

CHAPTER 1: INTRODUCTION

1.1. EXECUTIVE SUMMARY

The Municipal Systems Act 2000 (Act No 32 of 2000) requires that each council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality.

Integrated Development Plan (IDP) is a plan through which the Municipality conducts a comprehensive analysis of the community needs and subsequently, prioritises available resources to address those needs. The IDP provides basic key service delivery challenges in areas that have been prioritised for 2019 - 2022 financial years and is reviewed annually. It is also based on the multi-year approach principle to enable Municipal Council to have a multi discipline budgetary process.

The process seeks to ensure vertical and horizontal integration between the Municipal planned intervention with the planning efforts of National and Provincial spheres of government as well as within the various sectors of government. The Collins Chabane Local Municipality Integrated Development Plan (IDP) is the primary strategic planning tool which guides and informs all planning, budgeting, management and decision making for the Municipality.

The Municipality has a number of challenges which form part of the priorities in the medium-term and certainly the Long Term Development Strategy. These are high poverty levels, Crime, Unemployment, back log of service delivery, capital funding as well as institutional capacity problems, skills shortage, high level of illiteracy, rural nature, HIV/AIDS epidemic and more certainly the lack of adequate access to basic services.

Poverty and unemployment are core development challenges in Collins Chabane Local Municipality, the majority of people in the Municipal area of jurisdiction are unemployed and this poses a big challenge for the Municipal economic development. The Municipality has adopted a holistic approach in addressing the inter-related socio-economic factors that can contribute to the quality of life for all the people within the jurisdiction of the Municipality. The plan is developed in consultation with community stakeholders, Provincial and National government.

The Municipality's ability to provide the key infrastructure to achieve sustainable and shared economic growth is therefore at the heart of the IDP and is underpinned by a series of sector plans that have been prepared in recent years and some that needs to be prepared.

The sector plans include the long term plan (vision 2030), Spatial Development Framework, Local Economic Development Strategy, and an Integrated Waste Management Plan, Water Services Development Plan, an Integrated Transport Plan and the Environmental Management Plan amongst others. This document therefore, is the Integrated Development Plan (IDP) of the Collins Chabane Local Municipality for the 2019 - 2022 financial years.

1.2. BACKGROUND

Collins Chabane Local Municipality (CCLM) is a Municipality which was established and came into effect on 3rd August 2016. It was established in terms of Section 12 of the Municipal Structures Act (No. 117 of 1998). The Municipality was formed by the amalgamation of portions of Thulamela Local Municipality and Makhado Local Municipality.

CCLM is one of the four Local Municipalities that constitute the Vhembe District Municipality. The Municipal jurisdiction area covers 5 467.216km² (22° 35' S 30° 40' E) in extent with a population of approximately 347 974 people. Collins Chabane Local Municipal area includes 174 Villages, 3 informal settlements and it consists of 36 wards.

CCLM is surrounded by Greater Giyani Municipality in the South, Makhado Local Municipality on the West and Thulamela Local Municipality on the North. To the South-East the Municipality's borders extend to Mozambique and on the North-East is Zimbabwe through the Kruger National Park on the east. The Municipality is on the Northern part of Limpopo Province and is situated about 191km from City of Polokwane.

The Municipality has one node of District importance namely Malamulele and three other Municipal nodes which are Saselamani, Vuwani and Hlanganani. The Municipality is flanked by three dominant roads, namely D4 that connects the Municipality to the N1 via Musina. Whilst the R81, connects the Municipality via Giyani to Mopane and Polokwane. The R523 connects the Municipality to Kruger National Park to the east and to its North the Municipality connects to Mkhado along the N1 via Thulamela Local Municipality.

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

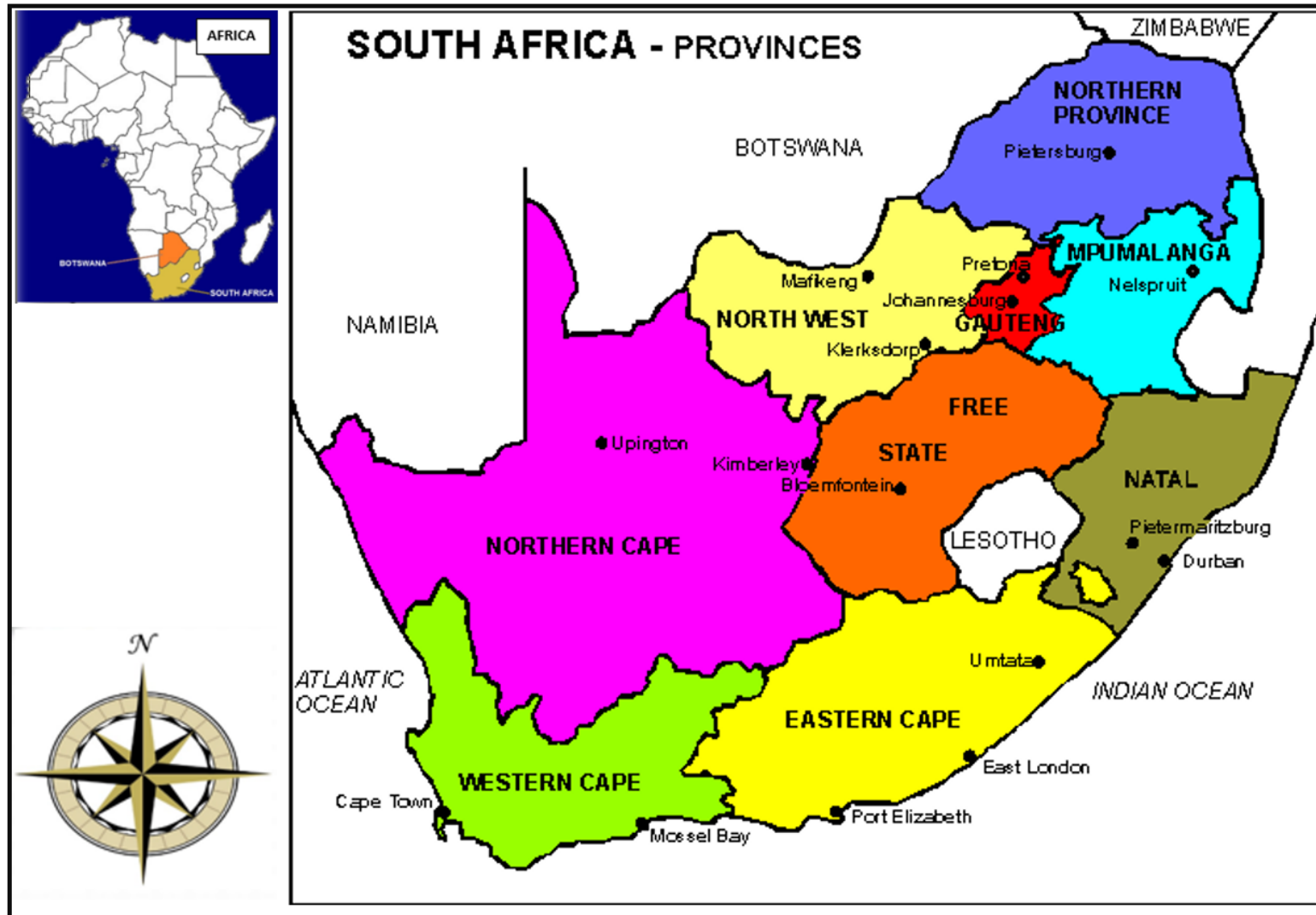


FIGURE 1.2: LOCAL AND DESCRIPTION OF COLLINS CHABANE MUNICIPALITY IN TERMS OF PROVINCIAL CONTEXT

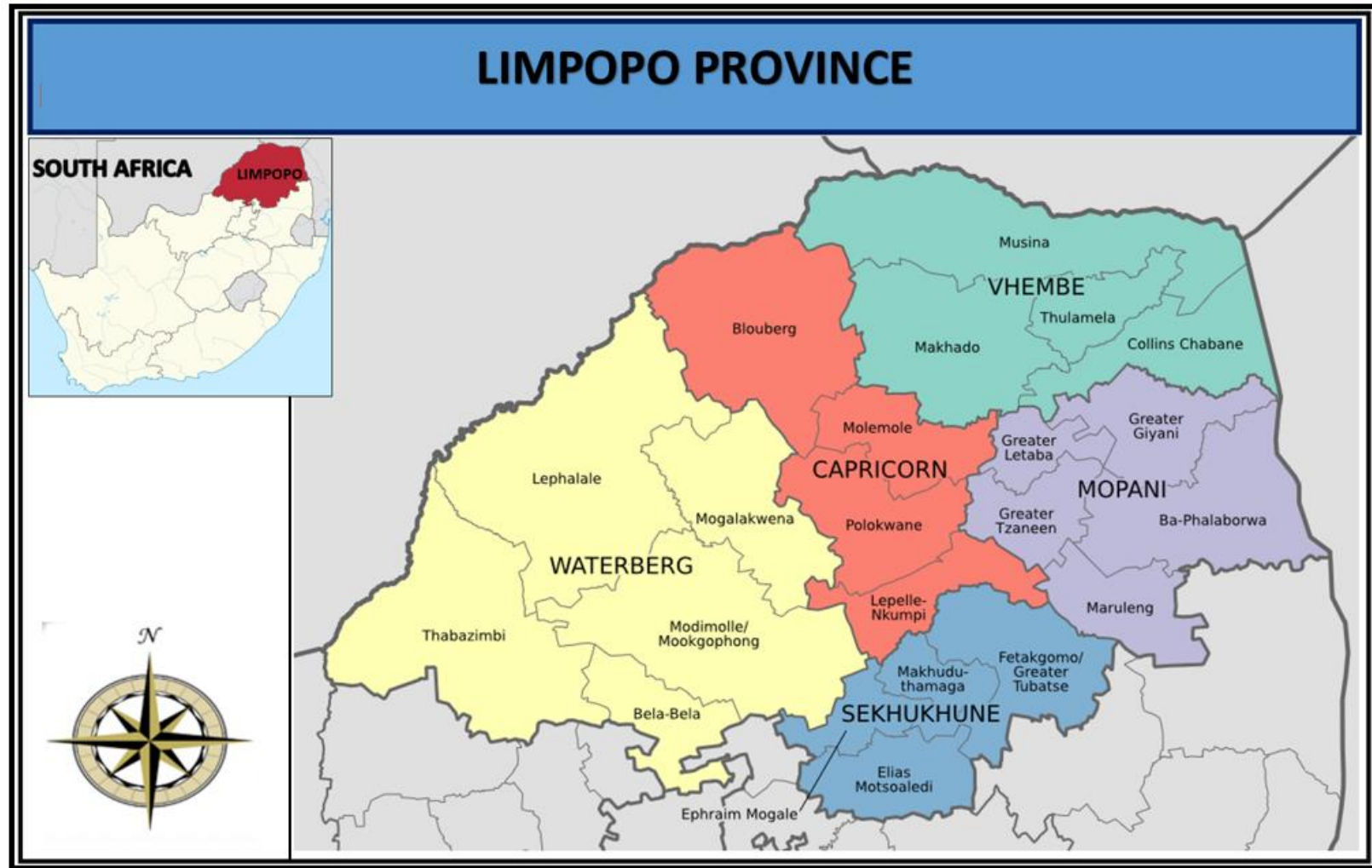


FIGURE 1.3: LOCAL AND DESCRIPTION OF COLLIND CHABANE MUNICIPALITY IN TERMS OF THE DISTRICT CONTEXT

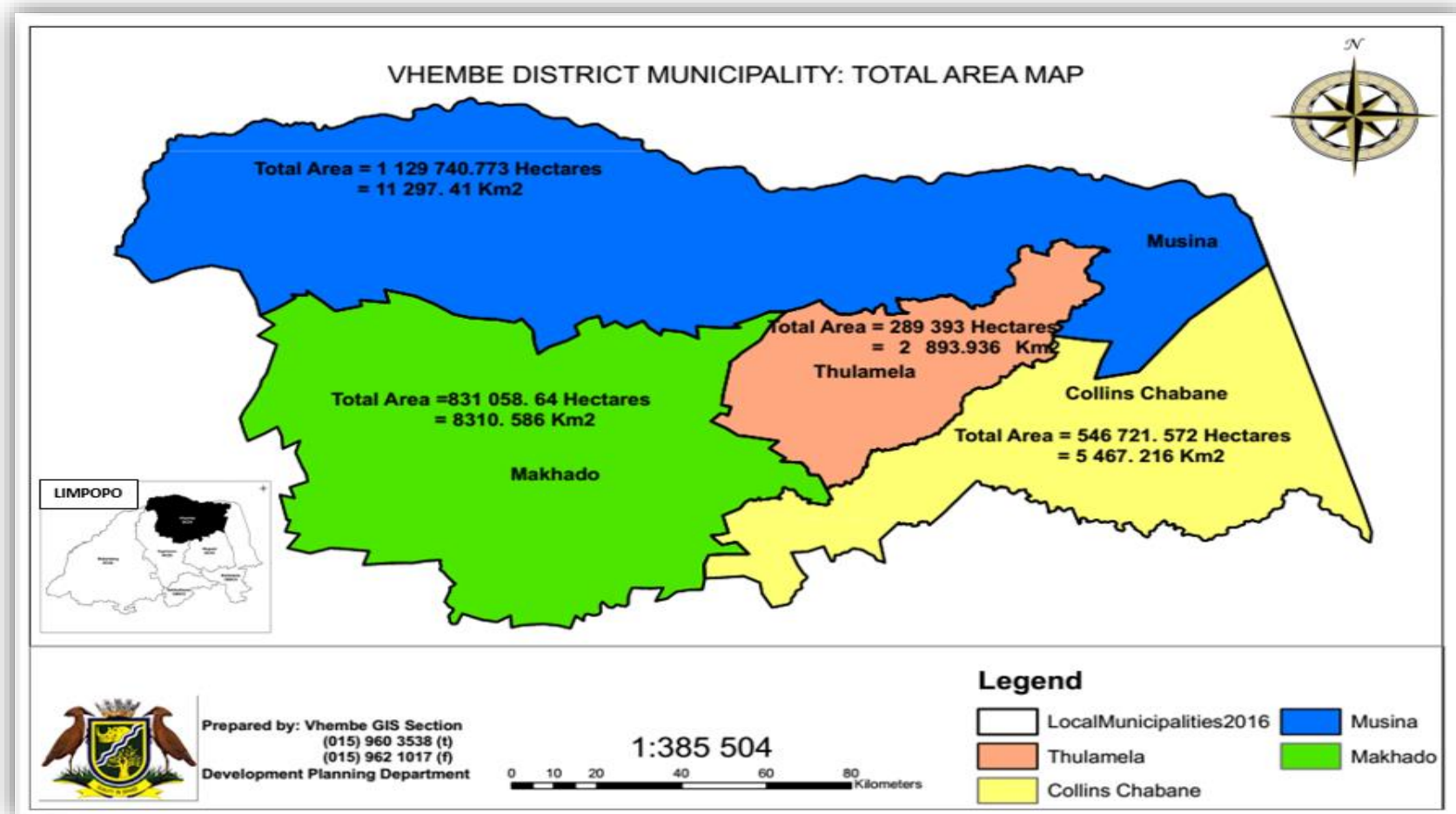
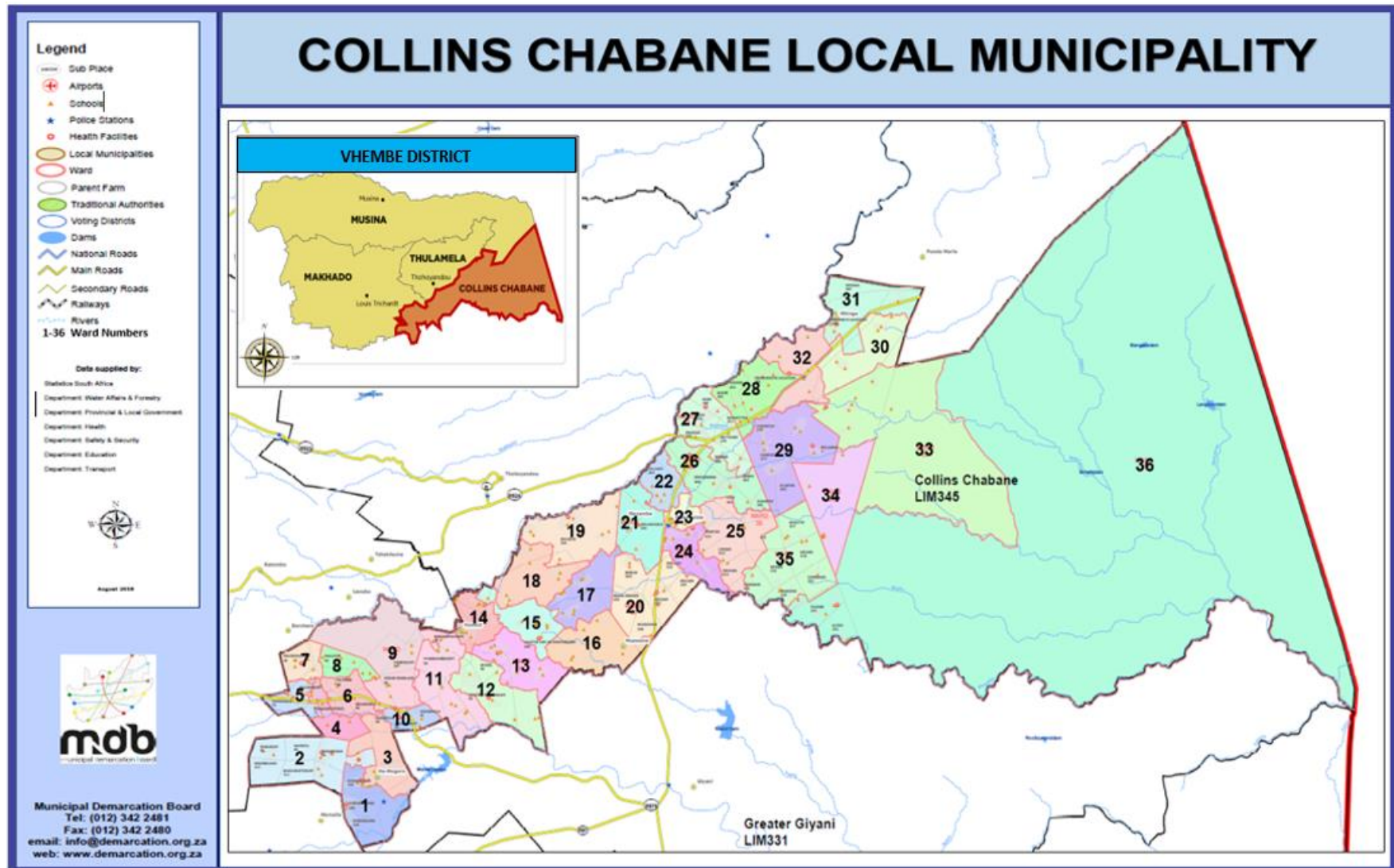


FIGURE 1.4: LOCAL AND DESCRIPTION OF COLLINS CHABANE MUNICIPALITY IN TERMS OF THE LOCAL CONTEXT



1.3. LEGISLATIVE FRAMEWORK

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

The Constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. The Constitution therefore provides for a new approach to government on National , Provincial and local government levels. The new Constitutional model redefines the relationships between the three spheres of government, by replacing the system of a vertical hierarchy of ties, with three overlapping planning process and sets of plans each relating to a different sphere of government. The focus of cooperative governance is however to ensure that scarce resources are used efficiently.

Section 152 of the constitution of the republic of South Africa outline the objects of local government:

- Provide democratic and accountable government to all communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government

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

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

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 sectoral plans and planning requirements that are binding on the Municipality in terms of legislation.
- A Spatial Development Framework (SDF) which must 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 provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through Public Participation mechanisms with the community and stakeholders within the Collins Chabane Local Municipal area of jurisdiction.

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

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

Section 16(2): of the LG: 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 every year.

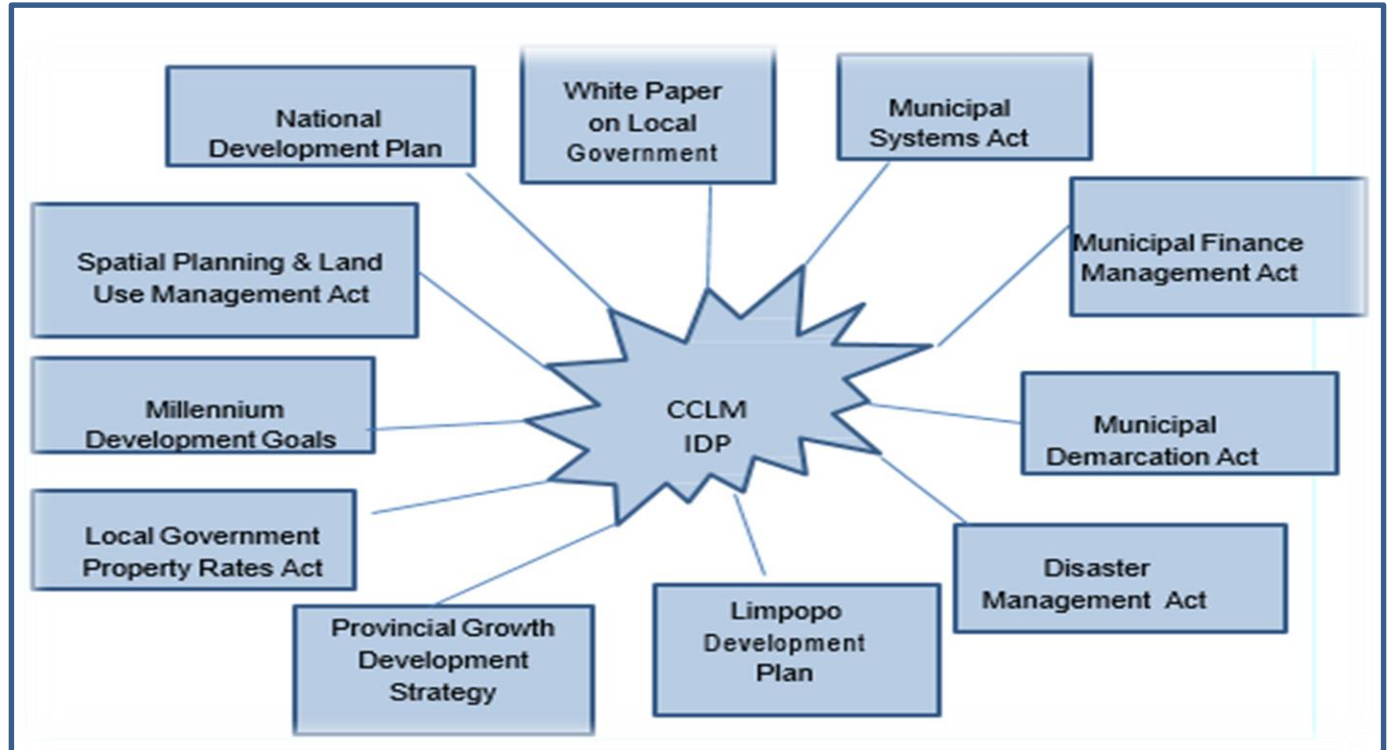
Section 24(1) of the LG: Municipal Finance Management Act (56 of 2003) stipulates that approval of Annual budget by Council to be submitted 30 days before the start of the financial year to Council for consideration.

The IDP comprises a package of documents. Other documents and instruments that support the IDP include the Municipal budget, the Service Delivery Budget Implementation Plan

(SDBIP), various sector plans to support and direct the work of different functional areas of the Municipality, and ward plans.

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

FIGURE 1.5.: Legislative framework



Source: COGHSTA

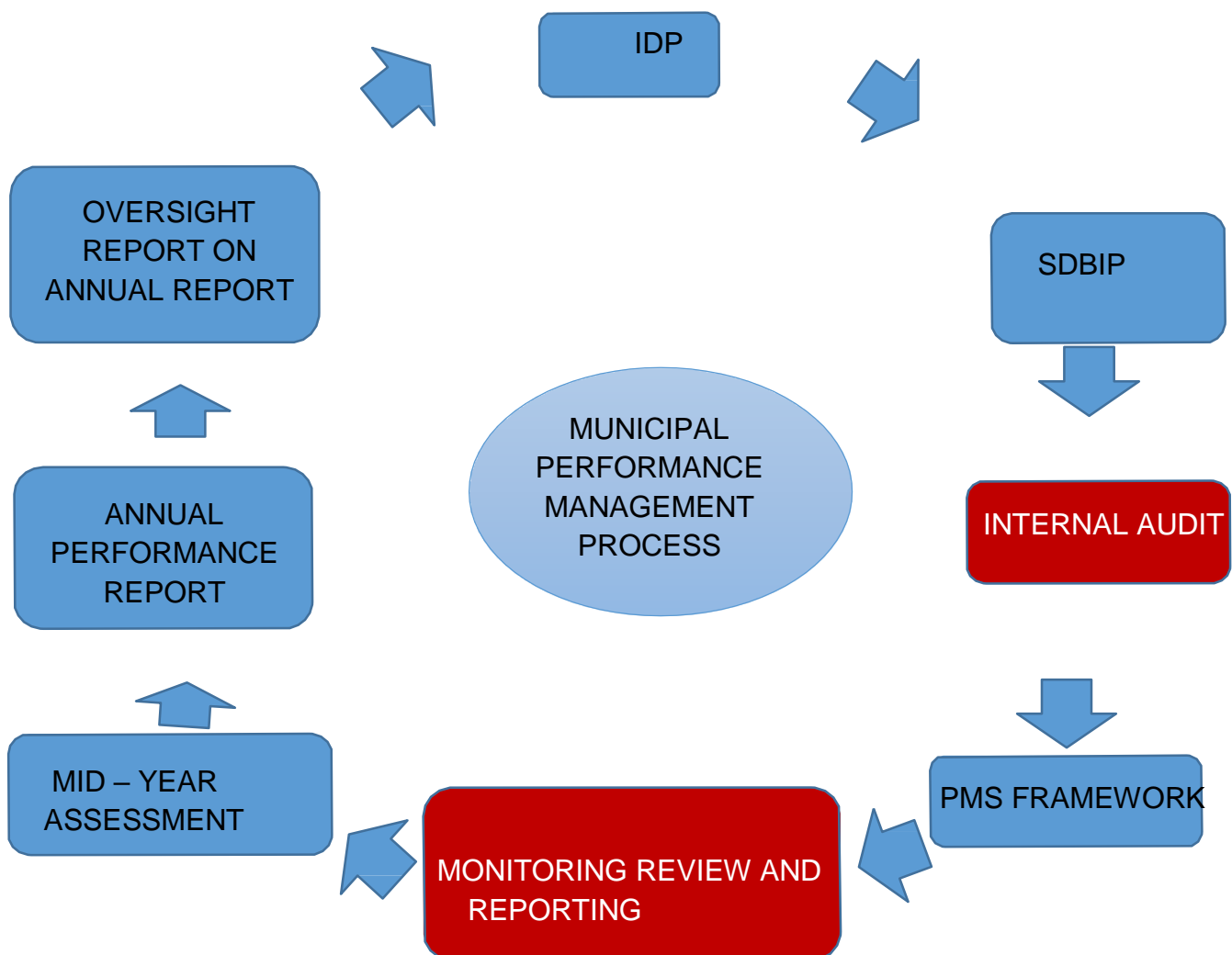
The IDP outlines: An analysis of Collins Chabane Local Municipal area, and current trends and issues.

- 1.1.1. The National and regional policy context for preparing IDPs (NDP, LDP etc.).
- 1.1.2. Communities' needs for service delivery as expressed through various engagements.
- 1.1.3. The findings of various medium and longer term sector plans, as required by law and supporting and directing the work of different functional areas of the Municipality.

- 1.1.4. The Municipality's overall strategy and way of work for the next five-years, including focus areas, predetermined objectives and activities.
- 1.1.5. The Municipality's broad financial plan and planned allocation of resources.
- 1.1.6. Related monitoring and evaluation activities over the year ahead.

1.4. PLANNING FRAMEWORK

FIGURE 1.6.: IDP Framework



Source Cogsta: IDP

1.5. POWERS AND FUNCTIONS

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

Table 1.1.: Powers and functions

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

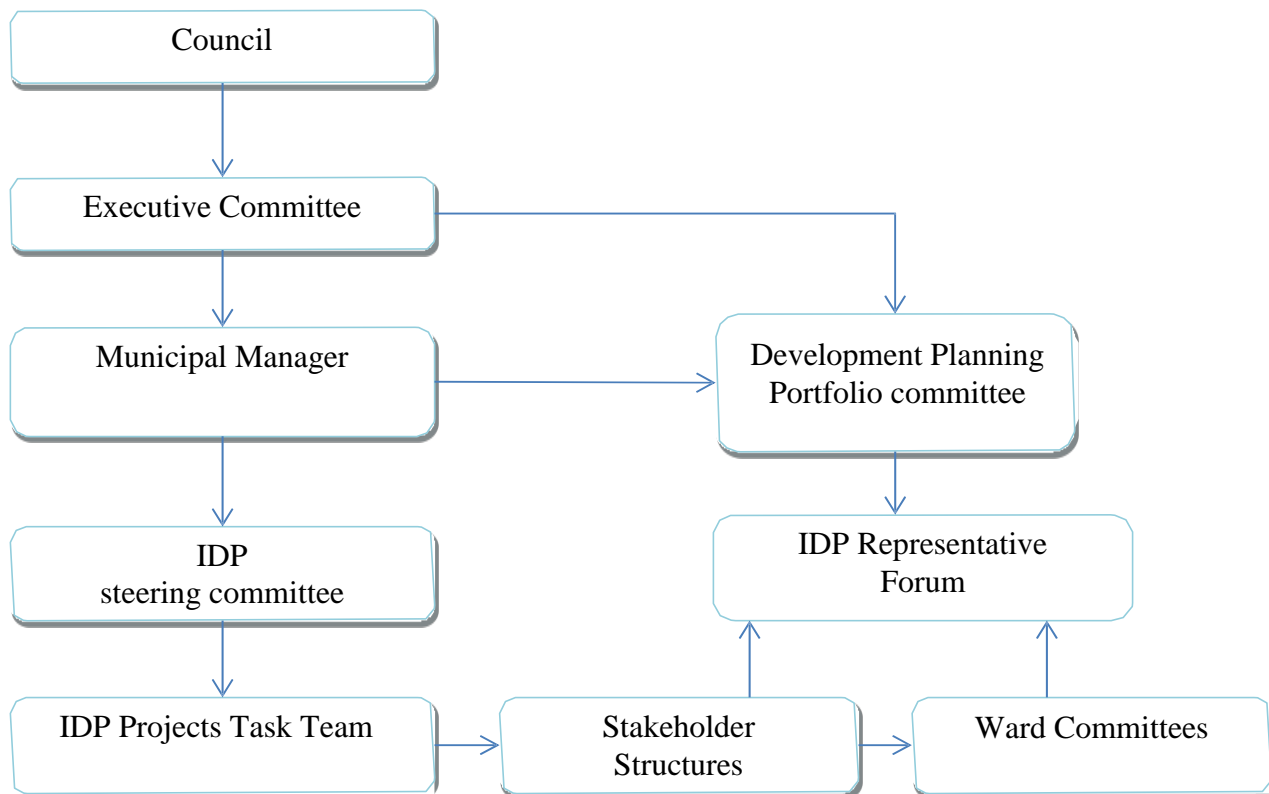
Source: CCLM

1.6. INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP

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

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

Figure 1.7.: IDP Structure



1.7. IDP PLANNING PROCESS PLAN, ROLE AND PURPOSE

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

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

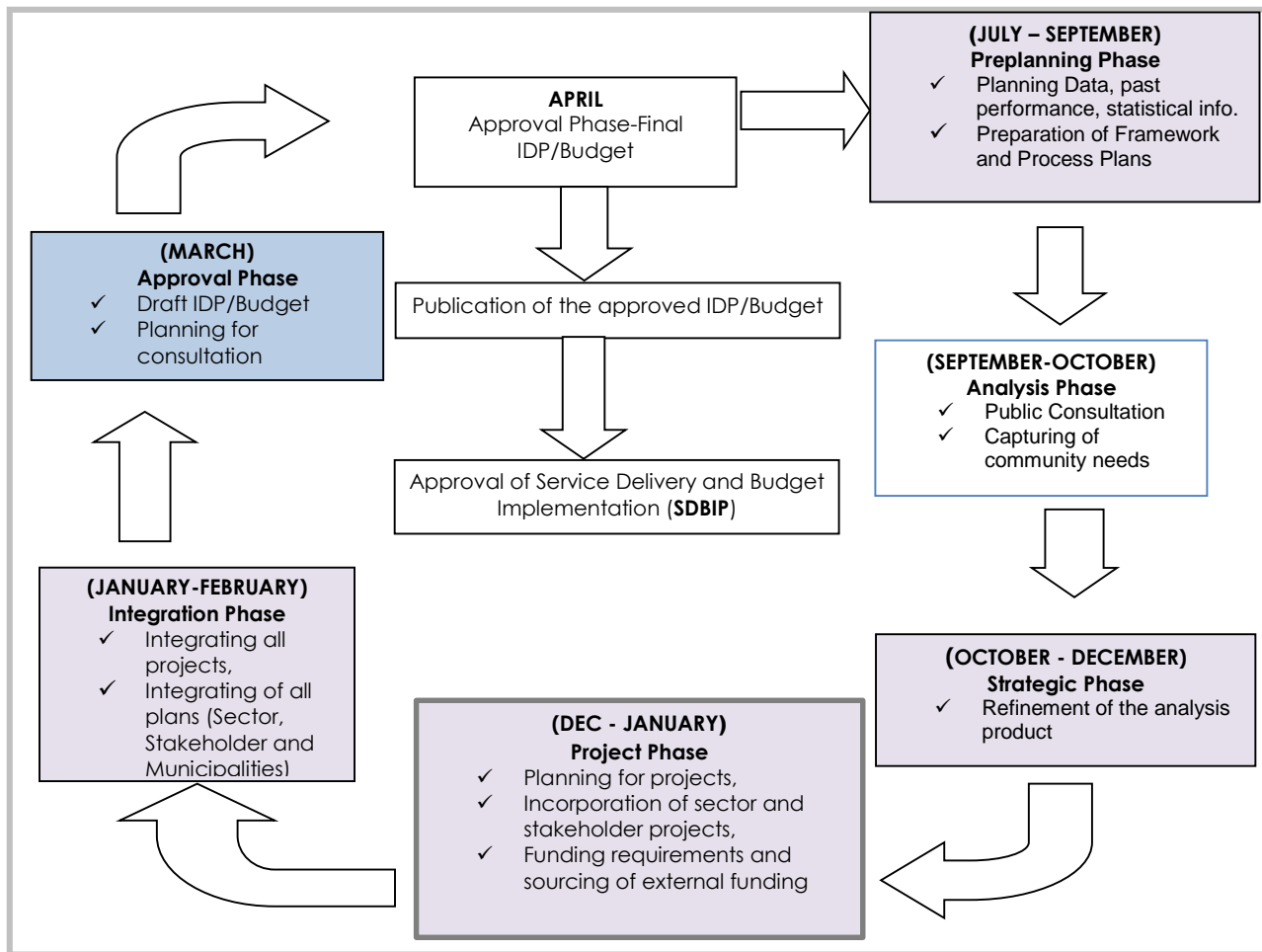
The IDP is informed by a leadership agenda – as contained in National and Provincial policy documents-as well as the needs of local citizens and public, private community structures.

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

1.7.1. IDP Process Plan

Vhembe District Municipality developed the IDP Framework Plan which informed the IDP Process Plan for all the local Municipalities within the District. Collins Chabane Local Municipality has developed its Municipal Process Plan in line with the District Framework Plan. The process plan was adopted by Council on 28th August 2018

Figure 1.8.: IDP Process Flow



1.7.1.1. Preparation phase

Collins Chabane Local Municipality developed a Process Plan for the development of the IDP for 2019-20. The Process Plan was circulated internally to directorates for comments and inputs before it was adopted council.

Table 1.2: Process Plan

DATE	ACTIONS
August 2018	Compile a detailed IDP/Budget Process Plan for 2019/2020 was finalized and approved by Council Attended the District IDP Rep forum meeting
September 2018	Identification of gaps and collection of information Consideration of analysis phase and prioritization of needs Consolidation of analysis phase
October 2018	Confirmation of Development Vision, Strategic Objectives, Development Strategies and Risk
November 2018	Review Projects proposals identification, Costing/budget/ source of funding Department prepare budget estimates Department return Budget estimates to office for consolidation Presentation of draft projects and budget estimates for 2019/20 (also budget adjustment for 2019/20 & MTEF)
February 2019	Integration of sector plans and local programme 5/1 years Financial Plan for the Municipality Integrated Spatial Development Plan Recommendations & LED Strategies
March 2019	Compilation of drafts IDP/Budget documents Development of Service Delivery targets & Management Indicators Tabling of drafts of IDP and Budget and SDBIP and Management indicators for 2019/200
April 2019	Public Participation on IDP and Budget for 2019/20 FY at nodal areas Public Comments period and consideration of submitted inputs
May 2019	Budget speech , IDP and Budget approval
June 2019	Submitting of IDP and Budget to CoGHSTA and Treasury

1.7.1.2. Analysis Phase

During this phase, it was critical for the Municipality to understand the current existing situation within the Municipal area. An in depth diagnosis assessment was 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.

The Municipality conducted extensive Public Participation meetings for the collection of community needs. The Municipality advertised the Public Participation meetings as per the MSA (no. 32 of 2000). Ward councilors were requested to inform all the stake holders in their wards. Traditional leaders, community members, NGOs, Parastatals, and Sector Departments were invited to attend the Public Participation meetings.

Table 1.3.: Public Participation Schedule

DATE	VENUE	WARDS
18 September 2019.	Saselamani Library	27, 28, 29, 30, 31, 32, 33, 34, 35 & 36
19 September 2019.	Njhakanjhaka Community Hall	1, 2, 3, 4, 5, 6, 7, 8, 9 & 10
20 September 2019.	Davhana Sports Ground	11, 12, 13 & 14
21 September 2019.	Malamulele Boxing Gym	15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 & 26

The process was inclusive of major stakeholders in the Municipal area. LEDET officials attended the certain sessions or Public Participations. During this phase, the aim was to get an understanding of the existing service delivery challenges and the community needs within the Municipality (situational analysis). Ward Councillors, ward committees and CDWs were requested to review their Priority Needs and Community Based Planning (CBP) documents.

Community Based Planning (CBP) and Priority Issues

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

Table 1.4.: CBP

PRIORITY ISSUE(S)	NEEDS	WARD(S)
1. Water	<ul style="list-style-type: none"> • Insufficient water • Insufficient Bulk water supply • Water Reticulation • Insufficient Reservoirs 	All Wards 1-36
2. Sanitation	<ul style="list-style-type: none"> • Insufficient sanitation • Lack of bulk sewerage infrastructure • VIP Toilets 	All Wards 1-36
3. Roads / Streets and bridges	<ul style="list-style-type: none"> • Opening of streets • Rehabilitation streets • Re-gravelling and grading. • Tarring of roads. 	All Wards 1-36
4. Human Settlement	<ul style="list-style-type: none"> • Provision of land for housing development • Provision of houses • Rental stock Houses 	All Wards 1-36
5. Education	<ul style="list-style-type: none"> • Provision of Schools. • Renovating schools. • Replacement of mud Schools. 	All Wards 1-36
6. Health	<ul style="list-style-type: none"> • Provision of Clinics. • Provision of Health Centers. • Provision of Mobile Clinics 	All Wards 1-36

PRIORITY ISSUE(S)	NEEDS	WARD(S)
7. Energy	<ul style="list-style-type: none"> • Insufficient electrification • Extensions • Power Failure • High mast lights 	All Wards 1-36
8. Economic Growth and Development	<ul style="list-style-type: none"> • Job creation • Construction of business centers • Upgrading of land tenure • Market Stalls • Farming • Market opportunities 	All Wards 1-36
9. Transport / Road	<ul style="list-style-type: none"> • Lack of Tasting Stations • Lack of information centers • Lack of Buses • Establishment and upgrading of bus and taxi ranks 	1,2,4,5,6,7,8,9,11,12,13,14,15,16,17,19,20,21,22,23,25,26,27,28,29,31,32,33,34,35,36.
10. Waste disposal sites	<ul style="list-style-type: none"> • Construction of waste disposal sites. • Establishment of Recycling Centers. 	All Wards 1-36
11. Safety and Security	<ul style="list-style-type: none"> • Provision of Satellite Police stations. • Constriction of police stations. 	10,23,34
12. Disability facilities	<ul style="list-style-type: none"> • Construction of disability centre 	36

PRIORITY ISSUE(S)	NEEDS	WARD(S)
13. Spatial Planning and Land Use Management	<ul style="list-style-type: none"> Formalization of Land Tenure Upgrading. Servicing of sites. Fast tracking Land Clams. 	All Wards 1-36
14. Social Development	<ul style="list-style-type: none"> Provision of Pay points. 	All Wards 1-38
15. Community Services	<ul style="list-style-type: none"> Provision of Sports Facilities. Provision of recreational Halls. Provision of Library. Provision of Thusong Centers. 	7,9,10,12,18,19,20,22,23,24,28,33,34,35,36

1.7.1.3. Strategy Phase

A strategic session was held on the 21st and 23rd January 2019 at Blyde River Canyon Forever Resort Graskop, it comprised of the Traditional Leaders, Portfolio Head, Municipal Manager, Senior Managers, Managers and officials to decide on its future development direction. Collins Chabane Local Municipality has not changed its vision, mission statement and strategies to fulfil objectives of service delivery through the Integrated Development Planning. Strategies were developed on how to address all the needs of the Communities, by prioritising them and came up with projects. The Municipal SWOT analysis was reviewed to project the status quo of the Municipality.

1.7.1.4. Project Phase

Proposed projects have been collected and Spatial Planning, Community Services and Technical services have been very critical in providing support to ensure proper, implementation and management for effective service delivery. This process assisted in coming up with multi-year projects and the new ones which must form part of the I.D.P. All the Technicians were requested cost the projects correctly to avoid the shortage of funds during the implementation. Most of the capital projects were prioritised and budgeted under the MIG grant.

1.7.1.5. Integration Phase

The CCLM has integrated its capital projects as informed by the vision, objectives and strategies developed and resources available for the effective implementation of the project in the IDP. That has been seen as putting more emphasis on the implementation of the management strategic meeting resolutions.

1.7.1.6. Approval Phase

The 2019/20 (Draft) IDP was tabled to portfolio committee during March 2019, Mayoral committee and Council adopted it on the 29th March 2019 with a council resolution. After the adoption of the draft document, the Municipality started with the advertising process of the Public Participation dates and also the draft document. The document has been placed on the Municipal website for comments for 21 days for the public to comment. The final IDP document was approved on 31st May 2019.

1.7.1.7. Evaluation and Feedback

This process is important as it assist with the strengthening of sustainable projects implemented through the IDP. It is proper to evaluate lessons and challenges to improve on the practice.

SECTION A: ANALYSIS PHASE

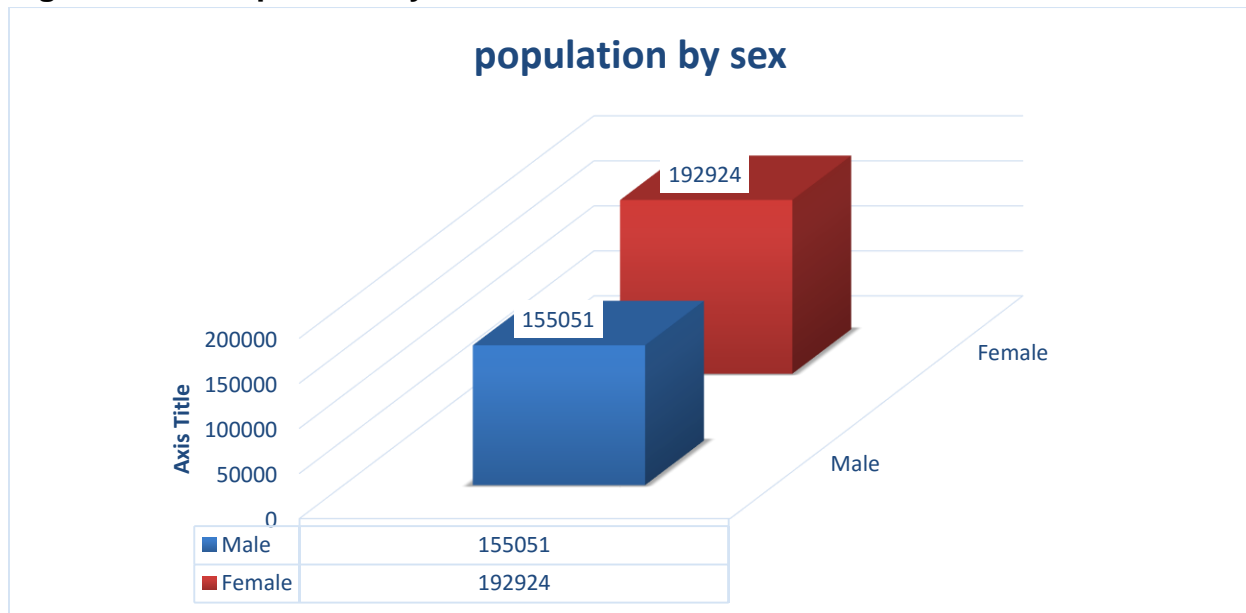
CHAPTER 2: DEMOGRAPHIC PROFILE

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

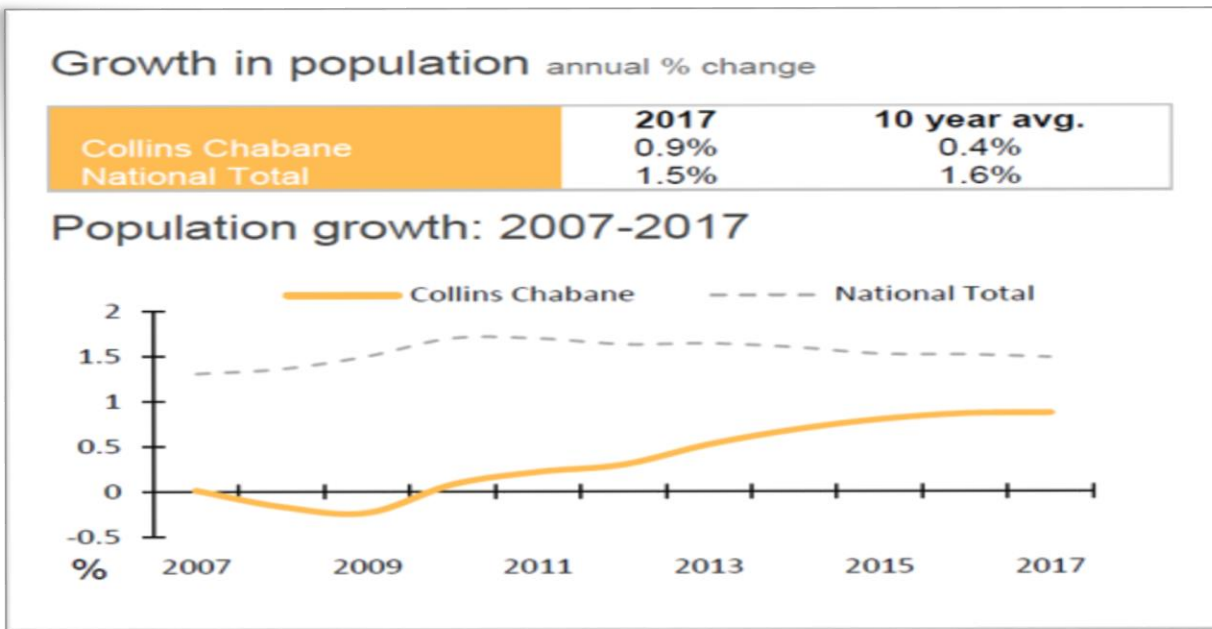
2.1. POPULATION SIZE AND COMPOSITION

Figure 2.1.1. suggests, that the male and female distribution of Collins Chabane Local Municipality population is a little unequal, there is more women than men.

Figure 2.1.1.: Population by sex

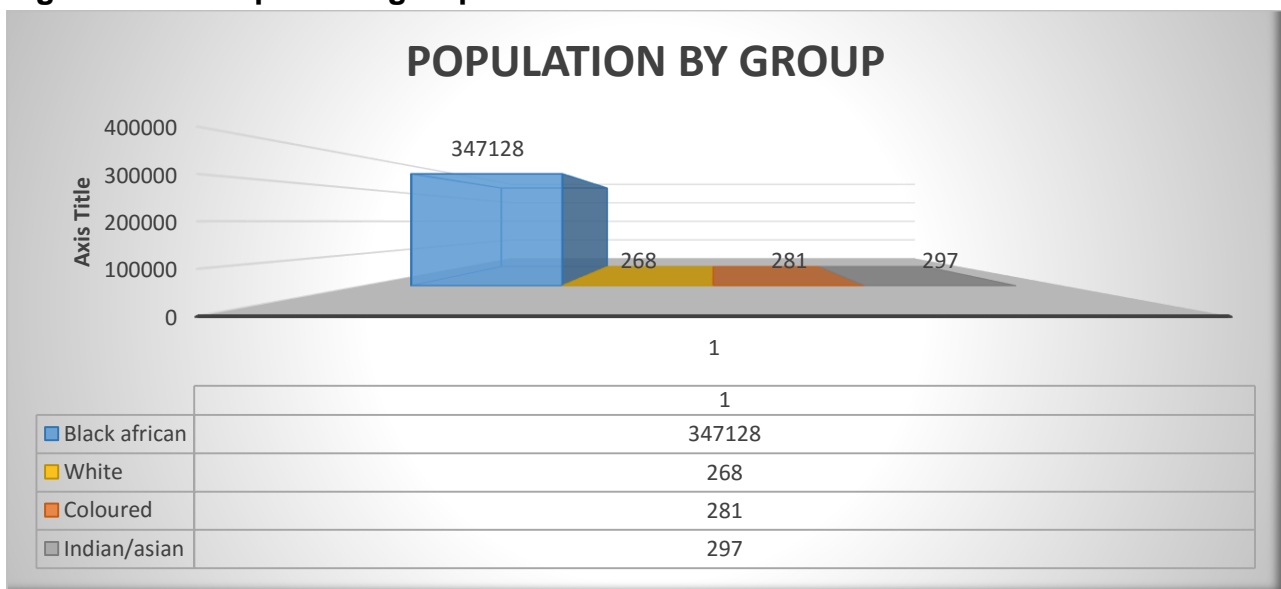


Source Stats SA, 2016 Community Survey

Figure 2.1.2.: Population Growth

Source: VDM IDP, 2018/19

This graph shows the annual growth rate in the population of Collins Chabane Local Municipality. The average growth rate is 0.9% for 2017 against 1.5% of the total National growth over 10 years.

Figure 2.1.3.: Population group

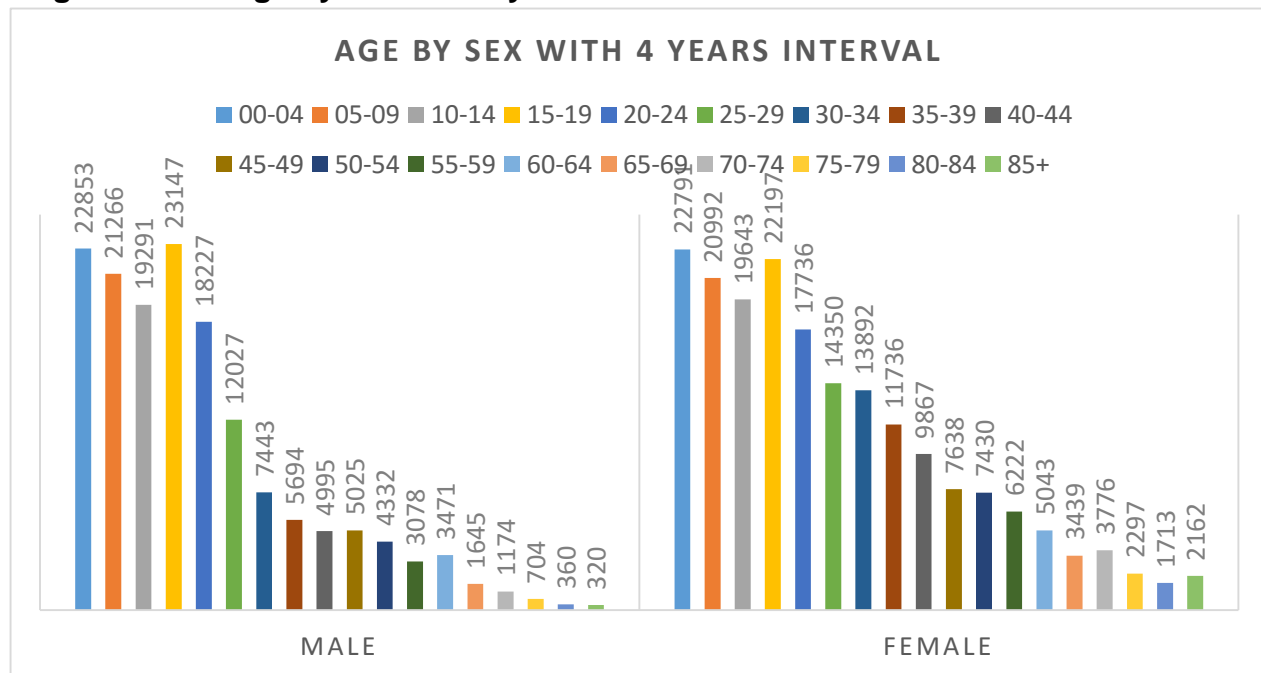
Source Stats SA, 2016 Community Survey

The figure above shows the population distribution by group Collins Chabane Local Municipality. A total of 347 974 people are residing within the Municipal jurisdiction. A total number of (347 128) are Black Africans and have the highest number of people staying in Collins Chabane Local Municipal area. The second highest are Indian/Asian with (297) people, Coloureds (281) and Whites (268) are residing at Collins Chabane Local Municipality.

2.2. POPULATION AGE AND GENDER DISTRIBUTION

The age and gender profile provides valuable insight into the composition of the market population and will help establish the Potential Economically Active population (PEA). The PEA population refers to the population that falls within the working age group (between 15 and 64 years). It does not mean that this entire portion of the population is prepared or able to be employed. For example, some prefer to stay at home as housekeepers, some are disabled and others are fulltime students, or have given up looking for work. They do, however, form part of the potential labour pool. Depicting from Figure 2.2.1., it is evident that the population in Collins Chabane Local Municipality is relatively youth.

Figure 2.2.1.: Age by sex with 4 years interval



Source Stats SA, 2016 Community Survey

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 Municipality 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

2.3. SOCIAL GRANT POPULATION BY NODAL POINTS

Table 2.3.1.: Social Grant

OLD AGE		DISABL ED	WAR VETER AN	GRANT IN AID	FORS TER CARE GRAN T CHILD REN	CARE DEPEN DENCY GRANT CHILDR EN	CHILD SUPPORT GRANT CHILDREN
MALAMUL ELE	1219 9	2238	0	705	769	387	53068
HLANGAN ANI	1024 4	232 5	1	218	492	365	30068
VUWANI	4456	569	0	43	187	143	15649
TOTAL	2689 9	513 2	1	966	1489 48	895	98785

Source: Sassa, 2016

Table 2.3.1, 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.

2.4. EDUCATION PROFILE

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

Table 2.4.1: Education in relation to gender

	Male	Female	Total
No schooling	31669	47751	79420
Grade 0	7445	7719	15164
Grade 1/Sub A/Class 1	5376	5913	11289
Grade 2/Sub B/Class 2	4891	5395	10286
Grade 3/Standard 1/ABET 1	7514	7359	14873
Grade 4/Standard 2	6981	6243	13224
Grade 5/Standard 3/ABET 2	6297	6974	13271
Grade 6/Standard 4	7489	7579	15068
Grade 7/Standard 5/ABET 3	6548	7205	13753
Grade 8/Standard 6/Form 1	9861	10467	20327
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	12543	13773	26316
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	14007	16959	30967
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	11443	17533	28977
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	15396	23072	38468
NTC I/N1	119	61	180
NTCII/N2	51	111	161
NTCIII/N3	220	146	366
N4/NTC 4/Occupational certificate NQF Level 5	199	211	410
N5/NTC 5/Occupational certificate NQF Level 5	38	226	264
N6/NTC 6/Occupational certificate NQF Level 5	115	211	326
Certificate with less than Grade 12/Std 10	122	54	176

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

Source: Stats SA, 2016 Community Survey

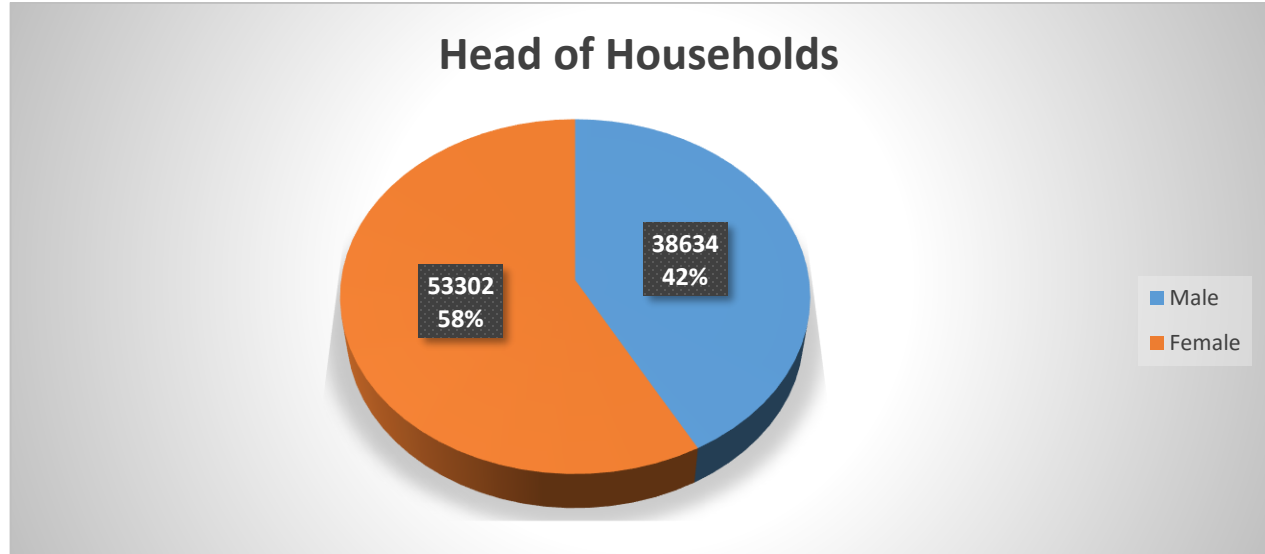
2.5. 2018 PERFORMANCE VHEMBE DISTRICT (Grade 12)

District	Wrote	Bachelor	Passed	%Pass
VHEMBE EAST	10 590	3 228	8 484	80.1
VHEMBE WEST	7 406	2 087	5 880	79.4
WATERBERG 2	2 235	677	1 635	73.2
LIMPOPO PROV	76 730	17 999	53 254	69.4

Source: Dep of Education

2.6. HOUSEHOLD TRENDS

According to Stats' Community Survey 2016, the number of households in Collins Chabane Municipal area is 91936. The number of households always increase as the population increase. The figure below shows that 58% of the households are headed by females and only 42 % is male headed.

Figure 2.5.1.: Household Trends

Source: Stats SA, 2016 Community Survey

Table 2.5.1. gives an overview of the different household dwelling typology in the Municipal area. The table further indicates that the majority of people in Collins Chabane Local Municipality area resides in “formal dwelling, brick structures”

Table 2.5.1.: Dwelling type

Type of dwelling Units	Number of Households
Formal dwelling/house or brick/concrete block structure on a plot	69952
Traditional dwelling/hut/structure made of traditional material	16521
Flat or apartment in a block of flats	61
Cluster house in complex	237
Townhouse (semi-detached house in a complex)	1162
Semi-detached house	194
Formal dwelling/house/flat/room in backyard	1926
Informal dwelling/shack in backyard	389
Informal dwelling/shack not in backyard (e.g. in an informal settlement)	67
Room/flatlet on a property or larger dwelling/servants quarters	68
Caravan/tent	-
Other	1359
Unspecified	-
Total	91936

Source: Stats SA, 2016 Community Survey

2.7. HEALTH STATUS

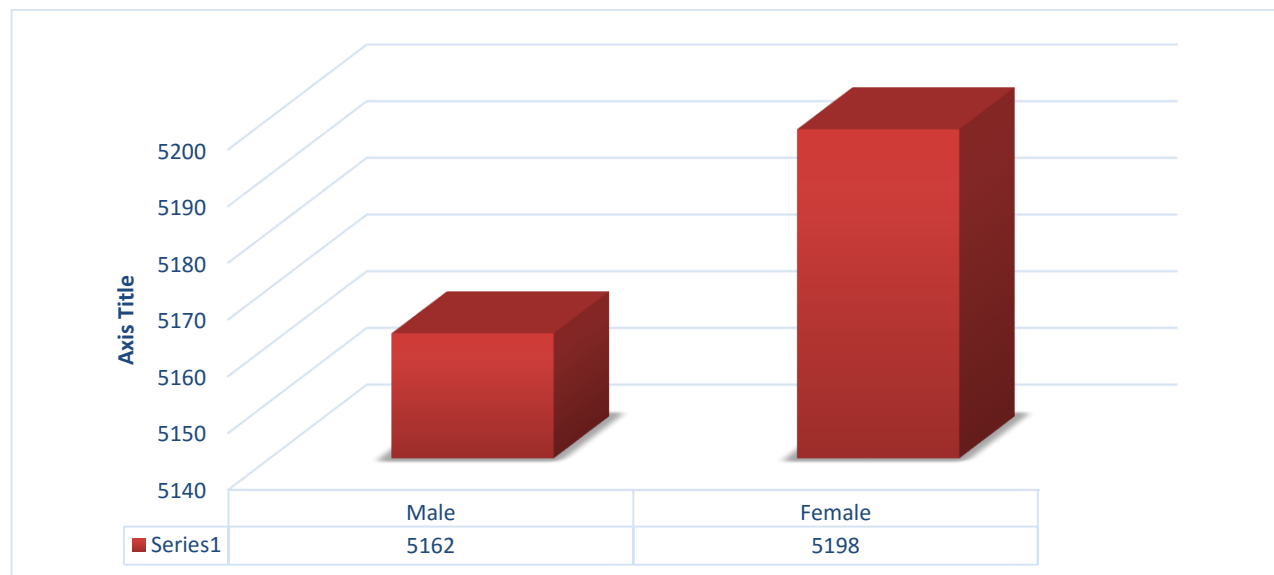
Table 2.6.1.: Causes of Death

Bronchopneumonia
Gastroenteritis
Renal failure
Pulmonary Tuberculosis
Diabetes mellitus Vascular Accidents

Source: Malamulele Hospital

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

Figure 2.6.1.: Number of death by gender



Source: Stats SA, 2016 Community Survey

2.8. HIV/AIDS

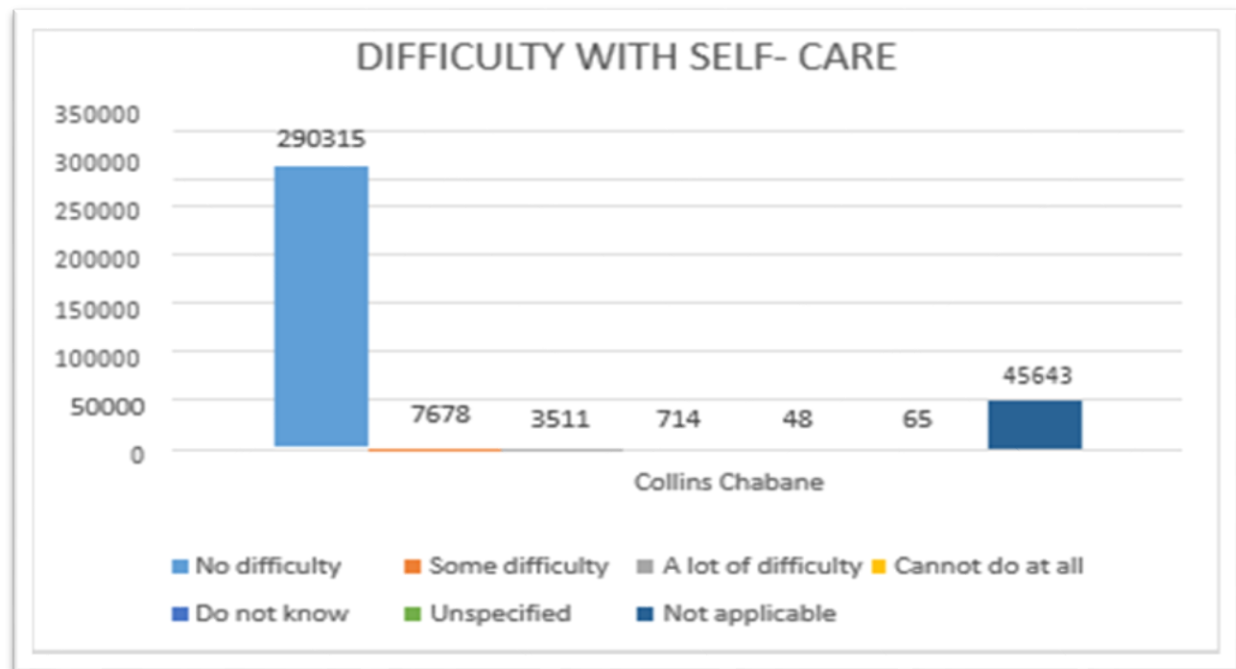
HIV and Aids still remains one of the major development challenges facing the Municipality. The connection between HIV, AIDS and TB can't be overemphasized. It is recorded that between March 2016 and April 2017 more than 200 people were diagnosed with HIV/Aids. This clearly shows the need to develop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

for the Municipal area.

2.9. 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.

Figure 2.8.1.: People with disability

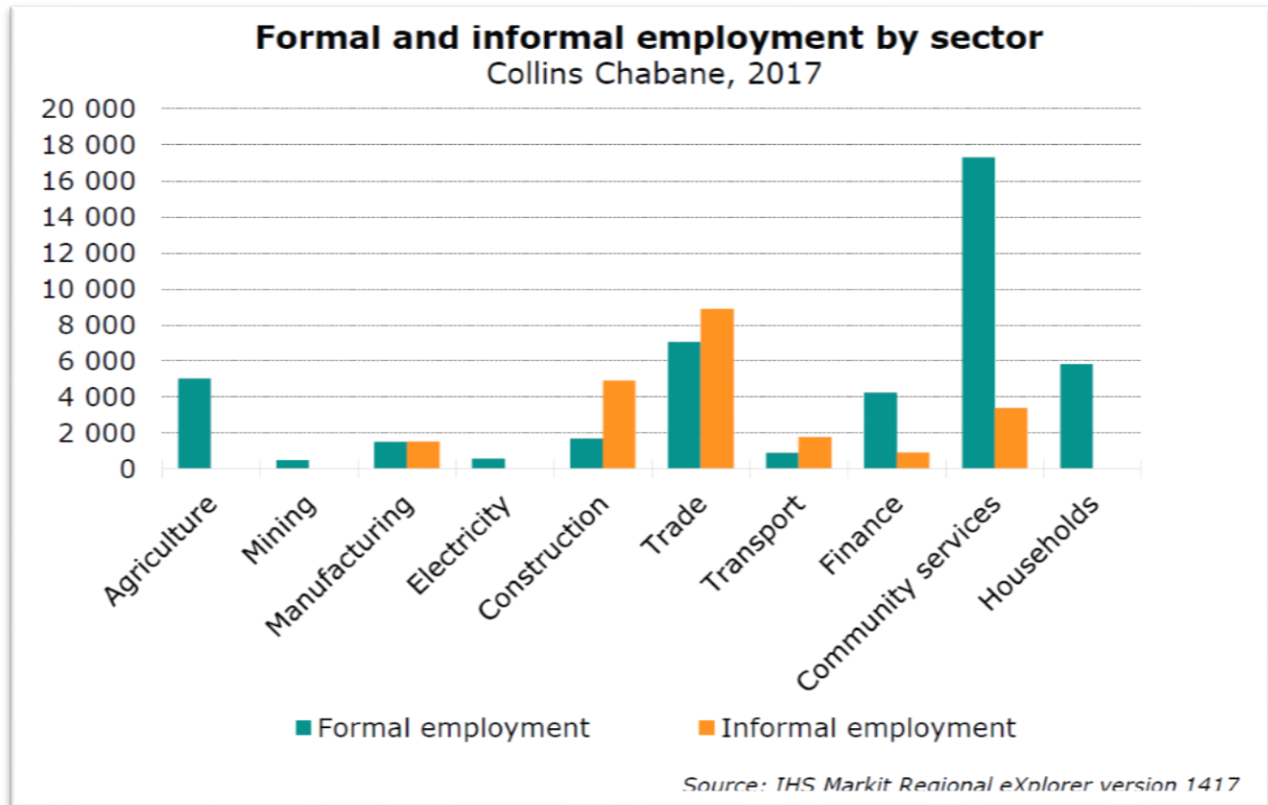


Source: Stats SA, 2016 Community Survey

2.10. ECONOMIC ANALYSIS

2.10.1. EMPLOYMENT STATUS

Figure 2.9.1.: Employment sector



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

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

2.10.2. POPULATION OF THE EMPLOYED BY AGE

Table 2.9.1.: POPULATION OF THE EMPLOYED BY AGE

	Collins Chabane		Vhembe		Limpopo		National Total	
	2007	2017	2007	2017	2007	2017	2007	2017
15-19	51,400	39,300	180,000	145,000	724,000	560,000	5,240,000	4,560,000
20-24	41,300	32,000	161,000	137,000	657,000	581,000	5,350,000	4,860,000
25-29	27,000	28,600	117,000	135,000	493,000	616,000	4,720,000	5,560,000
30-34	17,600	26,600	77,500	120,000	331,000	517,000	3,690,000	5,420,000
35-39	12,200	19,100	54,600	88,400	234,000	377,000	2,970,000	4,460,000
40-44	11,300	11,700	48,700	55,100	208,000	234,000	2,610,000	3,280,000
45-49	10,300	9,330	41,700	42,500	186,000	181,000	2,320,000	2,590,000
50-54	8,510	10,700	35,400	43,900	158,000	178,000	1,920,000	2,290,000
55-59	6,920	9,420	28,000	38,200	133,000	164,000	1,560,000	2,030,000
60-64	5,750	7,670	20,700	31,200	107,000	139,000	1,210,000	1,660,000
Total	192,303	194,382	764,557	835,557	3,230,655	3,546,591	31,597,274	36,711,715

Source: IHS Markit Regional eXplorer version 1417

The table above indicate that high number of workers being from their youthful age and decreasing as the ages get older. A major decrease gets greater after when workers get to their 40 years and above. However, from 2007 when the population of the working class was 192,303 an increasing trend is recorded over the years where by 2017 recorder a total number 36,711,715.

2.10.3. HOUSEHOLDS BY INCOME

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

Table 2.9.2.: Household income

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

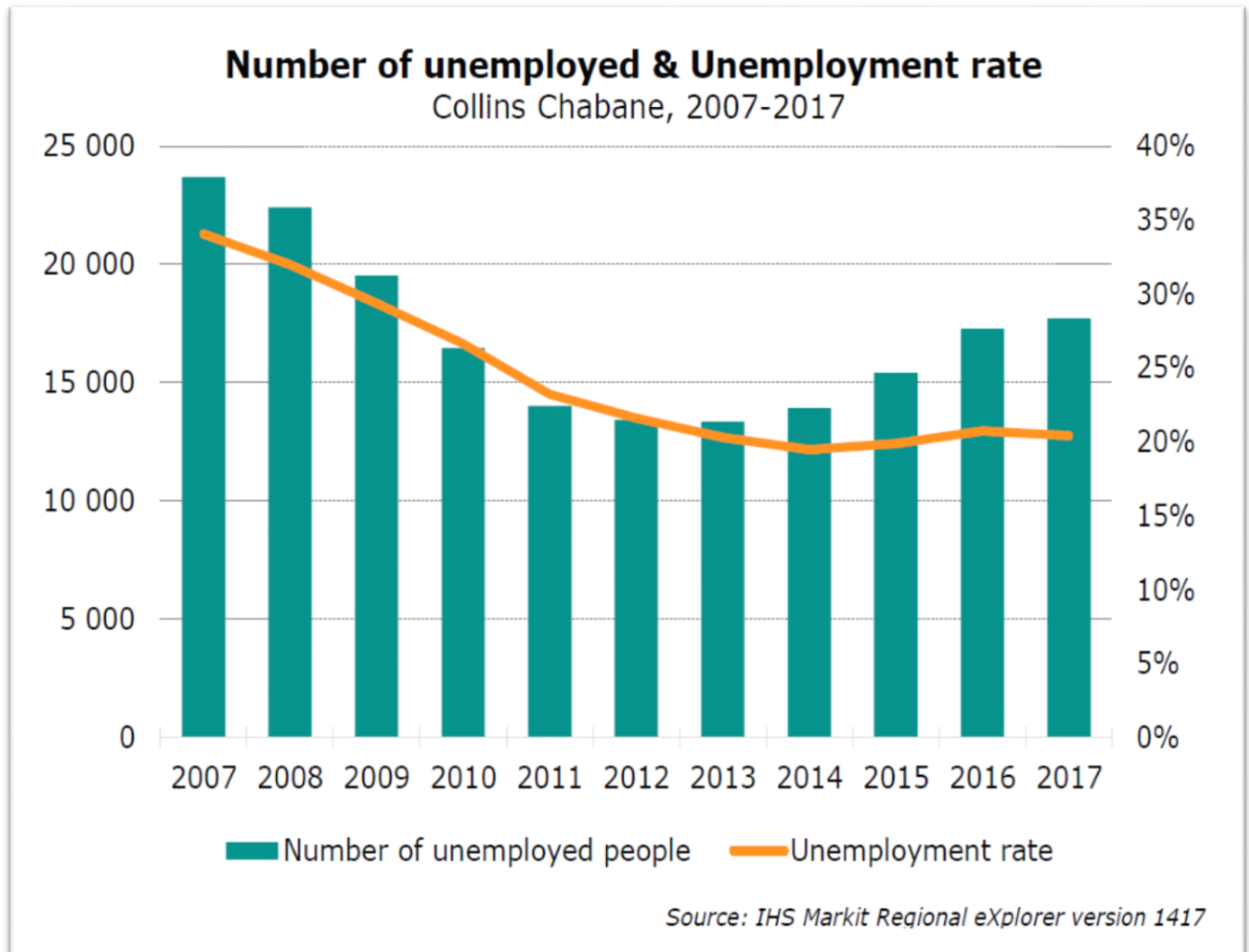
Source: IHS Markit Regional eXplorer version 1417

2.10.4. UNEMPLOYMENT RATE**Table 2.9.3.: Unemployment rate**

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

Source: IHS Markit Regional eXplorer version 1417

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

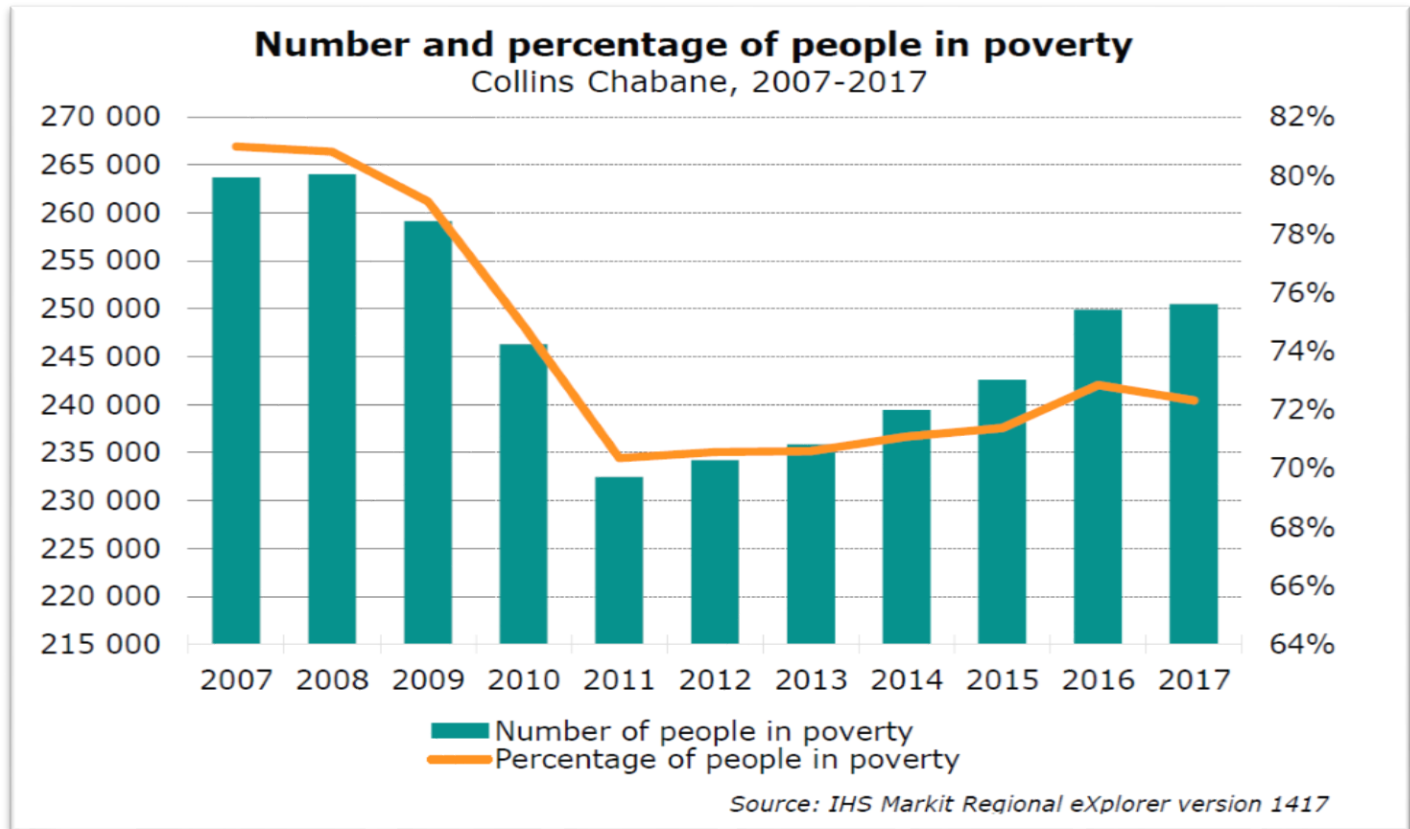
Figure 2.9.2.: Unemployment rate

Source: IHS Market regional explorer version 1417

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

2.10.5. SITUATION ANALYSIS FOR POVERTY

Figure 2.9.3. Poverty analysis



Source: IHS Market regional explorer version 1417

- The poverty gap is used as an indicator to measure the depth of poverty.
- In 2017, there were 250 000 people living in poverty, using the upper poverty line definition, across Collins Chabane Local Municipality - this is 5.01% lower than the 264 000 in 2007.
- The percentage of people living in poverty has decreased from 80.99% in 2007 to 72.32% in 2017, which indicates a decrease of 8.67 percentage points.

CHAPTER 3: COMMUNITY NEEDS

3.1. STAKEHOLDER ENGAGEMENT AND CONSULTATION IN THE IDP PROCESS

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

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

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

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

3.2. EFFECTIVE COMMUNITY PARTICIPATION

It is the experience of Municipalities that Public Participation related to IDP mainly raises issues around the immediate living conditions of the community. Many of these issues raised by the communities are therefore not of a long term or strategic nature.

Table 3.1.: Dates for Community Based Planning and consultation of ward Committees, CDW, Councilors and communities

Venue	Purpose of meeting	Date(s)	Wards
Saseleman Library	Public Participation Meeting	18 September 2018	28, 29, 30, 31, 32 ,33, 34, 35 & 36.
Njhakanjhaka Community Hall	Public Participation Meeting	19 September 2018	1, 2, 3, 4, 5, 6, 7, 8, 9 & 10.
Davhana Sport Ground	Public Participation Meeting	20 September 2018	11, 12, 13 & 14.
Malamulele Boxing Gym	Public Participation Meeting	21 September 2018	15,16, 17, 18, 19, 20, 21, 22, 23, 24, 25 & 26.

3.3. MUNICIPAL 10 KEY PRIORITY NEEDS**Table 3.2.: 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

3.4. COMMUNITY NEEDS

The tables below expand on 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 on the following:

Table 3.3.: Community Needs

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation and rehabilitation of pipeline	
	Boreholes needed to be equipped along the road	
2. Sanitation	1000 toilets needed at all areas	All villages
3. Education	Shortage of classrooms at Akani High School and no toilets construction Khamayoni (no toilets) of primary school around	
	Marhorhwani Malali high, shortage of classroom, no toilets	
4. Roads & storm water	Olifantshoek Road to Rottendam	Rottendam and Olifantshoek
	All streets to be graveled	
5. Community facilities	Not available but construction of sports multipurpose is needed	
6. Housing	500 houses to be electrified	
	550 RDP houses needed	
7. LED	5 Agricultural co-operative projects needed	

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
8. Health facility	Health Centre to be constructed	

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Boreholes needed 2 at Ribungwani and 2 at Masakona	Ribungwani Masakona
2. Sanitation	150 VIP toilets needed at Ribungwani	Ribungwani
	2000 VIP toilets needed at Masakona	Masakona
3. Electricity	Need for 5 high mast light Ribungwana, 4 at Masakona	Ribungwana Masakona
	Need for 5 high mast light Ribungwana, 4 at Masakona	Ribungwana Masakona
4. Roads & storm water	Need for 15 culvert bridges at Ribungwani, 1 at Masakona, 3 at Sereni	Ribungwana Masakona Sereni
	Tarring of road from Masakona to Sereni	Masakona Sereni
5. Community facilities	Need for Sport facilities	Ribungwana, Masakona, Sereni
	Need for community hall	Ribungwana, Masakona and Sereni
	Need for library	Ribungwani, Masakona and Sereni
6. Housing	300 RDP houses needed at Ribungwani	Ribungwani

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for 500 RDP houses at Masakona	Masakona
	100 RDP houses needed	
WARD 3		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Reservoir needed	
2. Sanitation	Toilets needed at all areas	
2. Education	Vhungela Primary School shortage of classrooms	
3. Electricity	Apollo lamps needed to minimize crime rate, free electricity	
4. Roads & storm water	Re-graveling of street all areas	
	Streets to chief kraal to be paved	
	Road from Mahatlani to Tiyani to be tarred	Mahatlani and Tiyani
	Small bridges needed at Yingwani Ribungwani new stands	Yingwani Ribungwani
	Bemuda road it is incomplete	
5. Community facilities	Community hall needed	
	Community library needed	
	Construction of department of Justice & Correctional service which was approved 3 years back in Tiyani	Tiyani
6. Housing	RDP houses needed	
8. Transport	Taxi rank Needed at Tiyani	Tiyani

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	One operational borehole at Njhakanjhaka. Water reticulation at all areas and equipped of boreholes	Njhakanjhaka
	X3 boreholes	
	X2 existing reservoir to be cleaned and water gauges to be fitted	
	X3 boreholes not functioning needs to be repair	
	New water pipeline (mains) to be fitted to new extensions in the village	
	No sign of water pipes from Nandoni dam and no water reticulation system	
	Water pipe line to be extended to graveyards	
	Water reticulation and rehabilitation of pipelines	
	Mahatlana Borehole to be changed to diesel to electricity and two extra borehole needed at Mahatlane. Scarcity of water at all areas.	Mahatlane
2. Sanitation	540 Public toilets at Mahatlane	Mahatlane
	Public toilets to be constructed at bus stops	
	Sewerage system needed in market area households	
	450 sewer toilet needed at Shivambu and Njhakanjhaka	Shivambu and Njhakanjhaka
3. Education	X2 School grounds	
	High schools	
	Building of TVET (FET) colleges at	Njhakanjhaka and

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Njhakanjhaka and Mahatlane area	Mahatlane
	X2 School grounds	
	High schools	
4. Electricity	1 existing borehole: exchange from diesel to electricity	
	225 household electricity needed at Njhakanjhaka extension and Mahatlane	Njhakanjhaka extension and Mahatlane
	Apollo Light in all villages	
5.Roads & storm water	Traffic circles and speed humps needed	
	All roads to be tarred and gravel	
	Mahatlani to Tiyani road must be tarred	Mahatlani and Tiyani
	X4 small bridges inside the village	
	X1 small/ medium bridge on Mahatlani/Tiyani road must be repaired	Mahatlani/Tiyani
	All villages' internal roads to be graveled and cleaned	
6.Community facilities	Sports facilities to be created at all areas	
	X1 sport centre	
	X2 children park	
	Community Hall needed at Mahatlane and Shivambu	Mahatlane and Shivambu
	Post Office	
	Sassa Office	
	Home Affairs	
	Municipal Regional Office (site available)	
	Construction of Municipal Regional offices (site available)	

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
7. Housing	700 house hold toilet needed	
	Extension lines to our new households	
	200 RDP houses needed to be built at areas and also repairs to some of the old houses	
8.Transport	Bus stop shelters	
9.LED	Support for agricultural projects	
	Establishment of cultural village and royal home, Lapa Challets	
	Factory needed at all areas	
	Building of shopping mall	
	Job creation needed at all areas	
	Agricultural Infrastructure tractors, Fencing material, Boreholes, Sprinkler's, Drip irrigation, seedlings	
	Cultural Hut	
	Shopping complex	
	Filling station	
	Abattoir cattle and sheep	
	Cold storage	
	Abattoir for chicken	
	Warehouses	
	Milk cows farming	
10. Safety & security	Satellite Police station	

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Supply of water at all areas. All boreholes must be equipped	All villages
2. Sanitation	1000 toilets needed at all areas	All villages
3. Education	Upgrading of Xitachi and Nwamhandi primary school and need for laboratory centers	Xitachi and Nwamhandi
3. Electricity	200 household need electricity Xitachi, Nwamhandi, Xihambanyisi and Mtsetweni	Xitachi, Nwamhandi, Xihambanyisi and Mtsetweni
	Appollo lights at Mutsetweni, Xihambanyisi, Nwamhandi, Mabondlongwa and Xitau	Mutsetweni, Xihambanyisi, Nwamhandi, Mabondlongwa and Xitau
4. Roads & storm water	Mtsetweni ring road to be tarred. All road at the area to be tarred	Mutsetweni
	Tarring of road from Gaza Spazashop to Giyani Road	
	Construction of tarred road from Mtwanami to Elim road	Mtwanami to Elim
	Need for speed humps at Diza and Tshirengwaru crossing	Diza and Tshirengwaru
	Tarring of road from Tshirengwani crossing to Mahatlani until Tiyani (D3842)	Tshirengwani, Mahatlani until and Tiyani
	Bungeni, Chaveni road to be tarred	Bungeni and Chaveni
	Small bridge at Mtsetweni, Xihambanyisi, Nwamhandi and Mabondlongwa	Mtsetweni, Xihambanyisi, Nwamhandi and Mabondlongwa
	Upgrading of Bungeni Stadium	Bungeni
	Construction of community hall at all areas	All villages

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Construction of Mukhomo indoor sport centre at Mabondlongwa Village	Mukhomo and Mabondlongwa Village
	Need for an information board at Nwamhandi, Mtsetweni, Mabondlongwa, Shitaci and Xihambenyisi	Nwamhandi, Mtsetweni, Mabondlongwa, Shitaci and Xihambenyisi
	Support to Hlanganani community Radio Station.	Hlanaganani
6. Waste Management	Rixile disposal dropping centre at Mabondlongwa	Mabondlongwa
7. Housing	800 RDP houses to be build and to finished unfinished RDP houses at all areas	All villages
	15 unfinished RDP houses since 2006 at Shitou and Mabondlongwa areas	Shitou and Mabondlongwa
8.LED	5 Revitalization of ale care group scheme at all villages	All villages
	Controlling of Sand and stone mining Bungeni, (Ritavi River)	Bungeni
	Revitalization of agricultural scheme at Mabondlongwa,Mtsetweni,Nwamhandi,Xitau, Xihambenyisi	Mabondlongwa,Mtsetweni, Nwamhandi,Xitau, Xihambenyisi
9. Health	Upgrading of Bungeni Health Centre and construction of Mtsetweni clinic	Bungeni and Mtsetweni

WARD 6		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation in all areas and building of reservoir and boreholes connection at all areas	All villages
	Relocate meter boxes to new houses necessary the post connection backlog	All villages
2. Sanitation	Building of toilets, sewerage system is no longer operating at Hlanganani area	Hlanganani
3. Education	Building of school at Hlanganani Township. No toilets/furniture at Gija primary school	Hlanganani and Gija
4. Roads & storm water	No link road between Hlanganani township to Nkuzana.	Hlanganani
	Tarred road to De Hoop clinic and open a link bridge that link to Matsila. Tarring of ring road at Nkuzana. Road opening of link road from Nkuzana to township	De Hoop, Matsila and Nkuzana
5. Community facilities	Erection of swimming pool and erection of sports facilities in all areas Community park at Nkuzana and unfinished sports centre at Nkuzana	Nkuzana
	Building of Community Hall land is available in all areas	All villages
5. Housing	RDP houses not enough to meet the backlog	All villages
6. LED	Construction of Mkusani Mall	Mkusani
7. Safety & security	Satellite police station to be available at Hlanganani township	Hlanganani
8. Health	Health facilities needed at Hlanganani township and/or Nkuzana village	Hlanganani

WARD 7		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Bulk water reticulation needed at all areas	All villages
Sanitation	1000 toilets need at all areas	All villages
2. Education	Building of classroom at Matsinisevhe, Mphagane Primary, Frank Primary and Maligana Secondary	
3. Electricity	Electrification of 200 house holds	
5. Community facilities	Building of stadium at Misevhe	Misevhe
	Building of community hall at Misevhe	Misevhe
6. Housing	200 RDP houses need to be built at all areas	

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation need	All villages
2. Sanitation	Water reticulation need	All vilages
3. Education	Renovation of classrooms at all schools	All villages
4. Electricity	Electrification of new extensions	Mariadze ext, Ramauba
5. Roads & storm water	Upgrading of streets and gravelling needed at all areas.	All villages
	Tarring of road from Thenga to Masia post office to Tribal office	Thenga, Masia to Tribal office
	Regravelling of road and maintenance	Mugwathondo
6. Community facilities	Grading of the sports ground need at all areas	All villages
	Hall need at all areas	
	Library, clinic need at all areas	
	Reno fencing of graveyards in all villages	

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Sport ground maintenance in all villages	
	Fencing of graveyards in all villages	
7. Housing	RDP need at all areas	All villages
8. LED	Revitalization of agricultural projects	All villages
	Business skill need at our business forum	

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water reticulation	Masia, Kurhuleni, New stand and Vhangani
Sanitation	200 toilets needed	All villages
2. Education	Renovation of classrooms at Kurhuleni Primary School	Kurhuleni
3. Electricity	Electrification of extension at new stands	Kurhuleni, Vhangani and Masia
	High Mast Lights	All villages
4. Roads & storm water	Need for tar road from Kurhuleni to Masia	Kurhula, Masia
	Regravelling of road and storm water at all villages	Kurhuleni New Stands
	Tarring of road to Kurhuleni clinic	Kurhuleni
5. Community facilities	Community Library	Kurhuleni
	Need for community hall and tribal offices are needed at Kurhuleni village	
	Sports ground maintenance	All villages
6. Housing	200 RDP Houses are needed	All villages
7. LED	Revitalization of agricultural projects	Kurhuleni

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	Nwa-Matatani
	Construction of reservoir	
	Upgrading of 5 boreholes	Majosi
2. Sanitation	Need for 400 toilets	Nwa-Matatani
3. Education	Construction of laboratory and 24 classrooms at Nwa-Matatani for Msengi Secondary School	Nwa-Matatani
4. Electricity	High mast lights installation	Majosi and Nwa-Matatani
	Electrification of 400 stands	Nwa-Matatani and Majosi village
5. Roads & storm water	Grading of streets and construction of 8 small bridges	
	Construction of bridge to Sundani at Nwa-Matatani	Sundani and Matatani
	Tarring of road to Majosi clinic	Majosi
	Construction of road from Giyani road to Majosi clinic	Majosi
6. Community facilities	Construction of community hall	Nwa-Matatani
	Construction of Library	
	Construction of a multi-purpose centre	Majosi and Nwa-Matatani
	Upgrading of post office	Majosi
	Funding of ICT centre	
	Funding of clinic	Nwa-Matatani

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
7. Health services	Upgrading of Marseilles clinic to be a Health care centre	
8. Housing	200 RDP house needed	Majosi and Nwa-Matatani
	Demarcation of residential sites	All villages
9.LED	Revamp agricultural scheme and funding	Majosi and Nwa-Matatani
	Funding for stone crusher project	
	Funding of roof sheet machine project	Majosi
	Funding of toilet roll project	Nwa-Matatani
10. Safety & security	Majosi satellite police station must be opened 24 hours	Majosi

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Construction of reservoir at Makhase	Makhase
	Boreholes to be electrification and water reticulation on all area	All villages
2. Sanitation	Toilets needs in all areas	All villages
3. Electricity	Sundani is on operational, Madobi and Makhasa need an electrification	Sundani, Madobi and Makhasa
	Tarred road needs at all areas	All villages

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
4. Roads & storm water	Road from Majosi to Madobi to be tarred	Majosi and Madobi
5. Community facilities	Multipurpose Sports Centre for all sports in all areas	All villages
	Community hall needs at all areas	
	Shopping complex in all areas	
	Construction of community hall at Balanganani	
6. Housing	RDP needs at all areas	All villages
7. Health services	Clinic needs at all areas	All villages

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Borehole connection and fixing and maintenance bulk water reticulation in all areas	All villages
	05 borehole needs at all areas	
2. Sanitation	VIP toilets 150 at Mabidi and Malonga	Mabidi, Malonga
3. Education	Refurbishment of Matodzi and Davhana Secondary School	Matodzi and Davhana

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
4. Electricity	180 needs of electrification	Malonga, Balanganani and Bofulamato
5. Roads & storm water	Construction of Balanganani ring road estimated 4km	Balanganani
	Tarring of D3753 Road that links Majosi to Thavhani Mall via Tswinga	Majosi, Tswinga
	Tarring D3746 and D3634 from Malonga to Vyeboom via Ngwekhulu	Malonga, Vyeboom and Ngwekhulu
6. Community facilities	Establishment of 3 (three) sports facilities in Malonga, Balanganani and Ngwekhulu	Malonga, Balanganani and Ngwekhulu
	To establish of 1 hall at Malonga and Balanganani	Malonga and Balanganani
7. Housing	200 RDP in all villages	All villages
8. LED	1 manufacturing bricks	Balanganani
	08 SMME funding in all areas	All villages
	Fencing of graveyards all villages	All villages
	Tourism: Balanganani Village	Balanganani

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Mavhulani water reticulation	Mavhulani
	Mutheiwana water reticulation	Mutheiwana

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
2. Sanitation	VIP Toilets Thondoni -40, Hanani – 40, Ramaligela – 40 Mianzwi-40, Mavhulani-40 Tshilindi – 40, Mutheiwana - 40	Thondoni, Hanani, Ramaligela, Mianzwi, Mavhulani, Tshilindi, Mutheiwana
	Toilets at Hanani, Thondoni, Ramaligela, Mianzwi, Mavhalani, Tshilindi, Mutheiwana.	Hanani, Thondoni, Ramaligela, Mianzwi, Mavhalani, Tshilindi, Mutheiwana
3. Education	Mutheiwana secondary school – 2 classes	
	Tshimbupfe secondary school – 16 classes	
	Tshitambamunwe primary school – 8 classes	
	Edward Mpfuneni – 4 classes	
4.Roads & storm water	Tarring of road Malonga-Hanani-tshimbupfe to Manavhela	Malonga, Hanani, Tshimbupfe and Manavhela
	Road to Majosi – Davhana to Tshimbupfe	Majosi, Davhana and Tshimbupfe
	Tarring of street from Vuwani – Tshivhulana – Ezintavheni (Mutheiwana) to tshimbupfe	Vuwani, Tshivhulana, Ezintavheni (Mutheiwana) and Tshimbupfe
	Tshitambamunwe primary – small bridge	
	Mutheiwana school from tshilindi village – small bridge	

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Stadium at Schietfarm	Schietfarm
	Mutheiwana graveyard	Mutheiwana
	Hanani graveyard	Hanani
	Thondoni graveyard	Thondoni
	Fencing of all graveyards	All villages
	Community hall at Mutheiwana	Mutheiwana
6. Housing	RDP Houses Thondoni -30, Hanani – 10, Ramaligela – 5, Mianzwi-15 Mavhulani-30, Tshilindi – 40, Mutheiwana - 75	Thondoni, Hanani, Ramaligela, Mianzwi, Mavhulani, Tshilindi and Mutheiwana
	RDP houses at Hanani, Thondoni, Ramaligela, Mianzwi, Mavhalani, Tshilindi, Mutheiwana	Hanani, Thondoni, Ramaligela, Mianzwi, Mavhalani, Tshilindi and Mutheiwana

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water Reticulation at Tshivhulana zone 4, Vuu, Manayhela and tshilaphala.	Tshivhulana zone 4, Vuu, Manayhela and tshilaphala
2. Sanitation	VIP Toilets needed Tshivhulana – 50, Manavhela – 50, Tshitungulwane – 50, Vuu – 10, Tshilaphala – 10	Tshivhulana, Manavhela, Tshitungulwane, Vuu and Tshilaphala

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Sewerage at Vuwani Town Block D and Block E	Vuwani Town Block D and Block E
3. Education	Administration block at Nandoni primary school	
	Upgrade of additional classes and upgrade of administration block at Mugoidwa secondary school	
	Additional classes at Siwadawada primary school	
	Upgrading of classrooms at Tshitungulwana village	Tshitungulwana village
	Upgrading of classrooms at Tshiawelo primary school	
	Administration block at Nzwelule primary school	
4.Roads & storm water	Tarring of road from Vuwani to Ngwenkulu	Vuwani and Ngwenkulu
	Tarring of road from Malonga – Hanani – Tshimbupfe – Manavhela streets	Malonga Hanani, Tshimbupfe and Manavhela
	Tarring of streets at Vuwani town (20km)	Vuwani
	Tarring of streets from vuwani – Tshivhulana – Ezintabeni (Schietfarm) to Tshimbupfe clinic	Vuwani, Tshivhulana, Ezintabeni (Schietfarm) and Tshimbupfe
	Small bridges at Tshivhulana zone 1 to zone 2 and 3	Tshivhulana zone 1 and zone 2
	Construction of administration offices at Tshimbupfe traditional	

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	council	
	Completion of Vuwani stadium	Vuwani
	Upgrading of Nandoni sports ground	
	Upgrading of two Tshilaphala sports ground	Tshilaphala
	Upgrading of Tshitungulwane and Manavhela sports grounds	Tshitungulwane and Manavhela
	Construction of swimming pool at Vuwani Town	Vuwani
	Graveyards at Vuwani, Tshivhulana, Tshitungulwane,	Vuwani, Tshivhulana and Tshitungulwane
6. Health	Construction health centre at Vuwani town	Vuwani

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Construction of reservoir	Mathele Village
	Enlargement of reservoir	Mapimele
	Water reticulation	All villages
	Renovation of dams	
2. Education	Construction of primary school at Bokoro	Bokoro
3. Electricity	High mastlights needed	All villages

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
4.Roads & storm water	Tarring of road at Salani, Mapimele, Machele to Mbhalati	Salani, Mapimele, Machele to Mbhalati
	Tarring of road from Mbhalati to Xihusani to Muswane	Mbhalati to Xihusani to Muswane
	Regravelling of internal streets	All villages
5. Health services	Need for mobile clinic	Machele
	Construction of clinic	Mbhalati

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Water reticulation – Xihosana RDP Houses all villages	Xihosana
	Water reticulation (Extensions) all villages	
2.Sanitation	Sanitation all villages	
3. Education	Rebuilding of Nhombelani primary school	
	New Primary school – Xihosana	Xihosana
4. Electricity	High mast all villages	
	Electricity (Extensions) all villages	

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Roads & storm water	Road from Mudavula- Mulamula-Dumela-Xigamani to Mphambo to be tarred	Mudavula- Mulamula-Dumela-Xigamani and Mphambo
	Road from Mbalati to Muswane to be tarred	Mbalati and Muswane
	Xihosana road to be tarred	Xihosana
	Road from Xihosani to Gumbani to be tarred	Xihosani and Gumbani
	New road from Xihosana to Hanani	Xihosana and Hanani
	New road from Xihosana to Tlangelani clinic	Xihosana and Tlangelani
	Regravelling of internal streets – all villages	
	Construction of culvert's – all villages	
6. Community facilities	Installation of WI-FI in all schools	
	Community hall – Dumela	Dumela
7. Housing	RDP houses all villages - Xihosana, Dumela, Muswane, Nhombela	Xihosana, Dumela, Muswane, Nhombela
8. LED	Shalumuka and Dumela Agricultural projects to be supported	Shalumuka and Dumela
9. Health Services	Construction of clinic - Muswane	Muswane

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Construction of the reservoir to cater all villages	All villages
	Boreholes needed at all villages and street tap	
	Installation of a pressure pump	
2. Sanitation	Construction of toilets	All villages
3. Education	Refurbishment of Photani and Chanyela School	Photani and Chanyela
	Construction of Sports Centre at all Schools in All villages	All villages
4. Electricity	Need for high mastlights	All villages
	Electrification of new extension	All villages
5. Roads & storm water	Tarring of D3640 road from Mudabula to Mphambo	Mudabula and Mphambo
	Culvert from Dingidingi crossing to Mahlempunye and Photani	Dingidingi, Mahlempunye and Photani
	Culvert from old stand to connect D3640 road via Mulamula	Mulamula
6. Community facilities	Library need to complement career exhibition	All villages
	Installation of Wi-Fi in all schools	All villages
7. Housing	Construction of RDP Houses all villages	All villages
	Support on Local brickyards	All villages
	Agricultural support needed	

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
8. LED	Development of land at Mulamula which the chief is ready to give off	Mulamula
	Need for poultry project	All villages

WARD 18		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for a reservoir between the two villages as a matter of urgency	Tambaulate and Tshitomboni
	Water Reticulation	All villages
2. Roads & storm water	Hasani Dakari need opening of streets in the new sites	Hasani Dakari
	Construction of Bridge connecting Hasani Dakari Village and Phaphazela Village	Hasani Dakari Village and Phaphazela Village
	Construction of Bridge connecting Tambaulate Village and Tshitomboni Village	Tambaulate Village and Tshitomboni Village
	Regravelling of Ring Roads	All villages
3. Electricity	Electrification of extensions	All villages
4. Community facilities	Phaphazela village need a community hall	Phaphazela

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Reticualation and reservoir needed	Dididi
	Big reservoir and house connection needed	Tovhowani and Rotovhowa, Tshitokota
	Water reticulation	Khakhanwa, Dovheni
	Reticualation and reservoir needed	Dididi
2. Sanitation	150 VIP toilets needed at DIDIDI, 20 at Tovhowani and Rotovhowa, 800 at Tshitokota, 100 at Khakhanwa, 30 at Dovheni	Dididi, Tovhowani Rotovhowa, Tshitokota, Khakhanwa and Dovheni
3. Education	Extension of new classrooms at Mukhwantheli Secondary School	
	Extension of classrooms and new offices at Johannes Ramavhoya School with library	
	3 classrooms at Mutshena Primary School	
4. Electricity	Electrification of 50 households at Dididi, Tovhowani and Rotovhowa Extinsions, Tshitokota Ext, Khakhanwa Ext, Dovheni Ext.	Dididi, Tovhowani, Rotovhowa Extinsions, Tshitokota Ext, Khakhanwa Ext, Dovheni Ext.
	High mast lights	All villages
5. Roads & storm water	Need for access road from Hollywood to Mavambe via Dididi new stands	Hollywood, Mavambe and Dididi
6. Community facilities	Rehabilitation of 2 sports ground at Dididi, 1 at Tovhowani and Rotovhowa, 2 at Khakhanwa, 1 at Dovheni.	Dididi, Tovhowani, Rotovhowa, Khakhanwa, Dovheni

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Upgrading of stadium at Mulenzhe	Mulenzhe
	Need for community hall and Library 1 at Dididi, 1 at Tovowani and Rotovhowa, 1 at Khakhanwa and 1 at Dovheni	Dididi, Tovowani, Rotovhowa, Khakhanwa, Dovheni
	Community preschool	Khakhanwa
	Fencing of graveyards	Tshitokota and Dovheni
7. Health services	Need for clinic	Dididi, Tovhowa and Rotovhowa
8. Housing	Need for RDP houses 150 at Dididi, 105 at Tovhowani and Rotovhowa, 500 at Tshitokota, 100 at Khakhanwa, 20 at Dovheni	Dididi, Tovhowani, Rotovhowa, Tshitokota, Khakhanwa, Dovheni
9. LED	Funding of all co-operatives	All villages

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation and construction of reservoir	Shigamani and Mphambo
	Phase 2 Water reticulation	Mphambo A, Mphambo B, and Mphambo C
	Bulk water supply	Rikaka Village, Mphambo and Shigamani

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
2. Sanitation	Construction of VIP toilets, 425 at Mphambo and 400 at Shigamani	Mphambo, Shigamani and Mahonisi Village
	Upgrading of RDP Toilets at Mahonisi Ville	Mahonisi Ville
3. Education	Construction of classroom and administration Block at Tshamiseka Primiry School and grade	Shigamani
	Construction of New School at Mahonisi Ville (Grade R-04)	Mahonisi Ville
	Construction of admin block a Shigamani High School	Shigamani
4. Health	Construction of Clinics	Shigamani and Mahonisi Village
	Renovation of Mphambo health centre	Mphambo
5. Electricity	High mastlight	All villages
	Electrification of Extensions	All Villages.
	Electrification of Rikaka	Mphambo (Rikaka)
	Establishment of Solar Energy Farm (Green energy)	Mphambo
6. Roads & storm water	Tarring of road D3640 from Mphambo to Mdavula	Mphambo and Mdavula
	Regravelling of internal street	All villages
	Gravelling of Shangoni Road	Mphambo
	Closing of Dongas and Construction of Storm Water Drainage in all villages	All villages

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Speed Humps at R81	Mphambo
	Tarring of Road from Ximuweni to Mukhomi	Mahonisi Village and Mahonisi Ville
	Upgrading of bridge between Jim Jones and Mahonisi Village	Mahonisi Village
7. Community facilities	Building of community hall	All villages
	Construction of Traditional Council Office	Mphambo
8. Housing	Construction of RDP House	All Villages
9.LED	Establishment of solar energy farm	Mphambo
	Establishment of Irrigation scheme at Mphambo (Hluvukani Cooperative)	Mphambo
10. Spatial Planning	Need for title deeds	Mahonisi Ville

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Water reticulation	Jimmy Jones, Makumeke & Mavambe
	Need for reservoir	Jimmy Jones
	Need for bulk water supply	Jimmy Jones

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for borehole refurbishment	Jimmy Jones, Makumekele & Mavambe
2.Sanitation	Need for VIP toilets	Jimmy Jones, Makumeke & Mavambe
	Need for septic tank	Makumeke, Rhulani & Mavambe
3. Education	Need for Primary School	Jimmy Jones
	Renovation of old Primary School	
	Renovation of Mavambe Primary School	Mavambe
	Renovation of Mavambe Primary School	
	Renovation of Shirilele High School	
4.Electricity	Need for high mast lights	Mavambe, Makumeke and Jimmy Jones
5.Roads & storm water	Main road from Mavambe to Jimmy Jones to be tarred	Jimmy Jones
	Gravelling of all streets	
	Mavambe ring road from highlanders to Makumeke car wash	Mavambe
	Gravelling of streets	
	Need for culvert 3 bridges	Mavambe
	Need for 40 culvert bridges	Jimmy Jones

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Tarring from car wash to Gandlani	Makumeke
6.Community facilities	Need for community hall	Mavambe, Jimmy Jones and Makumeke
7.Health services	Need for clinic	Jimmy Jones and Makumeke
8.Housing	Need for 700 RDP Houses	Mavambe
	Need for 500 Houses	Jimmy Jones
	Need for 300 Houses	Makumeke

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Need for water reticulation	Roadhuis, Gandlanani and Jerome
	Need for construction of reservoir	Mafenele, Roadhuis, Gandlanani and Jerome
	Refurbishment of old boreholes	Roadhuis, Gandlanani, Jerome
2.Sanitation	Need for VIP toilets	All villages
3.Education	Need for primary school	Mafanele,
	Need for high school	Roadhuis

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
4.Electricity	Electrification of households EXT.	Roadhuis, Gandlanani and Jerome
	Need for high mast lights	All villages
5.Roads & storm water	Tarring of road from Mavambe to Roadhuis	Mavambe and Roadhuis
	Need for ring road from Magumuza to Caltex filling station	Roadhuis
	Tarring of road from Jerome to Makuleke	Jerome and Makuleke
	Construction of new road from Gandlanani to Roadhuis	Gandlanani and Roadhuis
	Need for a bridge from Mafanele to Gandlanani	Mafanele and Gandlanani
	Need for regravelling	All villages
	Culvert bridges	Roadhuis
6.Community facilities	Upgrading of a community crèche	Roadhuis, Gandlanani,
	Cleaning of sports ground	Mafanele
	Need for community hall	Mafanele, Roadhuis, Gandlanani, Jerome
7. Health services	Need for a clinic	Gandlanani
8. Housing	Need for RDP houses	All villages

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
9.LED	Funding of cooperatives	All villages
10. Spatial Planning	Need for Formalisation of informal settlements	Roadhuis

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for bulk water supply	Mabandla village
	Need for water reticulation	Malamulele B extension and Mabandla
2. Sanitation	Need for sewer	Mabandla and Malamulele B and D Extension
3. Education	Need for relocation of Malamulele High	Malamulele
	Need for primary school	Mabandla and section D
	Need for primary school	Malamulele B extension
4. Electricity	High mast lights	Malamulele B, B2, Section D and Mabandla
5. Roads & storm water	Tarring of internal streets	Malamulele D and Mabandla
	Tarring of road to Malamulele Grave yard	

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for installation of speed humps on the road from Maluks to Malamulele Hospital robots (4 way stop)	Malamulele
	Humps from DCO to malamulele hospital	
	Need for humps out site Du Light bus service deport	
6. Community facilities	Need for community hall	Malamulele
	Need for home affairs buildings	
	Upgrading of the Malamulele Police Station	
	Upgrading and maintenance of the Malamulele stadium and netball/volley ball court	
7. LED	Foreign National business for the local circulation of money in the jurisdiction	Malamulele
	Need for a mall	
8. Spatial Planning	Need for formalisation and demarcation of sites for both residential and business purposes	Malamulele
	Need for demarcation of sites to accommodate	Malamulele
	Need for the Development of By-Law for vacant stands development and penalties in and around town for revenue collection	All villages
	Need for the development and maintenance of public parks	
	Need for industrial site (Business area)	

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Refurbishment of borehole	Manele village
	Maintenance of reservoir	Menele and Dinga
	Construction of reservoir	Xitlhelani
	Refurbish of dam	Menele
	Water reticulation at all villages	All villages
2. Sanitation	VIP toilets	All villages
	Recycling and sewing	
3. Education	Renovation of Khanani Primary	Menele
4. Electricity	Electrification of new extensions	All villages
	High mast light	
5. Roads & storm water	Regravelling of streets in all villages	All villages
	Road from Xitlhelani to Matsakali need to be upgraded	Xitlhelani and Matsakali
	Upgrading of road from Xitlhelani to Graveyard	Xitlhelani
	Road from Menele via Dinga to Mapapila need to be upgraded	
	Upgrading of sports ground	All villages

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Community facilities	Community hall in three area	Mapapila, Menele and Mapapila
	Renovation of showground	All villages
	Need for Library	
	Need for old age homes	
	Post office with ATM	
7. Housing	RDP houses	All villages
8. LED	Construction of shopping complex	

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation and construction of reservoir at all villages	
	Rehabilitating of old dam in three villages	
2. Sanitation	690 toilet needed in all areas	
3. Education	Building of Secondary school at Muchipisi	Muchipisi
4. Electricity	Electrification of two villages Matsakali and Madonsi	Matsakali and Madonsi
5. Roads & storm water	Main street gravelling in all four areas	

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Community facilities	Upgrading of sports field and Construction of stadium at Matsakali	Matsakali
	Construction of hall in all villages	
7. Housing	RDP houses needed in all villages	
8. LED	Opening of Madonsi mine at Muchipisi	Madonsi mine at Muchipisi
	Construction of shopping complex at Matsakali	Matsakali
	Funding of Small project	

WARD 26		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads & storm water	Gravelling of all internal streets	All villages
2. Community facilities	Community hall	
3. LED	Employment needed	

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation at all villages	All villages
	Refurbishment of boreholes	All villages
	Bulk water supply at Makhasa Village	Makhasa village
Sanitation	1300 VIP Toilets	All villages
	VIP toilets	All schools
2. Education	Fencing of school	All villages
	Refurbishment of classrooms	All schools
	Construction of school	Tshikonelo Tshamidzi
3. Electricity	Electrification of extensions	All villages
	High mast lights	All villages
4. Roads & storm water	Tarring of road D3666 to R524	Tshikonelo
	Bridge at Tshikonelo road	Tshikonelo
	Pipe Culvert	All villages
	Tarring of Nyavane Makhasa Road	Nyavane and Makhasa
	Upgrading of road	All villages
	Recreation centre	All villages
	Construction of Library	All villages

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Construction of community hall	All villages
Health services	Construction of Clinic	All villages
LED	Construction of shopping mall	All villages
6. Housing	1400 RDP houses	All villages

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	all villages
2. Education	Need for Secondary school	Phaweni and Manghena
3. Electricity	Electrification of 100 houses	Manghena and Gonani
4. Roads & storm water	Need for access road and regravelling at all villages	All villages
	Ring road from Hlengani, Manghena and Phaweni	Hlengani, Manghena and Phaweni
5. Community facilities	Upgrading of sports field	Hlengani, Manghena, Xifaxani and Gonani
	Construction of hall	Xifaxani and Hlengani
6. Housing	RDP needed	All villages

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
7. LED	Crop farming, stock farming needs financial assistance	All villages
	Brick making cooperative	

WARD 29		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	Nghezimani, Nkovani, Nkavele and Makhubele
2. Sanitation	Need for VIP toilets	Nghezimani, Nkovani, Nkavele and Makhubele
3. Education	Renovation of schools and building of new secondary school at Nkovani	Nkovani
4. Electricity	Need for electricity	Makhubele
5. Roads & storm water	Nkavele bridge to the Grave yard	Nkavele
	Ring road at Makhubele village	Makhubele
	Upgrading of stree at Nkovani to cater for Rene Mthombeni who uses a wheelchair	Nkovani
	Regravelling of street	All village
	Upgrading of road from Hlengani,Nghezimani to Nkovani	Hlengani, Nghezimani and Nkovani
	Construction of Culvet bridge at Nghezimani (Ginyeni Road)	Nghezimani
6. Housing	Shortages of RDP houses	All villeages

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation project/ second phase at Maphophe	Maphophe
	Rehabilitation of dam in Maphophe	Maphophe
2. Sanitation	Toilets & sewer at Mhingaville and construction of VIP at Maphophe and Josefa	Mhingaville, Maphophe and Josefa
3. Education	Renovation of Mashakadzi school at Josefa and Maphophe primary at Maphophe	Josefa and Maphophe
	Establish of a wild life college next to punda maria gate	
4. Electricity	Electrification of new stand at Josefa and Maphophe	Josefa and Maphophe
5. Roads & storm water	Tarring or construction of access ring road to Josefa and Matiyani	Josefa and Matiyani
	Rehabilitation of degraded land	
6. Community facilities	Upgrading of Sports ground in three villages Josefa, Maphophe and Mhingaville	Josefa, Maphophe and Mhingaville
	Construction of hall at Maphophe, Josefa and Mhingaville	Maphophe, Josefa and Mhingaville
	Home Base care funding and training in all areas	
7. Housing	Construction of RDP houses 200 at Josefa and 300 Maphophe	Josefa and Maphophe
	Food security programme and water harvesting and Construction of dam	Maphophe

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
8. LED	Reconstruction of old dam in Maphophe	
	Approval of business site for hotel in a land next to Kruger National park	Kruger National park
	Hotel & Lodge at Mhingaville , Maphophe and Josefa	Mhingaville , Maphophe and Josefa
	Funding of existing sewing group in Mhinga	Mhinga
	Opening of mine between Josefa and Matiyani and opening of crusher stone	Josefa and Matiyani
	Finalisation of the proposed Mhinga town with all business proposal	Mhinga
	Fencing of crop fields	
	Inclusion of Mhinga Town & Vonganiville plans	Mhinga and Vonganiville
	Feasibility study of the Establishment of an Agro-Processing plant in Mhinga Town	Mhinga
9. Environmental Management	Feasibility & Environmental Impact Assessment (E.I.A) Study to develop a Game Lodge & Conference centre.	
	Develop a geological report and Environmental Impact Assessment (E.I.A) for the Mhinga Stone Crusher Project	Mhinga

WARD 31		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Upgrading of purification plant	Mhinga zone 3
	Rehabilitation of borehole	Matiyani
2. Sanitation	Sewage reticulation at Mhinga Ville	Mhinga Ville
	Provision of VIP Toilets	Mhinga zone 1, 2,3 and Matiyani
3. Electricity	Electrification at Matiyani New Stand	Matian New Stand
	Electrification of 200 households at new extension	Matiyani
	High mast lights	Mhinga Ville, Zone 3 and Matiyani
4. Roads & storm water	Construction of road and storm water drainage	All villages
	Construction of Bridge	Mhinga Zone 1, Zone 2, Zone 3, Mhinga Ville and Matian
	Construction of ring road	Mhinga Zone 1, Mhinga Ville and Matian
5. Education	Building of classroom	Ripambeta High
6. Housing	600 Houses needed, Zone 1=150, Zone 2=140, Zone 3=100, Matiyani=200	Zone 1, Zone 2, Zone 3, Matiyani
7. Community Facilities	Building of sport centre	Mhinga Zone 2
	Upgrading of Matiyani sport field	Matiyani

WARD 31		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Building of community hall	Mhinga Zones and Matiyani
	Fencing of Graveyard	Mhinga and Matiyani
8.LED	Construction of Irrigation system for irrigation schemes	Tshivirikani, Xatumbu and Malwele
	Building of market stalls next to Punda Maria Gate	Matiyani and Mhinga
	Recycling, poultry farming and old age care centre	Mhinga

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	Ximixoni, Saselamani village, Magomani, and Botsoleni
	Repairing of pipeline at Saselemani B to graveyard	Saselemani B
2. Sanitation	VIP toilets needed, 1500 at Saselemani B, 500 at Ximixoni, 120 at Magoma and also at Botsoleni Village	Saselemani B, Ximixoni, Magoma and Botsoleni Village
3. Education	Construction of classrooms at John Xikundu Primary School and Ximixoni Primary School	

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Renovation of Mahlohlwani Primary and addition of classes at Vongani Primary School.	
4. Electricity	Electrification of extension	All villages
	High mast lights	All villages
5. Roads & storm water	Tarring with speed humps and regravelling of roads	Saseleman B, Saseleman Village, Magomani, and Botsoleni
6. Community facilities	Construction of community hall	Saselamani B, Ximixoni, Saselamani Village and Botsoleni village
7. Housing	RDP Houses needed, 124 at Ximixoni, 115 at Magomani and also at Botsoleni.	Ximixoni, Magomani and Botsoleni

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation and Provision of stand pipes, 200 at Makahlule, 450 at Makuleke, 200 at Hlungwani	Makahlule, Makuleke and Hlungwani
	Boreholes needed, 1 at Makahlule, 3 at Makuleke, 1 at Hlungwani.	Makahlule, Makuleke and Hlungwani
	Bulk water supply and boreholes	Mabiligwe

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
2. Sanitation	VIP toilets needed, 200 at Makahlule, 600 at Makuleke, 400 at Hlangwani and 250 at Mabiligwe	Makahlule, Makuleke, Hlangwani and Mabiligwe
3. Education	Construction of secondary schools	Hlungwani, Makahlule and Mabiligwe
	Renovation of classrooms at Makahlule and Maledza primary school	Makahlule and Hlungwani
4. Electricity	Electrification of extension	All villages
5. Roads & storm water	Regravelling of road	All villages
	Construction of Bridge and ring road with culvert	All villages
	Tarring of road at Hlungwani to Saselamani	Hlungwani and Saselamani
6. Health services	Construction of clinic	Mabiligwe
	Renovation of nurses homes	Makahlule, Makuleke and Hlungwani
7. Housing	Construction of RDP, 300 at Makahlule, 700 at Makuleke, 200 at Hlungwani and 250 at Mabiligwe	Makahlule, Makuleke, Hlungwani and Mabiligwe
8. LED	Construction of irrigation dam	Makahlule
	Provision of funds and tractors	All villages

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	All villages
	Boreholes	
	Reservoir	
2. Education	Need for laboratory, admin block, toilets and sports facilities at Gidjana High School and SDW Nxumalo, Mashobye Primary School	
	Need for sport facility upagrade at Nkandziyi Primary School	
	Need for new classrooms at Nghomunghomu Primary School	
3. Electricity	Electrification of extensions	Nghomunghomu village
	Electrification of 800 households	All villages
4. Roads & storm water	Tarring of road from Bevhula to Mtititi, form Madonsi to Bevhula, form Dalas to Mashobye, from Magona to Muchipisi	Bevhula, Mtititi, Madonsi, Dalas, Mashobye, Magona and Muchipisi
	Construction of ring road	Bevhula
	Construction of ring road for Mashobye, Nghomunghomu and Magona	Mashobye, Nghomunghomu and Magona
	Culvert bridge to graveyard, 5 at Bevhula and 1 big bridge, 1 at Mashobye next to the Primary School, 5 at Nghomunghomu and 4 at Magona	Bevhula, Mashobye, Nghomunghomu and Magona
	Provision of sports programmes	

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Community facilities	Need for upgrading a sports ground	
6. Health services	Magona clinic must work 24 hours	
	Need for clinic at Mashobye and Nghomunghomu village	Mashobye and Nghomunghomu
	Upgrade for clinic at Magona village	Magona
7. LED	Funding of projects and irrigation scheme	All village
	Funding of co-operatives	
	Funding of NPO's	
	Funding of Adopt-A-River project	
	Gear provision for all cluds in the ward	
	Job creation at all villages	
8. Safety & security	Gidjani satellite police must work 24 hours	

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Provision of bulk water, reticulation and connection of incomplete pipe lines	
2. Sanitation	500 toilets is needed at different villages	

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
3. Electricity	Electrification of new stand at Mabayeni, Lombard, Peninghotsa and Govhu	Mabayeni, Lombard, Peninghotsa and Govhu
	Electrification of new stands	
4.Roads & storm water	Provision of bridges and gravelling of roads and street at four villages	
	Culverts in all villages	
	Ring Road (tarring Mudanisi and Matsakali)	Mudanisi and Matsakali
5. Community facilities	Provision of sports field at five villages	
	Construction of hall at all 6 villages	
	Provision of farming and irrigation scheme	
	Provision of funding the existing projects	
	Re opening of mine Madonsi gold mine and Fumani gold mine	Madonsi
	Support SMME business	
	Construction of library in all villages	
	Reptile Park at Mdanisi	Mdanisi
	Hertiage Park at Mandonsi	Mandonsi
	Community Modular Library at Matsakali	Matsakali

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Health services	Clinics at Matsakali, Gidjamhandeni & Muchidi	Matsakali, Gidjamhandeni & Muchidi
7. Housing	RDP houses needed at 6 villages	

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Construction of bulk water supply at Malamulele to Altein village to cater 15 villages	Malamulele and Altein
	Water reticulation for	All villages
	Drilling of new borehole and refurbishment of old ones	
	Disconnection of illegal water connections	
	Construction of new reservoirs and upgrading new ones	
	Construction of dam in the adjacent Shingwedzi river to be the source of Mtititi RWS (Purification water plan)	Mtititi and Shingwedzi
2. Sanitation	Sewer system is required at Mtititi Town	Mtititi
	Sewer system at Mtititi town	
	1020 VIP toilets required	
3. Education	Construction of Primary School at Mtititi Town	Mtititi
	Scholar transport required	
	Electrification of Jilongo village	

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
4. Electricity	Electricity at all extensions	All villages
	High mast lights at all villages	
5. Roads & storm water	Ring road (Fumani Gold Mine via Lombard to Mabayeni village)	Mabayeni
	Access road (Fumani day care (Altein) to Shangoni gate (KNP))	Altein
	Speed humps at Jilongo village (D4 road)	Jilongo
	Upgrading of Shingwedzi river bridge at Altein village	Altein
	Completion of two Bemuda roads: <ul style="list-style-type: none"> - Bevhula village to Fumani Gold mine (20km) - Shingwedzi river (Altein to Mninginisi Block 2 (5km)) 	Bevhula, Altein and Mninginisi
	Blading and gravelling of streets	All villages
6. Community facilities	Development of an abusing victim centre	
	Home based care centres	
	Disability centre	
	Youth centre for skills development	
	Libraries	
	Community halls	Altein and Jilongo
	Upgrading of sports grounds	

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Development of basic sports fields in the ward	
7. Health services	Mtititi Clinic be upgraded into health centre to pave way for establishment of clinic in the other villages	Mtititi
8. Housing	Need for 500 RDP	Altein, Jilongo, Muhunguti and Plange
9. Transport	Taxi rank required at Plange or Altein	Plange and Altein
10. LED	Development of rural mall or shopping complex between Altein and Mtititi	Altein and Mtititi
	Poultry, crop farming production centre	
	Upgrading of cell phones networks	Altein village
	Establishment of poverty alleviation projects	All villages
	Need for irrigation scheme	All villages
	Fencing of arable land for dryland farming	
	Upgrade of REDLINE fence to prevent foot and mouth disease spread	
	Opening of Fumani Goldmine Mtititi	Mtititi
	Opening of Osprey Gold mine	
	Opening of Shangoni Gate (into KNP)	
	Establishment of an Eco-tourism centre along Shingwedzi river next to Shangoni Gate	Shingwedzi

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
11. Waste management and parks	Establishment of waste transfer station at the ward	All villages

Chapter 4: Municipal Transformation and organisational development

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

4.1. 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:

- ❖ Municipal Manager
- ❖ Chief Financial Officer (CFO)
- ❖ Directorate : Corporate Services
- ❖ Directorate : Community Services
- ❖ Directorate : Planning and Development
- ❖ Directorate : Technical services

Table 4.1.: Organizational structure, Staff Component and Appointments

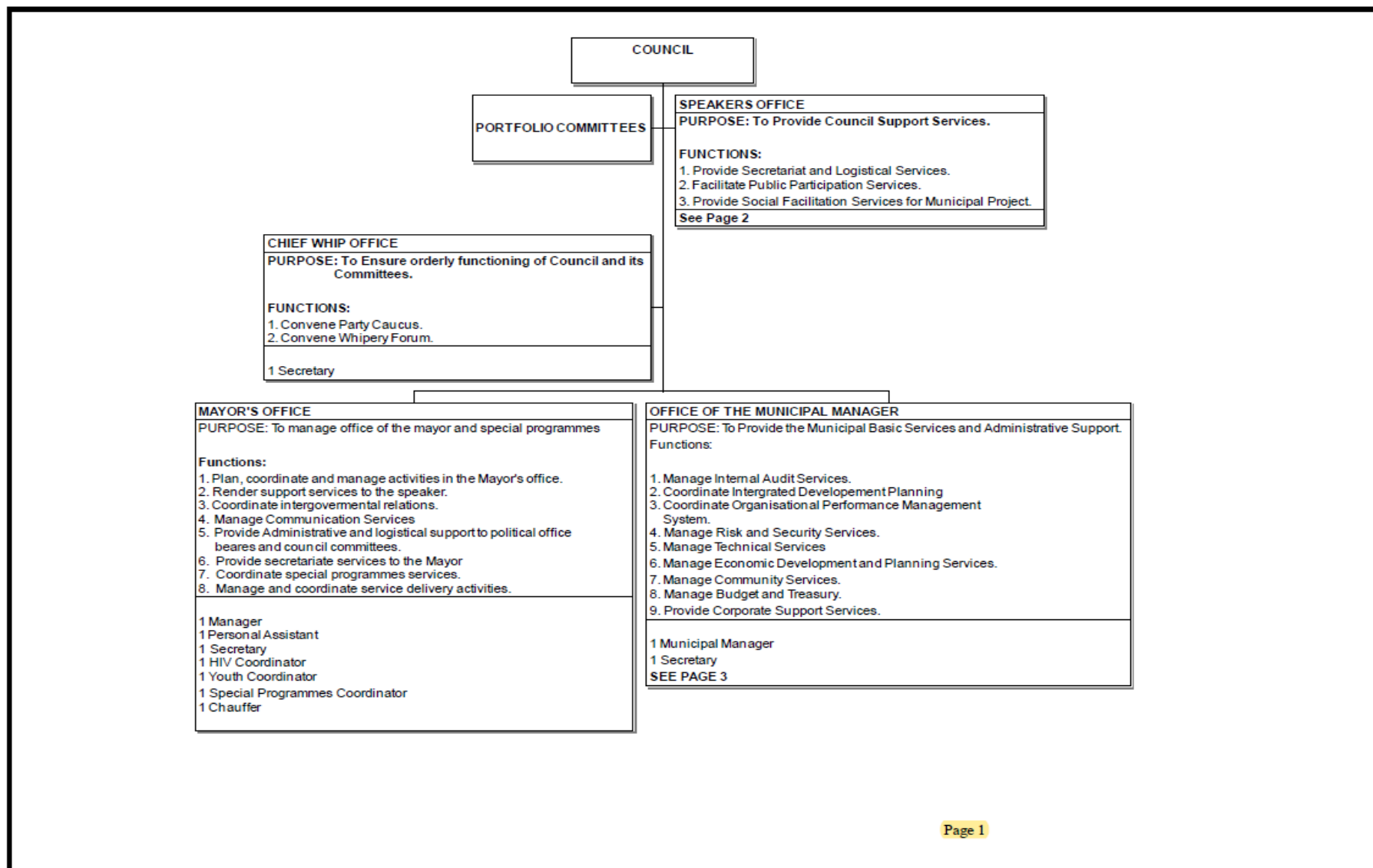
Total Positions on the Organogram	Filled	Vacant
458	211	247

The Municipality has a total of 458 positions and 211 posts filled with 247 vacant as per 2019/20 approved organizational structure by the council.

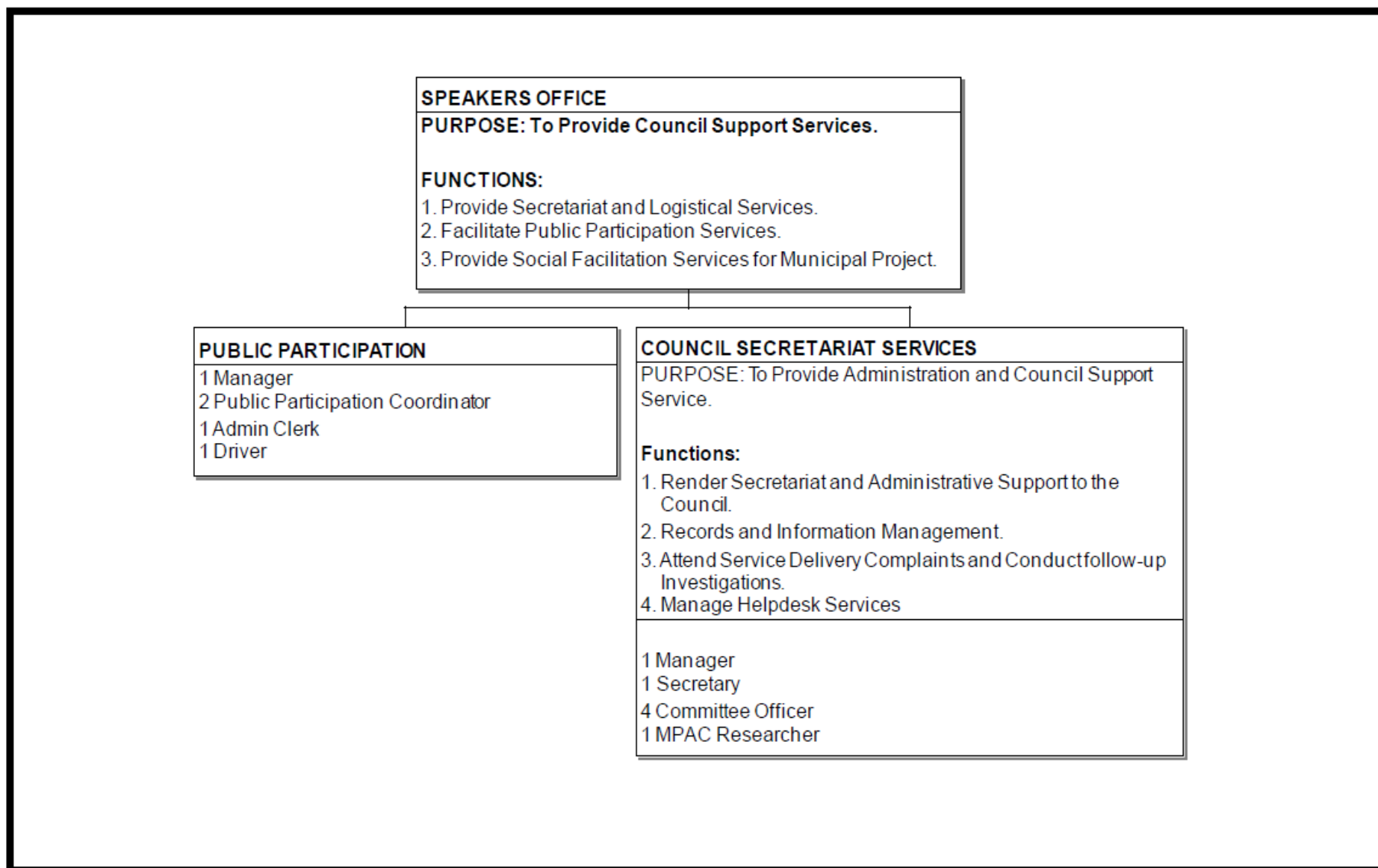
Staff Provisioning:

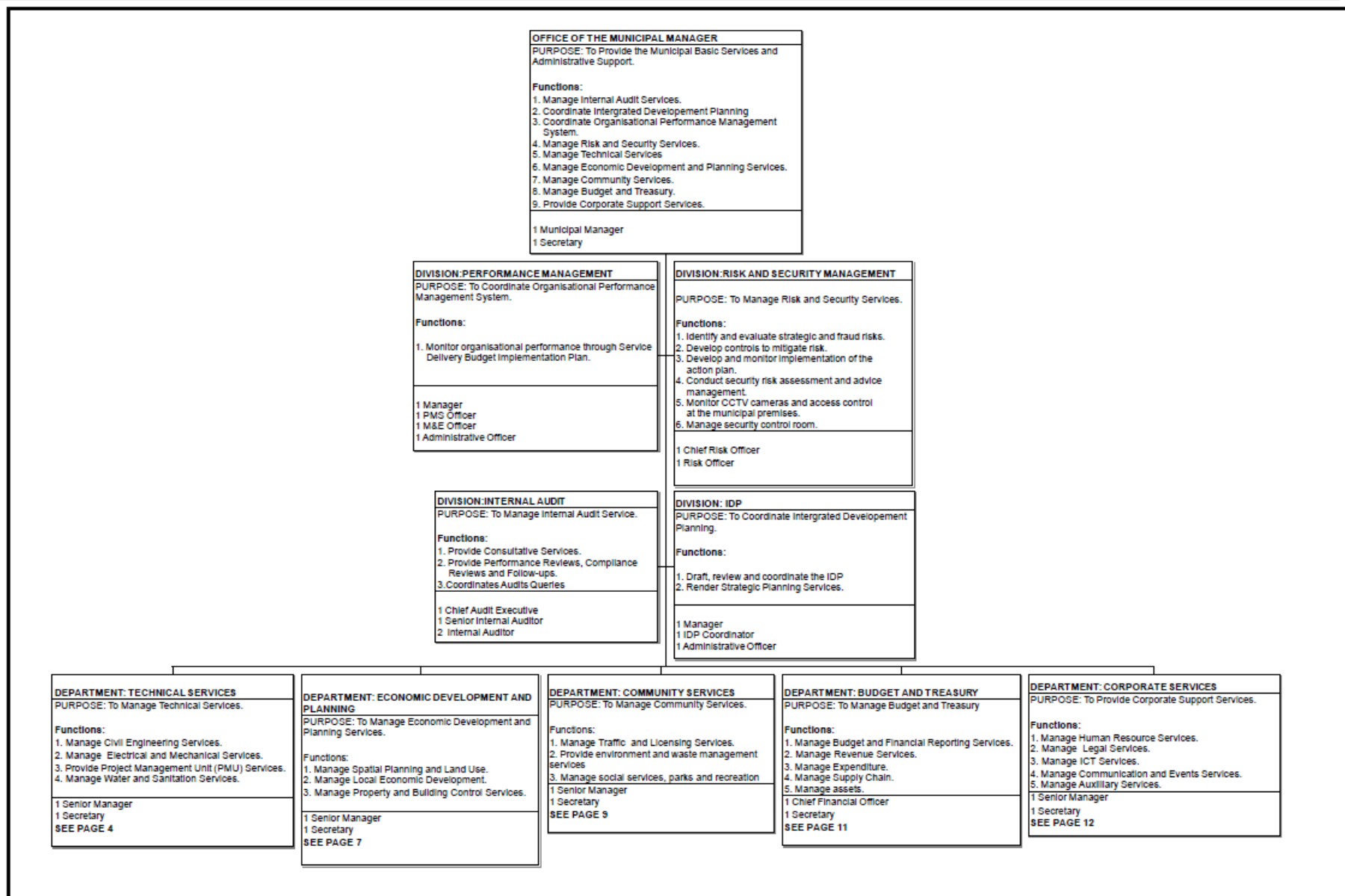
Out of the 211 filled positions there is a total number of 59 employees that were transferred from Makhado Local Municipality that are not yet placed.

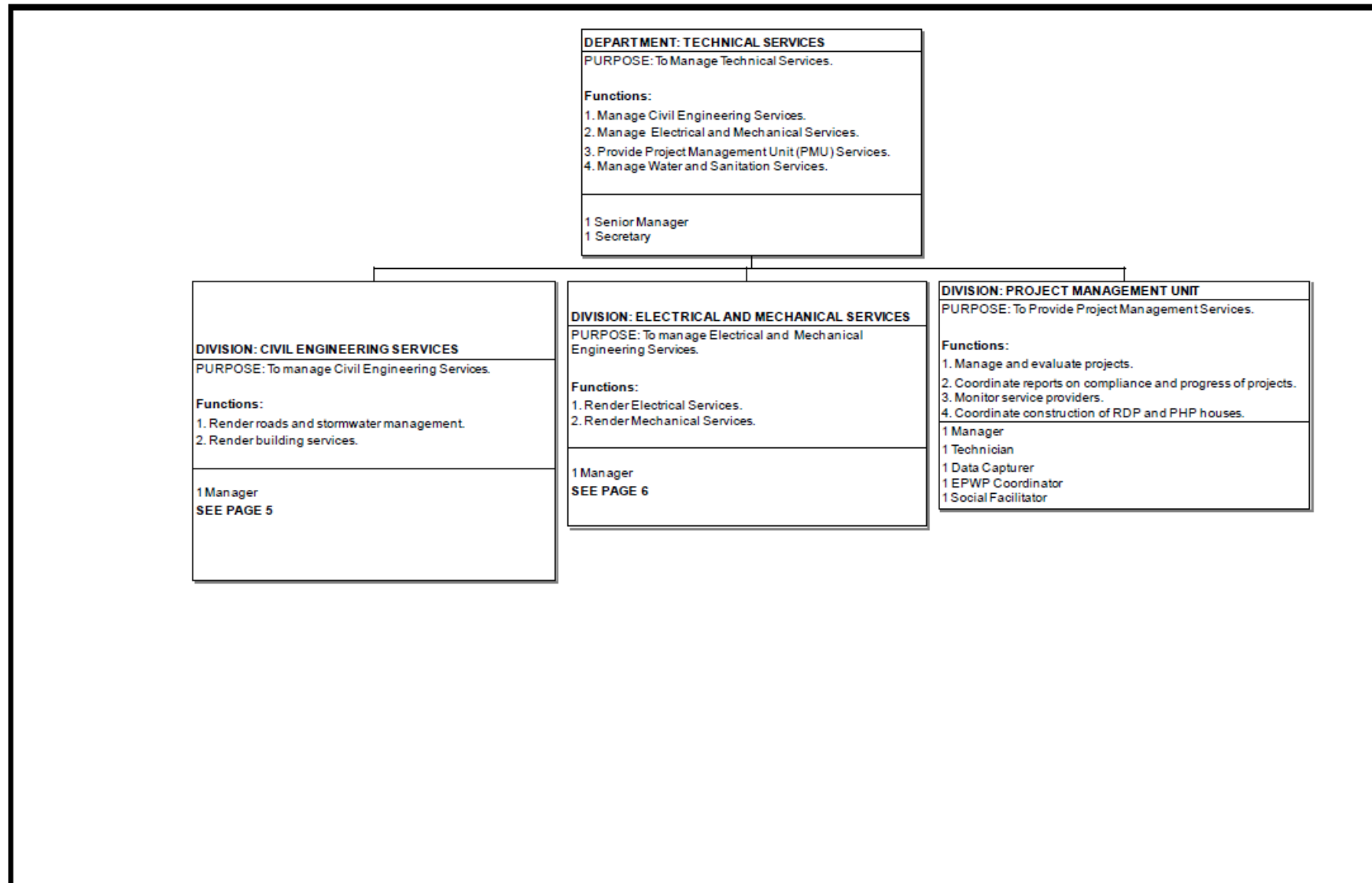
Figure 4.1.: Organizational Structure

PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

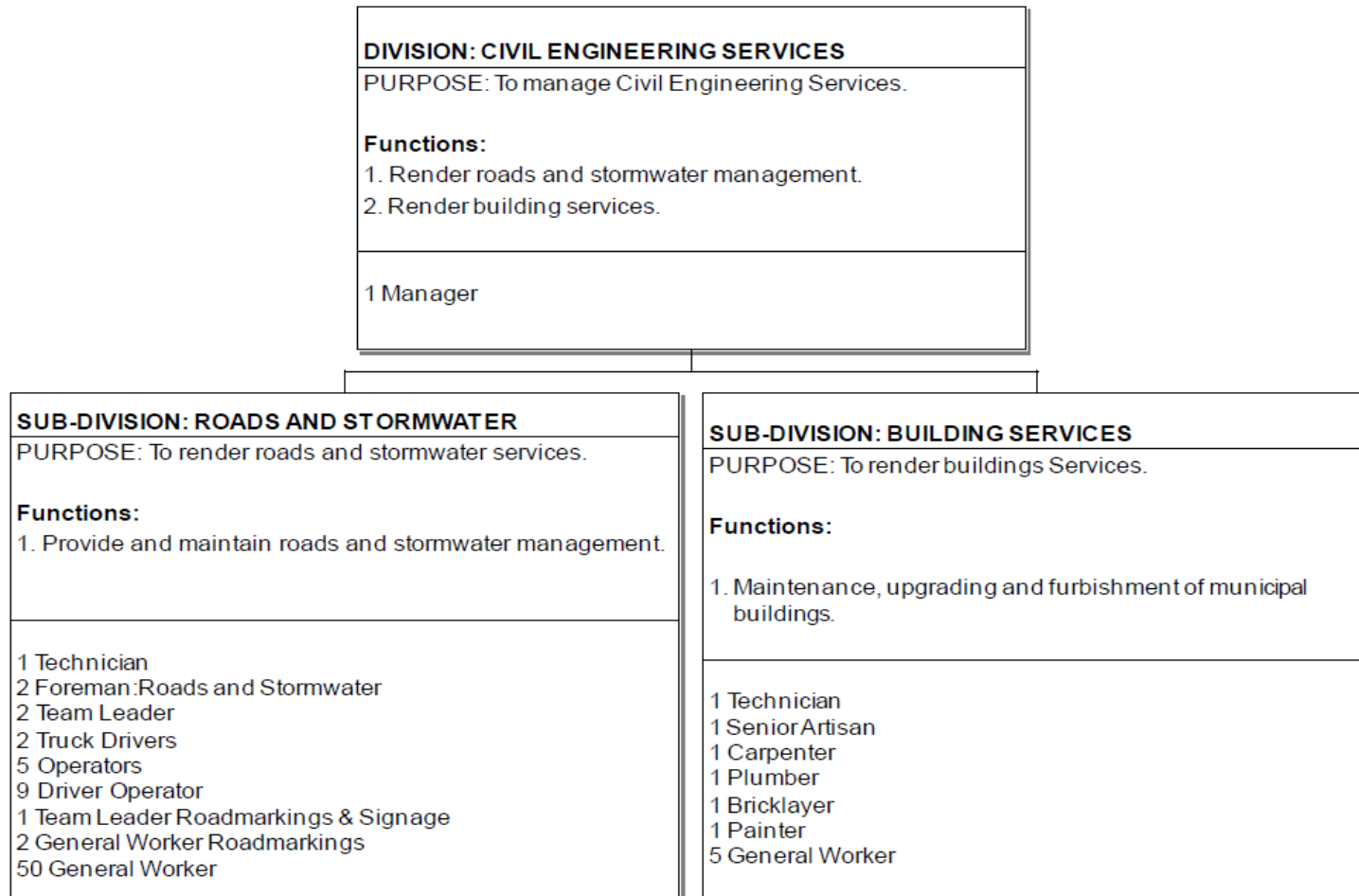
PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

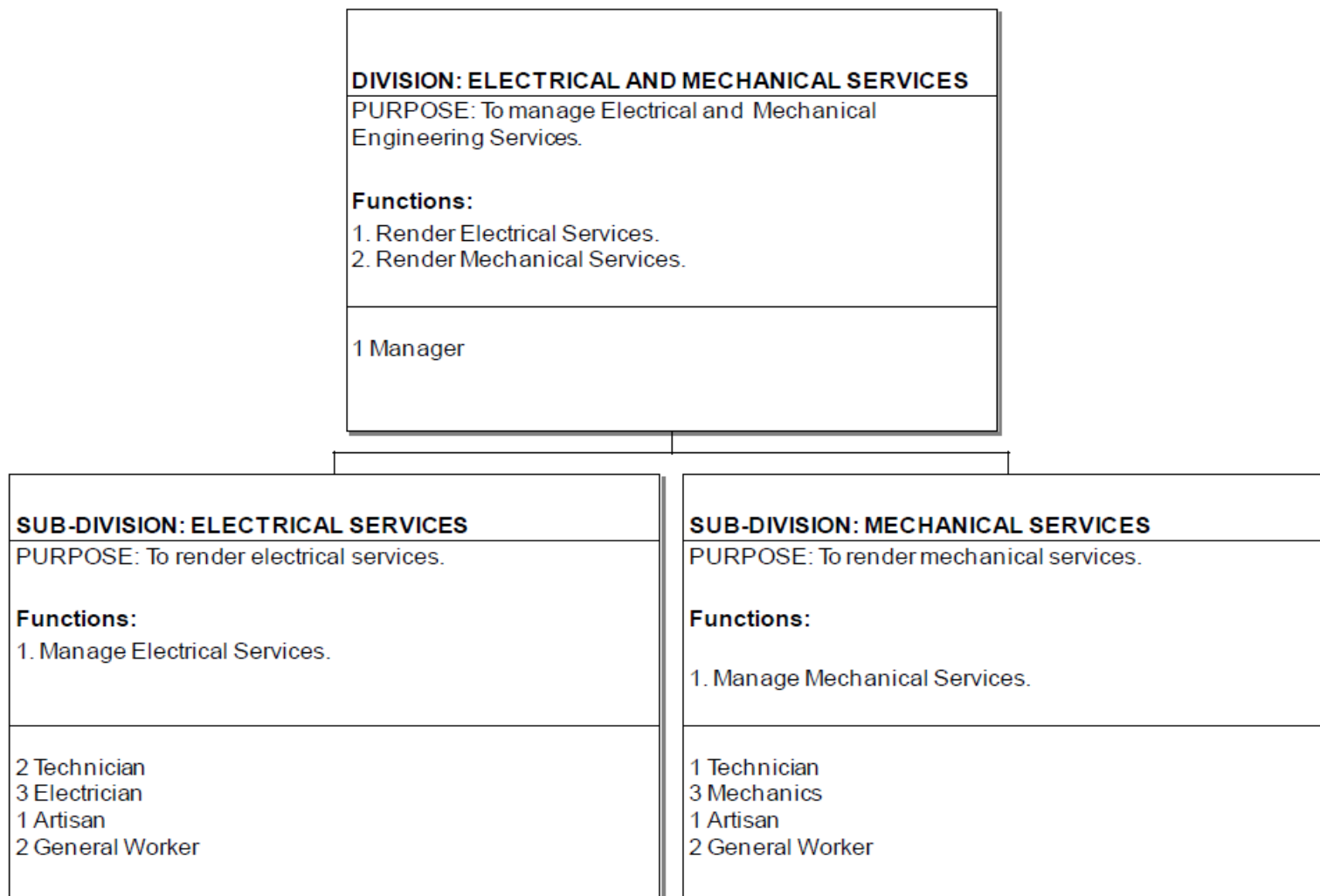


PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

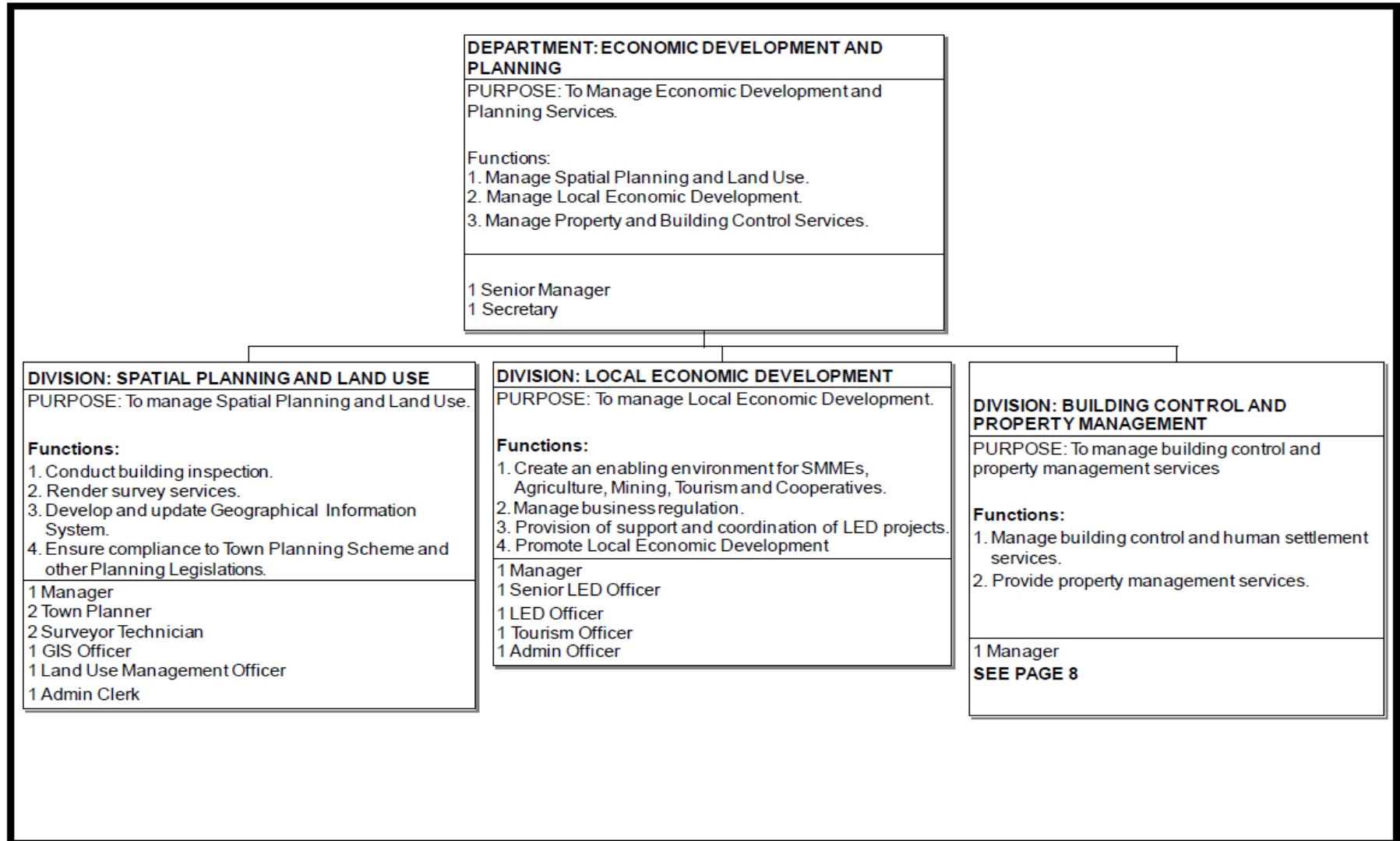
PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

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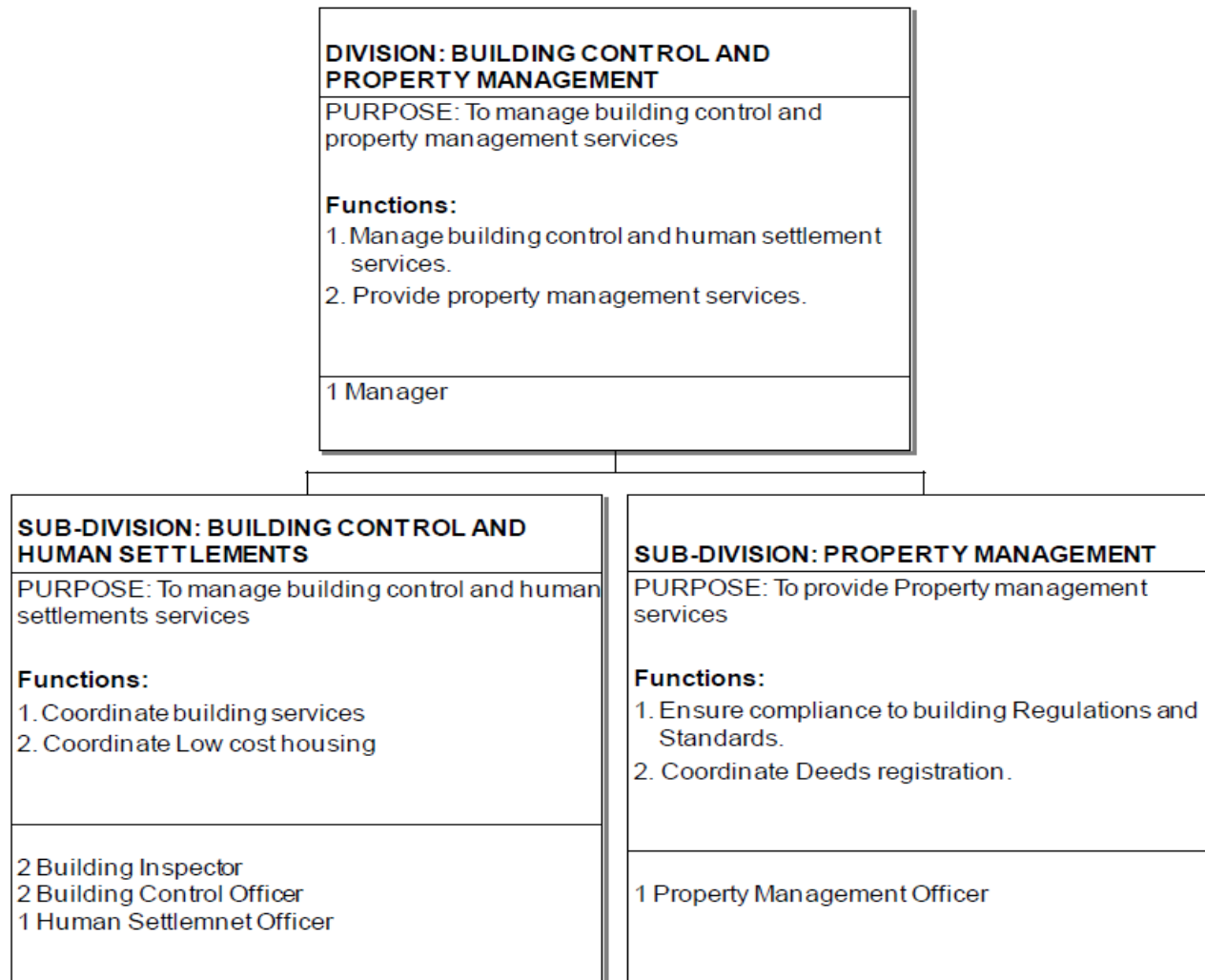


PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

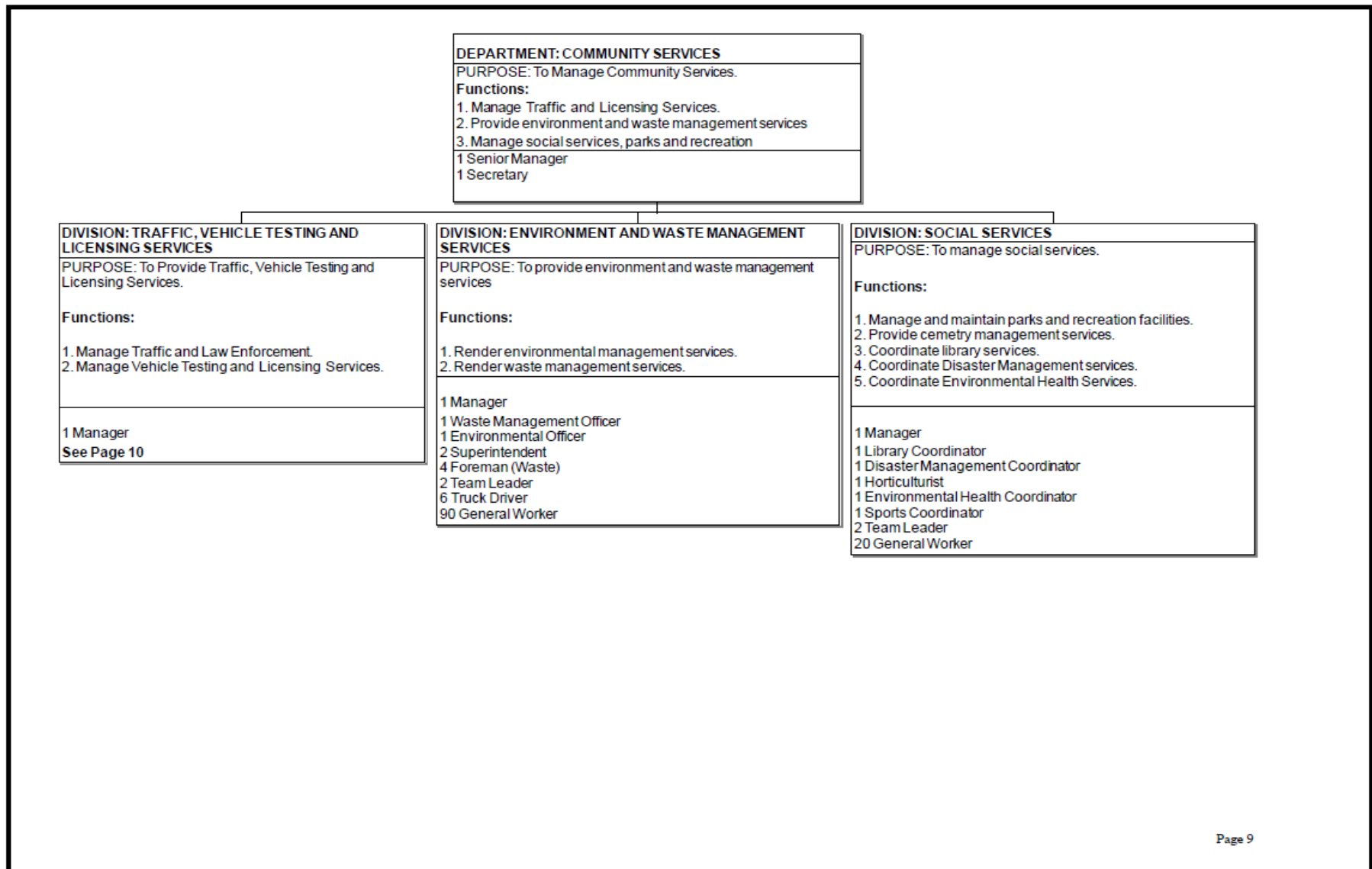
PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

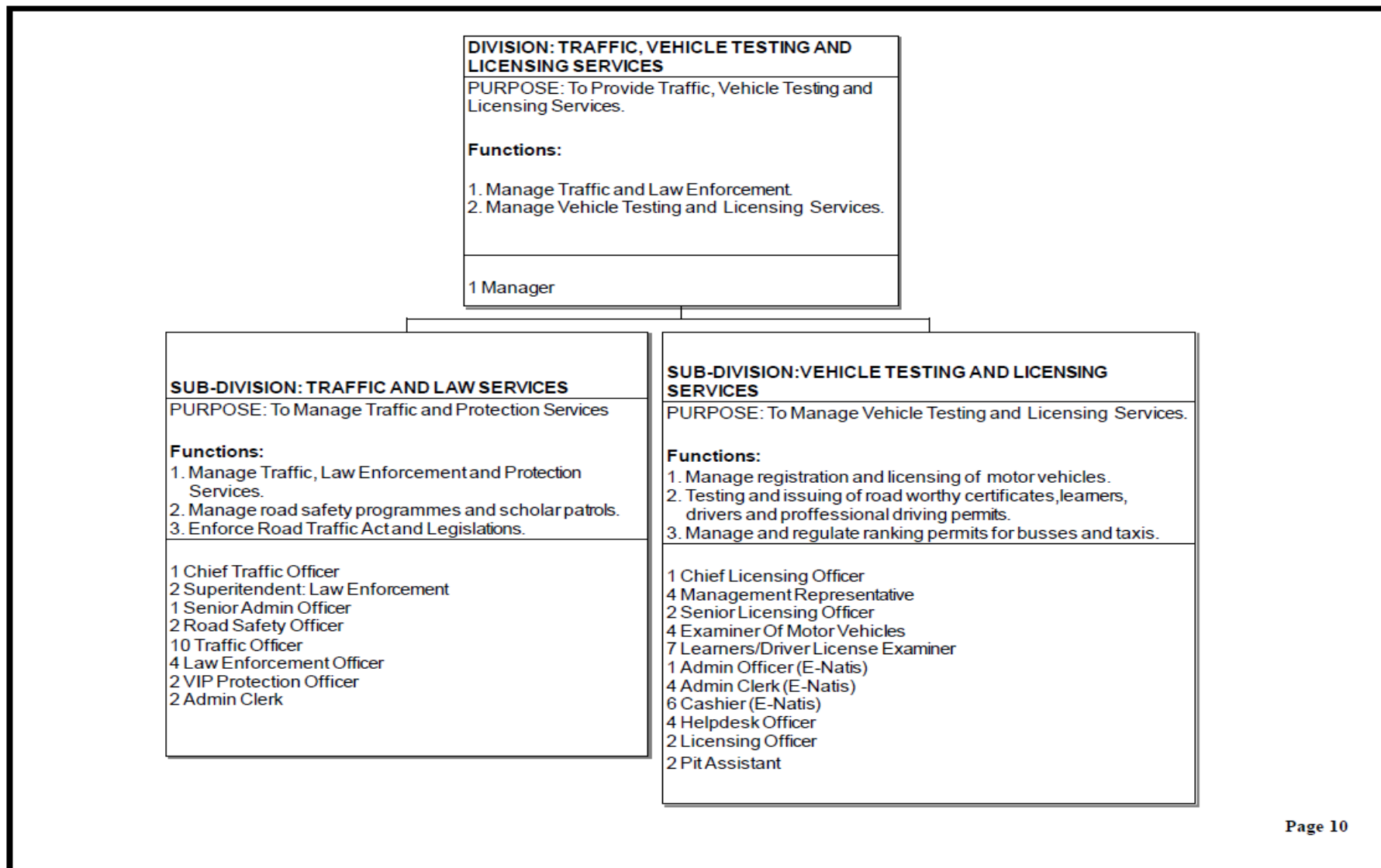


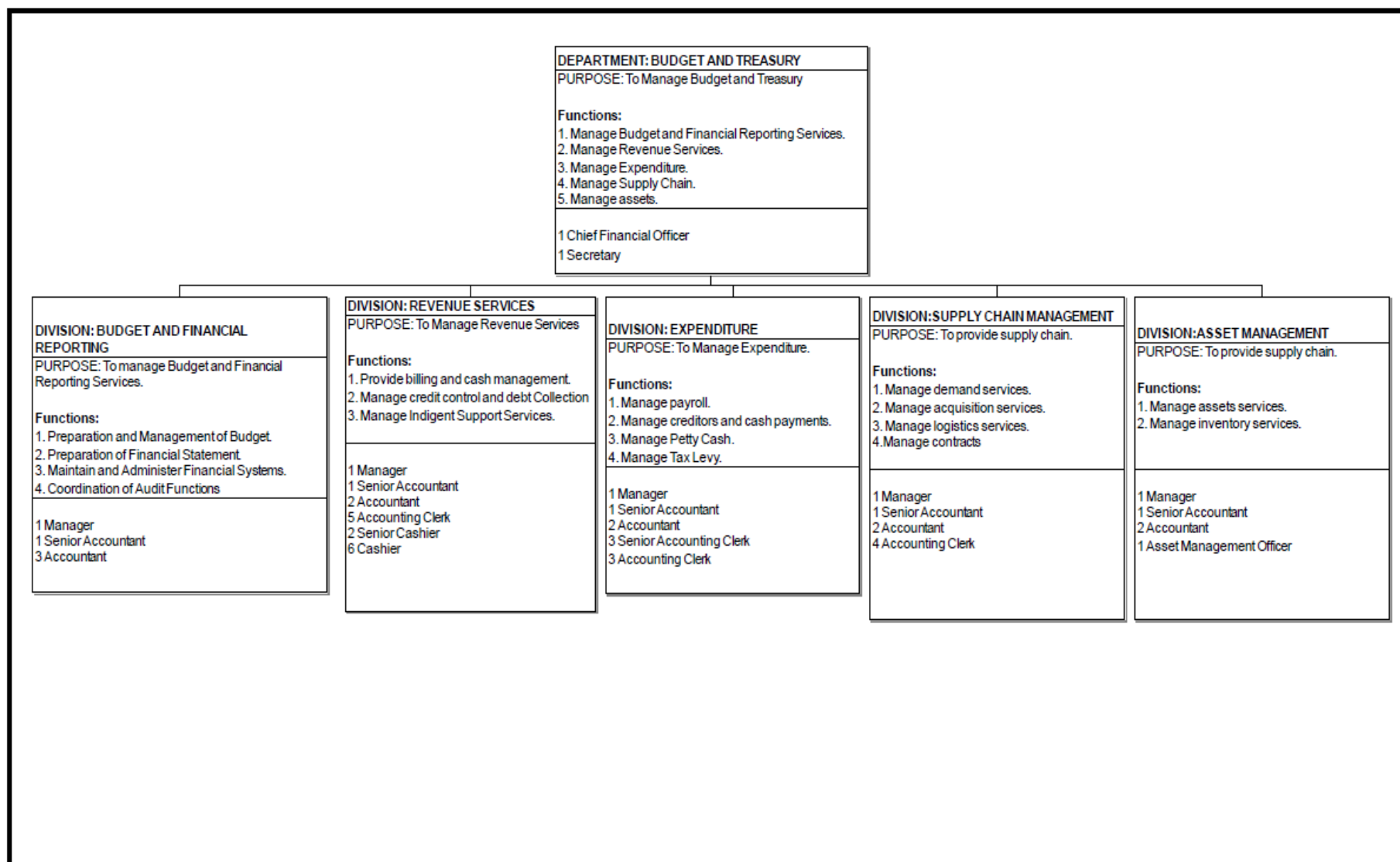
PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

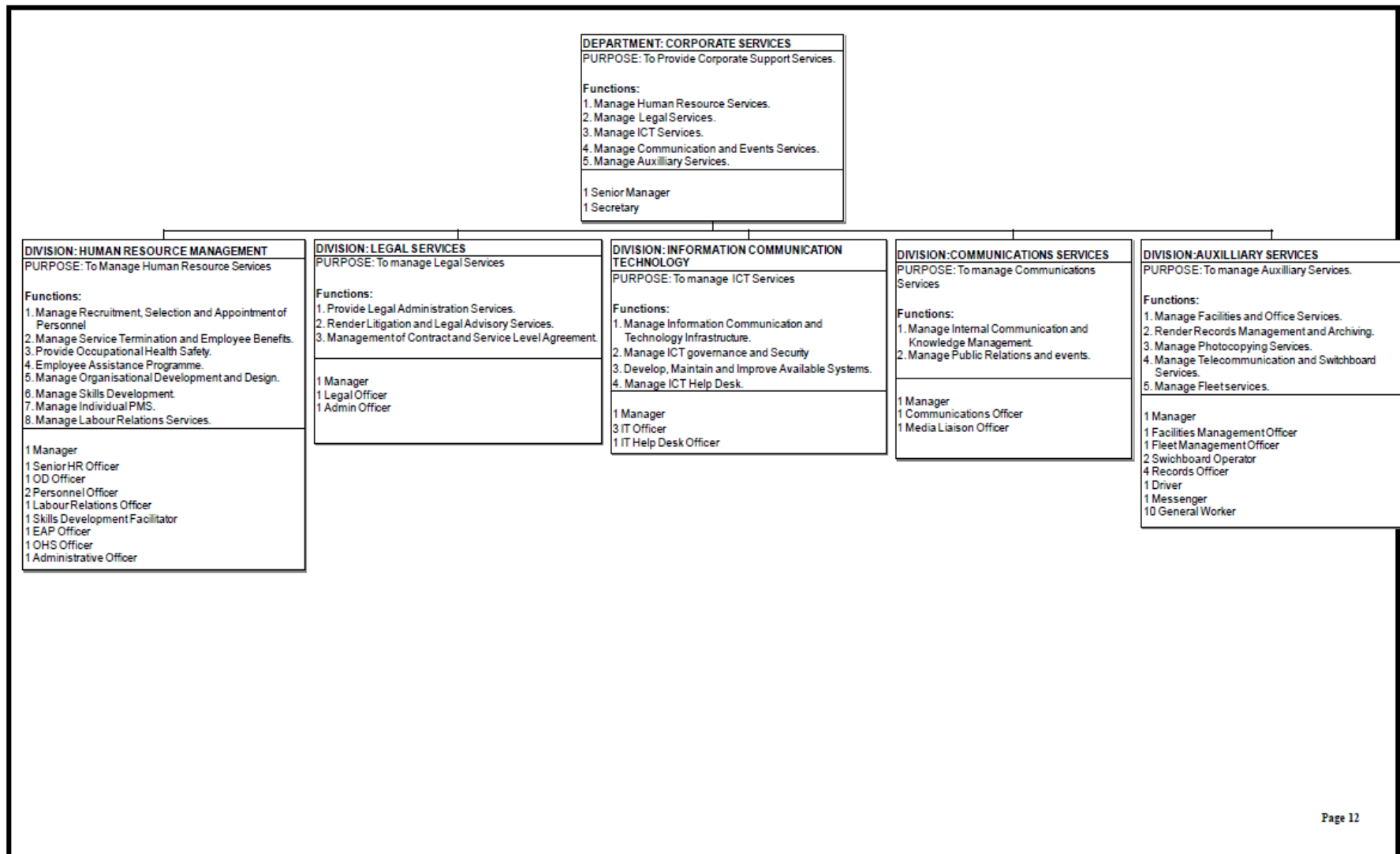


PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)



PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

PROPOSED ORGANISATIONAL STRUCTURE: COLLINS CHABANE LOCAL MUNICIPALITY (04 DECEMBER 2018)

4.2. 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 committee which comprised of 71 councilors.

Table 4.2.: PMT

POSITION	SURNAMANE AND INITIALS
1. MAYOR	CLLR MALULEKE M
2. SPEAKER	CLLR LEBEA E
3. CHIEF WHIP	CLLR CHAUKE M.G

Table 4.3.: EXCO MEMBER

PORTFOLIO HEAD	SURNAME AND INITIALS
1. PLANNING AND DEVELOPMENT	CCLR MASHIMBYE P.F
2. TECHNICAL SERVICES	CLLR MAVIKANE S.X
3. FINANCE	CLLR MALULEKE S.G
4. CORPORATE	CLLR MOTELE T.M
5. LEGISLATION	CLLR MUKHAHA A.J

6. COMMUNITY SERVICES	CLLR CHAUKE H.G
7. SPECIAL PROGRAMME	CLLR MAVUYISA C
8. NON PORTFOLIO	CLLR BALOYI D.L
9. NON PORTFOLIO	CLLR MASIYA

Table 4.4.: SECTION 79 CHAIRPERSONS

PORTFOLIO	SURNAME AND INITIALS
1. FINANCE	CLLR MOYO M.T
2. CORPORATE	CLLR MABASA J
3. TECHNICAL SERVICES	CLLR NDOVE H.D
4. COMMUNITY SERVICES	CLLR MUDAU R
5. EDUCATION,SPORTS,ART AND CULTURE	CLLR MAHLANGU D
6. ETHICS COMMITTEE	CLLR SHANDUKANI M.J
7. PLANNING AND DEVELOPMENT	CLLR MABASA C.R
8. SPECIAL PROGRAMME	CLLR HLUNGWANI R. G
9. LEGISLATION AND TRADITIONAL AFFAIRS	CLLR REKHOTSO S
10. MPACT	CLLR MUDAU T.S
11. RULES COMMITTEE	CLLR MULAUDZI T
12. WOMEN CAUCUS	CLLR MIYAMBO Q.Z
13.SPECIAL PROGRAMME	CLLR MALULEKE L.R

Table 4.5.; GAZETTED TRADITIONAL LEADERS

TRIBAL AUTHORITY	SURNAME AND INITIALS
1. MULAMULA	MULAMULA H.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	NXUMALO B.C
9. MTITITI	CHAUKE S.Y
10.MASIA	MASIA M.J
11.MULENZHE	RAMOVHA T.J
12.MASHAU	MASHAU T.R.V
13.DAVHANA	DAVHANA D.D
14.TSHIKONELO	MPHAPHULI N.A

4.3. TRAINING AND DEVELOPMENT

The training and development is targeting the development of Officials, Councillors and Unemployed youth of Collins Chabane Municipality to equip, build the human resource of the Municipality and alleviate poverty.

Table 4.6.: Type of causes

TRAINING	MFMP	ENATIS	PAY DAY	SWIMMING MAINTENANCE
Total Number of Councillors	14			
Total Number of Senior Managers	2			
Total Number of Officials		3	8	3

Table 4.7.: Internship

	Total treasury funded Internship	Absorbed interns by CCLM	Externally appointed	Still on the Treasury program
Number of Interns	9	6	1	2

Table 4.8.: Learnership

Program	Horticulture NQF Level 2	Construction and building Level 4
Number of Learners	23	20

Table 4.9.: Programs

	Total number of learners	Period of training
In-Service training	8	18
Learners placed by Dep. Env. Affairs	5	6
Skills Programme	19	

4.4. MUNICIPAL POLICIES

There are 30 approved Municipal policies in place. 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.

List of policies:

1. Leave Policy
2. Overtime Policy
3. Car Allowance Policy
4. Recruitment Policy
5. Placement Policy
6. Occupational Health and Safety Policy
7. Mayor's Bursary Fund Policy
8. Fleet Management Policy
9. Attendance and Punctuality Policy
10. EPWP Policy
11. Risk and Security Policy
12. ICT Data Backup and Recovery Policy
13. CT Disaster Recovery Policy
14. ICT Service Level Agreement Management Policy
15. ICT User Access Management Policy
16. ICT Management Policy
17. ICT Change Management and Policy
18. ICT Patch
19. Management Policy
20. Virement Policy
21. Budget Policy
22. Rates Policy
23. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
24. Assets Policy
25. Contract Management Policy
26. Indigent Policy
27. Investment and Cash Management Policy
28. Credit Control and Debt Collection Policy
29. Travel and Subsistence Allowance Policy
30. Telecommunication Policy

4.5. OCCUPATIONAL HEALTH SERVICES

- A draft of safety plan has been developed for all contractors to comply with.
- All construction project Safety file were assessed and approved for safety considerations during construction
- Two 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.

4.6. 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 councillors and officials. The structure meets quarterly on a normal basis unless there are pressing issues to attend to that must go to council.

4.7. DISPUTES AND DISCIPLINARY ENQUIRIES CASES

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.

4.7.1. Disputes and Disciplinary Enquiries

Table 4.10.: DISPUTES

DISPUTES			
NO	DATE, TIME AND VENUE OF THE HEARING	STAGE/PROCESS AND NATURE OF THE CASE	ORGANISATION REPORTED TO
1.	Date: 06 Feb 2019 Time: 10:00Am Venue: CCLM-Council Chamber	Arbitration (Unfair Dismissal)	SALGBC
2.	Date: 07 Feb 2019 Time: 09:00Am Venue: Giyani Labour Centre	Arbitration (Reason for dismissal not known)	CCMA
3.	Date: 11 Feb 2019 Time: 8:30Am	Arbitration (Unfair conduct/promotion/demotion/training/benefits)	CCMA

	Venue: Room 5 CCMA House 104 Hans Van Rensburg street Polokwane		
4.	Date: 25 Feb 019 Time: 9:00Am Venue: Giyani Labour Centre	Arbitration (Reason for dismissal not known)	CCMA
5.	Date: Not yet issued	Conciliation (Non-renewal of a fixed term contract)	CCMA
DISCIPLINARY ENQUIRIES			
NO	STAGE OF THE ENQUIRY	NATURE OF THE CASE	STATUS OF THE CASE
1.	Disciplinary outcome report issued.	Insubordination	Concluded
2.	Disciplinary outcome report issued.	Absenteeism	Concluded
3.	Under Investigation	Negligence	Pending
4.	Under Investigation	Negligence	Pending
5.	Under Investigations	Irregular Expenditure	Pending
6.	Under Investigation	Irregular Expenditure	Pending

4.8. PERFORMANCE MANAGEMENT SYSTEM

The service provider has been appointed for automation of PMS in order to cascade the PMS to all employees. The Municipality is currently implementing PMS at organizational and Sec 54/56 managers. The individual performance assessment for sec 54/56 managers has not yet been conducted and it will be conducted in 2018/2019 financial year. The 2018/19 SDBIP was

signed by the mayor on the 28 June 2018 and submitted to COGHSTA and also uploaded on the website as per MSA 32 of 2000. All Section 54/56 Managers has signed Performance Agreements for 2018/19 Financial Year and Performance Agreements were uploaded on the website and submitted to COGHSTA. Performance management report are being submitted on quarterly basis.

Performance committee is not yet being established, however the Municipality is utilizing audit committee to perform the responsibilities of performance audit committee.

4.8.1. Cascading of Performance Management System to Lower Levels

Performance Management System is not yet cascaded to levels below Sec 54/56 Managers, however upon finalization of the automation system the Municipality will be assessing all employees.

4.9. AUDIT OF PREDETERMINED OBJECTIVES

The Municipality is annually audited on audit of predetermined objectives by AG (SA) and Internal Audit Unit. In 2017/18 Financial year, two priorities were selected by the AG(SA) which are Basic Service Delivery and Infrastructure Development and Municipal Transformation and Organizational Development, the Municipality was qualified on Basic Service Delivery and Infrastructure Development and unqualified on Municipal Transformation and Organizational Development.

4.10. 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.

4.11. 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.

4.12. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

Table 4.11.: Municipal transformation and organisational development challenges

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

CHAPTER 5: SPATIAL RATIONALE

This section gives an overview of the spatial analysis of Collins Chabane Local Municipal area. Collins Chabane Local Municipality is a newly established Municipality, established after the August 2016 Local Government Elections. The Municipal council of the Collins Chabane Local Municipality recently adopted the Municipal Spatial Development Framework (MSDF) and Land Use Scheme (LUS) 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.

5.1. SPATIAL RATIONALE

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

Table 5.1.: Spatial Rationale

Type	Characteristics	Area
District Growth Point	Very well positioned along the National and Provincial movement network. Function as high order service centres	Malamulele
First Order	Have relatively large local populations.	
Municipal Growth Point	Large rural clusters with small economic bases. Accessible via the Provincial road network.	Saselamani, Vuwani and Hlanganani
First Order Settlement		

Population Concentration Points Second Order	<ul style="list-style-type: none"> Towns/villages or group of villages located close to each other and have substantial number of people located in these villages. 	Tiyani, which include areas such as Mahatlani, Majosi, Ribungwani and Bungeni, Masia which
Local Service Points Third order Settlements	<ul style="list-style-type: none"> Situated in the midst of a high number of small scattered villages. Focus needs to be on community infrastructure. 	Mukhomi, Xikundu, Olifantshoek and Tshimbupfe A & B and Mulenzhe
Village Service Areas Fourth Order Settlements		All Other Villages

Source: CCLM SDF, 2018

5.1.1. SETTLEMENT PATTERNS

CCLM has approximately 198 villages and 4 Informal Settlements. There are only 2 proclaimed townships namely Malamulele and Vuwani and also 2 RDP Townships. Interm of the surveyed settlements a total of 68 settlements have General Plans.

5.1.2. SPATIAL FEATURES

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

5.1.3. SPATIAL DEVELOPMENT FRAMEWORK

The Collins Chabane Local Municipality has adopted its first SDF in 2018 by following all the processes that are prescribed in terms of law. It is 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 Municipalities 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 should focus 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.

5.1.3.1. Nodes

The CCLM SDF aligns to 4 of the 2015-2019 Limpopo Development plan strategic objectives which are allied with the Medium-Term Strategic Framework. The strategic objectives include ensuring inclusive growth, decent work and sustainable livelihoods, investment in economic and social infrastructure (improve access to quality education and healthcare); rural development, food security and land reform; cohesive and sustainable communities; and sustainable resource management and use. Within these strategic objective the LDP 2015-2019 designed 4 key pillars of intervention which includes:

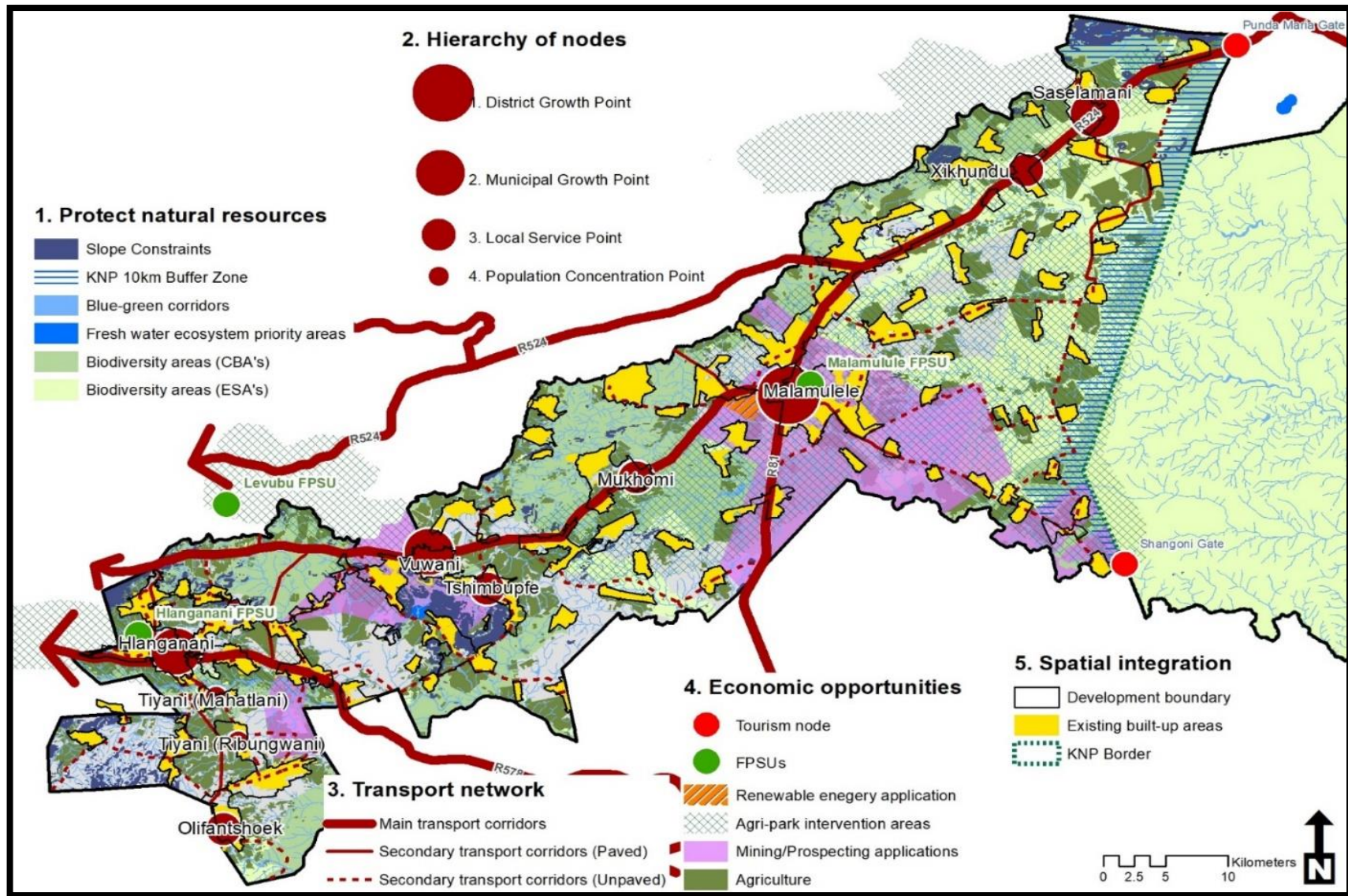
1. Economic development and transformation
2. Infrastructure development
3. Building developmental state
4. Social Cohesion and transformation.

The CCLM SDF acknowledges that equal financial investment within these 4 pillars and across the entire Municipality will not be financially viable nor sustainable and 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 a District Growth Point, 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 Magoro concentration area which includes Mahatlani, Majosini, Ribungwani and Bungeni.

Xikundu 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 5.1.: Hierarchy of nodes



Source: CCLM SDF, 2018

5.1.3.2. Corridors

In terms of improving access to these nodes, the SDF identified several priority networks which are critical for movements; importation of goods and services; and connectivity. These road networks are critical to connecting local nodes and the Municipality to other Municipalities and the Provinces in order to move 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) and the R524 (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 prioritised 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 prioritised for tarring (if gravel) as well as maintenance to facilitate public transport and flow of passengers through the Municipality.

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

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

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

A Geographic Information System (GIS) assists with the information regarding land development and upgrading. The Municipality is still in the process of developing its own GIS program.

5.2.1. Spatial Planning Policies and By-Laws

1. SPLUMA By-Laws
2. Street Trading By-law
3. Noise Control By-law

4. Advertising and Billboards By-law
5. Hardware Storage of Goods By-laws
6. Car Wash By-laws
7. Place of Public Worship By-law
8. Tuck Shops By-laws
9. Public Open Spaces By-law
10. Transportation of Goods By-laws
11. Densification Policy
12. Rental Housing Policy

5.2.2. SPATIAL ANALYSIS

The spatial challenges experienced by the Municipality such as scattered settlements have become too costly to provide services. The apartheid spatial pattern is still evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, thus becoming too costly for people to travel to their working places. State-owned land is mostly in the custodianship of Traditional Council 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 Strengths weakness and opportunities of the Collins Chabane Local Municipality are summarized in the table below.

Table 5.2.: Spatial Analysis

STRENGTH	WEAKNESS	OPPORTUNITY
GOVERNANCE		
<ul style="list-style-type: none"> • The prospect of political continuity and working towards meeting common community objectives. • Adopted Legislations, By-laws, Policies and Plans in place. • Updated SDF and LUS • Established Municipal Planning Tribunal and Appeals Tribunal in 	<ul style="list-style-type: none"> • Councilors need training to be more effective in their respective portfolios. • Some traditional councils not willing to work with the Municipality. • Unresolved Vuwani issues. 	<ul style="list-style-type: none"> • Explore partnerships to ensure effective service delivery fully. • Prospects of PPP with businesses and traditional leaders in terms of development.
ADMINISTRATION		

<ul style="list-style-type: none"> • Skilled Senior Managers and Middle Managers appointed. • Land Use Management systems in place and aligned to SPLUMA. 	<ul style="list-style-type: none"> • Shortage of staff in key positions. 	<ul style="list-style-type: none"> • Develop a culture of strong management and skills (continuous training) • Develop a good communication relationship between departments (internal & external) and the community
SPATIAL SPACE & ENVIRONMENT		
<ul style="list-style-type: none"> • Land Use Scheme for entire Municipality in place. • Spatial Development Framework aligned to principles of SPLUMA adopted by council. • Hierarchy of nodes 	<ul style="list-style-type: none"> • Dispersed settlement pattern within the Municipality. • Majority of population living in communities that are located far away from viable economic areas. • Land invasion • Mushrooming of informal settlements. • State owned land under custodianship of Traditional Councils which hinders development. 	<ul style="list-style-type: none"> • Partnerships between Municipality and Traditional Councils. • Partnerships between Municipality and Businesses. • Integrated planning systems between all spheres of government. • Close proximity to the Kruger
ECONOMIC		

<ul style="list-style-type: none"> • Efficient network of corridors • Identified nodal concentration points within the Municipality. 	<ul style="list-style-type: none"> • Sporadic informal trading in town • A lack of LED information inhibiting smaller entrepreneurs to respond to opportunity • Majority of people located far away from economic viable areas • General shortage of skills in the priority sectors (tourism, agriculture) • Huge infrastructure backlog • Large dependency on government grants • Lack of strategically located land for economic 	<ul style="list-style-type: none"> • Community Tourism-Cultural Villages • Agro-processing • The Municipality facilitating the establishment of partnership between businesses, agriculture, tourism and Universities (Venda/Limpopo) • Facilitate relationship between emerging, existing farmers and the departments • Proximity to the
HOUSING, PUBLIC FACILITIES AND SERVICE		
<ul style="list-style-type: none"> • Land available for the establishment of human settlements. 	<ul style="list-style-type: none"> • Mushrooming of informal settlements. • Backlogs in basic service provision • Backlog of housing in villages 	<ul style="list-style-type: none"> • Potential for different housing typology • Secure land tenure. • Establishment and upgrade of community facilities.

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

5.3.1. Past Political Ideologies

Apartheid planning resulted in disperse spatial pattern. This created a distorted spatial

structure and lead to inefficiencies and backlogs in service provision.

5.3.2. Tribal Authority Areas

Dispersed settlements developed with no order. Ad hoc and unsustainable service and infrastructure development occurred. The apartheid residential is still very much evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, thus become too costly for people to travel to their working places

5.3.3. Land Ownership

State- owned land is mostly under the custodianship of Traditional Authorities. Large percentage of land is held under leasehold title and Permission to Occupy. Because of this, land ownership is regarded as insecure, which in turn acts as a hurdle to land development.

5.3.4. Major Roads

The two main District roads D4 and R81 linking Collins Chabane Local Municipality to the N1 highway to the Musina and Gauteng, have played a significant part in the development of settlements along its alignments. These roads remain the only link between CCLM and the economic hub of Limpopo, Polokwane and South Africa, i.e. Gauteng.

5.4. INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT

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

According to Stats' Community Survey 2016, the number of households in Collins Chabane Municipal area is estimated at 91936. The table further indicates that the majority of people in Collins Chabane Local Municipality area resides in "formal dwelling, brick structures"

Table 5.3.: Types of dwelling units

Main Dwelling that household lives in	Number
Formal dwelling/house or brick/concrete block structure on a stand	69952
Traditional dwelling/hut/structure made of traditional mater	16521

Flat or apartment in a block of flats	61
Cluster house in complex	237
Townhouse (semi-detached house in a complex)	1162
Semi-detached house	194
Formal dwelling/house/flat/room in backyard	1926
Informal dwelling/shack in backyard	389
Informal dwelling/shack not in backyard (e.g. in an informal	67
Room/flat let on a property or larger dwelling/servants quart	68
Other	1359

- 600 housing units were allocated for CCLM in 2018/19 Financial Year.
- The housing backlog is estimated at 10 000 units.

5.5. SPATIAL RATIONALE CHALLENGES

Table 5.4.: Spatial rationale challenges

Challenges
○ Land invasions
○ Unplanned human settlements
○ Proclaimed farm portions not transferred to the Municipality e Municipality
○ Townships not proclaimed
○ Municipal properties still registered in the names of Thulamela and Makhado Municipalities
○ Informal human settlements
○ Backlog in the provision of RDP houses
○ Lack of individual title deeds (Malamulele and Vuwani) townships.
○ Unapproved developments.

- **Shortage of staff**
- **Prioritisation of housing beneficiaries.**
- **Misalignment of property management function.**

CHAPTER 6: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

6.1. WATER AND SANITATION PROVISION

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

6.1.1. WATER AND SANITATION AUTHORITY

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

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

6.1.2. WATER SOURCES IN THE DISTRICT

The Province's water resources are obtained from 4 Water Management Areas (WMAs), namely: The Limpopo, Olifants, Luvuvhu-Letaba and Crocodile West Marico WMAs. In terms of water resources, Nandoni and Vondo RWS falls within the 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: 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.

6.1.3. MAIN SOURCE FOR DRINKING WATER

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

Table 6.1.: Source of Drinking water

MAIN SOURCE FOR DRINKING WATER	
Piped (tap) water inside the dwelling/house	4373
Piped (tap) water inside yard	35745
Piped water on community stand	24900
Borehole in the yard	2784
Rain-water tank in yard	96
Neighbors tap	4136
Public/communal tap	15348
Water-carrier/tanker	160
Borehole outside the yard	2946
Flowing water/stream/river	78
Well	-
Spring	-
Other	1369
Total	91936

Source: STATSA Census 2011: Community Survey, 2016

6.1.4. SANITATION

The District is also the Authority and provider with regards to Sanitation services. Vhembe District has 9 waste water works (Thohoyandou, Makhado, Reitvlei, Malamulele, Maunavhathu, Watervaal, Elim Orbal, Musina Nancefield, Musina Singelele,) 11 Ponds (Mhinga, Tshufulanani, Madzivhandila, Matatshe, Tshitereke, Siloam, Dzanani, Lemana, Vleifontein, Phalama) and 10 Booster pump stations (Riphambeta, Maniini A, Maniini B,

Nare Tswana, Mbilwi, Shayandima, Eltivillas, SA Brewery, Musina) in the District. Challenges are Waste water plants receiving more inflow than the design capacity; Vandalism and theft of manhole covers and cables; Introduction of undesirable objects in the sewerage system, Lack of staffing to operate the plant, ageing Infrastructure, over grown shrubs and grass at plants and poor maintenance of sewerage system.

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

Table 6.2.: Number of household toilet Facility used

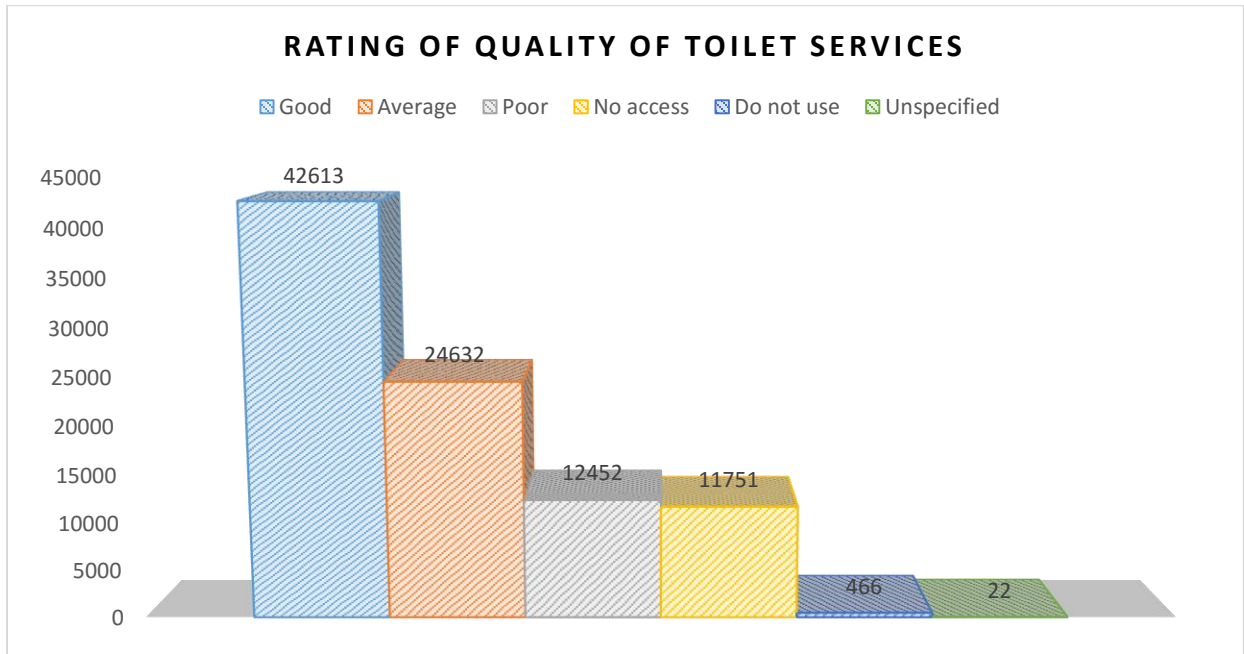
MAIN TOILET FACILITY USED	
Flush toilet connected to a public sewerage system	7083
Flush toilet connected to a septic tank or conservancy tank	1041
Chemical toilet	2233
Pit latrine/toilet with ventilation pipe	31796
Pit latrine/toilet without ventilation pipe	35042
Ecological toilet (e.g. urine diversion;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

Source: STATSA Community Survey, 2016

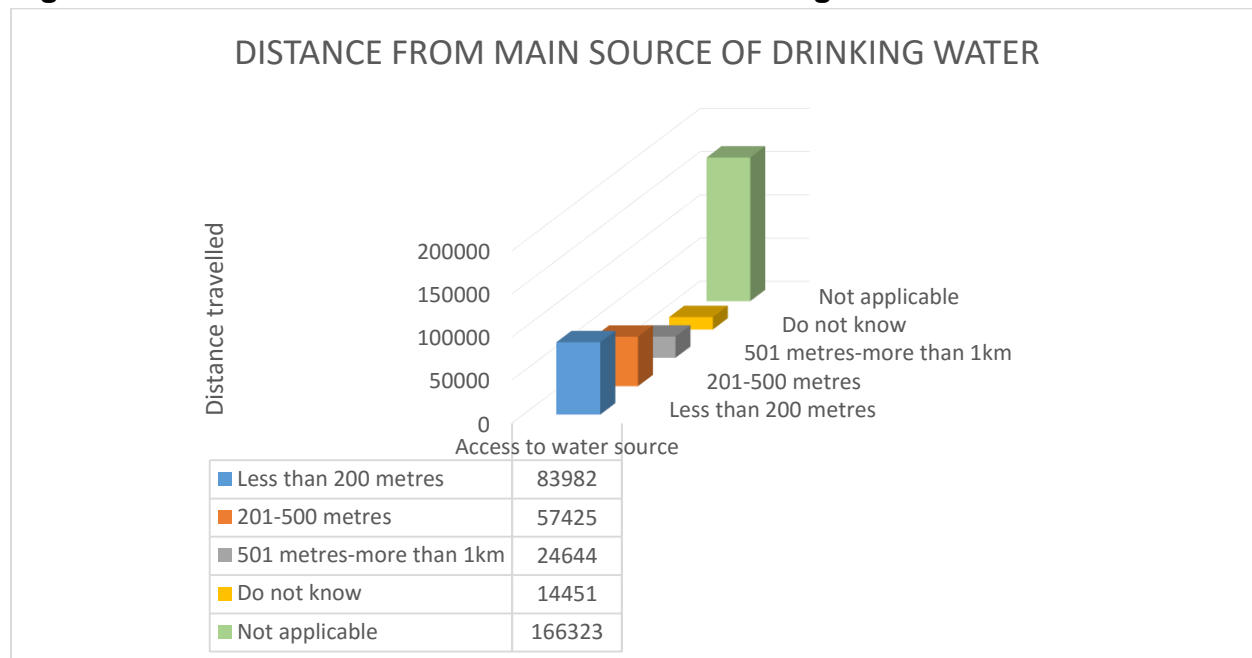
6.1.5. SANITATION AND WATER BACKLOG/CHALLENGES

Depicting from the figure below, more than forty thousand (20 000) people have no access to toilet facilities.

Figure 6.1.: Rating of quality of toilet services



Source Stats SA Community Survey, 2016

Figure 6.2.: Distance between household and drinking water

Source Stats SA Community Survey, 2016

Figure 6.2. above indicates that the distance (more than 200m) between households and source of drinking water is very high.

6.2. ELECTRICITY AND ENERGY

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

Table 6.3.: Household access to electricity

HOUSEHOLD ACCESS TO ELECTRICITY	
In-house conventional meter	3506
In-house prepaid meter	82367
Connected to other source which household pays for (e.g.	95
Connected to other source which household is not paying	801
Generator	12
Solar home system	230
Battery	5
Other	214

No access to electricity	4706
Total	91936

Source Stats SA Community Survey, 2016

6.2.1. Electrification of Households and Backlog

The Municipality has electrified a total number of 1161 households at Mavandla and Mavambe/Makumeke villages in 2017/18 financial year. For 2018/19 financial year two electrification projects at Menele/Nghonghomu and Xigalo/Nghezimani are underway wherein a total number of 1474 households will be electrified. The current electricity backlog is sitting at 3247 households and the earmarked 2019/20 projects are at Mbhuti and Xihosana wherein 1100 households will be electrified. The electricity backlog is continuously increasing as it is a moving target as and when there are new developments.

6.2.2. Electricity Licensing Authority

The Municipality does not have electricity licensing authority; there it is of utmost important that an Engineering Consultant be appointed to assist with the application process. Obtaining a license as the Municipality will help to increase revenue collection and create more jobs for the community of Collins Chabane Municipality.

6.2.3. High Mast Lights Installation

The Municipality is responsible for the installation of high mast lights in all its 36 Wards in order to reduce the high rate of crime. The Plan is to install at least three high mast lights per ward, which will make a total of 108 high mast lights for all 36 wards. For 2018/19 Financial Year a total number of 17 high mast to be installed at 17 wards. 19 wards will remain without high mast. Backlog is 91.

6.2.4. Traffic Lights

There are four traffic lights installed at the Municipality at the Malamulele area, which are 100% functional. The Municipality is paying R 1 801.60 per month for all four traffic lights, which worth it because it helps to reduce accident and traffic congestion. Due to traffic congestion at some identified Municipality area, traffic lights should be installed at Saselamani four way stop next to taxi rank and Hlanganani four way stop next Vivo garage. This will help to reduce traffic and accident.

6.2.5. Mechanical Workshop

Municipality has not yet established is mechanical workshop. For internal maintenance and services of vehicles, machinery. Currently the Municipality is spending lot of money as the services of maintenance are outsourced.

6.2.6. Street Lights/High Mast Lights Maintenance

Table 6.4.: The Municipality is responsible for maintenance of street light at the following area:

Village/town	Number of street lights	lights working	lights not working
Malamulele township	905	501	404
Makuleke	379	230	149
Mabilingwe	227	162	65
Block D	210	60	150

Municipality is paying street lights bill for the above mentioned area every month at a total average cost of R 50 025.75. Maintenance of street light is not undergoing, only two street lights that were fallen at Malamulele section B were maintained because it was an emergency. Street lights are 55% functional for the whole entire Municipality area. Community are at the dark and risk of increase crime rate while they have access to street lights and high mast light that are not working.

6.3. ROADS AND STORM WATER SERVICES

6.3.1. Roads

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

6.3.2. Pavement of Roads

The Municipality is responsible for Planning, Construction and Maintenance of roads. The entire roads network of our area of jurisdiction amounts to 3465,35km of the total road network only 60 km of road is paved and there is still a backlog of 3405,35km.

6.3.3. Street Blading

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

6.3.4. Grading Programme

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

And in most cases Thursdays and Fridays the graders will be focusing on opening access to cemeteries as per the requests submitted to the Municipality

6.3.5. Patching of Potholes

The Municipality is also 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 repairs of potholes is an ongoing activity.

6.3.6. Road Marking

The Municipality is also 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 traffic station.

6.3.7. Speed humps

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

6.3.8. Resources

1. Grader blading
2. The Municipality have the following resources
3. 3x three graders
4. 1 x TLB
5. 1 x Bakkie
6. 1x Truck
7. 2 x Water tanker
8. 1 x Pedestrian Roller
9. Premix Asphalt Bags
10. Aggregate stones
11. SS60 Emulsion drums
12. Road Marking paint

6.4. NODAL ACCESS

Collins Chabane has four Municipal Nodes namely: Malamulele; Saselamani; Hlanganani and Vuwani.

These Nodes are located along roads/development corridors meaning that they are accessed through Provincial roads.

Currently the Municipality is busy with the construction of Access roads around the Nodal Areas at:

Hlanganani Nodal Area

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

6.5. IMPLEMENTATION OF EPWP PROJECT

Collins Chabane is participating in EPWP Incentive grant programme. In 2017/2018 financial year the programme created 197 jobs opportunities and in 2018/2019 financial year 203 job opportunities were created.

6.5.1. EPWP is divided into the following sectors

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

6.5.2. Challenges

The 2017/2018 contract of EPWP participants expired at the end of June 2018. The Participants indicate that the Municipality must absorb them on a permanent basis. As a result, some of them took the Municipality to court on this matter. 25 participants from 2017/2018 participants are still working on the programme pending for the court order to make a ruling on the matter.

6.6. SPORTS, ARTS, CULTURE AND LIBRARIES

Table 6.5.: Sports facilities and location

Type of facility	Village
Boxing Gym	Malamulele
Multi-purpose centres	Malamulele Club
Sport stadiums	Bungeni, Malamulele, Saseleman, Mdabula, Merve
Cemeteries	01 Xithlelani
Community halls	Njhakanjhaka and Vuwani
Recreational park	Malamulele.
Testing Stations	Malamulele & Vuwani
Health Centres	Malamulele Hospital
Clinics	33 Clinics at CCLM

6.7. LIBRARIES

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

Table 6.6.: 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

6.8. KEY CHALLENGES

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

6.9. FREE BASIC SERVICE

Collins Chabane Local Municipality is still in the process to compile its indigent register and reapplication of indigent must be done using the KDOS system to determine those who qualify.

6.10. WASTE MANAGEMENT

This is clearly indicated in the bill of rights (Constitution Section 24) & National Waste Management Strategy. It is within our mandate that Collins Chabane receive refuse removal services daily in town and once a week per households in proclaimed areas.

Refuse removal services is rendered at Saseleman and Malamulele Daily, employees also make use of brooms to sweep waste at the roads especially at taxi ranks. Hlanganani area is serviced only once a week where vuwani area is not serviced at all. Type of waste collected are General waste which includes Household waste, Builders rubbles, Garden waste. We don't collect medical and hazardous waste.

Currently Waste Management is operating with the following refuse vehicles:

- 04 Compactor Trucks
- 01 Half Trucks
- 02 TLB

6.11. LAND FILL SITES

Currently using Thulamela Municipality Landfill site for disposal of waste, and we are billed for disposing waste within their landfill site. Development of Landfill site at Xigalo is in Phase 1 progress stage. There are two transfer station, transferred from Thulamela in Mhinga and Mulenzhe which are not functional.

6.12. CLEAN UP CAMPAINS

A plan to conduct clean-up campaigns where community members are encouraged to participate in cleaning the area they reside in is in place, and one clean-up campaign is conducted per Quarter (Quarterly clean-up campaigns program).

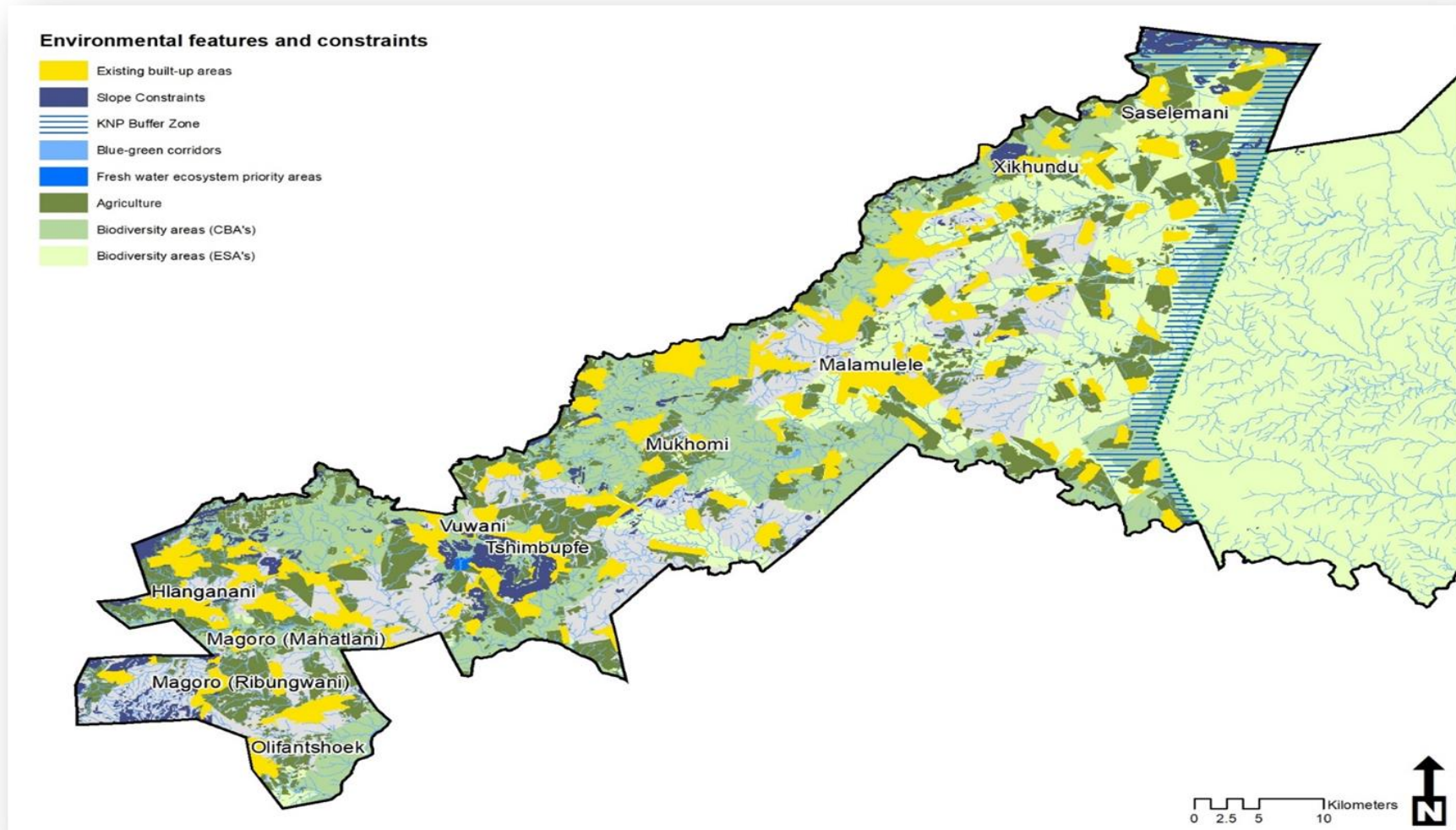
6.13. ENVIRONMENTAL ANALYSIS

Environmental Health Services

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

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

Figure 6.3.: The spatial representation of the Collins Chabane Local Municipality's environmental features and settlement arrangements



Source: CCLM SDF (2018)

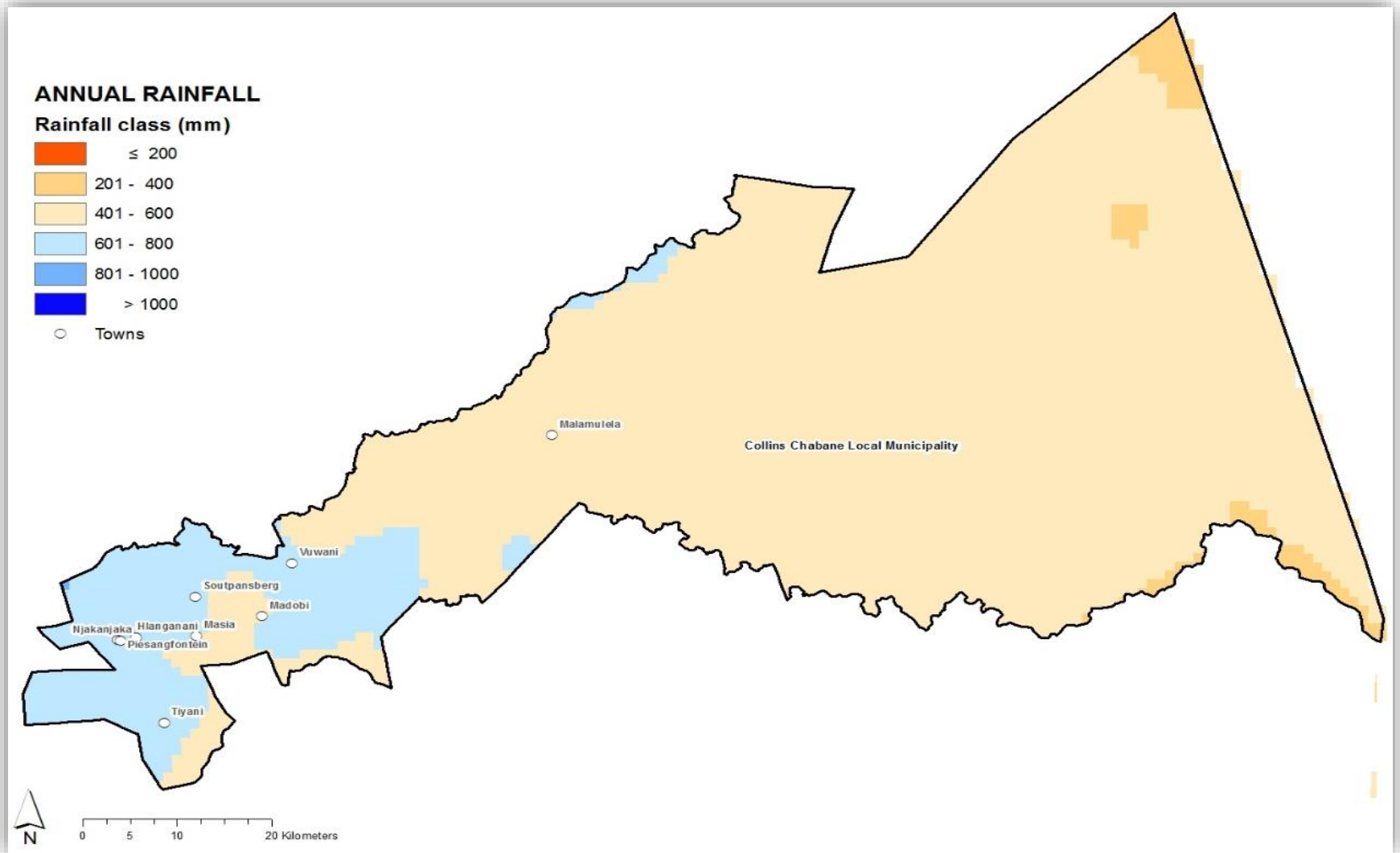
6.13.1. Climate

Collins Chabane Local Municipality is located in an arid region and it has a very dry subtropical climate, specifically a humid subtropical climate with long hot and rainy summers coupled with short cool and dry winters. The climate here is mild, and generally warm and temperate. When compared with winter, the summers have much more rainfall. The area normally receives about 691 mm of rainfall per year, with most of rainfall occurring mainly during midsummer (WHE, 2016). Large variations are observed for seasonal temperatures; temperature can reach as far as 40⁰c during summer time.

6.13.2. Rain Fall

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

Figure 6.4.: Annual Rainfall



Source: CCLM SDF (2018)

6.13.3. Climate Change

In the South African political setup, local Municipalities are the structures that are in direct contact with the communities, and they should include issues of climate change when drawing up their Integrated Development Plans so that adaptation strategies can be established (Letlhoko, 2016). Anthropogenic greenhouse gases such as burning of fossil fuels and deforestation leading to carbon dioxide concentration in the air are main causes of the observed global warming that leads to climate change. Climate change is now a global reality. Water scarcity is now a generic challenge in the Collins Chabane together with the extreme hot weather conditions. Climate effects are also felt by crop farmers and the livestock farmers within the whole Municipality.

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

6.13.4. Air Quality

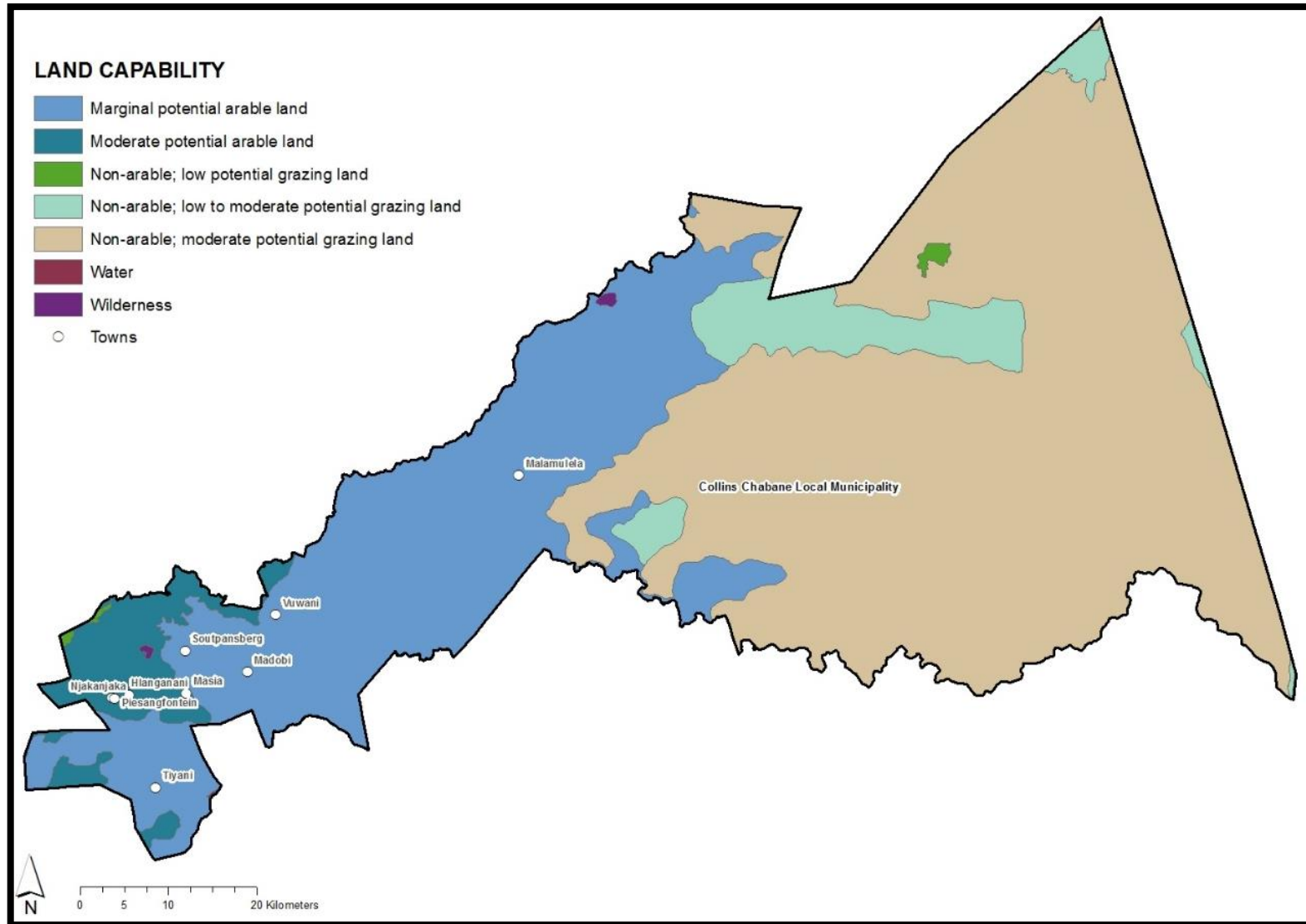
Poor air quality has a direct impact upon the health and life expectancy of our citizen and improving it is an ambition for all. Sources of air pollution in CCLM includes industrial activities which include burning coal, oil, and other fuels that causes air pollution, such as clay brick manufacturing, 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 allow the path taken. These services include motor vehicles (light duty vehicles, heavy duty vehicles, road dust from unpaved roads. Vehicle tailpipe emission is the main contributors of hydrocarbons. Residential and commercial sources include emission from the following sources categories: wood stoves, backyard burning, households heating. And commercial sources include emissions from the following categories: Land clearing burning, unregistered restaurants, dry cleaning, building construction and demolitions.

6.13.5. Land Cover / Land Capability

Collins Chabane Local Municipality area has an amazing biological diversity of flora and fauna, this rich biological diversity can be attributed to its biogeographically location and diverse topography. The District falls within the greater savanna biome, commonly known as the bush veld with some small pockets of grassland and forest biomes. 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.

Figure 6.5.: Land Capability



Source: CCLM SDF 2018

6.13.6. Hydrology

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

6.13.7. Geology

Collins Chabane Local Municipality area is unique due to its geological formations (predominantly sandstone). Collins Chabane Local Municipality has a fairly complex geology with relative high degree of minerals, and the minerals are found in dusters in varying concentration. The geology of the region comprises of Archean aged, granite-green stone terrain of the northern extremity (WHE, 2017).

6.13.8. Geomorphology

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

6.14. HEALTH AND SOCIAL DEVELOPMENT

6.14.1. 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 got a radius of 5 467 216 m² which means that there is a huge backlog of Health facilities. Collins Chabane Municipality has 1 hospital, 3 health care

and 32 clinics. There is a shortage of childhood centers, old age facilities and access to social grants are major challenges. The prevalence of Malaria in Vhembe District and Mopani, post a huge health risk for the Municipality.

Health challenges

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

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

6.14.2. Social Services

The Municipality has appointed one (01) Manager Social services, with one (01) Disaster coordinator, one (01) Supervisor Horticulture and (09) nine Horticulture General Assistance whose main functions are:

- ✓ management & maintain 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

6.15. HORTICULTURIST

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

6.16. MANAGEMENT OF SPECIAL PROGRAM SERVICES

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.

Youth Development: a meeting was held to launch youth Council but it was not successful, VDM youth coordinator has been requested to assist on:

Sport Services:

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

6.17. SPECIAL PROGRAM

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

6.18. DISASTER MANAGEMENT

The section only has one Disaster Management Coordinator dealing with all Collins Chabane Disasters. On the 28th November 2018 Collins Chabane Local Municipality experienced severe thunderstorm and heavy rainfall which affected more than 1405 households, schools and clinics.

6.19. LICENSING & REGISTRATION

CCLM has licensing division consisting of three units namely: DLTC, VTS and R/A. The division has 01 Manager, 01 Management rep, 01 Senior licensing officer, 05 Examiners, 04 cashiers and 01 help desk.

The station is currently providing the following services:

- ✓ Registration & licensing of motor vehicles
- ✓ Testing driving licences and Learners licences
- ✓ Conducting driving licence and professional driving licence renewals
- ✓ Conducting roadworthy test

6.20. TESTING STATION

The testing station is not complying with OHS disability ramp, eye testing office not complying, office the testing structure including VTS is not meeting. The station is not meeting Premiers office requirement as it doesn't have the following: no signage internal and direction signage along the road, proper sanitation, no bullet proof window, no strong room, no CCTCV cameras for monitoring tools. Traffic & DLTC is no longer accommodating two divisions as there's shortage of space (Traffic & registration office) new building structure is needed. The grading of DLTC need to be implemented.

6.21. LAW ENFORCEMENT

One of the main function of the division is to provide Law Enforcement and Road Safety education and communication. It also ensures compliance to By-Laws giving support to community services (funerals, marathon, VIP escorts etc..). The Traffic law enforcement, Transport Council and Arrive Alive was Launched. Scholar patrol is monitored on a daily basis to all schools along the main roads. It emergency respond is given to all accidents which are happening within Collins Chabane.

6.21.1. SAFETY AND SECURITY

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

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

The South African Police service is responsible with safety and security with the Municipality together with the department of Safety, Security and liaison department. There is two (2) Police stations in Collins Chabane Municipal area at Malamulele and Vuwani and Community Policing Forums are in all 36 wards.

6.22. EDUCATION

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

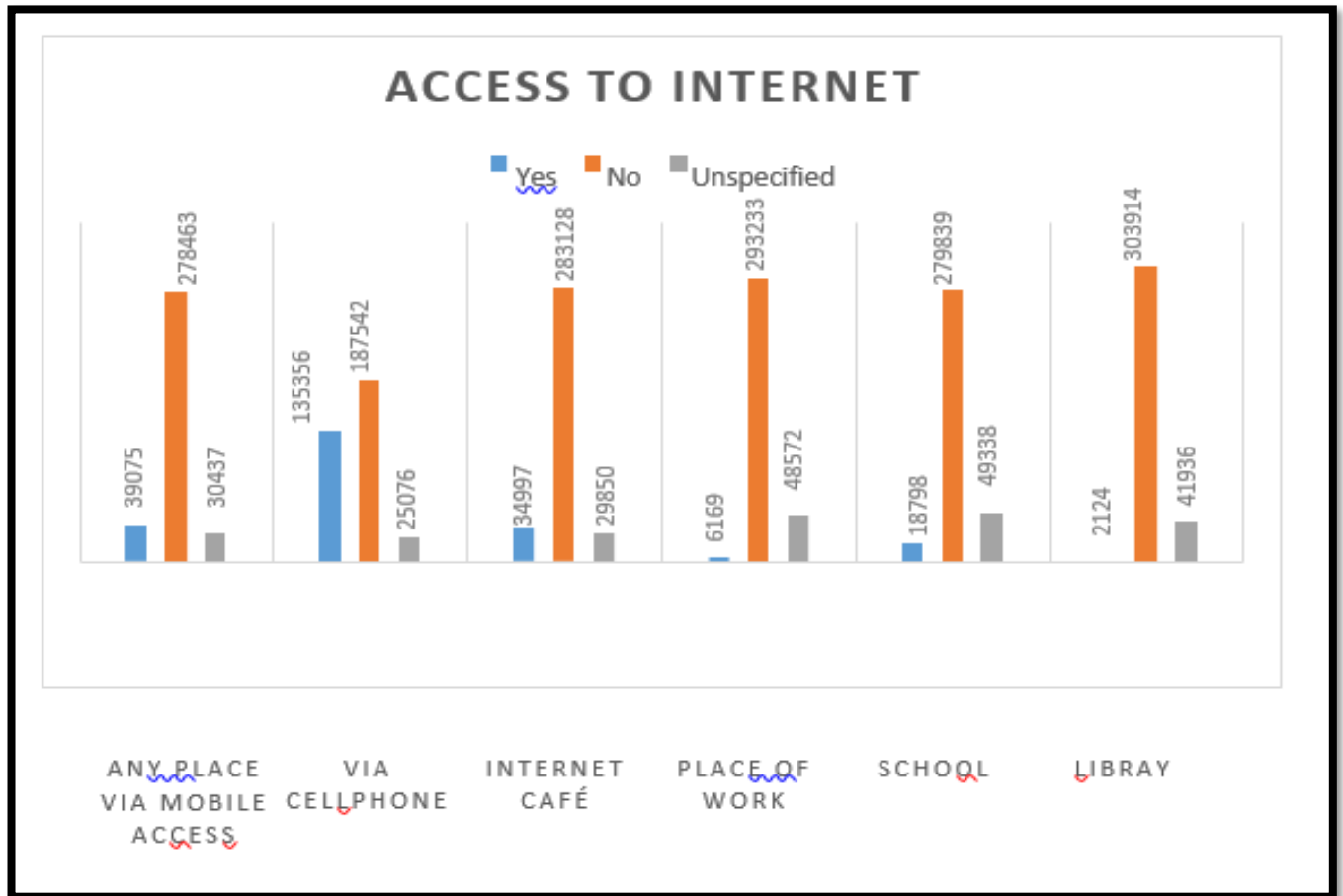
6.23. THUSONG SERVICE CENTRE

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

6.24. TELECOMMUNICATION SERVICES

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

Figure 6.6.: Internet Access



Source Stats SA Community Survey, 2016

6.25. POSTAL SERVICE**Table 6.7.: Mode for receiving Mail/post**

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

Source Stats SA, 2016 Community Survey

6.26. BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT**Table 6.8.: Service and infrastructure development challenges**

Challenges
○ Shortage of electrical and mechanical equipment, tools and materials
○ Shortage of human resource capacity
○ Service deliver to the community is not continuously rendered.
○ High level rate crime
Road
○ Shortage of graders
○ Machinery Breakdown
○ Lack of mechanic expertise.
○ Lack of General workers to assist in repairing of potholes and road marking services .
○ Heavily eroded roads due to rains are left with gulley'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 Mtiti
○ 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, Merwe, etc...)
○ Insufficient clearing of bush within Municipal facilities & along the roads / grass cutting/ tree pruning due to shortage of staff

CHAPTER 7: LOCAL ECONOMIC DEVELOPMENT

LED is understood as a territorial concept aimed at stimulation of the local economy to grow, compete and create more jobs, in particular by making better use of locally available resources. This includes obvious elements such as improving the infrastructure, access to business development services, education, technology and other innovative resources for the ever-changing environment.

7.1. Local Skills based

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

7.1.1. Field of TVET by Geography hierarchy 2016 for Person Weight

	LIM345 : Collins Chabane	LIM343 : Thulamela	LIM344 : Makhado	LIM341 : Musina	DC34: Vhembe
Management	713	3064	904	154	4835
Marketing	85	1194	394	128	1800
Information technology and computer science	281	1640	786	310	3017
Finance	177	1435	617	227	2456
Office administration	619	1081	628	303	2631
Electrical infrastructure construction	154	1128	286	223	1790
Civil engineering and building construction	235	1298	443	88	2065
Engineering	546	2767	894	603	4809
Primary agriculture	73	242	106	81	502
Hospitality	230	935	472	101	1738
Tourism	101	367	157	50	675
Safety in soceity	254	394	331	197	1175
Mechatronics	-	173	29	188	391
Education and development	436	999	1310	72	2817
Other	1186	3635	1375	389	6585
Do not know	31	108	97	-	236
Not applicable	341692	476029	405174	128078	1350974
Unspecified	1162	747	2725	818	5452
Total	347974	497237	416728	132009	1393949

7.1.2. Field of higher educational institution by Geography hierarchy 2016

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

7.2. Economic Analysis

The function of LED is to promote the following:

- Agriculture
- Mining
- Manufacturing
- Tourism
- Local Economic Development
- Business registration

Table 7.1.: Profile of key economic sectors and their contributions to GDP and Labour in the CCLM Area

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

Source: IHS Markit

7.3. Economic Performance Indicators

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

Table 7.2.: Economic performance

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

Source: IHS Markit

7.4. Employment Statistics

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

Table 7.3.: Employment statistics within Vhembe District

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

Source: IHS Markit

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

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

Table 7.4.: Employment sectors

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

Source: IHS Markit

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

7.5. LED Strategy

- The Municipality has been operating without LED Strategy.
- Consultants has been appointed to develop an LED Strategy.
- The draft LED Strategy will be adopted with the draft IDP/Budget by 30th March 2019.

7.6. LED By-Laws

The Municipality has managed to prepare the following By-Laws

- Carwash
- Street Trading
- Outdoor Advertising
- Tuck shop/ Spaza shop

7.7. Local Economic Development challenges

Table 7.5.: LED Challenges

Challenges
Relocate Hawkers along Malamulele DCO road.
Availability of land for Fresh Produce Market.
Attract investors to invest in the area
Demarcation of CCLM towards KNP
Lack of socio-economic analysis information.

CHAPTER 8: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY

8.1. BUDGET AND TREASURY OFFICE

The Municipality has established Budget and Treasury Office as required by Municipal Finance Management Act (no. 54 of 2003) Section 80. The Budget and Treasury Office consists the Revenue, Expenditure, Budget and Reporting, Assets and Supply Chain Management sections. The department is presently led by the Chief Financial Officer with three managers (Revenue, Expenditure and Supply Chain Management) and seven accountants. The Municipality has approved all budget related policies as required by Municipal Budget and Reporting Regulations. The Municipality has not yet developed the standard operating procedures due to lack of human capacity in Budget and Treasury Office.

8.2. REVENUE SECTION

Collins Chabane Local Municipality started doing the billing during the 2017/2018 financial year after having migrated information from both Thulamela Local Municipality and Makhado Local Municipality.

As a result of this migration process, the Municipality's billing data is inaccurate as outlined also during the 2017/2018 audit. The Municipality is billing both Malamulele and Vuwani Townships with the collection rate sitting at an average of 20,48% and 0% respectively as at the end of December 2018. There are certain areas that are not been billed in the Malamulele Township for property rates as per the Municipality's general and supplementary valuation rolls. Furthermore, some of the consumers' bills are not delivered on time or at all not delivered due to postal information. The Municipality has approved the credit control policy but has not yet started implementing it due to the credibility of the billing information and the unrest at the Vuwani Township. The Municipality debtors book is at R49 299 682.80 after the Municipality has written off R86 020 376.95 during the 2017/2018 financial year.

The Municipality has approved a revenue enhancement strategy during the 2017/2018 financial year.

8.3. BUDGET AND REPORTING SECTION

The Budget and Reporting section has just been established and is mend by two accountants assigned for budgeting and reporting. The Municipality has submitted all the section 71 reports for the period ending December 2018. There is still a problem with

accuracy of the data strings as required in terms of the Municipal Standard Charts of Accounts (MSCOA) and Schedule C. Furthermore, the reports were not submitted on time as the MFMA's calendar due to human capacity in the Budget and Treasury Office.

The 2017/2018 adjustments budget and the 2018/2019 annual budget were submitted on time in terms of the Municipal Standard Charts of Accounts (MSCOA) and Municipality is adhering to the approved budget hence there was no unauthorized expenditure incurred in 2017/2018 financial year and for the period ending December 2018. The only problem with spending is the low percentage especially on capital budget which results in unspent conditional grants.

8.4. ASSETS MANAGEMENT SECTION

The Municipality has not yet established the Asset Management section as per approved organizational structure leading to the whole asset management functions been outsourced. As much as the Municipality's asset register is GRAP compliance, the asset register is mainly updated at year end.

8.5. 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 but there are problems relating to the payment of service providers within 30 days as required by section 65 of the MFMA (no.56 of 2003), the overtime and third parties' payments. The fruitless and wasteful expenditure has decreased from R1 125 367 in 2016/2017 to R223 585 in 2017/2018 financial years.

8.6. SUPPLY CHAIN MANAGEMENT SECTION

The supply chain management section has been established with the manager and two accountants appointed. The bid committees have been appointed as required by SCM regulation 26, however there is still problem of bid committees sitting on time, which affect the appointments of service providers leading the Municipality not meeting its targeted goals as per Service Delivery Budget Implementation Plan (SDBIP). Furthermore, there is generally lack of knowledge by bid committee members in terms of the roles leading to wrong bid specifications been submitted and the Municipality incurring irregular expenditures. The Municipality's irregular expenditure has increased from R7,9 million to more R100 million as per 2017/2018 Annual Financial Statements and Auditor General's findings. The Municipality conducted only one bid committee training session in November 2018. The Municipality has submitted its 2018/2019 procurement plan to Provincial Treasury which includes both capital and operational projects.

The late submission, incomplete departmental procurements plans and non-adherence to the deadlines as contained in the Municipality's overall procurement plan remains a challenge.

8.7. MUNICIPAL FINANCE MANAGEMENT AND VIABILITY CHALLENGES

Challenges

- Shortage of staff in Budget and Treasury Office
- No standard operating procedures
- Asset management unit not established
- Incorrect billing
- Low collection rate
- Incomplete billing
- Wrong postal or not postal address
- Increased debtors book
- Revenue enhancement strategy not implemented
- Late submission of section 71 reports
- Incorrect data strings
- Low percentage of budget spending
- Asset register not update timeously
- Payments not done within 30 days
- Late or no processing of overtime worked
- 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 9: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

9.1. COUNCIL AND COMMITTEES

The Council had adopted the Corporate Calendar for 2017/2018 which is used as a guide in all its Council Meetings and Section 79 Committees and other Council Committees. Section 79 Committees are functional though some of the Chairperson's raised concerns of not having been inducted which resulted in them being ineffective. 33 Ward Committees out of the possible 36 Ward Committees have been established and are executing their responsibilities and/or functions except for 03 Ward Committees from the possible Ward Committees around Vuwani nodal point. EXCO meetings were held as per the Corporate Calendar.

9.2. IMPLEMENTATION OF THE COMMUNICATION STRATEGY AND POLICY

The Municipality is currently implementing both the Communication Strategy and Communication Policy. The Communication forums and Mayor's Imbizos are organized on quarterly basis. Newsletter are distributed to all stakeholders on quarterly basis.

9.3. RISK MANAGEMENT

The Risk Implementation plan for 2018-19 was approved by the Accounting Officer and submitted to the Audit Committee. The Strategic and operational registers were developed. Councillors and Municipal Officials were trained on Antifraud and corruption prevention strategy by COGHSTA.

9.4. RISK MANAGEMENT COMMITTEE

The Municipality does not have Risk Management Committee due to unavailability of the budget but the Risk Management reports are currently reviewed by the Audit Committee

9.5. RISK BASED INTERNAL AUDIT PLAN

The three-year internal audit plan was developed and 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. Specification to appoint the service provider has been drafted and submitted to SCM office.

9.6. INTERNAL AUDIT POLICY DOCUMENTS:

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

9.7. ICT INFRASTRUCTURE

Table 9.1.: ICT Infrastructure

Item	Status
LAN/WAN	Upgraded the 10MB cell C broadband internet connectivity to 100MB Vodacom line through universal NT contract (RT 15 of 2016) Municipal buildings have been connected through Radio link (wireless connection). namely; DCO building, Traffic department, Stores, Boxing Gym and Civic Centre.
Server/Data Centre Environment	There are 6 servers and the router in production. These servers are used for financial management services, Human Resource services, file management services, directory management services, E-mail, etc.

9.7.1. Tools of trade

Table 9.2.: Tools of trade

Officials	Councillors
<ul style="list-style-type: none"> • 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

9.7.2. Existing contracts

Table 9.3.: Existing contracts

Item	Supplier
Internet and E-mail services	<ul style="list-style-type: none"> • 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

9.7.3. ICT Projects

Table 9.4.: ICT Projects

Projects	Description
Development of the ICT strategic plan	The service provider has been appointed for the development of the ICT strategic plan. Phase 1 and 2 of the development have been successfully concluded, the project is currently progressing on phase 3 of the development and the project is anticipated to be finalised end of march 2019. The project is progressing well.

Disaster Recovery Solution	In the event of business interruption or disaster, CCLM business continuity is a must. The SCM process has commenced. The process of advertising by SCM is afoot.
ICT Steering Committee	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
Implementation of ICT upgrade	The implementation of an ICT upgrade project that will ensure high network stability, security control through the implementation CCTV solution and access control has been advertised.
Development of Website	The newly developed service-based website under the custodianship of the communication unit on behalf of the mayor has been signed-off. 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.

9.8. AUDIT AND PERFORMANCE COMMITTEE

The Municipality has appointed Audit and Performance Committee, sadly the Municipality lost one member due to death and the position is vacant. The Committee is meeting on a quarterly basis. Audit and Performance Committee charter was developed and approved by Council.

9.9. EXTERNAL AUDIT

The Municipality has regressed from a qualified audit opinion to a disclaimer Audit Opinion.

9.10. IMPLEMENTATION OF RECORDS MANAGEMENT SYSTEM

Records Management: Currently, Electronic Records Management System is being developed, a service provider has been appointed and the process is going on. The project time frame indicates that by the end of March 2019 the project will have been completed.

9.11. FACILITIES MANAGEMENT

All Municipal facilities except, those in Vuwani and grave yards have security guards. Facilities Management Policy has been drafted and sent to the Senior Manager for ratification. This subsection has developed a checklist for all facilities with their conditions.

Table 9.5.: CCLM's fleet

Type of vehicle	Number of vehicle
Graders	04
Front Loader	0
TLBs	03
Water tanker	02
Refuse compactor	04
Skip loader	01
Half trucks	02
LDVs	11
Sedans	11
Trailers	04
Fire fighters trucks	0
Tipper trucks	0
Refuse supplement trucks	0
Tractors	01
High up truck (Electrical vehicle)	0
Low bed	0
Total	43

9.12. GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES

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

SECTION B: STRATEGIC PHASE

CHAPTER 10: STRATEGIES

10.1. Background

The Strategic Planning Sessions for the Collins Chabane Local Municipality was held from the 21st -23rd January 2019 at Blyde River Canyon, Forever Resort at Graskop. The purpose of the Strategic Planning was to highlight on the Situational and Needs Analysis for Collins Chabane Local Municipality and come up with strategies to ensure service delivery and the prioritisation of services to address community needs within the jurisdiction of the Collins Chabane Local Municipality.

During the first day of the sessions, presentations were made starting with the opening remarks by the Mayor inflicting the application of the minds and robust engagements during the discussions. Sector Department presented on various ways on how to link the strategies to a broader Provincial and National aspect trying to provide service delivery. The day ended with hard work put on commissions to discuss strategies to better service delivery.

The day was concluded with commissions on breakaway sessions to discuss strategies. Five commissions were established according to the SDBIP KPA in the Municipality putting hard work on the ground, locking in robust engagements on pertinent issues pertaining to the various Municipal Departments respectively. On the second day commissions reported to the plenary for discussions and came up with resolutions.

10.2. COLLINS CHABANE LOCAL MUNICIPALITY STRATEGIC INTENT

MUNICIPAL VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

VISION

“A Spatially Integrated & Sustainable Local Economy by 2030”

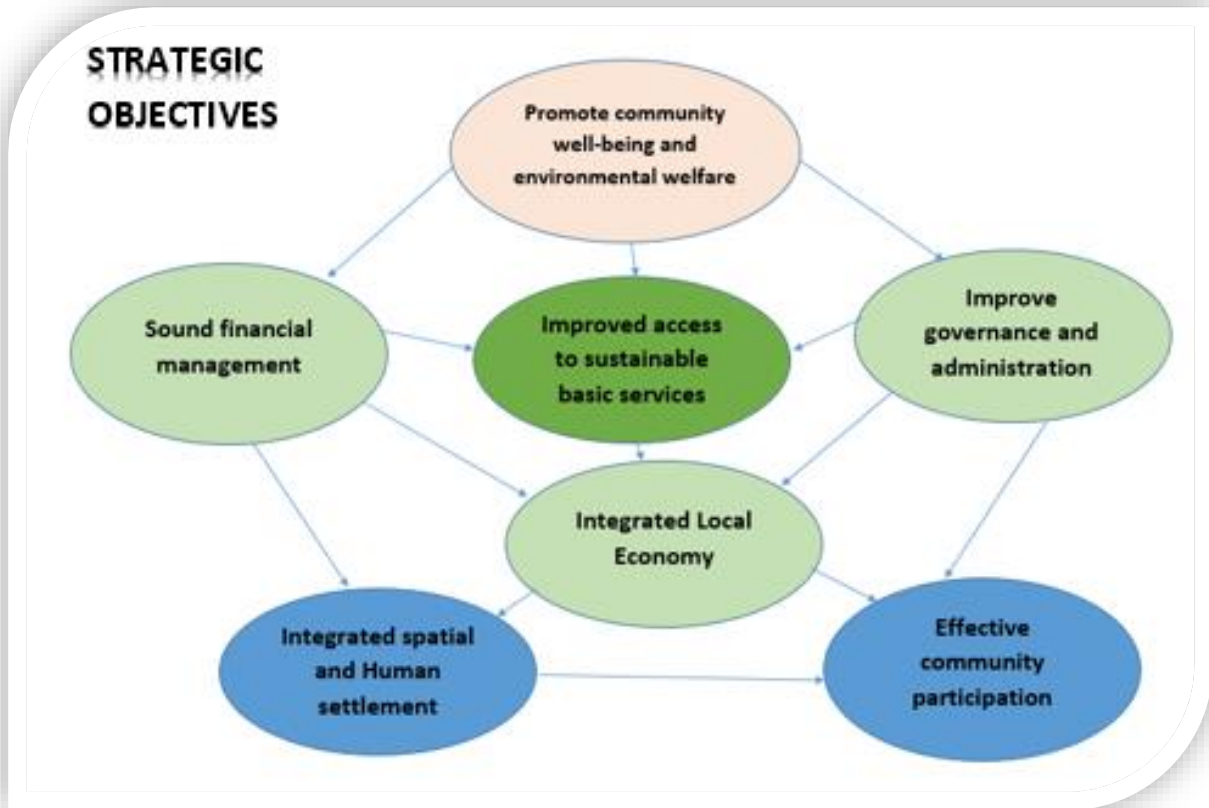
MISSION

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 10.1.: Strategic Objectives



10.3. STRATEGIES**10.3.1. CORPORATE SERVICES****Table 10.1.: Corporate services**

PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM	LONG TERM
HUMAN RESOURCES MANAGEMENT	High vacancy rate	Appointment of personnel	Appointment of personnel	Appointment of personnel
TRAINING	Lack of training unit	Establishment of Training unit		
ORGANISATIONAL DEVELOPMENT	Slow progress in implementation of job evaluation	Engagement of SALGA for support		
ORGANISATIONAL DEVELOPMENT	Slow implementation of WSP	Training of employees	Continuous training of employees	Continuous training of employees
ORGANISATIONAL DEVELOPMENT	Effective internship programme	Continuous implementation	Continuous implementation	Continuous implementation
MUNICIPAL POLICIES	Effective institutional policies	Continuous development, review and implementation of policies	Continuous development, review and implementation of policies	Continuous development, review and implementation of policies
LABOUR RELATIONS	Ill-disciplined inherited employees	Apply consequence management		
LABOUR RELATIONS	Poor management of EPWP contracts	Effective implementation of EPWP policy	Effective implementation of EPWP policy	Effective implementation of EPWP policy

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EMPLOYMENT EQUITY	Poor implementation of employment equity	Development of employment equity plan	Continuous review and implementation of employment equity	Continuous review and implementation of employment equity
PERFORMANCE MANAGEMENT	Failure to cascade PMS to lower levels	Cascading of performance management		
SWITCHBOARD	Lack of integrated switchboard operations	Linking of all Municipal premises to the switchboard operations through ICT upgrades		
VUWANI PLACEMENT	Incomplete placement of Vuwani staff	Ensuring Vuwani employees go back to work		
LEGAL SERVICES	Litigation	Ensure full implementation of legislations and policies		
AUXILIARY SERVICES	Lack of sub offices	Establishment of sub offices		
AUXILIARY SERVICES	Lack of office space	Construction of offices through PPP	Construction of offices through PPP	Construction of offices through PPP
COUNCIL COMMITTEES	Effective council services			
COUNCIL COMMITTEES	Poor report writing by ward committees	Training of ward committees	Training of ward committees	Training of ward committees

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COUNCIL COMMITTEES	Lack of electronic committee management system			
COUNCIL COMMITTEES	3 Ward committee not launched around Vuwani	Continuous engagement of relevant stakeholders		
COUNCIL COMMITTEES	Lack of induction for Section 79 Committees	Training of section 79 committee members		
COMMUNICATIONS	Lack of effective communication	Implementation of communication strategy and policies		
COMMUNICATIONS	High Municipal telephone billing costs	Engagement of Telkom to disconnect the office lines		
RISK MANAGEMENT	Unavailability of risk committee	Appointment of risk committee chairperson		
RISK MANAGEMENT	Lack of business continuity	Development of BCP	Implementation of BCP	Implementation of BCP
IT	Unstable network	Establishment of contract management committee Implementation of additional line (Failover)	Continuous effective management of contract	Continuous effective management of contract
IT	Lack of IT back-up system	Implementation of back up process	Continuous management of backup system	Continuous management of backup system
FACILITY MANAGEMENT	Vandalism in Municipal facilities	Awareness programs (Civic education) Continuous report back meetings by councillors	Awareness programs (Civic education) Continuous report back meetings by councillors	Awareness programs (Civic education) Continuous report back meetings by councillors
FLEET MANAGEMENT	Lack of systems to manage fleet	Implementation of fleet management systems	Continuous management of fleet	Continuous management of fleet

RECORD MANAGEMENT	Poor record management system	Implementation of electronic records management system Centralising of records management system Establishment of strong room	Continuous management of records system	Continuous management of records system
TRADITIONAL AUTHORITY	Issuing proof residence by ward councillors in areas not proclaimed	Engagement session between Municipality and traditional leaders		
TRADITIONAL AUTHORITY	Lack of tools of trade for traditional leaders	Engagement session between Municipality and traditional leaders		

10.3.2. FINANCE MANAGEMENT

Table 10.2.: Finance Management

PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM	LONG TERM
REVENUE MANAGEMENT	➤ Incompleteness of data	➤ Data Cleansing		
REVENUE MANAGEMENT	➤ Incorrect Tariffs ➤ Incomplete billing (Some area e.g. Malamulele EXT B not billed)	➤ Correct tariffs are enrolled into System ➤ Linking of information ➤ Reconciliation of valuations rolls with the billing system		
REVENUE MANAGEMENT	➤ Low revenue base	➤ Expansion of revenue base		
REVENUE MANAGEMENT	➤ Non implementation of Credit control policy	➤ Implement the credit control policy		

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REVENUE MANAGEMENT		➤ Appointment of Debt collector	➤ Appointm ent of Debt collector	➤ Appointm ent of Debt collector
REVENUE MANAGEMENT	➤ Indigent register	<ul style="list-style-type: none"> ➤ Verification of indigent households ➤ Kagiso trust to provide verification system 		
SUPPLY CHAIN MANAGEMENT	➤ Irregular Expenditure	<ul style="list-style-type: none"> ➤ Legal and Risk managers to be part of evaluation committee ➤ Development and implementation of standard operating procedure ➤ Training Bid Committees 		
SUPPLY CHAIN MANAGEMENT	➤ Incomplete and non-adherence to Procurement Plan	➤ Timeously Development of comprehensive (Capital and operational projects)procurement plan		
EXPENDITURE MANAGEMENT	➤ Fruitless and wasteful expenditure.	➤ Development and implementation standard operating procedures.		

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		<ul style="list-style-type: none"> ➤ Payments of service providers are done within 30 days. ➤ Monitoring of payment /invoice register to be monitored by CFO 		
EXPENDITURE MANAGEMENT	<ul style="list-style-type: none"> ➤ Late submission of salary inputs documents. 	<ul style="list-style-type: none"> ➤ Development and adherence to salary cut off dates. ➤ Development and implementation of standard operating procedure 		
ASSET MANAGEMENT	<ul style="list-style-type: none"> ➤ Completeness of GRAP Compliance Asset Register 	<ul style="list-style-type: none"> ➤ Monthly updating of Asset register 		
BUDGET AND REPORTING	<ul style="list-style-type: none"> ➤ Implementation of MSCOA 	<ul style="list-style-type: none"> ➤ Training of Personnel ➤ Updating and alignment of the financial system 		
BUDGET AND REPORTING	<ul style="list-style-type: none"> ➤ Quality of Annual Financial Statements 	<ul style="list-style-type: none"> ➤ Preparation of interim Financial Statements 		
BUDGET AND REPORTING		<ul style="list-style-type: none"> ➤ Preparation and review of Annual Financial Statements 		
BUDGET AND REPORTING	<ul style="list-style-type: none"> ➤ Late submission of section 71 report 	<ul style="list-style-type: none"> ➤ Renewal of Caseware licence 		

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		<ul style="list-style-type: none"> ➤ Alignment of Trial Balance with Caseware ➤ Training of personnel 		
BUDGET AND REPORTING	<ul style="list-style-type: none"> ➤ Creditability of budget 	<ul style="list-style-type: none"> ➤ Alignment of the budget with the IDP ➤ Timeously submission of budget inputs 		

10.3.3. COMMUNITY SERVICES

Table 10.3.: Community Services

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM 1-2 YEARS	MEDIUM TERM 2-3 YEARS	LONG TERM 3-4 YEARS
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Bag log of Refuse Removal Services in Urban Areas Lack Of Refuse Removal In Rural Areas	Appointment of More Staffing Extension Of Refuse Removal In 50 Villages	Continuous Maintenance of the Workable Approach Extension Of Refuse Removal In 80 Villages	Continuous Maintenance of the Workable Approach Refuse Removal Collection In 133 Villages
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Unavailability Of Landfill Site	Finalisation Of Phase 1 & Phase 2	Continuous Maintenance of a Landfill Site Enhancement Of Recycle	Continuous Maintainace Of A Landfill Site

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Refuse Removal Revenue Collection	Implementation Of Revenue Enhancement In Saselamani, Malamulele And Hlanganani	Continuous Implementation Of Revenue Enhancement In Saselamani, Malamulele And Hlanganani	Continuous Implementation Of Revenue Enhancement In Saselamani, Malamulele And Hlanganani
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Shortage Of Refuse Vehicle To Service The Whole Of Collins Chabane	Purchasing Of More Refuse Trucks (2 Compactor Trucks, Bakkie, 2 Skip Loader & 20 Skip Bins	Purchasing Of 10 Skip Bins & Half Truck	Purchasing Of 10 Skip Bins & Half Truck
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Greening Competitions	Greenest Ward & Greenest Households Competition	Greenest School Competition	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Transfer Station	Identification Of Site & Designs	Development Of One Transfer Station Per Nodal Point Per Term	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Storage Of Pampers Along The Road	Design & Construction Of Temporary Storage Area For Papers Along The Main Roads		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Accumulation Of Illegal Dumping	Environmental Campaign .Education And Awareness		
BASIC SERVICE DELIVERY AND	IMPROVED BASIC	Parks	Lack Of Parks Within Collins	Development Of Park		

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INFRASTRUCTURE DEVELOPMENT	SERVICE DELIVERY		Chabane Municipality			
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Cemetery	No Piece Of Land Within The Municipal Nodal Points Set Aside For The Purpose Of Establishing Collins Chabane Cemeteries.	Identification Of A Piece Of Land For Cemetery Development	Appointment Of Admin Clerk For Cemetery Administration And Control	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Poor Sanitation Facilities	Cemetery To Be Equipped By Good Working Sanitation Facilities		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Unavailability Of Bylaws To Enforce Waste Management Compliance,	The Division To Develop By-Law Pertaining To Waste Management Issues		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Shortage Of Staff To Assist On Extension Of Services To Nodal Points	Appointment of 20 General Workers, 05 Driver Operators, 01 Foreman and 04 Team Leaders		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Unavailability Of Municipal Nursery	Development Of Municipal Nursery		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Waste Management	Households Using Refuse Bin That Does	Purchasing Of Standardised Refuse Bins And Sell To Community	Continuous Selling Of Standardised Refuse Bin	

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			Not Comply With Standards			
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Education,	Relationship Between the Municipality and Dept. Of Education Is Weak Lack Of Motivation For Our Learners To Apply In Advance To The Tertiary Institutions	Strengthening of The Relationship Between CCLM and The Dept. Of Education CCLM to Conduct Motivational Session Through Careers in Partnership with Dept. Of Education	Strengthening of The Relationship Between CCLM and The Dept. Of Education CCLM to Conduct Motivational Session Through Careers in Partnership with Dept. Of Education	Strengthening of The Relationship Between CCLM and The Dept. Of Education CCLM to Conduct Motivational Session Through Careers in Partnership with Dept. Of Education
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Education,	Lack Of Motivation For Our Learners To Apply In Advance To The Tertiary Institutions	Back To School Campaign	Back To School Campaign	Back To School Campaign
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Sport	Lack of Sporting Codes	Activation And All Sporting Codes	Hosting Of Sports Competition	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Youth	No Youth Development	Formation Of Youth Council	Youth Empowerment	

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Women Services	Vulnerability Of Women & Children	Activism Against Women & Children Abuse	Women Economic Empowerment & upliftment Workshop	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Arts , Culture And Heritage	Enhancement Of All Arts , Culture And Heritage Activity	Honouring Collins Chabane Music Legends (By Hosting Music Festival (Living as Post Humans		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Facilities	Dilapidated Of Municipal Facilities With Poor Sanitations Such As Community Halls (Vuwani, Boxing Gym, Njhakanjhaka, Club House, Sport Facilities (Bungeni, Merve, Malamulele, Saseleman, Saseleman, Saseleman,	Maintenance Of All Community Hall		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Facilities	Our Halls / Facility Are Not Hygienically User Friendly In Terms Of Cleanliness	Provision Of A Borehole & Proper Sanitation Facilities And Electricity		

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY		We Shall Be Addressing The Question Of Attracting Environment	Beautification Collins Chabane Facilities, Main Roads To Attract Visitors		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY		Bush Clearing & Beautification Within Municipal Facilities & Along The Main Roads	Appointment Of 01 Horticulturist To Address Beautification And Horticulture Issues		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Disaster Management	The Division Doesn't Have A Policy To Guide In Relation To The Act	Disaster Management Policy		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Disaster Management	The Division Don't Have A Disaster Relive Budget	Allocation Of Disaster Relieve Budget		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Disaster Management	Lack Of Disaster Officials	Staffing Of Disaster Management Unit By Appointing 02 Disaster Coordinator's		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Disaster Management	The Division Doesn't Have Disaster Relieve Vehicles	Purchasing Of 04 Ton Truck To Assist During Disaster		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Disaster Management	No Disaster Storage Room	Allocation Of Disaster Storage Room	Development Of Disaster Centre	

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Special Program	Proper Coordination Of The Programme	Appointment Of •Specialised Officials for Special Programs: -01 Youth Coordinator, -01 HIV& Aids Coordinator, -01 Sports Coordinator, -01 Environmental Health Coordinator	Assessment Of The Status Quo	Assessment T Of The Status Quo
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Special Program	No Special Program Transportation	Purchasing Of A 22 Seater Mini Bus	Maintenances	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Special Program	Less 5 Of People Living With People Living With Disability Appointed	Appointment Of At least 3% Of People Living With Disability	3 % Of People Living With Disability	Assessment Of Status Quo
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	No Test For Code A Driving Licence (Motor Cycle) No Test For Heavy Motor Vehicle For Road Worthy	Upgrade DLTC to Grade A. Upgrade VTS To Grade A.	Maintenance	maintenance
BASIC SERVICE DELIVERY AND	IMPROVED BASIC	Licensing & Registration	No Palisade Fence And Movable Gate	Fencing	Maintenance	maintenances

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INFRASTRUCTURE DEVELOPMENT	SERVICE DELIVERY					
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	No Boom Gates At VTS	Construction Of Boom Gate	Maintenance	maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	No Digital Camera To Capture Tested Motor Vehicle At VTS	Installation	maintenance	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	Backlog On Registration And Licencing Certificate	Appointment Of Staffing	Assessment Of Status Quo	Assessment Of Status Quo
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	No Office Space To Accommodate Both Traffic & Licensing	Upgrade And Renovation Of The Existing DLTC Centre	Maintenance	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	Shortage Of Staff (Examiner For Driving License, Licensing Officer, Admin Clerk & Record Officer)	Appointment Of <ul style="list-style-type: none"> • 01 Examiner, • 01 Admin Cleck, • 01 Licensing Cleck And • 01 Record Officer maintenance 	Maintenance	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	Shortage Of Water In The Testing Station & Poor Sanitation Facility	Provision of Borehole And Renovation Of Sanitation Facilities	Maintenance	Maintenance

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	No Shelter For Staff Car Parking's	Development Of Car Port	Maintenance	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Licensing & Registration	No Licensing Pool Vehicle	A Double Cab Need To Be Purchased	Maintenance	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Arrive Alive	High Rate Of Traffic None Compliance And Accidents	Conducting Arrive Alive Campaigns	Conducting Arrive Alive Campaigns	Conducting Arrive Alive Campaigns
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Arrive Alive	Shortage Of Staff	Appointment Of •01 Pound Master, •01 Senior Pound Master, •02 Road Safety Officials, •01 Superintendent	07 Traffic Officers	Assessment Of The Status Quo
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Arrive Alive	No Traffic Summons Captured	Appointment of Service Provider •To Capture Traffic Summons	Assessment Of The Status Quo	Assessment Of The Status Quo
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Arrive Alive	No Animal Pounding Truck	Purchasing Of A Vehicle For Pounding Animals	Assessment Of The Status Quo	Assessment of The Status Quo
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Traffic Law Enforcement	No Road Safety Promotional Material	Purchasing Of Road Safety Promotional Materials	Assessment Of The Status Quo	Assessment Of The Status Quo
BASIC SERVICE DELIVERY AND	IMPROVED BASIC	Traffic Law Enforcement	Office Accommodation	Development Of Traffic Station		

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INFRASTRUCTURE DEVELOPMENT	SERVICE DELIVERY					
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Traffic Law Enforcement	No Towing Truck	Purchasing Of Towing Vehicle To Tow Public Vehicles Such As taxi & Busses	Maintenance	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Traffic Law Enforcement	No Call Centre	Establishment Of A Call Centre	Assessment Of The Status Quo	Assessment T Of The Status Quo
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Traffic Law Enforcement	Unavailability Of A Pound Centre For Stray Animals	Development Of Pound Centre For Stray Animals	Maintenance	Maintenance
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED BASIC SERVICE DELIVERY	Traffic Law Enforcement	No Pound Space For Pounded Public Motor Vehicles(Bus &Taxis	Development Of Pound Centre For Public Vehicles	Maintenance	Maintenance

10.3.4. TECHNICAL SERVICES

KPA	PROGRAMME	KEY ISSUES	SHORT TERM (1-2)	MEDIUM (2-3)	LONG (3-5)
BASIC SERVICES	ROADS AND STORM WATER	Unavailability of road master plan	R1 million had been budgeted for 2019/2020		
BASIC SERVICES	ROADS AND STORM WATER	Upgrading of internal streets from gravel to tar or paving			On going

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BASIC SERVICES	ROADS AND STORM WATER	Implementation of storm water management(low level bridges, drifts, v- drains)	Identification of critical areas where it need to be implemented	Identification of critical areas where it need to be implemented	
BASIC SERVICES	ROADS AND STORM WATER	Development of new gravel roads for village extensions	Procuring a bulldozer and low bed truck		
BASIC SERVICES	ROADS AND STORM WATER	Re-gravelling of internal streets(done internal)	Identification of critical areas where it need to be implemented and procure two tipper trucks	Identification of critical areas where it need to be implemented	
BASIC SERVICES	ROADS AND STORM WATER	Maintenance of surface roads	Pot holes patching, road markings and signs, cleaning of blocked storm water pipes		Reconstruction of layer works and resurfacing the road, construction traffic circles on feasible areas. Widening of roads.
BASIC SERVICES	ELECTRIFICATION	Application of Municipal licence of electricity distribution	Engagement with DOE, NERSA and MISA		
BASIC SERVICES	ELECTRIFICATION	Electrifications of village extensions	Electrifications of 1100 village extensions	Electrifications of 1400 village extensions	Electrifications of village 1500 extensions
BASIC SERVICES	ELECTRIFICATION	Construction of high masts lights, streets lights and	Construction of 20 high masts, construction of flood lights on our facilities	Construction of 20 high masts	

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		flood lights on our facilities			
BASIC SERVICES	ELECTRIFICATION	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	Maintain 38 of high masts lights, 1533 streets lights	Maintain 38 of high masts lights, 1533 streets lights	Maintain 38 of high masts lights, 1533 streets lights
BASIC SERVICES	ELECTRIFICATION	Implementation of underground electricity cables	Development of specifications and designs	Installation of 2km of underground cables	Maintenance
BASIC SERVICES	WATER SUPPLY - STUDIES	Illegal Connections	Removal of all Illegal connections	Removal of all Illegal connections	Removal of all Illegal connections
BASIC SERVICES	WATER SUPPLY - STUDIES	Water and Sanitation Infrastructure Vandalism	Implementation of By-Laws	Implementation of By-Laws	Implementation of By-Laws
BASIC SERVICES	WATER SUPPLY - STUDIES	Dilapidated Infrastructure		Removal of all Asbestos pipes at Vuwani and Malamulele Towns	Removal of all Asbestos pipes at Vuwani and Malamulele Towns
BASIC SERVICES	SANITATION	Limited Waterborne Infrastructure system			Construction Both Bulk and Internal Reticulation at Malamulele B
BASIC SERVICES	SANITATION	Shortage of Ventilated Improved Pitlatrines (VIP)	Construction of Ventilated Improved Pitlatrines (VIP)		

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BASIC SERVICES	WATER ACCESSIBILITY	Malamulele B ext.1 Unit D and Mavandla		Construction of Bulk and Internal Reticulations	
BASIC SERVICES	WATER ACCESSIBILITY	Malamulele West RWS Project	Construction of both Bulk and Internal Reticulations		
BASIC SERVICES	WATER ACCESSIBILITY	Malamulele to Lombard, Merwe, Altein etc		Construction of both Bulk and Internal Reticulation	
BASIC SERVICES	COMMUNITY FACILITIES (HALL, LIBRARY, STADIUM AND PARKS)	Construction of community facilities(4 hall, 3 library, 3 stadium and 4 parks)			construction of community facilities(4 hall,3 library, and 4 parks)
		Maintenance of existing community facilities(Stadiums, halls,	Review the budget		
BASIC SERVICES	WATER ACCESSIBILITY	Mhinga, Josefa, Maphophe, Matiyani, Magona, Makuleke etc Bulk and Reticulation Project	<ul style="list-style-type: none"> • Construction of a bulk pipeline from Mhinga Plant to Wisani Booster • Interlinking the Current System with the Existing Boreholes and also additional new boreholes 	<ul style="list-style-type: none"> • Upgrading the Xikundu Water Treatment Pant 	

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			<ul style="list-style-type: none"> Upgrading the Xikundu Water Treatment Pant 		
BASIC SERVICES	WATER ACCESSIBILITY	Jerome Command Reservoir	Completion of the Reservoir and interlinking		
BASIC SERVICES	WATER ACCESSIBILITY	Nandoni Bulk water supply (Section B)	Complete and test the remaining section (7,5km)		
BASIC SERVICES	WATER ACCESSIBILITY	Shortage of water at various Villages	<ul style="list-style-type: none"> Borehole Drilling Connecting the Nandoni system to the Villages 		
BASIC SERVICES	WATER ACCESSIBILITY	Operation and Maintenance	<ul style="list-style-type: none"> Preventative Maintenance Availability of spares 		
BASIC SERVICES	WATER ACCESSIBILITY	Shortage of Transport	Increase and maintenance of Vehicles and machinery		
BASIC SERVICES	WATER ACCESSIBILITY	Security	Appointment of security Personnel		

10.3.5. PLANNING AND DEVELOPMENT

KPA	PROGRAMME	KEY ISSUES	SHORT TERM (1-2)	MEDIUM (2-3)	LONG (3-5)
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Land Invasion	Implementation of the land audit recommendations (phase 1: Malamulele) •Land audit for Vuwani		
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Un-Proclaimed Townships	Finalization of township establishment processes for Malamulele Extensions		
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Unplanned Human Settlements	Engage traditional leaders to halt the allocation of sites without consulting the Municipality.		
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Formalization and Proclamation Of Identified Land	Engage traditional leaders on proclamation and formalization.	Public Participation	Formalization and Proclamation of identified settlements
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Proclaimed farm Portions Not Transferred To CCLM	Engage Public Works and Rural Development to transfer these assets.	Establishment of townships	Proclamation of established townships,
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Land Parcels Registered In The Name Of Thulamela And	Register the land parcels in the name of CCLM		

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		Makhado Under The Jurisdiction Of CCLM			
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Alignment of Nodal points			Review the SDF to incorporate nodal points previously identified by Thulamela & Makhado e.g. Mhinga, Mtititi and Magona.
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Demarcation of Sites	Demarcate 1000 residential sites as per application from traditional councils.	Demarcate 3000 residential sites as per application from traditional councils.	Demarcate 5000 residential sites as per application from traditional councils.
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Registration and Proclamation of Business Park	Register the business park •Auction business park		
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Street Naming	Naming of streets for Malamulele	Naming of streets for Vuwani	Naming of streets of other proclaimed
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Public private Partnerships On the Development Land	Finalise the Memorandums of Understanding	Transfer of land to the Municipality in partnership with identified T/A	Establishment of Township

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SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Municipal boundaries	Engage Municipal Demarcation Board to reconfigure Municipal Boundaries		
SPATIAL RATIONALE	SPATIAL PLANNING AND LAND USE	Precinct plans	Implementation of the precinct plans	Implementation the precinct plans	Implementation of the precinct plans.
SPATIAL RATIONALE	HUMAN SETTLEMENT	Provision of Sustainable Human Settlements	Engage CoGHSTA to accreditate CCLM as the housing authority		Accreditation for Level Human Settlements
SPATIAL RATIONALE	HUMAN SETTLEMENT	Backlog In The Provision Of RDP Houses	Engage CoGHSTA and the HDA to fast-track the provision of houses.		
SPATIAL RATIONALE	HUMAN SETTLEMENT	Prioritisation Of Housing Beneficiaries	Develop housing needs register		
SPATIAL RATIONALE	HUMAN SETTLEMENT	Human Settlements Strategy	Develop a human settlements strategy for CCLM		
SPATIAL RATIONALE	PROPERTIES	Supplementary valuation Roll	Review of the supplementary valuation roll inclusive of Rural Areas		
SPATIAL RATIONALE	PROPERTIES	Misalignment of Property Management Function	Relocate property management function from Technical and		

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SPATIAL RATIONALE	PROPERTIES	Misalignment Of Property Management Function	Relocate property management function from Technical and Cooperate Services		
SPATIAL RATIONALE	LED	Illegal occupation Of Hawkers	Negotiate and engage hawkers to relocate. •Create markets areas in nodal points	Create a market area for hawkers in the business park & nodal points.	Billing of hawkers
SPATIAL RATIONALE	LED	Cooperatives	Continued support of cooperatives	Continued support of cooperatives	Continued support of cooperatives
SPATIAL RATIONALE	LED	Tourism information Centre			Construction tourism information centre
SPATIAL RATIONALE	LED	Tourism	Feasibility Studies on the identified land for tourism development		
SPATIAL RATIONALE	LED	Business Registration	Awareness campaign on business registration		
SPATIAL RATIONALE	LED	Heritage Sites	Identify heritage sites and feasibility studies.		Establish monuments in the heritage sites.
SPATIAL RATIONALE	LED	Annual show	Host the annual show.		
SPATIAL RATIONALE	IDP	IDP Review	Review all the phases of IDP		
SPATIAL RATIONALE	IDP	Strategic Plan	Conduct IDP and budget strategic plan		
SPATIAL RATIONALE	IDP	Public Participation	IDP and Budget Public Participation meetings		

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SPATIAL RATIONALE	IDP	Workshop	officials, councillors and ward committees		
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SECTION C: PROJECT PHASE

CHPATER 11: PROJECTS AND PROGRAMS

PROJECTS

PROGRAMS

11.1.PROJECTS

11.1.1. Municipal Transformantion

DEPARTMENT	PRIORITY ISSUES	PROJECT DESCRIPTION AND LOCATION	ESTIMATED BUDGET				FUNDING SOURCE
			2019-2020	2020-2021	2021-2022	TOTAL COST OF PROJECT	
Corporate Services	ICT	Acquisitions IT Acquisition of IT Equipment(new)	1 500 000,00	7 500 000,00	6 000 000,00	15 000 000,00	OWN
Corporate Services	ICT	Acquisitions IT Acquisition of IT Equipment - Licensing	2 000 000,00	2 000 000,00	2 000 000,00	6 000 000,00	OWN
Corporate Services	ICT	Acquisitions IT ICT Infrastructure Upgrades	6 000 000,00			6 000 000,00	OWN

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Corporate Services	ICT	Acquisitions Fleet Man Fleet Management System(new)	2 500 000,00			2 500 000,00	OWN
Corporate Services	ICT	Acquisitions Asset Man Other Equipment(new)	600 000,00			600 000,00	OWN
Technical Services	ICT	VTs upgrade and installation of new system	500 000,00			500 000,00	OWN
Technical Services	ICT	Implementation of Back up and DRP processes	5 000 000,00			5 000 000,00	MIG
Corporate Services	Mayoral	Mayoral Chain	700 000,00			700 000,00	OWN
Corporate Services	Fleet	Acquisition of motor vehicles	2 000 000,00			2 000 000,00	

11.1.2. BASIC SERVICE DELIVERY

DEPARTMENT	PRIORITY ISSUES	PROJECT DESCRIPTION AND LOCATION	ESTIMATED BUDGET				FUNDING SOURCE
			2019-2020	2020-2021	2021-2022	TOTAL COST OF PROJECT	
Technical Services	Roads	Construction of DCO to Hospital road widening	16 000 000,00	4 000 000,00	3 000 000,00	23 000 000,00	MIG
Technical Services	Roads	Acquisitions Road Tech Serv Plant & Machinery	18 800 000,00			18 800 000,00	MIG
Technical Services	Roads	Construction of Nwa-Matatani Ring Road - MIG	24 000 000,00	8 000 000,00	7 303 571,61	39 303 571,61	MIG
Technical Services	Roads	Construction of Msetweni Ring Road	27 747 000,00	2 000 000,00		29 747 000, 00	MIG
Technical Services	Roads	Construction of Malamulele Traffic Station	8 000 000,00			8 000 000,00	MIG
Technical Services	Roads	Construction of Bevhula Ring road	1 000 000,00	15 500 000,00	15 500 000,00	32 000 000,00	MIG
Technical Services	Roads	Upgrading of R81 to Xitlhelani graveyard road	1 000 000,00	5 000 000,00	2 000 000,00	8 000 000,00	MIG

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Technical Services	Roads	Construction of Mahatlane Access Bridge	1 000 000,00	2 000 000,00	2 000 000,00	5 000 000,00	MIG
Technical Services	Roads	Upgrading of Sasekani Ring Road	15 000 000,00			15 000 000,00	MIG
Technical Services	Roads	Rehabilitation of Malamulele Internal streets	3 000 000,00			3 000 000,00	MIG
Technical Services	Electricity	Construction of flood lights	2 000 000,00			2 000 000,00	INEP
Technical Services	Electricity	Electrification of Mbuti	10 000 000,00			10 000 000,00	INEP
Technical Services	Electricity	Construction of Malamulele street lights	4 000 000,00			4 000 000,00	INEP
Technical Services	Electricity	Construction of High Masts lights(new)	8 000 000,00			8 000 000,00	INEP
Technical Services	Electricity	Highmasts lights at stadiums	4 000 000,00			4 000 000,00	INEP
Technical Services	Municipal Building	Construction of Municipal Office Building	30 000 000,00	45 000 000	45 000 000	120 000 000,00	OWN
Technical Services	Municipal Building	Construction of Community Hall at Malamulele	10 000 000,00			10 000 000,00	OWN
Technical Services	Municipal Building	Upgrading of municipal workshop	1 000 000,00			1 000 000,00	OWN

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Technical Services	Municipal Building	Refurbishment of Njhakajhaka Community Hall	400 000,00			400 000,00	OWN
Technical Services	Municipal Building	Development of Market Stalls at Malamulele, Saselamani/ Mhinga, Vuwani and Hlanganani.	5 000 000,00	5 000 000,00		10 000 000,00	OWN
Technical Services	Municipal Building	Malamulele Traffic Station	4 000 000,00			4 000 000,00	OWN
Technical	LED	Construction of Tourism Information Centre and Shared Services (NYDA, Career Centre, &SEDA)	2 500 000,00	7 500 000,00	5 000 000,00	15 000 000,00	OWN
Technical Services	Waste	Installation of pampers storage and no dumping signs	500 000,00	500 000,00	500 000,00	15 000 000,00	OWN
Technical Services	Waste	Upgrade of transfer station at Saselemani	500 000,00			500 000,00	OWN

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Technical Services	Waste	Construction of Landfill Xigalo land fill site	12 000 000,00	20 000 000,00	13 000 000,00	45 000 000,00	OWN
Technical Services	Waste	Refuse bins and bulk containers	1 000 000,00	500 000,00	500 000,00	2 000 000,00	OWN
Technical Services	Sports	Refurbishment of Merwe stadium	400 000,00	10 000 000,00	6 000 000,00	20 000 000,00	OWN
Technical Services	Sports	Upgrading of Malamulele Stadium	13 284 000,00	15 000 000,00	14 716 000,00	43 000 000,00	OWN
Technical Services	Sports	Construction of Davhana stadium	12 000 000,00			12 000 000,00	MIG
Technical Services	Recreation	Establishment of Park at Malamulele	1 000 000,00	5 000 000,00	3 000 000,00	9 000 000,00	OWN
Technical Services	Recreation	Community Parks (including Nurseries): Parks & Open Spaces	500 000,00	100 000,00	100 000,00	7 000 000,00	OWN

11.2. MUNICIPAL PROGRAMS

11.2.1. Municipal Transformation

DEPARTMENT	PRIORITY ISSUES	PROJECT DESCRIPTION AND LOCATION	ESTIMATED BUDGET				FUNDING SOURCE
			2019-2020	2020-2021	2021-2022	TOTAL COST OF PROJECT	
Corporate Services	ICT	End to end financial systems due diligence	1 000 000,00	1 000 000,00		2 000 000,00	CCLM
Corporate Services	ICT	Penetration test	200 000,00			200,000,00	CCLM
Corporate Services	Mayors Program	Communicators forum	40 000,00			40 000,00	CCLM
Corporate Services	Mayors Program	Mayoral Imbizos	2 000 000,00			2 000 000,00	CCLM

11.2.2. Basic Service Delivery

DEPARTMENT	PRIORITY ISSUES	PROJECT DESCRIPTION AND LOCATION	ESTIMATED BUDGET				FUNDING SOURCE
			2019-2020	2020-2021	2021-2022	TOTAL COST OF PROJECT	
Technical Services	Traffic Law Enforcement	Arrive alive activities	100 000,00			100 000,00	OWN

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Technical Services	Building	Maintenance of Buildings and Facilities Civil Serv R & M Buildings	2 000 000,00			2 000 000,00	OWN
Technical Services	Infrastructure	Development of infrastructure masterplan	2 000 000,00	3 000 000,00		5 000 000,00	OWN
Technical Services	Roads	Maintenance of Unspecified Assets Road & Stormwater - R & M Roads & Bridges	4 000 000,00			4 000 000,00	OWN
Technical Services	Waste	Maintenance of Landfill site (Disposal) (901)	1 500 000,00	1 000 000,00	500 000,00	3 000 000,00	OWN
Technical Services	Waste	Development of by-laws	100 000,00			100 000,00	OWN
Technical Services	Waste	Environmental cleaning programme (Good Green Deed Campaign)	4 000 000,00			4 000 000,00	OWN

11.2.3. Spatial Rationale

DEPARTMENT	PRIORITY ISSUES	PROJECT DESCRIPTION AND LOCATION	ESTIMATED BUDGET				FUNDING SOURCE
			2019-2020	2020-2021	2021-2022	TOTAL COST OF PROJECT	
Planning and Development	LED	Marula Festival activities	50 000,00			50 000,00	Own
Planning and Development	LED	Rand show activities	50 000,00			50 000,00	Own
Planning and Development	LED	Youth and women activities	50 000,00			50 000,00	Own
Planning and Development	LED	Libra campaign brochure	200 000,00			200 000,00	Own
Planning and Development	LED	Tourism brochure	200 000,00			200 000,00	Own
Planning and Development	LED	Tourism month activities	50 000,00			50 000,00	Own
Planning and Development	LED	Tourism Indaba	100 000,00			100 000,00	Own
Planning and Development	LED	World Trade Market	50 000,00			50 000,00	Own

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Planning and Development	LED	Cooperative support	1 500 000,00	1 500 000,00	1 500 000,00	4 500 000,00	Own
Planning and Development	LED	conduct feasibility study on the identification of heritage sites	500 000,00	3 500 000,00	1 000 000,00	3 500 000,00	Own
Planning and Development	IDP	Catering Services MM Public Participation Catering	150 000,00			150 000,00	Own
Planning and Development	IDP	Strategic Planning session	650 000,00			650 000,00	Own
Planning and Development	Spatial Planning	Naming of streets in malamulele and vuwani	1 500 000,00	3 500 000,00	2 000 000,00	6 000 000,00	Own
Planning and Development	Spatial Planning	Licencing of GIS system	100 000,00	100 000,00		200 000,00	Own
Planning and Development	Spatial Planning	Town planning master plan	1 000 000,00	1 500 000,00		2 500 000,00	Own
Planning and Development	Spatial Planning	Formalization and proclamation of settlements Xithlelani,Maku meke,Mavandla	7 500 000,00	7 500 000,00		15 000 000,00	Own

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		, Roodhuis, Saselamani and Vuwani(vyeboom) and hlanganani					
Planning and Development	Spatial Planning	Transfer of proclaimed land parcel to CCLM	300 000,00			300 000,00	Own
Planning and Development	Spatial Planning	Transfer land parcel from Thulamela and Makhado to CCLM	300 000,00			300 000,00	Own
Planning and Development	Spatial Rationale	Demarcation of sites	2 500 000,00	6 000 000,00	2 500 000,00	11 000 000,00	OWN
Planning and Development	Human Settlement	Development of human settlement strategy	500 000,00	1 000 000,00		1 500 000,00	Own
Planning and Development	Human Settlement	Supplementary of valuation roll across the municipality	1 500 000,00	1 000 000,00		2 500 000,00	Own

SECTION D: INTEGRATION PHASE

CHAPTER 12: SECTOR DEPARTMENT PROGRAMS AND PROJECTS

During the integration phase all sector plans and programmes are developed and only summaries of these sector plans are included in the IDP document.

Below are the sector department projects.

12.1. VHEMBE DISTRICT MUNICIPALITY

TECHNICAL SERVICES											
PRIORITY / FUNCTION	SUB-FUNCTION	PROGRAMMES	PROJECTS NAME DESCRIPTION AND STRATEGIES	SOURCE OF FUND	LOCAL MUNICIPALITY	WARD NUMBER/ VILLAGES	KEY PERFORMANCE INDICATOR/STRATEGY	TARGET/ BENEFICIARIES	BUDGET PER FY		
									2019/20	2020/21	2021/22
KPA 1: Service delivery and Infrastructure Development											
Strategic objective: To improve access to water & sanitation services through provision, operation and maintenance of socio-economic and environmental infrastructure											
The extension of schemes to supply all	Water supply	Infrastructure development	Vuwani to Vyeboom and construction of reservoir	MIG	Collins Chabane	Manavhela, Mudziafera, Nditwani and Tshilaphala	Number of unserved & underserved communities supplied by construction and	12 204	R514 768 000	R545 536 000	

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TECHNICAL SERVICES											
PRIORIT Y / FUNCTI ON	SUB- FUNCTI ON	PROGRAM MES	PROJECT S NAME DESCRIPT ION AND STRATEGI ES	SOUR CE OF FUND	LOCAL MUNICIPAL ITY	WARD NUMBER/ VILLAGES	KEY PERFORMANCE INDICATOR/STR ATEGY	TARGET/ BENEFICIA RIES	BUDGET PER FY		
									2019/20	2020/21	2021/22
communi ties			Jerome Command Reservoir (3,5ML) Subsystem	MIG	Collins Chabane	Basani, Phaweni, Roadhuis, Nyavhani, Tshikonelo, Xigalo, Dlamani, Khangela	extension of water schemes				
			Xikundu Mhinga Bulk Water Supply	MIG	Collins Chabane	Botseleni, Gonani, Hlengani and Josefa)					
			Chavani and surroundin g villages bulk water supply	MIG	Collins Chabane	Shirley, Ntjakantjaka, Chavani (Bokisi), Bungeni, Xitaci, Basani, Nwaxinyamani, Mbokota, Sikhunyani, Mabodlongweni, Mavina					
WSIG											
			Electrificati on of boreholes	WSIG	Collins Chabane	Mbalati, Davhana	Number of boreholes electrified	2	R 600 000		

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TECHNICAL SERVICES											
PRIORIT Y / FUNCTI ON	SUB- FUNCTI ON	PROGRAM MES	PROJECT S NAME DESCRIPT ION AND STRATEGI ES	SOUR CE OF FUND	LOCAL MUNICIPAL ITY	WARD NUMBER/ VILLAGES	KEY PERFORMANCE INDICATOR/STR ATEGY	TARGET/ BENEFICIA RIES	BUDGET PER FY		
									2019/20	2020/21	2021/22
			Refurbishm ent of Vuwani Maturation Ponds	WSIG	Collins Chabane	Vuwani	Number of sewer ponds refurbished	1	R1 000 000		
			Constructio n of VIP structures	WSIG	Collins Chabane	To be confirmed by Local Municipality	Number of VIP structures constructed	300	R3 000 000		
Maintena nce of water supply infrastruc ture	Reactive Maintena nce	Water Conservatio n and Water Demand Manageme nt	Attending to reported water interruptio n incidents	Equita ble Share	District wide	District Wide	% of reported water interruptions resolved within 48 hours	90%	Opex	Opex	
Reducing unaccoun ted water and water inefficien cies	Cost Recovery	Water Conservatio n and Water Demand Manageme nt	New water house connection s	Equita ble Share	District wide	Itsani, Makhuvha Ndarieni, Makhuvha Tshilivho, Tshilamba, Lukau, Mafukani, Tshanzhe, Thengwe, Mulodi, Shakadza, Tshifudi, Tshaulu, Tshidimbini,	Number of new connections (metering)	6 000	R15 000 000	R20 00 0 000	

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TECHNICAL SERVICES											
PRIORIT Y / FUNCTI ON	SUB- FUNCTI ON	PROGRAM MES	PROJECT S NAME DESCRIPT ION AND STRATEGI ES	SOUR CE OF FUND	LOCAL MUNICIPAL ITY	WARD NUMBER/ VILLAGES	KEY PERFORMANCE INDICATOR/STR ATEGY	TARGET/ BENEFICIA RIES	BUDGET PER FY		
									2019/20	2020/21	2021/22
						Vondwe, Matangari, Lwamondo, Matavhela, Mufulwui, Phalama					
	Water Loss Manage ment	Water Conservatio n and Water Demand Manageme nt	Installation of zonal meters	Equita ble Share	District wide	District Wide	Number of bulk meters and zonal meters installed	150	R3 000 000	R4 000 000	
Monitorin g of water and effluent quality standards	Water Quality Manage ment	Water Quality Monitoring	Complying with potable water quality standards, SANS 241 (Chemical, Physical & Microbiolog ical)	Equita ble Share	District wide	District Wide	% of Compliance with drinking water standards SANS 241 (Chemical, Physical & Microbiological)	99,9%	Opex	Opex	

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TECHNICAL SERVICES											
PRIORIT Y / FUNCTI ON	SUB- FUNCTI ON	PROGRAM MES	PROJECT S NAME DESCRIPT ION AND STRATEGI ES	SOUR CE OF FUND	LOCAL MUNICIPAL ITY	WARD NUMBER/ VILLAGES	KEY PERFORMANCE INDICATOR/STR ATEGY	TARGET/ BENEFICIA RIES	BUDGET PER FY		
									2019/20	2020/21	2021/22
	Water Quality Manage ment	Effluent Quality Monitoring	Operation and Maintenan ce of Wastewate r Treatment to ensure compliance of effluent to General Authorizati on	Equita ble Share	District Wide	District Wide	% of Compliance to wastewater effluent standards – General Authorisation	40%	Opex	Opex	
Job Creation through the infrastruc ture develop ment	Local Economi c Develop ment	Expanded Public Works Programme	Job Creation through infrastructu re developme nt & Social and Culture Cluster	EPW P	District	District wide	Number of EPWP job opportunities created	2 200	R1 336 500	R1 470 150	

12.2. PUBLIC WORKS

Name of the Project / description of project	Intended Impact	Municipality	Budget	Number of Jobs to be created
Renovations of 53 ECD-Cluster	To Accommodate Staff and Community members in a Safe Building	Collins Chabane, Makhado, Thulamela & Musina	R5,0m	160