



**COLLINS CHABANE**

LOCAL MUNICIPALITY

**FINAL  
INTEGRATED  
DEVELOPMENT  
PLAN  
2026-2031**

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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 Organization
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**

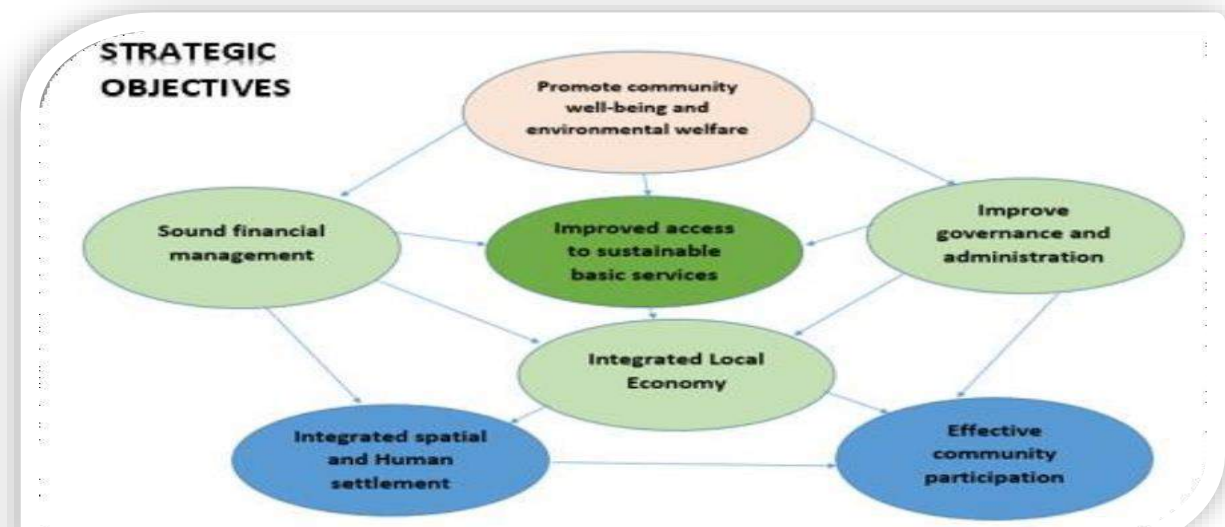
**“A Spatially Integrated & Sustainable Local Economy by 2030”**

**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**



## FOREWORD BY THE MAYOR



Section 34 of the Local Government: Municipal System Act, 2000 (Act 32 of 2000), outlines that a Municipal Council must review and/or amend its Integrated Development Plan (IDP) on a regular annually basis.

The municipality has ample time to assess or reflect on its deliverables, any changes that needs to be affected. It is a document that balances its budget and projects that need to be prioritized. The IDP it is a mirror-reflection of service delivery that should be rendered to the populace of the municipality.

It is in the IDP document wherein the municipality makes sure that it does not miss on its development objectives. These objectives should remain relevant and indeed achievable. It has been given enough review processes which made it a point that resources are channeled accordingly to strengthen the provision of basic services to the populace within the length, breadth and radius of Collins Chabane municipality.

The entire process of reviewing the IDP document was meant to embark on SWOT analysis in order to diagnose the strategic interventions so that planning is done properly in order for smooth implementation of the plan, thereby keeping the current approach intact.

The Collins Chabane municipality's IDP is a trusted yardstick which the municipality uses to keep in check on responding to the strategy of responsive administration. The Mayor, EXCO, PMT, Section 79 Chairpersons, MPAC Chairperson and all Councillors crisscross the radius of the municipality in a massive community consultation which befits a participatory democracy.

The IDP reflects the end-results of these community stakeholders' needs and priorities. As a result of these consultation processes, Integrated Development Plan becomes a coordination of all government structures wherein it reflects what these structures will do to the community of Collins Chabane municipality.

The Integrated Development Plan of the municipality becomes a candid reflection of the Inter-Governmental Relations (IGR) since all government departments' plans are entrenched and enshrined in the document.

This document is a product of all IDP phases which were followed to the latter, of course done according to the Municipal Process Plan. It is conducted in accordance with the consistency of government's new approach of the District Development Model, all relevant Provincial Framework and national plans such as the National Development Plan (NDP).

The IDP processes involve various cardinal steps ranging from: Situation Analysis; Strategy Formulation; Operational Planning; Project Proposal Development, and Project Approval.

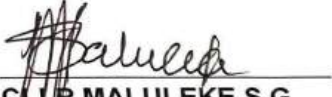
In conclusion, the municipality will not lose sight and drop the ball when it comes into realization of its Vision, "Spatially Integrated and Sustainable Local Economy by 2030". This vision's predetermined destination coincides with the NDP.

I sincerely want to thank the team work between the Political component and Administration component. The team work has assisted greatly in the participation of all stakeholders within the municipality. I heartily thank all the participants in the compiling of the IDP and Budget document for the 20226-27 Financial Year

**NA KHENSA!**

**I THANK YOU!**

**NDIKHO LIVHUWA!**

A handwritten signature in black ink, appearing to read 'G. R. Maluleke', written over a horizontal line.

**G. R. MALULEKE S.G**

**MAYOR**

**COLLINS CHABANE MUNICIPALITY**

## FOREWORD BY MUNICIPAL MANAGER



Let me take this opportunity to introduce the 2026/2027 IDP by unpacking the Collins Chabane Local Municipality's strategic intent. Our vision reads as **"A spatially integrated and sustainable local economy by 2030"**. The vision contains four crucial themes which are **(1) Spatial Integration**: This refers to reducing inequalities in urban and rural planning, ensuring balanced development, and avoiding spatial fragmentation. **(2) Sustainability**: A focus on economic activities that are environmentally friendly, resource-efficient, and socially inclusive. **(3) Local Economic Growth**: Developing the economy within the municipality through investment, job creation, and

entrepreneurship. **(4) Timeframe – 2030**: Aligns with South Africa's National Development Plan (NDP) 2030, suggesting strategic alignment with national goals. The municipality aims to achieve a spatially integrated and sustainable local economy by 2030 through strong governance, effective financial management, and consistent policies for economic sustainability. Good governance ensures transparency, accountability, and aligns revenue collection with developmental priorities. Consistency in policy implementation attracts investors and ensures stable economic growth. A structured roadmap with measurable milestones is essential for tracking progress and maintaining accountability. Clear Key Performance Indicators for infrastructure development, service delivery, and economic growth will be developed.

The Municipality's mission, which defines the goal of our existence, is as follows: **"To ensure 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 our citizens"**. The mission focuses on five key areas: Sustainable Basic Services, Infrastructure Development, Improving Quality of Life, Economic Growth, and Inclusivity. It aims to address socio-economic challenges, reduce poverty, encourage investments, support local businesses, and ensure benefits reach all citizens, preventing exclusion or marginalization. Collins Chabane Municipality faces challenges due to historical spatial inequalities, resulting in fragmented and underdeveloped infrastructure. Essential services like roads, water supply, electricity, and public transport are lacking, creating economic and social disparities. Addressing these inequalities requires significant infrastructure investments, such as improved transportation networks, housing, and utility services. However, these investments must be carefully planned to maximize impact, avoid misallocation of funds, and ensure long-term sustainability. The municipality faces budget due to low revenue collection, high operational costs, and dependency on national grants. To address this, we have implemented better financial planning, alternative funding sources, and increased revenue collection. This IDP aims for rapid economic growth, improving livelihoods and reducing poverty. we have also adopted green development strategies, promoted sustainable urban planning, and adhered to environmental regulations, such as installing solar street lights.

The vision and the mission of the municipality is underpinned by the following well-thought-out strategic objectives:

- **Promote community and environmental welfare**
- **Sound financial management**
- **Improved access and sustainable basic services**
- **Improved good governance and administration**
- **Integrated spatial and human settlement**
- **Integrated local economy**

- ***Effective community participation***

In order to fulfil this vision, purpose, and strategic objectives, Collins Chabane personnel agree to uphold the following principles and norms:


- ***Transparency***
- ***Accountability***
- ***Responsive***
- ***Professional***
- ***Creative***
- ***Integrity***

The budget was developed with consideration for the important service delivery priorities outlined in the Integrated Development Plan (IDP), including the requirement to preserve the Municipality's financial stability. This budget was created at a period when reports of an inadequate collection rate were made. The municipality has undertaken and will continue to implement many projects as we are proud of our 100% expenditure of grant funds to improve the lives of the communities. We are dedicated to ensuring the implementation of the identified projects and programs detailed in this IDP. We take great pleasure in our market stalls and treat hawkers with great respect as we work to create comfortable and user-friendly market stalls that will make their business more effective and convenient. The construction of sports centres and stadiums, from green field to fully fledged, with ongoing maintenance and upgrading, is underway. The implementation of the Spatial Development Framework (SDF) will prevent the growth of informal and unplanned settlements, which will improve the social and economic well-being of our people. A key component of our revenue enhancement strategy is the formalization and proclamation of spatial planning.

Projects were initiated with the goal of creating a long-term spatially integrated and sustainable local economy, and some are still in progress. Despite advances, our communities still face challenges such as inadequate water, electricity, and sanitation infrastructure, as well as ongoing unemployment. It is sufficient to state that the just finished 2025-26 Budget and IDP Review Processes have shown the entire extent of our required involvement in meeting our population's pressing requirements. WhatsApp, Facebook, local radio stations like Phalaphala FM and Munghana Lonene FM, newspaper ads, electronic document provisioning, and community comments remain the primary means of communication. Steering committees, the National Treasury, and CoGHSTA, and Traditional Leaders were all called into meetings on various occasions. It is fairly safe to assume that all IDP and Budget role participants were consulted throughout the planning stage.

We recognize the scope of our jurisdiction as we set out on this journey in the IDP Bus, getting closer and closer to achieving our final destination safely. We will keep working to reach every community. Embracing them in the eventual municipal vision of "A spatially integrated and sustainable local economy by 2030" will enable this. We would like to use this occasion to express our gratitude to the Collins Chabane Local Municipality Council and Administration, IDP Representative Forum, and the general public for their contributions during the IDP compilation process. The completion of this IDP would not have been possible without your contributions.

**Inkomu.... Kxanimamba..... Thanks, You.....Nda**



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

## SECTION A

### 1.1 INTRODUCTION

The Integrated Development Plan (IDP) is a five-year strategic blueprint aimed at enhancing service delivery and community development. Reviewed annually, the IDP is a strategic development plan that guides all facets of municipal development, influencing budgeting and resource allocation. The planning process was steered by an IDP Process Plan authorized by the council. The municipality recognizes the challenges facing communities and this document serves as a roadmap in addressing issues through innovative solutions and strategic planning. The municipality is committed in integrating different development plans and programs that will foster sustainable and equitable development for all residents. This comprehensive IDP is guided by principles of good governance, participation and accountability in ensuring that the needs and aspirations of all communities are considered.

**Constitutional Mandate and Legislative Framework:** 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 adequate housing, healthcare, education, food, water, and social security. Chapter 5 of the Municipal Systems Act of 2000 requires municipalities to engage in developmentally oriented planning to realize the Constitutional objectives of local government.

**The IDP outlines key basic service delivery challenges for fiscal years 2026–2027.** It adopts a multi-year approach, enabling the Municipal Council to apply a multidisciplinary financial method. The development of the IDP review for 2026-2027 integrates national, provincial, and community priorities, informing the Municipality's Medium-Term Revenue and Expenditure Framework (MTREF), a three-year revenue and expenditure estimate. The process strives for vertical and horizontal integration of municipal interventions with National and Provincial planning initiatives, as well as among various government sectors. The Collins Chabane Local Municipality Integrated Development Plan (IDP) serves as the primary strategic planning tool for the Municipality, guiding and informing all planning, budgeting, administration, and decision-making processes.

**Municipal Challenges and Priorities:** The Municipality's long-term and medium-term development strategies prioritize numerous challenges, including:

- High levels of poverty
- Crime and unemployment
- Service delivery backlogs
- Capital funding issues
- Skill shortages
- High levels of illiteracy
- Rural settings
- The HIV/AIDS epidemic
- Lack of access to essential services

**Alignment and Compliance:** The Collins Chabane Local Municipality (CCLM) IDP aligns with the Vhembe District Framework and the Council-approved Process Plan. **The CCLM IDP Process Plan fully complies with Municipal Systems Act 32 of 2000, ensuring robust processes, community engagement, and uninterrupted service delivery.** This document represents the Collins Chabane

## 1.2 LEGISLATION BACKGROUND AND POLICY IMPERATIVES

### 121. 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 organizations in the matters of local government.

### 122 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.

### **123. Municipal Finance Management Act (no. 56 of 2003)**

This act ensures that the IDP and the annual budget are mutually consistent and credible meaning that all the strategic development goals and financial planning that is set out in the IDP are closely aligned, thus it requires the Mayor to ensure that all processes in preparation of the annual budget and reviewing of the IDP are effectively coordinated. Therefore, the municipal finance management act is essential in ensuring that the Municipality is financially accountable and sustainable, it requires financial resources to be allocated in a manner that supports the municipalities strategic goals,

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 considers 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 1.1 below

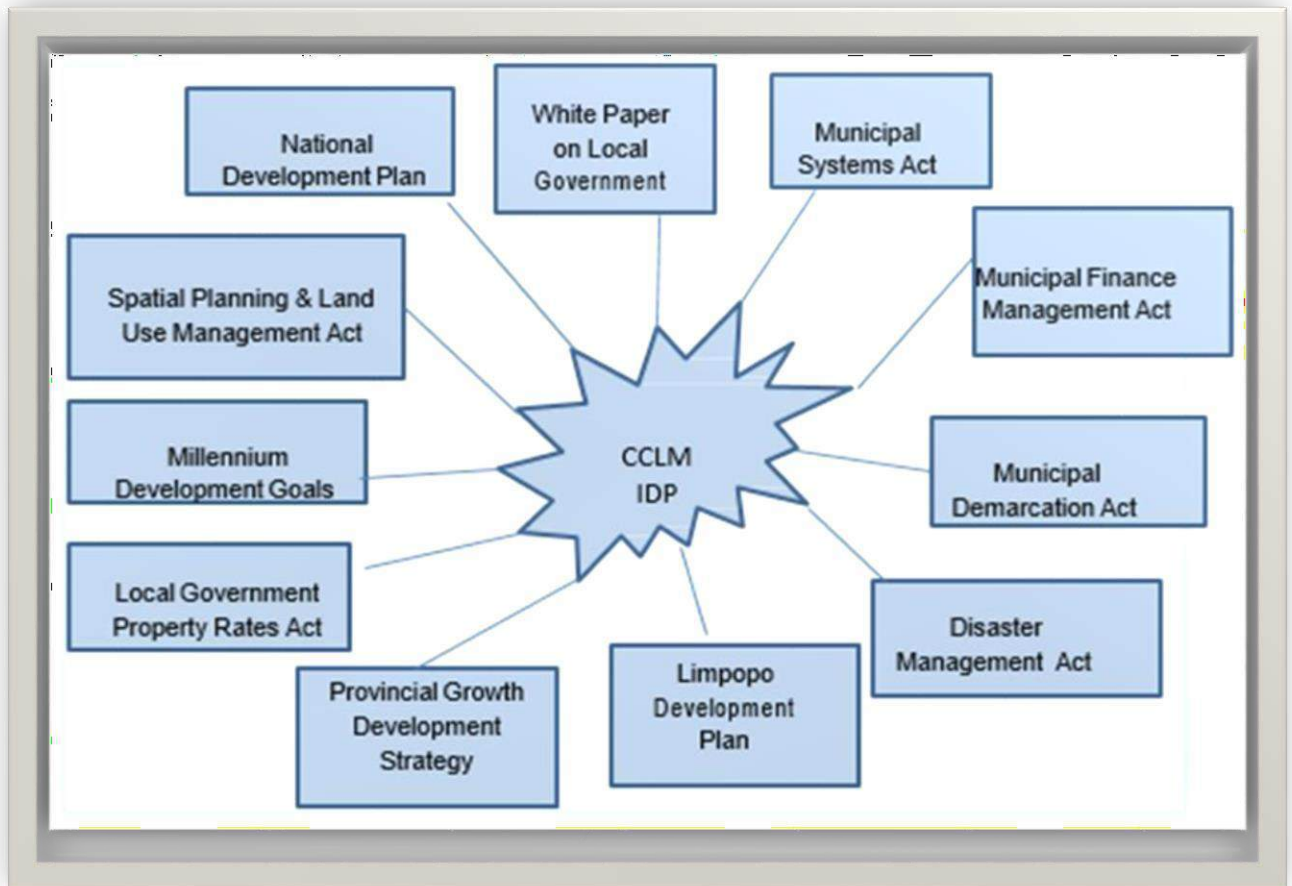
#### **1.2.4 White Paper on Local Government (1988)**

The White paper on Local Government plays an important role in influencing the Integrated Development Planning (IDP) process in South Africa, it directs that IDP'S must be prepared by local councils in order to ensure a sustainable and coordinated approach towards development. The White Paper on Local Government (1998) views that Integrated Development Planning as a way of achieving developmental local government including the emphasis on promoting social development, economic growth and good governance at local level. Some of the key aspects outlined in the White paper include:

- Aligning scarce resources around agreed policy objectives;
- Ensure integration between sectors with local government;
- Enable alignment between provincial and local government and

- Ensure transparent interaction between municipalities and residents, making local government accountable.

**Figure 1.1: IDP Framework**



**Source: COGHSTA**

The figure above indicates the legislative and strategic planning framework supporting the IDP process within the Collins Chabane Local Municipality. It provides a visual representation of how different legislations, national strategies and local plans informs the IDP. The Collins Chabane Local Municipality Integrated Development Plan is situated at the center of the diagram emphasizing the central role in local development, the surrounding key legislations provides the legal framework for the IDP which includes:

- The National Development Plan which is a long term socio-economic plan guiding national development priorities
- The White Paper on Local Government which is a policy document outlining the roles and responsibilities of local government
- The Municipal Systems Act which is a legislation that sets out the framework for municipal planning and development
- The Municipal Finance Management Act which is legislation governing the municipal financial management
- Spatial Planning and Land Use Management Act which is legislation guiding the spatial planning and land use management

- The Millennium Development Goals which are the global development goals that inform development priorities
- The Local Government Property Rates Act which is legislation that governs municipal property rates
- The Municipal Demarcation Act which is legislation that determines municipal boundaries a
- The Disaster Management Act which is legislation that guides disaster preparedness and response and;
- The Limpopo Development Plan and Provincial Growth and Development Strategy highlights the influence of provincial level plans on the municipal IDP.

**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.

### 1.3 LOCATION AND BACKGROUND

The Collins Chabane Local Municipality is a Category B municipality situated within Vhembe District that is in the far North of Limpopo Province. The municipality shares borders with North of Musina, North-East of Thulamela, South of Mopani District and West of Makhado. It was established by the amalgamation of portions of Thulamela and Makhado municipalities.

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 km<sup>2</sup> (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:

<b>Councillors &amp; Traditional Leaders</b>	
Directly Elected	36
Proportional Representative	35
Gazetted Traditional Leaders	14
<b>Total</b>	<b>85</b>

Greater Giyani Municipality is 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 1.2.: MAP OF SOUTH AFRICA INDICATING THE LOCATION OF LIMPOPO PROVINCE

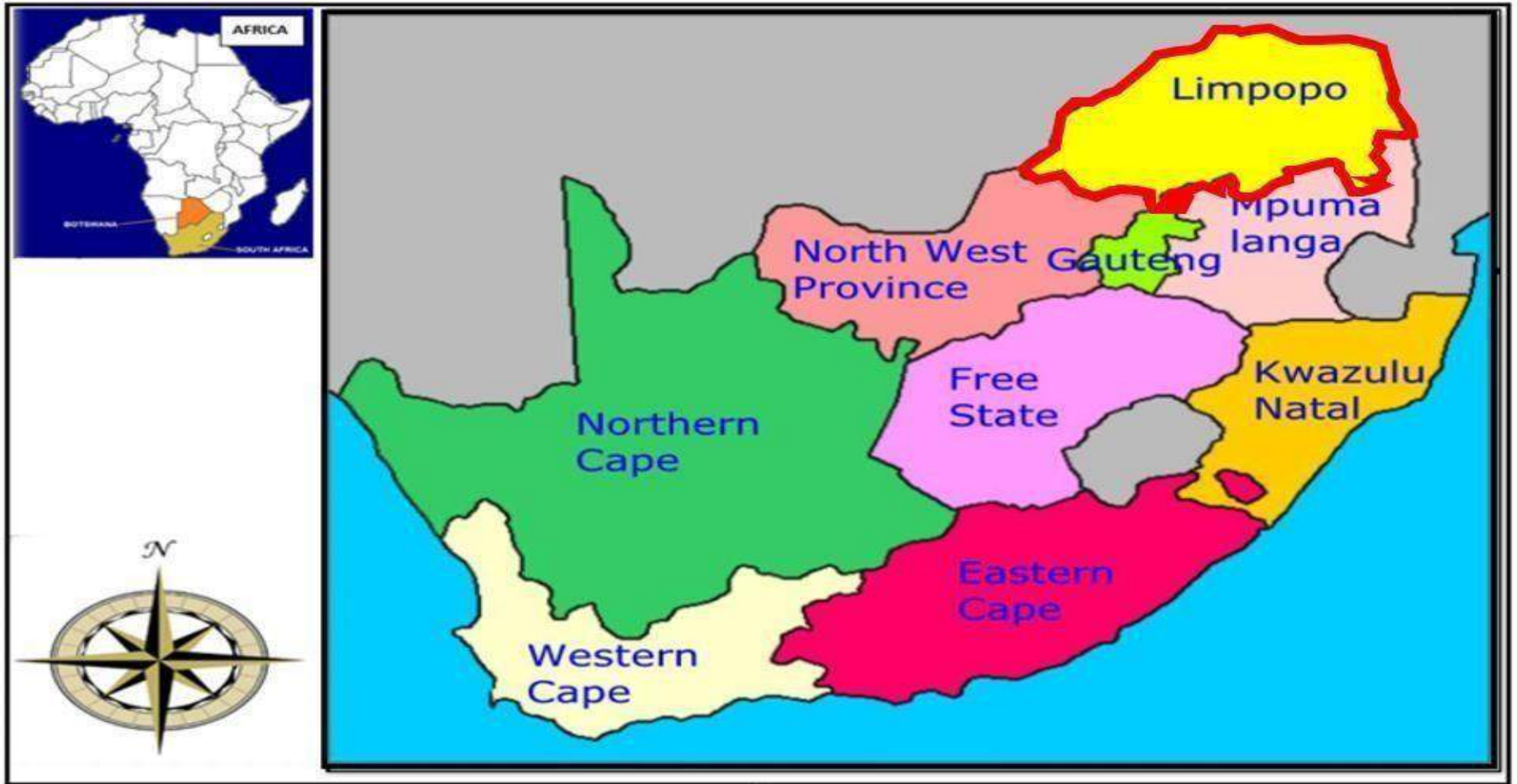


FIGURE 1.3: LOCALITY AND DESCRIPTION OF COLLINS CHABANE LOCAL MUNICIPALITY IN TERMS OF THE PROVINCIAL CONTEXT



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

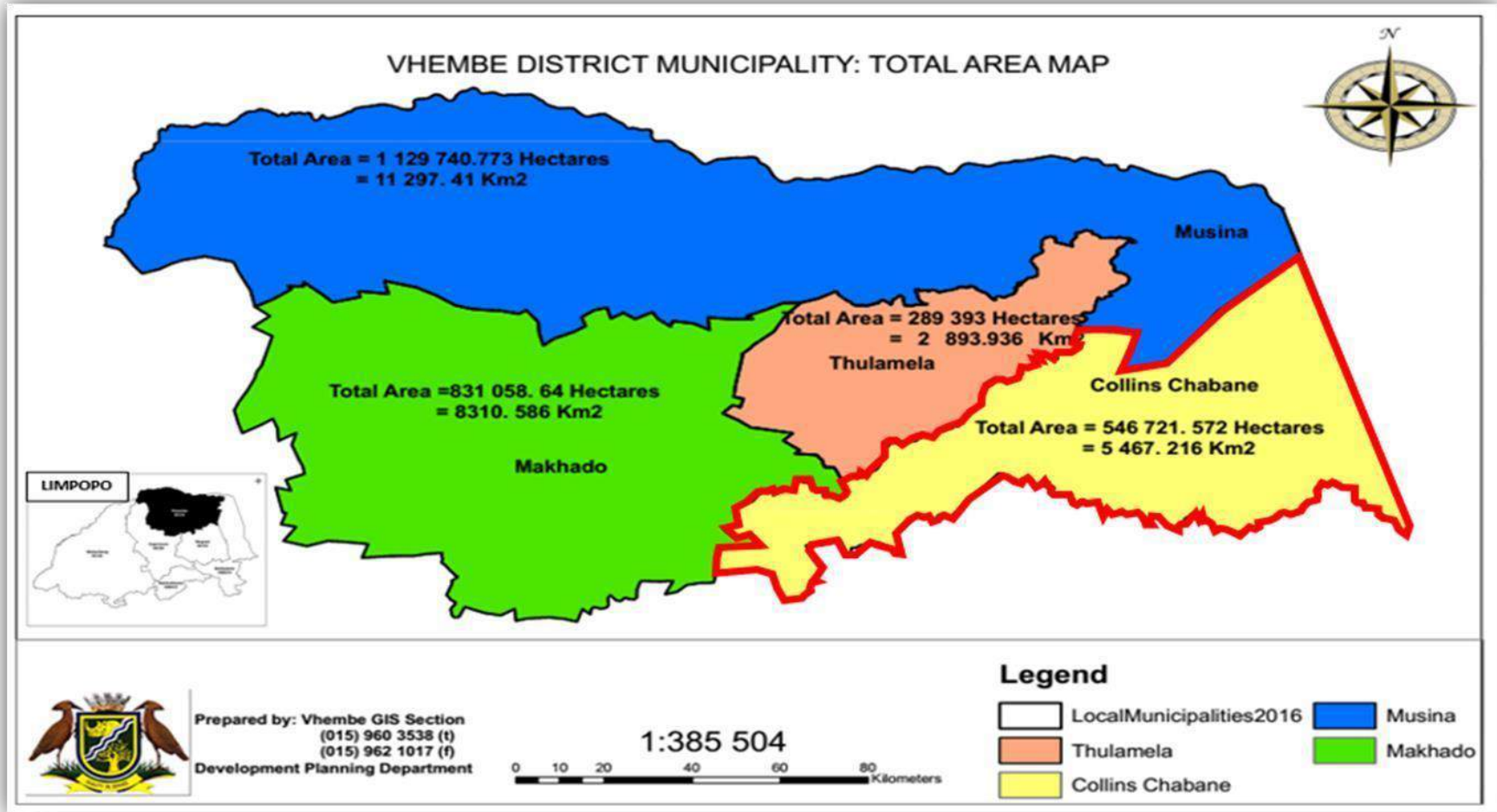
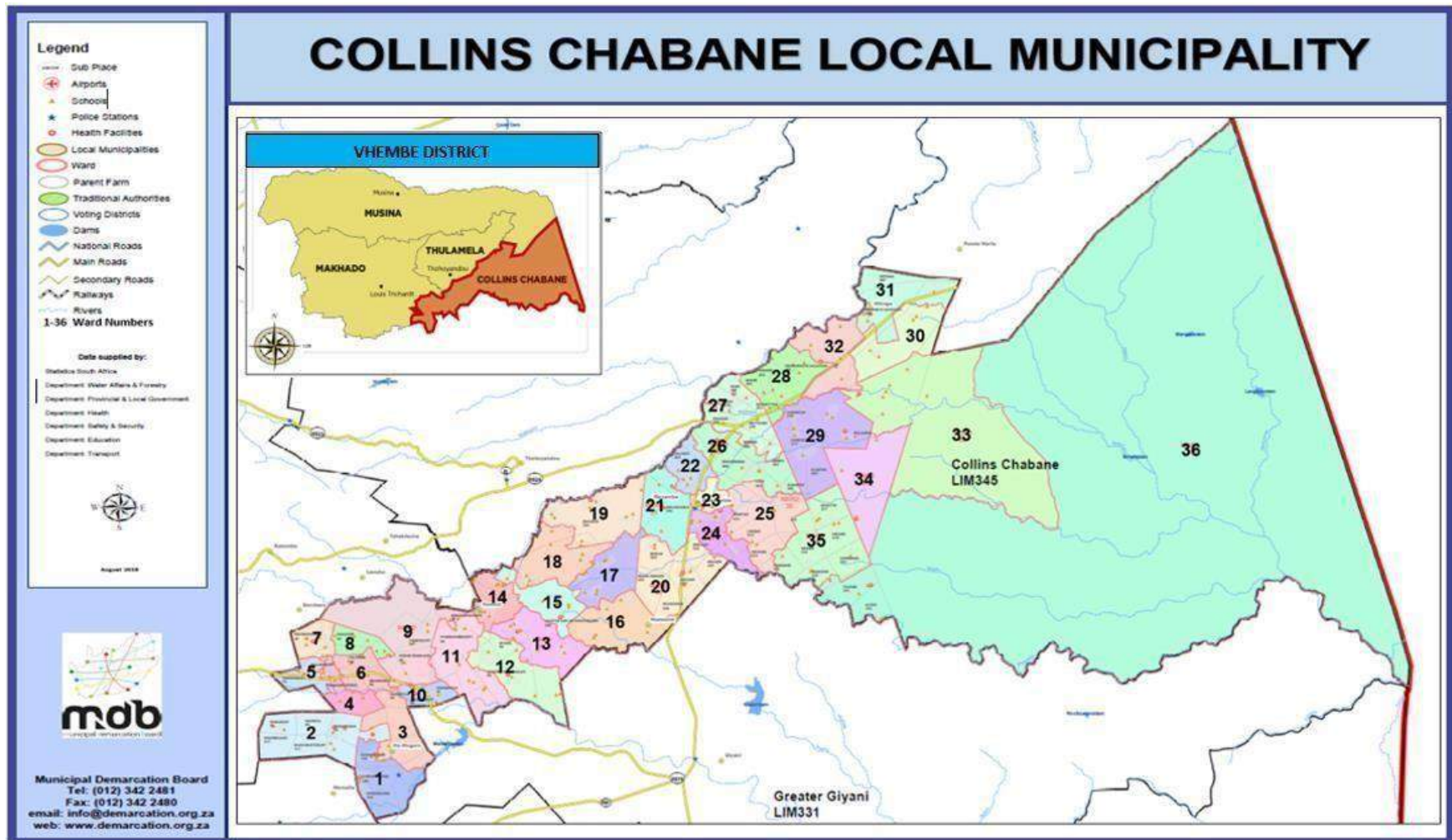


FIGURE 1.5: LOCALITY AND DESCRIPTION OF COLLINS CHABANE LOCAL MUNICIPALITY IN TERMS OF THE LOCAL CONTEXT



## SECTION B

### 1.1. 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: Powers and functions**

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

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

## 1.2 INSTITUTIONAL STRUCTURES TO DRIVE THE IDP

In terms of the Municipal Systems Act, the chairperson of the executive committee or executive mayor or the chairperson of the committee of appointed councillors has the responsibility to manage the drafting of the IDP or to assign this responsibility to the municipal manager. The municipal manager is responsible for the implementation and monitoring of the IDP process. As such 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 have been established as follows:

**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.

## 1.3 IDP PLANNING PROCESS PLAN, ROLE AND PURPOSE

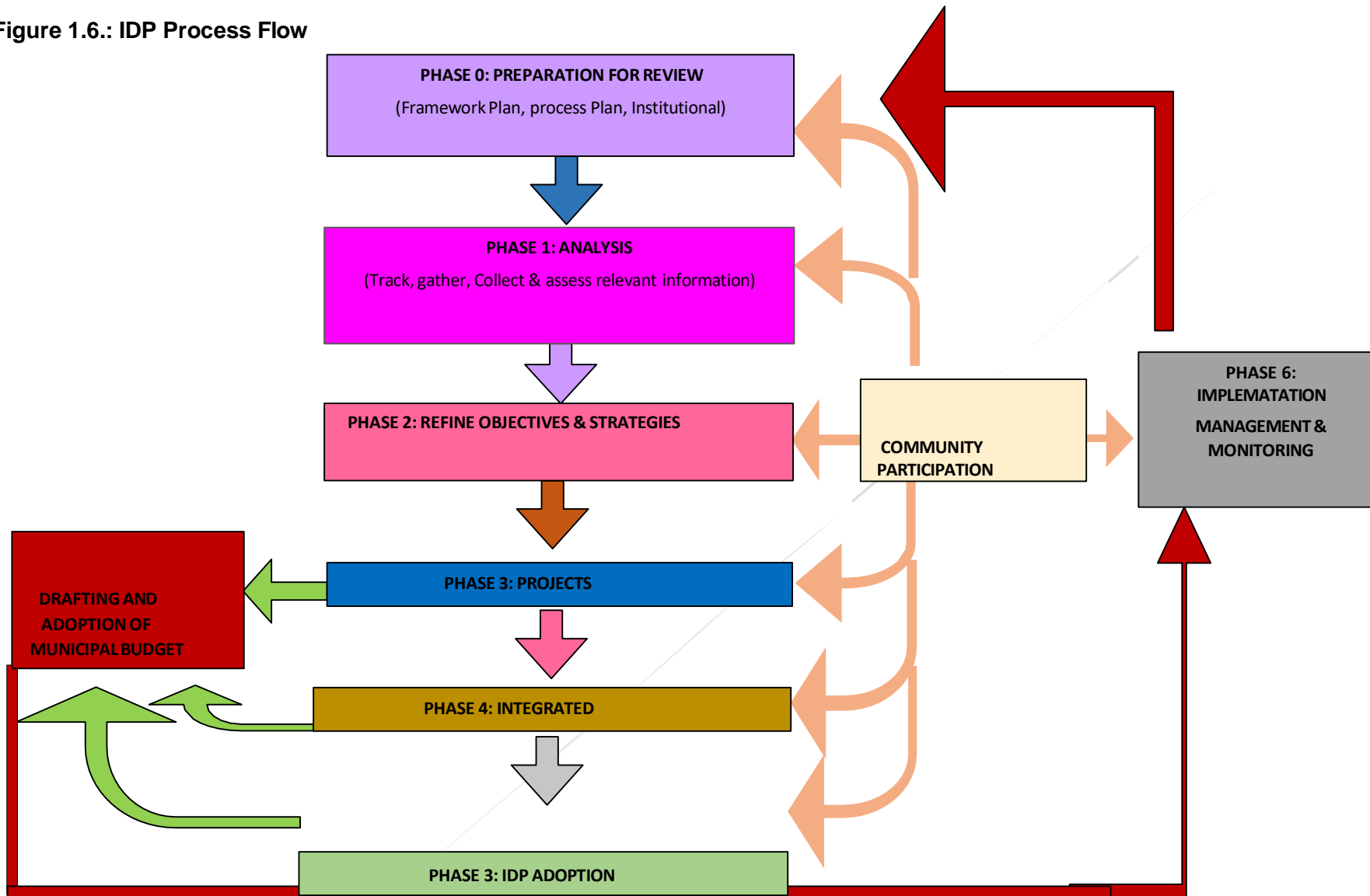
Local development objectives determined through the IDP process serve as the foundation for local governments' budgets, plans, and implementation activities. As a result, the IDP serves as the policy framework for service delivery, infrastructure development, economic growth, social development, environmental 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).

### 1.3.1. IDP District Framework and Process plan

Figure 1.6.: IDP Process Flow



### 1.3.2. 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 2: ROLES AND RESPONSIBILITIES**

ROLE PLAYERS	RESPONSIBILITIES
<b>PROVINCIAL GOVERNMENT</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Co-ordinate municipal integrated development planning, budgeting and implementation processes between Municipalities and between provincial and municipal sector planning, budgeting and implementation processes.</li> <li>• Support municipalities with integrated development planning, sector planning and integration of municipal actions with those of other spheres of government</li> <li>• 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</li> <li>• (municipal and provincial) role players to the achievement of shared developmental objectives</li> </ul>
<b>VHEMBE DISTRICT MUNICIPALITY</b>	<ul style="list-style-type: none"> <li>• Ensure that all local issues within the powers and functions of the Local Municipality are considered during the process of IDP</li> <li>• Ensures horizontal alignment of the IDP's of the local municipalities in the district council area</li> <li>• Ensures vertical alignment between district and local planning;</li> <li>• 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure participation of key role players within the Municipality during the alignment/District-wide strategic planning events</li> </ul>
<b>COLLINS CHABANE COUNCIL AND MAYORAL COMMITTEE</b>	<ul style="list-style-type: none"> <li>• Decide and adopt the process plan and the IDP</li> <li>• Ensure that all relevant stakeholders are involved</li> <li>• Develop cooperative relationships with stakeholders and communities;</li> <li>• Ensure that the development and review process is focused on priority issues raised by the community</li> <li>• Ensure that sector requirements are adhered to</li> <li>• Provide clear and accountable leadership and development direction;</li> <li>• Monitor the performance of municipal officials.</li> <li>• Approve Process Plan, Budget and IDP</li> <li>• Monitor the implementation of the budget and IDP through SDBIP</li> </ul>
<b>EXECUTIVE MAYOR</b>	<ul style="list-style-type: none"> <li>• Responsible for the overall management, co-ordination and monitoring of the whole process of the IDP Process</li> <li>• Chairs the IDP Steering Committee and Representative forum.</li> <li>• Chairs the Budget Steering Committee meetings.</li> </ul>
<b>SPEAKER</b>	<ul style="list-style-type: none"> <li>• Coordination of the community public participation</li> <li>• Mobilize the involvement of all stakeholders in the IDP Process</li> <li>• Coordinate the involvement of Councillors, CDW's, Ward Committee to participate in the IDP Program</li> </ul>
<b>ROLE PLAYERS</b>	<b>RESPONSIBILITIES</b>

<p><b>COUNCILLORS, WARD COMMITTEES &amp; CDW's</b></p>	<ul style="list-style-type: none"> <li>• <b>Councillors:</b></li> <li>• Play a leading role in the IDP process.</li> <li>• Represents their constituency's needs and aspirations.</li> <li>• Mobilize community to participate in the IDP Process</li> <li>• <b>The role of the Ward Committee is to:</b></li> <li>• Identify the critical issues facing its area.</li> <li>• Provide a mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government.</li> <li>• Form a structure links between the IDP Representative Forum and the community of each area; and</li> <li>• Monitor the performance of the planning and implementation process concerning its area.</li> <li>• <b>CDW's role is to:</b></li> <li>• Assist communities with their needs and with the necessary information on what government is doing.</li> <li>• Provide information regarding the government work taking place in communities. They remain accountable to Councillors.</li> <li>• Link the communities with government services and relay community concerns and problems back to government structures.</li> <li>• Improve government-community networks.</li> </ul>
<p><b>AUDIT COMMITTEE</b></p>	<ul style="list-style-type: none"> <li>• 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).</li> <li>• Oversee good governance practices within municipality including control environment and risk management systems.</li> <li>• Oversee workings of Internal and External auditors and evaluate their independence</li> </ul>

	<ul style="list-style-type: none"> <li>• Review as to whether the Five Year Rolling Strategic Audit objectives are aligned to the IDP objectives.</li> </ul>
<b>PERFORMANCE AUDIT COMMITTEE</b>	<ul style="list-style-type: none"> <li>• Review the process followed in drafting the integrated development plan.</li> <li>• Review the implementation of the integrated development plan.</li> <li>• Review the content of the integrated development plan.</li> <li>• Review the municipality's performance in relation to the KPIs and the targets of the municipality.</li> <li>• Assess/Evaluate performance of section 56 employees in relation to IDP KPI's</li> <li>• Report to the Audit Committee and Council on the results of the above-mentioned responsibilities.</li> </ul>
<b>MUNICIPAL MANAGER / IDP MANAGER</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Prepare the process plan.</li> <li>• Ensures that timeframes are being adhered to,</li> <li>• Ensures that the planning process is horizontally and vertically aligned and complies with national and provincial requirements.</li> <li>• Ensures that conditions for participation are being met.</li> <li>• Ensure that the planning outcomes are being documented</li> <li>• Management of consultants</li> </ul>
<b>MUNICIPAL OFFICIALS</b>	<ul style="list-style-type: none"> <li>• Provide technical and expert input into sector plans and IDP.</li> </ul>
<b>ROLE PLAYERS</b>	<ul style="list-style-type: none"> <li>• <b>RESPONSIBILITIES</b></li> </ul>
<b>IDP TASK TEAM</b>	<ul style="list-style-type: none"> <li>• Facilitate the IDP process.</li> <li>• Review analysis, strategies, identify projects and integrate the plans or programmes.</li> </ul>

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

### **1.3.2.1 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.

### **1.3.2.2 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 2025/26 financial year was also presented and adopted at a Rep Forum held in **August 2025**. It was then approved and adopted by Municipal Council on the **August 2025**.

### **1.3.3. IDP PROCESS PLAN**

Collins Chabane Local Municipality developed a Process Plan for the development of the IDP for 2025/26. 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.

### **Colour Coating according to different Departments**

 Integrated Development Planning

 Performance Management

 Budget

 VDM IDP Framework

**ANALYSIS PHASE**

**Table 3: Process Plan**

<b>PROCESS PLAN</b>						
<b>ANALYSIS PHASE</b>	<b>MUNICIPAL STRUCTURE</b>	<b>PLANNING ACTIVITY</b>	<b>TASK</b>	<b>MECHANISM</b>	<b>PARTICIPANTS</b>	<b>TIME SCHEDULE</b>
	District IDP Managers Forum	IDP/Budget Process Plan for 2025/2026 Financial Year	Engagements on IDP/Budget/PMS Plan Process	Meeting	District IDP Managers	25 July 2025
	Senior Management	Signing of Performance agreements	Signing of performance agreements Within 30 days of the beginning of the F/Y/ of appointment	Submissions	Municipal Manager and Senior Managers	31 July 2025
	Steering Committee Meeting	IDP/Budget Process Plan for 2025/2026 Financial Year	Engagements on IDP/Budget/PMS Plan Process	Meeting	Senior Managers and Members of the Steering Committee	12 August 2025

	Portfolio Committee	IDP/Budget Process Plan for 2025/2026 Financial Year	Consideration of Draft IDP/Budget Plan Process	Meeting	Members of Portfolio Committee	12 August 2025
	Rep Forum	IDP/Budget Process Plan for 2025/2026 Financial Year	Consideration of Draft IDP/Budget Plan Process	Meeting	All members of the Rep Forum	15 August 2025
	EXCO	IDP/Budget Process Plan for 2025/2026 Financial Year	Consideration of IDP/Budget Plan Process	Meeting	All members of EXCO	20 August 2025
	Council	Tabling of IDP/Budget/PMS Process Plan to Council	Consideration of IDP/Budget Plan Process	Meeting	All Councillors members	29 August 2025
	PMS	Submission of Annual Performance Report	Submission of the Annual Performance Report to AGSA & Relevant Provincial Departments	Submissions	Senior Manager Corporate services	28 August 2025
<b>PLANNING STAGE</b>						
	Ward Clusters	Ward Cluster Need Analysis meetings	Consideration of Community Needs, Analysis and Priorities	Meeting	All Councillors, Management, relevant Officials, ward committees & General Public	13-16 October 2025

**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	13 November 2025
	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	December 2025
	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	03- 05 December 2025
	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	Mayor, Treasuries & COGHSTA	BTO/Corporate Services Council	05 January 2026
		Annual Report	Tabling of Annual Report by the Mayor	All Council members	Council	06 January 2026
	Steering Committee	Projects list & Budget Estimates	Compilation of the Projects list & Budget Estimates	Meeting	Senior Managers, Managers from Municipal Departments	04 February 2026
	Portfolio Committee	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of Vision,	Meeting	Members of Portfolio Committee	12 February 2026

			Mission, & Strategies			
	EXCO	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of Vision, Mission, & Strategies	Meeting	All members of EXCO	19 February 2026
	Council	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of Vision, Mission, & Strategies	Meeting	All council members	26 February 2026

**PROJECT PHASE**

<b>PROJECT PHASE</b>	<b>MUNICIPAL STRUCTURE</b>	<b>PLANNING ACTIVITY</b>	<b>TASK</b>	<b>MECHANISM</b>	<b>PARTICIPANTS</b>	<b>TIME SCHEDULE</b>
	Council	Mid-year Budget Review / Adjustment Budget	Consideration of the Mid-year budget adjustment and submission to Provincial & National Treasuries	Submission	All Council Members	26 February 2026
	Council	adjustment SDBIP	Consideration of the Mid-Year adjustment SDBIP	Submission	Council	27 February 2026

	BTO & IDP	Capturing of projects	Capturing of IDP projects in the Mscoa Financial System	Mscoa Financial System	BTO and IDP	04 March 2026
	Portfolio Committee	Screening of Projects & Budget Estimates	Consideration of the Projects list & Budget Estimates	Meeting	Members of Portfolio Committee	13 March 2026
	EXCO	Screening of Projects & Budget Estimates	Consideration of the Projects list & Budget Estimates	Meeting	All members of EXCO	23 March 2026
	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	All Council Members	30 March 2026
		Submission of annual report	Submission of the MPAC oversight report of the annual report	Submission	All Council Members	

## **INTEGRATION PHASE**

<b>INTEGRATION PHASE</b>	<b>MUNICIPAL STRUCTURE</b>	<b>PLANNING ACTIVITY</b>	<b>TASK</b>	<b>MECHANISM</b>	<b>PARTICIPANTS</b>	<b>TIME SCHEDULE</b>
	IDP and Budget	Submissions of Draft	Submission of Draft IDP and Draft Budget to National	Submission	BTO, IDP and MEC COGHSTA	01 April 2026

			Treasury and COGHSTA MEC within 10 days of adoption			
	IDP & BTO	Publicising Draft 2026/27 IDP and Budget Review documents	To advertise IDP & Budget documents for public inputs, comments and suggestions (21 Days)	Notice	BTO and IDP	07 April 2026
	Steering Committee	Consolidation / Integration of Projects & Programmes Inputs	Consideration of Integration of Projects & Programmes	Meeting	Senior Managers and members of the steering committee	08 April 2026
	Representative Forum/ Public Participation	Public Consolidation / Integration of Projects & Programmes Inputs	Public Consideration of Integration of Projects & Programmes	Meeting	Mayor and All Municipal Stakeholders	13-16 April 2026

### 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	Meeting	National & Provincial Treasuries, Coghsta, Salga, Senior Managers, Managers	05 May 2026

			& Procurement Plan			
District IDP Managers Forum	Approval phase	Implementation of the process plan and approach to Final IDP	Meeting	IDP Managers and Officials	05-07 May 2026	
Portfolio Committee	Final IDP, Budget, Tariffs, Risk Register, Budget Related Policies	Consideration of Final IDP/Budget	Meeting	All members of Portfolio Committee	15 May 2026	
EXCO	Final IDP, Budget, Tariffs, Risk Register, Budget Related Policies	Consideration of Final IDP/Budget	Meetings	All members of EXCO	20 May 2026	
Council	Final IDP, Budget, Tariffs, Risk Register, Budget Related Policies	Adoption of Final IDP/Budget	Meetings	All Municipal Councillors	28 May 2026	
IDP and Budget	Submissions of mSCOA data strings	Submission of IDP and Budget data strings on the National Treasury Local Government database	Submission	BTO and IDP	02 June 2026	
IDP and Budget	Notice	Public notice of IDP and Budget must be placed in the public media	Publication	IDP and BTO	05 June 2026	

	IDP and Budget	Submissions	Submission of IDP and Budget to National Treasury and COGHSTA MEC within 10 days of adoption	Submission	IDP, BTO and MEC: CoGHSTA	10 June 2026
	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	Senior Manager corporate services and Mayor	30 June 2026

### 1.3.4. Summary of Process Plan Implementation

#### 1.3.4.1. 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 in Chapter 4 of the Municipal Systems Act. 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 4.: Analysis Phase Rep Forum**

DATE	VENUE	WARDS	TIME
13 October 2025	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
14 October 2025	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00
15 October 2025	Vuwani Town Hall	7, 8, 9, 11, 12 & 14	10H00
16 October 2025	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

### 1.3.4.1.1. Community Based Planning (CBP) and Municipal Priorities

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

**Table 5.: CBP**

<b>PRIORITY AREA(S)</b>	<b>NEEDS/ ISSUES</b>	<b>WARD(S)</b>
<b>Water</b>	Insufficient water supply infrastructure Insufficient Bulk water supply infrastructure Water Reticulation Insufficient Reservoirs	All Wards excluding ward 6 and 8
<b>Sanitation</b>	Insufficient sanitation Lack of bulk sewerage infrastructure VIP Toilets	All Wards excluding ward 5,6,8,10,21,23 and 24
<b>Roads / Streets and bridges</b>	Opening of streets Rehabilitation of streets Re-gravelling and grading. Tarring of roads.	All Wards excluding ward 1,5,8 and 24
<b>Human Settlement</b>	Provision of land for housing development Provision of houses Rental stock Houses	All Wards excluding ward 5, 10, 19, 23,24 and 31
<b>Education</b>	Provision of schools. Renovation of schools. Replacement of mud schools.	All Wards excluding ward 1, 5, 8, and 24
<b>Health</b>	Provision of Clinics. Provision of Health Centers. Provision of Mobile Clinics	All Wards 1-36
<b>Energy</b>	Proper installation of electricity Extensions Power Failure High mast lights	All Wards excluding ward 5
<b>PRIORITY AREA(S)</b>	<b>NEEDS/ ISSUES</b>	<b>WARD(S)</b>
<b>Economic Growth and Development</b>	Job creation Construction of business centers Upgrading of land tenure Provision of Market Stalls Farming Market opportunities	All Wards excluding ward 2,5,6,8, 10,17, 19,24 and 35

<b>Transport / Road</b>	<b>Lack of Testing Stations Lack of information canters Lack of Buses Establishment and upgrading of bus and taxi ranks</b>	<b>All wards excluding ward 14</b>
<b>Waste disposal sites</b>	<b>Construction of waste disposal sites. Establishment of Recycling Centers.</b>	<b>All Wards excluding ward 9,24,30, 32 and 35</b>
<b>Spatial Planning and Land Use Management</b>	<b>Formalization of Land Tenure Upgrading. Servicing of sites. Fast racking Land Claims.</b>	<b>All Wards1-36</b>
<b>Sewage</b>	<b>Installation of sewage system</b>	<b>All Wards excluding ward 6,8,9,10,12,13,14,15,16,17,18,19,24,25,26,30,32,22,24 and 35</b>
<b>Community Services</b>	<b>Provision of Sports Facilities. Construction of recreational halls. Construction of Library. Provision of Thusong Centers.</b>	<b>All wards 1-36</b>

#### **1.3.4.2. Strategic Phase**

A strategic planning session was held **26-29 January 2026**. 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.

#### **1.3.4.3. Project Phase**

During the month of **March 2026**, 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 were very critical in providing support to ensure proper implementation and management for effective service delivery. This process assists in coming up with multi-year projects including new ones which form part of the Final 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).

#### **1.3.4.4. Integration Phase**

On the month of **March 2026**, an integration of capital projects was 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.

#### **1.3.4.5. Approval Phase**

The **2026/27 (Draft) IDP** was then tabled before Portfolio Committee on 04<sup>th</sup> March 2026, Executive Committee on 21 March 2026. The Draft IDP will then be tabled to Council monthend **March 2026** for adoption and approval for public participation with Council Resolution Number:

Vhembe District Municipality hosted its Rep Forum **March 2026**. The District Municipality together with sector departments to present projects that will be implemented around Collins Chabane Local Municipality.

IDP Public Participation for presenting the Draft IDP for adoption by the public was held in four (4) clusters within the Municipal Jurisdiction in a Joint District Sitting as follows:

**Table.6.: Approval Phase Public Participation Schedule:**

DATE	VENUE	WARDS	TIME
13 April 2026	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
14 April 2026	Vuwani Town Hall	7, 8, 9, 11, 12 & 14	10H00
15 April 2026	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00
16 April 2026	Njhakanjhaka Town Hall	1, 2, 3, 4, 5, 6 & 10	10H00

All stakeholders will be invited to give inputs on the Draft IDP with comments that will be incorporated into the Final IDP document. The **2026-27 Final IDP** will be Adopted by Council in **May 2026**.

## **SECTION C: ANALYSIS PHASE**

### **1.1. 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. However, as a disclaimer to this chapter, this information is collected from STATS SA and some information dates to Community Survey 2016 due to the fact that some information is not yet updated from the latest Census 2022, however, some of the information has been extracted from South Africa Regional eXplorer v2540, data compiled on 4 Oct 2024 in order to give a more updated demographic profile.

### **1.2 POPULATION PROFILE**

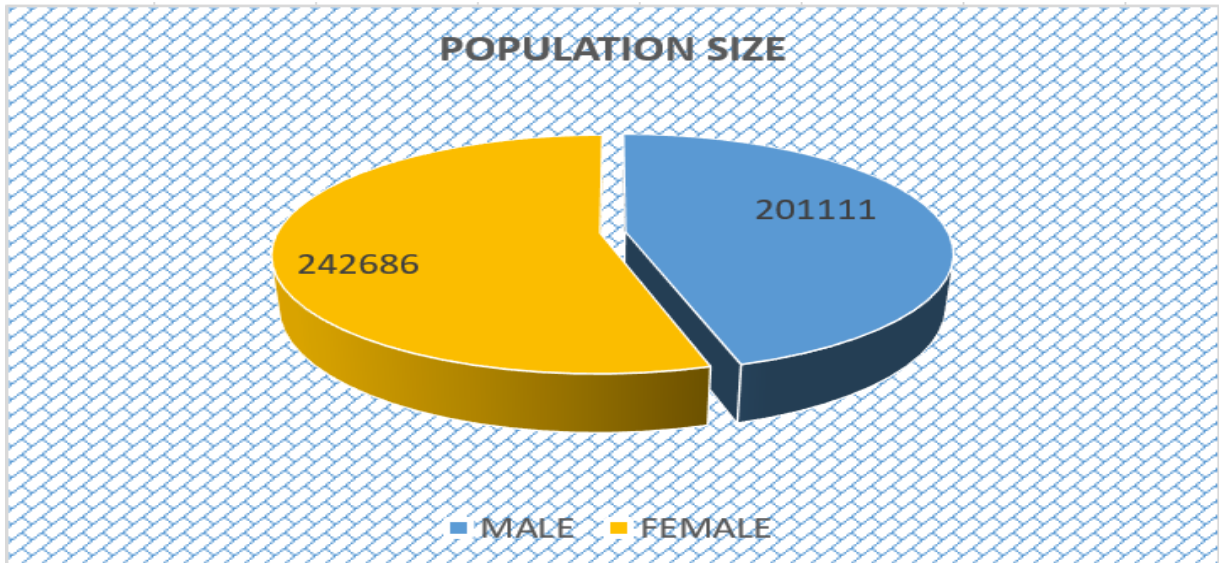
A thorough examination of the demographic traits and patterns within a particular group is referred to as a population profile. Population size, age distribution, gender ratio, population composition, and population groups and migration are only a few of the data included in this document. The table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

Name	2022	2011
Higher education (20+ years)	7,9%	7,0%
Number of households	108 160	83 951
Average household size	4,1	3,9
Formal dwellings	91,0%	79,6%
Flush toilets connected to sewerage	19,0%	7,8%
Weekly refuse disposal service	15,0%	7,1%
Access to piped water in the dwelling	18,8%	9,5%
Electricity for lighting	96,2%	86,3%

### 1.2.1 Population Size

Figure 1.7. 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 1.7.: Population Size**

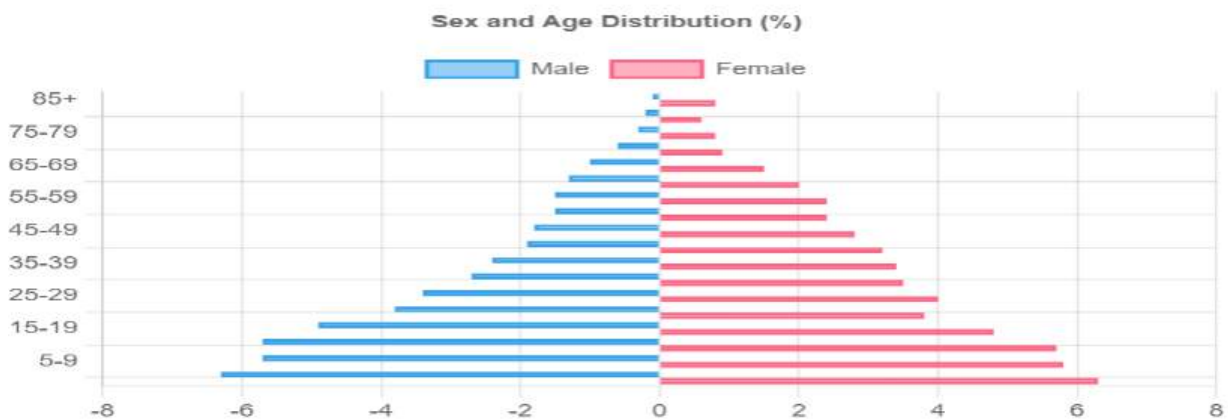


**Source Stats, Census 2022**

### 1.2.2 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 1.8.: Population Pyramid Structure**

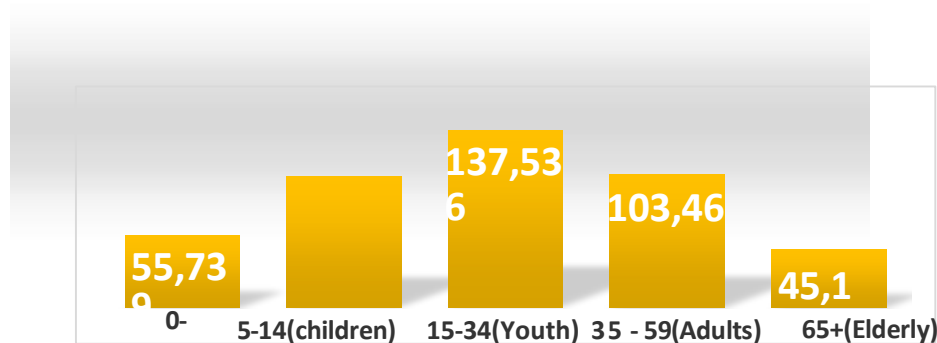


**Source Stats, Census 2022**

### 1.2.3 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 1.9.: 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.

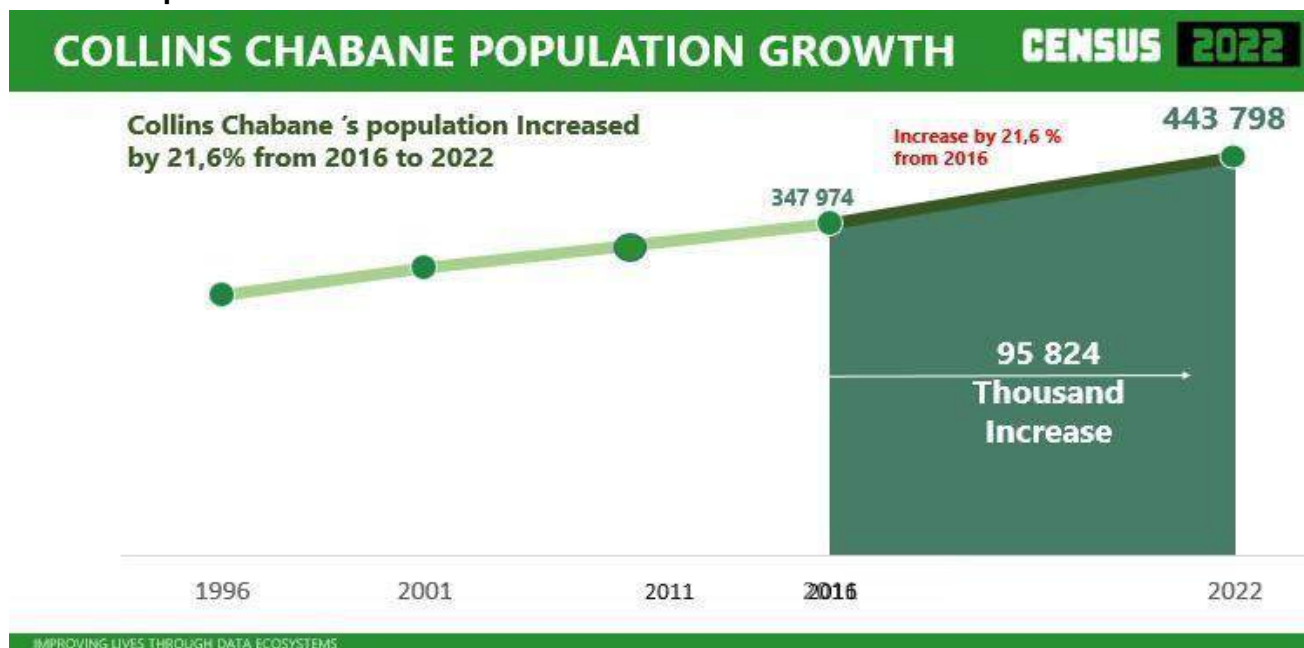
#### This point out the following;

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

### 1.2.4 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 1.10 below shows population growth.

Figure 1.10.: 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.

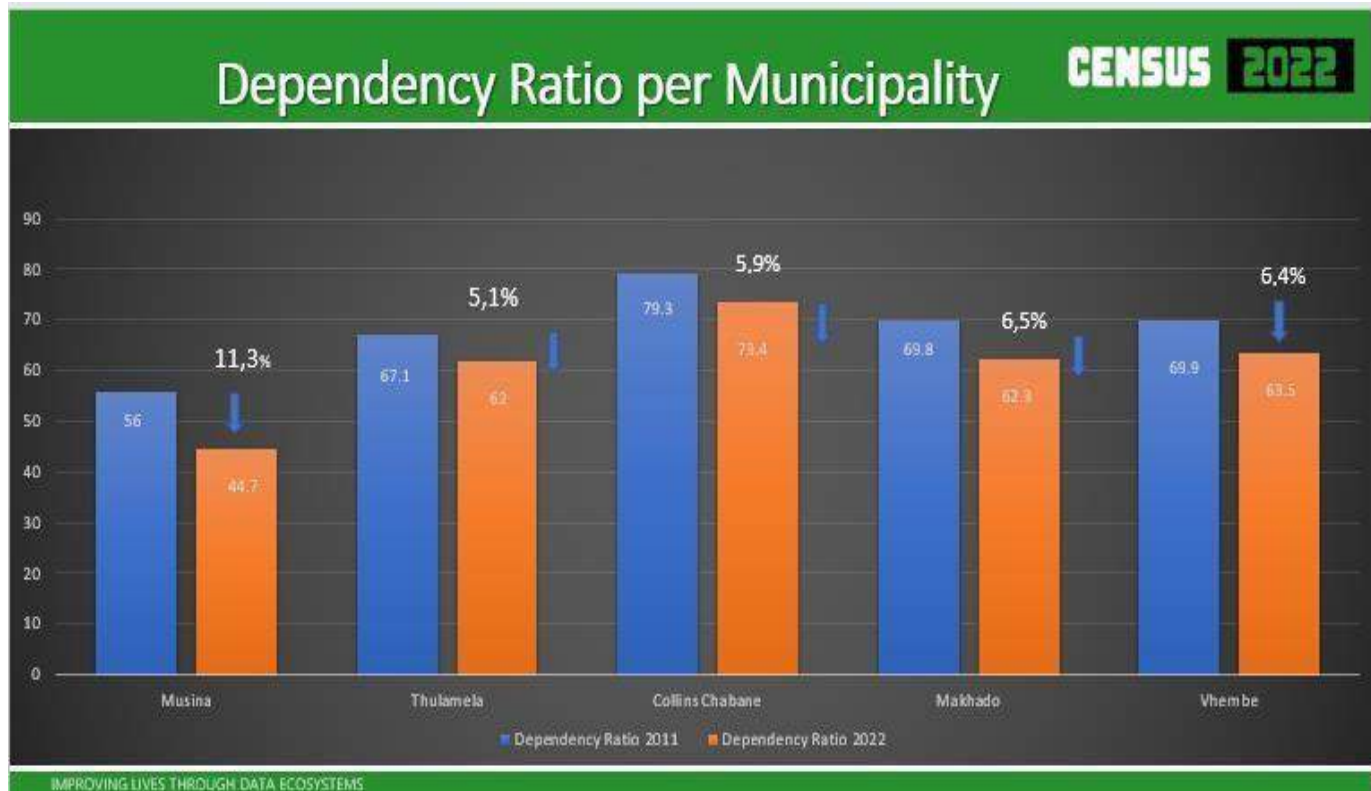
### 1.2.5 Dependency Ratio

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%**. 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 1.11** below:

Figure 1.11.: Dependency Ratio



Source: Census 2022

### 1.3 POPULATION CHANGES

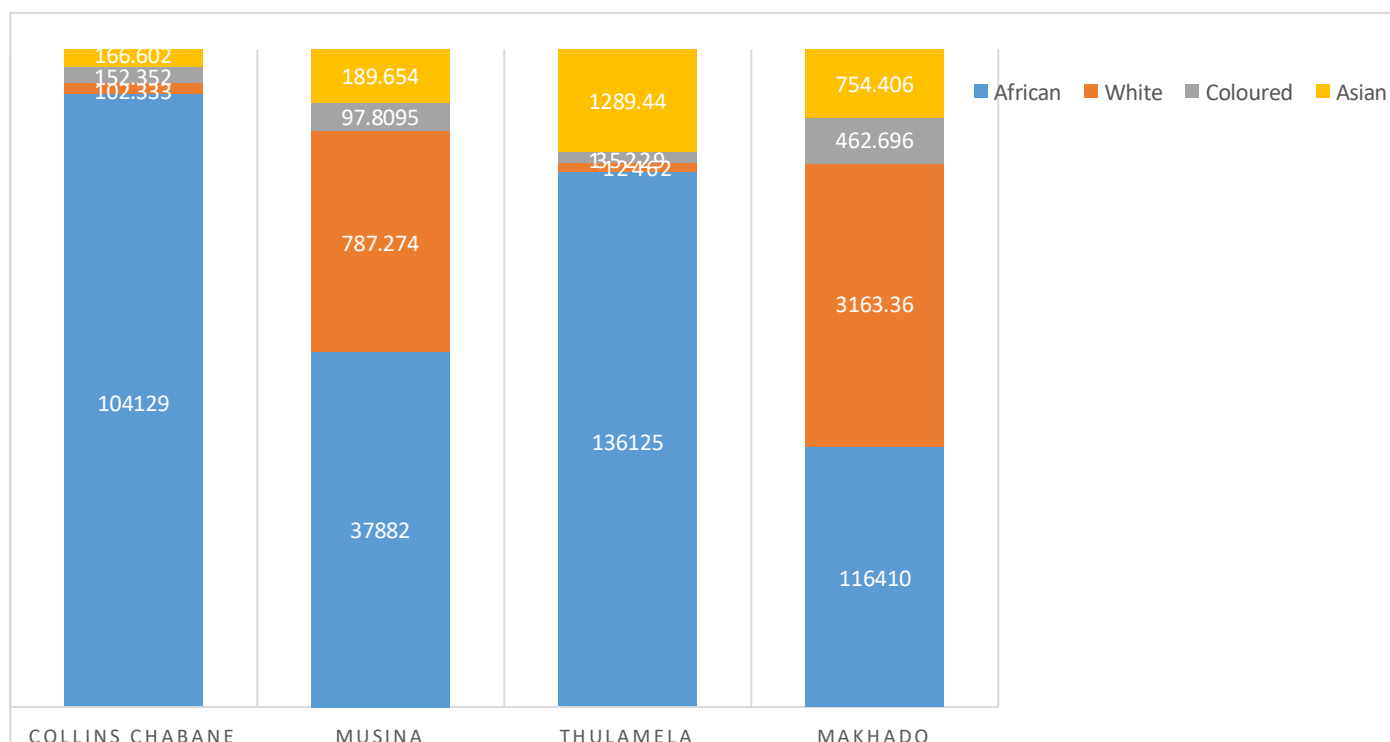
Population changes at CCLM have significant implications for various aspects of community life, including infrastructure development, service provision, and social dynamics. Hence, population projections in small areas have long been an important element in the urban and regional planning processes because 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

#### 1.3.1 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 1.12. shows all figures below;

**Figure 1.12.: Population Groups**



**Source: Census 2022**

### 1.3.2 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 7.: Main reason for moving to the current place by geography hierarchy for Person Weight**

	<b>Musina</b>	<b>Thulamela</b>	<b>Makhado</b>	<b>Collins Chaban E</b>	<b>Vhembe District</b>
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	443 798	1393949

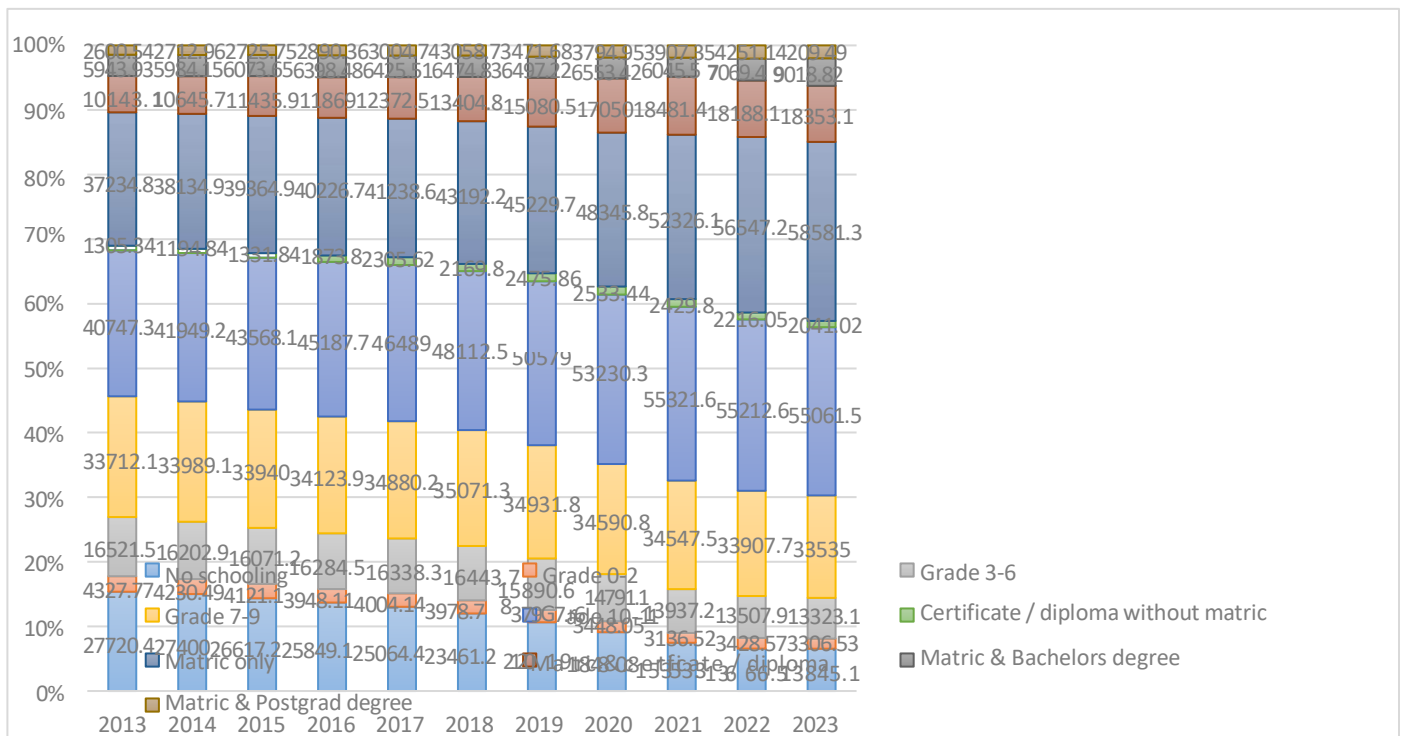
**Source: Stats SA, Community Survey 2022**

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 1.7. 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.

## 1.4 EDUCATION

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required. 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.

### 1.4.1 EDUCATION PROFILE



**CHART 1. Highest level of education: age 15+ - Collins Chabane Local Municipality, 2013-2023 [Percentage]**

**Source: South Africa Regional eXplorer v2540.**

**Data compiled on 4 Oct 2024.**

Within Collins Chabane Local Municipality, the number of people without any schooling decreased from 2013 to 2023 with an average annual rate of -6.71%, while the number of people within the 'matric only' category, increased from 37,200 to 58,600. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 6.11%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 4.26%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

**Highest level of education: age 15+ - Collins Chabane, Vhembe, Limpopo and National Total, 2023 [Numbers]**

	Collins Chabane	Vhembe	Limpopo	National Total	Collins Chabane as % of district municipality	Collins Chabane as % of province	Collins Chabane as % of national
<b>No schooling</b>	13,800	53,000	220,000	1,410,000	26.1%	6.3%	0.98%
<b>Grade 0-2</b>	3,310	12,300	52,700	436,000	26.8%	6.3%	0.76%
<b>Grade 3-6</b>	13,300	51,900	223,000	2,480,000	25.7%	6.0%	0.54%
<b>Grade 7-9</b>	33,500	135,000	547,000	5,810,000	24.8%	6.1%	0.58%
<b>Grade 10-11</b>	55,100	220,000	965,000	9,990,000	25.0%	5.7%	0.55%
<b>Certificate / diploma without matric</b>	2,040	7,270	25,500	142,000	28.1%	8.0%	1.44%
<b>Matric only</b>	58,600	223,000	980,000	14,000,000	26.3%	6.0%	0.42%
<b>Matric certificate / diploma</b>	18,400	67,400	282,000	2,900,000	27.2%	6.5%	0.63%
<b>Matric Bachelors degree</b>	9,020	33,000	115,000	1,930,000	27.3%	7.8%	0.47%
<b>Matric Postgrad degree</b>	4,210	15,400	57,300	1,130,000	27.3%	7.3%	0.37%

Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

The number of people without any schooling in Collins Chabane Local Municipality accounts for 26.10% of the number of people without schooling in the district municipality, 6.29% of the province and 0.98% of the national. In 2023, the number of people in Collins Chabane Local Municipality with a matric only was 58,600 which is a share of 26.26% of the district municipality's total number of people that has obtained a matric. The

number of people with a matric and a Postgrad degree constitutes 27.30% of the district municipality, 7.82% of the province and 0.47% of the national.

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

National 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 8: Public Ordinary Schools – Norms and Standards Backlogs**

<b>PUBLIC ORDINARY SCHOOLS (NORMS AND STANDARDS BACKLOGS) IN VHEMBE DISTRICT (NUMBER)</b>		
<b>Core education infrastructure</b>	<b>Yes</b>	<b>No</b>
Access to sports facilities	Yes	
Access to halls	Yes	
Access to libraries		
Access to laboratories		
Access to electronic connectivity		
Minimum classroom requirement		
<b>Health and safety</b>		

Perimeter fencing	Yes	
Access to electronic connectivity	Yes	
Access to inappropriate sanitation facilities		
Access to appropriate pit toilets (no pit toilets)	Yes	
Access to both appropriate and inappropriate sanitation facilities		
Building build with inappropriate construction materials	Yes	
Access to electricity	Yes	
Access to water	Yes	

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.

Exam Date	District	2024 Wrote	2024 Passed	2024 % Pass	2024 Bachelor	2024% BACH	2024 Diploma	2024% Diploma	2024H-Cert	2024% H-Cert
2024	VHEMBE EAST (MALAMULELE CENTRAL)	1589	1381	86.91%	699	43.99%	431	27.12%	251	15.80%

### 1.4.3. MUNICIPALITY MATRIC EXCELLENCE SERVICE AWARDS

The municipality hosted an award giving ceremony at Malamulele community hall where the Mayor of Collins Chabane Local Municipality, Cllr Shadrack Mululeke awarded 20 bursaries to the 2024 top 20 matric learners under Vhembe East District. The awards included certificates of recognition, trophies, laptops, funding for registration fees and full bursaries. The awarded students comprised of learners with 6 distinctions excluding Life orientation from EPP mHINGA secondary school (4 learners), TIYANI secondary school (1 learner), KHWARA high school (1 learner), VHAFAMADI high school (6 learners), MUDINANE high school (1 learner), JOHN MUTHEIWANA secondary school (1 learner), MUTHURWANA secondary school (1 learner), MARHOLENI high (1 learner), NGHEZIMANI high school (1 learner), SHINGWEDZI high school ( 2 learners), HOLY ROSARY independent combined school (1 learner), The best overall learner under Collins Chabane Local Municipality and number three in the province was Nkateko Rinono Mushwana from Epp mHINGA high school whom obtained seven distinctions.





**Table 9.: 2024 LEARNER ENROLLMENT AND INDEPENDENT SCHOOLS**

Local Municipalities	Independent schools	Learner enrollment
Collins Chabane	7 schools	4333

Source: Department of Education

**Table 10.: Early Childhood Development Centers(ECD)**

Local Municipalities	ECD CENTRES
Collins Chabane	175

➤ **CHALLENGES IN THE ECD CENTERS**

- Some crèches operate at their respective homes and churches

**1.4.3.1. NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)**

➤ **CHALLENGES IN THE NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)**

- Theft of food by food handlers and community members
- Schools do not have appropriate kitchens
- Overload of work on educators responsible for NSNP (Lack of Human Resources)
- Learners are not used to correct portions of food they expect huge portions
- They are no small tanks/proper hand washing station in schools

- Learners in high schools eat outside the class
- There are no First Aid kits and fire extinguishers in the kitchen and storeroom
- Schools do not have COA's

**Table 11.: 2018 NSNP-National School Nutrition Programme**

Local Municipalities	No of schools	No of Learners
Collins Chabane	27	19189

Source: department of Education 2018

**Table 12.: 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

Source: Stats' SA, Community Survey 2016

Table 1.14 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.

#### 1.4.4. 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 13: 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

## 1.5. 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.

### 1.5.1. 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 14: Field of TVET by Geography hierarchy for Person Weight**

Description	LIM345: Collins Chaban e	LIM343: Thulamela	LIM344: Makhado	LIM341: Musina	DC34: Vhembe
<b>Management</b>	713	3064	904	154	4835
<b>Marketing</b>	85	1194	394	128	1800
<b>Information technology and computer science</b>	281	1640	786	310	3017
<b>Finance</b>	177	1435	617	227	2456
<b>Office administration</b>	619	1081	628	303	2631
<b>Electrical infrastructure construction</b>	154	1128	286	223	1790
<b>Civil engineering and building construction</b>	235	1298	443	88	2065
<b>Engineering</b>	546	2767	894	603	4809
<b>Primary agriculture</b>	73	242	106	81	502
<b>Hospitality</b>	230	935	472	101	1738
<b>Tourism</b>	101	367	157	50	675
<b>Safety in society</b>	254	394	331	197	1175
<b>Mechatronics</b>	-	173	29	188	391
<b>Education and development</b>	436	999	1310	72	2817
<b>Other</b>	1186	3635	1375	389	6585

<b>Do not know</b>	31	108	97	-	236
<b>Not applicable</b>	391524	476029	405174	128078	1350974
<b>Unspecified</b>	16 401	747	2725	818	5452
<b>Total</b>	443 798	<b>497237</b>	<b>416728</b>	<b>132009</b>	<b>1393949</b>

**Table 15: Field of higher educational institution by Geography hierarchy**

<b>Description</b>	<b>LIM345 : Collins Chabane</b>	<b>LIM343 : Thulamela</b>	<b>LIM344 : Makhado</b>	<b>LIM341 : Musina</b>	<b>DC34: Vhembe</b>
<b>Agriculture</b>	326	502	396	115	1340
<b>Architecture and the built environment</b>	56	416	164	43	679
<b>Arts (Visual and performing arts)</b>	24	99	44	-	168
<b>Business</b>	2257	2307	1435	443	4839
<b>Communication</b>	212	179	338	57	785
<b>Computer and information sciences</b>	990	455	437	91	1124
<b>Education</b>	3705	6399	4022	654	14781
<b>Engineering</b>	352	685	665	293	1995
<b>Health professions and related clinical sciences</b>	786	2061	1200	76	4123
<b>Family ecology and consumer sciences</b>	50	69	16	-	135
<b>Languages</b>	58	144	110	26	338

<b>Law</b>	221	782	441	204	1649
<b>Life sciences</b>	105	155	154	34	448
<b>Physical sciences</b>	75	170	143	54	442
<b>Mathematics and statistics</b>	79	243	95	19	436
<b>Military sciences</b>	24	52	-	-	76
<b>Philosophy</b>	92	108	100	-	300
<b>Psychology</b>	75	263	47	133	518
<b>Public management and services</b>	409	686	516	188	1578
<b>Social sciences</b>	272	526	333	113	1245
<b>Other</b>	959	1944	1330	233	4467
<b>Do not know</b>	62	95	43	85	284
<b>Not applicable</b>	391524	478149	401976	128327	1346747

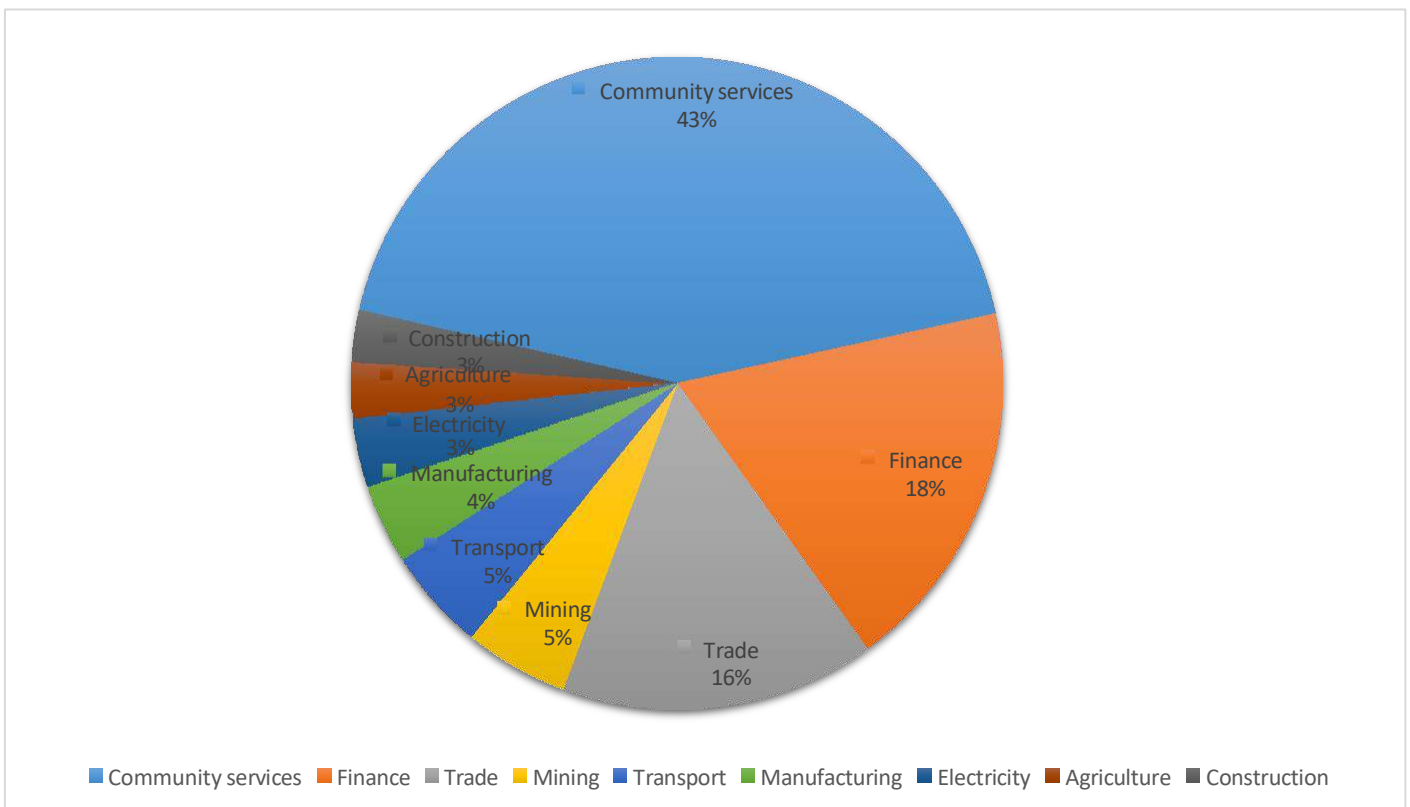
<b>Unspecified</b>	16 401	747	2725	818	5452
<b>Total</b>	443 798	497237	416728	132009	1393949

### 1.5.2. Economic Sectors

The function of LED is to promote the following:

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

**Figure 1.13: Profile of key economic sectors and their contributions to GDP and Labour in the CCLM Area**



Source: South Africa Regional eXplorer v2540.

Data compiled on 4 Oct 2024.

### 1.6. EMPLOYMENT STATISTICS

CCLM employs at least 74 100 people which is 23.45% of the total employment in Vhembe District Municipality (316 000), 5.70% of total employment in Limpopo Province (1.3 million), and 0.44% of the total employment of 16.7 million in South Africa. Employment within Collins Chabane increased annually at an average rate of 4.30% from 2013 to 2023.

## Total employment per broad economic sector

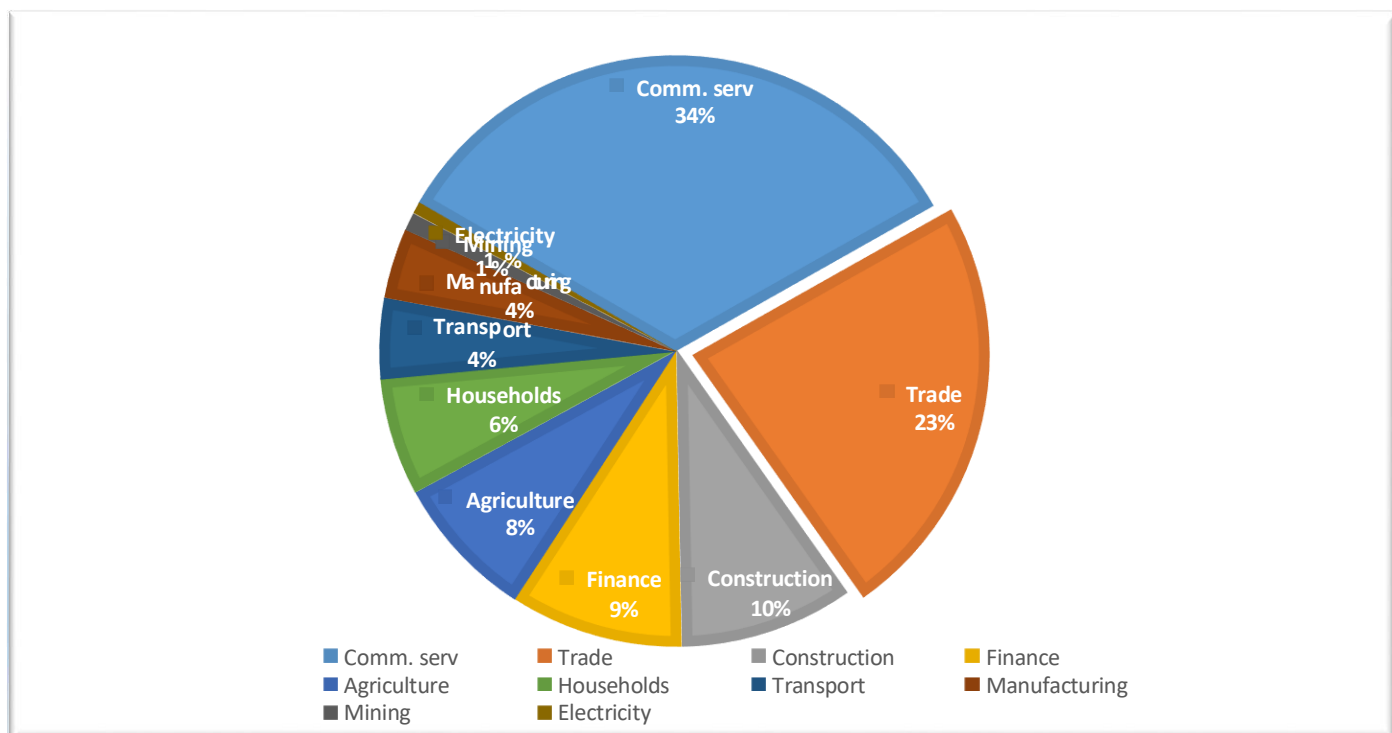
Collins Chabane	
Agriculture	5,850
Mining	731
Manufacturing	2,820
Electricity	484
Construction	7,020
Trade	17,300
Transport	3,220
Finance	7,020
Community services	24,800
Households	4,770
<b>Total</b>	<b>74,100</b>

Source: South Africa Regional eXplorer v2540.

Data compiled on 4 Oct 2024.

The economic sectors that recorded the largest number of employment in 2023 were the community services sector with a total of 24 800 employed people or 33.5% of total employment in the local municipality. The trade sector with a total of 17 300 (23.4%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 484 (0.7%) is the sector that employs the least number of people in Collins Chabane Local Municipality, followed by the mining sector with 731 (1.0%) people employed.

## Total employment per broad economic sector - Collins Chabane Local Municipality, 2023 [percentage]



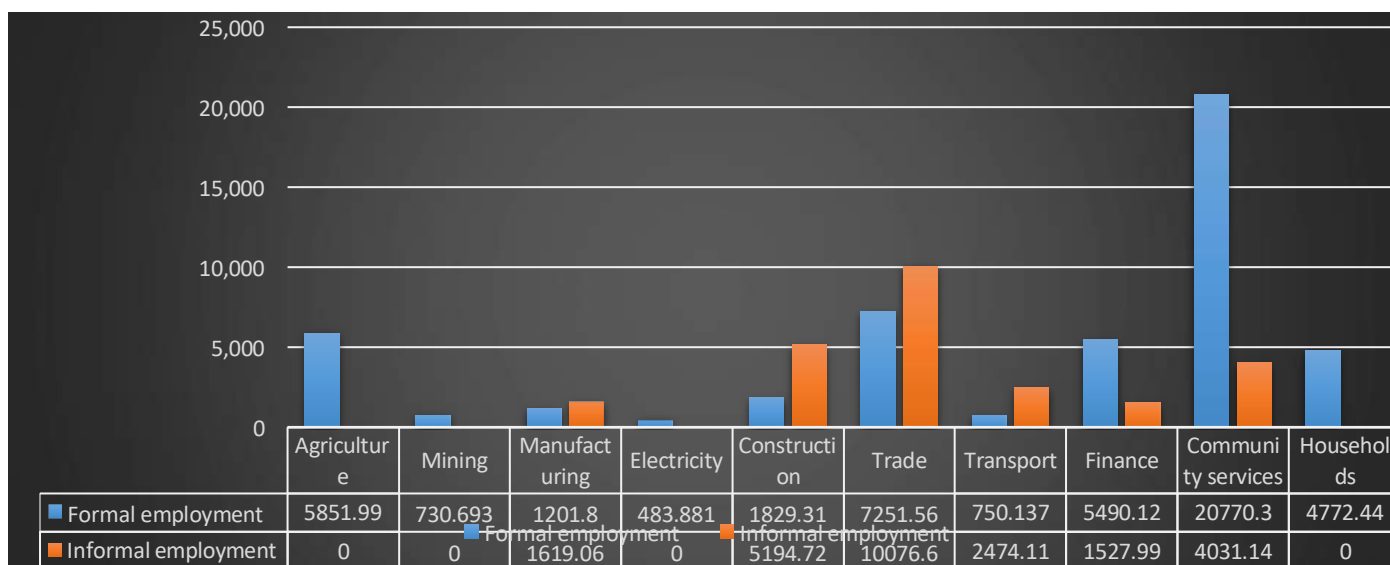
### 1.6.1. Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Collins Chabane Local Municipality counted 49 100 in 2023, which is about 66.34% of total employment, while the number of people employed in the informal sector counted 24 900 or 33.66% of the total employment. Informal employment in Collins Chabane increased from 16 100 in 2013 to an estimated 24 900 in 2023.

#### Formal and informal employment by broad economic sector

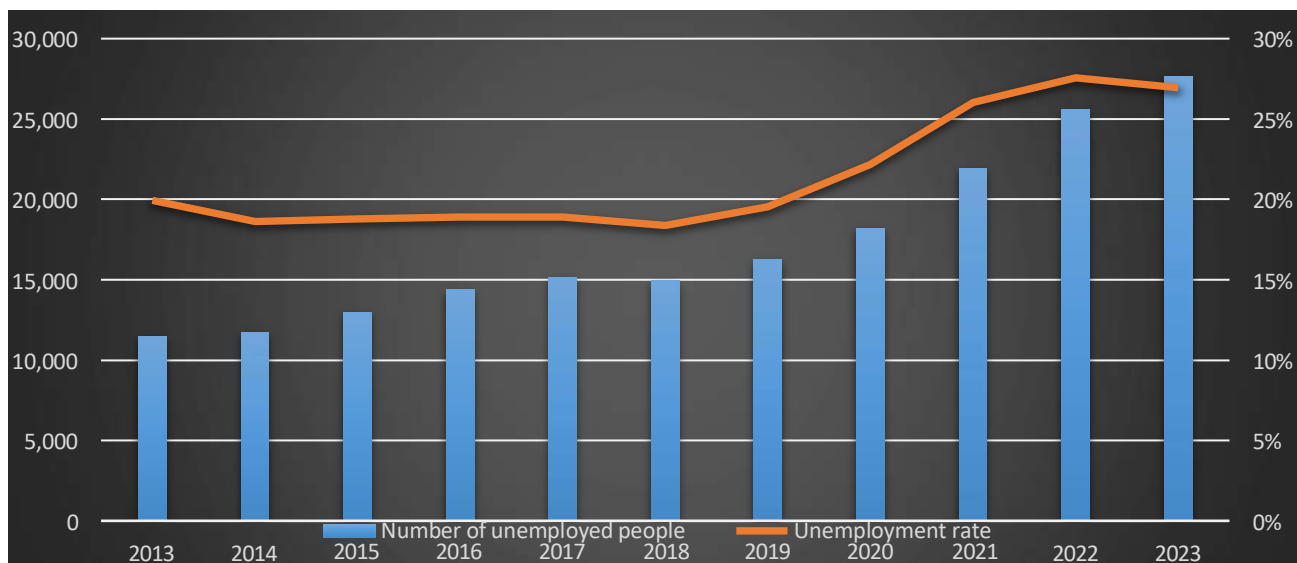


Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

### 1.6.2. UNEMPLOYMENT RATE

In 2023, the unemployment rate in Collins Chabane Local Municipality (based on the official definition of unemployment) was 26.93%, which is an increase of 6.98 percentage points.

## Unemployment and unemployment rate (official definition)



Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

It can be seen that the unemployment rate for Collins Chabane Local Municipality was lower than that of Limpopo which was 31.98%. The unemployment rate for South Africa was 32.71% in 2023, which is an increase of -7.56 percentage points from 25.15% in 2013. This means more jobs need to be created to ensure a stable economic growth even in the future to come.

### 1.6.3. Number of households by income category

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

**Table 16.: Households by income category**

Income	Collins Chabane	Vhemb e	Limpopo	National Total	Collins Chabane as % of district municipality	Collins Chabane as % of province	Collins Chabane as % of national
0-2400	7	28	120	1,200	25.9%	6.1%	0.61%
2400-6000	87	333	1,430	14,500	26.2%	6.1%	0.60%
6000-12000	650	2,470	10,700	104,000	26.3%	6.1%	0.63%
12000-18000	1,620	6,150	26,200	249,000	26.4%	6.2%	0.65%
18000-30000	6,970	26,300	106,000	912,000	26.5%	6.6%	0.76%
30000-42000	9,950	37,900	151,000	1,280,000	26.3%	6.6%	0.78%
42000-54000	10,500	39,900	156,000	1,280,000	26.2%	6.7%	0.82%
54000-72000	14,300	55,000	220,000	1,850,000	26.0%	6.5%	0.77%
72000-96000	13,700	53,100	216,000	1,960,000	25.9%	6.4%	0.70%
96000-132000	11,800	45,800	192,000	1,920,000	25.7%	6.1%	0.61%
132000-192000	11,500	44,800	188,000	1,990,000	25.7%	6.1%	0.58%
192000-360000	11,600	45,400	198,000	2,470,000	25.6%	5.9%	0.47%
360000-600000	5,900	23,200	106,000	1,590,000	25.4%	5.6%	0.37%
600000-1200000	3,530	14,300	70,400	1,380,000	24.7%	5.0%	0.26%
1200000-2400000	1,200	5,130	27,100	646,000	23.3%	4.4%	0.19%
2400000+	113	563	3,870	134,000	20.0%	2.9%	0.08%
<b>Total</b>	<b>103,000</b>	<b>400,000</b>	<b>1,670,000</b>	<b>17,800,000</b>	<b>25.8%</b>	<b>6.2%</b>	<b>0.58%</b>

Source: South Africa Regional eXplorer v2540.

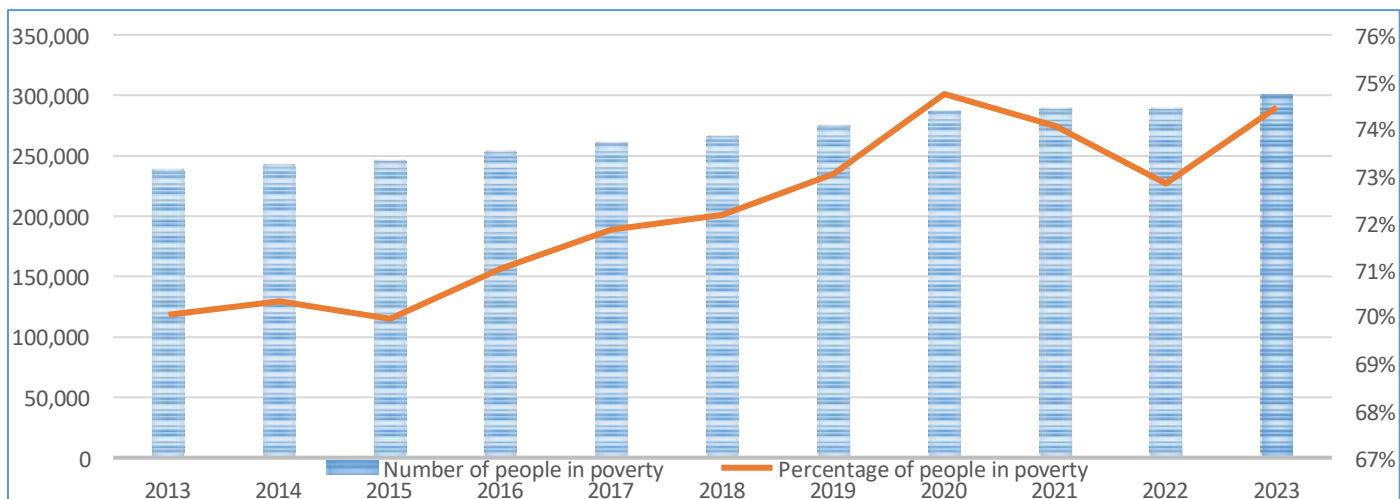
Data compiled on 4 Oct 2024.

It was estimated that in 2023 9.03% of all the households in the Collins Chabane Local Municipality, were living on R30,000 or less per annum. In comparison with 2013's 26.15%, the number is about half. The 54000-72000 income category has the highest number of households with a total number of 14 300, followed by the 72000-96000 income category with 13 800 households. Only 7.3 households fall within the 0-2400 income category.

## 1.7. SITUATION ANALYSIS FOR POVERTY

The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

## Number and percentage of people living in poverty



Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

In 2023, there were 300 000 people living in poverty, using the upper poverty line definition, across Collins Chabane Local Municipality - this is 26.33% higher than the 238 000 in 2013. The percentage of people living in poverty has increased from 70.04% in 2013 to 74.46% in 2023, which indicates a increase of -4.42 percentage points.

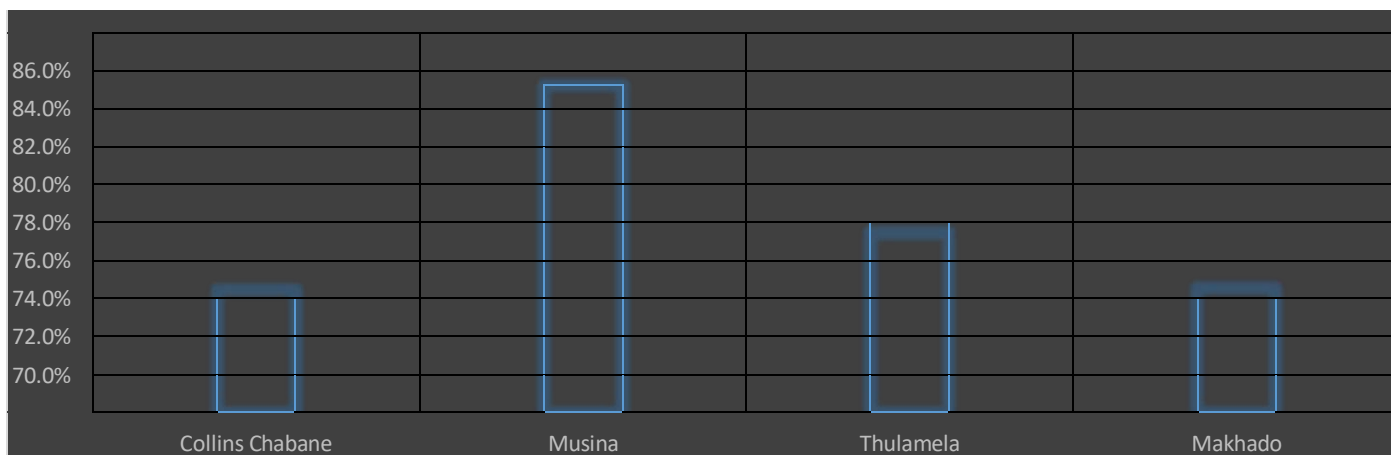
## Percentage of people living in poverty by population group

	African
2013	70.1%
2014	70.3%
2015	70.0%
2016	71.1%
2017	71.9%
2018	72.2%
2019	73.1%
2020	74.8%
2021	74.2%
2022	72.9%
2023	74.6%

Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

In 2023, the population group with the highest percentage of people living in poverty was the African population group with a total of 74.6% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by -4.5 percentage points, as can be seen by the change from 70.07% in 2013 to 74.56% in 2023.

**Figure 1.14: Percentage of people living in poverty**



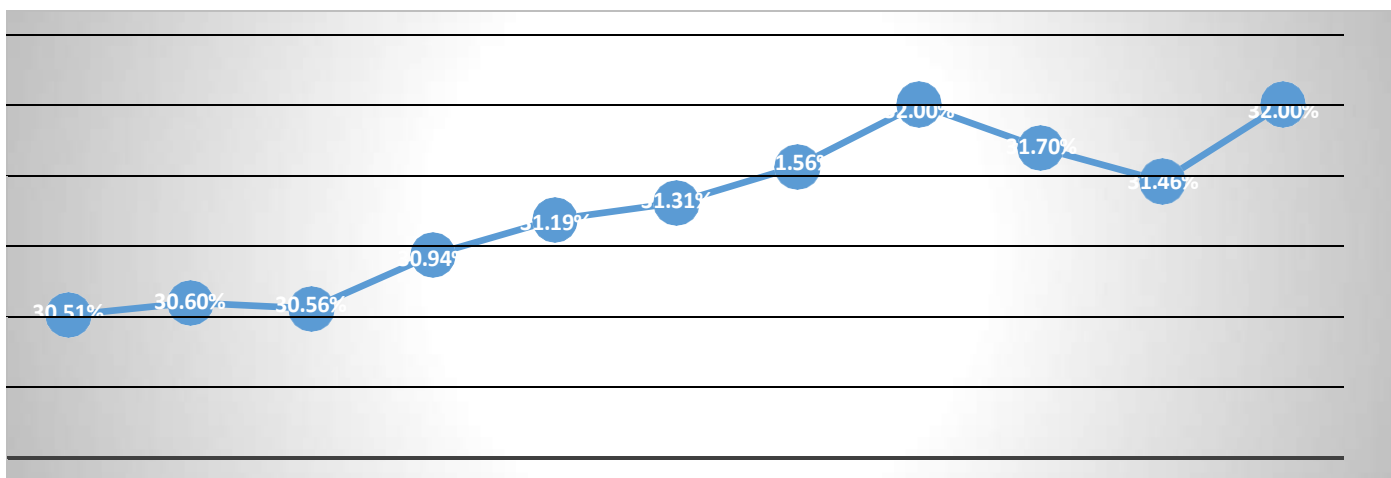
Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

In terms of the percentage of people living in poverty for each of the regions within the Vhembe District Municipality, Musina Local Municipality has the highest percentage of people living in poverty, with a total of 85.2%. The lowest percentage of people living in poverty can be observed in the Collins Chabane Local Municipality with a total of 74.5% living in poverty, using the upper poverty line definition.

### 1.7.1. Poverty gap rate

It is estimated that the poverty gap rate in Collins Chabane Local Municipality amounted to 32.0% in 2023 - the rate needed to bring all poor households up to the poverty line and out of poverty.

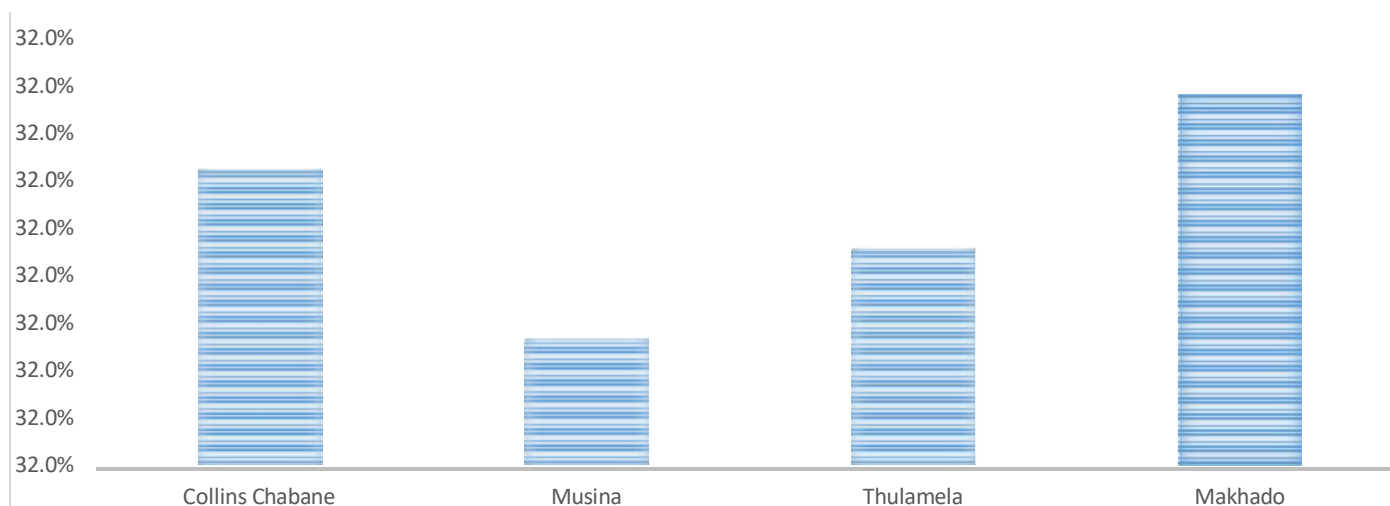
#### Poverty gap rate by population group



Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

In 2023, the poverty gap rate was 32.0% and in 2013 the poverty gap rate was 30.5%, it can be seen that the poverty gap rate increased from 2013 to 2023, which means that there were no improvements in terms of the depth of the poverty within Collins Chabane Local Municipality.

**Figure 1.15 Poverty gap rate - Collins Chabane Local Municipality and the rest of Vhembe, 2023**



Source: South Africa Regional eXplorer v2540.

Data compiled on 4 Oct 2024.

In terms of the poverty gap rate for each of the regions within the Vhembe District Municipality, Makhado Local Municipality had the highest poverty gap rate, with a rand value of 32.0%. The lowest poverty gap rate can be observed in the Musina Local Municipality with a total of 32.0%.

## 1.8. 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.

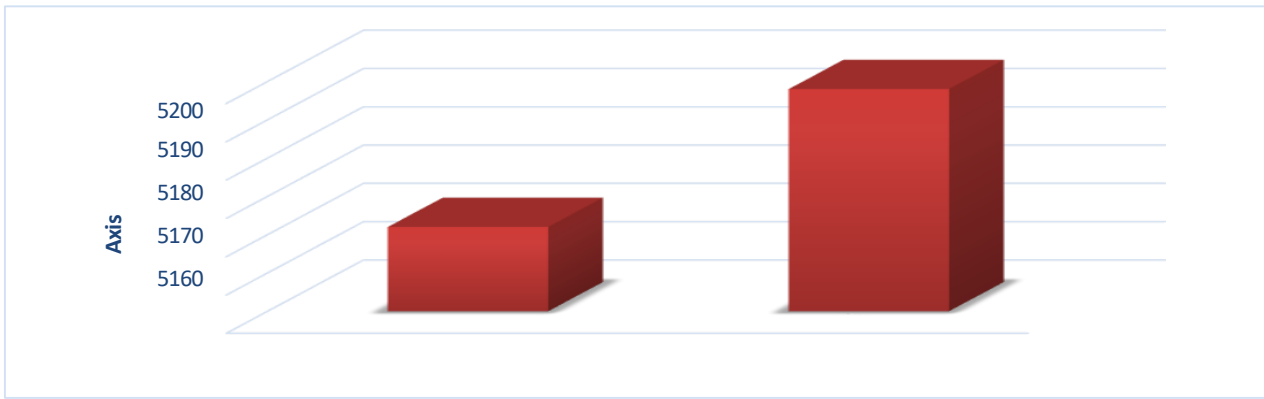
### 1.8.1. Health Services

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 m<sup>2</sup> 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.

#### 1.8.1.1. Health Status

The table below indicates the Total death rate is 12232 of death within the Jurisdiction of the Municipal. According to figure 1.14, there is high mortality in female than male in Collins Chabane Local Municipality.

**Figure 1.16: Number of death by gender**



	Male	Female
Series1	5357	6875

Source: Stats SA, 2022 Community Survey

**Table: 17: Birth and Death by Hospitals**

Table: 24: Birth and Death by Hospitals												
Hospita 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 Trichard t Hospital	1558	846	712	220	110	110	1495	751	744	258	117	141
Malamul ele 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

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

**Table 18: Causes of Death**

Bronchopneumonia
Gastroenteritis
Renal failure
Pulmonary Tuberculosis
Diabetes mellitus Vascular Accidents

*Source: Malamulele Hospital*

### 1.8.1.2. 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.

<b>TABLE 19: DISTRICT HEALTH FACILITIES</b>			
<b>Collins Chabane</b>	<b>Thulamela</b>	<b>Makhado</b>	<b>Musina</b>
<b>Clinics and Health Centers</b>			
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
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.Rammbuda 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. Rumani 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 tshitereke Clinic	36. Makhado CHC	
	37. Vhurivhuri Clinic	37. Beaconsfield clinic	
	38. William Eadie CHC		
	39. Tshikundamalema Clinic.		
	40. Matavhela Clinic		
	41. Lambani clinic		
	42. Tshilidzi Gateway		
<b>Hospitals</b>			
Malamulele	Tshilidzini	Siloam	Musina Hospital
	Hayani	LTT	
	Donald Frazer	Elim	

Table 1.26 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**.

## 1.8.2. 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 20.: 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 identificatio n	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.

#### Number of HIV+ people - Collins Chabane, Vhembe, Limpopo and National Total, 2013-2023

	Collins Chabane	Vhembe	Limpopo	National Total	Collins Chabane as % of district municipality	Collins Chabane as % of province	Collins Chabane as % of national
<b>2013</b>	21,600	88,400	369,000	6,080,000	24.4%	5.8%	0.35%
<b>2014</b>	22,000	89,800	375,000	6,210,000	24.5%	5.9%	0.35%
<b>2015</b>	22,500	91,500	381,000	6,350,000	24.6%	5.9%	0.35%
<b>2016</b>	23,000	93,100	388,000	6,490,000	24.7%	5.9%	0.35%
<b>2017</b>	23,600	95,000	395,000	6,650,000	24.8%	6.0%	0.35%
<b>2018</b>	24,200	96,900	402,000	6,820,000	25.0%	6.0%	0.35%
<b>2019</b>	24,900	98,800	409,000	7,000,000	25.1%	6.1%	0.36%
<b>2020</b>	25,500	101,000	416,000	7,170,000	25.3%	6.1%	0.36%
<b>2021</b>	26,100	102,000	422,000	7,340,000	25.5%	6.2%	0.36%
<b>2022</b>	26,800	104,000	428,000	7,520,000	25.7%	6.3%	0.36%
<b>2023</b>	27,600	106,000	437,000	7,730,000	25.9%	6.3%	0.36%

#### Average Annual growth

<b>2013-2023</b>	<b>2.50%</b>	<b>1.88%</b>	<b>1.70%</b>	<b>2.42%</b>			
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Source: South Africa Regional eXplorer v2540.

Data compiled on 4 Oct 2024.

In 2023, 27 600 people in the Collins Chabane Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.50% since 2013, and in 2023 represented 6.85% of the local municipality's total population. The Vhembe District Municipality had an average annual growth rate of 1.88% from 2013 to 2023 in the number of people infected with HIV, which is lower than that of the Collins Chabane Local Municipality. The number of infections in the Limpopo Province increased from 369,000 in 2013 to 437,000 in 2023. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2013 to 2023 with an average annual growth rate of 2.42%.

#### 1.8.2.1. 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 centrums.

### 1.8.2.2. 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.

### 1.8.3. 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

## 1.9. SOCIAL GRANT POPULATION BY NODAL POINTS

### 1.9.1. : Social Grant

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

**Table 21 Social Grant**

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

Source: Sassa, 2022

### 1.9.2. 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 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.

<b>TABLE 22.: SOCIAL SERVICE FACILITIES</b>						
PROGRAMME	BASELINE/BACKLOG	THULAMEL A	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
DROP IN CENTRE	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
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 2020						

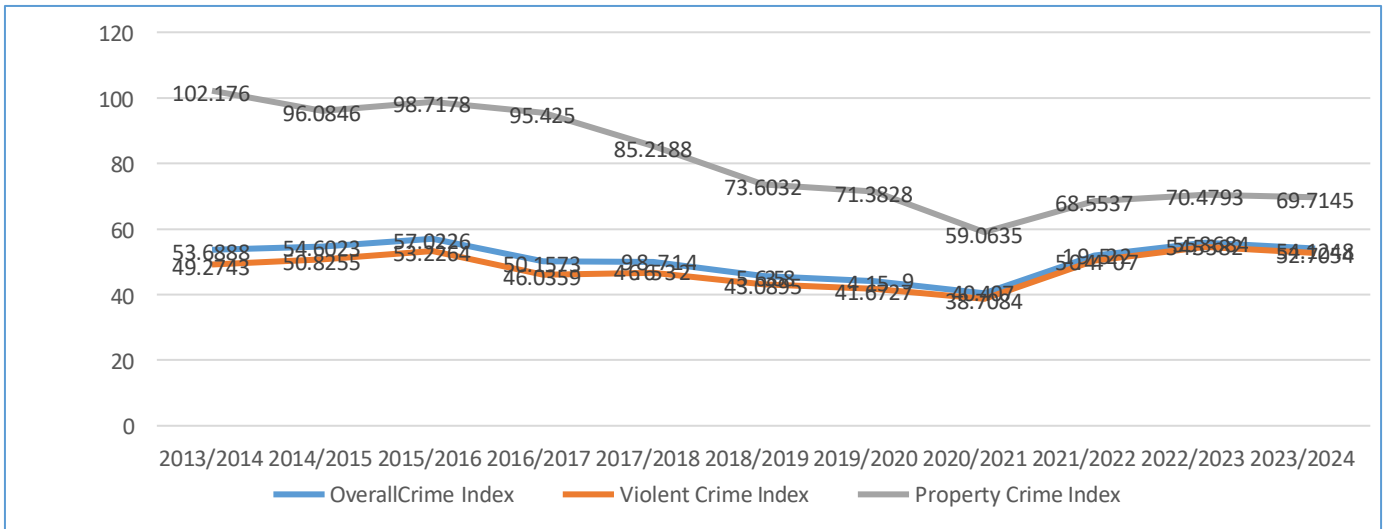
## 1.10. SPORTS, ARTS AND CULTURE

**Table 23. 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

## 1.11. Crime

### Crime index - calender years (weighted avg / 100,000 people) - Collins Chabane Local Municipality, 2013/2014-2023/2024 [Index value]



Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

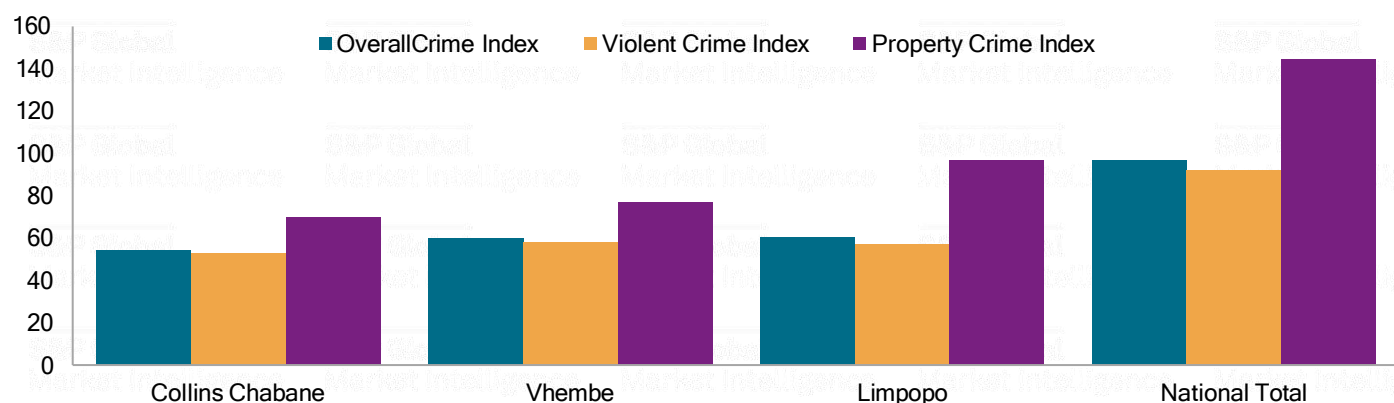
For the period 2013/2014 to 2023/2024 overall crime has increase at an average annual rate of 0.08% within the Collins Chabane Local Municipality. Violent crime increased by 0.68% since 2013/2014, while property crimes decreased by 3.75% between the 2013/2014 and 2023/2024 financial years.

**Overall crime index - Collins Chabane Local Municipality and the rest of Vhembe, 2013/2014-2023/2024 [Index value]**

	<b>Collins Chabane</b>	<b>Musina</b>	<b>Thulamela</b>	<b>Makhado</b>
2013/2014	53.69	95.07	49.31	66.13
2014/2015	54.60	82.53	50.85	66.12
2015/2016	57.02	82.79	53.52	69.73
2016/2017	50.16	77.56	46.89	62.15
2017/2018	49.87	74.47	48.96	56.96
2018/2019	45.64	76.36	44.07	53.01
2019/2020	44.15	69.54	42.26	51.97
2020/2021	40.41	60.25	40.32	47.47
2021/2022	51.95	71.87	50.39	65.14
2022/2023	55.87	81.52	56.85	66.23
2023/2024	54.12	77.05	55.06	65.64
<b>Average Annual growth</b>				
2013/2014-2023/2024	<b>0.08%</b>	<b>-2.08%</b>	<b>1.11%</b>	<b>-0.08%</b>

Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

Collins Chabane Local Municipality has the lowest overall crime rate of 54.1. The region that decreased the most in overall crime since 2013/2014 was Musina Local Municipality with an average annual decrease of 2.1% followed by Makhado Local Municipality with an average annual decrease of 0.1%.



Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime. Theft of motor vehicle/ motorcycle, theft of livestock; poultry and other animals, robbery, house breaking, home robbery and murder.

### 1.1. 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.

### 1.2. 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 24. Dates for Community Based Planning and consultation of ward Committees, CDW, Councilors and communities**

DATE	VENUE	WARDS	TIME
13 April 2026	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
14 April 2026	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00
15 April 2026	Vuwani Town Hall	7, 8, 9, 11, 12 & 14	10H00
16 April 2026	Njhakanjhaka Town Hall	1, 2, 3, 4, 5, 6 & 10	10H00

### 1.3. MUNICIPAL 10 KEY PRIORITY NEEDS

**Table 25: 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 26: COMMUNITY NEEDS**

WARD 01		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>1. Water</b>	Maintenance of boreholes	Tiyani village
	Drilling of extra 6 boreholes, need for water reticulation and household connection	Olifantshoek village
<b>2. Sanitation</b>	Need for 1000 toilets	Tiyani and Olifantshoek villages
<b>3. Education</b>	Need of Technical high school	Olifantshoek village
<b>4. Road and storm water</b>	Tarring of D3164 road	Tiyani village
	Need for storm water drainage at D3164	Tiyani village
	Need for 5 speed humps at D3150 road	Tiyani village
	Need for storm water pipes at D3150 road	Tiyani village
<b>5. Community facilities</b>	Need for a Magisterial court	Tiyani village
	Need for a community hall and libraries	Olifantshoek village

WARD 01		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Housing	Need for 1000 RDP houses	Tiyani and Olifantshoek villages
7. LED	Need for market stalls	Tiyani and Olifantshoek villages
8. Health facility	Upgrading of Tiyani Health centre into a hospital Upgrading of Olifantshoek clinic into a health care	Tiyani village Olifantshoek village
9. Electricity	Need for electrification for 400 households	Tiyani and Olifantshoek villages
10. Sewerage	Upgrading of sewage system	Tiyani village
11. Spatial Planning	Demarcation of residential and business sites	Tiyani and Olifantshoek villages
12. Waste Management	Need for 10 skip bins	Tiyani and Olifantshoek villages

WARD 02		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for 1 borehole and 4 tanks and pipeline maintenance	All villages
2. Sanitation	Need for 100 toilets Need for 30 public toilets which will be collected for disposal Need of 600 toilets Need of 200 toilets	Vhalinewe section (new stands) Vhalinewe section Masakona village Sereni village
3. Education	Transportation for school learners Sports facilities Need for renovation and classrooms at Masakona Primary School	Vhalinewe section Sereni village Masakona village
4. Road and storm water	Maintenance of roads Re-gravelling and grading clearance from Masakona to Tshatshama	All villages Sereni village
5. Community facilities	Clearing of sports ground Building a tribal office Clearing of bushes around clinics and schools	Vhalinewe section Masakona village Sereni village
6. Housing	Need for 50 RDP houses Need for 200 RDP houses Need for 350 RDP houses	Vhalinewe section Sereni village Masakona village
7. Health facility	Need for a mobile clinic	vhalinewe section

WARD 02		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Provision of medication and filling of vacant posts at sereni clinic	Sereni village
<b>8. Electricity</b>	Electrification of 200 new extension houses ISO post connection and 250 new extentions	vhalinewe section and Talifhani (newlook) village Sereni village
<b>9. Waste Management</b>	Need for 4 waste bins Need of a dumping site Need of waste bins and collection of full bins	vhalinewe section Sereni village Masakona village

WARD 03		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>1. Water</b>	Energizing of 11 boreholes and water reticulation  Refurbishment of old pipelines	Shihimu (1), Mdono(05), Nkanyani (03), Mangulwani (01) and PY Baloyi (01) villages  Shihimu, Mdono, Mangove, Mangulwani, Nkanyani and PY Baloyi villages
<b>2. Sanitation</b>	Need for 300 toilets  Need of 600 toilets	Shihimu, Mdono, Mangove, Mangulwani, Nkanyani and PY Baloyi villages  Tiyani village
<b>3. Education</b>	Need for classrooms and buildings at Kulani Primary School Need for refurbishment at Goza Primary School	Mdono village Shihimu village
<b>4. Road and storm water</b>	Tarring of road from D3150 to 578 Tarring of road from D3829 to Mahatlani Re-gravelling of streets  Need for culvert bridge road D3150 Need for a culvert bridge Pavement to royal kraals Need for a ring road	Tiyani and Caledon villages Tiyani and Mahatlani villages Shihimu (N'wamalobye Secondary) and Nkanyani( Tiyani Secondary) Tiyani village Mangove-Mangulwani village Shihimu, Mdono, Nkanyani and PY Baloyi villages Tiyani village
<b>5. Community facilities</b>	Need for a smart sports centre and community library Need for a community hall	Tiyani village Tiyani village

WARD 03		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Housing	Need for 600 RDP houses	Shihimu, Mdono, Mangove, Mangulwani, Nkanyani and PY Baloyi villages
7. LED	Need for market stalls	Tiyani village
8. Health facility	Need for a guard room	Tiyani health centre
9. Electricity	Need for street lights	Tiyani village
10. Sewerage	Maintenance of sewage at Hlanganani police station, Tiyani regional court, Hlanganani south circuit and Tiyani health centre	Tiyani and Hlanganani villages
11. Waste Management	Need for skip bins	Shihimu, Mdono and Nkanyani villages

WARD 04		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply Need for water reticulation Need for 6 boreholes Cleaning of reservoir	Njhakanjhaka and Nwamhandi villages Mahatlani village Njhakanjhaka, Shivambu, Mahatlani and N'wanhandi villages Njhakanjhaka village
2. Sanitation	Need for 600 toilets	All villages
3. Education	Building of 10 class rooms and renovation of 4 class rooms at Nwamhandi Primary School Need for a TVET collage Need for water supply at Njhakanjhaka Primary School Need for 2 boreholes and water tankers at Njhakanjhaka Primary School	Nwamhandi village Nhjakanjaka and Mahatlani villages Njhakanjhaka and Nwamhandi villages Njhakanjhaka village
4. Road and storm water	Tarring of D3937 road from Mahatlani to Tiyani Need for a tar road Need for a ring road paving from Tshirhwengwani cross via Nwamhandi Primary towards the Build It graveyard Re-gravelling of streets Need for 12 small bridges	Mahatlani and Tiyani villages Mahatlani village Nwamhandi and Mahatlani villages Njakanjaka and Mahatlani villages Shivambu and Nwamhandi villages
5. Community facilities	Upgrading of municipal office toilets Paving of community hall Need for traffic offices	Ward 04 Ward 04 Ward 04

WARD 04		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Housing	Need for 500 RDP houses	All villages
7. LED	Revitalization of agricultural projects	All villages
8. Health facility	Construction of a hospital Construction of a health centre Construction of a clinic	Nwamhandi village Njhakanjhaka village Mahatlani village
9. Electricity	Electrification of extension at new stand Need for electricity and street lights	All villages Nwamhandi, Mahatlani and Njhakanjhaka villages
10. Sewerage	Need for a sewage system P.T.O at Njhakanjhaka Mandela	Njhakanjhaka village
11. Spatial Planning	Demarcation for new site complex at Mahatlani TVET collage	Mahatlani, Njhakanjhaka, Nwamhandi and Shivambu villages
12. Waste Management	Need for dumping site	Njhakanjhaka and Mahatlani villages

WARD 05		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	Mabodlongwa, Shitachi Mtsetweni and Shihambanyisi villages
2. Road and storm water	Tarring of D3754 (Bungeni to Chavani road)	Mabodlongwa and Shitachi villages
	Storm water bridges	Mabodlongwa, Shitachi, Mtsetweni and Shihambanyisi villages
	Bungeni Stadium access road	Mabodlongwa village
3. Community facilities	Fencing of graveyard	Shitachi and Mtsetweni villages
4. Health facility	Additional staff nurses and generator	Bungeni health care centre
5. Waste Management	Need for steel bin	Shitachi and Shihambanyisi
6. Education	Need of a primary school	Makhonya village
7. Sanitation	700 VIP toilets	All villages
8. Electricity	Implementation of Shitachi electricity project	Shitachi and Makhonya village

WARD 05		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
9. Sewerage	Need of a sewer plant	Makhonya village
10. Waste Management	4 steel bins	All villages

WARD 06		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Education	Need for class rooms at Radzambo Secondary School	Matsila village
2. Road and storm water	Need for tar road and culvert bridge	Matsila, Nkuzana, Njhakanjhaka and Dehoop villages
	Linking of road from Nkuzana to Hlanganani Township	Hlanganani Township
	Re-gravelling of Dehoop bridge	Dehoop
3. Community facilities	Need for a community hall	Matsila and Nkuzana villages
4. Housing	Need for 75 houses	Matsila, Nkuzana, Njhakanjhaka and Dehoop villages
5. Health facility	Need for a clinic	Nkuzana and Hlanganani villages
6. Electricity	Electrification of 360 stands	Matsila, Nkuzana, Njhakanjhaka and Dehoop villages
7. Sewerage	Maintenance of sewage pipes	Hlanganani Township
8. Waste Management	Need for skip bins	Matsila, Nkuzana, Njhakanjhaka and Dehoop villages

WARD 07		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Completion of water reticulation project that was initiated in 2018	Magweni and Misevhe villages
	Need for water pumps	All villages
2. Sanitation	Need for 10000 toilets	All villages

WARD 07		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
3. Education	Need for classrooms	Matsindevhe Primary School
	Shortage of classrooms	Vhafamadi Secondary School and Maligana Secondary School
	Need for administration blocks	Mphagane, Frank and Lupedze Primary Schools
4. Road and storm water	Need for low level bridge	All villages
	Need for ring roads	All villages
	Blading of internal streets	All villages
5. Community facilities	Need for smart sports centres	Thenga village
	Maintenance of gym	Misevhe A village
	Blading of grounds	All villages
6. Housing	Need for RDP houses	All villages
7. LED	Need for ATM	Usave
8. Health facility	Renovation of clinic	Misevhe A village
9. Electricity	Need for electrification	Mukhoro, Thenga, Magweni and Misevhe villages
10. Spatial Planning	Need for transportation	All villages
11. Waste Management	Need for skip bin	Thenga crossroads
	Need for a transfer station	Magweni village

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads & storm water	Tarring of roads	All villages
	Re-gravelling of roads	All villages
	Grading of new streets and ring roads	All villages
2. Community facilities	Fencing of graveyard, community hall/library and sports ground	All villages

	Construction of Mashau Tribal Offices	Mashau
<b>3. Housing</b>	Need for RDP houses	All villages
<b>4. Health facility</b>	Construction of a clinic	All villages
<b>5. Electricity</b>	Need for electrical connections	All villages
	Need for street lights	All villages
	Post connections needed	All villages
<b>6. Waste Management</b>	Need for skip bins needed	All villages
<b>7. Water</b>	Water reticulation	All village
<b>8. Sanitation</b>	Need of toilets	All villages
<b>9. Education</b>	Admin block at Mathothwe and Mashaa primary schools	

<b>WARD 9</b>		
<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
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	Vyeboom and Vuwani Ext 2
	Upgrading of 4 boreholes	Kurhuleni
2. Sanitation	Need for 600 toilets	All villages
3. Education	Renovation of classrooms at Kurhuleni Primary School	Kurhuleni
	Construction of classrooms at Tshirunzanani, Thomas Ntshavheni and Avhatondwi	Vyeboom
	Administration block at Muhuvhini Primary School	Mission
	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
	Upgrade of D3749 from gravel to tar	Kurhuleni / Mission
	Construction of a ring road	Mission
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
	Need of sports facility	Vuwani and Vuu
	Upgrade of crèche next to clinic	Vyeboom
6. Housing	400 RDP Houses are needed	All villages
7. LED	Revitalization of agricultural projects	Kurhuleni
	Rezoning of business	Mission
8. Health facility	Construction of District hospital at Vuwani	Vuwani
	Construction of health centre	Vyeboom
	Satellite clinic	Mission
9. Electricity	Electrication of extension at new stands	Vuwani, Vyeboom, Kurhuleni and Vuwani
	Need for street lights	Vuwani, Vyeboom, Kurhuleni and Vuwani
	High mast light next to ZANEX, SASSA	Vuwani
	Electricity system Improvement	Vyeboom
	Installation of sewage system at Vuwani town block D and block E	Vuwani Block D and E
10. Sewerage	Renovation of Sewage pond	Vuwani
11. Waste Management	Need for skip bins	Vuwani and Vyeboom

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water reticulation	Majosi and Nwamatatani villages
2. Education	Msengi Secondary School is dilapidated	Nwamatatani village
	Need for a laboratory	Nwamatatani village
	Majosi Primary School is dilapidated	Majosi village
3. Road and storm water	Paving of road to Majosi clinic (1.2 km)	Majosi village
	Need for access road between Majosi Dihembha and Mbawula section	Majosi village
	Need for access road between Msengi Secondary School and Caledon low level bridge is needed	Nwamatatani village
	Need for a road between Nwamatatani and Makhasa	Nwamatatani village
4. Community facilities	Need for a combo court ( sports centre) and community hall	Majosi and Nwamatatani villages
5. Housing	Need for 450 houses	Majosi and nwamatatani villages
6. Health facility	Need for a new clinic	Nwamatatani village
	Upgrading of Majosi clinic	Majosi village
7. LED	Need of Market stalls	Majosi and nwamatatani villages
8. Electricity	Electrification of 350 new stands	Majosi village
	Electrification of 350 new stands	Nwamatatani village
	Need for 100 street lights	Nwamatatani village
	Need for 100 street lights	Majosi village
9. Waste Management	Need for 6 skip bins	Majosi and Nwamatatani villages

**WARD 11**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
<b>1. Water</b>	Reconnection of pipeline from borehole to reservoir	Makhasa village
	Shortage of water supply	Madobi village
	Need for a new borehole	Davhana-Balanganani village
	Need for borehole fencing	Tshirululuni village
	Need for a reservoir and borehole	Nngwekhulu village
<b>2. Sanitation</b>	Need for VIP toilets	Davhana-Balanganani village
	Need for toilets	Nngwekhulu village
<b>3. Education</b>	Refurbishment of schools	Davhana-Balanganani village
	Need for bursaries, renovation of schools and library	Nngwekhulu village
<b>4. Road and storm water</b>	Re-gravelling of streets	Makhasa village
	Paving of ring road	Madobi village
	Paving from T-junction to Zamba Dubi via Davhana stadium	Davhana-Balanganani village
	Need for 4 boreholes and storm water bridges	Tshirululuni village
	Need for roads, bridge, grading of streets and paving of road	Nngwekhulu village
<b>5. Community facilities</b>	Need for a community hall	Makhasa village
	Fencing of graveyard	Madobi and Tshirululuni villages
	Revamping of soccer field	Tshirululuni village
<b>6. Housing</b>	Need for RDP houses	Makhasa, Nngwekhulu and Davhana-Balanganani villages
	Need for 100 RDP houses	Madobi village
	Fencing of graveyard	Makhasa village
<b>7. LED</b>	Need for new opportunities	Nngwekhulu village
<b>8. Health facility</b>	Renovation of Davhana clinic	Makhasa and Davhana-Balanganani villages
	Need for a clinic	Madobi and Nngwekhulu villages

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
9. Electricity	New post connection at new stands	Makhasa village
	Electrification of new stands	Madobi, Nngwekhulu and Davhana-Balanganani villages
	Need for street lights or Apollo lights	Tshirululuni village
10. Sewerage	Need for a sewage system	Madobi village
11. Waste Management	Need for skip bins	Makhasa and Tshirululuni villages
	Need for waste bins	Nngwekhulu village

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for 2 boreholes	Tshimbupfe Mavhulani village
	Electrification of boreholes and provision of tanking	Malonga Makhuvha village
	Shortage of water at Muligidi	Malonga Muligidi village
	Lack of water supply and need for boreholes	Tshimbupfe Thondoni village
	Need for extra boreholes, pipe connection, water tank, plastic metres and electrification of borehole from solar to electric	Tshimbupfe Thondoni village
	Need for 2 Boreholes	Tshimbupfe Mavhulani village
	Need for 3 boreholes	Tshimbupfe Mianzwi village
2. Sanitation	Need for 150 toilets	Tshimbupfe Mavhulani village
	Need for new extraction and sanitation	Tshimbupfe Thondoni village
	Need for VIP toilets	Tshimbupfe Thondoni village
	Need for 100 toilets	Tshimbupfe Mianzwi village
	Need for toilets	Malonga Village
3. Education	Need for 8 classrooms	Tshimbupfe Mavhulani village
	Need for a fence at Matodzi Secondary and grading of school yard	Malonga Makhuvha village
	Need for a library	Malonga Muligidi village; Tshimbupfe Mianzwi
	Refurbishment and need for classrooms	Tshimbupfe Thondoni village

**WARD 12**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
	Extension of classrooms, library and fence	Tshimbupfe Thondoni village
<b>4. Road and storm water</b>	Need for 2 bridges	Tshimbupfe Mavhulani village
	Grading of streets and construction of ring road	Malonga Muligidi village
	Tar road and pavement of streets	Tshimbupfe Thondoni village
	Need for ring road and two small bridges	Tshimbupfe Thondoni village
	Need for small bridges	Tshimbupfe Mianzwi village
<b>5. Community facilities</b>	Need for a community hall and sports ground	Tshimbupfe Mavhulani village
	Need for a pole light	Malonga Makhuvha village
	Need for a community hall and sports facilities	Malonga Muligidi village
	Need for a community hall and library	Tshimbupfe Thondoni village
	Need for a community hall	Tshimbupfe Thondoni village
	Need for a netball ground	Tshimbupfe Mianzwi village
<b>6. Housing</b>	Need for 150 RDP houses	Tshimbupfe Mavhulani village
	Need for RDP houses	Malonga Makhuvha village
	Need for shelters	Malonga Muligidi village
	Need for houses	Tshimbupfe Thondoni village
	Need for RDP houses	Tshimbupfe Thondoni village
	Need for 80 RDP houses	Tshimbupfe Mianzwi village
<b>7. LED</b>	Need for street lights	All villages village
	Funding for small businesses	Tshimbupfe Thondoni village
<b>8. Health facility</b>	Need for 24-hour community health care and ambulance	Tshimbupfe Mavhulani village
	Need for a clinic	Malonga Makhuvha and Tshimbupfe Thondoni villages
	Need for a community clinic	Malonga Muligidi village

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Shortage of stuff and medication at the local clinic	Tshimbupfe Thondoni village
9. Electricity	Electrification of 200 households	Tshimbupfe Mavhulani village
	Need for free electricity for old age people	Malonga Makhuvha village
	Electrification of households	Malonga Muligidi village
	Electricity for 200 units at new extension	Tshimbupfe Thondoni village
	Need for electricity at new stands	Tshimbupfe Thondoni village
	Electrification of 80 households and 6 pole extensions	Tshimbupfe Mianzwi village
10. Spatial Planning	Need for a library and sports ground	Tshimbupfe Mavhulani village
	Need for new site stands	Malonga Muligidi village
	Need for petrol garage and shopping complex	Tshimbupfe Thondoni village
11. Waste Management	Need for 3 waste bins	Tshimbupfe Mavhulani village
	Need for 04 skip bins	Tshimbupfe Mianzwi village
	Need for a dumping bin	Malonga Muligidi village
	Need for dumping site	Malonga Muligidi village

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for boreholes	Mdabula Salani villages
	Need for 2 boreholes and reservoir to ensure sufficient water supply for both old and new section	Mbhalati village
	Need for water supply	Xikwavava (Mapimele) village
2. Sanitation	Need for toilets	Salani, Mudabula sand Mbhalati villages
	Need for toilets for disadvantaged and disabled people	Xikwavava (Mapimele) village
3. Education	Need for Primary school at Bokoro area	Salani village
	Need for a close distance secondary school	Mbhalati village
	Need for WIFI, library and notice board	Xikwavava (Mapimele) village
4. Road and storm water	Need for bridges and internal streets	Salani village
	Need for a ring road	Mbhalati village
	Need for a tar road from Salani to Mphambo	Mudabula Machele village

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for access road	Xikwavava (Mapimele) village
<b>5. Community facilities</b>	Need for a library and a sports complex Need for a library Need for playing ground for youth and elders Need for youth development centre	Mbhalati village Mdabula machele village Xikwavava (Mapimele) village Xikwavava (Mapimele) village
<b>6. Housing</b>	Need for RDP houses Need for adequate housing	Mbhalati and Xikwavava (Mapimele) village Mudabula and Machele village
<b>7. LED</b>	Need for street vendors market for business owners, such as Spaza owners and street vendors	Mbhalati village
<b>8. Health facility</b>	Need for a close distance clinic Need for a mobile clinic	Mbhalati village Mudabula Machele village
<b>9. Electricity</b>	Electrification of new stands Need for free basic electricity	Salani village Mudabula Machele village
<b>10. Waste Management</b>	Need for dust bins Need for dustbins or large waste containers Need for a waste dumping zone Need for waste dumping or collection	Salani village Mbhalati village Mudabula Machele village Xikwavava ( Mapimele) village

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>1. Water</b>	Completion of Manavhela water reticulation and shortage of water at Tshilaphala borehole	Tshilaphala and Manavhela villages
	Need for water	New stands Tshitungulwane and Mutheiwana villages
	Need for 3 boreholes	Mudziafere village
	Need for water supply	Tshilindi village
	Need for 2 tanks and extraction of water at new stands	Tshilaphala village
<b>2. Sanitation</b>	Shortage of toilets since 2012	Manavhela village
	Need for toilets	All stands and 400 new stands Tshitungulwane village

**WARD 14**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
	Need for 100 toilets	Mudziafere, Mutheiwana, Manavhela and Tshilindi villages
	Shortage of pit toilets	Tshilaphala village
	Need for toilets	Tshivhulana village
<b>3.Education</b>	Construction of primary school	Manavhela village
	Need for 2 school halls and school renovation	Tshitungulwane village
	Shortage of classrooms	Mudziafere and Tshilindi villages
	Need for 12 classrooms at John Mutheiwana	Mutheiwana village
	Need for lower primary school	Tshilaphala village
	Need of sports facilities	Tshivhulana village
	Need for scholar transport	Tshilindi village
<b>4.Road and storm water</b>	Need for internal streets grading and culvert bridge	Manavhela village
	Need of ring road	Tshivhulana village
	Pavement from new road to cemetery	Tshitungulwane village
	Need for re-gravelling and paving	Mudziafere and Tshilindi villages
	Need for a bridge	Mudziafere and Manavhela village
	Pavement of road	Mutheiwana village
	Need for re-gravelling and establishment of internal streets	Tshilaphala village
<b>5. Community facilities</b>	Need for a community hall	Manavhela, Tshitungulwane and Tshilindi villages
	Need for a cementary yard and sports ground	Tshivhulana village
	Need of community centres, parks and recreational area, sports facilities	Tshilindi village
	Need for a stadium	Mutheiwana village
	Need for a community hall and sports centre	Tshilaphala village

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Housing	Shortage of housing	Manavhela and Tshitungulwane villages
	Need for 100 units	Tshilindi and Mutheiwana villages
	Need for RDP houses	Tshilaphala, Mudziafera, Tshilindi and Tshivhulana village
7. LED	Support for small businesses	Manavhela, Tshilaphala and Mutheiwana villages
	Cooperative and crop farming	Tshilindi village
8. Health facility	Upgrading of Manavhela clinic	Manavhela and Mudziafera village
	Establishment of a 24-hour clinic	Mutheiwana and Tshivhulana village
9. Electricity	Electrification of new stands	Manavhela, Tshilindi and Tshilaphala village
	Need for post connection at 80 stands	Tshitungulwane village
	Need for a high meter light electrification	Mudziafere village
	Need for electricity	Tshilindi and Tshivhulana(zone 6) village
	Need for electrification of 500 stands	Mutheiwana village
	Free basic electricity	Tshilaphala and Mudziafera village
10. Spatial Planning	Need for planning of transports routes	Mutheiwana village
	Need of shopping centre	Manavhela, Tshitungulwane, Mudziafera village
11. Waste Management	Need for skip bins	Manavhela and Tshitungulwane village
	Need for waste disposal facilities	Tshilindi village
	Need for waste bins	Tshitungulwane, Tshivhulana Tshilaphala and Mudziafere villages
	Regular refuse collection	Mutheiwana village

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Connection of water pipeline from R81 road Muswani (VDM)	Muswani village
	Connection of new stands (VDM)	Muswani village
	Need for a borehole	

**WARD 15**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
	<p>Need for a pipeline and borehole</p> <p>Water reticulation connection to the main source at Khalinyoni pumpstation (VDM)</p> <p>Connection of water reticulation to the main reservoir from Mkhomi or Mphambho mainline (VDM)</p>	<p>Muswani village</p> <p>Nhombelani village</p> <p>Shihosana village</p> <p>Dumela village</p>
<b>2. Sanitation</b>	<p>Need for 210 toilets (VDM)</p> <p>Need for 50 toilets</p> <p>Need for 200 toilets (VDM)</p> <p>Maintenance of Shihosana dam</p>	<p>Muswani village [ all villages]</p> <p>Nhombelani village Shihosana and Dumela village</p> <p>Shihosana village</p> <p>Shihosana village</p>
<b>3. Education</b>	<p>Need for a school hall and library (Limpopo Department of Education)</p> <p>Need classrooms to reduce over crowding</p> <p>Need for a school hall at Mzamani and library at Jim Yingwani</p>	<p>Muswani and Shihosana village</p> <p>Nhombelani village</p> <p>Dumela village</p>
<b>4. Road and storm water</b>	<p>Tarring of D3636 road from R81 to Muswani, Dumela, Mulamula and Mudavula</p> <p>Need for a ring road</p> <p>New road connection between Hanani, Mudabula and Shihosana</p> <p>Maintenance of new road connecting Shihosana and Nkuri village</p> <p>Tarring of road from Mphambho to Mdabula, need for a ring road, need for a new road connecting Dumela, Nkuri and Mahonisi villages</p>	<p>Muswani village</p> <p>Muswani village</p> <p>Shihosana village</p> <p>Shihosana village</p> <p>Dumela, Mahonisi and Nkuri villages</p>
<b>5. Community facilities</b>	<p>Need for a community hall, sports centre, cemetery fence and ablution block</p> <p>Grave yard fencing</p> <p>Need for a bridge (VDM)</p> <p>Need for community hall, old age home and stuff ground</p> <p>Need for a community hall, sports centre, cemetery fence and ablution block</p> <p>Need for a community hall and sports centre</p>	<p>Muswani village</p> <p>Muswani village</p> <p>Muswani village</p> <p>Nhombelani village</p> <p>Shihosana village</p> <p>Dumela village</p>
<b>6. Housing</b>	<p>Need for 86 RDP houses</p> <p>Need for 60 RDP houses</p>	<p>Muswani village</p> <p>Shihosana and Dumela villages</p>
<b>7. LED</b>	<p>Funding for non-profit organisations</p> <p>Funding for small businesses</p>	<p>Muswani and Shihosana villages</p> <p>Nhombelani village</p>

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for a complex and funding for non-profit organisations	Dumela village
<b>8. Health facility</b>	Need for a clinic (Department of health) Renovation of clinic	Muswani and Shihosana village Nhombelani village
<b>9. Electricity</b>	Electrification of new stands Need for high mass and electrification of new stands	Muswani, Shihosana and Nhombelani villages Dumela village
<b>10. Spatial Planning</b>	Demarcation of new residential site, business centre and recreation centre	Muswani, Dumela and Shihosana villages
<b>11. Waste Management</b>	Need for a waste disposal centre or 4 waste bins Maintenance of dam (Department of agriculture) Need for 3 waste bins Need for 4 waste bins or disposal waste centre	Muswani and Shihosana village Muswani village Nhombelani village Dumela village

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>1. Water</b>	Energising of drilled borehole which was funded by the Motsepe foundation	Gumbani village
	Repairing of Xifarafara borehole	Gumbani village
	Need for a reservoir and water reticulation	Mulamula village
	Need for water supply	Mukhomi, Vonani, Section C and Basani
<b>2. Sanitation</b>	Need for VIP toilets	Gumbani village
	Need for toilets for indigent families	Mulamula village
	Need for toilets for elderly people	Mukhomi and new extension
<b>3. Education</b>	Refurbishment of Hlawulekani Primary School	Gumbani village
	Need for an administration block at Khatisa High School	Gumbani village
	Support for schools in terms of awards and general support	Mulamula village
	Need of sporting facilities at Hasani Lawrence Primary School and Humula Secondary Schools	Mukhomi village
<b>4. Roads &amp; storm water</b>	Need for a bridge, need for a ring road and re-	Gumbani village

	gravelling of internal roads	
	Need for a ring road that will link to the library and SAPS to facilitate services	Mulamula village
	Need for a new road that will link Mukhomi from Mulamula mid stands	Mulamula village
	Need for culverts to join Dingi-Dingi river	Mulamula village
	Maintenance of roads leading to clinic and local high school	Mukhomi, Section C and Basani villages
	Internal streets need small culverts	Mukhomi and Madzhenge Section
	Need for internal streets blading	Mukhomi village
<b>5. Community facilities</b>	Need for a multi-purpose community hall	Gumbani village
	Need for fencing and construction of toilets at graveyard	Gumbani village
	Upgrading of sports ground	Gumbani village
	Need for youth centre for skills development and construction of library	Gumbani village
	Need for a recreation centre	Gumbani village
	Need for community hall	Mulamula village
	Need for a library and sports facility	Mukhomi village
<b>6. Housing</b>	Need for 100 RDP houses	Gumbani village
	Need for extra housing units	Mulamula village
	Need for housing for disabled, elderly and child headed households	Mukhomi village
<b>7. LED</b>	Upgrade of cell phone network and funding for projects	Gumbani village
	Need for high-mast or street lights	Mulamula village

<b>8. Health facility</b>	Need for mobile clinic	Gumbani village
<b>9. Electricity</b>	Electrification of new stands	Gumbani village
	Electrification of 200 households	Mulamula village
	Electrification of 100 households	Mukhomi Section C and Basani villages
<b>10. Spatial Planning</b>	Capacity building for spatial planning	Mukhomi village
<b>11. Waste Management</b>	Need for waste bins and refuse bags	Gumbani village
	Need for waste container	Mulamula village
	Need for waste disposal bins	Vonani and Section C
<b>12. Agriculture</b>	Funding for agricultural support	Gumbani village
<b>13. Stock farmers</b>	Need for dipping tank for cattle's	Gumbani village

<b>WARD 17</b>		
<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
<b>1. Water</b>	Need for installation of water pumps at drilled boreholes	Shigamani village
	Maintenance of borehole	Rikaka and ward A
	Need for water reticulation	Rikaka
	Need for water pipes at new stands	Mahonsi village
<b>2. Sanitation</b>	Need for toilets	Shigamani village
<b>3. Education</b>	Building of Admin block at Shigamani High School	Shigamani village
	Need for a school laboratory at Mphambo High	Mphambo village
<b>4. Road and storm water</b>	Construction of a ring road	Shigamani village
	Gravelling of road from Dluli to Maswanganyi Eric	Shigamani village
	Tarring of road (D3640) FROM Mphambo to Mdavula	Shigamani village
	Need for a bridge between Mheho and ward B	Mphambo village
	Need for a reservoir	Mphambo village

**WARD 17**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
	Paving from Tar road to graveyard	Mphambo village
	Bridge linking section A and Rikaka	Mphambo village
	Need for a road at new stands, maintenance and re-gravelling of roads	Mahonisi village
	Need for a ring road	Mahonisi village
	Need for bridges	Mahonisi village
<b>5. Community facilities</b>	Construction of new community hall	Shigamani village
	Need for a community hall	Mphambo village
	Need for a public library	Mahonisi village
<b>6. Housing</b>	Need for RDP houses	Shigamani village
	Need for new roofs	Mahonisi village
<b>7. Health facility</b>	Need for a new clinic	Shigamani and Mahonisi villages
	Upgrading of clinic	Mphambo village
	Need for a health clinic and community hall	Mahonisi village
	Need for RDP houses	Mahonisi village
<b>8. Electricity</b>	Need for street lights	Mphambo village
	Electrification of B-extension	Mphambo village
	Need for electricity	Mahonisi new stand and Mbhanyisi village
	Need for changing of meter boxes	Mahonisi village
<b>9. Waste Management</b>	Need for waste collection bins	Mahonisi village
	Cleaning of the environment	Mahonisi village

**WARD 18**

PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>1. Water</b>	Rehabilitation of boreholes No: H15: 0416 and connect to Julius reservoir  Phase 2 reticulation and internal taps  Need for new water reticulation for newly developed area at Hasani Dakari (Rhumbi ra Xikolo)  Removal of illegal connection to the bulk water supply line towards the reservoirs  Energisation of two boreholes	Hasani Dakari village  Hasani Dakari/ Phaphazela village  Hasani Dakari village  Hasani Dakari/ Phaphazela village  Phaphazela village
<b>2. Sanitation</b>	Construction of VIP toilets, 300 in Phaphazela and 300 in Hasani Dakari	Hasani Dakari/ Phaphazela village
<b>3. Education</b>	Construction of administration block at Pfunekani Primary School  Construction of administration block at Guwela Senior Primary School	Hasani Dakari village  Phaphazela village
<b>4. Road and storm water</b>	Construction of ring road pavement  Upgrading of culvert bridge between Phaphazela and Hasani Dakari access road  Upgrading of D3642 towards the tarred road  Upgrading of D3651 towards the tarred road  Construction of culvert bridges  Re-gravelling of internal street  Opening of new street to Hasani Royal Family grave yard  Construction of storm water bridge between main road and Pfunekani Primary School	Hasani Dakari village  Hasani Dakari/ Phaphazela village  Phaphazela village  Hasani Dakari/ Phaphazela village  Hasani Dakari/ Phaphazela village  Hasani Dakari/ Phaphazela village  Hasani Dakari/ Phaphazela village
<b>5. Community facilities</b>	Need for a library  Need for a community hall  Maintenance of sports fields	Hasani Dakari village  Hasani Dakari/ Phaphazela village  Hasani Dakari/ Phaphazela village
<b>6. Housing</b>	Construction of RDP houses, 150 at Phaphazela and 100 at Hasani Dakari	Hasani Dakari/ Phaphazela village
<b>7. LED</b>	Support for local brickyards  Need for agricultural support  Support for local community projects	Hasani Dakari/ Phaphazela village  Hasani Dakari/ Phaphazela village  Hasani Dakari/ Phaphazela village
<b>8. Health facility</b>	Construction of clinic	Hasani Dakari/ Phaphazela village
<b>9. Electricity</b>	Electrification of new stands  Electrification of 66 households  Need for street lights	Phaphazela village  Hasani Dakari village  Hasani Dakari/ Phaphazela village

WARD 18		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
10. Spatial Planning	Demarcation of sites for both residential and business purpose	Hasani Dakari/ Phaphazela village
11. Waste Management	Collection of waste in all sections Need for skip bins	Hasani Dakari/ Phaphazela village Hasani Dakari village

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply	Tovhowani, Tambaulate, Tshitomboni, Dididi, Tshitokota, Khakhanwa and Dovheni villages
	Need for water reticulation	Tshitokota and Makovha villages
	Need for yard connection	Tshitokota (100 houses), Makovha (105 houses) and Khakhanwa (815 houses) villages
	Need for boreholes	Tovhowani (2), Tambaulate (1) and Tshitomboni (4)
	Need for concrete reservoirs	Tovhowani (1) and Dovheni (1) villages
2. Sanitation	Need for sanitation	All villages
3. Education	Need for classrooms	Tshitomboni (Tshinetise primary) (6), Khakhanwa Primary (6), JR Secondary (10), Dovheni (5) and Dididi Primary school (10), Tovhowani primary (5)
	Need of library	All villages
4. Road and storm water	Need for culvert bridges	Tovhowani, Tambaulate, Tshitomboni, Tshitokota and Dovheni villages
	Need for bridges	Makovha (1) and Khakhanwa (1) villages
	Need for pavement of street ring roads	All villages
	Road Maintance	D-3717, D-3736, D-3642
5. Community facilities	Need for community hall	All villages
	Need for stadium	Mulenzhe village
	Need for graveyard fencing	All villages

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Housing	Need of RDP	All villages
7. LED	Funding for small businesses	All villages
8. Health facility	Need for clinics	Tshitomboni village
9. Electricity	Need for electricity	Tovhowani (15 households), Tambaulate (15 households), Tshitokota (180 households), Khakhanwa (55) and Dovheni (20) households {all villages}
10. Waste Management	Need for waste bins	Tovhowani (1), Tambaulate (1), Tshitomboni (1) and Dovheni (1) villages {all villages}
11. Spatial Planning	Need of demarcation of stands	All villages
12. Waste Management	Need of waste disposal site	All villages

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation Need for reservoir and elevated tank Need for boreholes refurbishment Need for water facilities	Mavambe and Makumeke villages Mavambe and Makumeke villages Jimmy Jones, Makumeke and Mavambe villages Mavambe Siyanyoka village
2. Sanitation	Need for 3000 VIP toilets Need for sanitation system	Mavambe, Makumeke and Jimmy Jones villages Mavambe Siyanyoka village
3. Education	Need for a primary school Need for a High School Renovation of Shirilele High	Jimmy Jones village Jimmy Jones, and Makumeke villages Mavambe village
4. Road and storm water	Paving of Mavambe ring road from high landers to mxadzi car wash Tarring of main road from Mavambe to Jimmy Jones Tarring of road from Mxadzi to Gandlanani Tarring of road from Jimmy Jones to Xithelani Paving of road from Mavambe clinic to George Hasani	Mavambe village Jimmy Jones village Makumeke village Jimmy Jones village Mavambe village

**WARD 20**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
	School Gravelling of streets and need for 40 culvert (bridges) Need for access road from Jimmy Jones to Malamulele Paving of streets from the rest to Big 11 Paving of road from Vhumani tuckshop to Xitasini Need for storm water and barrier lines	Makumeke, Mavambe and Jimmy Jones villages  Jimmy Jones village  Mavambe village  Mavambe village  Mavambe Siyanyoka village
<b>5. Community facilities</b>	Need for community hall  Need for a library	Jimmy Jones, Mavambe Siyanyoka Mavambe and Makumeke villages  Makumeke, Mavambe Siyanyoka, Mavambe and Jimmy Jones villages
<b>6. Housing</b>	Need for 1600 RDP houses  Need for RDP houses	Jimmy Jones, Mavambe and Makumeke villages  Mavambe Siyanyoka village
<b>7. LED</b>	Need for market stalls	Mavambe, Jimmy Jones and Makumeke villages
<b>8. Health facility</b>	Need for a clinic	Makumeke and Jimmy Jones villages
<b>9. Electricity</b>	Electrification of new stands  Need for street lights  Need for electricity	Jimmy Jones, Mavambe and Makumeke villages  Mavambe, Jimmy Jones and Makumeke villages  Mavambe Siyanyoka village
<b>10. Sewage</b>	Need of sewage system	Mavambe Siyanyoka village
<b>11. Spatial Planning</b>	Need for Township establishment	Makumeke, Jimmy Jones and Mavambe villages
	Graveyard fencing	Makumeke, Mavambe and Jimmy Jones villages
	Need for development	Mavambe Siyanyoka village
<b>12. Waste Management</b>	Need for skip bins	Jimmy Jones, Mavambe, Mavambe Siyanyoka and Makumeke villages

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Shortage of water	Vhukautidzhele Street
2. Education	Maintenance of old buildings and need for fence repair	Magangeni Primary School Section A
3. Road and storm water	Cleaning of streets, Sewer drainage for waste water, need for storm water drainage system and maintenance	Malamulele Section A
4. Community facilities	Maintenance of park facilities, sewer system near the park and need for security	Malamulele Section A
	Need for a sports playground for children	Malamulele Section A
	Need for market stalls with toilet facilities for street vendors opposite Malamulele taxi rank	Malamulele Section A
5. Housing	Need for RDP houses	Malamulele Section A
	Upgrading of sewage lane at boarding houses	Malamulele Section A
	Time frame for reduction of monthly repayments for old people after submitting indigent forms	Malamulele Section A
	Removal of Asbestos houses	Malamulele Section A
6. LED	Need for water drainage system for car wash businesses	Malamulele Section A
7. Health facility	Maintenance of Malamulele hospital	Malamulele Section A
8. Electricity	Maintenance of street lights	Malamulele Section A
9. Sewerage	Need for combined sewers and sewage system	Malamulele Section A
10. Spatial Planning	Need for environmental planning, urban regional transport and land use for social economic development	Malamulele Section A
11. Waste Management	Removal of construction materials around the Township	Malamulele Section A
	Need for dust bins or skip bins, recycling of waste and handling of garbage scarps	Malamulele Section A

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Renewal of boreholes	Shibangwa and Makhasa village
	Connection of boreholes	Shibangwa and Makhasa village
	Reservoir and water reticulation	Gandlanani village and Green farm village
	Water reticulation for 200 households	Roadhuis extension block F and F3
	Water reservoir	Roadhuis community
	Need for water supply	Roadhuis Xidumezani

**WARD 22**

PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>2. Sanitation</b>	Need for 200 VIP toilets Need for VIP toilets Need for 200 VIP toilets Need for 800 VIP toilets Need for a pit toilet Need for 250 VIP toilets	Shibangwa village Makhasa and Gandlanani village Gandlanani village Roadhuis community Roadhuis Xidumezani Green farm village
<b>3. Education</b>	Need for classrooms Need for a special school Upgrading of community crèche and need for a secondary school Need for a primary school from grade R to grade 9 Hall and classrooms at A.P Hlungwani sec/school	Makhasa village Shibangwa village Roadhuis community Roadhuis Xidumezani Green farm village
<b>4. Road and storm water</b>	Pavement of road and culvert Gravelling of road Construction of new road and re-gravelling of streets Need for 8 culvert bridges, construction of new streets, scraping of community streets and gravelling of streets Need for ring road pavement from N'wa Mahange via Bila to Mdumela (R81 road) Construction of road from Nyavani, Greenfarm to Makhasa Need for a bridge	Gandlanani village Makhasa village Shibangwa village Roadhuis community Roadhuis community Makhasa village Roadhuis Xidumezani
<b>5. Community facilities</b>	Need for a community hall and library Need for a library and sports centre Need for a community hall, library and sports centre Need for a community hall, 1 community library and upgrading of 2 sports centre Need for a community hall with offices	Shibangwa and Green farm village Gandlanani village Makhasa village Roadhuis community Roadhuis Xidumezani
<b>6. Housing</b>	Need for housing Need for RDP houses and 300 new units Need for RDP houses Need for 100 RDP houses Need for 100 RDP houses Need for 150 RDP houses	Makhasa village Shibangwa village Gandlanani village Roadhuis community Roadhuis Xidumezani Green farm village
<b>7. LED</b>	Need for agricultural projects	Makhasa and Greenfarm village

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for new projects Need for street lights Need for community arts and culture centre and community market Need for street lights Need for 4 LED lights	Shibangwa village Gandlanani village Roadhuis community Makhhasa village and Roadhuis community Roadhuis Xidumezani
<b>8. Health facility</b>	Need for a clinic Need for a mobile clinic Combined clinic for 4 villages Need for a clinic or mobile clinic	Makhhasa, Shibangwa, Greenfarm and Gandlanani village Shibangwa village Roadhuis community Roadhuis Xidumezani
<b>9. Electricity</b>	Electrification of new stand Need for electricity in 200 units and 4 Apollo lights Need for electrification in 200 households	Makhhasa, Gandlanani and Shibangwa village Roadhuis community Roadhuis Xidumezani and Green farm village
<b>10. Sewerage</b>	Need for community sewage system	Roadhuis community
<b>11. Spatial Planning</b>	Demarcation and formalisation of 500 new site Formalisation of 500 units and demarcation of 350 units	Shibangwa village Roadhuis community
<b>12. Waste Management</b>	Need for refuse bags and bins Need for waste bins Need for 3 waste bins Need for 4 rubbish bins	Makhhasa village Shibangwa, Greenfarm and Gandlanani village Roadhuis community Roadhuis Xidumezani

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>1. Water</b>	Need for water pressure increase	Section B, Section B extension, Section D and Section C
	Need for water reticulation	Section B extension, Section D extension 3, Xidumezana ville, Mavandla and Madonsi
	Need for a steel structure on water reservoir for cover	Section C, Section D, Section D extension, Mavandla and Madonsi

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Rehabilitation of boreholes	Mabandla and Madonsi
<b>2. Education</b>	Need for a public Primary School	B extension
	Need for agricultural college	Malamulele Township
<b>3. Road and storm water</b>	Streets rehabilitation	Mavandla
	Need for tarring of road and establishment of new streets	Mavandla
	Clearing of storm water stream in section B	Section B
	Paving of ring road	Madonsi A
	Need for two culvert bridges	Madonsi A
	Rehabilitation of Ndzheki Hlekane Street	Section B
	Need for a culvert bridge	Xidumezana
<b>4. Community facilities</b>	Rehabilitation of sports ground	Section B, Section B2 and Section D
	Need for sporting and recreational facility	Section B and Mavandla
<b>5. LED</b>	Need for locally owned SMME's and Cooperatives support	All villages and sections
<b>6. Electricity</b>	Need for street lights	Section D, Madonsi, Section D extension 3 and Section B extension
<b>7. Sewerage</b>	Need for a sewage system	Section D extension, Section B extension and Mavandla
<b>8. Waste Management</b>	Need for skip bins	Section C, Section B and Mavandla

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
<b>1. Water</b>	Refurbishment of vandalized borehole	Dinga village
	Drilling of 2 new boreholes at new extensions	Dinga village
	Water reticulations new at extensions	Dinga village
	Refurbishment of borehole	Menele village
	Drilling of 2 new boreholes	Menele village
	Water reticulation new extensions	Menele village

**WARD 24**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
	Construction of reservoir	Xitlhelani village
	Water reticulation for 2 developed sites	Xitlhelani Section D and C
	Need for 3 boreholes at new extensions	Xitlhelani village
<b>2. Road and storm water</b>	Gravelling of UN road from corner 18 to Dinga ravelling of all streets	Xitlhelani and Dinga villages
	Gravelling of street from D4 along power line to Mahuntsi Secondary School	Xitlhelani village
	Construction of a culvert bridge UN2 road between Xitlhelani Dinga	Dinga and Xitlhelani villages
	Gravelling of taxi route from D4 road Chaura going via Isaac Bobo back to ring road.	Xitlhelani village
	Gravelling of UN 2 (taxis and bus route) road from Xitlhelani ring road to Dinga D3647 road	Xitlhelani and Dinga villages
	Gravelling and Blading of all damaged streets	Dinga village
	Upgrading of bridge at Mleledi stream D3647 road	Dinga village
	Graveling of street from Menele Four ways to Dinga UN2 road which connect the two Villages.	Dinga and Menele villages
	Need for Culvert bridges next to Kokwana Nwa Sbidani	Dinga villages
	Paving of 2,5 km ring road from four ways park D4 road via Khanana , Shingwedzi School , TVet College and road (taxi's route) which go through the village and end at Godi Makeketlele at D4 road.	Menele village
Gravelling of road (taxi route ) from Menele Four ways to Dinga UN2 .	Menele and Dinga villages	
<b>3. Sanitation</b>	Need of 150 VIP toilets	Dinga village
	Need of 80 VIP toilets	Xitlhelani village
	Need of 50 VIP toilets	Menele village
<b>4. Education</b>	Renovation of Khanani Primary School	Menele village
	Community Hall	Menele village

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Renovation of Show Ground	Menele village
	Upgrading of sports ground	Menele village
6. Housing	Need for 300 RDP houses	Dinga village
	Need for 50 RDP houses	Manelele village
	Need for 50 RDP houses	Xithlelani village
7. LED	Construction of 20 market stalls	Menele village
	Establishment of farming Projects	Dinga villages
8. Health Facility	Construction of a clinic	Dinga village
9. Electricity	Electrification of 350 households new extensions	Dinga village
	Electrification of 100 households new extensions	Menele village
10. Waste Management	Needs of skipbins	Dinga village, Xithlelani village and Manelele village

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water reticulation, construction of reservoir and rehabilitation of old dam	All villages
2. Sanitation	Need for 690 toilets	All villages
	Need for 900 VIP toilets	All villages
3. Education	Construction of a secondary school	Muchipisi and Halahala villages
4. Road and storm water	Street grading	All villages
	Need for a bridge	Halahala and Mapapila villages
	Construction of a ring road	All villages
5. Community facilities	Construction of hall	All villages
	Construction of library	Muchipisi, Halahala, Mapapila and Gijamhandeni villages
	Construction of stadium	Matsakali
6. Housing	Need for 900 RDP houses	All villages
7. LED	Need for EPWP workers	Muchipisi, Matsakali and Mapapila villages
	Construction of a shopping complex	

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Opening of a Gold mine	Muchipisi, Matsakali and Mapapila villages Muchipisi village
8. Health facility	Construction of a clinic	Muchipisi, Mapapila and Halahala villages
9. Electricity	Electrification of 700 households and new extension	Muchipisi, Mapapila, Matsakali and Gijamhandeni villages
10. Spatial Planning	Need for services in all sites	All villages
11. Waste Management	Need for waste disposal	All villages

WARD 26		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for maintenance of bulk lines, reservoirs and reticulation pipes leading to and from reservoirs	Shigalo, Mphakati, Mauluma, Tshamidzi and Phalathonga
2. Sanitation	Need for RDP toilets	Shigalo, Mphakati and Tshamidzi
3. Education	Construction of Primary school	Xidumezani Phase 2, shigalo, Mphakati and Tshamidzi
4. Road and storm water	Paving of ring roads, construction of culvert bridges, blading and gravelling of internal streets	N'wanati between Shigalo and Roadhuis including all wards
5. Community facilities	Development of libraries and community halls	Shigalo, Mphakati, Mauluma, Tshamidzi and Phalathonga
6. Housing	Need for RDP houses	Shigalo, Mphakati, Mauluma, Roadhuis and Tshamidzi
7. LED	Need for street lights	Shigalo, Phalathonga, Tshamidzi, Mauluma and Roadhuis
8. Health facility	Construction of a clinic	Mphakati
9. Electricity	Electricity supply for new extensions and fix all old electrical transformers	Mahlambandlopfu, Tshikonelo, Shigalo and Mphakati
10. Waste Management	Need for eight (8) skip bins	Shigalo, Mphakati, Roadhuis, Mauluma, Tshamidzi and Phalathonga

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Refurbishment of bore holes and water reticulation	All villages
2. Sanitation	Need for 600 VIP toilets	All villages
3. Education	Refurbishment of classrooms and fencing	All villages
4. Road and storm water	Tarring of Nyavani to Makhasa road	Nyavani and Makhasa villages
	Tarring of D3666 to R524 road and storm water	All villages
	Tarring of road from Phaweni to Manghena and Hlanganani	Phaweni, Manghena and Hlanganani villages
	Need for paving of roads	All villages
	Construction of bridge and pipe culvert	All villages
5. Community facilities	Need for community hall	All villages
6. Housing	Need for 800 houses	All villages
7. LED	Need for shopping complex and farming	All villages
8. Health facility	Need for clinic	All villages
9. Electricity	Need for electricity	All villages
10. Sewerage	Maintenance of sewage pipes	All villages
11. Spatial Planning	Need for demarcation	All villages
12. Waste Management	Need for waste containers	All villages

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	Xifaxani village
	Elevated still tanker	Saselamani B Township
2. Sanitation	Need VIP toilet	Xifaxani village
	Need for 50 VIP toilets	Gonani village
	Need for 200 VIP toilets	Saselamani B Township
3. Education	Technical Secondary School and a community hall	Xifaxani village

**WARD 28**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
	Construction of Day care Centre	Gonani village
	Need for a new secondary school	Saselamani B Township
<b>4. Road and storm water</b>	Need for access road and gravelling, need for a ring road internal street and need for speed humps.	Xifaxani village
	Need for new access road from Manghena to Gonani and ring road	Gonani village
	Need for culvert bridges	Saselamani B Township
<b>5. Community facilities</b>	Upgrading of Sports field, construction of Hall and erection of streets lights	Xifaxani and Gonani villages
	Upgrading of sports field and construction of a community hall	Saselamani B Township Xifaxani
<b>6. Housing</b>	Need for RDP houses	Xifaxani village
	Need for 50 RDP houses	Gonani village
	Need for 200 RDP houses	Saselamani B Township
<b>7. LED</b>	Crop farming, stock farming needs financial assistance and support for brick making cooperatives	Xifaxani village
	Crop farming, Stock farming needs financial assistance	Gonani village
<b>8. Health facility</b>	Upgrading of Xikundu Clinic and Maintenance of Building	Xifaxani village
	Need for a clinic	Gonani village
	Relocation of mobile clinic	Saselamani B Township
<b>9. Electricity</b>	Need for Post Electrification	Xifaxani village
	30 extension of Electricity	Gonani village
	Need for electrification of 300 households	Saselamani B Township
<b>10. Spatial Planning</b>	Need for formalization and demarcation of site for both residential and Businesses	Xifaxani and Gonani villages
<b>11. Waste Management</b>	Collection of waste time schedule program	Xifaxani village
	Need for skip bins	Gonani village and Saselamani B Township

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
12. Environmental management	Most polluted environment	Xifaxani village

WARD 29		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply	Mkhavele, Phujwani and Nkovani villages
	Need for bulk water supply	Nghezimani zone 2, 8, 4 and 5
2. Sanitation	Need for toilets	Nkovani and Phujwani village
	Need for sewage and 10 toilets	Nghezimani village
3. Education	Need for primary and secondary schools	Nkovani village
	Need for a secondary school	Phujwani village
	Need for 10 classes and administration office	Nghezimani village
4. Road and storm water	Re-gravelling of roads	Mkhavele village
	Need for a ring road	Mkhavele village
	Scooping of dams	Mkhavele village
	Extension of tar road to Magona	Mkhavele village
	Need for a ring road and re-gravelling	Nkovani village
	Re-gravelling of main road and streets	Phujwani village
	Need for 3 small bridges	Nghezimani village
5. Community facilities	Need for a community hall	Mkhavele, Nghezimani Phujwani and Nkovani village
	Need for a stadium	Mkhavele village
	Need for grave yard fencing	Mkhavele village

	Need for a library	Mkhavele village
	Need for a bridge to graveyard and a bridge between Mahlohlwani and Block 8	Mkhavele village
	Need for a sports ground	Nghezimani village
<b>6. Housing</b>	Need for 200 houses	Nkovani village
	Need for RDP houses	Phujwani village
<b>7. LED</b>	Need for a mini taxi rank	Mkhavele village
	Need for a Apollo light	Nghezimani village
<b>8. Health facility</b>	Need for a health care centre	Mkhavele, Phujwani and Nkovani villages
	Need for healthcare infrastructure	Nghezimani village
<b>9. Electricity</b>	Need for street lights	Mkhavele village
	Electrification of new residential side	Mkhavele village
	Electricity for new stand extension	Phujwani village
	Short distance ESKOM services to buy electricity	Nghezimani zone 5 and 6
<b>10. Sewerage</b>	Need for sewage maintenance	Nghezimani village
<b>11. Waste Management</b>	Need for waste bins	Nghezimani and Nkovani villages
	Need for steel bin	Nghezimani village

<b>Ward 30</b>		
<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREA</b>
<b>1. Water</b>	Rehabilitation of old dam at Maphophe Village	Maphophe
	Fixing Xikundu Water Treatment Plant	Saselamani, Ximixoni and Maphophe
	Extending the Xikundu Water Treatment Plant	
<b>2. Sanitation</b>	Toilets at Saselamani CBD	Saselamani
	Construction of VIP Toilets 50 per village	Saselamani, Ximixoni and Maphophe
<b>3. Education</b>	Construction of new classes at Ximixoni Primary School	Ximixoni
	Construction of Classes at Basopa High School	Maphophe

	Establishment of new High School at Saselamani	Saselamani
<b>4. Roads and Storm water</b>	Tarring of (Thlaveni Road) that connect Saselamani, block D and Makuleke	Saselamani
	Re-gravelling of internal streets	Saselamani, Ximixoni and Maphophe
	Rehabilitation of degraded land	Saselamani, Ximixoni and Maphophe
	Installation of streets lights	Ximixoni and Maphophe
<b>5. Community facilities</b>	Construction of Community hall	Saselamani and Maphophe
	Upgrading of sports grounds	Saselamani, Ximixoni and Maphophe
	Fencing of grave yard	Saselamani, Ximixoni and Maphophe
<b>6. Housing</b>	Construction of RDP houses	Saselamani, Ximixoni and Maphophe
<b>7. LED</b>	Food security programme and water harvesting, and reconstruction of old dam at Maphophe	Maphophe
	Hotel and lodge	Maphophe and Saselamani
<b>8. Health facility</b>	Establishment of health Facility	Saselamani
	Home base care funding and training	Saselamani and Maphophe
<b>9. Electricity</b>	Electrification of new stand	Maphophe and Ximixoni
<b>10. Sewerage</b>	Sewerage for Saselamani Town	Saselamani and Ximixoni
<b>11. Spatial planning</b>	To use a Municipal reserve side at Saselamani for construction of Saselamani High School	Saselamani
	Demarcation of site at Maphophe for Development of Hotels and lodges	Maphophe
	We need a site for Home affairs infrastructure	Saselamani Village.
<b>12. Waste Management</b>	Skip bins	Saselamani, Maphophe and Ximixoni

**WARD 31**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
<b>1. Water</b>	Upgrading of Mhinga plant and construction of reservoir at Muthathi mountain	Mhinga zone 3
	Saseleman water pressure increase	Mhinga ville and Botsoleni villages
	Refurbishment of valve and matter	Mhinga ville village
	Repair of electricity to boreholes	Mhinga zone 3
<b>2. Sanitation</b>	Need for VIP toilets	All villages
<b>3. Education</b>	Need for classrooms at Ripambeta High and Sunduza Primary School	Ripambeta High and Sunduza Primary School
	Need for new buildings at Rhangani School, Mhinga School and Sunduza Primary School	Rhangani School, Mhinga School and Sunduza Primary School
	Need for School furniture at Botsoleni Primary School and Joseph Rhangani School	Botsoleni Primary School and Joseph Rhangani School
<b>4. Road and storm water</b>	Upgrading of D3860 and D3862 from gravel road to tar road	Mhinga to Xikundu and Botsoleni
	Need for a ring road	Mhinga zone 2 and zone 3
	Low level bridge	Mhinga zone 2
<b>5. Community facilities</b>	Need for a community hall	Botsoleni and Mhinga zone 2
<b>6. LED</b>	Need for market stalls	Mhinga next to corner 18 and USave
	Funding and support of Mhinga adopt River projects	Mhinga and Botsoleni villages
	Need for training and support for projects such as brick yard and poultry farming	Botsoleni and Mhinga zone 3
<b>7. Health facility</b>	Upgrade of Mhinga clinic into a health care centre	Mhinga village
	Need for Satellite clinics	Botsoleni village
<b>8. Electricity</b>	Need for electrification of new stand	Botsoleni, Mhinga zone 3 and Mhinga zone 2
<b>9. Sewerage</b>	Need for sewage reticulation and replenishment of sewage pounds	Mhinga ville
<b>10. Spatial Planning</b>	Support for Mhinga development projects	Mhinga ville
<b>11. Waste Management</b>	Need for 3 skip bins per village	All villages
	Need for EPWP workers who will collect waste	All villages

**WARD 32**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
<b>1. Water</b>	Need for water reticulation projects	Josefa, Matiyani and Mhinga Zone 1 villages
	Need for upgrading of Wisani Booster pump and construction of bulk water supply line to Matiyani	Matiyani and Josefa villages
	Refurbishment of boreholes	Josefa, Matiyani and Mhinga Zone 1 villages
<b>2. Sanitation</b>	Construction of VIP toilets	Josefa, Matiyani and Mhinga Zone 1 villages
<b>3. Education</b>	Renovation of Matiyani and Nkhavi Primary Schools	Matiyani and Mhinga Zone 1 villages
	Additional classrooms for Adolf Mhinga High School	Josefa and Matiyani villages
	Fencing and refurbishment of Adolf Mhinga School facility	Josefa and Matiyani villages
	Development of wildlife college next to Punda Maria gate	Josefa and Matiyani villages
<b>4. Road and storm water</b>	Tarring of access road	Josefa and Matiyani villages
	Construction of culvert bridges and re-gravelling of internal streets	Josefa, Matiyani and Mhinga Zone 1 villages
	Construction of ring roads	Josefa, Matiyani and Mhinga Zone 1 villages
	Rehabilitation of degraded land	Josefa, Matiyani and Mhinga Zone 1 villages
<b>5. Community facilities</b>	Establishment of a health care centre	Josefa village
	Construction of a community hall	Josefa and Matiyani villages
	Construction of State of Art Sport Facility	Josefa and Matiyani villages
	Need for a homebased care and funding	Josefa, Matiyani and Mhinga Zone 1 villages
<b>6. Housing</b>	Construction of at least 500 RDP houses	Josefa, Matiyani and Mhinga Zone 1 villages
<b>7. LED</b>	Construction of market stalls next to Punda Maria gate	Matiyani and Josefa villages
	Approval of a business site for a hotel next to Krugar National Park	Matiyani and Josefa
	Opening of Crusher Stone at Josefa	Josefa village
	Funding of Adopt a river project	Josefa, Matiyani and Mhinga Zone 1 villages

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Establishment of lodges and hotels for tourism business	Matiyani and Josefa villages
	Funding of small-scale farming projects	Josefa, Matiyani and Mhinga Zone 1 villages
	Convention of a SADNF airstrip to local Municipality	Josefa and Matiyani villages
8. Electricity	Electrification of new stands	Josefa, Matiyani and Mhinga Zone 1 villages
	Installation of street lights	Josefa, Matiyani and Mhinga Zone 1

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	All villages
2. Sanitation	Need for 400 VIP toilets	All villages
3. Education	Need for classrooms	Hlungwani village
4. Road and storm water	Need for re-gravelling of road, low level bridge and ring road	All villages
5. Community facilities	Need for a community hall	Makuleke village
	Need of sports ground	Mabiligwe
6. Housing	Need for 300 RDP houses	All villages
7. LED	Need for market stalls	Makuleke village
8. Health facility	Need for a palisade fence at Makuleke clinic	Makumeke village
9. Electricity	Electrification of 850 households	Makuleke village
	Electrification of 200 households	Mabiligwe
	Maintenance of street lights	Makuleke and Mabiligwe villages
10. Waste Management	Need for 3 waste bins	All villages

**WARD 34**

<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
<b>1. Water</b>	Reticulation of 200 taps and need for reservoir	Mashobye and Makhubele villages
	Maintenance of a reservoir and 2 boreholes	Makahlule village
	Reticulation of 200 taps and boreholes needed	Nghomunghomu village
	Reticulation of 210 taps, need for 6 boreholes and a reservoir	Bevhula village
<b>2. Sanitation</b>	Need for 120 toilets	Mashobye village
	Need for 300 toilets	Makhubele village
	Need for 500 toilets	Nghomunghomu village
	Need for 150 toilets	Bevhula and Makahlule villages
<b>3. Education</b>	Need for library and classroom	Mashobye village
	Need for a high school and school library	Bevhula village
	Need for 16 classrooms at Makahlule Primary School	Makahlule village
	Need for mobile classrooms	Makhubele village
	Renovation of Ntlhaveni high school and need for a library	Nghomunghomu village
<b>4. Road and storm water</b>	Need for 3 ring roads	Makhubele and Bevhula villages
	Need for 9 ring roads	Mashobye village
	Need for 7 ring roads	Nghomunghomu village
	Need for 6 ring roads	Makahlule village
<b>5. Community facilities</b>	Need for fencing and sports field	Mashobye village
	Fencing of grave yard and need for a sports field	Makhubele village
	Fencing of graveyard and re-gravelling of 5km road	Nghomunghomu village
	Need for a sports field and a community hall	Bevhula village
	Need for a sports field	Makahlule village
<b>6. Housing</b>	Need for 150 RDP houses	Mashobye village
	Need for 250 RDP houses	Makhubele village
	Need for 120 RDP houses	Nghomunghomu village
	Need for 96 RDP houses	Makahlule village

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
7. LED	Need for SMME funding	Mashobye and Makahlule village villages
	Need for SMME funding or NPO funding	Makhubele and Nghomunghomu villages
	Need for project funding	Nghomunghomu village
8. Health facility	Need for a health care centre	Mashobye and Nghomunghomu villages
	Need for a nurse's home	Makahlule village
	Renovation of Ntlhaveni clinic	Makhubele village
9. Electricity	Need for electrification of 100 households	Mashobye and Nghomunghomu villages
	Need for electrification of 70 households	Makhubele village
	Need for electrification of 60 households	Makahlule village
10. Spatial Planning	Need for irrigation scheme	Mashobye, Makahlule and Bevhula villages
	Need for a nodal point	Makhubele village
11. Waste Management	Need for waste bins	All villages

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Drilling of boreholes and maintenance	All villages
	Need for water reticulation	All villages
2. Sanitation	Need for 500 toilets	All village
3. Education	Need for administration block, hall and renovation block	Gidja Secondary School
4. Road and storm water	Paving of road to graveyard and paving of streets	All villages
	Tarring of road fro Magona, Peninghotsa to Muchipisi	Muchipisi, Gidja and Mitititi villages
	Need for culvert bridge	All villages
	Maintanance of bridge	Mogona and Lombart villages
5. Community facilities	Need for a community hall and sports field around irrigation scheme	All villages
6. Housing	Need for 1000 toilets	All villages

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
7. Health facility	Renovation of Gidja clinic	Gidja village
8. Electricity	Need for street lights	All villages

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply	Mtititi Plange and Altein villages
	Need for two boreholes	Altein village
	Need for borehole transformer	Jilongo village
	Need for bulk water supply and reticulation	Jilongo village
	Need for borehole	Muhunguti village
	Need for bulk water supply	Muhunguti and Mtititi villages
2. Sanitation	Need for 40 toilets	Mtititi Plange
	Need for 200 toilets	Altein village
	Need for VIP toilets	Jilongo village
	Need for toilets	Muhunguti village
3. Education	Upgrading of Mtititi High school	Mtititi village
	Refurbishment of Fumani Primary School	Altein village
	Need for classrooms at Altein Secondary School	Altein village
	Maintenance of Jilongo High School	Jilongo village
	Need for a primary school	Muhunguti and Mtititi villages
4. Road and storm water	Need for low levelled (culvert) bridge and paving	Mtititi village
	Clearing of roads at new extension and need for storm water bridge	Altein village
	Need for paving of main streets to graveyard	Jilongo village
	Need for clearing and blading of streets in extensions	Jilongo village
	Need for ring roads, re-gravelling of streets and pavement	Muhunguti and Mtititi villages
	Need for a sports ground	Plange village

**WARD 36**

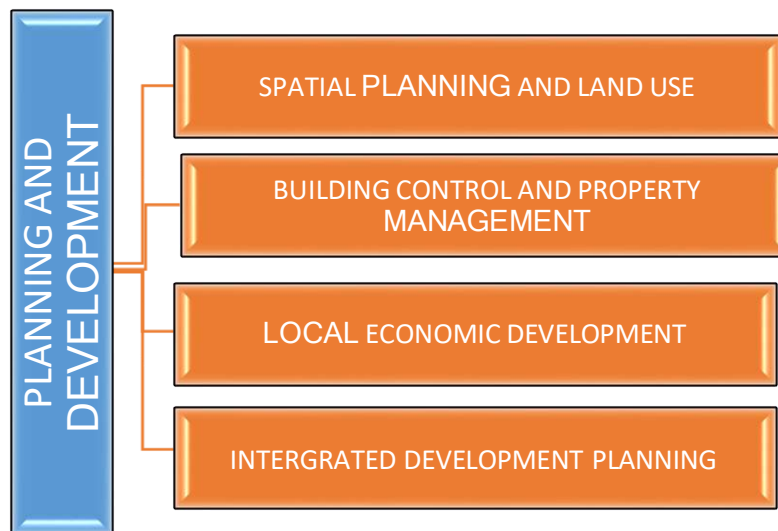
<b>PRIORITY</b>	<b>PROBLEM STATEMENT</b>	<b>AFFECTED AREAS</b>
<b>5. Community facilities</b>	Need for a community hall and smart sports centre	Jilongo village
	Need for a disability centre	Jilongo village
	Need for a community hall and basic sports fields	Altein village
	Need for a community hall, library and parks	Mtititi and Muhunguti villages
<b>6. Housing</b>	There is a backlog of 200 houses	Altein village
	Need for RDP houses	Jilongo village
	Refurbishment of houses	Mtititi village
<b>7. LED</b>	Opening of Fumani Gold mine	Plange and Altein villages
	Support for cooperatives	Jilongo village
	Assistance with farming	Muhunguti and Mtititi villages
<b>8. Health facility</b>	Upgrading of Mtititi clinic	Mtititi village
	Need for a health care centre	Altein village
	Need for satellite clinic	Jilongo village
<b>9. Electricity</b>	Need for electricity	Mtititi zone 10
	There is an electricity backlog of 200 households	Altein village
	Need for electrification of new extensions	Jilongo village
	Replacement of meter boxes	Muhunguti village
<b>10. Sewerage</b>	Need for sewage system	Mtititi and Plange villages
	Need for 100 sewage systems	Altein village
<b>11. Spatial Planning</b>	Identification of procurement	Altein village
	Inclusion of ward 36 villages in municipal spatial planning	Muhunguti village
<b>12. Waste Management</b>	Need for a landfill site	Mtititi, Jilongo and Plange villages
	Need for 4 transfer stations	Altein village



## 2. CHAPTER 2: SPATIAL RATIONALE

### 2.1. EXECUTIVE SUMMARY

The Collins Chabane Local Municipality's Planning and Development Department is responsible for guiding the area's growth and development. This department is divided into four key areas: Spatial Planning and Land Use, ensuring that development aligns with the municipality's vision and environmental sustainability; Building Control and Property Management, overseeing the construction and maintenance of buildings, and managing municipal properties; Local Economic Development, promoting economic growth and job creation; and Integrated Development Planning, coordinating the efforts of the other divisions to ensure development aligns with the municipality's overall strategic objectives. The table below shows the organogram of planning and, management department



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 is 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.

## 2.2. SPATIAL RATIONALE

The Spatial Rationale gives an overview of the settlement hierarchy based on the classification of settlements, in terms of town or village. The key performance areas (kpa) attached to the planning and development department are:

- ▶ **Spatial rationale**
- ▶ Land use management
- ▶ Spatial planning
- ▶ Development control
- ▶ Coordinate human settlement development
- ▶ Integrated development planning
- ▶ Geographic information systems (GIS)

Table 34 and Figure 10 below gives an overview of the spatial rationale of Collins Chabane Local Municipality area.

**Table 27: Hierarchy of Settlements**

HIERARCHY	TYPE	CHARACTERISTICS	AREA
<b>FIRST ORDER SETTLEMENT</b>	PROVINCIAL GROWTH POINT	<ul style="list-style-type: none"> <li>• VERY WELL POSITIONED ALONG THE NATIONAL AND PROVINCIAL MOVEMENT NETWORK.</li> <li>• FUNCTION AS HIGH ORDER SERVICE CENTERS</li> <li>• HAVE RELATIVELY LARGE LOCAL POPULATIONS.</li> </ul>	<b>MALAMULELE</b>
	DISTRICT GROWTH POINT	<ul style="list-style-type: none"> <li>• LARGE RURAL CLUSTERS WITH SMALL ECONOMIC BASES.</li> <li>• ACCESSIBLE VIA THE PROVINCIAL ROAD NETWORK.</li> </ul>	<b>SASELAMANI, HLANGANANI &amp; VUWANI</b>
<b>SECOND ORDER SETTLEMENT</b>	POPULATION CONCENTRATION POINTS	<ul style="list-style-type: none"> <li>• TOWNS/VILLAGES OR GROUP OF VILLAGES LOCATED CLOSE TO EACH OTHER AND HAVE SUBSTANTIAL NUMBER OF PEOPLE LOCATED IN THESE VILLAGES.</li> </ul>	<b>TIYANI, MAHATLANI, MAJOSI, RIBUNGWANI, BUNGENI, MAVAMBE, VYEBOOM, XIGALO &amp; KURHULENI</b>
<b>THIRD ORDER SETTLEMENT</b>	LOCAL SERVICE POINTS	<ul style="list-style-type: none"> <li>• SITUATED IN THE MIDST OF A HIGH NUMBER OF SMALL SCATTERED VILLAGES.</li> <li>• FOCUS NEEDS TO BE ON COMMUNITY INFRASTRUCTURE.</li> </ul>	<b>MUKHOMI, XIKUNDU, OLIFANTSHOEK, TSHIMBUPFE A &amp; B; MULENZHE, MTITITI, MPHAMBO, MHINGA, MAGONA AND GUMBANI.</b>
<b>FOURTH ORDER SETTLEMENTS</b>	VILLAGE SERVICE AREAS		<b>ALL OTHER VILLAGES</b>

Source: CCLM SDF, 2021

### 2.2.1. 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, Mtititi, Mahonisi And Hlanganani
Informal Settlements	2- Rhulani & Xiparapureni
Villages	198
<b>Total</b>	<b>201</b>

### 2.2.2. 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)

#### 2.2.2.1. SPATIAL PLANNING CURRENT PROJECTS

Collins Chabane Local Municipality is having a good working relation 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
Formalization & Proclamation: Mavandla	Malamulele	3300
Township Establishment: Majosi	Hlanganani	2000
Formalization & Proclamation: Saselamani	Saselamani	2000
Township Establishment: Mtititi	Malamulele	2000
Formalization: Vuwani	Vuwani	5400
Demarcation of Sites: Kings View and Kings View Ext 1	Malamulele	2000

### **2.2.3. 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.

### **2.2.3.1. 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 objectives the LDP 2015-2020 designed 4 key pillars of intervention which includes:

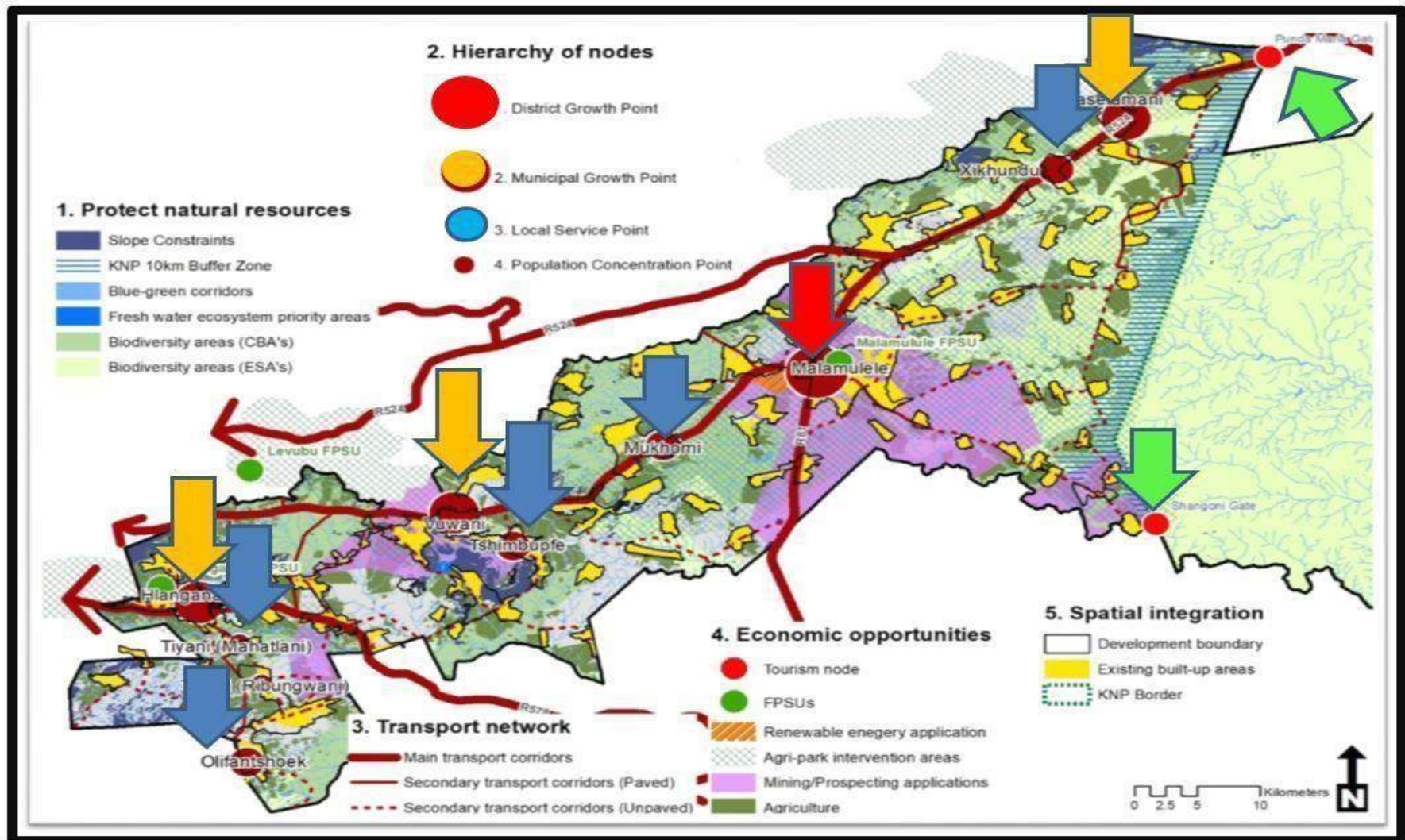
- Economic development and transformation
- Infrastructure development
- Building developmental state
- Social Cohesion and transformation.

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 2.1. Hierarchy of Nodes



Source: CCLM SDF, 2021

### **2.2.3.2. 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.

## **2.3. 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 was reviewed 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.

### 2.3.1. Spatial Planning Policies and By-Laws

NAME	ADOPTED BY COUNCIL	STATUS	REVIEW
Spatial planning and land use management by-law	2019	BEING IMPLEMENTED	2026
Land disposal policy	2020	BEING IMPLEMENTED	2025
Spatial development framework	2021	BEING IMPLEMENTED	2025
Land use scheme	2023	BEING IMPLEMENTED	2028
Human settlement strategy	2019	BEING IMPLEMENTED	2025
Led strategy	2024	BEING IMPLEMENTED	2029
Spaza shops by-law	2019	BEING IMPLEMENTED	2025
Advertising billboard by-law	2019	BEING IMPLEMENTED	2025
Hardware Storage by-law	2019	BEING IMPLEMENTED	2025
Noise Control by-law	2021	BEING IMPLEMENTED	2025
Street Trading by-law	2023	BEING IMPLEMENTED	2025
Places of public worship	2023	BEING IMPLEMENTED	2025

### 2.3.2. 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.

**2.3.3. 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 28: 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.	No GIS function resulting in outdated maps and spatial data	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.	Development of New Giyani City at the border of Collins Chabane
		Close proximity to Thohoyandou (development can overflow into areas under CCLM).	Litigation on land matters can result in investors migrating to other areas

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

##### 2.4. 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.

##### 2.4.2. 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

### **2.4.3. 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.

### **2.4.4. 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

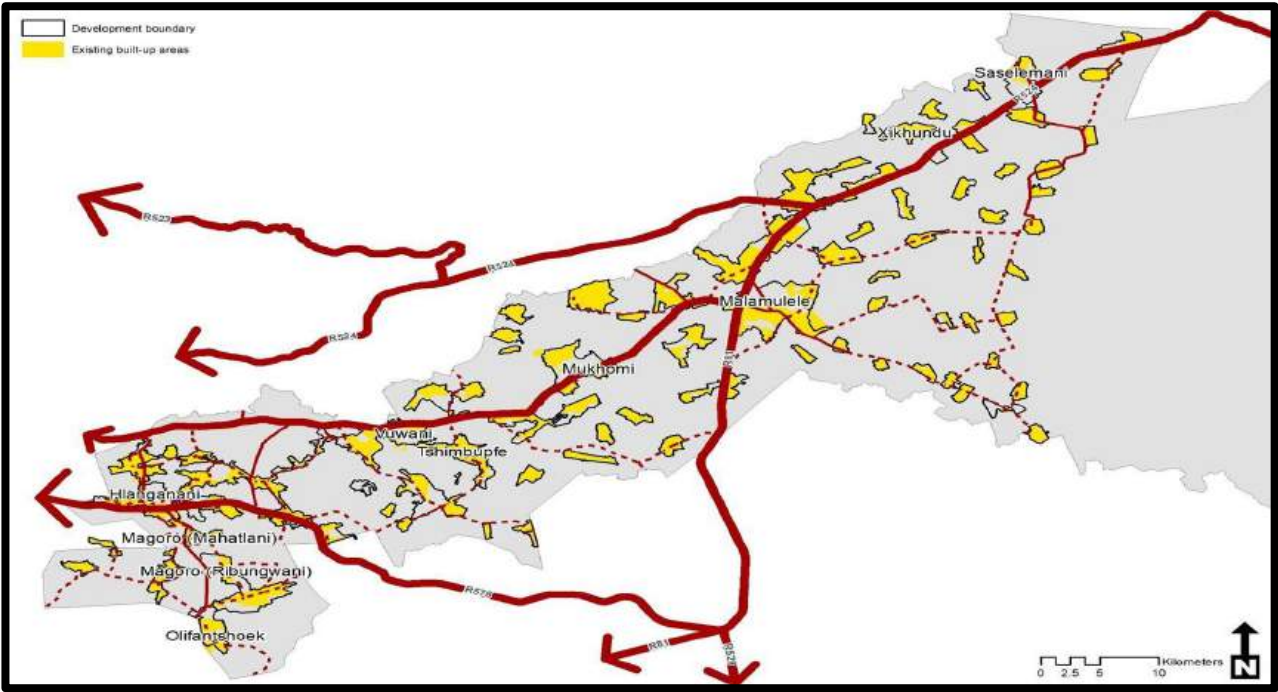
## **2.5. INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT**

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.

### **2.5.1. 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. The figure below shows that the CCLM settlements is categorized into four types which are: Proclaimed townships, RDP settlements, informal settlements and villages. The two proclaimed townships are Malamulele and Vuwani, the five RDP settlements include areas such as Mhinga, Seselamani, Mtititi, Mahosni and Hlanganani, and the two informal settlements are Rhulani and Xipurapureni. There are a total of 198 villages which gives the total number of 201 villages.

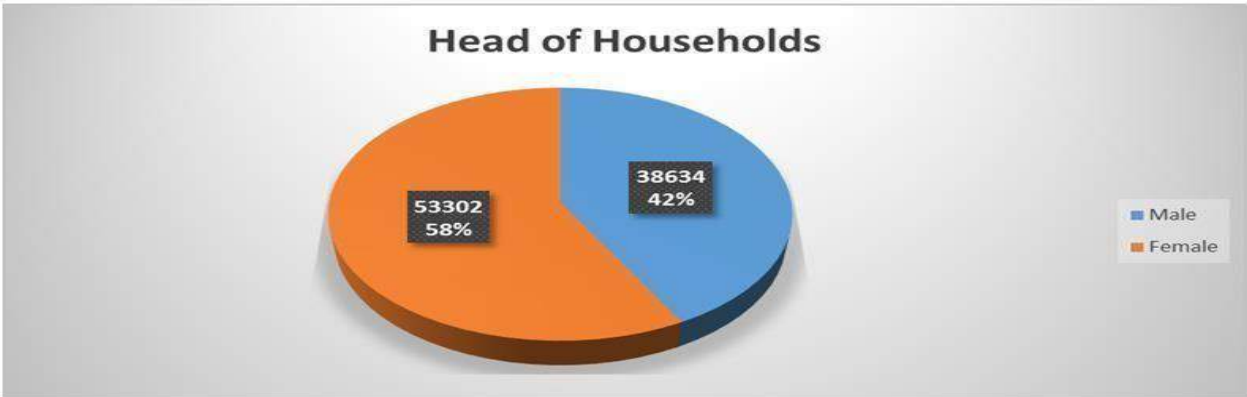
Figure 2.2: Human Settlement Types



2.5.2. 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 2.2.: Household Trends



**Table 29: 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”

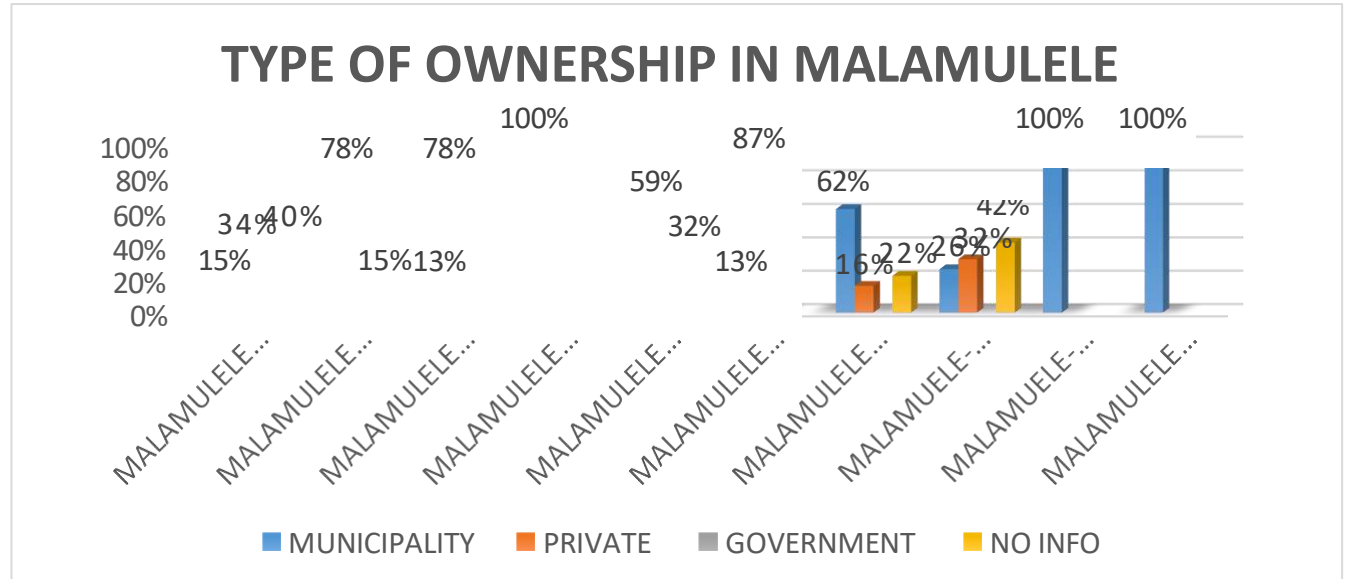
<b>Main Dwelling that household lives in</b>	<b>Number</b>
<b>Formal dwelling/house or brick/concrete block structure on a stand</b>	<b>69952</b>
<b>Traditional dwelling/hut/structure made of traditional mater</b>	<b>16521</b>
<b>Flat or apartment In a block of flats</b>	<b>61</b>
<b>Cluster houses in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

Collins Chabane Local Municipality housing backlog is estimated at **26**. However, the allocation for 2023/24 financial year is **418** housing units.

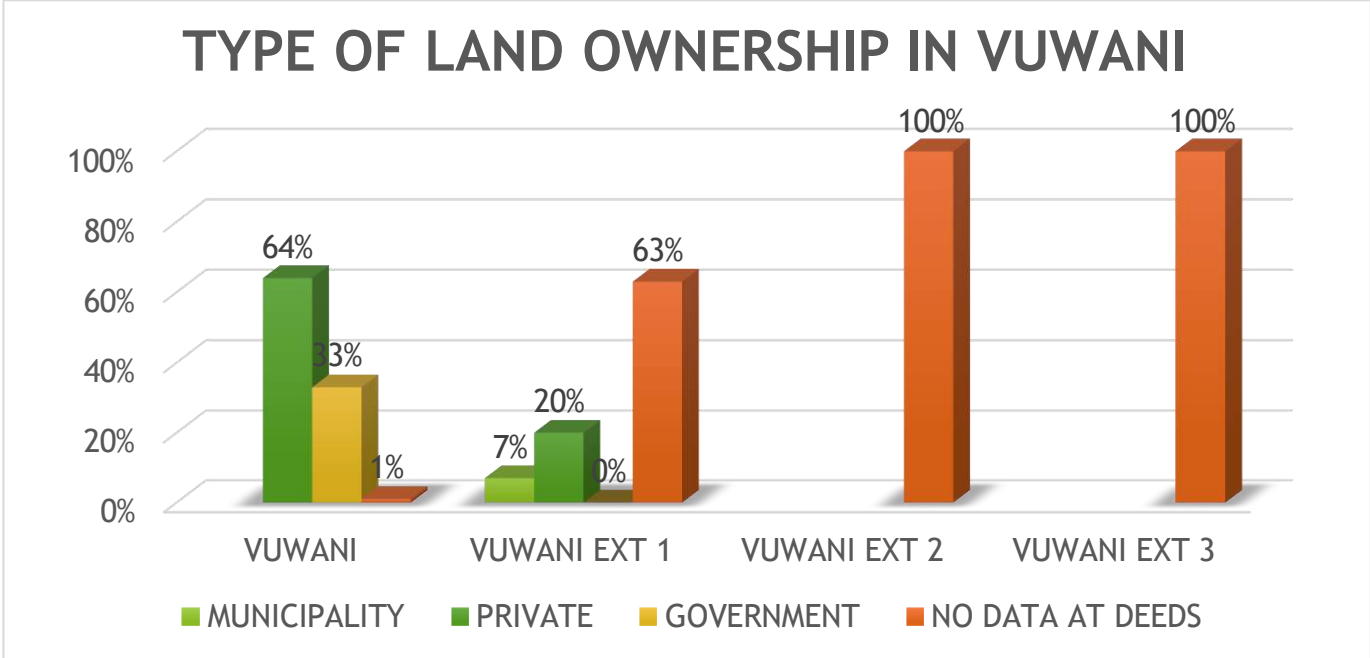


AREA	NO. OF PROPERTIES OCCUPIED
PROCLAIMED FARMS	7
MALAMULELE-A	6 (illegal street closures)
MALAMULELE-B	0
MALAMULELE-B EXT 1	48
MALAMULELE-B EXT 2	112
MALAMULELE-C	2
MALAMULELE-D	0
MALAMULELE-D EXT 1	5
MALAMULELE-D EXT 2	10
MALAMULELE-D EXT 3	0
<b>TOTAL</b>	<b>190</b>

Figure 2.4: Land ownership in Malamulele

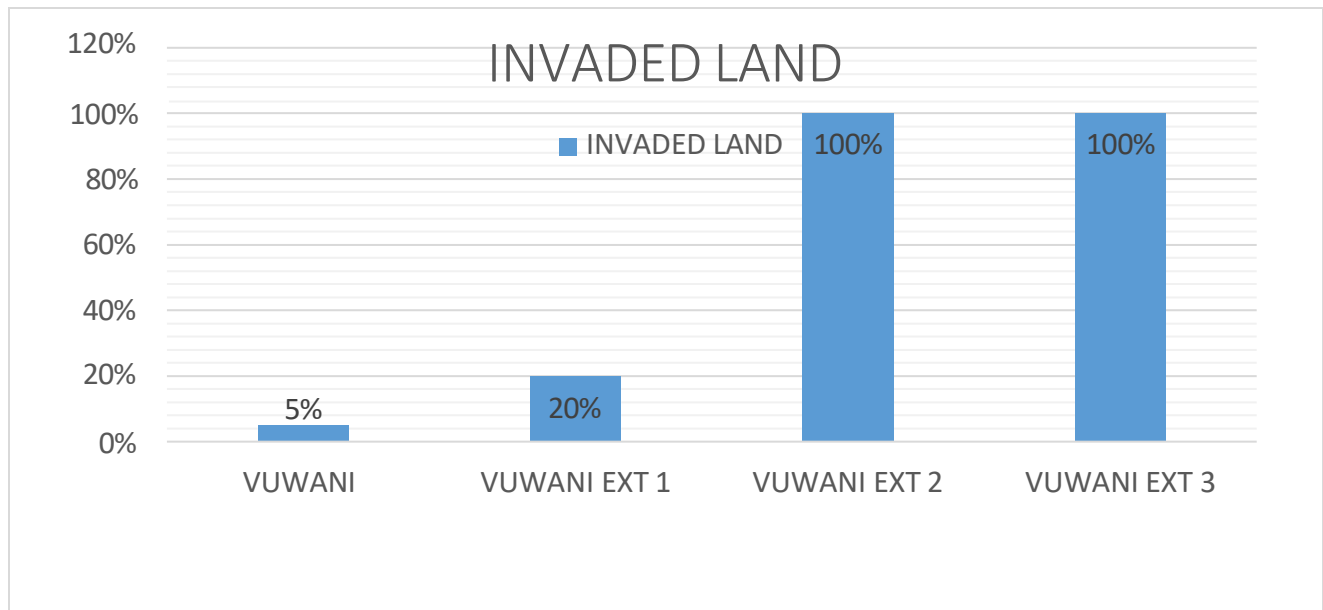


**LAND OWNERSHIP IN VUWANI**



**LAND INVADED IN VUWANI**





### 2.5.3. 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:

- 2.5.3.1. The National Building Regulations Act (Act 103 of 1977).
- 2.5.3.2. Architects Act (Act 35 of 1970).
- 2.5.3.3. 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

## 2.6 SPATIAL RATIONALE CHALLENGES

Table 30: Current projects

PROJECT NAME	NODAL POINT	NUMBER OF ERVEN	NAME OF TRADITIONAL COUNCIL
Formalization & Proclamation: Mavandla	Malamulele	3300	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: Kings View and Kings View Ext 1	Malamulele	2000	Mavambe Traditional Council
Township Establishment: Portion 10	Malamulele	60	N/A

**Table 31: Spatial rational: the next 5 (five) year plan**

<b>PLAN</b>	<b>DIVISION</b>
Demarcation of Sites	Spatial Planning and Land Use
Formalization: Vuwani & Malamulele	Spatial Planning and Land Use
Establish industrial areas in all Nodal Points	Spatial Planning and Land Use
Subdivide & Rezone vacant land parcels	Spatial Planning and Land Use
Establish Municipal Planning Tribunal & Appeals Tribunal	Spatial Planning and Land Use
Township Establishment at Mtititi and other areas	Spatial Planning and Land Use
Develop CBD plans for Malamulele, Vuwani and Saselamani	Spatial Planning and Land Use
Review SPLUMA By-laws, Spatial Development Framework (SDF) and other policies	Spatial Planning and Land Use
Establish a fully fledged GIS function	Spatial Planning and Land Use
Relocate the dwellers at Rhulani & Xipurapura	Property, Housing and Building Control
Registration of Properties within the proclaimed areas	Property, Housing and Building Control
General & Supplementary Valuation Roll	Property, Housing and Building Control
Dispose Vacant Land Parcels	Property, Housing and Building Control

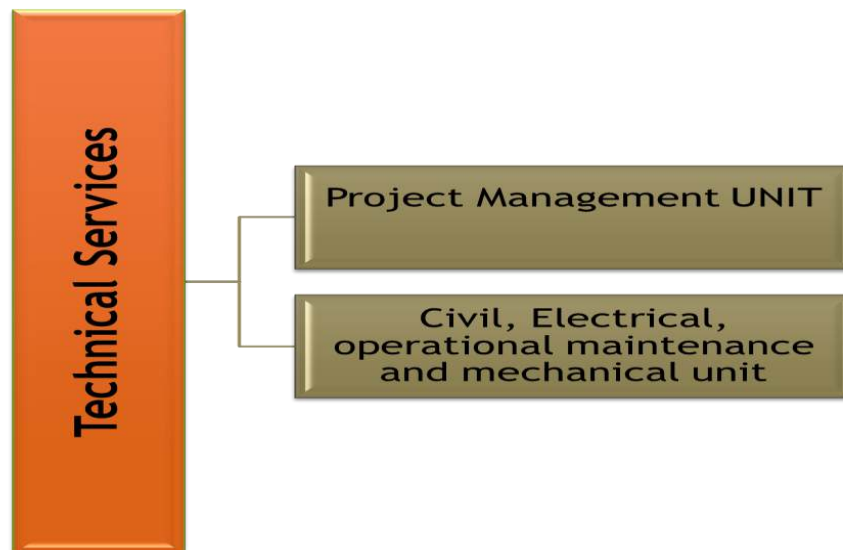
**Table 32: Spatial rationale challenges**

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

## CHAPTER 3: BASIC SERVICE DELIVERY INFRASTRUCTURE DEVELOPMENT

### 3.1. EXECUTIVE SUMMARY: TECHNICAL SERVICES (PART A)

Technical Services within the IDP framework plays a crucial role in ensuring the provision of essential infrastructure and services to the community. This department is responsible for the planning, design, construction, and maintenance of essential infrastructure such as roads, water supply, sanitation, and electricity. The two key units within Technical Services, the Project Management Unit and the Civil, Electrical, Operational Maintenance and Mechanical Unit, work collaboratively to deliver on these responsibilities. The Project Management Unit oversees the implementation of infrastructure projects, ensuring they are completed on time and within budget. The Civil, Electrical, Operational Maintenance and Mechanical Unit focuses on the day-to-day maintenance and repair of existing infrastructure, ensuring its continued functionality and service delivery to the community.



### 3.2. 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.

### **3.2.1. 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.

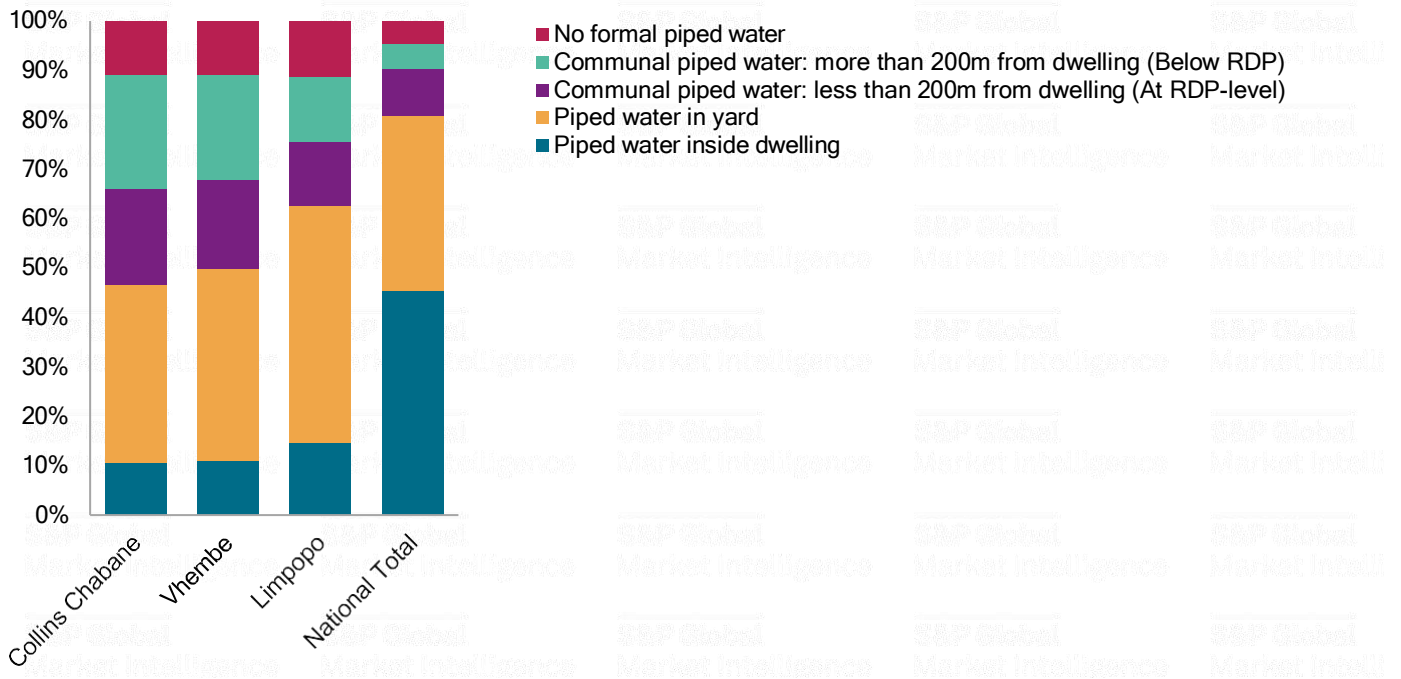
### **3.2.2. WATER CATCHMENT SOURCES IN THE DISTRICT**

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 Luvhuvhu/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.

### **3.2.3. MAIN SOURCE FOR DRINKING WATER**

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

**Figure 3.1: Source of Drinking water**



Source: STATSA Census 2022

**Households by type of water access - Collins Chabane, Vhembe, Limpopo and National Total, 2023 [Percentage]**

Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

Collins Chabane Local Municipality had a total number of 11 000 (or 10.54%) households with piped water inside the dwelling, a total of 37 800 (36.19%) households had piped water inside the yard and a total number of 11 400 (10.89%) households had no formal piped water. When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2013 the number of households below the RDP-level were 27 400 within Collins Chabane Local Municipality, this increased annually at 2.64% per annum to 35 500 in 2023.

### 3.2.4. 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, Tshitereke, Siloam, Dzanani, Lemana, Vleifontein, Phalama) and 10 Booster pump stations (Riphambeta, Maniini A, Maniini B, Nare Tswana, 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.

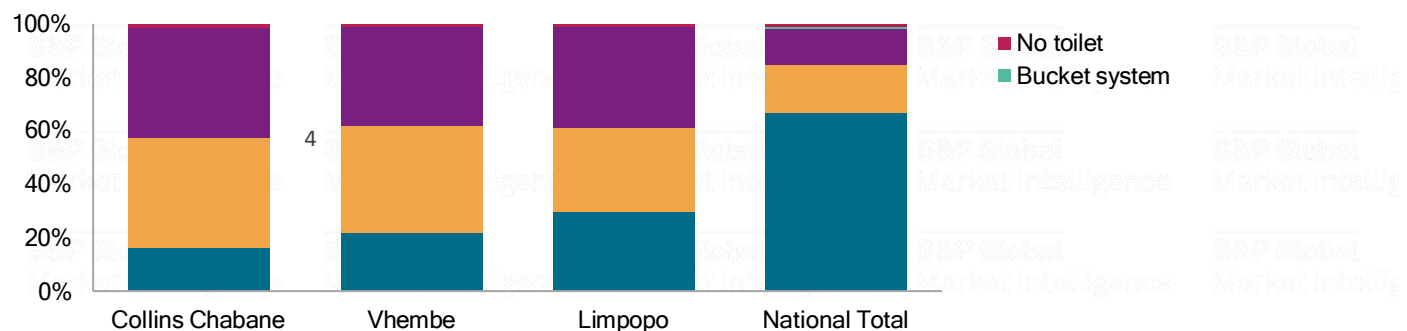
The table below gives an overview of the number of households in Collins Chabane Local Municipality Municipal area with access to different toilet facilities.

### 3.2.5. SANITATION AND WATER BACKLOG/CHALLENGES

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

#### Households by type of sanitation

Figure 3.2.: Rating of quality of toilet services



Source: South Africa Regional eXplorer v2540.

Collins Chabane Local Municipality had a total number of 17 000 flush toilets (16.21% of total households), 42 900 Ventilation Improved Pit (VIP) (41.05% of total households) and 43 400 (41.49%) of total household's pit toilets. When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2013 the number of Households without any hygienic toilets in Collins Chabane Local Municipality backlog was 50 400, this decreased annually at a rate of -1.21% to a **backlog of 44 700**.

### 3.3. ELECTRICAL DIVISION

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.

FINANCIAL YEAR	BACKLOG AS FROM 2016	VILLAGE EXTENSIONS	TOTAL BACKLOG	ELECTRIFIED BY COLLINS CHABANE	ELECTRIFIED BY ESKOM	NUMBER OF HOUSEHOLDS
2016/2017	16 083	0	16 083	0	963	963
2017/2018	15147	760	15 907	1161	2111	3272
2018/2019	12635	760	13395	1470	992	2462
2019/2020	10933	760	11693	600	227	827
2020/2021	10866	760	11626	400	950	1350
2021/2022	10276	760	11036	983	487	1470
2022/2023	9566	760	10326	460	350	810
2023/2024	9516	760	10276	600	400	1000
2024/2025	9276	607	9883	573	380	953
2025/2026				239	540	779
<b>Total</b>				<b>6486</b>	<b>7400</b>	<b>13886</b>

### 3.3.1. High Mast Lights Installation

- Backlog 0 wards

NUMBER OF WARDS BENIFITED	VILLAGES	HIGH MAST LIGHTS INSTALLED
108	105	798

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.

### 3.3.2. High Mast Lights Installation at Stadiums

**All stadium have be constructed with Flood lights**

- ✚ Merwe Stadium
- ✚ Mdavula Stadium
- ✚ Saselamani stadium
- ✚ Flood lights are packaged in Davhana stadium, Bungeni and Vuwani stadium project

### 3.3.3. 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
	Saselamani cluster	60
	Hlanganani cluster	50
2022/2023	Malamulele	50
	Ward 28, Ward 30	30
	Ward 6,12 And 14	45
2023/2024	Magomane	15
	Pludge	15
	Dehoep	15
	Tshivulane	15
	Hanana	15

### 3.3.4. 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.

### 3.3.5. Street Lights/High Mast Lights Maintenance

**Table 33: The Municipality is responsible for the maintenance of street light at the following areas:**

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.

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

### 3.3.6. Solar Panels 100KVA

PROJECT	STATUS
100KVA Solar panels Malamulele Boxing gym.	Functional
100KVA Solar panels Malamulele civic centre	Functional
100KVA Malamulele Community Hall	Functional

### 3.3.7. 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:

PROJECT	STATUS
200KVA Back-up generators Malamulele Civic Centre	Maintenance due
200KVA Back-up generators Traffic Station	Maintenance due
200KVA Back-up generator Saselamani Stadium	Functional
150KVA Back-up generator Malamulele Boxing Gym.	Functional
200KVA Back-up generator Malamulele information centre	Functional
200KVA Back-up generator Vuwani Traffic Station and Vuwani Sub-Office	Functional

### 3.3.8. Electricity Licensing Authority

This is a major breakthrough concept conceived in the strategic session. CCLM started the journey to apply for Nersa Licence in 2023. Electricity license obtained on August 2025 is a 3 in 1 license. It gives CCLM the powers for Generation, Distribution and Trading.

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, benchmarking has been conducted with different 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 for at NERSA.

#### Current status:

- ✚ License received.
- ✚ Designs are completed at King's View, Malamulele D Ext 3, Business Park, Xikundu and Majosi

#### Targeted areas:

- ✚ King's View, Malamulele D Extension 3, Majosi, Business Park and Xikundu.

#### Establishment of New Department (Electricity)

##### Additional Senior Manager Electricity

- ✚ Team responsible for projects specification, design and implementation
- ✚ Team responsible for entire network (operation and maintenance)
- ✚ Team responsible at the control room (operation and maintenance)
- ✚ Customer Care Centre
- ✚ 24hrs Operation
- ✚ Have data over (Power station, Substation, minisubs and the entire network)
- ✚ Bridging and Abnormalities is flagged on the screen
- ✚ Respond Team: Follow the Location and investigate
- ✚ Law Enforcer: Arrest Offenders
- ✚ Team responsible at the solar plant (operation and maintenance)

To make this possible, the municipality will create a Solar Plan at Portion 10 and Mulenzhe to generate own electricity harvesting energy from the sun.



### **3.4. ROADS AND STORM WATER SERVICES**

#### **3.4.1. Roads**

##### **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.

#### **3.4.2. 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.

#### **3.4.3. Grading Programme**

The grading programme is divided into four clusters which are Hlanaganani Cluster, Vuwani Cluster, Malamulele Cluster and Saselemani 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.

#### **3.4.4. 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.

#### **3.4.5. 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.

#### **3.4.6. 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.

### 3.4.7. Resources for road maintenance

The Municipality have the following resources

PLANT	FUNCTIONALITY	BREAKDOWN	REQUESTED
4X Graders	3	2	3
1x Dozer		1	
1x Bakkie		1	2
1x Half Truck	1		1
2x Water Tankers	2		2
2x Pedestrian Rollers	1	1	
1x Asphalt Cutter		1	1
1x Mechanical Broom	1		1
0x Tipper Truck			2
1x TLB	1		1

### 3.4.8. 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.

Projects	Target	Status	Percentage
Infrastructure	362	300	82,8
Social	30	90	300%
Environmental	170	121	71.2
<b>Total</b>	<b>562</b>	<b>511</b>	<b>90,92</b>

### 3.5. PMU BUILDING FACILITIES

Collins Chabane has four Municipal Nodes namely: Malamulele; Saselamani; Hlanganani and Vuwani. Projects are distributed according to the nodal points.

### 3.6. 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 2023/24 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
- ❖ 6443 = Water
- ❖ 6443 = Sanitation

### 3.7. COMMUNITY SERVICES

#### 3.7.1. EXECUTIVE SUMMARY: COMMUNITY SERVICES (PART B)

The Community Services Department plays a crucial role in enhancing the quality of life for residents of the municipality. This department encompasses a wide range of services, including Registration & Licensing, ensuring compliance with regulations; Environment & Waste Management, promoting a clean and healthy environment; Social Services, providing support to vulnerable members of the community; and Traffic Safety & Law Enforcement, maintaining public safety and order. Furthermore, the department oversees Special programs, Disaster Management, Horticulture, Parks & Cemetery, as well as Sports, Arts, Recreation & Cultural heritage, contributing to the overall well-being and development of the community.



### 3.7.2. CURRENT PROJECTS UNDER WASTE AND ENVIRONMENTAL 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. In terms of storage of waste, the municipality has ensured to distribute 240L Wheelie bins to 38 businesse, 770L Wheelie bins to 05 businesses, 28 skip bins to businesses and 34 skip bins have been distributed to villages. Moreover, the programmes for each division are indicated below:

PROGRAMME	DIVISION
Hosting environmental and education cleaning programmes	Environmental and waste management
Purchase refuse bins and bulk containers	Environment and waste management
To establish a park in Vuwani	Social services
Conduct arrive alive campaigns	Traffic and law enforcement
Testing of vehicles	Registration and licensing
Testing and issuing of drivers Licenses, learners and PDP'S	Registration and licensing

### 3.7.3. COMMUNITY SERVICES PLAN FOR THE NEXT 5 YEARS

PLAN	DIVISION
Environmental Management plan	Environment and Waste Management
Operation and Maintenance of Landfill Site	Environment and Waste Management
Development of a Buy back center (recycling facility) at the Landfill site	Environment and Waste Management
Extension of refuse removal services to newly formalized areas	Environment and Waste Management
Environmental Education & Awareness	Environment and Waste Management
Establishment of transfer stations in Hlanganani, Vuwani and Saselamani	Environment and Waste Management
Municipal Greening ( purchasing & Planting trees)	Environment and Waste Management
Conduct Greenest Competition ( Schools, Households, Clinics & Wards )	Environment and Waste Management
Purchasing & Installation of Refuse bins	Environment and Waste Management
Climate Change response plan	Environment and Waste Management
Air Quality Management plan	Environment and Waste Management
Alien invasive specie eradication plan	Environment and Waste Management

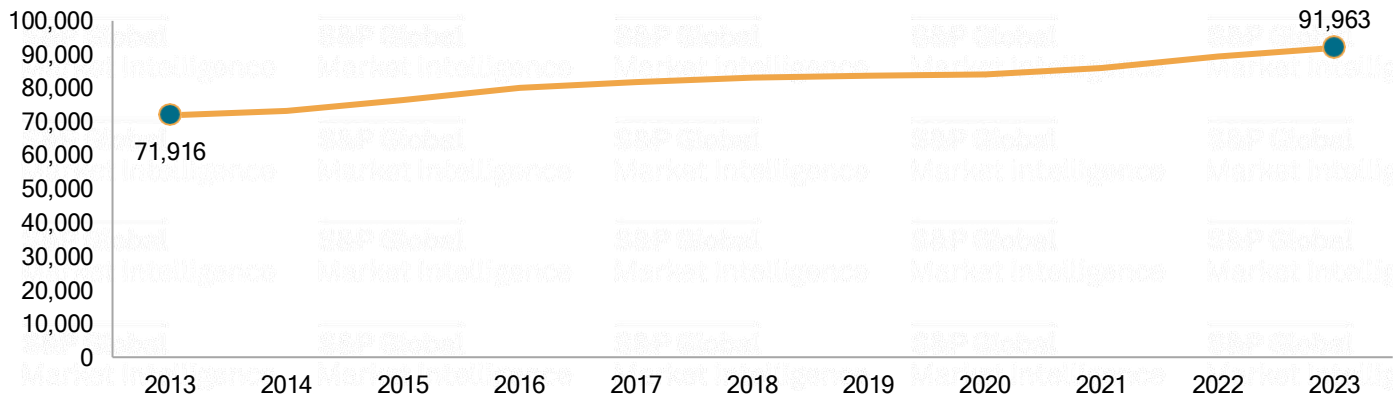
Development & Maintenance of Vuwani , Hlanganani and Saselamani parks	Social Services
Open space management (we need to develop bylaw	Social Services
Landscaping & beautification	Social Services
Operation of Nursery	Social Services
Development of Parks in all proclaimed areas	Social Services
Development of new cemetery in all proclaimed areas	Social Services

### 3.8. 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 a **total number of 70 skip bins** are distributed to businesses & villages.

**Refuse removal - Collins Chabane Local Municipality, 2013-2023 [Number of households with no formal refuse removal]**



Source: South Africa Regional eXplorer v2540.  
Data compiled on 4 Oct 2024.

When looking at the number of households with no formal refuse removal, it can be seen that in 2013 the households with no formal refuse removal in Collins Chabane Local Municipality was 71 900, this increased annually at 2.49% per annum to 92 000 in 2023.

### 3.9. Integrated Waste Management Plan (IWMP)

Collins Chabane Local municipality has developed the IWMP which is adopted by council **September 2020** and is currently under review. It has been 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, under review.

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

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

#### 3.9.2. Land Fill Sites

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 Giyani 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. A landfill site technical committee has been established for the operation of the landfill site.



#### 3.9.3. Environmental Education & Clean Up Campaigns

A continuous program for environmental education and clean-up campaigns as per IWMP is being implemented and Environmental education & awareness campaign were conducted within municipal different wards. The division is expanding environmental programmes to schools where learners are encouraged to participate in environmental programmes. Studies have shown that early childhood education towards environmental issues can literally change/ build a positive attitude. There is a National call from the presidency to plant 10 million trees in 05 years, of which the department has decided to embark in tree planting where in approximately 700 trees were donated by DEFF which are planted within different municipal nodal area. Trees fight the effect of climate change extreme hot conditions, flooding and the greenhouse gass immissions. Municipal Manager has recently signed a memorandum calling for a workshop with all members of hawkers & taxi association One of the main purpose of the workshop is to start the process of developing a formal by law that will regulate and sustain ongoing cleanliness of town

### 3.9.4. Greenest Municipality Competition

The Municipality was awarded a 3<sup>rd</sup> position in the District Greenest Municipality Competition, which represent a regression in performance, following previous achievement where municipality obtained position 1 in the district and 3<sup>rd</sup> at a provincial level. Greenest Municipality Assessment included municipal principles of reducing, reusing and recycling of waste materials and also including municipal renewable energy initiatives, based on the above the following five core elements were used for municipal assessment namely:

- ✚ Waste Management;
- ✚ Energy Efficiency and Conservation;
- ✚ Water Management;
- ✚ Landscaping, tree planting and beautification;
- ✚ Public Participation and Community Empowerment; and
- ✚ Leadership and Institutional Arrangements.

### 3.9.5. 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.



### 3.9.6. Illegal dumping

As the department we acknowledge the challenge of Illegal dumping and to address this matter the following activities are being done:

- ✚ Deployment of tipper & TLB to clear
- ✚ Awareness Campaign
- ✚ Installation of no dumping sign

### 3.9.7. 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



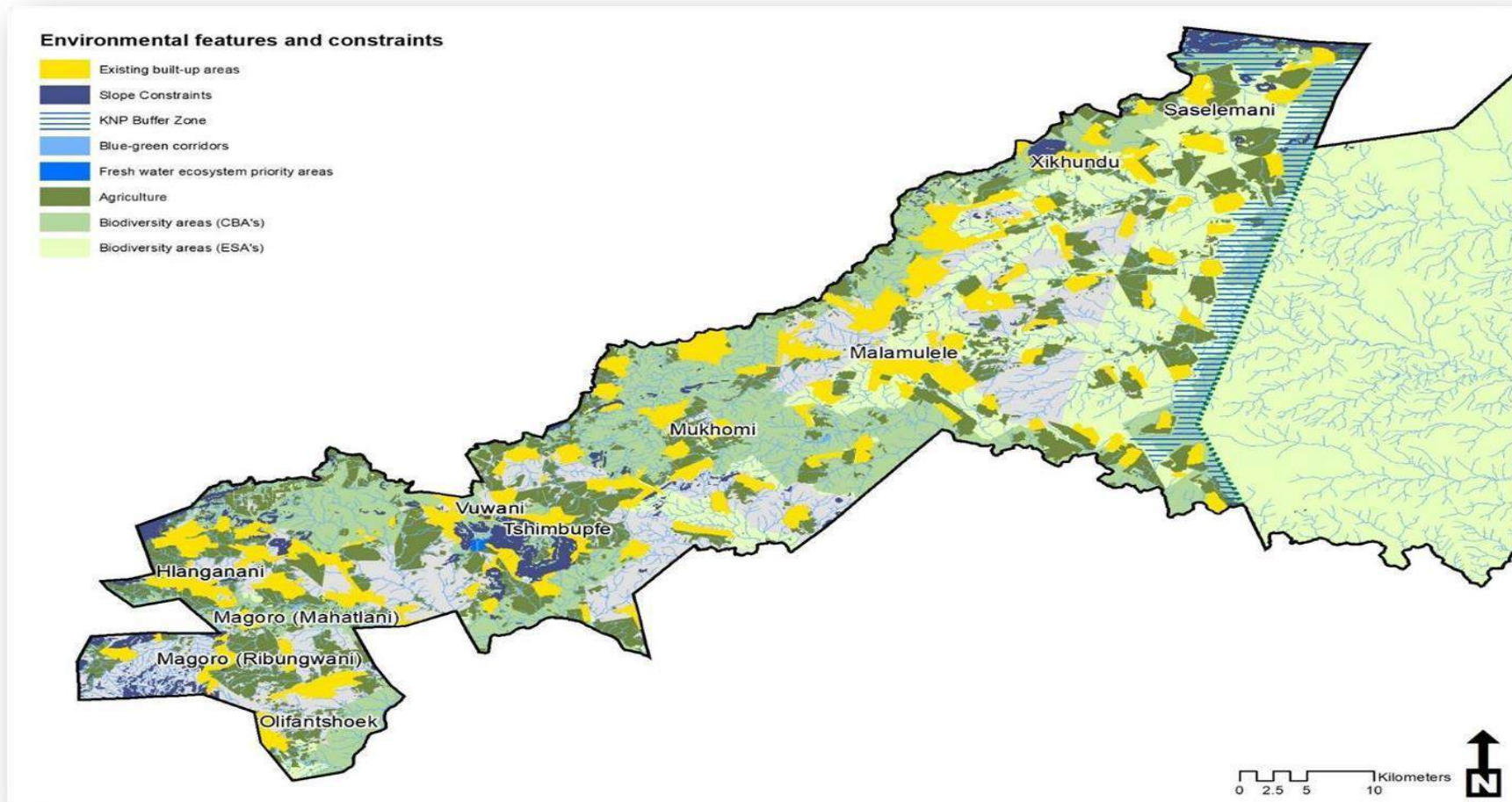
## 3.10. ENVIRONMENTAL ANALYSIS

### 3.10.1. Environmental Health Services

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

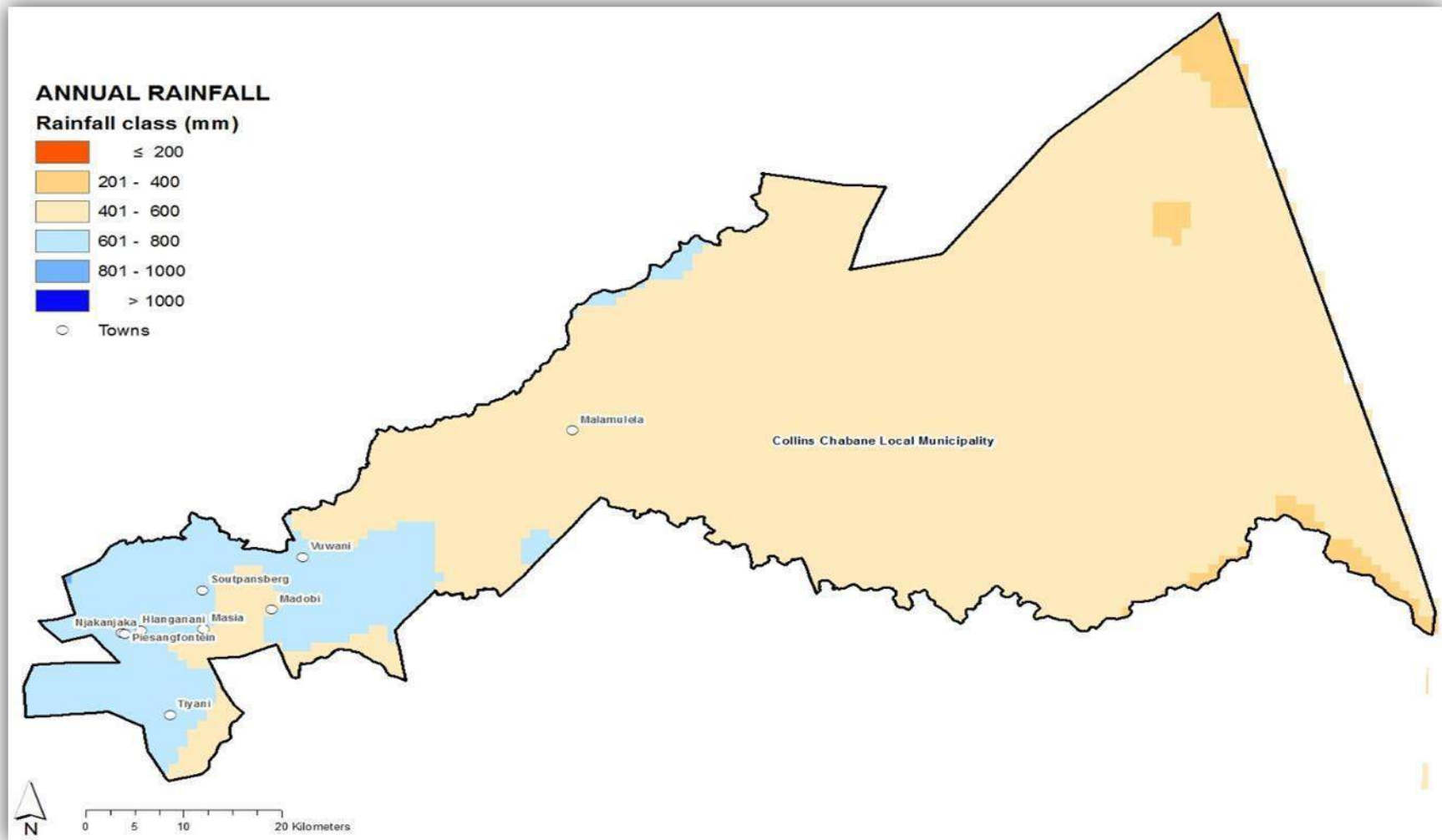
The map below indicates the spatial representation of the Collins Chabane Local Municipality's environmental features

Figure 3.3.: The spatial representation of the Collins Chabane Local Municipality's environmental features and settlement arrangements



Source: CCLM SDF (2018)

Figure 3.4.: Annual Rainfall



Source: CCLM SDF (2018)

### **3.10.2. 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. The Collins Chabane Local Municipality is amongst the four (4) local municipalities in South Africa that was suppose to benefit in the development of a Climate Change response plan through a service provider appointed by DFFE

The department has recently withdrawn from this initiative due to budget constrains, other Municipalities who were suppose to benefit from this initiative were Emalahleni (MP), Lephalale (LP), and Port St Johns (KZN) Local Municipalities

### **3.10.3. 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.

### **3.10.4. 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.

With the recent floods, it is evident that climate change has detrimental effect in the Municipal jurisdiction. Most families were homeless, desposed of their belonging, some lost their lives. The vegetation is still on recovery mode, instructure is badly damaged and most roads not drivable. This calls for a national dialog for recovery plans and climate response plans that with aid rural municipalities such as CCLM to navigateits path through the devastating changing climatic conditions over time.

### **3.10.5. 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.

### **3.10.6. Land Cover / Land Capability**

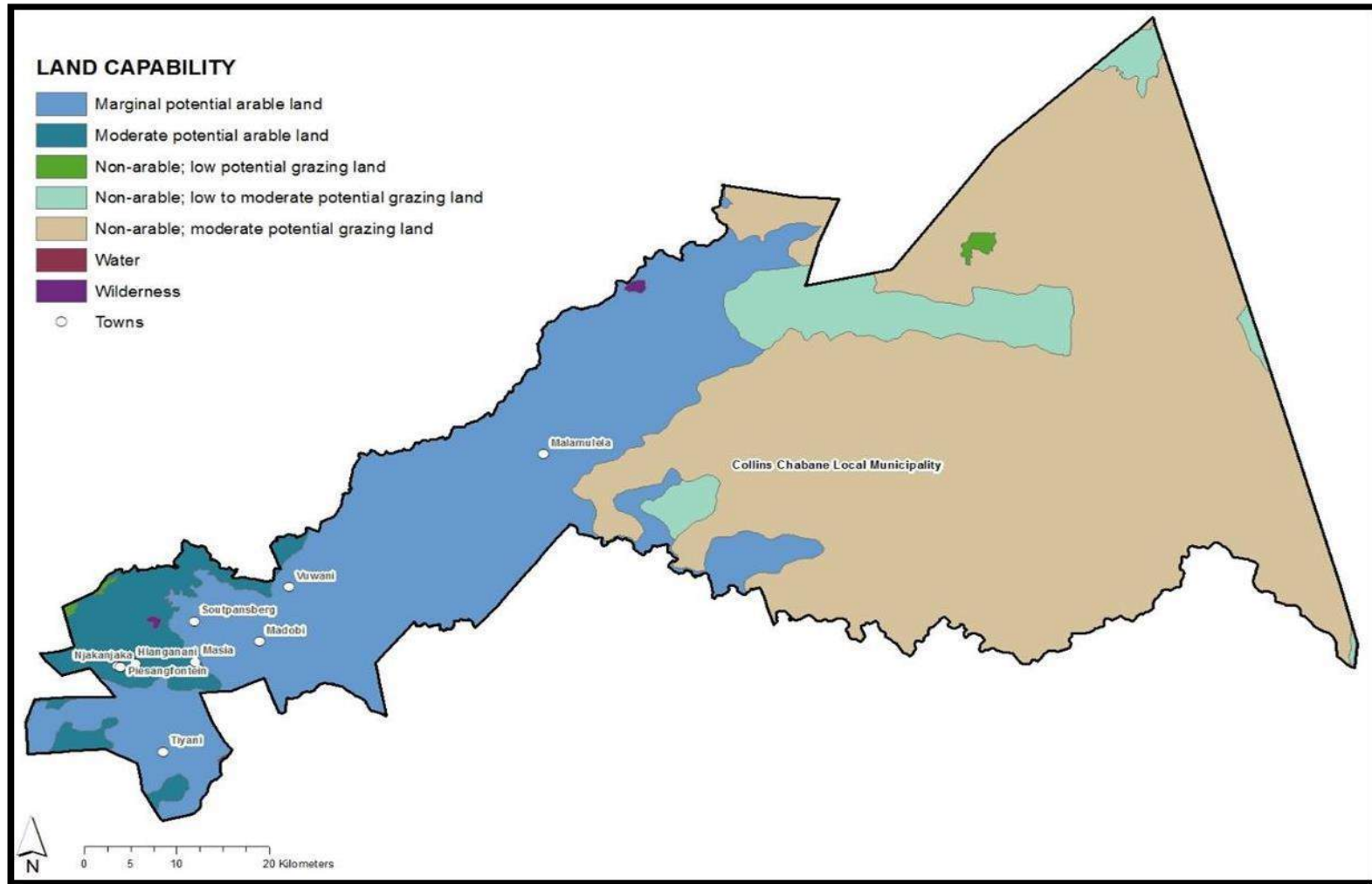
Collins Chabane area has amazing biological diversity of flora and fauna; this rich biodiversity can be attributed to its biogeographical location and diverse topography. The Municipality falls within the greater Savanna Biome, commonly known as the Bushveld with some small pockets of grassland and forest 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.

### **3.10.7. 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 3.5.: Land Capability



Source: CCLM SDF 2018

### **3.10.8. 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.

### **3.10.9. 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.

### **3.10.10. 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.

## **3.11. 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

### 3.12. PARKS AND CEMETERIES

The municipality currently has one (1) park in Malamulele where Phase 1 of the redevelopment of the park has been completed. The park has been handed over by the Honourable Mayor for community utilization. There are plans to also develop parks in Vuwani, Hlanganani and Saselamani nodal points. The Municipality maintains and services cemeteries in Malamulele and Vuwani Regularly. The plans to establish municipal cemeteries in other nodal areas will need to go hand-in-hand with the proclamation of the area.

#### MAINTENANCE OF PARKS AND COMMENTARIES



### **3.13. 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.

#### **3.13.1. 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
- ❖ Gender forum

#### **3.13.2. Youth and Women Development**

A youth and women council was launched on 1<sup>st</sup> 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

#### **3.13.3. Persons with Disability**

With regards to Persons with Disabilities CCLM recognizes the constitutional and legislative imperative to promote and protect the rights of persons with disabilities. In line with the White Paper on the Rights of Persons with Disabilities (2015) and the United Nations Convention on the Rights of Persons with Disabilities (UNCPRD), the Municipality has established a Disability Forum and implemented inclusive programs between since established. These efforts aim to ensure that people with disabilities are afforded equal opportunities in civic, social, economic, and political life.

### **3.13.3.1. Disability Forum Structure and Function**

The Collins Chabane Disability Forum, restructured in early 2022, serves as a consultative and advisory body to the Municipality. It consists of representatives from:

- ❖ Local organizations of persons with disabilities (OPDs)
- ❖ Persons with disabilities from the Four Clusters of our Local municipality
- ❖ Both employed and unemployed persons with disabilities

#### **Key functions include:**

- ❖ Identifying and addressing disability-related challenges
- ❖ Facilitating dialogue between stakeholders
- ❖ Monitoring the implementation of disability-focused policies
- ❖ Promoting inclusive participation in municipal planning

### **3.13.3.2. Employment Initiatives**

To combat high unemployment rates among persons with disabilities, the Municipality launched several initiatives:

#### **Municipal Internship and Learnership Programs**

- ❖ Skills development in IT, administration, and environmental services.
- ❖ Preferential procurement opportunities to inclusive cooperatives.

### **3.13.3.3. Gender Equity and Disability**

Gender equity is a cross-cutting principle in all disability programs. Key strategies include:

- ❖ **Empowerment of Women with Disabilities:** Support groups formed for women with disabilities focusing on health, GBV prevention, and entrepreneurship.
- ❖ **Leadership Development:** Female representative in the Disability Forum are three in the executive committee and four in the additional.

#### **Support Services**

- ❖ Partnership with SASSA and NGOs to facilitate easier access to disability grants.
- ❖ Provision of mobility aids such as wheelchairs, crutches, and hearing devices through local health centers.
- ❖ Referral networks (Whatsapp Group) created for specialized services (e.g., physiotherapy, information sharing, peer counseling).

### **3.13.3.4. Challenges:**

- ❖ Inadequate funding and reliance on provincial support.
- ❖ Limited accessibility in deep rural areas.
- ❖ Stigma and social exclusion persist in some communities.

The Collins Chabane Local Municipality has made substantial progress in promoting disability inclusion since established. Through collaborative efforts, policy integration, and direct service delivery, the rights and dignity of persons with disabilities are being advanced. Continued investment and political will are essential to sustain and deepen these gains.

### **3.14. DISASTER MANAGEMENT**

The newly amended Disaster management act states that it is now the responsibilities of local municipality to address its disasters (meaning it must be in the budget for the next financial year). A disaster management plan has been developed which serves as a guideline in the management of disaster relief. This plan need to be presented to Council for adoption. The municipality is working with the Department of Social Development to assist with food parcels and trauma counselling. The municipality has currently experience flooding and has been declared as a National Disaster, about 580 households were affected including roads, bridges and electricity. A National Recovery Plan is being implemented with budget allocations reviewed.

#### **3.14.1. 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 mansion a few and uses the emergency hotline for reporting and need of any emergency services.

### **3.15. 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.

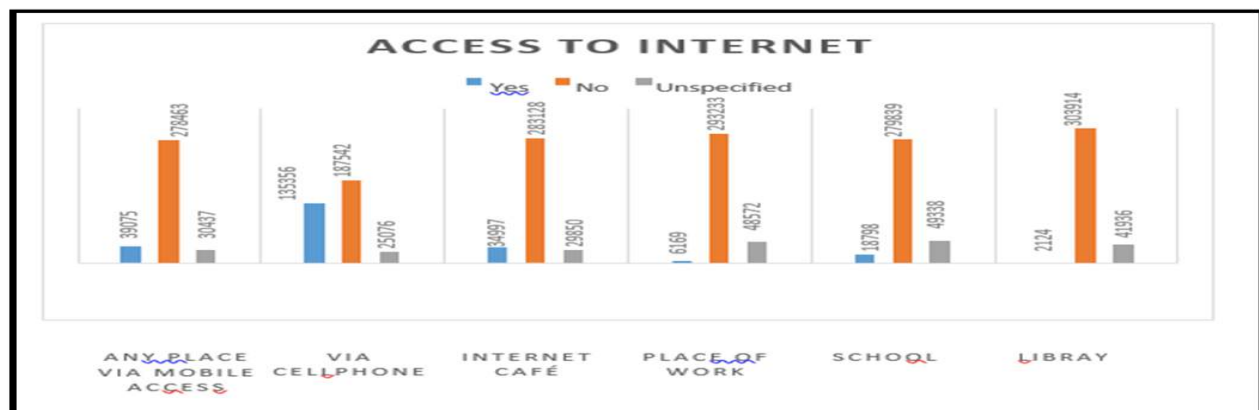
### **3.16. TELECOMMUNICATION SERVICES**

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

#### **3.16.1. 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 3.6.: Internet Access**



Source Stats SA Community Survey, 2022

### 3.16.2. POSTAL SERVICE

**Table 34. Mode for receiving Mail/post**

MODE FOR RECEIVING OF MAIL/POST	
Delivered to the dwelling	56943
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	-
<b>Total</b>	<b>443 798</b>

Source Stats SA, 2022 Community Survey

### 3.17. 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

### **3.18. 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.

The Two (2) Registration and Licencing Stations: Malamulele & Vuwani

These Stations are Grade A meaning that they test all types of driving license for all codes including motor cycles.

Malamulele Vehicle Testing station test all types of motor vehicles for road worthy while Vuwani vehicle Testing Station does not test for road worthy. The services rendered by the stations are: Driving License Testing Centre (DLTC), a centre which only deals with driving license, learners license, professional driving permit test and renewals. Vehicle Testing Station (VTS), a station which only deals with testing motor vehicles for roadworthy. Registration & Licencing (R/A) which deals with payment of services provided within the centre.

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 3.7: Testing Station**



Figure 3.7: Testing Station



Due to lack of infrastructure in Vuwani the Vehicle Test Station is not conducting vehicle roadworthy test but there is a plan to construct the admin block (according to the National Road Traffic Act 93, of 1996 and the department minimum requirement, it is not allowed to conduct road worthy test and do administration in one block

### 3.19. 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, Saselemani, 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, Saselemani 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.

#### Integrated Transport Plan (ITP)

The CCLM Integrated Transport Plan (ITP) has been finalised and published for public comment. The status of the ITP is now waiting for the MEC's comment after submissions made to the Province. The plan aims to assist with conflicts between taxi and bus operators as it brings revenue via registration of terminals (off loading & loading). Assists the municipality in Planning on building the facility, it also assists in oversaturation of taxi (e.g if Malamulele route is too much it leads to taxi conflicts). 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).

### 3.20. 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 3.8.: Traffic Law Enforcement**



### **3.20.1. 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.

### **3.20.2. 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 unauthorized items. The main reason for this forum is to ensure the safety of communities through working together with other stakeholders.

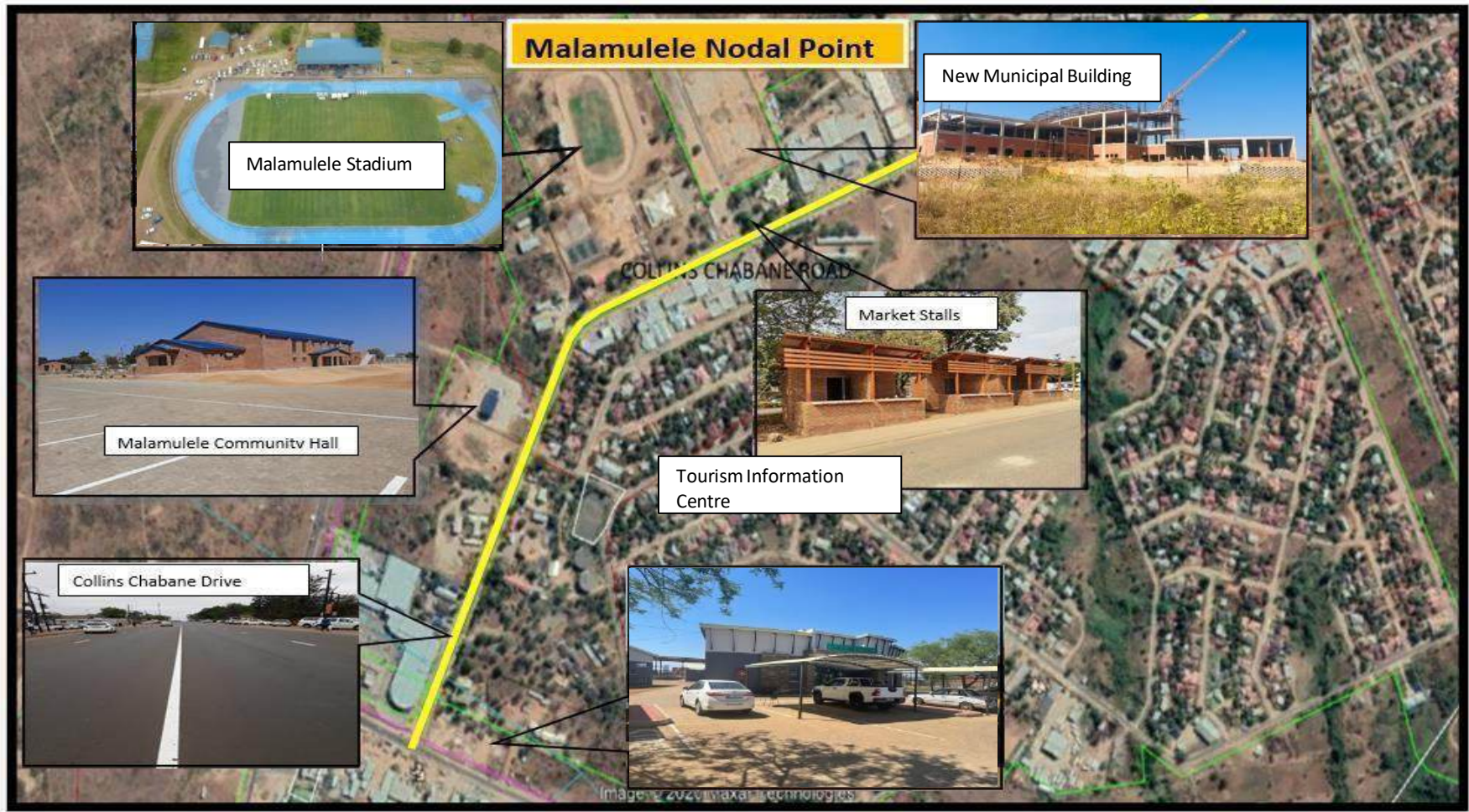
The Community Safety forum is works with the SAPS and the Municipal traffic officers championed by the Department of Transports and Community Safety. Officers are deployed at taxi ranks schools, carwashes, public

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.

### **3.20.3. Arrive Alive Campaign**

One of the main objectives within the division is to conduct 'arrive alive awareness campaigns' during Easter and festive seasons to provide awareness on road users. Our law enforcement officials respond immediately to all accidents. The municipality has also received a certificate issued by the department of health in recognition of being first responders in accident scenes

Figure 3.9.: Malamulele Nodal Point Projects



### 3.21. BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT CHALLENGES

Challenges of Basic Service Delivery and Infrastructure development indicated on the table below:

**Table 35. Basic Service Delivery and infrastructure development challenges**

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

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 Saselemani & 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

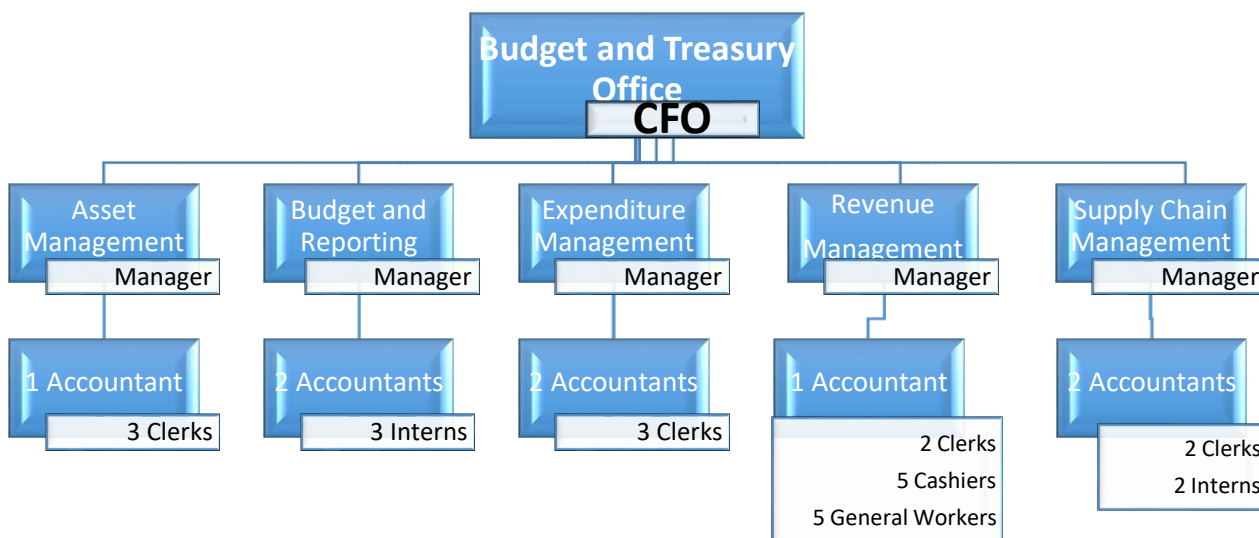
## CHAPTER 4: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY

### 4.1. EXECUTIVE SUMMARY

The municipal finance management plays a critical role in ensuring the financial sustainability and service delivery efficiency of local government. This chapter focuses on the municipal management and viability with emphasis on the role of Budget and Treasuring office. According to section 80 of the Municipal Finance Management Act (MFMA), THE BTO is established to oversee financial planning, budgeting, and expenditure control and revenue management.

### 4.2. FINANCIAL VIABILITY

BTO operates under the leadership of the Chief Financial Officer and is structured into key financial management divisions as indicated below:



#### 4.2.1. 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.

#### 4.2.2. 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.

#### 4.3. 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. Proud to say one of the Municipal Achievements, the CCLM AFS are prepared inhouse by Municipal Officials.

##### 4.3.1. Preparation of AFS- Achievements

- ✚ **Started early:** The municipality began its AFS preparation meetings as early as January 2025 with the team meeting at least once in a month to update the municipality leadership on the progress, challenges and interventions.
- ✚ **Senior personnel chairing meeting:** The preparatory meetings were chaired by the Municipal Manager or a senior manager appointed by the MM, this created a sense of importance in this meeting from attendees and those expected to have met milestones on the meeting dates.

- ✚ **Major schedules prepared early and reviewed sufficiently:** The significant schedules such as Trade payables listing, commitments and etc were updated regularly from march 2025 with all the supporting documents being kept separately to support the schedules. Additionally, the schedules were reviewed extensively.
- ✚ **Centralizing AFS preparation team:** This ensured that there were no confusions in the tracking of the state of readiness in preparations.
- ✚ **Quick response time to information:** The municipality introduced a 2-day turnaround strategy which significantly reduced the issues relating to limitations of scope experienced in the previous audit cycle.
- ✚ **Centralizing correspondences through Internal Audit, CFO and SM CORP:** This ensured that only valid information was distributed to AG.

#### 4.3.2. Audit Outcomes

##### 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
- ✚ 2023/24 - Qualified Audit Opinion
  - Commitments
  - Payables
  - Receivables (interest).
- ✚ 2024/25 - Unqualified Audit Opinion

#### 4.4. 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

	2020/21		2021/22		2022/23		2023/24		2024/25	
		%		%		%		%		%
Malamulele	9 138 788.31	73%	9 488 586.37	73%	12 252 856.81	60%	4 943 311.60	72%	10 712 667.73	77%
Vuwani	223 929.17	2%	689 300.83	5%	3 184 299.36	15%	1 180 055.93	17%	1 564 580.43	11%
Farms	3 164 001.36	25%	2 761 040.50	21%	5 115 772.01	25%	569 533.75	8%	1 219 280.78	9%
Business Villages	-	0%	32 371.52	0%	32 371.52	0%	209 598.34	3%	473 840.06	3%
<b>Total Grand</b>	<b>12 526 718.84</b>	<b>100%</b>	<b>12 971 299.22</b>	<b>100%</b>	<b>20 585 299.70</b>	<b>100%</b>	<b>6 902 499.62</b>	<b>100%</b>	<b>13 970 369.00</b>	<b>100%</b>

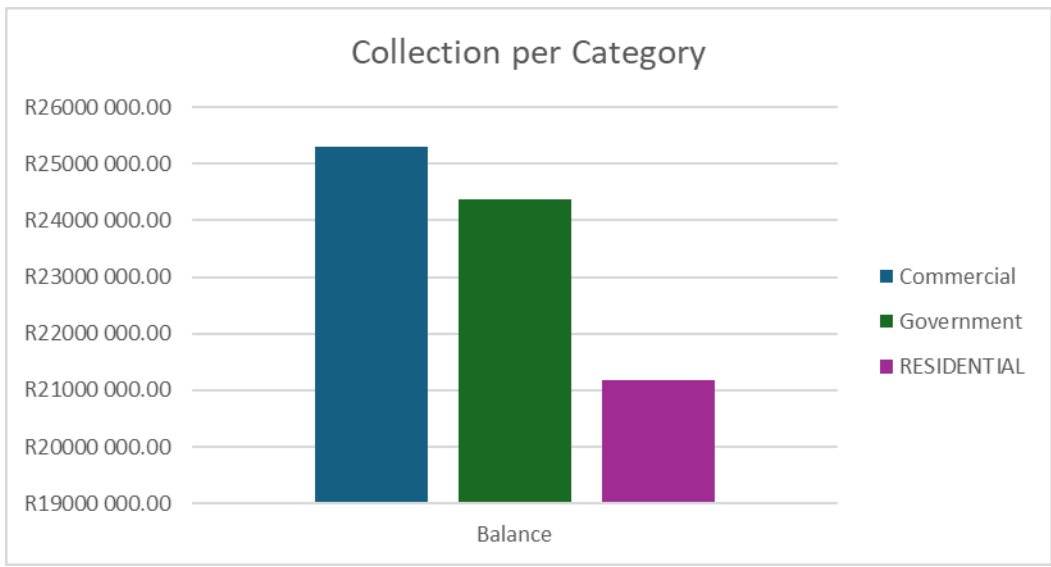
### 2021/22 to 2024/25 FY

Description	Balance	%
Commercial	R25 302 693.18	36%
Government	R24 379 112.37	34%
RESIDENTIAL	R21 167 421.03	30%
<b>Grand Total</b>	<b>R70 849 226.58</b>	

SOURCE OF REVENUE	2021/22	2022/23	2023/24	2024/25	
					%
Property Rates	R19,562,082	R23,065,195	R16,639,296	R12,975,968	48%
Refuse Removal	R3,805,877	R3,591,116	R2,318,820	R2,145,812	45%
Licenses and road worthiness	R5,097,338	R4,619,359	R4,979,837	R4,008,110	64%
Agency fees	R3,148,086	R3,949,163	R4,148,166	R4,398,273	94%
Interest income	R20,366,642	R18,002,852	R16,910,819	R15,330,652	91%
Rental of facilities	R165,813	R319,942	R348,707	R389,404	101%
Traffic fines, penalties and forfeits	R198,250	R61,000	R246,050	R244,600	20%
Other income	R3,506,221	R10,409,096	R75,572,033	R27,854,482	12%

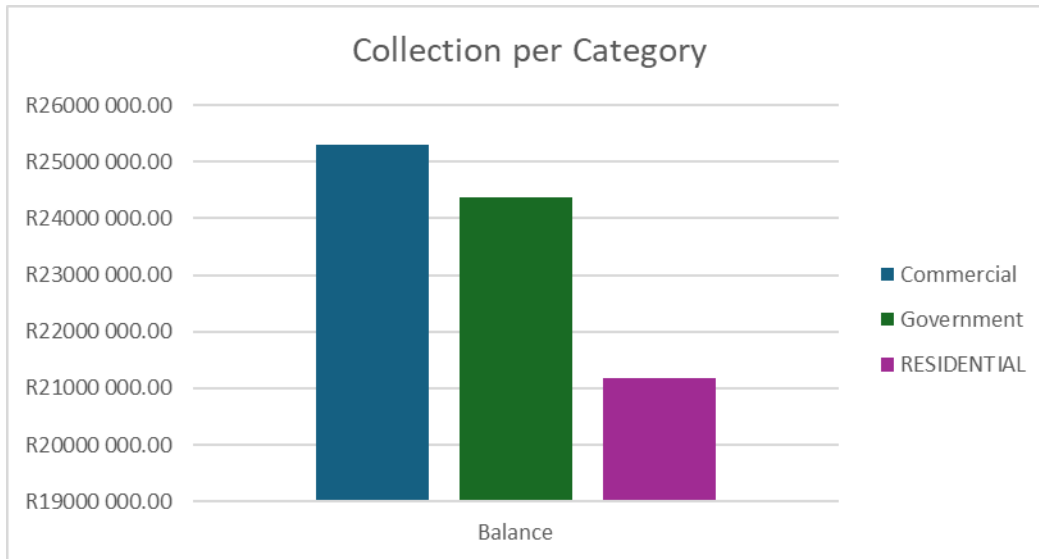
- ⚡ In other income, there is VAT Recovery from SARS
- ⚡ Agency fees has increase by 6% as compared to 2024 financial year.
- ⚡ Interest from bank has significantly decrease as compared to prior years.
- ⚡ There is a significant increase on Traffic fines collection
- ⚡ The municipality Recovered R 22 768 358 from VBS

	2021/22	2022/23	2023/24	2024/25
	Actual	Actual	Actual	Actual
Equitable Shares	412 284 000	454 053 000	486 442 000	513 239 000
Conditional Grants				
MIG	114 758 000	138 889 000	91 570 000	116 519 000
INEP	12 150 020	7 849 980	24 931 000	19 104 999
Disaster Management	26 000 000	-	11 556 000	1 933 743
FMG	2 245 000	2 550 000	2 500 000	2 500 000
EPWP	1 784 000	1 759 000	1 404 000	1 725 000
<b>Total Grant</b>	<b>569 221 020</b>	<b>605 100 980</b>	<b>618 403 000</b>	<b>655 021 742</b>
<b>Own Revenue</b>	<b>68 543 710</b>	<b>79 867 028</b>	<b>72 868 029</b>	<b>67 092 668</b>
Other	33 043 546	45 979 412	37 043 303	27 854 482
Property Rates	35 500 164	33 887 616	35 824 726	39 238 186
<b>Total Revenue</b>	<b>637 764 730</b>	<b>684 968 008</b>	<b>691 271 029</b>	<b>722 114 410</b>



Property Description for Rates Collection

2021/22 to 2024/25 FY		
Description	Balance	%
Commercial	R25 302 693.18	36%
Government	R24 379 112.37	34%
RESIDENTIAL	R21 167 421.03	30%
<b>Grand Total</b>	<b>R70 849 226.58</b>	



### Credit Control

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

### Collection from Debt Relief

Account_Type	Sum of TOTAL PAYMENT
FARM	R287 401.32
Malamulele	R1 081 506.83
VILLAGE	R21 108.12
VUWANI	R194 804.19
<b>Grand Total</b>	<b>R1 584 820.46</b>

### 4.5. CHALLENGES

The following challenges were experienced:

- ▶ Timeous delivery of statements- resolved (Keke Vehicles)
- ▶ Credit control- Debt collection (non-payment culture)
- ▶ Correct billing
  - Incorrect data (property ownership and registration)
  - Potential Material Irregularity (failure to bill and collect revenue)
- ▶ Indigent management (from 2 000 to 12 000 beneficiaries)
- ▶ Billing of refuse removal does not align with collection on the ground

### 4.6. 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:

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

#### **4.7. 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 2024. There are however still challenges of accuracy of the data strings as required by the Municipal Standard Charts of Accounts (mSCOA) and Schedule C.

#### **4.8. 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
- ❖ Retirement 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.

#### 4.9. 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

Decentralization of fleet management and inventory section

#### 4.10. 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.

#### 4.11. MSCOA

**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.**

Collins Chabane Local Municipality is transacting on mSCOA. Reporting remains a problem and is a process to embark on in the 2025/26 financial year to ensure full compliance with mSCOA reporting requirements. There are still some modules that are not functional on the municipal financial system.

#### 4.12. 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 pay 50% refuse removal and receive FBE (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, 7014 indigents with 50 kilowatts of electricity per month and 50% of monthly charge for normal residential refuse removal.

Challenges

- Low collection rate
- Customer statement distribution (Purchased 4 Tuk Tuks)
- Debt collection

#### 4.13. MUNICIPAL FINANCE MANAGEMENT AND VIABILITY CHALLENGES

<b>Table 35.: Finance Challenges</b>
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 5: LOCAL ECONOMIC DEVELOPMENT

The critical mandate of the Local Economic Development is to create a conducive environment for business to grow and contribute to the local GDP. This is done to promote development and create employment to push back the frontiers of poverty and underdevelopment, which is so rife in our communities. Business development and the increase in economic activities are the only solutions towards people economic emancipations. The collaborations between business, public and non-government can assist to stimulate economic activities and create the much-needed jobs. An increase in economic activities will definitely improve the community welfare and ultimately the wellbeing in the communities.

The ultimate objective of LED is to enable and encourage economic growth within the local environment by devising context specific, local oriented strategic interventions in collaborations with key local role players. The term local is of particular significance in the term LED as local economic development is specifically meant to maximize economic potential of the local economy, given the unique challenges, opportunities and resources associated with the environment.

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

### The Municipality has the following strategic economic objectives that is sought to drive economic development

❖ Building diverse & innovations-driven local economy	❖ Enterprise development and support
❖ Developing inclusive economy	❖ Economic governance and infrastructure
❖ Developing learning and skillful economies	❖ Strengthening local systems of innovations
	❖ Creating favorable economic conditions

### 5.1. AGRICULTURAL SECTOR IN THE CCLM (CO-OPERATIVES SUPPORT GRANT PROGRAMME)

Agricultural development is one of the most powerful tools to end extreme poverty, boost shared prosperity and feed a projected 9.7 billion people in 2050. Growth in the agricultural sector is two to four more effective in raising incomes among the poorest compared to other sectors. In 2016, analyses found that 65% of the poor working adults made a living through agriculture. For CCLM to participate in greater agricultural value chain, it is critical that the analysis of the sector takes into consideration the fact that this sector is not only to CCLM but also to the entire country and the world at large. Agriculture (primary and secondary) within the CCLM is diverse in the sense that it is made up of the commercial, emerging or small scale and subsistence farming for instance,

- The commercial agriculture sector is well structured, and it is more predominant in southern western areas of CCLM
- Small scale and subsistence farming and greatly correspond with the traditional authority in the South. Some scale farming activities and cooperatives are found in the irrigations schemes such as Mavambe, Dovheni, Makuleke, Makumeke, Gonani, Xigalo and Tshikonelo.
- Emerging farmers are still lagging behind in agricultural production due to lack of fruit and vegetables processing facilities which will be solved by the establishment of the envisaged light industrial park within the Municipality

- Agri- business comprises largely agricultural input suppliers and the agro-processing sector which is found in any nodal point in CCLM.

The municipality has implemented the Cooperatives Support initiatives Programme and the following cooperatives benefited:

COOPERATIVES NAME	Ward number	village
1. Sasekisani Primary Cooperative	17	Mahonisi
2. Mathombotshuka Woodlots	02	Masakona
3. Makhesha Agri Primary	08	Masia
4. Mutapa Financial Primary Co-operative	09	Vuwani
5. Ngudo Multi-Purpose	14	Tshitungulani
6. Cannan of farming cooperative	16	Mukhomi
7.Mmboneni Agri Primary Cooperative	26	Mauluma
8. Vutshila Mapapila agri Cooperative	25	Mapipila
9.Roadhuis Amukelo Primary cooperative	22	Roadhuis
10.G United Art cooperative	22	Gandlanani
11.Ndzhaka Multipurpose cooperative	34	Bevhula
12. Vhuthiho multi-purpose	26	Tshikonelo
13.Gudani Piggery and Agricultural	02	Masakona
14. Livhuwani Agrifarm Primary Cooperative	26	Tshikonelo
15. Phahlea Agric Cooperative	24	Madonsi
16.Ringetelani Agric Cooperative	34	Bevhula
17.Cherish Agric cooperative	22	Xibangwa

### Figure 5.1.: Cooperative Entities

Below are some of the equipment delivered to different cooperatives in the recent past:

- 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



## 5.2. TRADE DEVELOPMENT AND INFORMAL SECTOR SUPPORT

### 5.2.1. Manufacturing, informal trading (Market stalls development)

CCLM considers the trade sector to be central to the economic and social wellbeing of the communities. It is the key in addressing the local economic objectives of decent employment creation, poverty alleviation and inclusive rural development. The sector creates links between agriculture, manufacturing, tourism sectors and the active citizens. It influences supply and demand and is valuable route to market for many producers.

CCLM has identified the need to establish a hub for the light industries in the Municipality. The aim being the provision of a safe haven for SMMEs in the light industry sector to thrive and scale their businesses. Additionally, the hub shall lower the cost of production to these SMMEs by providing a subsidized rental at the industrial park and creating conducive environment to their businesses to grow thus stimulating job creation and growth in the GDP. However, in line with the best international practice, the industrial park is established the business case for the industrial park must be confirmed to ensure that the industrial park is sustainable and meets the objectives of the CCLM.

Light industries refer to the industries that are less intensive and produce products for the direct use by the customer base. Light industries are more consumer oriented than business-oriented, as they typically produce smaller consumer goods. Most light industries products are produced for end users rather than as intermediates for use by the other industries. Example of light industries include the manufacturing of clothes, shoes, furniture, consumer electronics and home appliances. Research has shown that industrial park can stimulate economic development.

Retail sales are indicators of the wider economy and of consumer confidence, the sector play a vital role in communities as a provider of the goods and services people needs and a force for social cohesion. The future of the sector as whole depends on the wider availability of the economic infrastructure such as roads network, bulk water supply, adequate electricity supply and other important factors. There is great potential for the CCLM to grow and nature the sector because in all the pockets of the municipality areas economic activities are happening ranging from manufacturing to informal trading.



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 the is gr

## SPAZA SHOPS AND BUSINESS REGISTRATION COMPLIANCE

### 5.2.2. TOURISM

Collins Chabane Municipality has a vibrant Tourism sector, which is propelled by the close proximity we have with the Kruger national park. A holistic approach is vital to the sector, since it cuts across all the other sectors of the economy. Rural tourism contributes a significant percentage to the local economy and this is seen in the employment patterns in the areas such as the resorts, hospitality, lodges.

The opening of the Shagoni gate on the eastern part of the CCLM will contribute and bring much impetus to the sector. The CCLM in the recent past collaborated with the National Department of Tourism to conduct Tourism advocacy campaigns at the Punda Maria Eco Learning Center where 150 learners from local schools were workshopped on various tourism topics. Through the assistance of the National Department of Tourism, the Mtititi Tourism Center is near completion, which will add to reigniting tourism activities around that area.

#### 5.2.2.1.1. SLEEP OVER ACCOMMODATION ESTABLISHMENT OPENED AT PUNDA GATE

5.2.3.



5.2.3.1. Collins Chabane has been seconded the functions of being a business registration center since 2018 by the provincial department of economic development and it is the functions that has been executed very well since inception.

5.2.3.2. Many of the businesses within the Municipality has been issued with the trading licenses though we still have many more to be registered. In the new phase of the registration process, more than 3500 new businesses were registered with the center.

5.2.3.3. The registrations of Spaza shops is an ongoing process, the State President made a call that all Spaza shops and food handling facilities must be registered with the Municipality before the 28 of February 2025. The registration has gone very well though with challenges where in South Africans are registering business on behalf of the foreign nationals, Many Spaza shops are not complying with the new set of the registration requirements.



#### 5.2.4. TRAINING AND DEVELOPMENT OF SMME's

- ❖ Development of informal sector such as Spaza shops owners, and Small-scale farmers happens to assist those SMMEs to transition from being informal to formal and also to commercialize their activities to boost the local economy
- ❖ More than 35 Spaza shops owners receive automated transactions machines to activate their businesses to be cashless
- ❖ Small-scale farmers were workshopped on how to penetrate the local market and to access export their produce to overseas.
- ❖ The historical disadvantaged groups such as women, the disabled and the youth are currently benefitting through the Municipality procurement processes.
- ❖ The collaboration between the Municipality, Treasury, SEDA and LEDA, makes it possible for the development and training of the SMMEs to happen.



#### 5.2.5. COMMUNITY WORKS PROGRAMME

- ❖ The CWP is a social protection programme with its primary purpose for creating access to a minimum level of regular and predictable work for the poor, unemployed and underemployed by providing a small income and work experience, 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 is designed as an employment safety net, not as an employment solution for the participant. It provides a baseline in terms of income security and economic access and participation. The CWP uses participation process to identify useful work through local reference committee (LRCs). Useful work is defined as an activity that contribute to the public good.
- ❖ The work undertaken is greatly multi -sectoral (undertaken across departmental mandates and spheres) and respond to priorities set at a local level through community participation process. General each site identifies a set of anchor programmer that are ongoing and provides core work. The CWP is an ongoing programme process with participants moving in and out of the programmer as their needs change. It provides access to a minimum level of regular work on an ongoing and predictable basis for those who need it the most at the local level. Currently it offers 100 days of work a year, managed as two (2) days either a week or eight days per month.

## 5.2.6. 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
- ✚ Auto mobile association
- ✚ Business Chamber



### 5.3. 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 2023/2024 financial year, the programme created 370 jobs. Electrification of Collins Chabane Local Municipality's communities, and Road Construction namely: DCO- Malamulele Hospital Road Construction, Botsoleni Ring Road; Joseph Ring Road and Miseve ring road whereas Electrification community work is done for Vyeboom and Nthlaveni communities together with infrastructure maintenance.

#### 5.3.3. 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

### 5.4. 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.

## 5.5. LED By-Laws

- The Municipality has managed to prepare the following By-Laws
- Carwash
- Street Trading
- Outdoor Advertising
- Tuck shop/ Spaza shop
- Hardware Storage

## 5.6. Five (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

## 5.7. Local Economic Development challenges

**Table 36: 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 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### 6.1. EXECUTIVE SUMMARY

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 areas 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 forms of systems in order to involve communities in the matter of Local government.

### 6.2. COUNCIL AND COMMITTEES

The Council has adopted the Corporate Calendar for 2023/2024 which has 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 report to the Speaker's Office. EXCO meetings are held as per the Corporate Calendar. Financial Misconduct Disciplinary Board has been established and appointed by Council.






### 6.3. 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 Organizations
- ✚ Transport Sector
- ✚ Labour Unions
- ✚ Financial institutions
- ✚ Farmers
- ✚ Civic organization
- ✚ Religious groups

#### **6.4. 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.**

#### **6.5. 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

### 6.5.1. Top 10 Strategic Risks Identified

- ✚ Low revenue collection
- ✚ Low revenue resources
- ✚ Failure to obtain and maintain an unqualified opinion
- ✚ Health Hazard due to Lack of Infrastructure
- ✚ Inability to attract and delays in the implementation of the investment project due to a lack of infrastructure (Water and sanitation)
- ✚ Delay and failure to complete the service delivery project on time
- ✚ High litigation costs due to land invasion and illegal land use
- ✚ Lack of business continuity due to cyber attacks and natural disasters
- ✚ Ageing of infrastructure due to inadequate repairs and maintenance
- ✚ Fraudulent activities and claims
- ✚ Recurrence of UIFW expenditure

### 6.5.2. Risk Management Committee

The municipality has a functional Risk Management committee, chaired by an independent person.

- ✚ All the Senior Managers are members of the Committee.
- ✚ The Manager: Risk and Security serves as the Secretariat to the Risk Management Committee, ensuring effective coordination and administrative support
- ✚ The Committee provides oversight to ensure that the Risk Management Policies and risk management plans are implemented effectively and consistently throughout the municipality.
- ✚ The Committee meets quarterly in accordance with its approved corporate calendar and reports to the Audit and Performance Committee and subsequently to Council

## 6.6. 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

#### **6.6.1. Audit Committee and Performance Audit Committee**

The Municipality has appointed 5 committee members with effect from 01 December 2025. 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.

#### **6.6.2. Internal Audit Policy Documents**

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

#### **6.6.3. 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.

### **6.7. 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.

### **6.8. 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**

## 6.9. ICT INFRASTRUCTURE

Table 37: 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.

### 6.9.1. 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

### 6.9.2. Existing contracts

Table 38: 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
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### 6.9.3. ICT Projects

Table 39: 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><b><u>Progress</u></b></p> <p>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><b><u>Progress</u></b></p> <p>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><b><u>Progress</u></b></p> <p>The committee appointments have been finalised, the committee already met twice.</p> <p><b><u>Challenges</u></b></p> <p>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><b><u>Progress</u></b></p> <p>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><b><u>Challenge</u></b></p> <p>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><b><u>Progress</u></b></p> <p>The website has been finalised and launched.</p>

## 6.10. 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

## 6.11. 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

## 6.12. 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 40: CCLM's fleet**

<i>Type of vehicle</i>	<i>Number of vehicles</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

### **6.13. 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.

### **6.14. 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.

### **6.15. 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.

### **6.16. 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.

### **6.17. 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.

### **6.18. Challenges**

<b>Challenges</b>
<b>Poor report writing by Ward Committees</b>
<b>Three (3) Outstanding Ward Committees around Vuwani nodal point which are not yet established due to demarcation challenges.</b>
<b>Portfolio Committees</b>
<b>Some of the Chairperson's indicated that they were not inducted hence they are not clear of their roles and responsibilities.</b>

**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 7: 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.

### 7.1. 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 41: POLITICAL MANAGEMENT TEAM (PMT)**

	<p><b>Mayor</b></p> <p><b>Functions of the Mayor</b></p> <ul style="list-style-type: none"><li>• Promote the image of the municipality</li><li>• To ensure that the executive committee meetings performs its functions properly</li><li>• To lead and promotes social and economic development in the municipality</li><li>• To preside over public meetings and hearings</li><li>• To promote inter- governmental and</li></ul>
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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 42: EXCO MEMBER**

NO	PORTFOLIO HEAD	SURNAME AND INITIALS	PARTY REPRESENTATION
1.	Planning and Development	Cllr Lebea M. E	ANC
2.	Community Services	Cllr Thovhakale M. S	ANC
3.	Technical Services	Cllr Mavikane S. X	ANC
4.	Corporate	Cllr Maluleke L. R	ANC
5.	Legislation	Cllr Mabasa D	ANC
6.	Finance	Cllr Maganyi M. N	ANC
7.	Special Programme	Cllr Mahlawule T.P.	ANC
8.	Non-Portfolio	Cllr Hlabangwani T. L	EFF
9.	Non-Portfolio	Cllr Shivuri S. K	ABLE

**Table 43: SECTION 79 CHAIRPERSONS**

<b>NO</b>	<b>PORTFOLIO</b>	<b>SURNAME AND INITIALS</b>	<b>PARTY REPRESENTATION</b>
1.	Finance	Cllr Chauke H. G	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 Maluleke L. R	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 44: WARD COUNCILLORS:**

<b>NO</b>	<b>INITIALS AND SURNAME</b>	<b>WARD</b>	<b>PARTY REPRESENTATION</b>
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
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## PR COUNCILLORS

**Table 45: 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	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 Rekhotso	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 Shiburi S. K	Able
23.	Cllr K.K Mabasa	ACDP
24.	Cllr N.S Makondo	APC
25.	Cllr T.M Masia	DA
26.	Cllr Siweya S. L	EFF
28.	Cllr M Maluleka	EFF
29.	Cllr B.S Maloleka	EFF
30.	Cllr T.S Hlatshwayo	EFF

**Table 46: GAZETTED TRADITIONAL LEADERS**

The Table below indicates the Traditional Leader that were gazetted in the previous term however, in the current term CCLM have not received any Gazetted Traditional Leaders.

	<b>TRIBAL AUTHORITY</b>	<b>SURNAME AND INITIALS</b>
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

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 are done. There are Mayoral Imbizos for Traditional Leaders which take place once per quarter.

## **7.2. 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 47: Municipal Administration Structure**

**TOP ADMINISTRATIVE STRUCTURE**



**MUNICIPAL MANAGER**

**MR R.R SHILENGE**

Functions of the Municipal Manager

- Provide Legal Services support
- Provide Operational and Strategic Leadership of Institutional Performance Management and Reporting
- Provide Administrative Leadership and support of Mayor's Office, Speaker's Office and Chief Whip's Office.
- Provide coordination of Intergovernmental Relations
- Provide operational Leadership of Communication Services
- Provide management and Coordination of the development and implementation of IDP.
- Provide administrative Internal Audit Services
- Provide Risk and Security Management

**CHIEF FINANCIAL OFFICER: BUDGET AND TREASURY MS MALULEKE N.V**



Functions of Chief Financial Officer

- Provide management Accounting Services
- Provide Financial Accounting Services.
- Provide Supply Chain Management Services
- Provide management of Municipal Assets
- Provide management of Revenue for the municipality



**SENIOR MANAGER: TECHNICAL SERVICES BALOYI P**

**Functions of Director Technical Services**

- Provide management of Municipal Development Projects
- Provide management of the maintenance of Roads and Storm Water Systems
- Provide management of the provision of Engineering Services (Electrical and Project Management Unit)
- Manage maintenance of Municipal Infrastructure

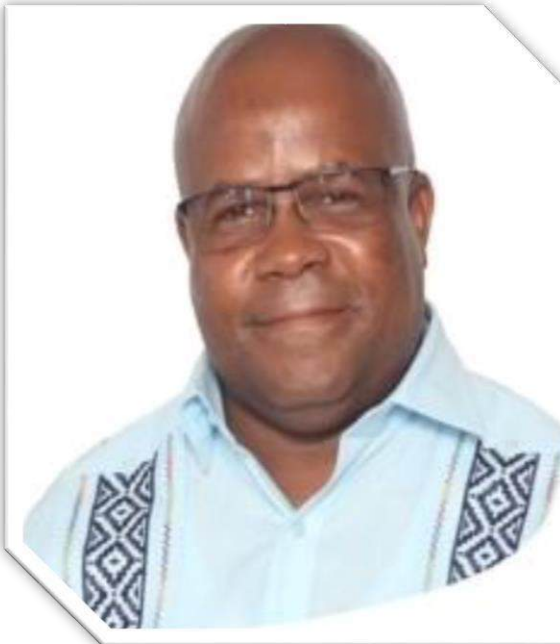


**SENIOR MANAGER: CORPORATE SERVICES**

**MS MOSELANKOE PD**

**Functions of senior manager corporate services**

- Provide Human Resources Management
- Render Communication Special
- Programmes
- Provide Council Support
- Provide Performance Management
- Provide ICT Record Management



**SENIOR MANAGER: PLANNING AND DEVELOPMENT**

**Mr. A.C RADALI**

**Functions of Director Planning and Development**

- Promote Local Economic Development
- Provide Management of Spatial Planning and Land Use Management
- Provide Management of Housing, Property and Building Control
- Provide Strategic Management Planning Support of the Municipality



**SENIOR MANAGER: COMMUNITY SERVICES DR. G.L MALULEKE**

**Functions of Director Community Services and Safety**

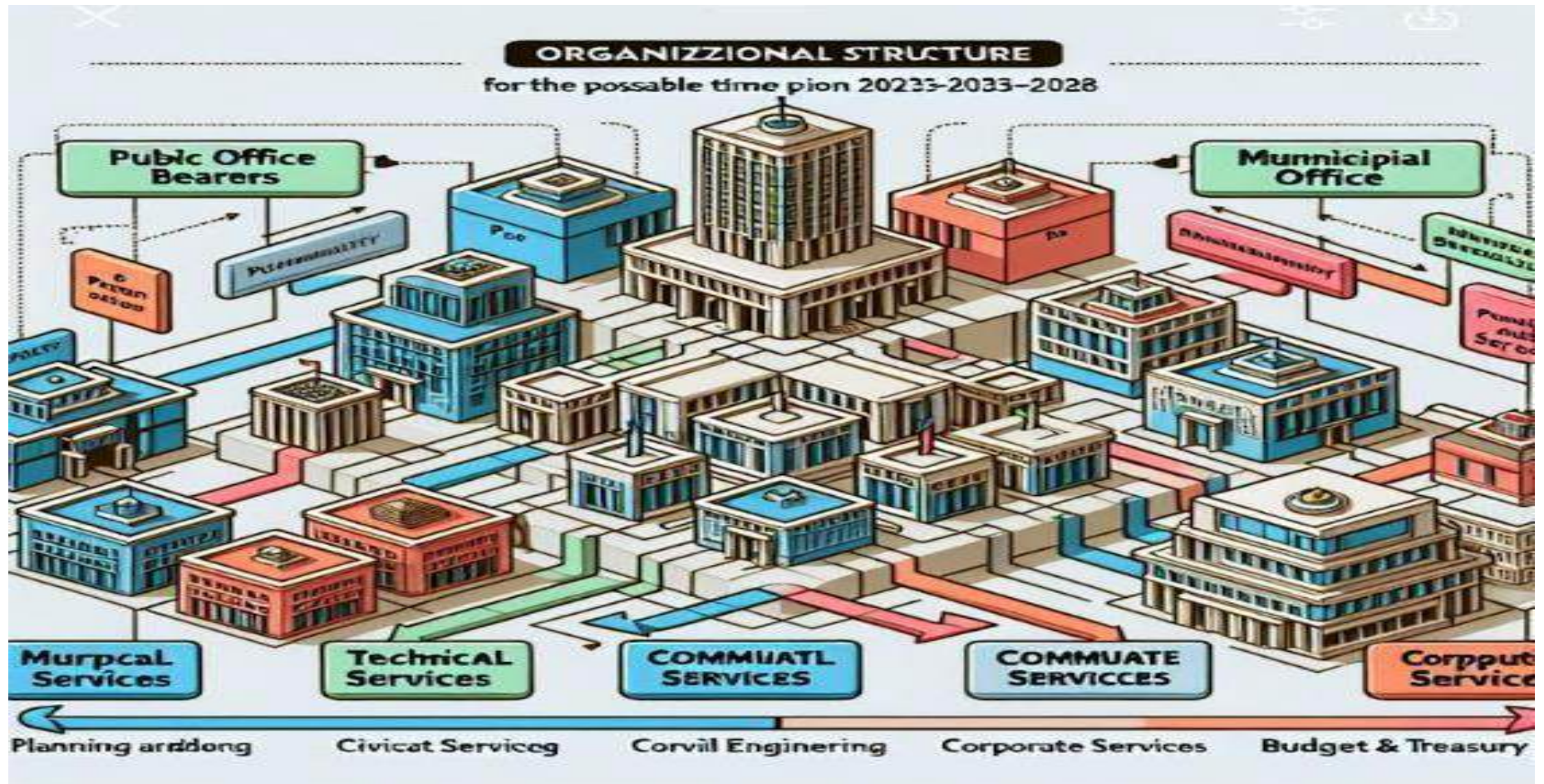
- Provide Environmental and Waste Management Services
- Provide Vehicle and Drivers Licensing Services
- Provide coordination of Disaster and Emergency Management Services
- Provide coordination of Arts, Culture, Sport and Recreation Services
- Provide management of Transversal and Special Needs Programmes
- Provide management of Traffic Law Enforcement

**Table 48: Organizational structure, Staff Component and Appointments**

<b>Total Positions on the Organogram</b>	<b>Filled</b>	<b>Vacant</b>	<b>Budgeted Vacant Posts</b>
516	273	243	26

The Municipality has a total of 516 positions and 273 posts filled with 243 vacant as per 2025/26 approved organizational structure by the council. The municipality budgeted 26 Vacant Posts for 2026/27. The process of recruitment for the 26 posts were put on hold due to budget constraints.

Figure 7.1.: Organizational Structure



## PUBLIC OFFICE BEREARERS

### CHIEF WHIP'S OFFICE

**PURPOSE:** To ensure orderly functioning of council and its committees

**FUNCTIONS:**

1. Convene Party Caucus
2. Convene Whipery Forum

**POSTS:**

1 Secretary (Vac & Budgeted Replacement Fixed Contract)

### SPEAKER'S OFFICE

**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 Secretary (Filled, cur Parmenent on contract to holder) Fixed Contract

1 Chauffer (Vac, Fixed Contract)

### MAYOR'S OFFICE

**PURPOSE:** To manage the office of the Mayor.

**FUNCTIONS:**

1. Plan and implement activities in the Mayor's Office
2. Render support services to the speaker.
3. Coordinate Intergovernmental Relations.
4. Manage communication services.
5. Manage and coordinate service delivery activities
6. Manage Special Programmes

**POSTS:**

1 Secretary (Vac Budget Replacement Fixed Term Contract )

1 Chauffer (Vac Fixed Contract)

### MUNICIPAL MANAGER'S OFFICE

**PURPOSE:** To provide municipal basic services and administrative support.

**FUNCTIONS:**

1. Manage Planning and Development Services
2. Manage Technical Services
3. Manage Community Services
4. Manage Corporate Services
5. Manage Budget and Treasury
6. Manage Integrated Development and Planning
7. Manage Performance Management
8. Manage Internal Audit Services
9. Manage Risk and Security Services
10. Manage Legal Services

**POSTS:**

1 Municipal Manager (Filled Fixed Term Contract, Contract to Holder)

1 Secretary (Filled)

**MUNICIPAL MANAGER'S OFFICE**  
 PURPOSE: To provide municipal basic services and administrative support.

**FUNCTIONS:**  
 1. Manage Planning and Development Services  
 2. Manage Technical Services  
 3. Manage Community Services  
 4. Manage Corporate Services  
 5. Manage Budget and Treasury  
 6. Manage Integrated Development and Planning  
 7. Manage Performance Management  
 8. Manage Internal Audit Services  
 9. Manage Risk and Security Services  
 10. Manage Legal Services

**POSTS:**  
 1 Municipal Manager (Filled) Fixed Term Contract, Contract to Holder  
 1 Secretary (Filled)

**DIVISION: RISK AND SECURITY MANAGEMENT**  
 PURPOSE: To manage Risk and Security Services

**FUNCTIONS:**  
 1. Identify and evaluate strategic and risks.  
 2. Develop controls to mitigate risks.  
 3. Develop and monitor implementation of the action plan.  
 4. Conduct security/risk assessment and advise management.  
 5. Monitor CCTV cameras and access control at the municipal premises.  
 6. Manage Security Control Room.

**POSTS:**  
 1 Chief Risk Officer (Filled)  
 1 Compliance Officer (Vac)

**DIVISION: INTERNAL AUDIT**  
 PURPOSE: To manage Internal Audit Service

**FUNCTIONS:**  
 1. Provide Performance Base Audit  
 2. Provide Information and Technology Based Audit  
 3. Provide Risk Based Audit  
 4. Manage Coordination of External Audit  
 5. Provide Consulting Services

**POSTS:**  
 1 Chief Audit Executive (Filled)  
 1 Senior Internal Audit (Vac)  
 2 Internal Auditors (1 Filled & 1 Vac)

**DIVISION : LEGAL SERVICES**  
 PURPOSE : To manage legal services Functions )

1. To provide Legal Administration Services  
 2. To provide Legal Advisory Services  
 3. Manage Labour Relations

1 Manager Legal Services ( Filled)  
 1 Legal Officer (Vac Budget)  
 1 Labour Relations Officer ( Filled)

**DEPARTMENT: PLANNING AND DEVELOPMENT**  
 PURPOSE: To provide Planning and Development Services

**FUNCTIONS:**  
 1. Manage Spatial Planning and Land-use Services  
 2. Manage Local Economic Development Services  
 3. Manage Property and Building Control Services

**POSTS:**  
 1 Senior Manager Planning and Development ( Filled)  
 1 Secretary ( Filled)

**DEPARTMENT: TECHNICAL SERVICES**  
 PURPOSE: To provide Technical Services.

**FUNCTIONS:**  
 1. Manage Civil Engineering Services  
 2. Manage Electrical and Mechanical Services.  
 3. Manage Project Management Unit Services  
 4. Coordinate water and sanitation Services  
 5. Provide Social Facilitation Services

**POSTS:**  
 1 Senior Manager ( Filled)  
 1 Secretary ( Vac & Budgeted)

**DEPARTMENT: COMMUNITY SERVICES**  
 PURPOSE: To provide Community Services.

**FUNCTIONS:**  
 1. Provide Registration and Licensing Services  
 2. Provide Environment and Waste Management Services.  
 3. Provide Social Services, Parks and Recreation  
 4. Provide Traffic and Law Enforcement Services  
 5. Provide Coordination of Special Programmes

**POSTS:**  
 1 Senior Manager ( Vac & Budgeted)  
 1 Secretary ( Filled)

**DEPARTMENT: CORPORATE SERVICES**  
 PURPOSE: To provide Corporate Services

**FUNCTIONS:**  
 1. Manage Human Resource Management Services  
 2. Manage Information Communication Technology (ICT) Services  
 3. Manage Intergovernmental Relations and Satellite Office Management  
 4. Manage Communications and Special Programmes  
 5. Manage Council Support.

**POSTS:**  
 1 Senior Manager ( Filled)  
 1 Secretary ( Filled)

**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 ( Filled)  
 1 Secretary ( Filled)

**DEPARTMENT: PLANNING AND DEVELOPMENT**

PURPOSE: To provide Planning and Development Services

**FUNCTIONS:**

1. Manage Spatial Planning and Land-use Services
2. Manage Local Economic Development Services
3. Manage Property and Building Control Services.

**POSTS:**

- 1 Senior Manager Planning and Development (Filled)
- 1 Secretary (Filled)

**DIVISION: SPATIAL PLANNING AND LAND USE**

PURPOSE: To manage spatial Planning and land Use

**FUNCTIONS:**

1. Manage Spatial planning
2. Manage Land-use
3. Manage Geographic Information System
4. Render Land Survey Services

**POSTS:**

- 1 Manager Spatial Planning and Land Use (Filled)
- 3 Town Planner ( Filled)
- 1 Survey Technician( filled)
- 1 GIS Officer (Vac)
- 1 Land-use Management Officer (Filled)
- 2 General Assistants (to be seconded)

**DIVISION: LOCAL ECONOMIC DEVELOPMENT**

PURPOSE: To manage Local Economic Development

**FUNCTIONS:**

1. Create an enabling environment for SMMEs, Agriculture, Mining, Tourism and Cooperatives
2. Manage business regulation
3. Provision of support and coordination of LED projects
4. Promote Local Economic Development

**POSTS:**

1. Manager Local Development and Planning (Filled)
- 2 LED Officer (1 Filled & 1 Vac)
- 1 Tourism Officer (Filled)
- 1 Agricultural Technician (Vac Budgeted )
- 2 Admin Clerks: Business Registration ( 1 Vac & 1 Marked for Placement)

**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.
4. Manage facilities and office services

**POSTS:**

- 1 Manager Building Control & Property Management (Filled)
- 1 Building Inspector (Filled)
- 3 Building Control Officer (2 Filled & 1 Vac)
- 1 Facility Management Officer (Vac & Budgeted)
- 1 Admin Officer (Vac)
- 1 Property Management Officer (Filled)
- 1 Valuation Officer (Filled)
- 10 General Worker (Filled)

**DIVISION: STRATEGIC MANAGMENT**

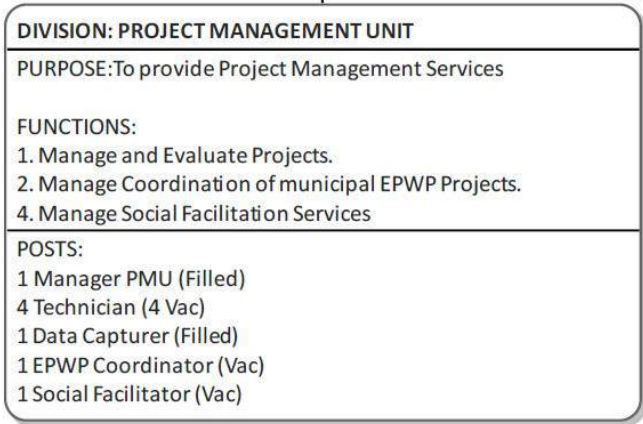
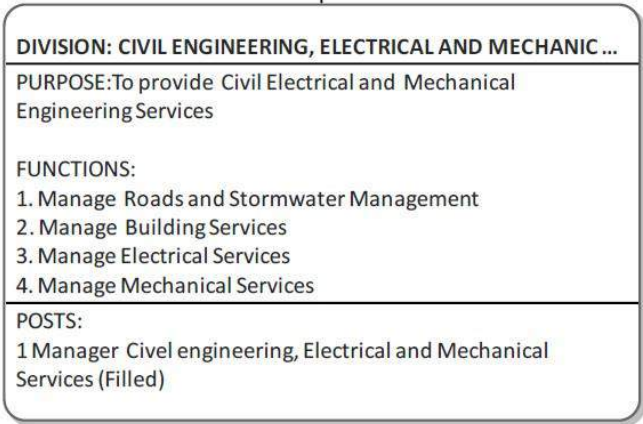
PURPOSE: To facilitate Strategic Managment Planning, Evaluation and Monitoring for the municipality.

**FUNCTION:**

1. Manage the Municipal Strategic Planning
2. Draft, review and coordinate the IDP.

**POSTS:**

- 1 Manager IDP & IDP (Filled)
- 2 IDP Officer(1 Filled & 1 Vac)



**DIVISION: CIVIL ENGINEERING, ELECTRICAL AND MECHANIC ...**

PURPOSE: To provide Civil Electrical and Mechanical Engineering Services

FUNCTIONS:

1. Manage Roads and Stormwater Management
2. Manage Building Services
3. Manage Electrical Services
4. Manage Mechanical Services

POSTS:

1 Manager Civil engineering, Electrical and Mechanical Services (Filled)

**SUB-DIVISION: BUILDING SERVICES**

PURPOSE: To render Civil Engineering Services

FUNCTIONS:

1. To maintain, upgrade and refurbish Municipal buildings
2. Manage Roads and Stormwater Services

POSTS:

1 Senior Technician Civil Engineering (Filled)

**SUB-DIVISION: ELECTRICAL SERVICES & MECHANICAL**

PURPOSE: To manage Electrical and Mechanical Services.

FUNCTIONS:

1. Manage Electrical Services
2. Manage Mechanical Services

POSTS:

1 Superintendent Electrical and Mechanical  
 3 Electrician (2 Filled & 1 Vacant)  
 2 Diesel Mechanic (2 Vac)  
 1 Petrol Mechanic (1 Vac)  
 3 Mechanic Assistant (3 Vac)

**SUB-DIVISION: BUILDING SERVICES**

PURPOSE: To render buildings services

FUNCTIONS:

1. To maintain, upgrade and refurbish Municipal buildings

POSTS:

1 Technician (Vac)  
 1 Artisan (Filled)  
 2 Handy Man (2 Vac)  
 2 Plumber (Vac 1 Budgeted & 1 Vac)  
 10 General Assistant (10 Vac)

**SUB-DIVISION: ROADS AND STORMWATER**

PURPOSE: To render roads and stormwater services

FUNCTIONS:

1. To render and maintain roads and stormwater management

POSTS:

2 Technician (Vacant)  
 1 Senior Foreman (Filled)  
 4 Foreman: Road and Stormwater (1 Vac for Placement and 3 Vac)  
 2 Truck Drivers (Vac)  
 1 Admin Clerk (Vac & budgeted)  
 16 Plant Operator (11 Filled & 5 Vac)  
 6 Grader Assistants (6 Vacant)  
 44 General Assistant: Roads & Storm Water (28 Filled & 16 Vac)

**DEPARTMENT: COMMUNITY SERVICES**

PURPOSE: To provide Community Services.

**FUNCTIONS:**

1. Provide Registration and Licensing Services
2. Provide Environment and Waste Management Services.
3. Provide Social Services, Parks and Recreation
4. Provide Traffic and Law Enforcement Services.
5. Provide Coordination of Special Programmes

**POSTS:**

- 1 Senior Manager (Vac & Budgeted)
- 1 Secretary (Filled)

**DIVISION: REGISTRATION AND LICENSING SERVICES**

PURPOSE: To Provide Registration and Licensing Services

**FUNCTIONS:**

1. Manage Registration and Licensing motor vehicles
2. Testing and issuing of road worthy certificate, Learners, Drivers and Professional driving permits
3. Manage and regulate ranking permits for buses and taxis.

**POSTS:**

- 1 Manager: Registration and Licensing (Filled)
- 3 Management Representative (2 Filled & 1 Vac Budgeted 23/24)
- 2 Senior Licensing Officer (1 Filled & 1 Vac)
- 7 Examiner Motor Vehicles (2 Filled & 5 Vac)
- 10 Learners/Driver License Examiner (9 Filled & 1 Vac)
- 2 Admin Officer (E-Natts) (2 Filled)
- 2 Admin Clerk (E-Natts) (2 Vac)
- 10 Cashier (E-Natts) (3 Filled & 7 Vac)
- 4 Helpdesk Clerk (1 Filled & 3 Vac)
- 2 Licensing Officer (1 Filled & 1 Vac Budgeted 23/24)
- 2 Pit Assistant (2 Vac & Budgeted)

**DIVISION: ENVIRONMENTAL AND WASTE MANAGEMENT SE...**

PURPOSE: To provide environment and waste management services

**FUNCTIONS:**

1. Manage Environmental Management Services
2. Manage Waste Management Services

**POSTS:**

- 1 Manager Environmental and Waste Management (Filled)
- 1 Environmental Officer (Filled)
- 1 Waste Management Officer (Vac)
- 4 Foreman (Waste) (Filled 1 & 1 Vac)
- 1 Team Leader (Filled)
- 6 Truck Driver (4 & 2 Vac)
- 3 Driver Operators (3 Filled)
- 56 General Worker (Filled 33 & Vac 23 Vac)

**DIVISION: SOCIAL SERVICES**

PURPOSE: To Provide Social Services

**FUNCTIONS:**

1. Manage and Maintain Parks and Recreation Facilities
2. Manage Cemetery Services
3. Manage Coordination of Library Services
4. Manage Coordination of Disaster Management Services
5. Manage Coordinate Environmental Health Services
6. Manage coordination of Special Programmes.

**POSTS:**

- 1 Manager Social Services (Filled)
- 4 Disaster Management Coordinator (1 Filled & 3 Vac)
- 2 Horticulturist (1 Filled & 1 Vac)
- 1 Sports Arts & Culture Coordinator (Filled)
- 2 Truck Driver (Vac)
- 2 Driver Operator (Vac)
- 4 Foreman (Vac)
- 40 General Worker (19 Filled & 21 Vac)

**DIVISION: TRAFFIC AND LAW ENFORCEMENT SERVICES**

PURPOSE: To provide Traffic, Protection and Law Environment services

**FUNCTIONS:**

1. Manage Traffic, Law Enforcement and Protection Services
2. Manage road Safety programmes and scholar patrols
3. Enforce Road Traffic Act and Municipal By-Laws

**POSTS:**

- 1 Manager Traffic and Law Enforcement Services (Filled)
- 4 Superintendent: Law Enforcement (2 Filled & 2 Vac)
- 4 Assistant Superintendent: Law Enforcement (4 Vacant)
- 1 Senior Admin Officer (Vac)
- 1 Senior Road Safety Officer (Filled)
- 3 Road Safety Officer (Vac)
- 24 Traffic Officer (7 Filled & 16)
- 2 VIP Protection Officer (Vac)
- 4 Admin Clerk (3 Filled & 1 Vac)

**DEPARTMENT: CORPORATE SERVICES**

PURPOSE: To provide Corporate Services

**FUNCTIONS:**

1. Manage Human Resource Management Services
2. Manage Information Communication Technology (ICT) Services
3. Manage Intergovernmental Relations and Satellite Office Management
4. Manage Communications and Special Programmes
5. Manage Council Support

**POSTS:**

- 1 Senior Manager (Filled)
- 1 Secretary (Filled)

**DIVISION: HUMAN RESOURCE MANAGEMENT**

PURPOSE: To Manage Human Resource Services

**FUNCTIONS:**

1. Manage Staff provisioning
2. Manage Personnel Administration
3. Manage Occupational Health Safety
4. Manage Employee Assistant Programme
5. Manage Organisational Development
6. Manage Skills Development and Training
7. Manage Organisational Performance and Compliance
8. Manage Individual Performance

**POSTS:**

- 1 Manager Human Resource Management (Filled)
- 1 Skills Development Facilitator (Filled)
- 1 Senior Performance Management Officer (Vac Budgeted)
- 2 Personnel Officer (1 Filled & Vac)
- 3 Performance Officer ( 1 Filled, Vac Budgeted & Vac )
- 1 OHS Officer (1 Filled)
- 1 OD Officer (Vac Budgeted)
- 1 OHS Clerk (1 vac)
- 1 HR Administrative Officer (Filled)
- 4 Clerk HR Admin(3 Filled & 1 Vac)
- 2 Clerk: Performance Management System

**DIVISION: INFORMATION COMMUNICATION TECHNOLOGY**

PURPOSE: To Manage ICT Services

**FUNCTIONS:**

1. Manage ICT Infrastructure
2. Manage ICT Security Services
3. Manage ICT Financial Management Systems Services
4. Manage ICT Help Desk Services
5. Manage Telecommunication & Switchboard Services
6. Manage Records Management & Archiving Services

**POSTS:**

- 1 Manager Information Communication Technology (Filled)
- 1 Senior IT Officer (Filled)
- 1 IT Officer: Information Security (Vac Budgeted)
- 1 Website and Network Administrator (Filled)
- 2 Records Officer (1 Filled and 1 Vac)
- 4 Records Clerk (3 Filled & for placement)
- 2 Messenger Driver (1 Filled & 1 Vac)
- 2 Switchboard Operator (1 Filled & 1 Vac)
- 1 IT Help Desk Assistant (Vac)

**DIVISION: IGR & SUB-OFFICES MANAGEMENT**

PURPOSE: To provide IGR and Sub-Offices Management

**FUNCTIONS:**

1. Facilitate Intergovernmental Relations
2. Manage Sub-Offices Operations
4. Coordination of District Development Model

**POSTS:**

- 1 Manager IGR and Sub-Offices (Filled)
- 3 Administrator Sub-Office (1 Filled & 3 Vac)
- 3 Admin Clerk: Sub-Office (3 Vac)
- 12 General Assistant: Sub-Office (12 Vac)

**Division: Council support**

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 (Filled)
- 1 MPAC Reseacher (Filled)
- 4 Committee Officer (2 Filled & 2 Vacant )
- 2 Public Participation Officer (2 Filled & 1 Vac & marked for Placement)

**Division: Communication & Special Programmes**

PURPOSE: To manage Communications and Special Programmes.

**FUNCTIONS:**

1. Manage communication services.
2. Manage Special Programmes
3. Render Administrative support to the Mayor's Office

**POSTS:**

- 1 Manager (Filled)
- 1 Communication Officer (Filled)
- 1 Media Liaison Officer (Filled)
- 1 Special Programmes Coordinator (Vac)

**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 S  
 4. Manage Supply Chain Management (Services)  
 5. Manage Assets (Services)  
 POSTS:  
 1 Chief Finance Officer (Filled)  
 1 Secretary (Filled)

**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 Budget & Financial Reporting (Filled)  
 3 Accountant: Budget & Financial Reporting ( 2 Filled & 1 vac & budgeted)  
 3 Clerk Budget and Reporting (Vacant)

**DIVISION: REVENUE**  
 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 Revenue ( Filled)  
 2 Accountant Revenue (1 filled & 1 Vac)  
 1 Assistant Accountant (for placement )  
 2 Indigent Officer (Vac)  
 1 Senior Debtors Clerk (Filled)  
 4 Debtors Clerk (1 Filled, 2 Vac Budgeted & 1 Vacant)  
 6 Cashier ( 5 Filled and 1 for placement)  
 6 General Assistant: Revenue

**DIVISION: EXPENDITURE**  
 PURPOSE: To Manage Expenditure (services)  
 FUNCTIONS:  
 1. Manage Payroll  
 2. Manage Creditors and cash payments  
 3. Manage Petty Cash  
 4 Manage Tax Levies  
 POSTS:  
 1 Manager Expenditure (Filled)  
 Accountant Payroll (Filled)  
 2 Accountant Expenditure (x 2 Filled)  
 2 Creditors Clerk (2 Filled)  
 2 Payroll Clerk (1 Filled and 1 Vac)

**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 Contract and Service Level Agreement.  
 POSTS:  
 1 Manager Supply Chain Management (Filled)  
 3 Accountant (2 Filled and 1 Vac)  
 6 Clerk: SCM ( 3 Filled & 3Vac)

**DIVISION: ASSET MANAGEMENT**  
 PURPOSE: To Provide Asset Management services  
 FUNCTIONS:  
 1. Manage assets services  
 2. Manage Inventory Services  
 3. Manage Fleet  
 POSTS:  
 1 Manager Asset Management ( Filled)  
 1 Accountant Assets ( Vac)  
 1 Accountant Inventory (Filled)  
 1 Fleet Management Officer (Filled)  
 2 Clerk Fleet management (Vac)  
 2 Clerk Inventory (Vac)  
 2 Clerk Assets (2Vac Budgeted)

## EMPLOYMENT EQUITY

Number of Male employees	Number of Female Employees	People living with disability	Total Number of employees in Collins Chabane Local Municipality
159	114	3	273

- ❖ 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.

### 7.3. TRAINING AND DEVELOPMENT/ WSP

The municipality has adopted the Workplace Skills Plan (WSP) in 2025 that is going to address worker's skills and development needs. 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 49: Type of causes**

TRAINING Intervention	Total Number of Councillors	Total Number of Senior Managers	Total Number of Officials below senior managers	Grand Total
Financial Legislation, Regulations & Ethics	17	0	33	50
Code of Ethical Leadership	71	0	0	71
IMPSA Conference	0	1	2	3
Municipal Standard Charts of Accountants (MSCOA)	0	1	1	2
Audit, Risk Management and MPAC Seminar	0	0	1	1
Global Internal Audit Standards	0	1	0	1
Chattered Institute of government Finance, Audit & Risk Officers	0	0	1	1

**Table 50: Internship**

	Total number of participants in the Internship programme	Total Number of Internships Funded by the Municipality	Total Number of Internship by Phalaphala Management Consulting	Total number of Internship Treasury Funded Internship	Absorbed interns by CCLM	Active	Exit
<b>Number of Interns</b>	43	21	15	07	05	38	05

**Table 51: Learnership**

	Number of Learners	Absorbed	Active	Exit	Funder
Municipal Finance	Municipal Finance	Municipal Finance	Municipal Finance	Municipal Finance	Municipal Finance
Management NQF Level 06	Management NQF Level 06	Management NQF Level 06	Management NQF Level 06	Management NQF Level 06	Management NQF Level 06

**Table 52: Programs**

	Total number of learners	Period of training	Project Status
<b>In-Service training</b>	22	18 Months	Active
<b>Learners graduates placed by Dep. Env. Affairs</b>	5	12 Months	Active
<b>Skills Programme (Youth Incubators)</b>	25	03 Months	Completed

Plumbing Apprenticeship funded by MMSEZ	04	24 Months	Active
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**Bursaries for the employed**

Program	Total number of beneficiaries	Total number completed	Total active
Bachelor of Procurement and Management	1	1	1
Postgraduate Diploma In Financial Accounting	1	1	1
Masters of Public Management	1	1	1
Bachelor of Commerce Law	1	1	1
Bachelor of Public Administration	1	1	1
Bachelor of Spatial Planning Honours	1	1	1

**Work Integrated Learning (WIL)**

	Total number of learners	Period of training	Absorbed	Active	Exit
Work Integrated Learning	41	18 Months & 24 months for Electrical Learners	0	22	19

#### 7.4. 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	2024	Corporate Services
2.	Leave Policy	2024	Corporate Services
3.	Staff Provisioning Policy	2024	Corporate Services
4.	Bereavement Policy for Councillors	2024	Corporate Services
5.	Bereavement Policy for Officials	2024	Corporate Services
6.	Training and Development Policy	2024	Corporate Services
7.	Acting Allowance Policy	2024	Corporate Services
9.	Facilities Management Policy	2024	Corporate Services
10.	Fleet Management Policy	2024	Corporate Services
11.	ICT Operating System Security Control Policy	2024	Corporate Services
12.	ICT Data Backup and Recovery Policy	2024	Corporate Services
13.	ICT Disaster Recovery Policy	2024	Corporate Services
15.	ICT User Access Management Policy	2024	Corporate Services
16.	ICT Management Policy	2024	Corporate Services
17.	ICT Change Management Policy	2024	Corporate Services
18.	ICT Patch Management Policy	2024	Corporate Services
19.	ICT Adding New User Procedure	2024	Corporate Services
20.	ICT Equipment and Usage Policy	2024	Corporate Services
21.	ICT Firewall and Procedure Policy	2024	Corporate Services

22.	ICT Internet Acceptance Use Policy	2024	CorporateServices
23.	ICT Incident and Problem Management Policy	2024	CorporateServices
24.	ICT Org plus Installation Procedure	2024	CorporateServices
25.	ICT Project Framework	2024	CorporateServices
26	ICT Tel-Trace Procedure	2024	Corporate
27	ICT Website Content Approval Procedure	2024	CorporateServices
28.	ICT Confidential and Non-Disclosure Contract	2024	CorporateServices
29	ICT Security Control Policy	2024	Corporate
30.	ICT Procedure Manual User Access Review	2024	CorporateServices
31	Municipal Corporate Governance of Information and Communication Technology Policy	2024	CorporateServices
32	Subsistence and Travel Policy	2024	BTO
33	Investment and Cash Management	2024	BTO
34	Indigent Policy	2024	BTO
35	Unclaimed Deposit Policy	2024	BTO
36	Writing Off of Irrecoverable Debt	2024	BTO
38	Property Rates Policy	2024	Budget and Treasury
39	Budget Policy	2024	Budget and Treasury
40	Virement Policy	2024	Budget and Treasury
41	Risk Management Strategy	2024	Municipal Manager's Office
42.	Risk Management Committee Charter	2024	Municipal Manager's Office
43.	Risk Management Policy	2024	Municipal Manager's Office

44.	Audit Charter	2024	Municipal Manager's Office
45.	Communication Policy	2024	Corporate Services
46.	Communication Strategy	2024	Corporate Services
47.	Telecommunication Policy	2024	Corporate Services
48.	Records Management Policy	2024	Corporate Services
49.	Employee Assistant Policy	2024	Corporate Services
50.	Occupational Health and Safety Policy	2024	Corporate Services
51.	Employment Equity Policy	2024	Corporate Services
52.	Overtime Policy	2024	Corporate Services
53.	Remuneration Policy	2024	Corporate Services
54.	Attendance and Punctuality Policy	2024	Corporate Services
55.	Disability Policy	2024	Corporate Services
56.	Performance Management System Policy and Framework	2024	Corporate Services
57.	Mayor's Bursary Fund Policy	2024	Corporate Services
58.	Municipal Employees Sports Policy	2024	Community Services
59.	Contract Management Policy	2024	Budget and Treasury
60.	Debt Control and Debt Collection Policy	2024	BTO
61.	Funding and Reserve Policy	2024	BTO
62.	Asset Management Policy	2024	BTO
63.	Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	2024	BTO
64.	Supply Chain Management Policy	2024	BTO
65.	EPWP Policy	2024	TS

66.	Parking Policy	2024	CS
67.	Dress Code Policy	2024	CS
68.	Elimination Harassment and Bullying in the Workplace Policy	2024	CS
69.	Danger Allowance Policy	2024	Corporate Services
70.	Land Disposal Policy	2024	Planning and Development
71.	ICT Service Level Agreement Management (External Service provider/vendor	2024	Corporate Services
72.	Anti-Fraud and Corruption Strategy	2024	Municipal Manager's Office
73.	Public Participation Policy	2024	Corporate Services
74.	Car Allowance Policy	2024	Community Services
75.	Cost Containment Policy	2024	Community Services
76.	Expenditure Policy	2024	Budget and Treasury
77.	Inventory Management Policy	2024	Budget and Treasury
78.	Consultants Policy	2024	Budget and Treasury
79.	Fraud Prevention Policy	2024	Budget and Treasury
80.	UIF Policy	2024	Budget and Treasury
81.	Whistle Blowing Policy	2024	Municipal Manager's Office
82.	Spatial Development Framework	2024	Planning and Development
83.	Cleaning Procedure Manual	2024	Planning and Development
84.	Draft Policy on Municipal Employee Pregnant and Breastfeeding Support.	2024	Corporate Services

## 7.5. OCCUPATIONAL HEALTH SERVICES

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.

## 7.6. 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:

- 7.6.1. Fraud Related Cases Two (02)
- 7.6.2. Negligent Related Case One (01)

## 7.7. DISPUTES AND DESCIPINARY ENCQUIRIES CASE

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.

### 7.7.1. Disputes and Disciplinary Enquiries

Table 53: 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

## 7.8. 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.

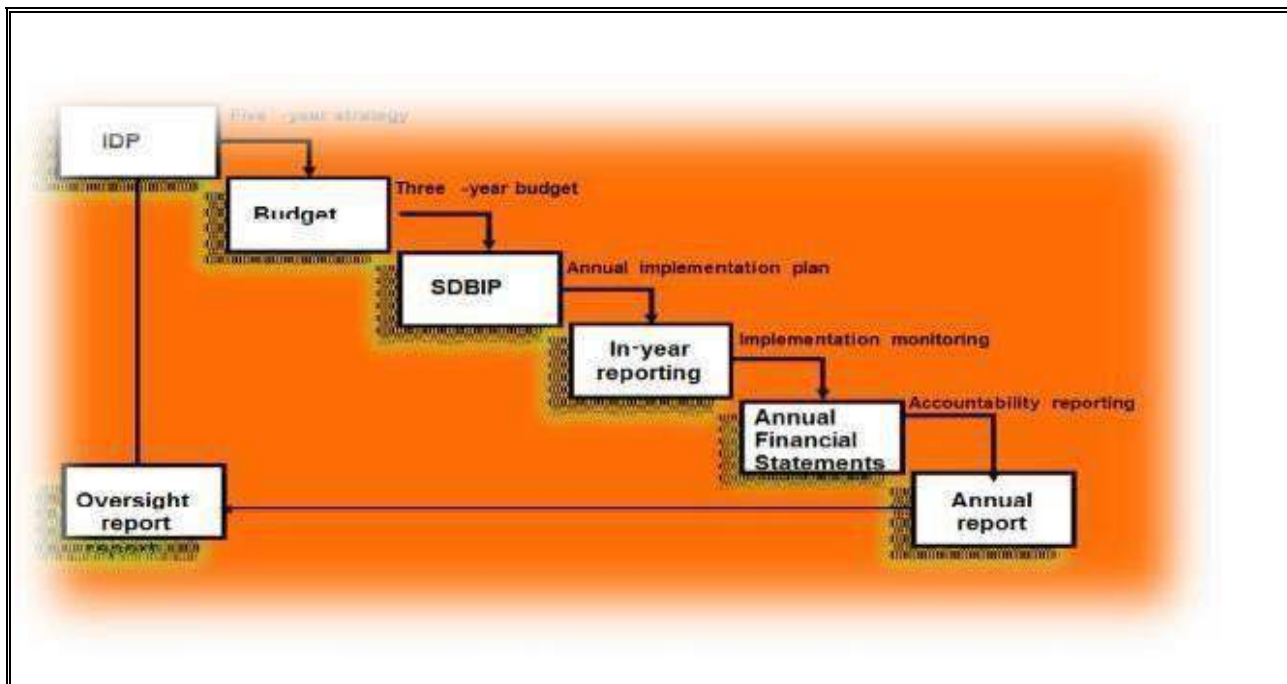
The 2024/25 SDBIP was signed by the mayor submitted to COGHSTA and also uploaded on the website as per MSA 32 of 2000. All senior Managers has signed Performance Agreements for the Financial Year and Performance Agreements were uploaded on the website and submitted to COGHSTA. The Municipality is

The automated PMS system has been procured and employees are currently undergoing training for going life 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.

### 7.8.1. 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 7.2.: Planning, Budget and Implementation



### 7.8.2. 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 and also the Individual Performance Assessment for all employees is being implemented.

## 7.9. 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.

## 7.10. 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.

## 7.11. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

**Table 54: 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 8: STRATEGIES**

#### **8.1. BACKGROUND**

Collins Chabane Local Municipality held its Strategic Planning Session from the **26-29 January 2026**. 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 prioritization 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 prioritizing them and came up with projects. The Municipal SWOT analysis was reviewed to project the status quo of the Municipality.

## 8.2. COLLINS CHABANE LOCAL MUNICIPALITY STRATEGIC INTENT

### MUNICIPAL VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

#### VISION

**“A Spatially Integrated & Sustainable Local Economy by 2030”**

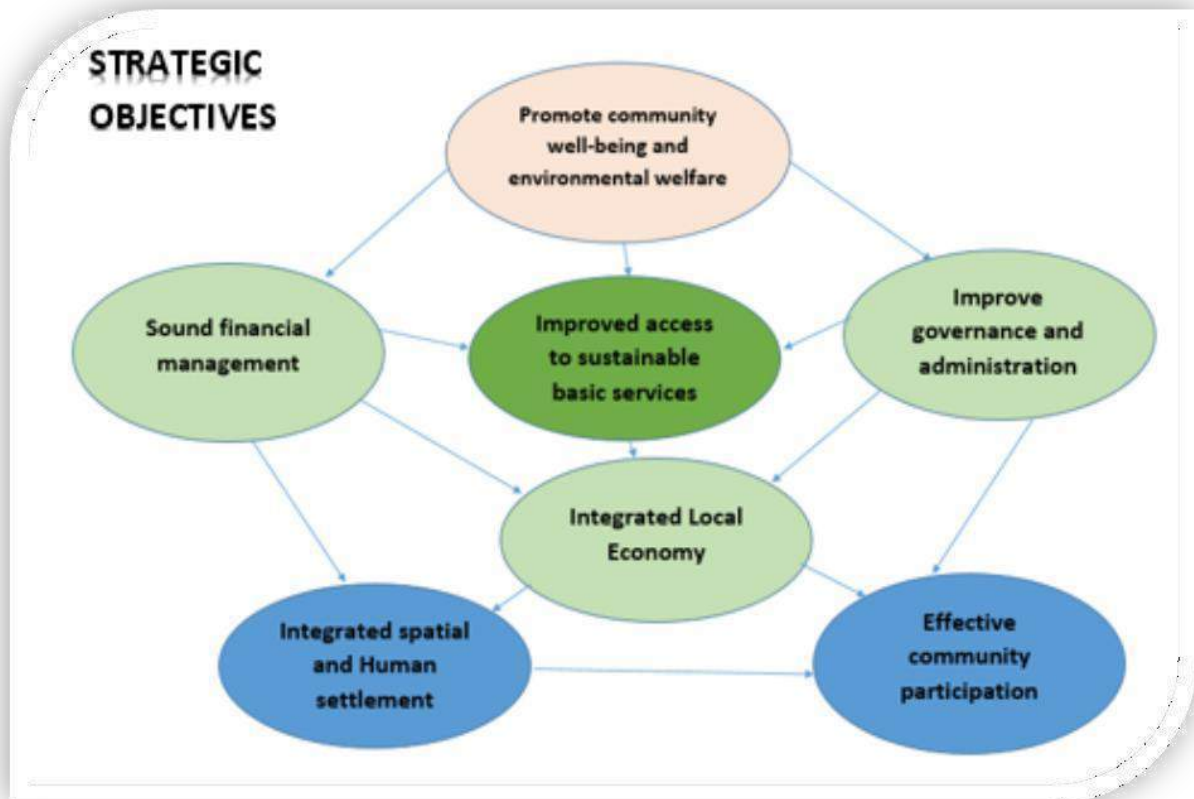
#### MISSION

**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**

Figure 8.1.: Strategic Objectives



Eee

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
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  Include training on the WSP for training MPAC support staff	1. Conduct skill audit to identify the gaps 2. Inclusion in the Work Place Skills Plan (WSP)  3. Secondment of the employee to assist the MPAC researcher  4. Request Stakeholders like SALGA and CoGHSTA for training of MPAC support staff for cost savings	Training and Development

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Accountability	Inadequate accountability	Consequence Management	Consequence Management	Consequence Management	1. Encourage supervisors to escalate issues consequence management to the relevant department  2. Monitoring and implementation of External Audit, Internal Audit and MPAC recommendations	External and Internal Audit Action Plan  2. MPAC Resolution Register
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Youth Employment	Unemployment	Learnerships, Internships, skilling, comprehensive utilisation of EPWP programmes, Self Help programme, appretencership program	Enter into Partnership with Public and Private Companies  Formal Appointment in the municipality should job opportunities arise	Enter into Partnership with public and Private Companies  Entering on MOU with TVET and local training provider for unemployed youth	1. Identification of needs and learnership and internship programs  2. Send application to request learnership different sector	1.

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
						Formal Appointment in the municipality should job opportunity arise	<p>departments providing learn ship and internship programme</p> <p>3. Database development for unemployment youth for sharing with TVETS and training providers</p> <p>4. Apply for funding</p> <p>5. Filling of vacant posts (advertisement, shortlisting, interviewing and appointment)</p>	
<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL</b>	<b>Effective Public Participation</b>	<b>Communication tools</b>	Negative utilisation of Social media	Conduct awareness campaigns internally and externally on	Conduct awareness campaigns internally and externally on	Conduct awareness campaigns internally and externally on	1. Identify Champions/Social media influencer within the municipality and organize	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
DEVELOPMENT				utilisation of social media	utilisation of social media	utilisation of social media	<p>media platforms for the champion to educate youth with regard to the effective utilization of social media</p> <p>2. Development of social media policy</p> <p>3. Include a clause on the code of conduct, all employee to sign the new code of conduct</p> <p>4. Implement Disciplinary policy and procedures</p>	
		communication	Lack of communication terminologies within the municipality (Podcast)	Budget for resources to be used for implementation	Implementation	Implementation	<p>1. Development of schedules for interviews</p> <p>2. Invitation of relevant people for interviews</p>	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
		<b>Fleet Management</b>	Continuous breakdown of fleet	Structural changes to incorporate fleet management service	Implementation	Implementation	<ol style="list-style-type: none"> <li>1. Development of policies and procedure manuals</li> <li>2. Inspections of vehicles</li> <li>3. Development of maintenance schedules</li> <li>4. Enforcement of job cards</li> </ol>	
		<b>Cleaning services</b>	Buildings and ablution blocks not clean	Bring back auxiliary services to report on corporate services			<p>Bring facility management/cleaning back to corporate services</p> <p>Structural arrangements to incorporate the function</p> <p>Development of cleaning roster</p>	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
							to be for monitoring purposes	
		IT	E recruitment	Budget for procurement of service, appointment	Training and implementatio	Implementation	Budget, appoint, training, implement	
		IT	Control room	Budget for procurement processes	Procurement	Implementation	Development of policies Procurement of Resources Material Establishment of Helpdesk Services Development of policy – Customer Care Appointment of personnel	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Overtime	Abuse of overtime	Need and approval	Need and approval	Need and approval	<ul style="list-style-type: none"> <li>+ 1. Identification of the over - time needs</li> <li>+ 2. Submission of the Memo to Municipal Manager for approval</li> <li>+ 3. Implementation</li> <li>+ Encourage rewarding in terms of leave days</li> </ul>	
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Governance and administration	Revenue enhancement & Stakeholders relations	Low collection of Revenue	<p>Education and awareness on municipal rates and services payment.</p> <p>Introduce incentive programmes for good paying customers.</p>	Education and awareness on municipal rates and services payment.	Education and awareness on municipal rates and services payment.	Revenue awareness will be a done through the office of the mayor in their meetings with various stakeholders	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>	<b>Improved Governance and administration</b>	Indigent	Strengthened support	Provide support	Provide support	Provide support	<ol style="list-style-type: none"> <li>1. Provide support on the usage of municipal gadgets</li> <li>2. Maintenance of gadgets</li> <li>3. Payment of licenses</li> </ol>	
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	<b>Improved Governance and administration</b>	Inter-government relations	Improved inter-governmental relations	Establish Local Inter-governmental relations	Maintain improved Inter-governmental relations	Maintain improved Inter-governmental relations	<ol style="list-style-type: none"> <li>1. Identification of Sector departments operating within the Municipal Jurisdiction</li> <li>2. Identification of activities that are shared by sector departments</li> <li>3. Establishment of Local IGR programmes</li> </ol>	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
							4. Organizing joints meetings 5. Prioritization of IGR challenges for further processing	
<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>	<b>Improved Governance and administration</b>	Litigation	Neo constitutionalism and land invasion	Engagement with traditional leaders, community structure  Conduct Awareness Campaigns	Engagement with traditional leaders, community structure  Conduct Awareness Campaigns	Engagement with traditional leaders, community structure  Conduct Awareness Campaigns	1. Development of the Programmes to visit traditional leaders  2. Identification of dates, venue and time for the meetings  3. Conduct awareness on land invasion  4. Explore options to settle out of court	
<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL</b>	<b>Improved Governance and administration</b>	Records management	Paperless records management	Centralisation of records management.  Capacitate records	Procurement, training and implementation	Implementation of technology	1. Budget for Procurement of electronic system	

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT								
DEVELOPMENT OBJECTIVE: CORPORATE SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
DEVELOPMENT				management (human capital and skills)			2. Implementation 3. Establishment of a strong room	
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	<b>Improved Governance and administration</b>	Clean Audit	PMS	Capturing of Information and continuous review of reports	Capturing of Information and continuous review of reports	Capturing of Information and continuous review of reports	Development of weekly plan o capture information	<b>Clean Audit</b>
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	<b>Improved Governance and administration</b>	Office space  Office building	OHS  Lack of office space	Continue sharing while we await technical service  Budget for networking	Networking of officebuilding/ maintenance and support	Maintanance and support		
			Training Lack of firearm competencies	Appointment processes and implementation	Implementation	Implementation	Appointment processes  Training	

**KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**DEVELOPMENT OBJECTIVE: CORPORATE SERVICES**

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	<b>EFFECTIVE PUBLIC PARTICIPATION</b>	Municipal events	Poor attendance of events by Councillors and Public	Mobilisation by ward councillors  Oversight by the office of the speaker and chief whip  Strengthen the relationship between the ward councillor and community structures  Decentralisation of transport were possible	Mobilisation by ward councillors  Oversight by the office of the speaker and chief whip  Strengthen the relationship between the ward councillor and community structures  Decentralisation of transport were possible	Mobilisation by ward councillors  Oversight by the office of the speaker and chief whip  Strengthen the relationship between the ward councillor and community structures  Decentralisation of transport were possible	Procurement of Loud Hailing for mobilisation of the masses through public participation officers	

<b>KPA 2: SPATIAL RATIONALE</b>								
<b>PLANNING &amp; DEVELOPMENT</b>								
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
<b>SPATIAL RATIONALE</b>	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	<b>SPLUMA IMPLEMENTATION</b>
<b>SPATIAL RATIONALE</b>	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.	<b>DEMARCATI ON OF SITES</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Spatial Planning and Land Use	Unplanned Human Settlements	Conduct workshops with Traditional Council	Conduct workshops with Traditional Council	Conduct workshops with Traditional Council	Identify traditional councils that need workshopping	<b>LAND USE MANAGEMENT WORKSHOPS</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Spatial Planning Land Use	Informal Human Settlements  Land Invasion  Lack of Infrastructure  Delays as a result of litigation and court judgements	Opening of Township Registers and Proclamation  Engage Vhembe District Municipality for Bulk and Reticulation services	Mobilize funds for infrastructure development  Engage traditional council on the formalization of settlements	Land Use Management  Development Control	Establish a funds mobilization committee  Engage different funders and sign MOU's with funders.	<b>FORMALIZATION AND PROCLAMATION OF TOWNSHIPS</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Spatial Planning Land Use	Land Invasion	Identify land parcels that have been invaded and subdivide,	Dispose-off land parcels in line with the Municipal Policy.	Register the properties and start billing.	Identify the land parcels and dispose them accordingly.	<b>SUBDIVISION AND CONSOLIDATION OF LAND PARCELS</b>

				rezone and consolidate.				
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Spatial Planning Land Use	Outdated Municipal Spatial Development Framework.	Submit item to council for the review of the SDF  Appoint SDF Project Steering Committee.	Review Precinct Plans	Implement strategies and projects in line with the SDF.	Prepare item to council for approval  Appoint SDF steering committee	<b>REVIEW OF THE SPATIAL DEVELOPMENT FRAMEWORK</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	By-laws and Policies	Outdated by-laws and policies	Review Municipal by-laws and Policies	Monitor and evaluate the impact of the by-laws.  Implement the by-laws  Conduct workshops on the by-laws and policies.	Review Municipal By-laws and Policies	Submit items to council for resolution  Develop plan for review of by-laws.	<b>REVIEW OF BY-LAWS AND POLICIES</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Geographic Information Systems	Lack of functional GIS programme	Renew GIS license  Purchase Geographic Positioning System (GPS)  Appoint GIS Officer	Purchase Drone(s)	Train Municipal Officials on GIS	Develop specifications for the GPS  Submit Memo to Accounting Officer to renew GIS license.  Appoint GIS officer	<b>PROCUREMENT OF GIS EQUIPMENT</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Property Management, Housing and Human Settlements	Land invasion	Engage the traditional council and residents of Rhulani Informal Settlements	Placement of the residents  Fence off the area Demolish structures in the area	Allocate the subject land for the development of the Solar Plant. Dispose off land parcels		<b>RELOCATION OF RHULANI INFORMAL SETTLEMENT OCCUPANTS</b>

<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Property Management, Housing and Human Settlements	Municipal Property Rates	Collection of Data			Supplementary Valuation	<b>SUPPLEMENTARY VALUATION ROLL</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Property Management, Housing and Human Settlements	Unregistered land parcels within the Townships	Engagements with residents	Collection of data	Registration	To be developed	<b>TRANSFER AND REGISTRATION OF LAND PARCELS</b>
<b>SPATIAL RATIONALE</b>	Integrated Human Settlements	Integrated Development Planning	Pilot Project by Cogta	Training	Capacitate the Unit	Functional Unit in line with the new System	To be developed	<b>INTEGRATED DEVELOPMENT PLAN</b>

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	ROADS AND STORM WATER	Poor road infrastructure Internal Streets	Design and implement Internal Streets	Design and implement Internal Streets	Design and implement Internal Streets	Identification and Allocation of projects	Construction of access roads projects
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor storm-water management	Identification and Implementation of storm water management (Storm water pipes, Low level bridges, drifts, v- drains, pipe) In -house and Outsource	implementation of storm water management	implementation of storm water management	Outsourcing of service providers during emergency	Construction of storm water drainage system Construction of low-level Culvert 100m paving
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Increasing the life span- Poor road infrastructure surfaced Internal Streets	Maintenance of surface roads	Maintenance of surface roads	Maintenance of surface roads	Outsourcing of service providers	Rehabilitation of internal streets that have exceeded <b>life span</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure due flood damages all Internal streets within villages	Outsource service providers for repairs of streets	Procurement of yellow plant	Repairs of internal streets	Outsourcing of service providers during emergency	Re-Gravelling of Internal streets.
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Gravel roads Internal streets within villages	Programme Blading of gravel road			Reduce number of requests by providing more information	Blading of gravel road

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
URE DEVELOPMENT					Programme Blading of gravel road	Programme Blading of gravel road		
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	Submit Request to SANRAL to widen R81 ROUTE	Implementation	Repairs and Maintenance	Request the road owner to implement	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	Completion of new office building Partially occupying office	Complete Relocation to New office	Building Operation and Maintenance	Outsourcing of service providers	Construction of New Municipal offices
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	Sports and Recreation	Underrated Sports facilities within Collins Chabane	Maintenance of PSL standards in Malamulele Stadium	To archive PSL standards in remaining stadiums	Maintaining PSL Standards in all our stadiums	Outsourcing of service providers	Upgrading the various sports facilities within Collins Chabane to meet the PSL standards: Namely Vuwani and Bungeni Stadium

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	Sports and Recreation	Underrated Sports facilities within Collins Chabane	Construction of one smart port center	2x Construction of smart port center	Continuation in implementation of smart sport center through CCLM	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	Debushing and Clearing of the yard and fixing the fence	Refurbishment of the entire workshop	Repairs and maintenance	Outsourcing of service providers	Procurement of materials and equipment's
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	Electrification of villages and their extensions	Electrification of villages and their extensions	Electrification of villages and their extensions	outsourcing of service providers	<b>Electrification of households</b>
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	Construction of Solar powered high Mast with enough radius coverage	outsourcing of service providers	Construction of Solar powered High Mast at Municipal Infrastructures

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 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	Construction of Solar Streets lights with the same radius as Street lights	outsourcing of service providers	<b>Construction of Solar Streets lights</b>
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	Construction of Streets lights at Nodal Points	outsourcing of service providers	<b>Construction of Streets lights</b>
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	Maintenance of solar system	outsourcing of service providers	<b>Installation of Solar Panels in Municipal buildings</b>
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	Servicing of Generators	Installation of Backup Generator Municipal Infrastructure	<b>Installation of Backup Generator Municipal Infrastructure Stadiums</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Increasing the life span	Maintenance of high masts lights, streets lights, flood lights on our facilities.	Maintenance of high masts lights, streets lights, flood lights on our facilities	Maintenance of high masts lights, streets lights, flood lights on our facilities	Internal forces/Pool of contractors	<b>Maintenance</b>

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
DEVELOPMENT								
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	NERSA Compliance	Appoint service provider to support Electrical unit	service provider supports Electrical unit	Establish full Electricity unit	Transfers of skills	<b>Appointment of service provider to support electrical unit for 36 months</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Energy Generation	Land acquisition for infrastructure development (Portion 10)	N/A	N/A	Use land as leverage (Contribution to the development)	<b>Solar plant Generation</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Funding	Advertising and Appointment of IPP Independent Power Producer (Lease agreement) (25-40 years)	Implementation of Solar Generation plant	Operational and maintenance of Solar Generation plant	Terms of reference and specifications	<b>Advertisement of IPP</b>

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	Control room	Convert Civic Centre to Electrical department use one room as a control room	Operational and maintenance	Operational and maintenance	Terms of reference and specifications	<b>Design and installation of control room equipment's (IT and GIS)</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Electricity Call Centre	Development of the call Centre and WhatsApp line	Operational	Operational		<b>Establishment of Electricity call Centre unit</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Electrical Plant and Equipment	Procurement of Electrical plant and Equipment	Procurement of Electrical plant and Equipment	Repairs and Maintenance of Plant and Equipment		<b>Procurement of Electrical unit plants and equipment</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Storage house	Design and partitioning of storage offices	N/A	N/A		<b>Design and Alterations of Electrical store room</b>

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	Operation and Maintenance	Operation and Maintenance (Respond team)	Operation and Maintenance (Respond team)	Operation and Maintenance (Respond team)	Formation of Electrical unit Respond team	<b>N/A</b>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Trading	Municipality And retail	Operation and Maintenance (Respond team)	Operation and Maintenance (Respond team)	Formation of Electrical unit Respond team	<b>N/A</b>
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	Servicing and repairs of Graders	Servicing and repairs of Graders	<b>Purchasing of 4x Graders</b>

KPA 3: BASIC SERVICE DELIVERY								
DEVELOPMENT OBJECTIVE: COMMUNITY SERVICES								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
Basic Service Delivery	Promote Community well-being & Environmental welfare	Law enforcement	Lack of traffic management system	Appointment of service provider by July 2026			Specification to appoint service provider for capturing traffic summon  Advert  Appointment  Management of traffic summons	<b>MANAGEMENT OF TRAFFIC SUMMONS TO ENHANCE REVENUE COLLECTION</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Law enforcement	Lack of enforcement 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	<b>IMPLEMENTATION OF BY-LAWS</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Law enforcement	Improper management of roadworthy vehicles	Development of a vehicle pounding station structure on the identified site within Malamulele DLTC	Operation of vehicle pounding station  Purchasing of vehicle towing truck	Operation of vehicle pounding station	Specification to appoint service provider  Advert  Appointment  Development	<b>DEVELOPMENT OF VEHICLE POUNDING STATION IN MALAMULELE</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Traffic & Law Enforcement	(Abstract from ITP)  Inadequate ablution	Improvement of ablution facilities in Malamulele & Saselemani	Improvement of ablution facilities in Hlanganani & Vuwani		Write a memo  Develop specification	<b>IMPROVEMENT OF ABLUTION FACILITIES IN MALAMULELE</b>

			facilities in all nodal taxi ranks				Advert Appointment of service provider	<b>&amp; SASELEMANI, HLANGANANI &amp; VUWANI TAXI RANK</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Traffic & Law Enforcement	(Abstract from ITP)  Inadequate hawkers' facilities within the taxi ranks	Development of hawker's facilities in all Taxi rank			Write a memo  Develop specification  Advert  Appointment of service provider	<b>DEVELOPMENT OF HAWKERS FACILITIES IN ALL TAXI RANK</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Traffic & Law Enforcement	(Abstract from ITP)  Lack of compliance with safety & security infrastructure regulators	Development of safety & security infrastructure regulation			Write a memo  Develop specification  Advert  Appointment of service provider	<b>DEVELOPMENT OF SAFETY &amp; SECURITY INFRASTRUCTURE REGULATION</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Traffic & Law Enforcement	(Abstract from ITP)  Lack of intermodal facilities			Development of intermodal facilities hub	Write a memo  Develop specification  Advert  Appointment of service provider	<b>DEVELOPMENT OF INTERMODAL FACILITIES HUB</b>
Basic Service Delivery	Promote Community well-being &	Traffic & Law Enforcement	No formal public transport facilities at Tiyani (Ward 3)	Development of Taxi rank in Tiyani (ward 3)			Write a memo  Develop specification	<b>DEVELOPMENT OF TAXI RANK IN</b>

	Environmental welfare						Advert Appointment of service provider	<b>TIYANI (WARD 3)</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
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 Standing	Development of Pounding Station  Operation of Pounding Station	Write a memo  Develop specification  Advert  Appointment of service provider	<b>DEVELOPMENT OF POUNDING STATION IN HLANGANANI</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Licensing & Registration	Non-compliance of VTS regulation at Malamulele VTS	Appointment of 1 x pit assistance in malamulele	Appointment of 2x Examiner Malamulele testing station  1x Examiner Vuwani testing station		Memo  Advert  Appointment	<b>APPOINTMENT OF 3X EXAMINERS AND 1X PIT ASSISTANCE</b>
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 Hlanganani		Operation of licensing & registration station at Saselemani	Design  Advert  Appointment of service provider	<b>DEVELOPMENT OF REGISTRATION &amp; LICENSING OFFICES IN HLANGANANI &amp; SASELEMANI</b>

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	<b>INSTALLATION OF CUSTOMER SELF SERVICE SYSTEM AT MALAMULELE</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Licensing & Registration	Lack of admin block in vuwani	Development of Vuwani Admin block		Operation of Vuwani admin block	Memo Advert Appointment of service provider	<b>DEVELOPMENT OF VUWANI ADMIN BLOCK</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Licensing & Registration	Insufficient group learners & driver license applications	Improving marketing of group learners license & driver license application	Improving marketing of group learners license & driver license application	Improving marketing of group learners license & driver license application		<b>IMPROVING MARKETING OF GROUP LEARNERS LICENSE &amp; DRIVER LICENSE APPLICATION</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Licensing & Registration	Lack of Learnership Programme on learners & driver's license	Application of the learner and driving license grant through SETA			Advert Appointment	<b>LEARNERSHIP PROGRAMME FOR LEARNERS &amp; DRIVING LICENCE</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	None Operational of municipal landfill site	Implementation of operational plan Operation of landfill site	Operation of landfill site	Operation of landfill site	Specification Advert Appointment of service provider	<b>OPERATION &amp; MAINTENANCE OF LANDFILL SITE</b>

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	<b>PURCHASE OF SKIP BINS</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Unavailability of waste disposal facility	Appointment of service provider to undertake a feasibility study	Identify sites	Development of Transfer Station in hlanganani	Specification Advert Appointment of service provider	<b>DEVELOP TRANSFER STATIONS IN HLANGANANI, SASELEMANI AND VUWANI</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
Basic Service Delivery	Promote Community well-being & Environmental	Environment	Lack of environmental management compliance	Appointment of pool for environmental services	Provision of environmental services	Provision of environmental services	Specification Tender Appointment	<b>APPOINTMENT OF POOL OF SERVICE PROVIDERS TO RENDER ENVIRONMENTAL SERVICES</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Accumulation & littering of waste in malamulele/ vuwani & saseleman town	Street bins to be purchased	Street bins to be purchased		Specification Advert Appointment of service provider	<b>PROCUREMENT OF STREET BINS</b>

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	<b>PROCUREMENT OF HOUSEHOLD BINS</b>
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	<b>ENVIRONMENTAL EDUCATION &amp; CLEAN-UP CAMPAIGN</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Culture of Environmental responsibility				Development of competition guidelines & criteria  Launching of Greenest Municipality Competition	<b>GREENEST SCHOOL &amp; GREENEST HOUSEHOLD COMPETITION</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Management	Poor sanitation facilities for general assistance to be in compliance with OHS	Construction/renovation of sanitation / change room facilities for G.A in all nodal areas			Specification Tender Appointment	<b>PROVISION SANITATION/ CHANGE ROOM FACILITIES FOR G.A IN ALL NODAL AREAS</b>

Basic Service Delivery	Promote Community well-being & Environmental welfare	Environment	Lack of Alien invasive Species Eradication plan	Development of Alien invasive Species Eradication plan	Eradication of Alien Species	Eradication of Alien Species	Development of Memo  Engagement of DFFE for budget allocation  Making use of EPWP	<b>DEVELOPMENT OF ALIEN INVASIVE SPECIES ERADICATION PLAN</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Environment	Lack of Environmental management plan		Environmental Management Plan	Environmental Management Plan	Specification  Advert  Appointment of service provider	<b>DEVELOPMENT OF ENVIRONMENTAL MANAGEMENT PLAN</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Environment	Lack of Municipal borrow pits permits	Acquiring municipal borrow pit permits			Advert  Appointment of Environmental consultant to process borrow pit application with DMR	<b>APPLICATION OF MUNICIPAL BORROW PITS PERMITS</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Social Services	Poor management of open spaces	Management of open spaces	Development of open space management plan			<b>DEVELOPMENT OF OPEN SPACE MANAGEMENT PLAN WITHIN IDENTIFIED OPEN SPACES</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>

Basic Service Delivery	Promote Community well-being & Environmental welfare	Social Services	Lack of municipal offices in Hlanganani	Relocation of hlanganani offices to Bungeni stadium	Operation of Hlanagani satellite office at bungeni Stadium	Operation of Hlanagani satellite office at bungeni Stadium		<b>TO RELOCATE HLANGANANI SUBOFFICE ONCE THE STADIUM IS COMPLETE</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Security	High expenditure of private security services	Hybrid	Appointment of security services in phases	Appointment of security services in phases	Write a memo to request for appointment of internal security services for All stadia, club house, market stalls, park, nursery, vuwani community hall, cemeteries, community halls	<b>APPOINTMENT OF 90 INTERNAL SECURITY OFFICERS IN PHASES</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Security	Restriction on insourcing of security personnel	outsourcing of security services within the high-risk area with municipality	Outsourcing of security personal		Outsourcing for high risk areas for DCO, Civic Centre, Community Hall, DLTC, Xigalo Landfill, CCLM new offices, Vuwani DLTC, Vuwani Sub-office	<b>OUTSOURCING OF SECURITY SERVICES WITHIN THE HIGH-RISK AREA IN THE MUNICIPALITY</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Social	Unused swimming pools due to maintenance	Outsourcing of swimming pools	Operation of municipal swimming pools	Operation of municipal swimming pools	Development of a specification Advert Appointment of a service provider	<b>OUTSOURCING OF SWIMMING POOLS</b>

Basic Service Delivery	Promote Community well-being & Environmental welfare	Disaster	Lack of budget for implementation of Disaster management	Development of implementation of Disaster management plan	Implementation of implement disaster management plan		Submission of plan for Approval to Council Implementation	<b>IMPLEMENTATION OF DISASTER MANAGEMENT PLAN</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
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	<b>DEVELOPMENT OF A PARK IN ALL PROCLAIMED AREAS</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Audit	Lack of internal control	Adherence to municipal policies & procedure for the effective & efficiency functioning of the department			Adhering to the municipal process & procedure	<b>ADHERENCE TO MUNICIPAL POLICIES &amp; PROCEDURE FOR THE EFFECTIVE &amp; EFFICIENCY FUNCTIONING OF THE DEPARTMENT</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Disaster	High demand of pauper's burial	Appointment of funeral undertakers			Specification Advert Appointment	<b>IMPLEMENTATION OF PAUPERS BY-LAW</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste	Mushrooming of illegal dumping in open spaces	Development of community gardens			Engagement & encouraging community close to the area to develop	<b>DEVELOPMENT OF COMMUNITY GARDENS IN MUNICIPAL</b>

							community gardens Designation of youth participant to monitor the areas	<b>OPEN SPACES</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Environment	Lack of climate change response strategies	Adoption of climate change response strategies	Implementation of climate change response strategies		Meeting with the District Council adoption Implementation	<b>ADOPTION OF CLIMATE CHANGE RESPONSE PLAN</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Environment	Lack of air quality management plan	Development of Air management quality plan	Implementation of Air quality plan	Implementation of Air Quality plan	Designate Environmental officer as an Air quality officer Development of a plan Implementation of a plan	<b>DEVELOPMENT OF AIR QUALITY MANAGEMENT PLAN</b>
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	<b>CONTINUOUS ENGAGEMENT BETWEEN THE MAYOR &amp; COMMUNITY THROUGH HOLDING FORUM MEETINGS</b>

Basic Service Delivery	Promote Community well-being & Environmental welfare	LED	Lack of recycling cooperatives	Allocation of funding to support cooperatives in recycling			Memo Implementation	<b>RECYCLING COOPERATIVES</b>
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				<b>YOUTH AGAINST CRIME, HIV &amp; AIDS</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Women	High rate of unemployment amongst women	Creation of recycling support Programme				<b>RECYCLING SUPPORT PROGRAMME</b>
<b>KPA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Youth	High rate of unemployment amongst young people	Management of municipal recycling facility			A call for youth recycling companies to submit proposals for management of (recycling facility)	<b>MANAGEMENT OF MUNICIPAL RECYCLING FACILITY</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Waste Social Law Enforcement	Outdated by-laws & policies	Reviewing of By-laws & policies				<b>REVIEW OF BY-LAWS &amp; POLICIES</b>
Basic Service Delivery	Promote Community well-being &	Waste	Dilapidated & insufficient	Purchasing of 4x skip loader			Development of a specification	<b>PURCHASING OF WASTE VEHICLE</b>

	Environmental welfare		waste vehicles/ yellow fleet	truck & 4 compactor truck			Advert  Appointment of a service provider	
Basic Service Delivery	Promote Community well-being & Environmental welfare	Disaster	The negative impact of climate change	Development & adoption of Disaster management plan	Implementation of Disaster management plan		Development of a specification  Advert  Appointment of a service provider	<b>PURCHASE OF DISASTER MANAGEMENT RELIEF</b>
Basic Service Delivery	Promote Community well-being & Environmental welfare	Traffic & law Enforcement	Over speeding of motorist	Installation of speed camera in malamulele	Installation of speed camera in Vuwani & Saselemani		Development of a specification  Advert  Appointment of a service provider	<b>PURCHASING OF SPEED CAMERAS</b>

<b>KPA 4 LOCAL ECONOMIC DEVELOPMENT</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PROGRAMME</b>	<b>KEY ISSUES</b>	<b>SHORT TERM</b>	<b>MEDIUM TERM</b>	<b>LONG TERM</b>	<b>OPERATIONAL PLAN</b>	<b>PROJECT</b>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	Integrated Local Economy	Local Economic Development	High unemployment and poverty levels Slow economic growth High levels of inequality	Develop strategies to assist in the reduction of poverty, unemployment and inequality Identify Cooperatives and give support to these cooperative Provide support and training	Implement strategies for the reduction of poverty, unemployment and inequality Establish Cooperatives that will focus on food security and tourism	Implement strategies for the reduction of poverty, unemployment and inequality	Develop a policy on addressing poverty, unemployment and inequality Identify Cooperatives to be supported and empowered Support the identified cooperatives	<b>COOPERATIVE SUPPORT INITIATIVE</b>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	Integrated Local Economy	Local Economic Development	Businesses not registered in terms of LIBRA Spaza shops selling illegal products Fronting of foreign nationals by local people to run Spaza shops	Identify business not registered in terms of LIBRA	Conduct campaigns and encourage business owners to register their businesses	Monitoring of business operations in terms of LIBRA.	Develop strategies to continue registering all Spaza, general dealers	<b>LIBRA CAMPAIGN AND BUSINESS INSPECTION</b>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	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. Issue hawkers permits once the markets stalls are complete. Monitor the use of the market stalls.	<b>PROVISION OF MARKET STALLS</b>
<b>LOCAL ECONOMIC</b>	Integrated Local Economy	Industrial Development	Lack of Industrial park	Develop designs of the industrial park	Provision of Light Industrial park	Provision of Light Industrial park	Develop specification for the designs of	<b>Designs of the industrial park</b>

DEVELOPMENT							the industrial park Initiate procurement processes for the appointment of the service providers	
<b>LOCAL ECONOMIC DEVELOPMENT</b>	Integrated Local Economy	Tourism	Tourism facilities are not graded.	Identify tourism facilities within the Municipality. Conduct workshops for grading of tourism establishments	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 Issue a notice to all product owners to attend grading workshops	<b>Grading of the tourism establishments</b>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	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 through training	<b>SMME TRAINING WORKSHOP</b>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	Integrated Local Economy	SMME support	SMME'S not exposed to business opportunities.	Create a database of all the SMME's within the Municipality.	Provide office space for the agencies e.g. SIDA, NYDA, SIFA	Monitoring of SMME support	Identify all SMME's within the Municipality. Create a platform for all SMMEs to show case their products	<b>Business exhibitions</b>

**KPA 5: FINANCIAL MANAGEMENT AND VIABILITY**

**BUDGET AND TREASURY**

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
FINANCIAL MANAGEMENT		Low Revenue Collection	Low Revenue Collection-financial sustainability	1). Awareness campaigns to residents on refuse collection, recycling. <ul style="list-style-type: none"> <li>• Imbizos-deal with awareness on refuse removal.</li> </ul> Reach-out to the residents who are not part of the billing system. <ul style="list-style-type: none"> <li>• Manager (Revenue) must report on a monthly/quarterly basis to Portfolio Committee.</li> </ul> Continue with debt relief offers (settlement discounts). Discounts (5%) for	Bench-marking with other municipalities on how rebates and incentives are offered.	Continue to engage communities, provide incentives for early settlement of accounts. <ul style="list-style-type: none"> <li>• Refuse removal from villages- outsource collection from villages to community members (1 per village)- flat rate payment.</li> </ul>	Management to draft one	

KPA 5: FINANCIAL MANAGEMENT AND VIABILITY								
BUDGET AND TREASURY								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
				<p>payment of current accounts., Pensioners' rebates. First ensure policy update (Policy, instruction, action). Valuation roll where properties have not been transferred to the owner. Long outstanding debt (especially for the residents in Malamulele) as they have never received a write-off</p>				
		Human Resources		Incorporate the AFS preparation unit into organisational structure.	Filling of positions in the new unit.	Retain skills within the unit.	Management to draft one	
		Record Keeping	Finance records must be complete and accurate.	Observe internal controls on record keeping and filing.	Observe internal controls on record keeping and filing.	Observe internal controls on record keeping and filing.	Management to draft one	

KPA 5: FINANCIAL MANAGEMENT AND VIABILITY								
BUDGET AND TREASURY								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
			Record office must have a back-up and electronic copy.					
		Credit Control	Dedicated staff to calling residents/ consumers to pay municipal debt. Outstanding debt from Government Departments.	2 Clerks in Revenue must have skills transferred to them for credit control. Elevate the debt recovery for Departments to senior levels.	Establishment of a Credit Control Team.	Establishment of a Credit Control Team.	Revenue Manager (CFO) to draft one.	
		Audit findings affection other departments.	Audit Findings from other departments which end up being Finance issues.	Audit action plan.	Continue implementing- Clean audit.	Clean audit.		
			Insufficient budget allocation for programmes - Finance is unable to meet municipal obligations due to under-budgeting.	Review capital commitments vs operational, revise budget.	Reduce own funding capital commitments. Reduce use of consultants across departments.	Reduce own funding capital commitments. Reduce use of consultants across departments.	Management to draft one.	

KPA 5: FINANCIAL MANAGEMENT AND VIABILITY								
BUDGET AND TREASURY								
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT
			Excessive virements due to lack of funds, virements cause non-compliance with policies and MFMA.					
			Indigent register.	Formation of an indigent committee including all Ward Councillors, Ward Councillors representation of all 4 clusters (Revenue Manager, 4 Clusters ward reps, 1 rep from Office of the Speaker). All Ward Councillors must submit a report to the Office of the Speaker on indigent registrations.	Continue implementation	Continue implementation	Manager Revenue (CFO) to compile one.	

# CHAPTER 09: CCLM PROJECTS AND PROGRAMS

## CORPORATE SERVICES

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT														
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET AND FINANCIAL YEARS					FUND SOURCE
									26/27	27/28	28/29	29/30	30/31	
CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Social Media Policy Drafting & Implementation by 30 Jun 2027	Drafted & approved Social Media Policy	1 approved policy	01-Jul-26	30-Jun-27	R0,00	R0,00	R0,00	R0,00	R0,00	COMM
CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Internal Communication Code of Conduct Signing by 30 Jun 2027	% of employees who have signed the Code of Conduct	100% employees	01-Jul-26	30-Jun-27	R0,00	R0,00	R0,00	R0,00	R0,00	COMM
CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Video and Photograph Cameras procured	Number of Video and Photograph Cameras procured	3 Video and Photograph Cameras procured	01-Jul-26	30-Jun-27	R50 000,00	R0,00	R0,00	R0,00	R0,00	COMM

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT														
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET AND FINANCIAL YEARS					FUND SOURCE
									26/27	27/28	28/29	29/30	30/31	
CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Podcast & Municipal Communication Platform by 30 Jun 2027	Podcast platform established and operational	1 operational podcast channel	01-Jul-26	30-Jun-27	R250 000,00	R0,00	R0,00	R0,00	R0,00	COMM
CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Procurement of diaries, calendars, and desk calendar	Number of diaries, calendars and desk calendars procured	500 diaries, 3000 calendars and 300 desk calendars procured	01-Jul-26	30-Jun-27	R1 200 000,00	R1 200 000,00	R1 200 000,00	R1 200 000,00	R1 200 000,00	COMM
CORPORATE SERVICES	COMM	Municipal Wide	All Wards	Publication of newsletters	Materials procured for publication of news letters	Materials procured for publication of news letters	01-Jul-26	30-Jun-27	R600 000,00	R600 000,00	R500 000,00	R500 000,00	R500 000,00	COMM
CORPORATE SERVICES	Fleet Management	Municipal Wide	All Wards	Service delivery plant procured	Number of service delivery plant procured	5 graders and 5 tippers procured	01-Jul-26	30-Jun-27	R4 000 000,00	R3 000 000,00	R3 000 000,00	R3 000 000,00	R3 000 000,00	Fleet Management

<b>KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT</b>														
<b>STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION</b>														
<b>DEPARTMENT</b>	<b>PRIORITY</b>	<b>LOCATION</b>	<b>WARD NUMBER</b>	<b>PROGRAMME/ PROJECT NAME</b>	<b>KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE</b>	<b>ANNUAL TARGETS</b>	<b>START DATE</b>	<b>END DATE</b>	<b>BUDGET AND FINANCIAL YEARS</b>					<b>FUNDING SOURCE</b>
									<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>	<b>30/31</b>	
<b>CORPORATE SERVICES</b>	Fleet Management	Municipal Wide	All Wards	Municipal fleet repaired and maintained	% Municipal fleet repaired and maintained	100 % Municipal fleet repaired and maintained	01-Jul-26	30-Jun-27	R4 000,000	R4 000,000	R4 000,000	R4 000,000	R4 000,000	Fleet Management
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Partnerships & MoUs (TVETs, Companies)	Number of MoUs signed	2 MoUs signed	01-Jul-26	30-Jun-27	R2 000,000	R0,000	R0,000	R0,000	R0,000	HR
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Youth Opportunity Database	Youth database developed and updated quarterly	1 database updates	01-Jul-26	30-Jun-27	0,00	R200 000,00	R300 000,00	R0,000	R0,000	HR
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Youth Learnership & Internship Programme	Number of youth enrolled in learnerships/internships	100 youth enrolled	01-Jul-26	30-Jun-27	R1 200 000,00	R1 210 000,00	R1 220 000,00	R1 230 000,00	R1 240 000,00	HR
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	EPWP Youth Upskilling Programme	Number of youths trained under EPWP	200 youth trained	01-Jul-26	30-Jun-27	0,00		0,00	0,00	0,00	HR

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT														
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET AND FINANCIAL YEARS					FUND SOURCE
									26/27	27/28	28/29	29/30	30/31	
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Consequence Management Enforcement Programme	% of reported cases acted upon within 30 days	100% of cases processed within 30 days	01-Jul-26	30-Jun-27	R0,00	R0,00	R0,00	R0,00	R0,00	HR
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Overtime Management & Compliance Programme by 30 Jun 2027	% of overtime approved according to policy	100% compliance	01-Jul-26	30-Jun-27	0,00	0,00	0,00	0,00	R0,00	HR
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Overtime Needs Assessment by 30 Jun 2027	Annual overtime needs report completed	1 report	01-Jul-26	30-Jun-27	R0,00	R0,00	R0,00	R0,00	R0,00	HR
CORPORATE SERVICES	HR	Municipal Wide	All Wards	Overtime Reduction through Leave	% reduction in overtime claims via leave rewards	20% reduction	01-Jul-26	30-Jun-27	R0,00	R0,00	R0,00	R0,00	R0,00	HR

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT														
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET AND FINANCIAL YEARS					FUND SOURCE
									26/27	27/28	28/29	29/30	30/31	
				Rewards by 30 Jun 2027										
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Firearm Competency Training Programme by 30 Jun 2027	Number of security staff with valid firearm competency	20 personnel trained	01-Jul-26	30-Jun-27	R3000,00	R0,00	R0,00	R0,00	R0,00	HR
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	% of HR staff trained on e-recruitment by 30 Jun 2027	% of HR % IT staff trained on e-recruitment	100% trained on Recruitment	01-Jul-26	30-Jun-27	R50000,00	R0,00	R0,00	R0,00	R0,00	HR
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Training on landfill site operation system	Number of employees trained on the operation of landfill site system	15 Employees trained on the operation of landfill site system	01-Jul-26	30-Jun-27	R50000,00	R0,00	R0,00	R0,00	R0,00	HR
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Procurement of PPE for	% of PPE procured for municipal employees	% PPE procured for	01-Jul-26	30-Jun-27	R1000000	R1000000	R1000000	R1000000	R1000000	HR

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT														
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET AND FINANCIAL YEARS					FUND SOURCE
									26/27	27/28	28/29	29/30	30/31	
				municipal employees		municipal employees			000,00	000,00	000,00	000,00	000,00	
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Provision of EAP to all municipal employees	% of employees assisted through EAP programmed	100% employees assisted through EAP programmed	01-Jul-26	30-Jun-27	R4000000,00	R5000000,00	R5000000,00	R6000000,00	R6000000,00	HR
<b>CORPORATE SERVICES</b>	HR	Municipal Wide	All Wards	Trainings implemented in line with WSP	% Trainings implemented in line with WSP	100 % Trainings implemented in line with WSP	01-Jul-26	30-Jun-27	R3500000,00	R4000000,00	R3500000,00	R4000000,00	R5000000,00	HR
<b>CORPORATE SERVICES</b>	ICT	Municipal Wide	All Wards	Whatsapp for business developed and implemented	Whatsapp for business developed and implemented	Whatsapp for business developed and implemented	01-Jul-26	30-Jun-27	00	R1000000,00	R1000000,00	R1000000,00	R1000000,00	ICT
<b>CORPORATE SERVICES</b>	ICT	Municipal Wide	All Wards	Landfill site system	Procurement of landfill site operation system	Operation system for landfill site	01-Jul-26	30-Jun-27	R1000000	R0,00	R0,00	R0,00	R0,00	ICT

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT														
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET AND FINANCIAL YEARS					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
				procured and installed		procured and implemented			000,00					
<b>CORPORATE SERVICES</b>	ICT	Municipal Wide	All Wards	ICT Infrastructure Maintained	100% ICT infrastructure maintained	100% ICT infrastructure maintained	01-Jul-26	30-Jun-27	0,00					ICT
<b>CORPORATE SERVICES</b>	ICT	Municipal Wide	All Wards	ICT equipment procured	100% of ICT equipment procured	100% of ICT equipment procured	01-Jul-26	30-Jun-27	R9 000 000,00	R1 000 000,00	R1 000 000,00	R1 000 000,00	R1 000 000,00	ICT
<b>CORPORATE SERVICES</b>	ICT & IT	Municipal Wide	All Wards	Procurement of drone programme by 30 Jun 2027	drones programme procured for service delivery issues	3 Drones programme procured for service delivery issues	01-Jul-26	30-Jun-27	0,00	R0,00	R0,00	R0,00	R0,00	ICT & IT
<b>CORPORATE SERVICES</b>	ICT & RM	Municipal Wide	All Wards	E-Recruitment System Procurement & Roll-out by 30 Jun 2027	E-Recruitment system procured and implemented	System implemented	01-Jul-26	30-Jun-27	R5 000,00	R0,00	R0,00	R0,00	R0,00	ICT & RM

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT														
STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET AND FINANCIAL YEARS					FUND SOURCE
									26/27	27/28	28/29	29/30	30/31	
CORPORATE SERVICES	ICT & RM	Municipal Wide	All Wards	Establishment of ICT Control Room by 30 Jun 2027	1 fully functional control room	1 Helpdesk + 1 approved policy	01-Jul-26	30-Jun-27	R2 500 000,00	0,00	0	R0,00	R0,00	ICT & RM
CORPORATE SERVICES	ICT & RM	Municipal Wide	All Wards	Strong Room Establishment by 30 Jun 2027	Strong room constructed and commissioned	1 strong room	01-Jul-26	30-Jun-27	R2 500 000,00	R0,00	R0,00	R0,00	R0,00	ICT & RM
CORPORATE SERVICES	ICT & RM	Municipal Wide	All Wards	Electronic Records System Procurement by 30 Jun 2027	Electronic records system procured	1 Records system procured	01-Jul-26	30-Jun-27	00	R0,00	R0,00	R0,00	R0,00	ICT & RM
CORPORATE SERVICES	ICT & RM	Municipal Wide	All Wards	Networking deployment for New Office Building by 30 Jun 2027	% completion of networking deployment in all floors	100% installation in first floor	01-Jul-26	30-Jun-27	R6 000 000,00	0,00	0,00	0,00	0,00	ICT & RM







<b>KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT</b>														
<b>STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION</b>														
<b>DEPARTMENT</b>	<b>PRIORITY</b>	<b>LOCATION</b>	<b>WARD NUMBER</b>	<b>PROGRAMME/ PROJECT NAME</b>	<b>KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE</b>	<b>ANNUAL TARGETS</b>	<b>START DATE</b>	<b>END DATE</b>	<b>BUDGET AND FINANCIAL YEARS</b>					<b>FUNDING SOURCE</b>
									<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>	<b>30/31</b>	
<b>CORPORATE SERVICES</b>	IA	Municipal Wide	All Wards	Audit Action Plan Implementation by 30 Jun 2027	% implementation of External/Internal Audit recommendations	100% of recommendations implemented	01-Jul-26	30-Jun-27	Opex	Opex	Opex	Opex	Opex	Internal Resources
<b>CORPORATE SERVICES</b>	IGR & SUB OFFICES	Municipal Wide	All Wards	Local IGR Coordination Programme by 30 Jun 2027	IGR Forum established & functional	4 meetings annually	01-Jul-26	30-Jun-27	Opex	Opex	Opex	Opex	Opex	CCLM
<b>CORPORATE SERVICES</b>	IGR & SUB OFFICES	Municipal Wide	All Wards	Multi-Sector Collaboration Plans	Number of joint programmes with sector departments	4 joint programmes	01-Jul-26	30-Jun-27	Opex	Opex	Opex	Opex	Opex	CCLM
<b>CORPORATE SERVICES</b>	MPAC	Municipal Wide	All Wards	MPAC Capacity-Building Programme by 30 Jun 2027	% of MPAC members and support staff trained	100% MPAC members trained annually	01-Jul-26	30-Jun-27	Opex	Opex	Opex	Opex	Opex	CCLM or and SALGA Training



<b>KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT</b>														
<b>STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION</b>														
<b>DEPARTMENT</b>	<b>PRIORITY</b>	<b>LOCATION</b>	<b>WARD NUMBER</b>	<b>PROGRAMME/ PROJECT NAME</b>	<b>KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE</b>	<b>ANNUAL TARGETS</b>	<b>START DATE</b>	<b>END DATE</b>	<b>BUDGET AND FINANCIAL YEARS</b>					<b>FUND SOURCE</b>
									<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>	<b>30/31</b>	
<b>CORPORATE SERVICES</b>	Speaker	Municipal Wide	All Wards	Councillor–Community Relations Strengthening by 30 Jun 2027	Number of structured engagements between councillors and community structures	4 quarterly engagements	01-Jul-26	30-Jun-27	Opex	Opex	Opex	Opex	Opex	CCLM
<b>CORPORATE SERVICES</b>	Speaker	Municipal Wide	All Wards	Procurement of Loud-Hailing Systems by 30 Jun 2027	Loud-hailing systems procured for mobilisation	38 systems procured	01-Jul-26	30-Jun-27	R500 000,00	Opex	Opex	Opex	Opex	CCLM
<b>CORPORATE SERVICES</b>	Speaker	Municipal Wide	All Wards	Revenue Education & Awareness Programme by 30 Jun 2027	Number of revenue education campaigns conducted	4 campaigns	01-Jul-26	30-Jun-27	Opex	Opex	Opex	Opex	Opex	CCLM
<b>TOTAL BUDGET</b>									<b>R149 180 000,00</b>	<b>R86 370 000,00</b>	<b>R65 290 000,00</b>	<b>R66 210 000,00</b>	<b>R70 080 000,00</b>	

**Planning and Development**

<b>KPA 2: SPATIAL RATIONALE</b>														
<b>STRATEGIC OBJECTION: PLANNING &amp; DEVELOPMENT</b>														
DEPARTMENT	PRIORIT Y	LOCATIO N	WARD NUMBE R	PROGRAM ME/ PROJECT NAME	KEY PERFOR MANC E INDICAT OR/ MEASU RABLE OBJECT IVE	ANNUAL TARGETS	STAR T DATE	END DATE	BUDGET					FUNDI ND SOURCE
									26/27	27/28	28/29	29/30	30/31	
<b>PLANNING AND DEVELOPMEN T</b>	Spatial planning & land use	Municipal wide	All wards	Implementa tion of Spluma		4 Municipal Planning Tribunal Meetings	01-Jul-26	30-Jun-27	R800 000,00	R800 000,00	R800 000,00	R800 000,00	R800 000,00	OPEX
<b>PLANNING AND DEVELOPMEN T</b>	Spatial planning & land use	Municipal wide	All wards	Land Use Manageme nt Workshops		Conduct Land Use Manageme nt Workshop in Various Traditional Councils	01-Jul-26	30-Jun-27	R200 000,00	R200 000,00	R200 000,00	R200 000,00	R200 000,00	OPEX
<b>PLANNING AND DEVELOPMEN T</b>	Spatial planning & land use	Mabandla, Majosi, Saseleman i and Vuwani	Ward 23, 10, 30 & 9	Procureme nt of GIS Equipment		Procureme nt of GIS Equipment	01-Jul-26	30-Jun-27	R100 000,00	R1 000 000,00	R2 000 000,00	R2 000 000,00	R2 000 000,00	OPEX
<b>PLANNING AND DEVELOPMEN T</b>	Spatial planning & land use	Municipal wide	All wards	Review of By-Laws and Policies		Review of By-Laws and Policies	01-Jul-26	30-Jun-27	R200 000,00	R0,00	R0,00	R0,00	R0,00	OPEX

KPA 2: SPATIAL RATIONALE														
STRATEGIC OBJECTION: PLANNING & DEVELOPMENT														
DEPARTMENT	PRIORIT Y	LOCATIO N	WARD NUMBE R	PROGRAM ME/ PROJECT NAME	KEY PERFOR MANC E INDICAT OR/ MEASU RABLE OBJECT IVE	ANNUAL TARGETS	STAR T DATE	END DATE	BUDGET					FUNDI ND SOURCE
									26/27	27/28	28/29	29/30	30/31	
PLANNING AND DEVELOPMEN T	Spatial planning & land use	Municipal wide	All wards	Review of The Spatial Developme nt Framework		Review of Spatial Developme nt Framework	01-Jul-26	30-Jun-27	R500 000,00	R0,00	R0,00	R0,00	R0,00	OPEX
PLANNING AND DEVELOPMEN T	Spatial planning & land use	Municipal wide	All wards	Subdivision and Consolidati on of Land Parcels		Subdivision and Consolidati on of Various Land Parcels	01-Jul-26	30-Jun-27	R200 000,00	R400 000,00	R500 000,00	R500 000,00	R500 000,00	OPEX
PLANNING AND DEVELOPMEN T	Spatial planning & land use	Municipal Wide	All Wards	Survey and Demarcatio n of Sites		Survey and Demarcatio n of Sites in Various Areas	01-Jul-26	30-Jun-27	R6 000 000,00	R3 000 000,00	R3 000 000,00	R3 000 000,00	R3 000 000,00	OPEX
PLANNING AND DEVELOPMEN T	Spatial planning & land use	Municipal wide	All wards	Township Establishm ent		Establishm ent of Townships	01-Jul-26	30-Jun-27	R4 000 000,00	R4 000 000,00	R4 000 000,00	R4 000 000,00	R4 000 000,00	OPEX
PLANNING AND DEVELOPMEN T	Spatial planning & land use	Municipal wide	All wards	Supplement ary Valuation Roll 2026/27	To compile and publish a Supplem entary Valuation Roll for	To compile and publish a Supplement ary Valuation Roll for comments	01-Jul-26	30-Jun-27	R2 200 000,00	R2 200 000,00	R2 200 000,00	R2 200 200,00	R2 200 000,00	OPEX

**KPA 2: SPATIAL RATIONALE**

**STRATEGIC OBJECTION: PLANNING & DEVELOPMENT**

DEPARTMENT	PRIORIT Y	LOCATIO N	WARD NUMBE R	PROGRAM ME/ PROJECT NAME	KEY PERFOR MANC E INDICAT OR/ MEASU RABLE OBJECT IVE	ANNUAL TARGETS	STAR T DATE	END DATE	BUDGET					FUNDI ND SOURCE
									26/27	27/28	28/29	29/30	30/31	
					comment s by 30 June 2027	by 30 June 2027								
<b>PLANNING AND DEVELOPMEN T</b>	Spatial planning & land use	Municipal wide	All wards	Register all land parcels that are not Deeds Registered in the name of CCLM by 30 June 2027	To register all land parcels that are not registere d at Deeds in the name of CCLM by 30 June 2027	Register 150 land parcels that are not Deeds registered in the name of CCLM by 30 June 2027	01-Jul-26	30-Jun-27	R4 000 000,00	R3 000 000,00	R3 630 000,00	R3 630 000,00	R3 630 000,00	OPEX
<b>TOTAL BUDGET</b>									<b>R23 700 000,00</b>	<b>R24 270 000,00</b>	<b>R26 392 000,00</b>	<b>R21 971 200,00</b>	<b>R23 203 820,00</b>	



**KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)**

**STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES**

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
				Municipal Landfill Site	Landfill Site By 30 June 2027	Appointed By 30 June 2027								
<b>COMMUNITY SERVICES</b>	<b>Environment</b>	Municipal Wide	All Wards	Appointment of Pool for Supply and Delivery of Various Waste Bins	To Appoint A Pool of Service Providers to Purchase Municipal Waste Bins By 30 June 2027	Appointment of A Pool of Service Provider for Supply & Delivery of Municipal Waste Bins By 30 June 2027	01-Jul-26	30-Jun-27	R5 000 000,00	R5 000 000,00	R5 000 000,00	R5 000 000,00	R5 000 000,00	Own Funding
<b>COMMUNITY SERVICES</b>	<b>Environment</b>	Municipal Wide	All Wards	Construction of Municipal Transfer Station at Hlanganani	To Construct Waste Facility By 30 June 2027	Waste Facility By 30 June 2027	01-Jul-26	30-Jun-27	0,00	R0	R0	R0	2 000 000	Own Funding
<b>COMMUNITY SERVICES</b>	<b>Environment</b>	Municipal Wide	All Wards	Supply and Delivery of Waste Vehicle	To Purchase 4 Waste Vehicles By 30 June 2027	4x Waste Vehicles Purchased By 30 June 2027	01-Jul-26	30-Jun-27	0,00	R0,00	R0,00	0,00	0,00	Own Funding

**KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)**

**STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES**

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
COMMUNITY SERVICES	Environment	Municipal Wide	All Wards	Construction of Ablution Facilities for Municipal General Assistant in All Nodal	To Construct 4 Ablution Facilities for General Workers in All 4 Nodal Points By 30 June 2027	4x Ablution Facilities for General Workers in All 4 Nodal Point by 30 June 2027	01-Jul-26	30-Jun-27	0	R2 000 000,00	R2 000 000,00	R2 000 000,00	R2 000 000,00	Own Funding
COMMUNITY SERVICES	Environment	Municipal Wide	All Wards	Environmental Education Awareness	To Conduct 24 Environmental Education and Campaign By 30 June 2027	24 Environmental Campaign & Education Conducted By 30 June 2027	01-Jul-26	30-Jun-27	R100 000,00	R200 000,00	R 200 000,00	R200 000,00	R200 000,00	Opex
COMMUNITY SERVICES	Environment	Municipal Wide	All Wards	Development of Air Quality Management Plan	To Develop Air Quality Plan By 30 June 2027	1x Air Quality Developed By 30 June 2027	01-Jul-26	30-Jun-27	R50 000,00	R0,00	R0,00	R0,00	R0,00	Own Funding
COMMUNITY SERVICES	Environment	Municipal Wide	All Wards	Development of Open Space	To Develop Alien Invasive Species	1x Alien Invasive Species	01-Jul-26	30-Jun-27	R50 000,00	R0,00	R0,00	R0,00	R0,00	Own Funding



**KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)**

**STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES**

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
COMMUNITY SERVICES	Licensing & Registration	Municipal Wide	All Wards	Queue Management System	To Install A Queue Management System at Malamulele And Vuwani by 30 June 2027	2x Queue Management System Installed at Malamulele And Vuwani by 30 June 2027	01-Jul-26	30-Jun-27	R 500 000,00	R0,00	R0,00	R0,00	R0,00	OWN FUNDING
COMMUNITY SERVICES	Licensing & Registration	Municipal Wide	All Wards	Development of Admin Block at Vuwani DLTC admin Block	To Construct Admin Block at Vuwani DLTC by 30 June 2027	1x Admin Block at Vuwani DLTC by 30 June 2027	01-Jul-26	30-Jun-27	R1 000 000,00	R0,00	R0,00	R0,00	R0,00	OWN FUNDING
COMMUNITY SERVICES	Licensing & Registration	Municipal Wide	All Wards	Learnership Programme for Learners and Driving Licenses	Provision of Learners and Drivers Licenses By 30 June 2027	100% Provision of Learners and Drivers Licenses By 30 June 2027	01-Jul-26	30-Jun-27	0,00	R1 500 000,00	R500 000,00			OWN FUNDING
COMMUNITY SERVICES	Public Transport and	Municipal Wide	All Wards	Construction of Inter -	To Construct Intermodal Facility		01-Jul-26	30-Jun-27	R0,00	R0,00	R0,00	00 000,00		

**KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)**

**STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES**

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
	Law enforcement			Modal Facility										
COMMUNITY SERVICES	Security	Municipal Wide	All Wards	Security Services Within Municipal	To Provide Security Services Within the Municipal Facilities By 30 June 2027	100% Provision of Security Services Within the Municipal Facilities By 30 June 2027	01-Jul-26	30-Jun-27	R20 625 000,00	R20 625 000,00	R20 625 000,00	R20 625 000,00	R20 625 000,00	OPEX
COMMUNITY SERVICES	Special programme	Municipal Wide	All Wards	Tb Awareness Golden Game	To Host Tb Awareness on Health and Lifestyle Living with Disability By 30 June 2027	1x Tb Awareness Conducted By 30 June 2027	01-Jul-26	30-Jun-27	R10 000,00	R200 000,00	R200 000,00	R200 000,00	R200 000,00	OWN FUNDING
COMMUNITY SERVICES	Traffic & Law Enforcement	Municipal Wide	All Wards	Development of Animal Pound	To Construct Animal Pound Station at Saselemani,	1x Animal Pound Station Constructed in	01-Jul-26	30-Jun-27	R5 000 000,00	R3 000 000,00	R0,00	R0,00	R0,00	OWN FUNDING

**KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)**

**STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES**

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
				Station in 4 Clusters	Bungeni,Vuwani and Malamulele by 30 June 2027i	4 Clusters by 30 June 2027								
COMMUNITY SERVICES	Traffic & Law Enforcement	Municipal Wide	All Wards	Purchasing of Towing Truck	Purchase of a Towing Truck/ Breakdown By 30 June 2027	1 X Towing Truck/ Breakdown Purchased By 30 June 2027	01-Jul-26	30-Jun-27	R500 000,00	R0,00	R0,00	R0,00	R0,00	OWN FUNDING
COMMUNITY SERVICES	Traffic & Law Enforcement	Municipal Wide	All Wards	Purchasing of Warrant of Arrest Van	Purchase of One Close Van for Warrant of Arrest and Drunk Driving	1x Close Van for Warrant Arrest Purchased By 30 June 2027	01-Jul-26	30-Jun-27	R300 000,00	R0,00	R0,00	R0,00	R0,00	OWN FUNDING
COMMUNITY SERVICES	Traffic & Law Enforcement	Municipal Wide	All Wards	Review of ITP	To Review Integrated Transport Plan By 30 June 2027	1x Integrated Plan Reviewed By 30 June 2027	01-Jul-26	30-Jun-27	R0,00	R0,00	R0,00	R0,00	R0,00	OPEX
COMMUNITY SERVICES	Waste	Municipal Wide	All Wards	Clearing of Dumping Sites & Installation	50 Illegal Sites to Be Cleared And 50	50 X Illegal Dumping & 50 X No Dumping Sign Installed	01-Jul-26	30-Jun-27	R100 000,00	R2 000	0,00	0,00	0,00	Opx

**KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)**

**STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES**

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
				of No Dumping Sign	No Dumping Signs to Be Installed	By 30 June 2027				000,00				
COMMUNITY SERVICES	Waste	Municipal Wide	All Wards	Tree Planting Programme	To Plant 500 Trees Within Municipal Pubic Area By 30 June 2027	500x Trees Planted Within Municipal Area By 30 June 2027	01-Jul-26	30-Jun-27	R 20 000,00	R 900 000,00	R900 000,00	R900 000,00	R900 000,00	Opex
COMMUNITY SERVICES	WASTE MANAGEMENT	Municipal Wide	All Wards	Review of Waste Management By-Law	To Review Waste By-Law By 30 June 2027	1x Waste By-Law Reviewed By 30 June 2027	01-Jul-26	30-Jun-27	R20 000,00	R0,00	R0,00	R0,00	R0,00	Opex
COMMUNITY SERVICES	WASTE MANAGEMENT			Disposal of Hazardous Substances	To Dispose of Hazardous Waste By 30 June 2027	100% Of Hazardous Waste Disposed By 30 June 2027	01-Jul-26	30-Jun-27	R50 000,00	R800 000,00	R800 000,00	R800 000,00	R800 000,00	Opex
COMMUNITY SERVICES	Women	Municipal Wide	All Wards	1. Womans Day Celebration 2. Woman	To Host Women Events to End GBV	3x Women Events Hosted	01-Jul-26	30-Jun-27	R30 000,00	R200 000,00	R100 000,00	R200 000,00	R200 000,00	OWN FUNDING

**KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT (COMMUNITY SERVICES)**

**STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES**

DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/ PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
				Empowerment Seminar 3.16 Days of Activism Against Gender Violence	In Communities By 30 June 2027	to End GBV by 30 June 2027								
<b>COMMUNITY SERVICES</b>	<b>Youth</b>	Municipal Wide	All Wards	Youth Seminar	To Empower Unemployed Youth By 30 June 2027	1x Youth Empowerment Seminar Conducted By 30 June 2027	01-Jul-26	30-Jun-27	0,00	R200 000,00	R300 000,00	R200 000,00	R200 000,00	OWN FUNDING
<b>TOTAL BUDGET</b>									<b>R116 325 500,00</b>	<b>R66 025 500,00</b>	<b>R66 525 500,00</b>	<b>R3 658 125 500,00</b>	<b>R3 600 325 500,00</b>	

### Technical Services

KPA 3: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT														
STRATEGIC OBJECTION: IMPROVED ACCESS TO BASIC SERVICES														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/PROJECT NAME	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
TECHNICAL	Culvert	Manghove and Mangurwani, Ribugwani	3,2	To construct Two (02) low level bridges at 2 wards (3, and 2) by 30 June 2027	New Indicator	Two (02) Low level bridges constructed at 2 wards (3, and 2) by 30 June 2027	31-Jul-26	30-Jun-27	R4 000 000,00	R2 000 000,00	R200 000,00	R200 000,00	R2000 000,00	Own Funding
TECHNICAL	Electrical	Malamulele	23	Design and Construction of electrical storage	New indicator	To design Electrical storage by 30 June 2027	31-Jul-26	30-Jun-27	R500 000,00	R4 000 000,00				
TECHNICAL	Maintenance	Sereni	2	To construct stormwater management at Sereni	New Indicator	To construct ,3km v-drains and kerbs 30 June 2027	31-Jul-26	30-Jun-27	R1 000 000,00	R0,00	R0,00	R0,00		Own Funding

TECHNICAL	Public facility	Vuwani	9	To upgrade Vuwani sports centre by 30 June 2027	Storm water system excavated at Vuwani Sports Centre	Vuwani Sports Centre upgraded by 30 June 2026	31-Jul-26	30-Jun-27	R15 000 000,00	R8 000 000,00	R0,00	R0,00		Own
TECHNICAL	Public facility	Makuleke	33	To construct smart sport centre at Makuleke by 30 June 2027	New Indicator	Smart sport centre at Makuleke Constructed by 30 June 2027	31-Jul-26	30-Jun-27	R10 000 000,00	R10 000 000,00	R5 000 000,00	0,00		OWN
TECHNICAL	Public facility	Vuwani	9	Construction of Vuwani traffic station		To construction Vuwani traffic station by 30 June 2027	31-Jul-26	30-Jun-27	R5 000 000,00	R5 000 000,00	R10 000 000,00	R0,00		OWN
TECHNICAL	Roads	Tshitomboni	19	To pave 2.5km of 2.5km ring road at Tshitomboni by 30 June 2027	New Indicator	2.5km of 2.5km ring road at Tshitomboni paved by 30 June 2027	31-Jul-26	30-Jun-27	R22 000 000,00	R8 000 000,00	R0,00	R0,00	R0,00	MIG
TECHNICAL	Roads	Mutheiwana to Tshivhulana	14	To paved 5km 2.5km ring road at Mutheiwana to Tshivhulana by 30 June 2027	New Indicator	To advertise Mutheiwana to Tshivhulana to base level by 30 June 2027	31-Jul-26	30-Jun-27	R22 000 000,00	R32 000 000,00	R24 000 000,00	R24 000 000,00		MIG
TECHNICAL	Roads	Jerome	21	To pave 2.564km of 2.564 km ring road at Jerome by 30 June 2027	New Indicator	2.564km of 2.564 km ring road at Jerome paved by 30 June 2027	31-Jul-26	30-Jun-27	R22 000 000,00	R10 000 000,00	R0,00	R0,00		MIG
TECHNICAL	Roads	Tiyani	3	To pave 2.5km of 2.5km ring road at	New Indicator	2.5km of 2.5km ring road at Tiyani	31-Jul-26	30-Jun-27	R22 624 160,00	R10 000 000,00	R0,00	R0,00		MIG

				Tiyani by 30 June 2027		paved by 30 June 2027								
TECHNICAL	Roads	Malamu Lele	23	To Design 1,8km road reserve of Collins Chabane drive by 30 June 2027	New Indicator	1,8km road reserve of Collins Chabane drive design by 30 June 2027	31-Jul-26	30-Jun-27	R1 000 000,00	R10 000 000,00	R4 000 000,00	R0,00		Own Funding
TECHNICAL	Roads	Vuwani, Malamulele, Masakona, Sereni	23,9,3	Number of square meter potholes repairs within Collins Chabane Municipality by 30 June 2027	440m <sup>2</sup> potholes repairs within Collins Chabane Municipality	1600m <sup>2</sup> potholes repaired within Collins Chabane Municipality by 30 June 2027	31-Jul-26	30-Jun-27	R10 000 000,00	R10 000 000,00	R10 000 000,00	R0,00		Own Funding
TECHNICAL	Roads	All	All wards	Number Kilometre of road re-gravelled within Collins Chabane local municipality by 30 June 2027	New indicator	4km of road re-gravelled within Collins Chabane local municipality by 30 June 2027	31-Jul-26	30-Jun-27	0,00	0,00	R0,00	R0,00		Own Funding
TECHNICAL	Roads	Muchipisi	25	To Pave 2.540km of 2.540km ring road at Muchipisi by 30 June 2027	2.540km of 2.540km ring road at Muchipisi	2.540km of 2.540km ring road paved at Muchipisi by 30 June 2027	31-Jul-26	30-Jun-27	R22 000 000,00	R0,00	R0,00	R0,00		Own Funding

TECHNICAL	Roads	Masakona	2	To pave 2.97km of 2.97km ring road at Masakona by 30 June 2027	2.97km of 2.97km ring road constructed at Masakona	2.97km of 2.97km ring road at Masakona paved by 30 June 2027	31-Jul-26	30-Jun-27	R14 000 000,00	R0,00	R0,00	R0,00		Own Funding
TECHNICAL	Roads	Jim jones	20	To pave 2.8km of 2.8km ring road at Jim Jones by 30 June 2027	2.8km base of 2.8km ring road constructed at Jim Jones	2.8km of 2.8km ring road at Jim Jones paved by 30 June 2027	31-Jul-26	30-Jun-27	R6 000 000,00	R0,00	R0,00	R0,00		Own Funding
TECHNICAL	Roads	Mukhomi	16	To pave 3.5km of 3.5km ring road at Mkhomi by 30 June 2027	Detailed designs for construction of 3.5km Ring Road at Mkhomi village developed	3.5km of 3.5km ring road at Mkhomi paved by 30 June 2027	31-Jul-26	30-Jun-27	R20 528 000,00	R0,00	R0,00	R0,00		MIG
TECHNICAL	Roads	Matsila, Njhakanjha ka	6,4	Upgrading of Matsila to Njhakanjha access road by 30 june 2027	New indicator	To Upgrade of Matsila to Njhakanjha access road by 30 june 2027	31-Jul-26	30-Jun-27	R1 000 000,00	R15 000 000,00	R20 000 000,00	0,00		OWN/MIG
TECHNICAL	Roads	Sundani	11	Upgrading of Sundani access road by 30 june 2027	New indicator	To upgrade of Sundani access road by 30 june 2027	31-Jul-26	30-Jun-27	R1 000 000,00	R15 000 000,00	R20 000 000,00	0,00		OWN/MIG
TECHNICAL	Roads	Greenfarm	22	Upgrading of Greenfarm access road by 30 june 2027	New indicator	To upgrade of Greenfarm access road by 30 june 2027	31-Jul-26	30-Jun-27	R1 000 000,00	R15 000 000,00	R20 000 000,00	0,00		OWN/MIG
TECHNICAL	Roads	Nyavani	27	Upgrading of Nyavani access road by 30 june 2027	New indicator	To upgrade of Nyavani access road by 30 june 2027	31-Jul-26	30-Jun-27	R1 000 000,00	R15 000 000,00	R20 000 000,00	0,00		OWN/MIG

TECHNICAL	Roads	Nthlaveni	34	Upgrading of Nthlaveni access road by 30 June 2027	New indicator	To upgrade of Nthlaveni access road by 30 June 2027	31-Jul-26	30-Jun-27	R1 000 000,00	R15 000 000,00	R20 000 000,00	0,00		OWN/MIG
TECHNICAL	Roads	All Villages	All wards	Number Kilometre of blading gravel roads within Collins Chabane local municipality by 30 June 2027	935km of blading gravel roads within Collins Chabane local municipality	1200km of blading gravel roads within Collins Chabane local municipality by 30 June 2027	31-Jul-26	30-Jun-27	0,00	R0,00	R0,00	R0,00		Own Funding
	Electrical	Malamulele	23	Design and Construction of electrical storage	New indicator	To design Electrical storage by 30 June 2027	31-Jul-26	30-Jun-27	R5 00 000,00	R4 000 000,00	R0,00	R0,00		OWN
	Electrical	Mavambe	20	Design, Construction and Commissioning of 508 households	Design, network construction, house connections	To Electrify 508 households at various village by 30 June 2027	31-Jul-26	30-Jun-27	R13 827 000,00	R13 929 000,00	R14 378 000,00	R0,00		OWN
<b>TOTAL BUDGET</b>									<b>R296 045 100,00</b>	<b>R257 000 000,00</b>	<b>R179 000 000,00</b>	<b>R124 000 000,00</b>	<b>R0,00</b>	

KPA 4: LOCAL ECONOMIC DEVELOPMENT														
STRATEGIC OBJECTION: IMPROVED LOCAL ECONOMIC DEVELOPMENT														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/PROJECT NAME	KEY PERFORMANCE INDICATOR/MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal Wide	All Wards	Business Expo		Coordinate business expo by the 30 June 2027	31-Jul-26	30-Jun-27	0,00	0,00	0,00	0,00	0,00	Opex
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal Wide	All Wards	Cooperatives support		25 Cooperatives to be supported with equipment by 30 June 2027	31-Jul-26	30-Jun-27	0,00	R1 000 000,00	R1 000 000,00	0,00	0,00	Opex
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal Wide	All Wards	Investment promotion and attraction strategy		Investment strategy to be adopted by the council by the 30 June 2027	31-Jul-26	30-Jun-27	R500 000,00	R0,00	R0,00	R0,00	R0,00	Opex
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipal Wide	All Wards	Light industrial park designs		To have the designs adopted by the council by 30 June 2027	31-Jul-26	30-Jun-27	0,00	0,00	R0,00	R0,00	R0,00	Opex
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipality wide	All wards	SMME Training		To train 30 SMMEs by 30 June 2027	31-Jul-26	30-Jun-27	R50 000,00	R255 000,00	R256 000,00	R257 000,00	R258 000,00	Opex

KPA 4: LOCAL ECONOMIC DEVELOPMENT														
STRATEGIC OBJECTION: IMPROVED LOCAL ECONOMIC DEVELOPMENT														
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMME/PROJECT NAME	KEY PERFORMANCE INDICATOR/MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET					FUNDING SOURCE
									26/27	27/28	28/29	29/30	30/31	
LOCAL ECONOMIC DEVELOPMENT	Integrated local economy	Municipality wide	All wards	Support recycling project initiatives		To support 5 recycling projects by 30 June 2027	31-Jul-26	30-Jun-27	R 50 000,00	R1 000 000,00	R1 000 000,00	R1 000 000,00	R1 000 000,00	Opex
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Municipality wide	All wards	Youth in Business Competition		To coordinate Youth in Business Competition by 30 June 2027	31-Jul-26	30-Jun-27	R2 500 000,00	R2 600 000,00	R2 700 000,00	R2 800 000,00	R2 900 000,00	Opex
<b>TOTAL BUDGET</b>									<b>R9 750 000,00</b>	<b>R62 155 000,00</b>	<b>R7 556 000,00</b>	<b>R7 957 000,00</b>	<b>R8 358 000,00</b>	

## FINANCIAL MANAGEMENT AND VIABILITY

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY														
STRATEGIC OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY														
DEPARTM ENT	PRIORITY	LOCATION	WARD NUMBER	PROGRAMM E/ PROJECT NAME	KEY PERFORMA NC E INDICATOR/ MEASURAB LE OBJECTIVE	ANNUAL TARGET S	ST AR T DA TE	EN D DA TE	BUDGET					FUNDI ND SOURC E
									26/27	27/28	28/29	29/30	30/31	
FINANCE	BTO	Municipal Wide	All Wards	Supply, Installation and Delivery of Office Furniture	Supply, Installation and Delivery of Office Furniture	Supply, Installatio n and Delivery of Office Furniture	31- Jul- 26	30- Jun- 27	R1 000 000,00	R1000 000,00	R1 000 000,00	R0,00	R0,00	Own
FINANCE	Asset	Municipal Wide	All Wards	AFS Quality review, Actuarial services Revenue and debt collection, Munsoft support.	AFS Quality review, Actuarial services Revenue and debt collection, Munsoft support.	AFS Quality review, Actuarial services Revenue and debt collection , Munsoft support.	31- Jul- 26	30- Jun- 27	R10 814 000,00	R6 151 000,00	R6 151 000,00	R6 151 000,00	R6 151 000,00	Own
FINANCE	Revenue	Municipal Wide	All Wards	Provision of Free Basic Electricity	Provision of Free Basic Electricity	Provision of Free Basic Electricity	31- Jul- 26	30- Jun- 27	R 10,670, 392	R 11,203, 911	R11 752 903,00	R11 752 903,00	R11 752 903,00	Own
FINANCE	Supply Chain	Municipal Wide	All Wards	Provision for short term insurance and Tracking system	Provision for short term insurance and Tracking system	Provision for short term insuranc e and Tracking system	31- Jul- 26	30- Jun- 27	R8 904 000,00	R8 904 000,00	R8 904 000,00	R8 904 000,00	R8 904 000,00	Own
<b>TOTAL BUDGET</b>									<b>R27 218 000,00</b>	<b>R15 496 296,00</b>	<b>R27 706 874,00</b>	<b>R28 194 903,00</b>	<b>R28 593 903,00</b>	

**SECTOR DEPARTMENT PROJECTS**

**SECTION C:**

<b>VHEMBE DISTRICT MUNICIPALITY PROJECTS</b>							
<b>2026/2027 CAPITAL PROJECTS</b>							
<b>Project name</b>	<b>Description</b>	<b>Beneficiaries</b>	<b>Time frame</b>		<b>Source of Fund</b>	<b>Budget</b>	
			<b>Start date</b>	<b>End date</b>		<b>2026/2027</b>	<b>2027/2028</b>
<b>1. COLLINS CHABANE LOCAL MUNICIPALITY</b>							
3.1 Malonga Water reticulation	Construction of reticulation for Malonga				MIG	R 18,005,536.00	R 18,797,779.00
3.2 Vuwani to Vyeboom and construction of Reservoir (Makhado)	Construction of Reservoir ( Vuwani to Vyeboom)	Vuwani-Vyeboom			MIG	R 18,711,279.00	R 19,534,575.00
3.3 Malamulele west Regional Water Scheme(RWS)	Construction of Malamulele west Regional scheme	Malamulele			MIG	R 6,924,719.00	R 7,229,406.00
3.4 Construction of Bulk Pipe Line from Vuwani to Middle Letaba System Disaster Project	Construction of Pipe Line from Vuwani to Middle Letaba System Disaster Project	Vuwani-Middle letaba				R 3,489,551.00	R 3,643,091.00
<b>2. DISTRICT WIDE</b>							
4.1 Fire engine	Purchasing of fire engine	District wide				R 13 000 000.00	

## DEPARTMENT OF WATER AND SANITATION.

WSA	Project name	Date Received	Project Cost	Status
Vhembe LM (6)	Malamulele South Villages Water Supply Scheme - Phase 1 - (Jimmy Jones, Mphambo, Mphambo Extensions, Xigamani and Muswani Villages Pumping System)	16/07/2025	R110 129 739,65	6 BPs <b>approved</b> and sent to WSA
	Malamulele South Villages Water Supply Scheme - Phase 2 - (Jimmy Jones, Mphambo, Mphambo Extension, Xigamani and Muswani Villages Distribution Mains)		R116 676 347,02	
	Malamulele East Villages Water Supply Scheme – Project A - Construction of 13 Mℓ Command Reservoir at Malamulele		R119 657 086,00	
	Malamulele East Villages Water Supply Scheme – Project B.- Construction of Bulk Pipelines and 2.0 Mℓ Elevated concrete tower		R118 301 690,03	

## Department of Agriculture and Rural Development

Project Name	Estimated Budget (R`000)	Project Description
3. Nemabaka Poultry Collins Municipality	2 900	Construction of egg grading and packaging facility, and installation of scrapers

## Human Settlement Allocation

Municipality	2026/27 FY	Revised allocation 2026/27	Land ownership Status information
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Collins Chabane	206	151	Submitted

CoGHSTA										
ROLLED OVER BLOCKED PROJECTS										
Item no	Municipality	Number of contractors	Units allocated	Cummulative Progress report				Cummulative Expenditure		
				Fnd	W/P	R/F	Balance	Contract Amount	Actual Expenditure	Balance
2	Collins Chabane	1	10	-	-	10	-	R 2 297 920	R 2 297 920	R 0

ROAD AGENCY LIMPOPO			
MUNICIPALITY	PROJECT NAME (RAL)	PROJECT DESCRIPTION	ROAD NUMBER/S
Collins Chabane	T1260	Tshikonelo to Xikundu	D3661
Collins Chabane	T1266	Vleifontein, Nthabalala, Mpofu to Pfananani	D2677
Collins Chabane	T1267	D3746 between Schuynshoogte, Vyeboom and Dhavana cross	D3746
Collins Chabane	T1274	Xikundu to Mhinga	D3860

Collins Chabane	T1292	Hollywood to Gumbani	D3717, D3736, D3642
Collins Chabane	T1293	Bungeni to Tshipuseni & De Hoop to Nkuzana	D3754, D3719
Collins Chabane	T1300	Ga-Mphabo to Mdabula	D3640

### DEPARTMENT OF WATER AND SANITATION

Project Name	Estimated Project Cost	Expenditure Since Inception to Mar 2025	2026/27 Baseline Allocations	2026/27 Final Allocation	2027/28 Baseline Allocations	2028/29 Baseline Allocations	Scope of works to complete	Phases progress & anticipated completion
	R'000	R'000	R'000	R'000	R'000	R'000		
Nandoni Water Treatment Works Upgrade	1 074 667	0	235 800	181 429	255 800	267 285	Upgrade of WTW with additional 60MI/d	Contractor appointed, construction Mar 2026 – Mar 2029

### ESKOM 2026/2027 VHEMBE DISTRICT ELECTRIFICATION DRAFT PLAN

Municipality	Project Name	Planned CAPEX	Planned Connections
Collins Chabane	Vhangani	R 5 508 909.63	272
Collins Chabane	Thenga	R 6 009 965.38	242

Collins Chabane	Mukhoro	R 5 725 945.68	216
Collins Chabane	Dididi Ext	R 495 204.73	195

DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY									
Identification of programmes and projects being implemented LDTCS <i>(The list should be limited to programmes and projects with immediate and highly visible development impact within the district and local municipalities)</i>									
Name of department/entity/municipality: DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY VHEMBE DISTRICT									
TRANSPORT OPERATIONS									
NAME OF PROGRAMME/PROJECT	BRIEF DESCRIPTION OF PROJECT	SECTOR	PROJECT BUDGET	MUNICIPAL AREA WHERE PROJECT IS BEING IMPLEMENTED	GIS COORDINATES	SPATIAL IMPACT OF PROJECT (INDICATE TOWNS, VILLAGES, WARDS, ETC. THAT WILL BENEFIT FROM PROJECT)	INTENDED SOCIO-ECONOMIC IMPACT	PROJECT START DATE	PROJECT END DATE
SUBSIDISED BUS SERVICES									
Do Light Malamulele	Bus subsidised services	Transport	R43 331 000,00	Collins Chabane Local Municipality	None	Giyani(Town) Mulenzhe	80 Employees	01/04/2023	31/03/2023

						Muswane Tovhowani Khakhanwa Shihosana Mahonisi Malamulele Matiyani Military base Mukunbani Ngwenani Tshikunda			
<b>R Phadzi and Brothers</b>  “    “	Bus subsidised services	Transport	R21 668 000,00	Thulamela Local Municipality  Collins Chabani Local Municipality	None	<b>THOHOYANDOU(Town)</b> Sibasa Zwikhengwani  <b>GIYANI</b> Malonga Nwamatatane Davhana Vuwane Khurelini Diza cross Mammbidi Sundani	81 Employees	01/04/2023	31/03/2023

<b>TRANSPORT REGULATIONS</b>									
	Public Transport Operating Licensing Services	Transport	R52 262 million	All District Municipalities	-	Limpopo community	-	01/04/2023	31/03/2023
<b>PROVINCIAL SECRETARIAT FOR POLICE SERVICES</b>									
<b>YCOP</b>	YCOP: SAPS supervised patrols by identified youth	Safer communities	R 5 Million	All District Municipalities	-	<b>All District Municipalities</b> - Saselamani saps - Malamulele saps	Vhembe District= 73	01/04/2025	31/03/24
<b>CPTED</b>	CPTED: Cleaning and clearing of contact crime hotspots	Safer communities	All five District sharing R2 500 million EPWP Grant plus R1 Million Departmental	All District Municipalities	Collins Chabane	<b>MALAMULELE SAPS</b> Shigalo Mphakathi Malamulele CDB  <b>SASELEMANI SAPS</b> Saselemanivillage	Vhembe District= 100	01/05/2026	30/09/25
<b>Community-In-Blue</b>	Community-In-Blue	Safer communities	R13 095 million	All District Municipalities	-	<b>All District Municipalities</b>	-	01/04/2023	31/03/24

<b>CPF</b>	CPF: SAPS supervised meetings	Safer communities	R5 654 million	All District Municipalities	-	<b>All District Municipalities</b>	Vhembe District =154	01/04/2023	31/03/24
<b>CSF</b>	CSF: Municipalities supervised meetings	Safer communities	R1 681 600 million	All District Municipalities	-	<b>All District Municipalities</b>	Vhembe District =32	01/04/2023	31/03/24
<b>Community safety programmes:</b>	Drug and substance abuse, Public Participation, School safety, Tourism Safety and Safety in the health sector.	Safer communities	R 13 095	All District Municipalities	-	<b>All District Municipalities</b>	-	01/04/2026	31/03/24
<b>Social Crime Prevention Programmes:</b>	Rural safety, Violence against vulnerable groups, Drug and substance abuse, Volunteeris	Safer communities	R350 000.00	All District Municipalities	-	<b>All District Municipalities</b>	-	01/04/2026	31/03/24

	m and Public Participatio n								
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