security services for All stadia, club house, market stalls, park, nursery, vuwani community hall, cemeteries, njhaka community halls Outsourcing for high risk areas for DCO, Civic Centre, Community Hall, DLTC, Xigalo Landfill, CCLM new offices, Vuwani DLTC, Vuwani Sub-office	INSOURCING & OUTSOURCING OF SECURITY SERVICES WITHIN THE MUNICIPALITY
Basic Service Delivery	Promote Community well-being & Environmental welfare	Security	Lack of Security risk assessment	Assessment of security risk			Request Risk management unit within SAPS to do security risk assessment within the municipality	ASSESSMENT OF SECURITY RISK
Basic Service Delivery	Promote Community well-being & Environmental welfare	Disaster	Lack of budget for implementation of Disaster management plan	Development of implementation of Disaster management plan	Implementation of implementation disaster management plan		Submission of plan for Approval to Council Implementation	IMPLEMENTATION OF DISASTER MANAGEMENT PLAN
Basic Service delivery	Promote Community well-being & Environmental welfare	Park	Lack of recreational facility in vuwani	Development of a park in vuwani			Development of a specification Advert Appointment of a service provider	DEVELOPMENT OF A PARK IN ALL PROCLAIMED AREAS
Basic Service Delivery	Promote Community well-being & Environmental welfare	Audit	Lack of internal control	Adherence to municipal policies & procedure for the effective & efficiency			Adhering to the municipal process & procedure	ADHERENCE TO MUNICIPAL POLICIES & PROCEDURE FOR THE EFFECTIVE & EFFICIENT FUNCTIONING

				functioning of the department				OF THE DEPARTMENT
Basic Service Delivery	Promote Community well-being & Environmental welfare	Disaster	High demand of paupers burial	Appointment of funeral undertakers			Specification Advert Appointment	IMPLEMENTATION OF PAUPERS BY-LAW
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste	Mushrooming of illegal dumping in open spaces	Development of community gardens			Engagement with community close to the area Designation of youth participant to monitor the areas	DEVELOPMENT OF COMMUNITY GARDENS IN MUNICIPAL OPEN SPACES
Basic Service Delivery	Promote Community well-being & Environmental welfare	Special programme	Poor constituency building	Continuous holding of forum meetings	holding of forum meetings	holding of forum meetings	Meeting schedule Invite Meetings	CONTINUOUS ENGAGEMENT BETWEEN THE MAYOR & COMMUNITY THROUGH HOLDING FORUM MEETINGS
Basic Service Delivery	Promote Community well-being & Environmental welfare	LED	Lack of recycling cooperatives	Allocation of funding to support cooperatives in recycling			Memo Implementation	RECYCLING COOPERATIVES
Basic Service Delivery	Promote Community well-being & Environmental welfare	Proclamation	Unavailability of waste, DLTC, Traffic in a proposed newly	Allocation of employees and vehicles to service the newly	Provision of municipal services to proclaimed areas		Memo Allocation of employees and tools of trade Service delivery	EXTENSION OF WASTE SERVICES EXTENSION OF TRAFFIC, REGISTRATION & SERVICES

			township areas	proclaimed areas				
Basic Service Delivery	Promote Community well-being & Environmental welfare	Youth	High rate of teenage pregnancy , HIV & AIDS within CCLM	Raising of awareness through sports and other recreational activities				YOUTH AGAINST CRIME, HIV& AIDS
Basic Service Delivery	Promote Community well-being & Environmental welfare	Women	High rate of unemployment amongst women	Creation of recycling support Programme				RECYCLING SUPPORT PROGRAMME
Basic Service Delivery	Promote Community well-being & Environmental welfare	Youth	High rate of unemployment amongst young people	Management of by-back center			A call for youth recycling companies to submit proposals for management of by-back center (recycling facility)	MANAGEMENT OF BY-BACK CENTRE
Basic Service Delivery	Promote Community well-being & Environmental welfare	Education	Low matric pass rate	Continuous rolling out of back to school programme	Continuous rolling out of back to school programme	Continuous rolling out of back to school programme	Visit to schools	Visit to schools
Basic Service Delivery	Promote Community well-being & Environmental welfare	Land invasion	Illegal land invasion	Deployment of law enforcement officers to enforce the by-laws	Enforcement of compliance	Enforcement of compliance	Develop a training memo Submit for approval Render training	DEPLOYMENT OF LAW ENFORCEMENT

KPA 3: BASIC SERVICES: TECHNICAL SERVICES: ROADS, ELECTICITY AND INFRASTRUCTURE.								
KPA	STRATEGIC OBJECTIVE	PROGRAM ME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Unavailability of infrastructure master plan	Develop the master plan	Implementation	Implementation	Infrastructure master plan	Develop the master plan
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Internal Streets	Poor road infrastructure Internal Streets	Poor road infrastructure Internal Streets	Poor road infrastructure Internal Streets	clustering the wards on the allocation of projects	Construction of roads projects not greater than 3km but not less than 2.5km
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor storm-water management	Identification of critical areas where it need to be implemented within 36 wards	Identification of critical areas where it need to be implemented within 36 wards	Identification of critical areas where it need to be implemented within 36 wards	Outsourcing of service providers	Construction low level bridges

				Implementati on of storm water management (low level bridges, drifts, v- drains)	Implement ation of storm water manageme nt(low level bridges, drifts, v- drains)	Implementa tion of storm water managemen t(low level bridges, drifts, v- drains)		
BASIC SERVICE DELIVERY AND INFRASTRU CTURE DEVELOPM ENT	IMPROVED ACCESS TO SUSTAINA BLE BASIC SERVICES	ROADS AND STORM WATER	Provision of parking and access	Adjustment of kerbs with mountable kerbs	Implement parking and drop off zone along Collins Chabane drive	Implement parking and drop off zone along Collins Chabane drive	Outsourcing of service providers	Construction of buses and taxis load and offloading zone
BASIC SERVICE DELIVERY AND INFRASTRU CTURE DEVELOPM ENT	IMPROVED ACCESS TO SUSTAINA BLE BASIC SERVICES	ROADS AND STORM WATER	Increasing the life span- Poor road infrastructur e surfaced Internal Streets	Maintenance of surface roads	Maintenan ce of surface roads	Maintenanc e of surface roads	Outsourcing of service providers	Rehabilitation of internal streets that have exceeded life span
BASIC SERVICE DELIVERY AND INFRASTRU CTURE	IMPROVED ACCESS TO SUSTAINA BLE BASIC SERVICES	ROADS AND STORM WATER	Increasing the life span- Poor road infrastructur e surfaced Internal Streets	Do it yourself potholes patching	Maintenan ce of surface roads	Maintenanc e of surface roads	Appointment of EPWP prioritizing youth personnel to continuously doing pothole patching	Pothole patching

DEVELOPMENT								
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Gravel roads Internal streets within villages	Re-gravelling of internal streets(done internal)	Re-gravelling of internal streets(done internal)	Re-gravelling of internal streets(done internal)	Outsourcing of service providers when necessary	Re-Gravelling of Internal Streets
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Gravel roads Internal streets within villages	Programme Blading of gravel road	Programme Blading of gravel road	Programme Blading of gravel road	Reduce number of requests by providing more information Request to be accompanied by(30 seconds video of the road.)	Blading of gravel road
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Development business case study to request funds for the water and sanitation project Townships within Collins Chabane	Development business case study to request funds for the water and sanitation project within Collins Chabane	Development business case study to request funds for the water and sanitation project within Collins Chabane	Development business case study to request funds for the water and sanitation project within Collins Chabane	Outsourcing of service providers	Development business case study to request funds for the water project and sanitation within

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Welcome to Malamulele monument /work of art to Malamulele intersection and widening R81	Request to widen R81 ROUTE	Write RAL a letter to widen R81	Write RAL a letter to widen R81	Write RAL a letter to widen R81	Widening of R81 and D4 intersection
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	Building Facilities	Unavailability of office space	Unavailability of office space for Collins Chabane staff	Unavailability of office space for Collins Chabane staff	Unavailability of office space for Collins Chabane staff	Outsourcing of service providers	Construction of New Municipal offices
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	Building Facilities	Finishes of the building	Collect data on artist	Open submission of public concept of painting, colours, statues	Paving and landscaping	Outsourcing of service providers(Local artist)	Construction of New Municipal offices(Beautification)
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	Sports and Recreation	Underrated Sports facilities within Collins Chabane	poor sports facilities infrastructure	poor sports facilities infrastructure	poor sports facilities infrastructure	Outsourcing of service providers	Upgrading the various sports facilities within Collins Chabane to meet the PSL standards: Namely Vuwani, Davhana and

								Bungeni Stadium
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	Sports and Recreation	Underrated Sports facilities within Collins Chabane	poor sports facilities infrastructure	poor sports facilities infrastructure	poor sports facilities infrastructure	Outsourcing of service providers	Construction of Smart Sport field
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	Satellite Workshop	Dilapidated workshop	Clearing the yard and fixing the fence	Refurbishment of the entire workshop	Refurbishment of the entire workshop	Outsourcing of service providers	Refurbishment of Vuwani workshop
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Eradication of Electrification backlogs	Electrifications of village extensions	Electrifications of village extensions	Electrifications of village extensions	outsourcing of service providers	Electrification of households

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Eradication of High crime rate / Safety and Security	Construction of Solar powered high Mast with enough radius coverage	Construction of Solar powered high Mast with enough radius coverage	outsourcing of service providers	Construction of Solar powered high Mast at Municipal Infrastructures
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Eradication of High crime rate / Safety and Security	Construction of Solar Streets lights with the same radius as Street lights	Construction of Solar Streets lights with the same radius as Street lights	outsourcing of service providers	Construction of Solar Streets lights
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION		Construction of Streets lights at Nodal Points	Construction of Streets lights at Nodal Points	outsourcing of service providers	Construction of Streets lights
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Reduction of Electricity Bill	Installation of Solar Panels	Installation of Solar Panels	outsourcing of service providers	Installation of Solar Panels in Municipal buildings

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION		Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure Stadiums
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Increasing the life span	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	Internal forces/Pool of contractors	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Unavailability of Electricity License	Application for a License at NERSA	Application for a License at NERSA	Application for a License at NERSA	Application stage, development of designs, funding source	Acquiring of the Distribution of Electricity License
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Internal Streets	Procurement of graders	Procurement of graders	Procurement of graders	Procurement of graders	Purchasing of 4x Graders

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY								
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY								
KPA	STRATEGIC OBJECTIVE	PROGRAM ME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATION AL PLAN	PROJE CT
	SOUND FINANCIAL MANAGEMEN T AND VIABILITY	Key issues affecting youth	High unemployment rate of youth	Develop an intergrated programme which will be aimed at training appointed interns through the skills transfer programme which will be developed in consultancy reductions efforts	Include special goals for Youth in targeted bids.	Include special goals for Youth in targeted bids.		
	SOUND FINANCIAL MANAGEMEN T AND VIABILITY	Key Issues affecting audit	1. Poor record keeping. 2. Lack of internal control.	1) Each department to receive the findings that emanated from the department during the audit. 2)Routine ASC meetings monthly to	2) Develop procedure manuals that are corrective to the control deficiency that resulted in the Agsa findings and communicate to all affected departments	Continuous implementation of SoPs and adhere to National treasury circulars & guidelines.		

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY								
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY								
KPA	STRATEGIC OBJECTIVE	PROGRAM ME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATION AL PLAN	PROJE CT
				address progress on addressing findings				
	SOUND FINANCIAL MANAGEM ENT AND VIABILITY	Reduction of consultants.	Use of Consultants.	Gradual reduction of scope of work for Assets consultants (2 officers to assist with verification of movable assets) Identify skills/units that can start with taking more responsibility- AFS preparation. Each manager draws a programme of skills transfer. Encourage own staff to work closely with consultants.	Investment in Interns, ensure they are well equipped for skills transfer, ensure monitoring. Professional bodies which accountants must register for, municipality invests in people from the ground-up until registration with the professional body.	Create a team of employees to be capacitated- in the. Culture shift.		
	SOUND FINANCIAL MANAGEM E	Revenue Enhanceme	1)low collection rate 2)Accuracy and completeness	1)Debt relief programme to be	1)Township establishment- pilot some projects for			

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY								
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY								
KPA	STRATEGIC OBJECTIVE	PROGRAM ME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATION AL PLAN	PROJE CT
	NT AND VIABILITY	nt/Stakeholder relation		implemented to encourage collection. 3) Increase collaboration other departments and finance i.e. (verifying that all areas were waste is collected have been correctly recognized as billable areas)	implementation- risk management, projects be at different stages to ease pressure on budget. 2) Programmes of portfolio committee to engage communities/ business people (Saselamani, Malamulele) to discuss the importance of paying for services.			
MUNICIPAL FINANCE MANAGEMENT AND VIABILITY	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Indigents	Applications <ul style="list-style-type: none"> Non -qualifying beneficiaries -may lead to audit findings. Review progress so far, where we were, where we are now, are we happy with the process? 	<ul style="list-style-type: none"> Temporary workers to assist with registration of indigents Continuous verification of qualifying status. Political assistance (Ward councilors) Ward committee members to play critical role in registration of indigents. 	<ul style="list-style-type: none"> Continuous verification of qualifying status. 	Continuous verification of qualifying status.	Registration of new indigents (Last quarter of the F/Y.	
	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Government debt- legal action	<ul style="list-style-type: none"> Long outstanding debt from Thulamela and Makhado- 	Participation in debt relief forum in order to recoup				

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY								
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY								
KPA	STRATEGIC OBJECTIVE	PROGRAM ME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
				<p>government debt.</p> <ul style="list-style-type: none"> •Government Debt be a standing item in Finance Committee meeting- EXCO and Council. •Perform an exercise of verifying Government debt.- valuation rolls. 				
	SOUND FINANCIAL MANAGEMENT AND VIABILITY		Decentralization of SCM processes. Auction is a way/ method of disposal- a responsibility in Finance placed by MFMA.	In future, disposal of assets be place in Finance/ SCM.		In future, disposal of assets be place in Finance/ SCM.		
			Land Invasion	Engage through the mayor's program with local chiefs to relocate the land invaders into traditionally held sites and demolish	Ring fence affected portions of land to restrict access into the site. Ensure budget availability for programmes.	Availability of budget to support the municipality in instance of disputes regarding land invasion.		

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY								
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY								
KPA	STRATEGIC OBJECTIVE	PROGRAM ME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPER ATION AL PLAN	PROJE CT
				established structures established				

SECTION C: PROJECT PHASE

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION												
DEPARTMENT	PRIORIT Y	LOCATION	WARD NUMBE R	PROJECT NAME/ PROGRAMME DISCRIPTION	KEY PERFORMANC E INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGE T 24/25	BUDGE T 25/26	BUDGE T 26/27	FUNDI ND SOURC E
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Personal Protective equipment	To provide protective equipment to employees	Provision of personal protective equipment	01 July 2024	30 June 2025	2 500 000	1 800 000	1 884 600	Own Funding
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Training and Development	To capacitate the officials, councilors and unemployed with knowledge and skills	Capacitate the officials, councilors and unemployed with knowledge and skills	01 July 2024	30 June 2025	600 000	1 000 000	100 000	Own Funding
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Employee Assistant Programme	To provide wellness programme assistance to employees	Provide wellness programme assistance to employees	01 July 2024	30 June 2025	100 000	500 000	620 000	Own Funding

CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Municipal Dairies (notebooks) and Calendars	To print Municipal Branded Dairies and Calendars	Print Municipal Branded Dairies and Calendars	01 July 2024	30 June 2025	1 000 000	1 000 000	1 049 000	Own Funding
CORPORATE SERVICES	PMS	Municipal Wide	All Wards	Books and Publications (Annual Performance Reports)	To development and printing of Annual Performance Reports	Development and printing of Annual Performance Reports	01 July 2024	30 June 2025	200 000	230 000	250 000	Own funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Deployment of ICT infrastructure in the new municipal building	To deploy the ICT infrastructure in the new Municipal Building	Deploy the ICT infrastructure in the new municipal building	01 July 2024	30 June 2025	0	0	0	Own funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	IT Security vulnerability scan and implementation	To perform IT Security vulnerability scan and implementation	Perform IT Security vulnerability scan and implementation	01 July 2024	30 June 2025	0	0	0	Own funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Implementation of ICT Strategic Plan	To implementation of ICT Strategic Plan	Implementation of ICT Strategic Plan	01 July 2024	30 June 2025	0	0	0	Own funding

CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Acquisition of ICT equipment	To acquire ICT equipment	Acquirement of ICT equipment	01 July 2024	30 June 2025	0	0	0	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Traffic Management system	Appointment of service provider for management of summons	Management of all issued traffic summons	01 July 2024	30 June 2025	150 000	150 000	150 000	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Maintenance & support	To maintain & support ICT services	Maintenance & support	01 July 2024	30 June 2025	25 000 000	20 000 000	20 940 000	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	ICT Professionals Consulting	To render ICT Professionals Consulting	ICT Professionals Consulting	01 July 2024	30 June 2025	8 749 000	6 294 000	6 590 000	Own Funding
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Training and Development	To capacitate the MPAC with knowledge and skills	Capacitate the MPAC with knowledge and skills	01 July 2024	30 June 2025	200 000	209 200	218 823	Own Funding

CORPORATE SERVICES	HR	Municipal Wide	All Wards	Youth Employment	To enter into Partnership with Public and Private Companies	Partnership with Public and Private Companies	01 July 2024	30 June 2025	Opex	Opex	Opex	
CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Communication tools	To conduct awareness campaigns internally and externally on utilisation of social media	Conduct awareness campaign internally and externally on utilisation of social media	01 July 2024	30 June 2025	Opex	Opex	Opex	
CORPORATE SERVICES	IT	Municipal Wide	All Wards	Records management	To establish a strong room (storage)	Establishment of a strong room (storage-warehouse)	01 July 2024	30 June 2025	500 000	1 000 000	1 500 000	Own Fundin g
CORPORATE SERVICES	IT	Municipal Wide	All Wards	Fully functional Sub offices	To construct network towers at sub offices.	Construction of network towers at sub offices.	01 July 2024	30 June 2025	0.00	0.00	0.00	Own Fundin g
CORPORATE SERVICES	IGR	Municipal Wide	All Wards	Drilling of boreholes	To drill boreholes at sub-offices	Drilling of boreholes at sub-offices	01 July 2024	30 June 2025	0	N/A	N/A	Own Fundin g

CORPORATE SERVICES	HR	Municipal Wide	All Wards	Office space	Identify and Partition available municipal structures	Identify and Partition available municipal structures	01 July 2024	30 June 2023	0	N/A	N/A	Own Funding
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KPA 2: SPATIAL RATIONALE												
PLANNING & DEVELOPMENT												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 24/25	BUDGET 25/26	BUDGET 26/27	FUNDING SOURCE
Planning and development	Spatial planning & land use	Municipal wide	All wards	SPLUMA Implementation	Conduct municipal planning tribunal meetings	Conduct four (4) municipal planning tribunals	01 July 2024	30 June 2025	600 000.00	800 000.00	900 000.00	Own Funding
Planning and development	Spatial planning & land use	Municipal wide	All wards	Demarcation & survey of sites	Demarcation and survey of sites for human settlement purposes	Demarcate three thousand (3000) sites	01 July 2024	30 June 2025	0.00	8 000 000.00	10 000 000.00	Own Funding
Planning and development	Spatial planning & land use	Mabandla, Majosi and Mtititi	Ward 23	Formalization & proclamation of settlement: Mabandla, Majosi and Mtititi	Settlement formalized and proclaimed	Approval of the general plan and opening of township register	01 July 2024	30 June 2025	15 000 000.00	10 000 000.00	7 000 000.00	Own Funding

Planning and development	Spatial planning & land use	Municipal wide	All wards	REGISTRATION OF LAND PARCELS		Transfer all land parcels previously in the name of Thulamela and Makhado Municipality to Collins Chabane Local Municipality	01 July 2024	30 June 2025	1 000 000.00	1 000 000.00	1 000 000.00	Own Funding
Planning and development	Spatial planning & land use	Municipal wide	All wards	SUPPLEMENTARY VALUATION ROLL	All properties valued	Prepare supplementary valuation roll	01 July 2024	30 June 2025	1 500 000.00	0.00	0.00	Own Funding
Planning and development	Spatial planning & land use	Municipal wide	All wards	INTEGRATED DEVELOPMENT PLAN	Integrated Development Plan Developed by 30 June 2025	Approved Integrated Development Plan Developed by 30 June 2025	01 July 2024	30 June 2025	1 300 000.00	0.00	0.00	Own Funding
Planning and development	Spatial planning & land use	Municipal wide	All wards	REVIEW OF THE CCLM HUMAN SETTLEMENT STRATEGY	Human settlement strategy reviewed by 30 June 2025	Approved Human Settlement Strategy Developed by 30 June 2025	01 July 2024	30 June 2025	0.00	0.00	0.00	Own Funding
Planning and development	Spatial planning & land use	Municipal wide	All wards	LAND SUMMIT	Land Summit Conducted for Collins Chabane Local Municipality	Conduct Land Summit for Collins Chabane Local Municipality by 30 June 2025	01 July 2024	30 June 2025	0.00	600 000.00	700 000.00	Own Funding

					by 30 June 2025							
Planning and development	Spatial planning & land use	Municipal wide	Ward 23	DCO BUILDING DONATION REQUEST	Donation for DCO Building Requested from Public Works by 30 June 2025	Approval for Donation for DCO Building from Public Works by 30 June 2025	01 July 2024	30 June 2025	0.00	0.00	0.00	Own Funding
Planning and development	Spatial planning & land use	Municipal wide		MADONSI SHOWGROUND DONATION REQUEST	Donation for Showground Requested from Department of Agriculture by 30 June 2025	Approval for Donation for DCO Building from Department of Agriculture by 30 June 2025	01 July 2024	30 June 2025	0.00	0.00	0.00	Own Funding

KPA 3: BASIC SERVICE DELIVERY AND INFRUSTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)												
DEVELOPMENT OBJECTIVES: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
COMMUNITY SERVICES												
DEPARTME NT	PRIORIT Y	LOCATION	WARD NUMBE R	PROJECT NAME/ PROGRAMME DISCRIPTION	KEY PERFORMANC E INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGE T 24/25	BUDGE T 25/26	BUDGE T 26/27	FUNDI ND SOURC E
Community Services	Traffic Law enforceme nt	Throug hou t the Municipali ty		Absorption of Interns as permanent Traffic Officers	Effective operation of law enforcement services	Absorption of 16 Traffic Interns as permanent Traffic officers	01 July 2024	30 June 2025	OWN FUNDI NG			(to be transferred to HR)
Community Services	Traffic Law enforceme nt	Throug hou t the Municipali ty		Appointment of service provider for management of summons	Traffic Management system	100% Management of all issued traffic summons	01 July 2024	30 June 2025	0.00	0.00	0.00	To be transferred to ITC
Community Services	Traffic Law enforceme nt	Throug hou t the Municipali ty		Designation of law enforcement officers to implement by- laws.	Enforcement of the designated by laws	Designation of law enforcement officers to implement by-laws	01 July 2024	30 June 2025	OPEX			

Community Services	Traffic Law enforcement	Municipal wide		Construction of Vehicle pound station	Proper management of roadworthy vehicles	Proper management of roadworthy vehicles	01 July 2024	30 June 2025	3 000 000.00	3 000 000.00	3 000 000.00	(To be transferred to Technical)
Community Services	Traffic Law enforcement	Municipal wide		Construction of Offloading and loading zones along Collins Chabane dr	To develop an offloading and loading zones along Collins Chabane dr	To develop an offloading and loading zones along Collins Chabane Drive	01 July 2024	30 June 2025	1 000 000.00	0.00	0.00	(To be transferred to Technical)
Community Services	Traffic Law enforcement	Municipal wide		Construction of animal pound station	animal pound station for safeguarding of stray animals in Malamulele and Hlanganani constructed	Construct animal pound stations for safeguarding of stray animals.	01 July 2024	30 June 2025	0.00	3 000 000.00	3 000 000.00	(To be transferred too Technical)
Community Services	Waste management	Xigalo	Ward 26	Operationalization of municipal landfill site	Appointment of service provider	100% of municipal landfill site operated	01 July 2024	30 June 2025	1 150 000.00	0.00	0.00	Own funding

Community Services	Waste management	Municipal wide	All wards	purchase of 50 skip bins	150 skip bins purchased	50 skip bins purchased by June 2025	01 July 2024	30 June 2025	500 000.00	1 000 000.00	0.00	Own funding
Community Services	Waste management	Hlanganani area	Ward 12	Construction of municipal transfer station in hlanganani	waste transfer station facility developed in hlanganani	waste transfer station facility developed in hlanganani	01 July 2024	30 June 2025	4 000 000.00	2 000 000.00		Own funding (to be transfer to technical services)
Community Services	Waste management	Municipal wide	All Wards	Purchasing of 8 vehicle 8 x vehicles for community services	8 vehicles for community services are purchased Purchase	8 vehicles for community services are purchased Purchase	01 July 2024	30 June 2025	1 500 000.00	1 000 000.00		MIG funding (2x waste) 6 vehicles Own funding. Transfer to BTO
Community Services	Waste management	Municipal wide	All wards	Purchasing of 100 household bins to municipal residents	100 standardize household bins purchased	100 standardize household bins purchased	01 July 2024	30 June 2025	0.00	0.00		Own funding
Community Services	Waste management	Municipal wide	All wards	Conducting Environmental Education & Awareness	24 Environmental awareness and cleanup campaign conducted	24 Environmental awareness and cleanup campaign conducted	01 July 2024	30 June 2025	400 000.00	500 000.00	600 000.00	Own funding

Community Services	Waste management	Municipal wide	All wards	Construction of ablution facilities for the General Assistance in all nodal areas	4 ablution facilities for the General Assistance in all nodal areas	4 ablution facilities for the General Assistance in all nodal areas in Hlanganani, Malamulele, Saselemani and Vuwani purchased	01 July 2024	30 June 2025	0.00	2 000 000.00	2 000 000.00	Own funding (To be transferred to technical service)
Community Services	Environmental management	Municipal wide	All wards	Purchasing and planting of 1000 trees	1000 trees purchased and planted	1000 trees purchased and planted	01 July 2024	30 June 2025	0.00	0.00	0.00	Own funding
Community Services	Social Services	Municipal Wide	Vuwani	Fencing and beautification of Vuwani Park	Vuwani Park fenced and beautified	Vuwani Park fenced and beautified	01 July 2024	30 June 2025	1 500 000.00	0.00	1 500 000.00	Own Funding
Community Services	Disaster Management	Municipal Wide	All Wards	Purchase of Disaster Materials	Disaster Material purchased	Disaster Material purchased	01 July 2024	30 June 2025	1 000 000.00	0	2 000 000.00	Own Funding
Community Services	Disaster Management	Proclaimed areas	Proclaimed areas	Appointment of pool service of service provider for Pauper burial	Pool of service providers for Pauper burial for Paupers Burial appointed	A pool of service provider for Pauper burial for appointed	01 July 2024	30 June 2025	0	0	0	Own Funding

Community Services	Social services	Municipal buildings	Municipal Wide	Appointment of security guards internally in low-risk areas	Internal security personnel in low-risk areas appointed	To insource security personnel in low-risk areas	01 July 2024	30 June 2025	0	0	0	To be transferred to HR
Community Services	Social services	Municipal buildings	Municipal building	Appointment of security personnel externally in high-risk areas	External Security services in high-risk area appointed	External Security services in high-risk area appointed	01 July 2024	30 June 2025	17 500 000.00	19 000 000.00	20 000 000.00	
Community Services	Registration and Licensing	Malamulele	Municipal Wide	Installation of queue Management in Malamulele DLTC	Queue system in Malamulele is installed	Queue management system at Malamulele installed	01 July 2024	30 June 2025	0	0	0	Own Funding (To be transferred to ITC)
Community Services	Registration and Licensing	Hlanganani	Hlanganani	Construction of DLTC Hlanganani nodal point	DLTC in Hlanganani nodal area constructed	DLTC in Hlanganani nodal area constructed	01 July 2024	30 June 2025	0	0	0	Own Funding To be transferred to technical services)

KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 24/25	BUDGET 25/26	BUDGET 26/27	FUNDING SOURCE
TECHNICAL SERVICES	ELECTRICITY	Nthlaveni Block C, Phungwani, Hlungwani, Hasani, Dakari and Nyavani	34,29,25,33,18 and 27	Electrification 419 households at Nthlaveni Block C (200) Phungwani (60) Hlungwani (40) Hasani Dakari (79) and Nyavani (40)	Electrification	Electrification of 419 households	01 July 2024	30 June 2025	R8 021 000.00	0	0	INEP
TECHNICAL SERVICES	ELECTRICITY	Vyeboom, Nkovani, Ximixoni,	WARDS ????	Vyeboom, Nkovani, Ximixoni	Designs and Electrification	Designs and Electrification of 419 households	01 July 2024	30 June 2025	R9 000 000.00	0	0	INEP
		Balangani, Nwamhan	WARDS ????	Pre-engineering Balanganani,			01 July 2024	30 June 2025	2 084 000.00	0	0	0

		dzi, Dinga, Sereni, Mahlohlwani 4km 22kv feeder line		Nwamhandzi, Dinga, Sereni, Mahlohlwani 4km 22kv feeder line								
TECHNICAL SERVICES	ELECTRICITY	Various Vilages	WARDS ????	Construction of Solar Streets lights with the same radius as High Mast lights	Design, Planning, construction and Commissioning	Installation of 70 Solar streetlights	01 July 2024	30 June 2025	R3 000 000.00	R 1 800 000.00	R 1 500 000.00	Own
TECHNICAL SERVICES	ELECTRICITY	Malamulele Town, Vuwani Town, Jhakajhak a and Saselama ni Town	23,9,4 and 30	Construction of electrical Streets lights at Nodal Points	Design, Planning, Construction and Commissioning	Installation of 132 electrical streetlights	01 July 2024	30 June 2025	0.00	R 1 000 000	R 1 000 000	Own
TECHNICAL SERVICES	ELECTRICITY	Hlangana ni Sub office	4	Installation of Flood Lights at Hlanganani Sub office	Design, Planning, construction and Commissioning	Installation of Flood Lights Municipal Infrastructure	01 July 2024	30 June 2025	R300 000.00	R 1 000 000.00	R 1 000 000	Own

TECHNICAL SERVICES	ELECTRICITY	Malamulele Civic centre	9,4 and 30	Installation of Solar Panels at Malamulele Civic centre	Design, Planning, Construction and Commissioning	Installation of Solar Panels at Malamulele Civic centre	01 July 2024	30 June 2025	R300 000	0	0	Own
TECHNICAL SERVICES	ELECTRICITY	Malamulele	WARDS ????	Installation of 250 KVA Backup Generator at Malamulele Stadium	Design, Planning, Construction and Commissioning	Installation of Back-up 250 KVA Generator at Malamulele stadium	01 July 2024	30 June 2025	0	0	0	Own
TECHNICAL SERVICES	ELECTRICITY	All Villages where applicable	1 to 36	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	100% Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	01 July 2024	30 June 2025	R2 000 000			Own
TECHNICAL SERVICES	ELECTRICITY	CCLM	N/A	Application for a License at NERSA	Planning, Design, Maintenance plan and application submission	Planning, Design, Maintenance plan and application submission	01 July 2024	30 June 2025	1 000 000	20 000 000.00	15 000 000.00	Own/ MIG

TECHNICAL SERVICES	ROADS	MKHOMI	15	Construction of 2.5km Ring Road at Mkhomi village	To Construct 2.5km Ring Road at Mkhomi by 30 June 2025	2.5km Ring Road Constructed at Mkhomi by 30 June 2025	01 July 2024	30 June 2025	R 1 000 000	O W N R 1 00 0 00 0.0 0	MI G R 30 00 0.0	O W N R 4 9 18 35 6.0 0	MI G R 3 5 00 0.0 0	Own R 3 000 000
TECHNICAL SERVICES	ROADS	Tshitomboni	19	Construction of 2.5km Ring Road at Tshitomboni	To Construct 2.5km Ring Road at Tshitomboni by 30 June 2025	2.5km Ring Road Constructed at Tshitomboni by 30 June 2025	01 July 2024	30 June 2025	MIG 0	O W N R 1 0 00 00 0	MI G R 2 6 00 0	O W N R 3 0 00 00 0	MI G R 3 5 00 0	Own R 2 600 000
TECHNICAL SERVICES	ROADS	Mutheiwana to Tshivhulana	14	Construction of 2.5km Ring Road Mutheiwana to Tshivhulana	To Construct 2.5km Ring Road Mutheiwana to Tshivhulana by 30 June 2025	2.5km Ring Road Constructed Mutheiwana to Tshivhulana by 30 June 2025	01 July 2024	30 June 2025	MIG 0	O W N R 1 0 00 00 0	MI G R 10 00 0 0.0 0	O W N R 9 00 0 0.0 0	MI G R 2 2 28 79 8.0 0	Own R 2 000 000
TECHNICAL SERVICES	ROADS	JEROME	21	Construction of 2.5km Ring Road at Jerome	To Construct 2.5km Ring Road at Jerome	2.5km Ring Road Constructed	01 July 2024	30 June 2025	MIG 0	O W N R 1 00 0	MI G R 20 00 0	O W N R 3 8 04 00	MI G R 3 5 00 00	OWN R3 956 200

					by 30 June 2025	at Jerome by 30 June 2025				0 00 0.0 0	00 0.0 0	04 0.0 0	0.0 0	
TECHNICAL SERVICES	ROADS	TIYANI	2	Construction of 2.5km Ring Road at Tiyani	To Construct 2.5km Ring Road at Tiyani by 30 June 2025	2.5km Ring Road Constructed at Tiyani by 30 June 2025	01 July 2024	30 June 2025	R 1 000 000	0.00				Own
TECHNICAL SERVICES	ROADS	SERENI	03	Rehabilitation of Sereni Internal streets	To rehabilitate Internal Streets at Sereni by 30 June 2025	Internal Streets rehabilitated at Sereni by 30 June 2025	01 July 2024	30 June 2025	R 4 000 000	1 500 000		2 000 000		Own
TECHNICAL SERVICES	CULVERTS	VARIOUS VILLAGES		Construction of Low-Level Bridges at 5 Wards	To Construct Low Level Bridges at 5 Wards by June 2025	Low Level Bridges Constructed at 5 Wards by 30 June 2025	01 June 2024	01 July 2024	R 3 000 000.00	0.00		0.00		Own
TECHNICAL SERVICES	ROADS	MUCHIPISI	25	Construction of 2.5km Ring Road at Muchipisi	To construct 2.5km at Muchipisi Ring Road by 30 June 2025	2.5km Ring Road constructed at Muchipisi by 30 June 2025	01 July 2024	30 June 2025	R 10 000 000	6 000 000.00		6 000 000.00		Own
TECHNICAL SERVICES	ROADS	MASAKONA	02	Construction of 2.5km Ring	To construct 2.5km Ring Road at	2.5 km Ring Road constructed at Masakona	01 July 2024	30 June 2025	R 5 000 000	R2 500 000.00		R2 500 000		Own

				Road at Masakona	Masakona by 30 June 2025	by 30 June 2025							
TECHNICAL SERVICES	ROADS	MISEVHE A, B, C AND D	07	Construction of 2.5km Ring Road at Misevhe A, B, C and D	To construct of 2.5km Ring Road at Misevhe A, B, C and D by 30 June 2025	of 2.5km Ring Road constructed at Misevhe A, B, C and D by 30 June 2025	01 July 2024	30 June 2025	OWN 15 000 000.00	MIG 15 00 00 0.00	13 78 99 60.00	14 929 210.00	MIG/Own
TECHNICAL SERVICES	ROADS	GIDJANA	35	Construction of 2.5 Ring Road at Gidjana	To construct 2.5 km Ring Road at Gidjana by 30 June 2025	2.5km Ring Road constructed at Gidjana by 30 June 2025	01 July 2024	30 June 2025	R 10 000 000	10 000 000.00		10 000 000.00	Own
TECHNICAL SERVICES	ROADS	TIYANI	03	Construction Tiyani Mall Intersection	To Construct Tiyani Mall Intersection by 30 June 2025	Tiyani Mall Intersection constructed by 30 June 2025	01 July 2024	30 June 2025	R 0	3 000 000.00		R 000 000.00	Own
TECHNICAL SERVICES	ROADS	MALAMULELE	23	Construction Malamulele Traffic Circle	To Construct Malamulele Traffic Circle by 30 June 2025	Malamulele Traffic Circle constructed by 30 June 2025	01 July 2024	30 June 2025	R 1 000 000	0.00		0.00	Own
TECHNICAL SERVICES	ROADS	JIM JONES	20	Construction of 2.5km Ring	To construct of 2.5km Ring Road at jimmy	2.5 km Ring Road constructed	01 July 2024	30 June 2025	R 10 000	5 000 000.00		5 000 000.00	Own

				Road at jimmy jones	jones by 30 June 2025	at jimmy jones by 30 June 2025			000.00				
TECHNICAL SERVICES	ROADS	BOTSOLE NI	31	Construction of 2.5 at Botsoleni Ring Road by 30 June 2025	To construct of 2.5 km Ring Road at Botsoleni by 30 June 2025	2.5km Ring Road constructed at Botsoleni by 30 June 2025	01 July 2024	30 June 2025	OWN 0	MIG 18 22 2 81 2	0.00	MIG 28 146 160	MIG 31 498 162
TECHNICAL SERVICES	ROADS	NGHEZIM ENI	29	Construction of 2.5 at Ngezimani Ring Road by 30 June 2025	To construct of 2.5 km Ring Road at Ngezimani by 30 June 2025	2.5km Ring Road constructed at Ngezimani by 30 June 2025	01 July 2024	30 June 2025	MIG 13 43 7 564 .00	MIG 16 78 9 9 60. 00		18 929 2 10.00	MIG/Own
TECHNICAL SERVICES	ROADS	HEADKRAAL	08	Construction of 2.5 at Masia Head kraal Ring Road by 30 June 2025	To construct 2.5 km Ring Road at Masia Head kraal by 30 June 2025	of 2.5km Ring Road constructed at Masia Head kraal by 30 June 2025	01 July 2024	30 June 2025	MIG 16 747 465.0 0	MIG 18 78 9 9 60. 00		10 000 000	MIG/Own
TECHNICAL SERVICES	RAODS	XIHOSANA	15	Construction of 7.26 km Ring	To construct 8.7 km Ring Road	7. 26 km Ring Road at Xihosana Constructed	01 July 2024	30 June 2025	MIG 13 31 1	MIG		14 929 2 10.00	MIG/Own

				Road at Xihosana	at Xihosana by 30 June 2025	by 30 June 2025			159.00	13789960.00			
TECHNICAL SERVICES	RAODS	JOSEFA	32	Construction of 8.7 km Ring Road at Josefa	To construct 8.7 km Ring Road at Josefa by 30 June 2025	8.7 km Ring Road Constructed at Josefa by 30 June 2025	01 July 2024	30 June 2025	OWN 4 000 000.00	MIG 0	0.00	0	MIG
TECHNICAL SERVICES	STADIUM	BUNGENI	05	Upgrading of Bungeni Stadium	To upgrade Bungeni Stadium by 30 June 2025	Bungeni Stadium upgraded by 30 June 2025	01 July 2024	30 June 2025	MIG 16 800 000.00	MIG 18 789960.00		MIG 19 929 210.00	MIG/Own
TECHNICAL SERVICES	Smart sport centre	Masakona ,Makuleke ,Tshikonelo and Xigamani		Construction of smart sport centre	Construction of smart sport centre by 30 June 2025	Construction of smart sport centre by 30 June 2025	01 July 2024	30 June 2025	R 1 000 000	1 000 000.00		2 000 000.00	Own
TECHNICAL SERVICES	STADIUM	VUWANI	09	Upgrading of Vuwani Sports Centre	To upgrade Vuwani Sports Centre by 30 June 2025	Vuwani Sports Centre upgraded by 30 June 2025	01 July 2024	30 June 2025	R 1 000 000	1 000 000.00		2 000 000.00	Own

TECHNICAL SERVICES	RAODS	VARIOUS VILLAGES		Road Maintenance	% of Municipal Roads Maintained by 30 June 2025	100 % Municipal Roads Maintained by 30 June 2025	01 July 2024	30 June 2025	R 5 000 000	R 10 000 000.00	R 10 000 000.00	Own
TECHNICAL SERVICES	DRAINAGE	MALAMU LELE	21	Construction of a storm water channel at Malamulele B	To Construct Storm water channel at Malamulele B by 2025	Storm water channel at Malamulele B Constructed by 2025	01 July 2024	30 June 2025	R 5 000 000	R 8 000 000.00	0.00	Own
TECHNICAL SERVICES	MASTER PLAN	MALAMU LELE	21	Road and Storm Water Master Plan	To Develop of Road and Storm Water Master Plan by 30 June 2025	Road and Storm Water Master Plan Developed by 30 June 2025	01 July 2024	30 June 2025	R 3 000 000	0.00	0.00	Own
TECHNICAL SERVICES	MAINTENANCE	MALAMU LELE	21	Maintenance and repairs of Machinery and Equipment	% Municipal Machinery and Equipment maintained and repaired by 30 June 2025	100% Municipal Machinery and Equipment maintained and repaired by 30 June 2025	01 July 2024	30 June 2025	R 5 000 000.00	5 000 000.00	5 000 000.00	Own
TECHNICAL SERVICES	ROADS	MALAMU LELE	23	Rehabilitation of street in Malamulele town	Rehabilitation of street 30 June by 2025	Streets rehabilitation by 30 June 2025	01 July 2024	30 June 2025	0.00	8 000 000	10 000 000	Own

TECHNICAL SERVICES	BUILDING	MALAMULELE	21	Construction of Municipal Office Building at Malamulele	To construct Municipal Office Building at Malamulele by 30 June 2025	Municipal Office Building at Malamulele Constructed by 30 June 2025	01 July 2024	30 June 2025	R 35 000 000	0.00	0.00	Own
TECHNICAL SERVICES	BUILDING	CCLM	06	Construction of 21 Market Stalls at Hlanganani	To construct 21 Market stalls at Hlanganani by 30 June 2025	Market stalls at Hlanganani constructed by 30 June 2025	01 July 2024	30 June 2025	0	R 3 000 000	R 5 000 000	Own
TECHNICAL SERVICES	BUILDING	MALAMULELE	21	Maintenance of Municipal Building	% of Municipal Building maintained by 30 June 2025	100% of Municipal Building maintained by 30 June 2025	01 July 2024	30 June 2025	R 3 000 000	10 000 000	10 000 000	Own
TECHNICAL SERVICES	BUILDING	MALAMULELE STADIUM		Extension of pavilion in Malamulele stadium	To develop detailed designs for Extension of pavilion in Malamulele stadium by 30 June 2025	To develop detailed designs for Extension of pavilion in Malamulele stadium by 30 June 2025	01 July 2024	30 June 2025	0.00	0.00	5 632 596.00	MIG/Own
TECHNICAL SERVICES	ROADS	CCLM		PROCUREMENT OF MACHINERY	Procurement of 4x Graders by 30 June 2025	Procurement of 2x Graders by 30 June 2025	01 July 2024	30 June 2025	R8 000 000.00	R 2 000 000.00	0	OWN

KPA 4: LOCAL ECONOMIC DEVELOPMENT
DEVELOPMENT OBJECTIVE: IMPROVED ECONOMIC CONDITIONS OF THE MUNICIPALITY

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 24/25	BUDGET 25/26	BUDGET 26/27	FUNDING SOURCE
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal Wide	All Wards	Cooperatives Support	Supply cooperatives with equipment by 30 June 2025	20 Cooperatives to be supported by 30 June 2025	01 July 2024	30 June 2025	1 000 000.00	1 1 00 000.00	1 200 000.00	Own Funding
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal Wide	All Wards	Investment strategy	Develop investment strategy by 30 June 2025	Approved investment strategy by 30 June 2025	01 July 2024	30 June 2025	0.00	500 000	OPEX	Own Funding
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal wide	All wards	Tourism activation workshop	Conduct Tourism workshop by 30 June 2025	Organize the Tourism workshop by June 2025	01 July 2024	30 June 2025	0.00	0.00	0.00	Own funding
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal wide	All wards	Women in business breakfast with the mayor	Organize the business breakfast by 30 June 2025	Conduct the business breakfast by 2025	01 July 2024	30 June 2025	0.00	0.00	0.00	Own funding

LOCAL ECONOMIC DEVELOPMENT	Integrate local economy	Municipal wide	All wards	Market stalls	Construction of taxi rank Market stalls by 30 June 2025		01 July 2024	30 June 2025	0.00	3 000 000	5 000 000	Own funding
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal wide	All wards	Business Exhibitions	Conduct exhibitions by 30 June 2025	Organize business exhibitions by 30 June 2025	01 July 2024	30 June 2025	0.00	0.00	0.00	Own funding
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal wide	All wards	SMMES empowerment	Training of 30 SMMES by 30 June 2025	Organize training of 30 SMMES by June 2025	01 July 2024	30 June 2025	0.00	0.00	0.00	Own funding
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Ward 21	Ward 21	Designs for the industrial park	Development of the industrial park designs by 30 June 2025	Approved designs by 30 June 2025	01 July 2024	30 June 2025	0,00	0.00	0.00	

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY											
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY											
KPA	STRATEGIC OBJECTIVE	PROGRAME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Insurance and Tracking System	All Municipality Assets to be insured	Sending updated Assets Register to the appointed broker	Sending updated Assets Register to the appointed broker	Sending updated Assets Register to the appointed broker	To facilitate quarterly meetings with the broker	Provision for short term insurance and Tracking system	R 8 500 000	R 9 000 000-00	R 9 550 660-00
	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Graap Assets Register	Compilation of Graap Assets Register.	1. Gradual reduction of scope of work for Assets consultants (2 officers to assist with verification of movable assets)	Monthly updating of Graap Compliance Assets Register	Monthly updating of Graap Compliance Assets Register	1.submission of terms of reference to SCM	Compilation of Graap Compliance Assets Register	R 4 000 000-00	R 5 500 000-00	R 6 000 000-00
	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Office Furniture	Supply, Installation and Delivery	Supply, Installation and Delivery	Supply, Installation and Delivery	Supply, Installation and Delivery	1 Sending needs analysis of Office Furniture to end-user departments	Compilation of terms of	500 000-00	R 1 000 000-00	R 1 500 000-00

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY											
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY											
KPA	STRATEGIC OBJECTIVE	PROGRAME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
	NT AND VIABILITY		of Office Furniture	of Office Furniture	of Office Furniture	Office Furniture		reference			
	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Stores Shelves	To install stores shelves	To install stores shelves	To install stores shelves	To install stores shelves	1 Submission of terms of reference to SCM	Appointment of BSC	R 500 000	R 1 000 000-00	R1 500 000-00

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY											
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY											
KPA	STRATEGIC OBJECTIVE	PROGRA MME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2024/20 25	BUDGET 2025/20 26	BUDGET 2026/20 27
	SOUND FINANCIAL MANAGEME NT AND VIABILITY	Financial Statement s	To prepare financial statements	To prepare financial statements	To prepare financial stateme nts	To prepare financial statement s			R 3 000 00 0	R 3 000 00 0	R 3 000 00 0
	SOUND FINANCIAL MANAGEME NT AND VIABILITY	Municipal Policies	To review municipal policies	To review municipal policies	To review municipa l policies	To review municipal policies			R 3 000 000	R 3 000 000	R 3 000 000
	SOUND FINANCIAL MANAGEME NT AND VIABILITY	Indigent Update	Indigent update	Indigent update	Indigent update	Indigent update			R 3 000 000	R 3 000 000	R 3 000 000
	SOUND FINANCIAL MANAGEME NT AND VIABILITY	Revenue Enhancem ent Strategy	Revenue Enhancement Strategy	Revenue Enhanceme nt Strategy	Revenue Enhance ment Strategy	Revenue Enhancem ent Strategy			R 10 000 000	R 10 000 000	R 10 000 000
	SOUND FINANCIAL MANAGEME NT AND VIABILITY	Credit Control Policy and	Credit Control Policy and	Credit Control Policy and	Credit Control Policy	Credit Control Policy and			R 3 000 000	R 3 000 000	R 3 000 000

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY											
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY											
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
	NT AND VIABILITY	debt collection	debt collection	debt collection	and debt collection	debt collection					
	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Assistance Budget Preparation	Assistance Budget Preparation	Assistance Budget Preparation	Assistance Budget Preparation	Assistance Budget Preparation			R 1 500 000	R 1 000 000	0