

COLLINS CHABANE

LOCAL MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN (IDP) 2022/23

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

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ANNEXURES

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Annexures B: Tarrifs

Annexure C : Audit Action Plan

ABBREVIATIONS

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

RAL	-	Roads Agency Limpopo
RDP	-	Reconstruction and Development Programme
RESIS	-	Revitalization of Small Irrigation Schemes
SANBI	-	South African National Biodiversity Institute
SANPARKS	-	South African National Parks
SARS	-	South African Revenue Services
SCM	-	Supply Chain Management
SDF	-	Spatial Development Framework
SEA	-	Strategic Environmental Assessment
SMME	-	Small Medium and Micro Enterprise
SOER	-	State of Environment Report
SWOT	-	Strength, Weaknesses, Opportunities and Threats
VCT	-	Voluntary Counseling and Testing
VDM	-	Vhembe District Municipality
WTW	-	Water Treatment Works
PPP	-	Private Public Partnership

COLLINS CHABANE LOCAL MUNICIPALITY

STRATEGIC INTENT

MUNICIPAL VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

VISION

“A Spatially Integrated & Sustainable Local Economy by 2030”

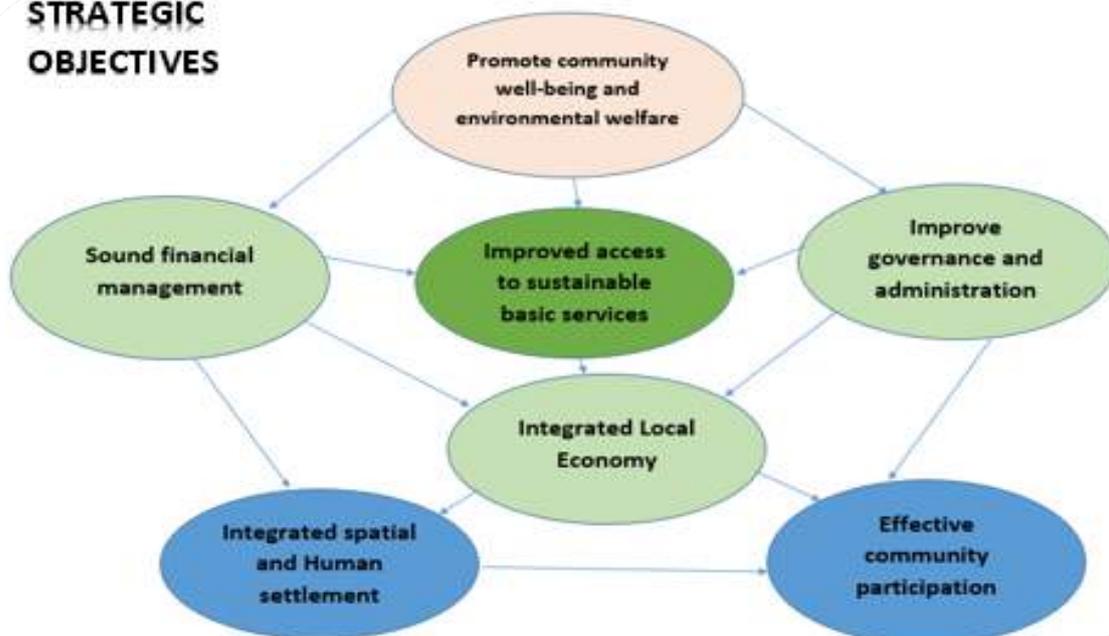
MISSION

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

VALUES

Transparency Accountability Responsive Professional Creative integrity

STRATEGIC OBJECTIVES



FOREWORD BY THE MAYOR



Our planning for 2022/23 took place at a time the Nation was under severe attack of COVID-19 pandemic which has limited a lot of activities including our interaction with our stakeholders and communities in preparing our IDP/Budget. The effects of this disease on our usual consultation activities and service delivery programme has been immense.

Most of our projects and programmes from 2021/22 financial year had stalled while revenue collection has also suffered because of the National Lockdown. We still believe that the lockdown as declared by the President was necessary to preserve lives and save humanity. The 2022/23 IDP/Budget will also serve as catch-up plan for lost days so that we meet our targets for the previous year and continue with implementation of our plans for new year.

The IDP serves as a tool which we use to prioritise our projects and allocate required budget and resources. It also serves as a performance management tool and a basis for accountability chain for all role players; from administration to communities and to our government departments, audit committee and Auditor General. We will as such use the opportunity of this planning cycle to consolidate our last years' work as we enter the last months of our five years' council term. We have tried our best in addressing the needs of our citizens during this tenure and we are also thankful of what has thus far been received from other spheres of government and private sector to develop our communities. But more still has to be done as we push back the frontiers of triple challenges of poverty, inequality and unemployment. The progressive "pro-poor" agenda we adopted when we came into office in 2016 – from the ANC Election Manifesto – would be skewed if we did not continue with our noble gesture of a social package for the most vulnerable and indigent members of society. This we do because we believe in a better life for all.

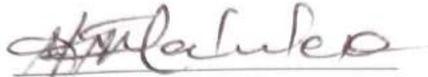
We believe that the District Development Model launched by the President Ramaphosa in 2019 will increase our pace of service delivery and improve integration of such programmes to our communities. This IDP is therefore a part of our Municipal Development Plan which is in line with both the Provincial and National Development Plans.

Collins Chabane Municipality has a vision that coincides with the 2030 NDP, and envisage to achieve a spatially integrated and sustainable local economy by that year.

So far we have completed a number of projects and there is a visible change within our locality. We still have plans that even the upcoming Council will take pride from and joyfully contribute to the betterment of people's lives and thus, deepen democracy.

I would like to thank all our stakeholders who participated in the compilation of this IDP/Budget by giving us inputs and feedback on the draft document. Our words of appreciation also go to our teams internally; staff, management, all our councillors and political parties- who played a central role in crafting the 2022/23 Draft IDP and Budget.

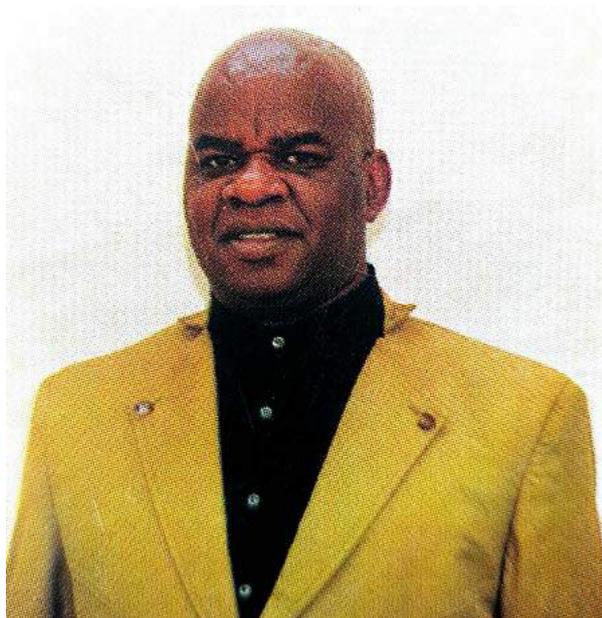
May we continue to take precautions and adhere to the Central Command Council's recommendations in the fight against the spread of Covid-19. This means washing our hands regularly with soap; keeping the social distance; avoiding shaking hands; using hand-sanitizers; avoiding gatherings of huge crowds unless in cases where it is absolutely impossible; wearing our masks and wearing them correctly; and teaching others about the same.



CLLR MALULEKE M

MAYOR: COLLINS CHABANE MUNI.

FOREWORD BY THE MUNICIPAL MANAGER.



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

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

The pandemic has fashioned a quicksand to the world and has diverted attention from critical service delivery programs, to a balance of life and economic survival. The result of the above meant a

lot of sacrifice to both human and government in ensuring a critical paradigm shift in our livelihood.

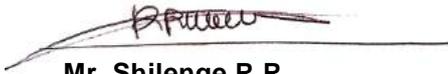
These affected the planning processes inclusive of the IDP, Budget and Performance Management of many municipalities in the country and Collins Chabane Local Municipality is not immune to those challenges. In terms of the Local Government: Municipal Systems Act (no. 32 of 2000) requires that Municipalities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

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

However, as we taking stock of our achievement during the 2022/23 financial year, working hard and dedication of the municipality yielded better outcomes in the betterment of communities within the jurisdiction of the municipality. Projects that were implemented and some are still continuing are from the desire that aspires to perspire in tailoring a lifelong sustainable development and local economy. Although much has been done, our communities still find themselves in the arena of poor roads infrastructure, lack of adequate water, sanitation and electricity, and that of unemployment still rears their ugly head. The above have been exacerbated by the current trends of the COVID-19 situation, which has created uncertainty in the minds of our people.

Suffice to indicate that the recent 2022/23 Budget and IDP Review Processes have revealed the extent of our required intervention in addressing the dire needs of our population. As we struggle to address these needs, we also need to ensure that our communities embrace “The New Normal”, which needs to be embraced as part of our survival.

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



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

CHAPTER 1: INTRODUCTION

1.1. EXECUTIVE SUMMARY

The Constitution of the Republic of South Africa commits government to take reasonable measures, within its available resources to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. To this end Chapter 5 of the Municipal Systems Act, 2000 prescribes that a municipality must undertake developmentally oriented planning to ensure that it achieves the objects of local government as set out in the Constitution.

The IDP is a five-year strategy, with an ultimate objective of improved service delivery and betterment of its community. The IDP as a strategic development plan is reviewed annually to guide all development in a municipal area and inform municipal budgeting and resource allocation. The planning process has been guided by a Council approved IDP Process Plan. The Draft IDP provides key basic service delivery challenges in areas that have been prioritised for 2022 - 2023 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.

Furthermore, the 2022-2023 IDP review has also been developed in accordance with the community priorities, provincial and national priorities. This document (IDP) also informs the Medium-Term Revenue and Expenditure Framework (MTREF) of the Municipality which is a three-year projection of revenue and expenditure.

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.

The challenges presented by COVID-19 to organizations, workers and consumers have been evident and severe. As we adjust to a 'New Normal', organizations around the world are implementing new ways of working so as the Collins Chabane Local Municipality.

Collins Chabane Local Municipality (CCLM) IDP is in line with the adopted Vhembe District Framework and also with the Process Plan adopted by council on the 27th of August 2021. CCLM IDP Process Plan is fully compliant to all the COVID-19 regulations without compromising the processes, community participation and Service Delivery to the community. This document therefore, is the Municipal **Draft Integrated Development Plan (IDP)** of the Collins Chabane Local Municipality for the 2022 - 2023 financial years.

1.2. BACKGROUND

Collins Chabane Local Municipality (CCLM) was established and came into effect on the 3rd of 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. CCLM has approximately 198 villages and 4 Informal Settlements. There are only 2 proclaimed townships namely Malamulele and Vuwani.

In terms of the surveyed settlements a total of 68 settlements have General Plans and they consist of 36 wards. The Municipality an elected Mayor who is assisted by a Mayoral Committee that is outlined as follows:

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

CCLM is surrounded by Greater Giyani Municipality in the South, Makhado Local Municipality on the West and Thulamela Local Municipality in 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 in 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 two dominant roads, namely the R81 which connects the Municipality via Giyani to Mopani and Polokwane. The R524 connects the Municipality to Kruger National Park to the East and to its North the Municipality connects to Makhado and the N1 via Thulamela Local Municipality.

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

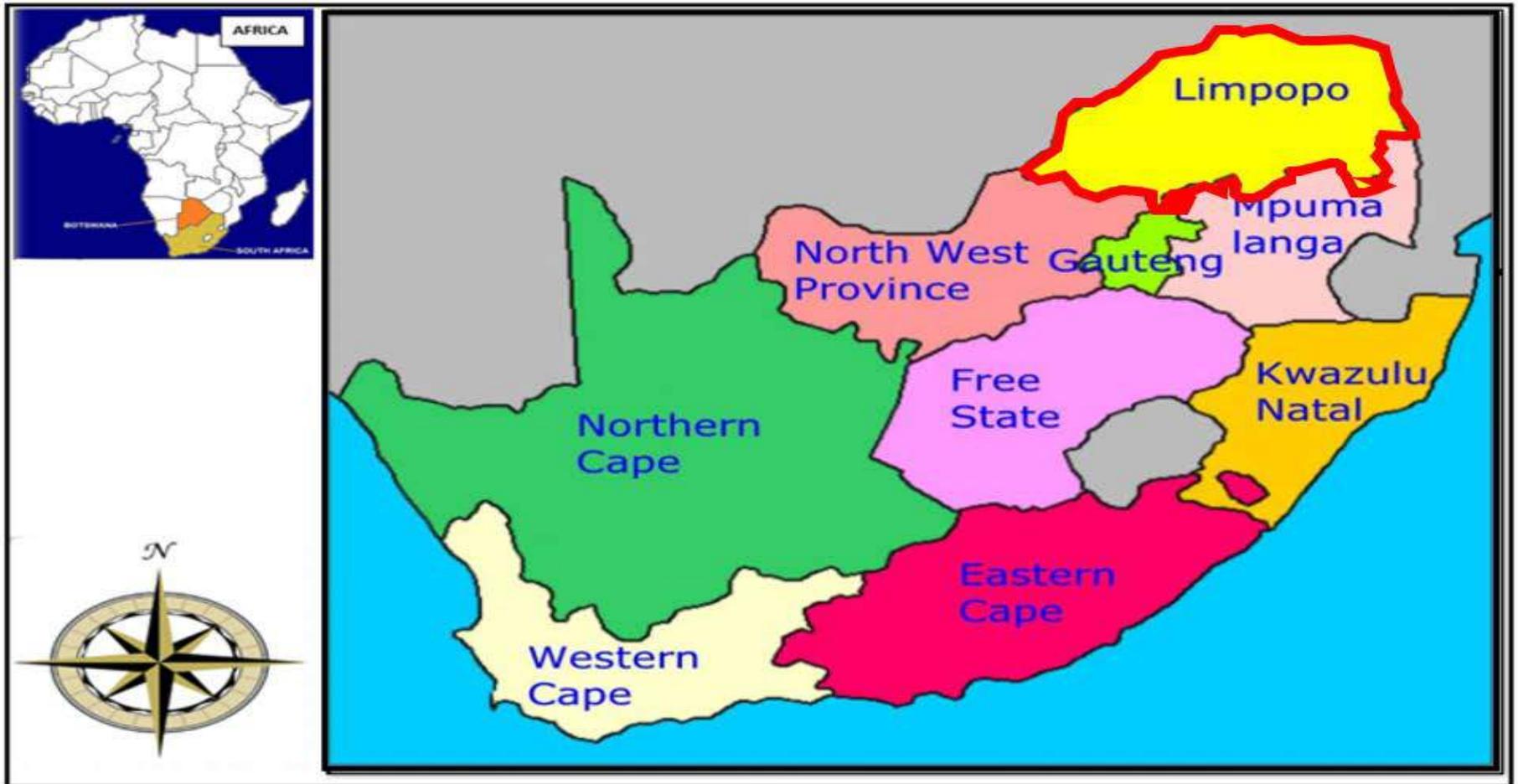
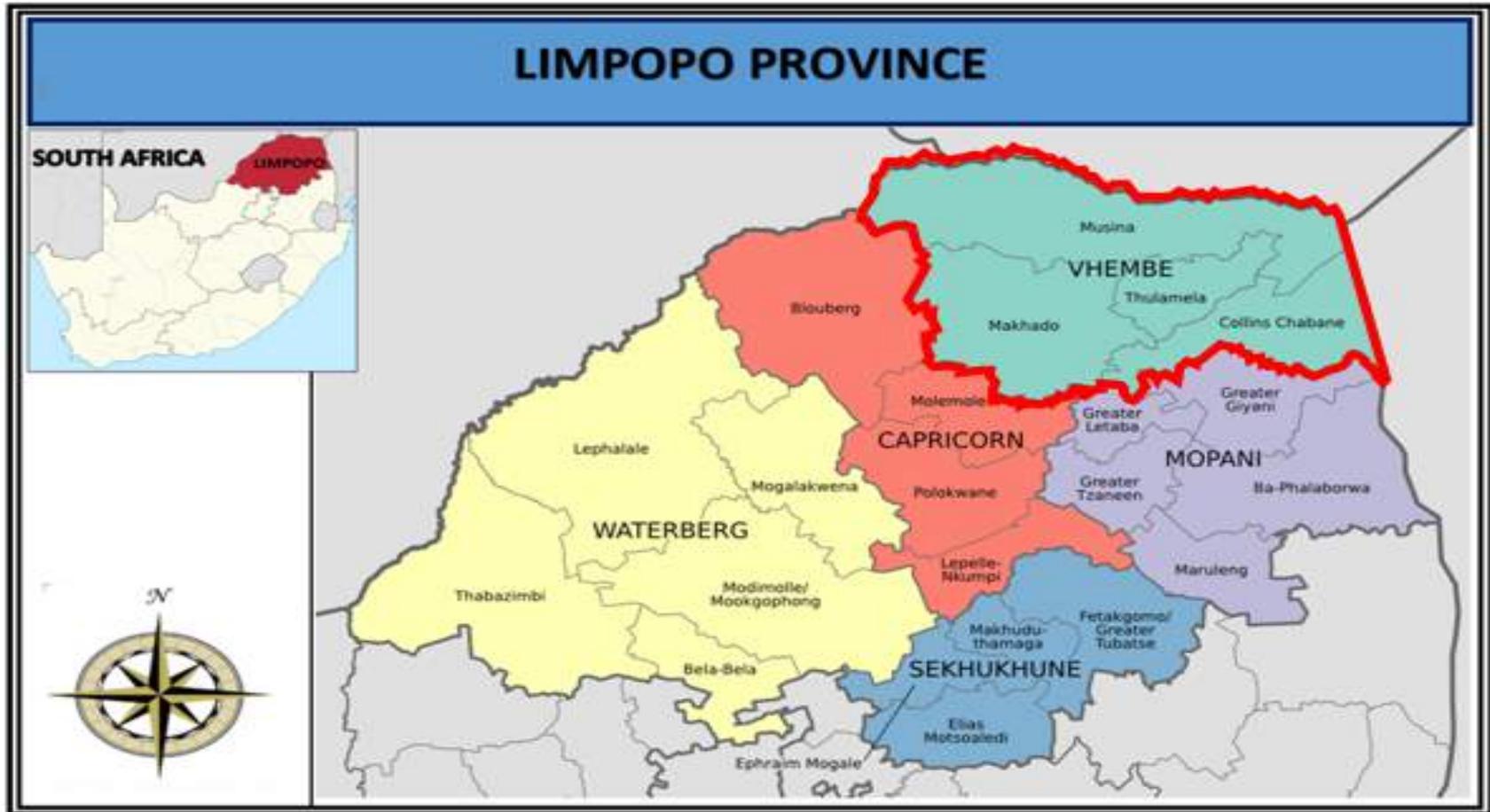


FIGURE 1.2: LOCALITY AND DESCRIPTION OF COLLINS CHABANE LOCAL MUNICIPALITY IN TERMS OF THE PROVINCIAL CONTEXT



Vision: "A spatially integrated and 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 benefit of all citizens

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

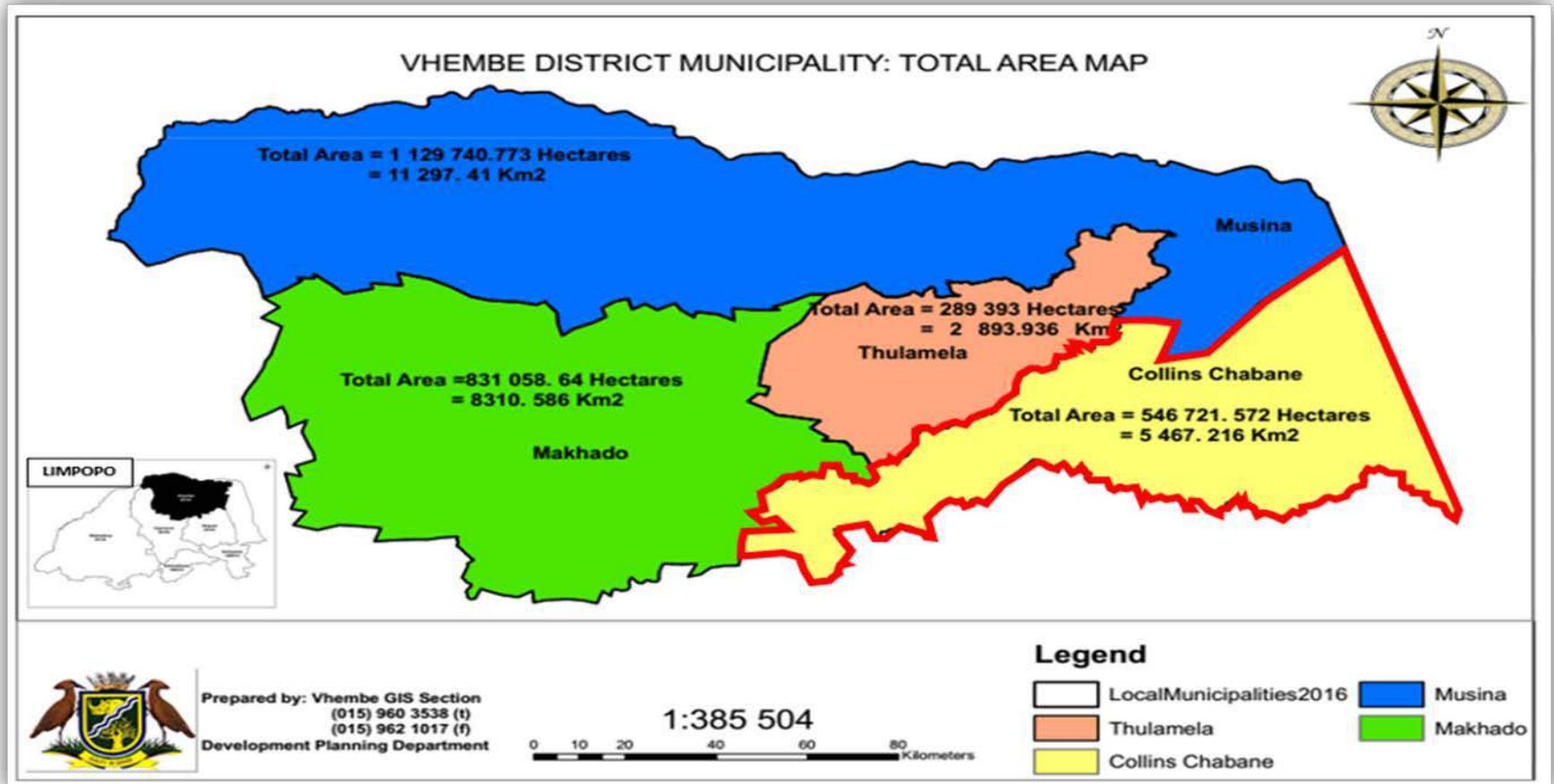
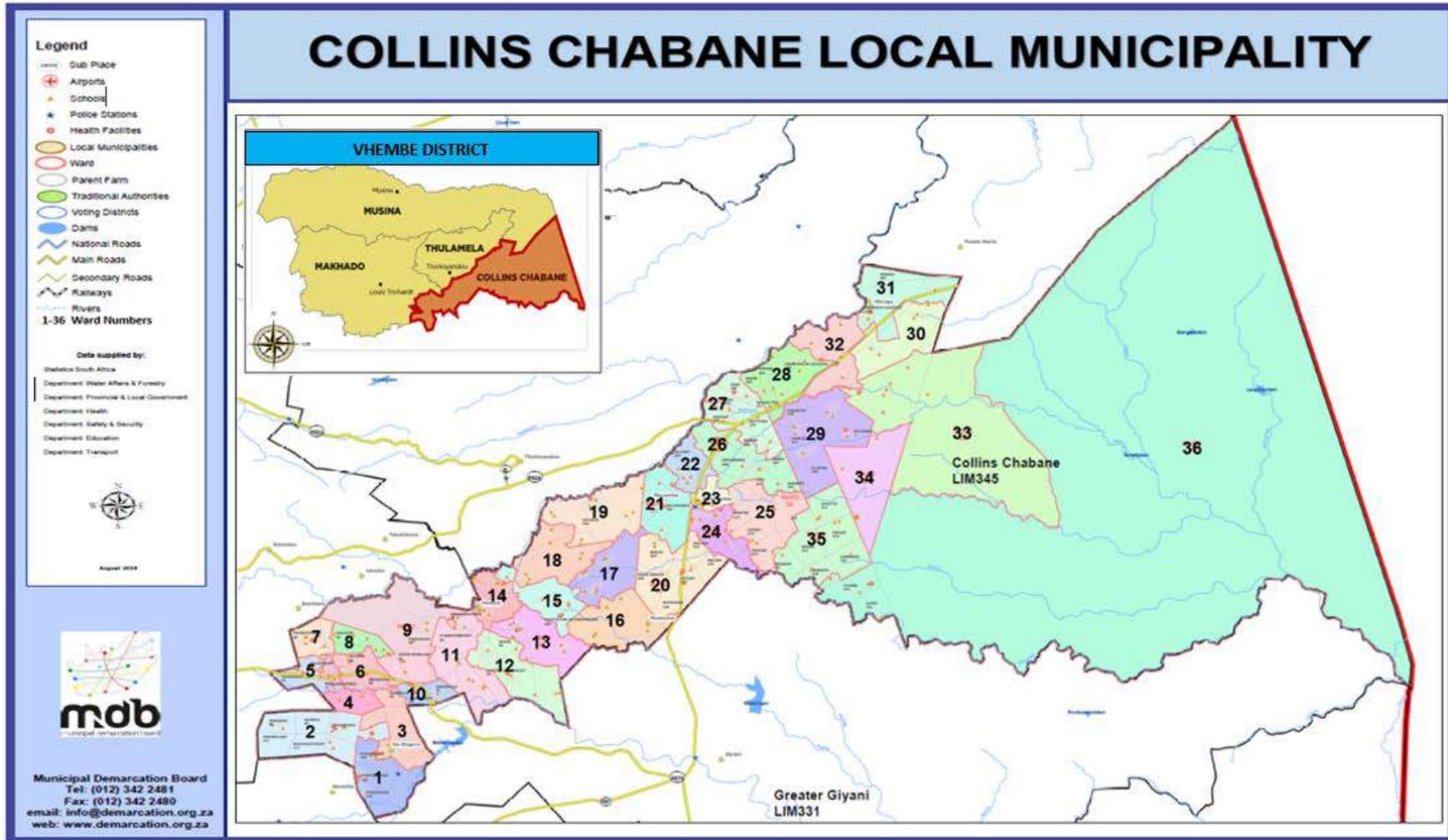


FIGURE 1.4: LOCALITY AND DESCRIPTION OF COLLINS CHABANE LOCAL MUNICIPALITY IN TERMS OF THE LOCAL CONTEXT



1.3. LEGISLATIVE FRAMEWORK

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

The Constitution of the Republic of South Africa (Act 108 of 1996) is the 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 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:

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

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

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

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

- ✦ The Municipal council's vision for the long term development of the Municipality with special emphasis on the Municipality's most critical development and internal transformation needs.
- ✦ An assessment of the existing level of development in the Municipality, which must include an identification of communities which do not have access to basic municipal services.
- ✦ The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- ✦ The council's development strategies which must be aligned with any National and Provincial sector plans and planning requirements that are binding on the Municipality in terms of legislation are:
 - A Spatial Development Framework (SDF) which include the provision of basic guidelines for a land use management system for the municipality.
 - The council's operational strategies.
 - Applicable disaster management plans.
 - The key performance indicators and performance targets determined in terms of section 41 of the MSA.

Section 34 of the Local Government: Municipal systems Act (no. 32 of 2000) provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through Public Participation mechanisms with the community and stakeholders within the Collins Chabane Local Municipal area of jurisdiction.

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

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

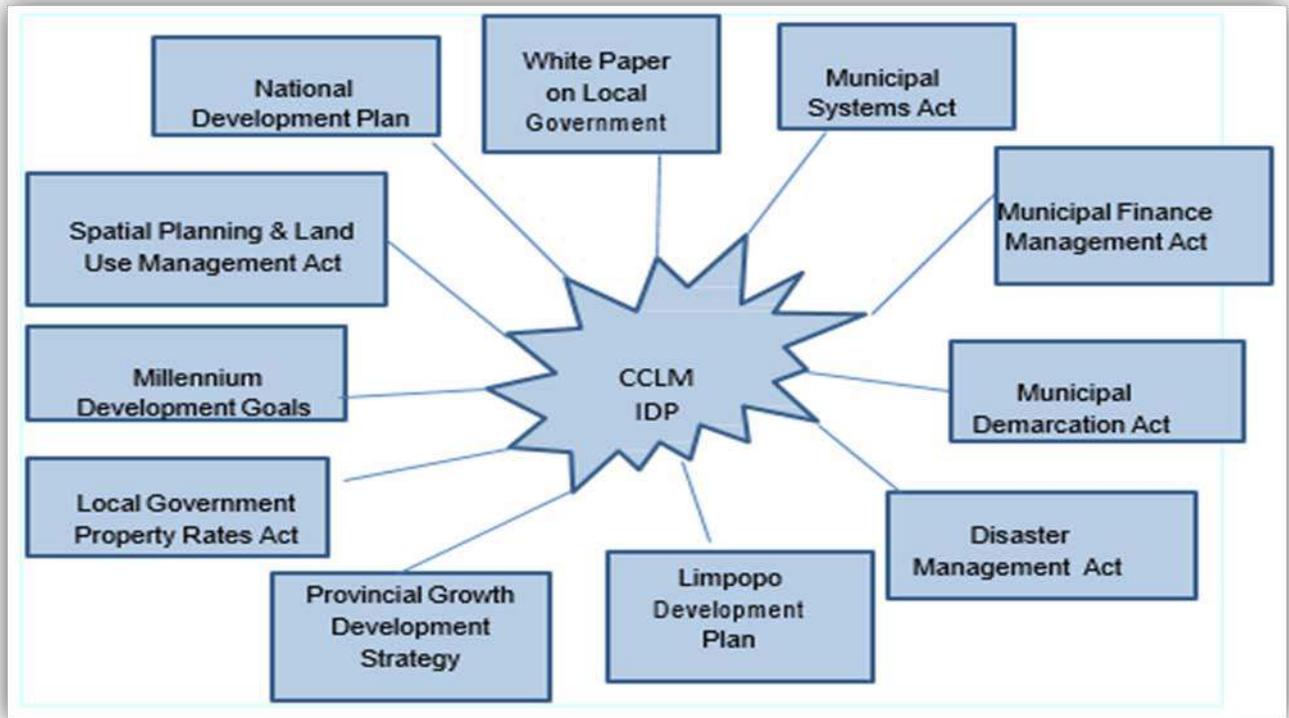
Section 16(2): of the Local Government: Municipal Finance Management Act (56 of 2003)- requires the Executive Mayor to table the budget at least 90 days before start of the financial year / 30 March.

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

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

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

FIGURE 1.5.: Legislative framework



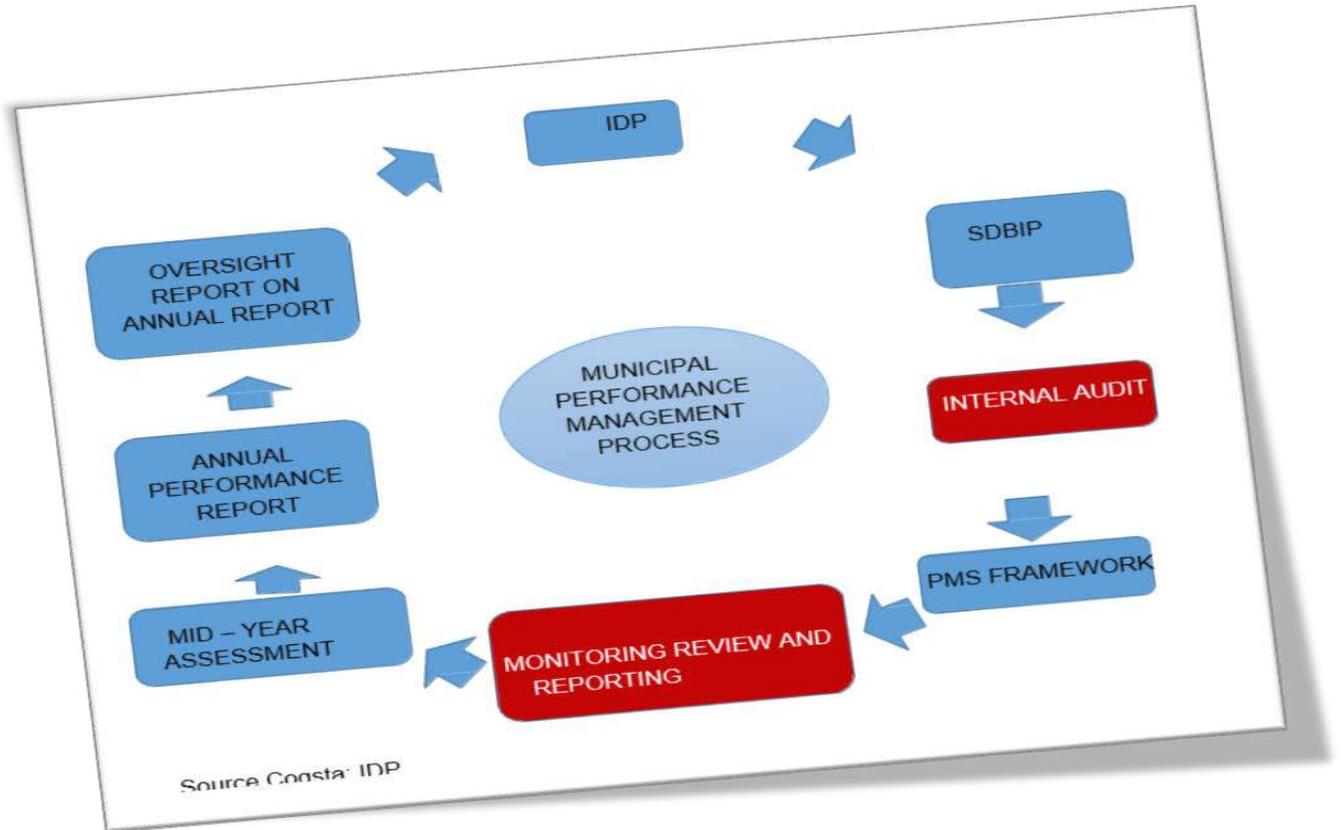
Source: COGHSTA

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

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

1.4. PLANNING FRAMEWORK

FIGURE 1.6.: IDP Framework



1.5. POWERS AND FUNCTIONS

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

Table 1.1.: Powers and functions

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

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

Source: CCLM

1.6. INSTITUTIONAL STRUCTURES TO DRIVE THE IDP

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

IDP Steering committee chaired by the Municipal Manager, and composed as follows: Senior Managers, Managers, Projects Managers, Technicians and Professionals.

IDP Representative forum chaired by The Mayor and composed by the following Stakeholder's formations "inter alia: Collins Chabane Local Municipality and the District Municipality, Governmental Departments i.e. (District, Provincial and National Sphere's representatives), Traditional leaders, People with disability, Parastatals, NGO's and CBO's, Pastors forum, Traditional Leaders, Sector Departments, Youth, CDW's, Ward Committees, Youth Structures, Business Forum, Women's Structures.

IDP Clusters chaired by departmental Senior Managers and composed of experts, officials, and professionals from all spheres of government: Governance and Administration, Economic, Social, Infrastructure, and Justice Clusters.

1.7. IDP PLANNING PROCESS PLAN, ROLE AND PURPOSE

Local development priorities, identified in the IDP process, constitute the backbone of the local governments' budgets, 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.

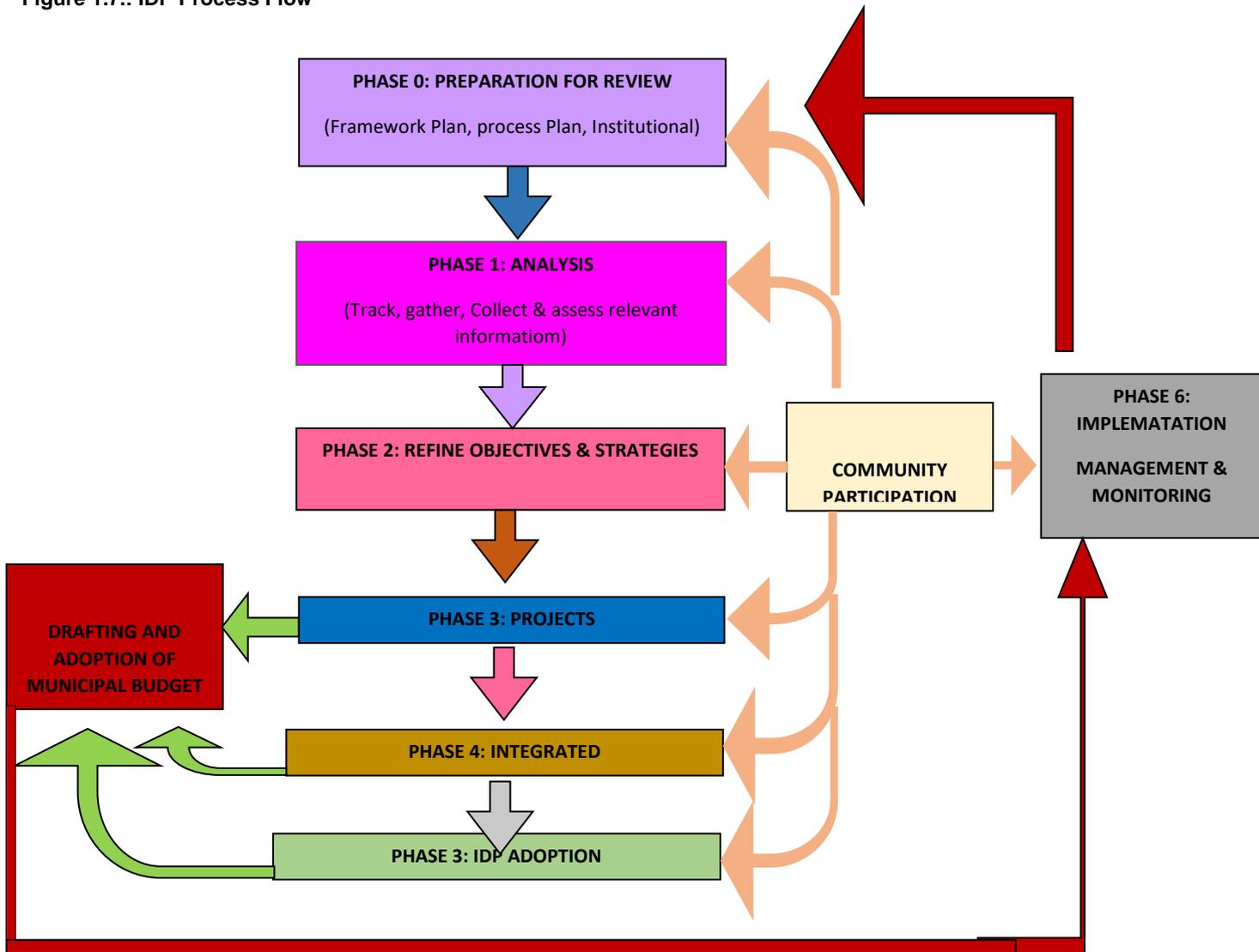
The focus of the IDP is varied, it includes the provision of basic Municipal services, measures for building and transforming the Municipal capacity, measures to assist in expanding livelihood opportunities for citizens, enterprise development, building a dignified and safe living environment, and, crucially, 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 and private community structures.

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

1.7.1. IDP District Framework and Process plan

Figure 1.7.: IDP Process Flow



IDP review and budgeting process

Preparation phase

Collins Chabane Local Municipality developed a Process Plan for the development of the IDP for 2021/22. The Process Plan was circulated internally to directorates. The IDP Representative Forum was held virtually due to none contact meetings for comments and inputs to the community before it was adopted council.

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1.7.2. DISTRIBUTION OF ROLES AND RESPONSIBILITIES

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

Table 1.2.: ROLES AND RESPONSIBILITIES

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

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

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

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1.7.2.1. MECHANISM AND PROCEDURES FOR PUBLIC PARTICIPATION

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

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

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

1.7.2.2. MECHANISM AND PROCEDURE FOR ALIGNMENT

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

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

The process plan for the Collins Chabane Local Municipality is guided by the Vhembe District IDP Framework as adopted by Vhembe District Municipality during a council meeting held in August 2021. This is to ensure proper district alignment with all the strategic plans. The IDP Process Plan for Collins Chabane Local Municipality for 2021/22 financial year was also presented and adopted at a Rep Forum held on **17th August 2021**. It was then approved and adopted by Municipal Council on the **27th August 2021** with Council resolution: **A10/27/08/2021**

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

 Integrated Development Planning

 Performance Management

 Budget

 VDM

Table 1.3.: Process Plan

PROCESS PLAN						
ANALYSIS PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	Senior Management	Signing of Performance agreements	Signing of performance agreements Within 30 days of the beginning of the F/Y/ of appointment	Submissions	Senior Managers	30 July 2021
	District IDP Managers Forum	IDP/Budget Process Plan for 2022/2023 Financial Year	Engagements on IDP/Budget/PMS Plan Process	Meeting	District IDP Managers	22 July 2021
	Steering committee	IDP/Budget Process Plan for 2021/2022 Financial Year	Consideration of IDP/Budget/PMS Plan Process	Meeting	Senior Managers and members of the steering committee	16 August 2021
	Rep Forum	IDP/Budget Process Plan for 2021/2022 Financial Year	Consideration of IDP/Budget Plan Process	Meeting	All members of the Rep forum.	17 August 2021
	EXCO	IDP/Budget Process Plan for 2021/2022 Financial Year	Consideration of IDP/Budget Plan Process	Meeting	All members of EXCO	19 August 2021

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Council	IDP/Budget/ PMS Process Plan for 2021/2022 Financial Year	Consideration of IDP/Budget Plan Process	Meeting	All Municipal Councillors	27 August 2021
PMS	Submission of Annual Performance Report	Submission of the Annual Performance Report to AGSA & Relevant Provincial Departments	Submissions	PMS Manager	27 August 2021
PLANNING STAGE					
IDP Managers Forum	Service Delivery Analysis and Priorities	District Development Planning Forum	Meeting	IDP Managers	08 September 2021
Steering committee	Consideration of existing information and updating the old information	Compilation of demographic data, existing services, economic data, trends, potential and problems	Meeting/ workshop	Municipal Manager, CFO, All senior managers and all manager.	10 September 2021
Ward Clusters	Public Participation Cluster meetings	Consideration of Community Needs	Meeting	All Councillors, Management, relevant Officials, ward committees & General Public	20-24 September 2021
Representative Forum	Service Delivery Analysis and Priorities	Consideration of Service Delivery Analysis & Priorities.	Meeting	All Municipal Stakeholders	08 October 2021
District IDP Manager's Forum	Compiling summary reports for priorities to align with strategic objectives of the district for	District Development Planning Forum	Meeting	Premier & Mayors Local Municipalities, Sector Department and Parastatals	27-29 October 2021

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		the next financial year.				
STRATEGIC PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	Municipal Manager, Senior Managers and Managers	Convening of IDP Analysis	Consideration of IDP Analysis report	Meeting	VDM Executive Mayor & LM Mayors, Councillors, District and Local Municipal Managers and GM, Senior Managers & Directors	05 November 2021
	Steering Committee	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of Vision, Mission, & Strategies	Meeting	Senior Managers and members of the steering committee	12 November 2021
	Municipal Strategic Planning	Review of Municipal vision, mission and Strategic objectives	Consideration of Vision, Mission and Strategies	Meeting	Mayor, Municipal Manager, Senior Management, Management, Traditional Leadership & Councillors	November-January 2021
	VDM Strategic Planning Session	Review of Municipal vision, mission and Strategic objectives	Developing Strategies & Setting Objectives of the Municipality	Workshop	District and Local Municipality's Mayors Municipal Managers, Senior Management, Management, Traditional Leadership & Councillors	November 2020 - January 2022
	EXCO	Review of Vision, Mission, Strategies & Objectives	Consideration of the strategic planning session and the Review of Vision, Mission, & Strategies	Meeting	Management, relevant Officials & Councillors	January 2022
	Council BTO/Corporate Services (PMS)/ MM Office (IDP)	Mid -Year Financial and Non -Financial Report	Compilation of the Mid-Year Financial and Non-Financial Report	Submission to the Mayor, Treasuries & COGHSTA	BTO/Corporate Services Council	25 January 2022
		Annual Report	Tabling of Annual Report by the Mayor	Meeting	Council	28 January 2022
		Review of Vision, Mission,	Consideration of the strategic planning session and the	Meeting	All Municipal Councillors	28 January 2022

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		Strategies & Objectives	Review of Vision, Mission, & Strategies			
PROJECT PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	Municipal Manager, Senior Managers and Managers	Convening Provincial Development Planning Forum (PDPF)	District Development Planning Forum	Meeting	Premier & Mayors Local Municipalities, Sector Department and Parastatals	February 2022
	Steering Committee	Projects list & Budget Estimates	Compilation of the Projects list & Budget Estimates	Meeting	Senior Managers, Managers from Municipal Departments	03 February 2022
	Representative Forum	Screening of draft project proposals	Consideration of the Projects list & Budget Estimates	Meeting	All members of Rep Forum	10 February 2022
	EXCO	Screening of draft project proposals	Consideration of the Projects list & Budget Estimates	Meeting	All members of EXCO	17 February 2022
	Council	Mid-year Budget Review / Adjustment Budget	Consideration of the Mid-year budget adjustment and submission to Provincial & National Treasury	Submission	Council	25 February 2022
	Representative Forum	Screening of Projects & Budget Adjustments presentations.	Consideration of Projects from Sector Departments, Parastatals, Draft IDP & Budget	Meeting	All Municipal Stakeholders	02 March 2022
	BTO & IDP	Capturing of projects	Capturing of IDP projects in the Mscoa Financial System	Mscoa Financial System	IDP Manager	03 March 2022
	EXCO Council	Screening of Projects & Budget Estimates	Consideration of the Projects list & Budget Estimates	Meeting	All members of EXCO	17 March 2022
		Draft adoption of IDP, Budget, Approval of the oversight report	Adoption of Projects from Sector Departments, Parastatals, Draft IDP & Budget	Meeting	All Municipal Councillors	31 March 2022

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		of the annual report				
INTEGRATION PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	IDP & BTO	Publicising Draft 2022/23 IDP and Budget Review documents	To advertise IDP & Budget documents for public inputs, comments and suggestions (21 Days)	Publication	IDP Manager and Budget Manager	01 April 2022
	Steering Committee	Consolidation / Integration of Projects & Programmes Inputs	Consideration of Integration of Projects & Programmes	Meeting	Senior Managers and members of the steering committee	04 April 2022
	Representative Forum/ Public Participation	Public Consolidation / Integration of Projects & Programmes Inputs	Public Consideration of Integration of Projects & Programmes	Meeting	Mayor and All Municipal Stakeholders	11-15 April 2022
	Municipal Manager, Senior Managers and Managers	Public Participation Meetings	Consideration of Community Participation on the Draft IDP and Budget	Meeting	VDM Executive Mayor & LM Mayors, Councillors, District and Local Municipal Managers and GM, Senior Managers & Directors	19-22 April 2022
APPROVAL PHASE	MUNICIPAL STRUCTURE	PLANNING ACTIVITY	TASK	MECHANISM	PARTICIPANTS	TIME SCHEDULE
	EXCO	Final IDP, Budget, Tariffs, Risk Register	Consideration of Final IDP/Budget	Meetings	All members of EXCO	13 May 2021
	Council	Final IDP, Budget, Tariffs, Risk Register	Adoption of Final IDP/Budget	Meetings	All Municipal Councillors	28 May 2021
	IDP and Budget	Notice	Public notice of IDP and Budget must be placed in the public media	Publication	IDP Manager and Budget Manager	03 June 2021
	IDP and Budget	Submissions	Submission of IDP and Budget to National Treasury and MEC	Submission	IDP Manager, Budget Manager and MEC:	11 June 2021

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			within 10 days of approval		CoGHSTA	
	PMS	Submission of SDBIP	Mayor to sign the SDBIP 28 days after the approval of the IDP and Budget and submit to CoGHSTA, Provincial and National Treasury	Submission	PMS and Mayor	30 June 2021

1.7.4. IDP, BUDGET AND PMS CALENDAR

Month	Activities	07/2021	08/2021	09/2021	10/2021	11/2021	12/2021	01/2022	02/2022	03/2022	04/2022	05/2022	06/2022
Jul 2021	Signing of Annual Performance agreements	30											
Jul 2021	District IDP Managers Forum IDP/Budget Process Plan for 2021/2022 Financial Year	22											
Aug 2021	Tabling of Integrated Process Plan to Council		27										
Aug 2021	Tabling of Annual Performance report to Council		27										
Sept 2021	IDP Managers Forum		08										
Sept 2021	IDP & Budget public participation meetings			20-24									
Oct 2021	Representative Forum Service Delivery Analysis and Priorities				08								
Oct 2021	District IDP Manager's Forum				27-29								
Nov 2021	Steering Committee Review of Vision, Mission, Strategies & Objectives					12							
Nov – Dec 2021	VDM Strategic Planning Session												

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Month	Activities	07/ 2021	08/ 2021	09/ 2021	10/ 2021	11/ 2021	12/ 2021	01/ 2022	02/ 2022	03/ 2022	04/ 2022	05/ 2022	06/ 2022
Nov – Dec 2021	IDP and Budget Strategic Session												
Jan 2022	Mid -Year Financial and Non - Financial Report to council							25					
	Submission of Annual Report to council							28					
Feb 2022	Convening Provincial Development Planning Forum (PDPF)												
Feb 2022	Steering Committee for Projects list & Budget Estimates								03				
Feb 22	Mid-Year Review Budget Adjustments								25				
March 2022	Capturing of IDP projects in the Mscoa financial system									03			
Mch 2022	Presentation of the draft IDP & Budget to Council									31			
April 2022	Steering Committee Integration of Projects & Programmes paving way to Public Participation										04		
Apr 2022	IDP & Budget public participation meetings										11-15		
Apr 2022	IDP & Budget public participation meetings										19-22		
May 2022	Budget Assessment Engagement with Provincial Treasury												
May 2022	District IDP Managers Forum											05	
May 2022	Tabling Final IDP & Budget to Council											31	
June 2022	Public notice of IDP and Budget must be placed in the public media												03

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Month	Activities	07/ 2021	08/ 2021	09/ 2021	10/ 2021	11/ 2021	12/ 2021	01/ 2022	02/ 2022	03/ 2022	04/ 2022	05/ 2022	06/ 2022
June 2022	Submission of IDP and Budget to National Treasury and MEC within 10 days of adoption by council												10
Jun 2022	Submission of IDP and Budget data strings on the National Treasury Local Government database												10
Jun 2022	Tabling draft SDBIP to Council												28

1.7.5. Summary of Process Plan Implementation

1.7.5.1. Analysis Phase

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.

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

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

Table 1.4.: Analysis Phase Rep Forum

DATE	VENUE	WARDS
20 September 2021	MalaFM	1-36

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

1.7.5.1.1. Community Based Planning (CBP) and Municipal Priorities

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

Table 1.4.: CBP

PRIORITY AREA(S)	NEEDS/ ISSUES	WARD(S)
Water	Insufficient water supply infrastructure Insufficient Bulk water supply infrastructure Water Reticulation Insufficient Reservoirs	All Wards 1-36
Sanitation	Insufficient sanitation Lack of bulk sewerage infrastructure VIP Toilets	All Wards 1-36

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PRIORITY AREA(S)	NEEDS/ ISSUES	WARD(S)
Roads / Streets and bridges	Opening of streets Rehabilitation of streets Re-gravelling and grading. Tarring of roads.	All Wards 1-36
Human Settlement	Provision of land for housing development Provision of houses Rental stock Houses	All Wards 1-36
Education	Provision of schools. Renovation of schools. Replacement of mud schools.	All Wards 1-36
Health	Provision of Clinics. Provision of Health Centers. Provision of Mobile Clinics	All Wards 1-36
Energy	Proper installation of electricity Extensions Power Failure High mast lights	All Wards 1-36
Economic Growth and Development	Job creation Construction of business centers Upgrading of land tenure Provision of Market Stalls Farming Market opportunities	All Wards 1-36
Transport / Road	Lack of Testing Stations Lack of information 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.

PRIORITY AREA(S)	NEEDS/ ISSUES	WARD(S)
Waste disposal sites	Construction of waste disposal sites. Establishment of Recycling Centers.	All Wards 1-36
Safety and Security	Provision of Satellite Police Stations. Construction of Police Stations.	10,23,34
Disability facilities	Construction of disability centre	36
Spatial Planning and Land Use Management	Formalization of Land Tenure Upgrading. Servicing of sites. Fast racking Land Claims.	All Wards1-36
Social Development	Provision of Pay points.	All Wards 1-36
Community Services	Provision of Sports Facilities. Construction of recreational halls. Construction of Library. Provision of Thusong Centers.	7,9,10,12,18,19,20,22,23,24,28,33,34,35,36

1.7.5.2. Strategy Phase

A strategic session was held on the 26 - 28 Jnuary 2022 at Blyde River Canyon Forever Resort. It comprised of Portfolio Heads, EXCO, Municipal Manager, Senior Managers, Managers and Officials to discuss the future development direction and strategies of fullfiling Collins Chabane Local Municipality's vision, mission statement and strategies have not changedand this aimed to fulfil objectives of service delivery through the Integrated Development Planning. Strategies were developed to address the Communities Needs, through identifying priority needs and coming up with projects to address them. The Municipal Strengths Weaknesses Oportunities and Threats (SWOT) analysis was reviewed to project the status quo of the Municipality.

1.7.5.3. Project Phase

Proposed projects which are informed by situational analysis and resolutions from the strategic planning session have been submitted from departmnts. 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 including new ones which form part of the draft IDP. All the Technicians were requested to cost the projects correctly to avoid shortages of funds during implementation phase. Most capital projects were prioritised and budgeted under the Municipal Infrastructure Grant (MIG).

1.7.5.4. 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. The exercise to integrate capital projects was aimed to put more emphasis on the management strategic planning resolutions. However, as part of the integration phase, the IDP and Budget Representative Forum will be held during 20 – 25 April 2022 with the Community and various Sector Departments to furthure align sector plan with the IDP.

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Vhembe District Municipality will host its Rep Forum 19 - 22 April 2022. The District Municipality together with sector departments will present projects that will be implemented around Collins Chabane Local Municipality.

1.7.5.5. Approval Phase

The 2022/23 (Draft) IDP was tabled before management on 16 March 2022, Budget Committee on 18 March 2022 and to Executive Committee on 25 March 2022. The Draft IDP was then tabled to Council on 31 March 2022 for adoption and approval for public participation with Council Resolution Number: **A01/31/03/2022**.

Collins Chabane Local Municipality will be conducting its IDP public participation in clusters complying with COVID-19 regulations wherein structures will be sending their representatives as follows:

Table 1.6.: Approval Phase Public Participation Schedule:

DATE	VENUE	WARDS	TIME
20 April 2022	Njakanjaka Town Hall	1, 2, 3, 4, 5, 6, 7 & 10	10H00
21 April 2022	Vuwani Town Hall	8, 9, 11, 12 & 14	10H00
22 April 2022	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
25 April 2022	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00

SECTION A: ANALYSIS PHASE

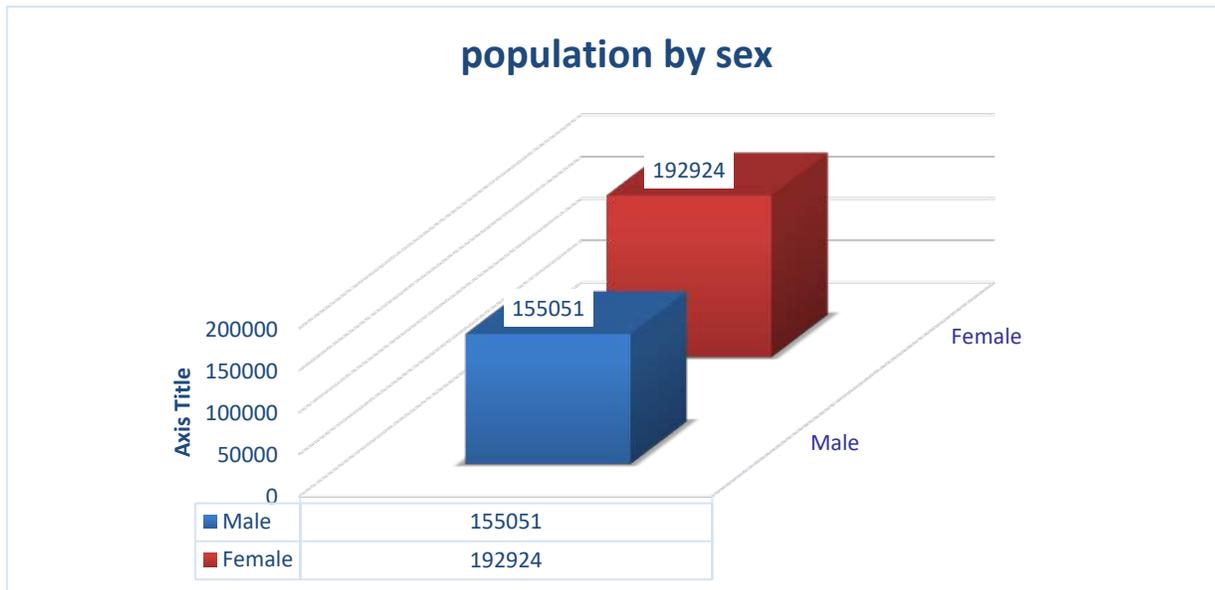
CHAPTER 2: DEMOGRAPHIC PROFILE

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 TRENDS AND COMPOSITION

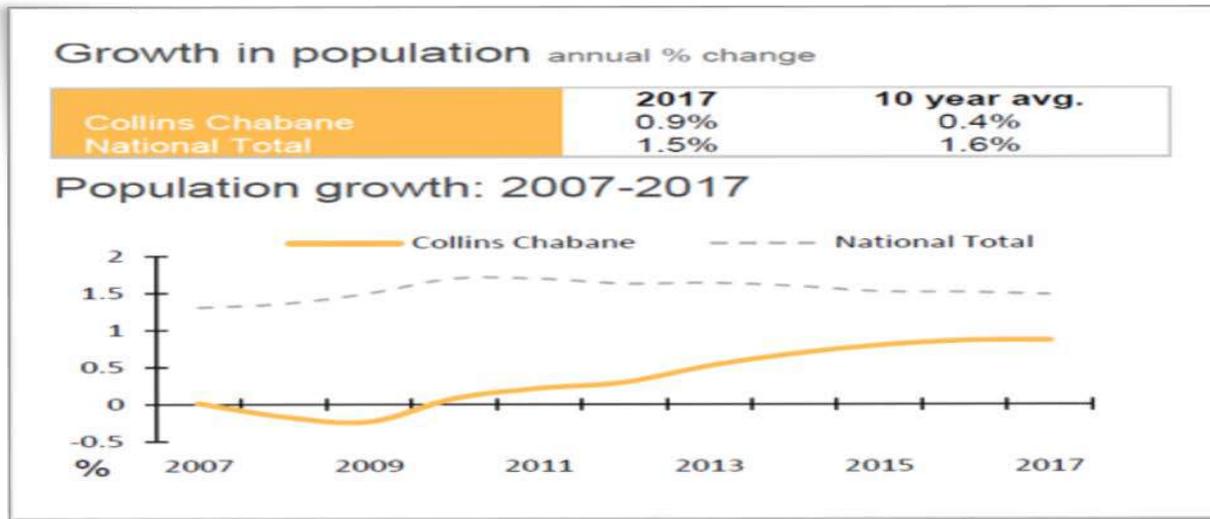
Figure 2.1.1. Suggests a population of approximately 347 974 people residing at Collins Chabane Local Municipality according to Stats SA. The table shows that the population is unequal by gender or sex. There are more women than men.

Figure 2.1.1.: Population by sex



Source Stats SA, 2016 Community Survey

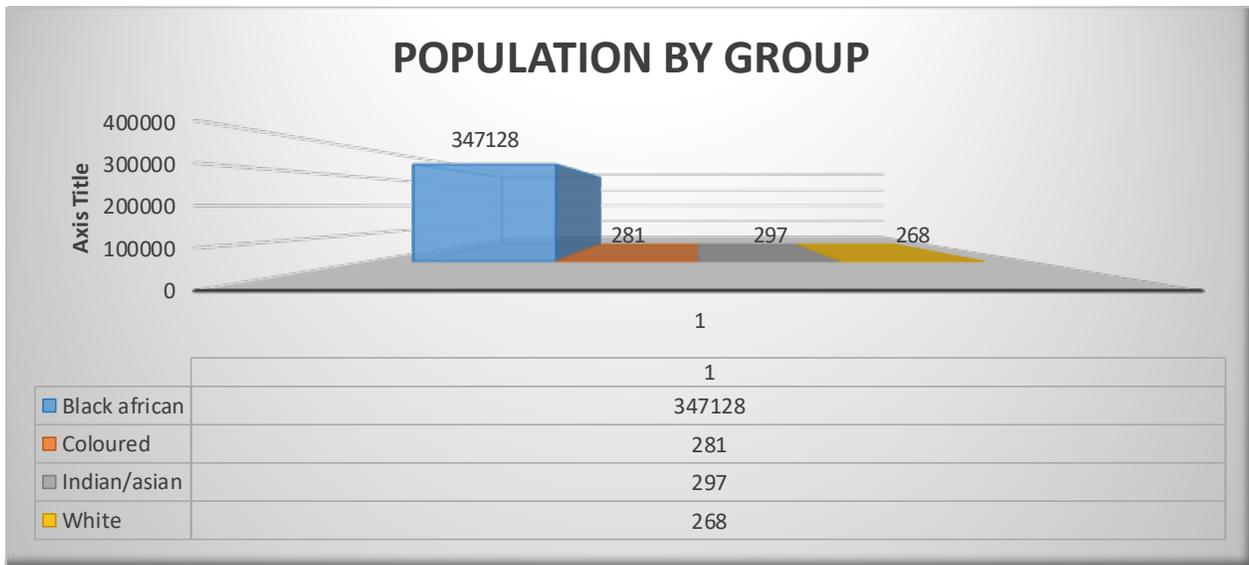
Figure 2.1.2.: Population Growth



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



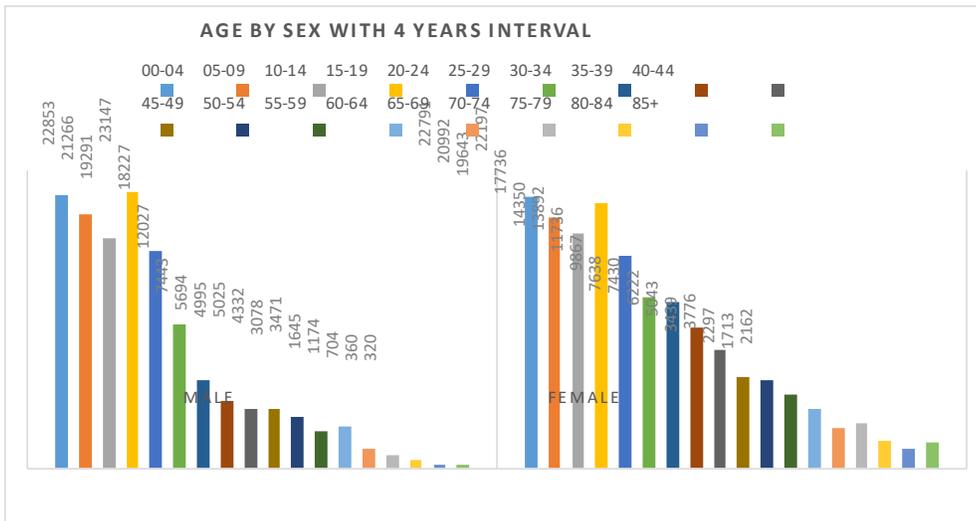
Source Stats SA, 2016 Community Survey

The figure above shows the population distribution by group within the 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 living 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 DISTRUBUTION

The age and gender profile provides valuable insight into the composition of the market population and will help establish the Potential Economically Active population (PEA). The PEA population refers to the population that falls within the working age group (between 15 and 64 years). It does not mean that this entire portion of the population is prepared or able to be employed. For example, some prefer to stay at home as housekeepers, some are disabled and others are fulltime students, or have given up looking for work. They do, however, form part of the potential labour pool. Depicting from Figure 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 Department of Education to provide basic education facilities.
- ❖ The need for the creation of recreational facilities.
- ❖ The need for improved basic service delivery.
- ❖ The need for and job creation.
- ❖ The need to establishment of townships to cater for the maturing youth.
- ❖ The need for expansion of CBD and Business- Park.
- ❖ The need for road expansions and creation of intermodal transport facilities.
- ❖ The need to improve and provision of health care facilities

2.3. MIGRATION

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

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

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	(8.33%)	(34.16%)	(28.90%)	(24.30%)	(95.70%)
Population	132009	497237	416728	347974	1393949

Source: Stats SA, Community Survey 2016

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

CHAPTER 3: COMMUNITY NEEDS

3.1. STAKEHOLDER ENGAGEMENT AND CONSULTATION IN THE IDP PROCESS

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

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

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

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

3.2. EFFECTIVE COMMUNITY PARTICIPATION

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

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

DATE	VENUE	WARDS
15 October 2020	Virtual	1-36

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

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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 SUMMARY CHART

A summary of community needs as collected during the public participation phase which was conducted virtually due to Covid 19. The chart below indicates the ward numbers and the priority issue. Water needs cuts across all the wards which show Collins Chabane Local Municipality still has water challenges that needs to be addressed. Sanitation is also a major challenge for service delivery which needs attention due to health hazard. Most roads at Collins Chabane Local Municipality needs attention. Electricity, Housing, and Education are also a priority. Refer to the Chart Below:

Table 3.4.1.: Community Needs Chat

COLLINS CHABANE LOCAL MUNICIPALITY COMMUNITY NEEDS																																					
Priority issues	Ward Numbers																																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
Water	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Sanitation	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Education	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Electricity		✓	✓	✓	✓		✓				✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Roads / Streets and bridges	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Community Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Housing	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Health	✓				✓	✓				✓	✓			✓	✓	✓			✓	✓	✓	✓					✓							✓	✓	✓	✓

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Economic Growth and Development	✓			✓	✓	✓		✓	✓	✓				✓	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓
Public Transport			✓	✓																										✓	
Waste disposal sites					✓																									✓	
Safety and Security				✓																							✓				
Spatial Planning and Land Use Management													✓		✓	✓															
Environmental Management																									✓						

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

TABLE 3.4.2.: 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 Rotterdam	Olifantshoek road leading to Rotterdam
	All streets to be gravelled	
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	
8. Health facility	Health Centre to be constructed	

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	4 Boreholes needed 2 at Ribungwani and 2 at Masakona	Ribungwani Masakona

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
2. Sanitation	150 VIP toilets needed at Ribungwani	Ribungwani
	2000 VIP toilets needed at Masakona	Masakona
3. Electricity	Need for 5 high mast light Ribungwani, 4 at Masakona	Ribungwani Masakona
	Need for 5 high mast light Ribungwana, 4 at Masakona	Ribungani Masakona
4. Roads & storm water	Need for 15 culvert bridges at Ribungwani, 1 at Masakona, 3 at Sereni	Ribungwani Masakona Sereni
	Tarring of road from Masakona to Sereni	Masakona Sereni
5. Community facilities	Need for Sport facilities	Ribungwani, 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
	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	

WARD 3		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
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	

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	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 Mahatlana. 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 Mahatlane area	Njhakanjhaka and 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	

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	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)	
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,	

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	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 Xitachi
4. Roads & storm	Mtsetweni ring road to be tarred. All road at the area	Mutsetweni

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
water	to be tarred	
	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 Tshirengwani crossing	Diza and Tshirengwani
	Tarring of road from Tshirengwani crossing to Mahatlani until Tiyani (D3842)	Tshirengwani, Mahatlani until and Tiyani
	Bungeni, Chaveni road to be tarred	Bungeni and Chavani
	Small bridge at Mtsetweni, Xihambanyisi, Nwamhandi and Mabondlongwa	Mtsetweni, Xihambanyisi, Nwamhandi and Mabondlongwa
5. Community facilities	Upgrading of Bungeni Stadium	Bungeni
	Construction of community hall at all areas	All villages
	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.	Hlanganani
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
	5 Revitalization of ale care group scheme at all villages	All villages

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
8.LED	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

WARD 6		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
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

WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
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	
	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	Kurhuleni and New stand
2. Sanitation	200 toilets needed	All villages
3. Sewerage	Sewerage at Vuwani Town Block D and Block E	Vuwani Block D and E
4. Education	Renovation of classrooms at Kurhuleni Primary School	Kurhuleni
5. Electricity	Electrication of extension at new stands	Kurhuleni, Vhangani and Masia
	High Mast Lights	All villages
6. Roads & storm	Need for tar road from Kurhuleni to Masia	Kurhula, Masia

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
water	Regravelling of road and storm water at all villages	Kurhuleni New Stands
	Tarring of road to Kurhuleni clinic	Kurhuleni
	Tarring of street from Vuwani – Tshivhulana – Ezintavheni (Mutheiwana) to tshimbupfe	Vuwani – Tshimbupfe
	Tarring of streets at Vuwani town (20km)	Vuwani
	Tarring of road from Vuwani to Ngwenkulu	Vuwani and Ngwekhulu
7. Community facilities	Community Library	Kurhuleni
	Need for community hall and tribal offices are needed at Kurheleni village	
	Sports ground maintenance	All villages
	Completion of Vuwani stadium	Vuwani
	Construction of Swimming Pool at Vuwani Town	Vuwani
8. Housing	200 RDP Houses are needed	All villages
9. LED	Revitalization of agricultural projects	Kurhuleni
10. Health	Construction of a Health Centre at Vuwani	Vuwani

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

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
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	
7. Health services	Funding of clinic	Nwa-Matatani
	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 Makhasa	Makhasa
	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
	Electrification of new extensions	Balanganani and Bofulamato
4. Roads & storm water	Tarred road needs at all areas	All villages
	Road from Majosi to Madobi to be tarred	Majosi and Madobi
Roads	Construction of Balanganani ring road estimated 4km	Balanganani
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
8. LED	1 Manufacturing Bricks	Balanganani Village
	Tourism: Balanganani Village	
9. Education	Refurbishment of Davhana Secondary School	Davhana Village

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Borehole connection and fixing and maintenance bulk water reticulation in all areas	All villages

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	05 borehole needs at all areas	
2. Sanitation	VIP toilets 150 at Mabidi and Malonga VIP Toilets Thondoni -40, Hanani – 40, Ramaligela – 40 Mianzwi-40	Mabidi, Malonga, 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	Refurbishment of Matodzi Secondary School	Matodzi
	Tshimbupfe secondary school – 16 classes	
	Tshitambamunwe primary school – 8 classes	
4. Electricity	Electrification of extensions	Mabidi and Hanani
5. Roads & storm water	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
	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	
6. Water	Mutheiwana and Mavhulana water reticulation	Mutheiwana and Mavhulana
6. Community facilities	Establishment of sports facilities in Malonga,	Malonga
	Fencing of Hanani Graveyard	Hanani
	To establish of 1 hall at Mabidi village	Mabidi

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Thondoni graveyard	Thondoni
	Fencing of all graveyards	All villages
	Construction of administration offices at Tshimbupfe traditional council	Tshimbupfe
7. Houses	RDP Houses Thondoni -30, Hanani – 10, Ramaligela – 5, Mianzwi-15 Mavhulani-30, 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
	200 RDP in all villages	All villages
9. LED	08 SMME funding in all areas	All villages
	Fencing of graveyards all villages	All villages

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
Water	Construction of reservoir	Machele 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
4.Roads & storm water	Tarring of road at Salani, Mapimele, Machele to Mbhalati	Salani, Mapimele, Machele to Mbhalati

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Tarring of road from Mbhalati to Xihusani to Muswane	Mbhalati to Xihosani to Muswane
	Regravelling of internal streets	All villages
5. Health services	Need for mobile clinic	Machele
	Construction of clinic	Mbhalati

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, Tshilaphala – 10, Mavhulani-40	Tshivhulana, Manavhela, Tshitungulwane, and Tshilaphala
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	
	Mutheiwana secondary school – 2 classes	
	Edward Mpfuneni – 4 classes	
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 from vuwani –Tshivhulana –	Vuwani, Tshivhulana, Ezintabeni

WARD 14		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Ezintabeni (Schietfarm) to Tshimbupfe clinic	(Schietfarm) and Tshimbupfe
	Small bridges at Tshivhulana zone 1 to zone 2 and 3	Tshivhulana zone 1 and zone 2
	Mutheiwana school from tshilindi village – small bridge	Mutheiwana
5. Community facilities		
	Community hall at Mutheiwana	Mutheiwana
	Stadium at Shielfarm	Schietfarm
	Upgrading of Nandoni sports ground	
	Upgrading of two Tshilaphala sports ground	Tshilaphala
	Upgrading of Tshitungulwane and Manavhela sports grounds	Tshitungulwane and Manavhela
	Graveyards at Vuwani, Tshivhulana, Tshitungulwane,	Vuwani, Tshivhulana and Tshitungulwane
Housing	Tshilindi – 40	Tshilindi
	RDP Houses at Tshilindi	Tshilindi

WARD 15		
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	

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Electricity (Extensions) all villages	
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	All villages
	Construction of culvert's – all villages	All villages
6. Community facilities	Installation of WI-FI in all schools	All villages
	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 16		
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 including Gumbani

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
3. Education	Refurbishment of Photani and Chanyela School	Photani and Chanyela
	Construction of Sports Centre at all Schools in All villages	All villages
	Renovation of Hlawulekani Primary School	Gumani
	Additional classes at Khatisa High School	Gumbani
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
	Tarring of road from Mulamula to Gumbani	
	Mulamula Ring road	Mulamula
	Ring road at Gumbani	Gumbani
	Regravelling of internal streets	All villages
	Culvert from Dingidingi crossing to Mahlefunye and Photani	Dingidingi, Mahlefunye and Photani
	Culvert from old stand to connect D3640 road via Mulamula	Mulamula
	Culvert Bridges	All villages
6. Community facilities	Library need to complement career exhibition	All villages
	Installation of Wi-Fi in all schools	All villages
	Multi-Purpose centre at Gumbani	Gumbani
	Community Hall at Mulamula	Mulamula
	Community Project Centre	All villages

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
7. Parks and Recreation	Need for recreation centre	Gumbani
8. Agriculture	Funding for Agriculture Schemes	All villages
9. Housing	Construction of RDP Houses all villages	All villages including Gumbani
10. LED	Support on Local brickyards	All villages
	Agricultural support needed	
	Development of land at Mulamula which the chief is ready to give off	Mulamula
	Need for poultry project	All villages

WARD 17		
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
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

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
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
	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 18		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	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
	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	Reticulation and reservoir needed	Dididi
	Big reservoir and house connection needed	Tovhowani and Rotovhowa, Tshitokota
	Water reticulation	Khakhanwa, Dovheni
	Reticulation and reservoir needed	Dididi, Tshitomboni and Tambaulate
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	

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	3 classrooms at Mutshena Primary School	
4. Electricity	Electrification of 50 households at Dididi, Tovhowani and Rotovhowa Extinsions, Tsitokota Ext, Khakhanwa Ext, Dovheni Ext.	Dididi, Tovhowani, Rotovhowa Extinsions, Tsitokota 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
	Construction of Bridge connecting Tambaulate Village and Tshitomboni Village	Tshitomboni, Tambaulate
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
	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 Tsitokota, 100 at Khakhanwa, 20 at Dovheni	Dididi, Tovhowani, Rotovhowa, Tsitokota, Khakhanwa, Dovheni
9. LED	Funding of all co-operatives	All villages

WARD 20		
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
	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
	Tarring from car wash to Gandlani	Makumeke
6. Community	Need for community hall	Mavambe, Jimmy Jones and

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
facilities		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 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Need for water reticulation	Roadhuis, Gandlanani and Jerome
	Need for construction of reservoir	Mafanele, 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
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 Makumeke
	Construction of new road from Gandlanani to Roadhuis	Gandlanani and Roadhuis
	Need for a bridge from Mafanele to Gandlanani	Mafanele and Gandlanani

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for regravelling	All villages
	Culvert bridges	Roadhuis and Malamulele A
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
9. LED	Funding of cooperatives	All villages
10. Spatial Planning	Need for Formalisation of informal settlements	Roadhuis

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	All Villages
	Bulk water supply	All Villages
	Refurbishment of boreholes	All Villages
2. Roads & storm water	Pipe culverts	All villages
	Tarring of Nyavani to Makhasa Road	Nyavani to Makhasa
	Upgrading of roads	All villages
3. Electricity	Electrification of extensions	All Villages
	High masts	All Villages
4. Community	Recreation Centre	All Villages

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
facilities	Construction of library	All Villages
	Construction of community hall	All Villages
5. Housing	RDP Houses	Makhasa Village
6. Sanitations	VIP Toilets	All Villages
7. LED	Employment need	All Villages
8. Education	Fencing of schools	All villages
	Refurbishment of classrooms	All villages
9. Health	Construction of clinic	All villages

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for bulk water supply	Mabandla village and extensions
	Need for water reticulation	Malamulele B extension, Mabandla and all extensions
	Water reticulation and construction of reservoir	Madonsi village
	Rehabilitation of dam	Madonsi Village
2. Sanitation	Need for sewer	Mabandla and Malamulele B and D Extension
	Maintance of sewer pipes at Section B-Goodhope and Mountain View	
	VIP toilets	Madonsi Village
3. Education	Need for relocation of Malamulele High	Malamulele

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for primary school	Mabandla and section D
	Need for primary school	Malamulele B extension
4. Electricity	Constrction of High mast lights and maintance	Malamulele B, B2, Section D, Mabandla, B-Newlook,Mountain view and Section C Zone 5.
	Electrification of extensions	Madonsi Village
5. Roads & storm water	Tarring of internal streets and mantanance	Malamulele D, Mabandla, B-Newlook and Section C zone 1 and 5 including Mountain view at Ngwenya Street.
	Tarring of road to Malamulele Grave yard	Malamulele
	Dranage upgrade at Hlekani Street	
	Blanding of gravel road from Xihlovo to Newlook	
	Need for installation of speed humps on the road from Maluks to Malamulele Hospital robots (4 way stop)	
	Speed Humps on the Collins Chabane Drive, Nhlalala street at Section C zone 5	
	Need for humps out site Do Light bus service deport	
	Street regraveling	Madonsi village
6. Community facilities	Need for community hall	Malamulele and madonsi
	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

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Need for a mall	
	Re opening of mine Madonsi gold mine and Fumani gold mine	MadonsiVillage
	Funding of small projects	Madonsi Village
	Hertiage Park at Madonsi	Madonsi
8. Housing	RDP Houses needed	Madonsi Village
9. Spatial Planning	Need for formalisation and demarcation of sites for both residential and business purposes on the extended site in B and D Extensions.	Malamulele
	Need for demarcation of sites and allocation of empty sites (30) at section C	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)	
10. Waste Management	Collection of waste at all Sections	All villages
	Cleaning of all illegal dumping site including the closed street at Section C	All villages
11. Environmental Management	Debushing of unattended areas Between Goodhope and Newlook section B, Mountain view and Zone 5 section C, Hospital Road to EEP Mhinga	Between Goodhope and Newlook section B, Mountain view and Zone 5 section C, Hospital Road to EEP Mhinga

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	
6. Community facilities	Upgrading of sports ground	All villages
	Community hall in three area	Menele
	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	All villages
	Rehabilitating of old dam in three villages	
2. Sanitation	690 toilet needed in all areas	All villages
3. Education	Building of Secondary school at Muchipisi	Muchipisi
4. Electricity	Electrification of Matsakali villages	Matsakali
5. Roads & storm water	Main street gravelling in all four areas	All villages
6. Community facilities	Upgrading of sports field and Construction of stadium at Matsakali	Matsakali
	Construction of hall in all villages	All village
7. Housing	RDP houses needed in all villages	All villages
8. LED	Construction of shopping complex at Matsakali	Matsakali
	Funding of Small project	All villages
	Community Modular Library at Matsakali	Matsakali

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	
4. Water	Water reticulation at all villages	Mphakati and Tshikonelo
	Refurbishment of boreholes	

WARD 26		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
5. Sanitation	Sanitation 1300 VIP Toilets	Mphakati and Tshikonelo
	VIP Toilets	
6. Education	Fencing of schools	All villages
	Refurbishment of classrooms	All schools
7. Electricity	Electrification of extensions	All villages
	High mast lights	All villages
8. Roads & storm water	Pipe culvert	All villages
	Upgrading of roads	All villages

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
2. Sanitation	1300 VIP Toilets	All villages
	VIP toilets	All schools
3. Education	Fencing of school	All villages
	Refurbishment of classrooms	All schools
	Construction of school	Tshikonelo Tshamidzi
	Need for secondary school	Phaweni Village
4. Electricity	Electrification of extensions	All villages
	High mast lights	All villages
5. Roads & storm	Tarring of road D3666 to R524	Tshikonelo

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
water	Bridge at Tshikonelo road	Tshikonelo
	Pipe Culvert	All villages
	Tarring of Nyavane Makhasa Road	Nyavane and Makhasa
	Upgrading of road	All villages
	Ring road from Hlengani, Manghena and Phaweni	Hlengani, Manghena and Phaweni
6. Community facilities	Recreation centre	All villages
	Construction of Library	All villages
	Construction of community hall	All villages
7. Health services	Construction of Clinic	All villages
8. LED	Construction of shopping mall	All villages
	Crop farming	Phaweni and Nyavani
	Brick making Cooperative	All villages
9. 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	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 and Manghena
5. Community facilities	Upgrading of sports field	Hlengani, Manghena, Xifaxani and Gonani

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Construction of hall	Xifaxani
6. Housing	RDP needed	All villages
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 and Saselamani	Maphophe, Ximixoni and Saselamani
	Rehabilitation of dam in Maphophe	Maphophe
	Repairing of pipeline and Saselamani B to Graveyard	Saselamani
2. Sanitation	Toilets & sewer and construction of VIP toilets at Maphophe village 1500 – Saselamani and 500 - Ximixoni	Maphophe and Ximixoni
	VIP Toilets needed at Saselamani B	Saselamani
3. Education	Renovation of Maphophe primary at Maphophe	Maphophe
	Refurbishment of classes at Mahlohlwane Primary School	Saselamani
	Construction of classes at Ximixoni Primary School	Ximixoni
4. Electricity	Electrification of new stand Maphophe and Saselamani	All villages
	Installation of high mast	All villages
5. Roads & storm water	Tarring or construction of access ring road and humps at Saselamani B and Saselamani Village	Saselamani
	Rehabilitation of degraded land	
6. Community facilities	Upgrading of Sports grounds at Maphophe, Saselamani	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, 300 Maphophe and 124 at Ximixoni	Maphophe
8. LED	Food security programme and water harvesting and Construction of dam Reconstruction of old dam in Maphophe	Maphophe

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Hotel & Lodge at Maphophe	Maphophe

WARD 31		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Upgrading of purification plant	Mhinga zone 3
	Water reticulation	Botsoleni
2. Sanitation	Sewage reticulation at Mhinga Ville	Mhinga Ville
	Provision of VIP Toilets	Mhinga zone 2,3 and Matiyani
3. Electricity	High mast lights	Mhinga Ville, Zone 3
	Electrification of Botsoleni	Botsoleni
4. Roads & storm water	Construction of road and storm water drainage	All villages
	Construction of Bridge	Mhinga Zone 2, Zone 3, Mhinga Ville and Matian
	Construction of ring road	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	Zone 2, Zone 3
7. Community Facilities	Building of sport centre	Mhinga Zone 2
	Building of community hall	Mhinga Zones
	Fencing of Graveyard	Mhinga
8. LED	Construction of Irrigation system for irrigation schemes	Tshivirikani, Xatumbu and Malwele
	Building of market stalls next to Punda Maria Gate	Mhinga
	Recycling, poultry farming and old age care centre	Mhinga

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water reticulation	All villages
2. Sanitation	Toilets and sewer at Mhingaville and construction of VIP Toilets at Josefa and Matiyani	All villages
3. Education	Renovation of Mashakadzi Primary School at Josefa and establishment of wildlife college next to Punda maria Gate	Josefa and Matiyani
4. Electricity	Electrification of extension	All villages
	High mast lights	All villages
5. Roads & storm water	Tarring or construction of access ring road at Josefa to Matiyani	Josefa and Matiyani
	Rehabilitation of degraded land	Josefa and Matiyani
6. Community facilities	Construction of community hall	Josefa and Matiyani
	Home base care funding and training	All villages
7. Housing	RDP Houses needed	All villages
8. LED	Building Market Stalls next to Punda Maria Gate	Matiyani
	Approval of business site for a hotel in a land next to Kruger National park	Matiyani
	Hotel and Lodge at Josefa and Matiyani	Josefa and Matiyani
	Opening of mine between Josefa and Matiyani and opening of crusher stone	Josefa an Matiyani
	Fencing of crop field	
9. Environmental Management	Feasibility and Environmental Impact Assessment (E.IA) Study to develop a game lodge and a conference centre	
	Develop and Geological Report and an Environment Impact Assessment, for the Mhinga Stone Crusher Project	

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
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 upgrade at Nkandziyi Primary School	
	Need for new classrooms at Nghomunghomu Primary School	
3. Electricity	Electrification of extensions	All village
	Electrification of 800 households	All villages
4. Roads & storm water	Tarring of road from Bevhula to Mtititi, from Madonsi to Bevhula, form Dalas to Mashobye, from Magona to Muchipisi	Bevhula, Mtititi, Madonsi, Dalas, Mashobye, Magona and Muchipisi
	Construction of Walk way, Storm water drainage and Bell Mounce on the Bhevula Ring Road	Bevhula
	Construction of ring road	Bevhula
	Upgrading of road ring road to tar road	Bevhula
	Construction of Bridge on the Bevhula ring road	Bevhula
	Parking lot at the Bevhula Grave Yard	Bevhula
	Construction of ring road for Mashobye, Nghomunghomu and Magona	Mashobye, Nghomunghomu and Magona
	Culvert bridge to graveyard, 5 at Bevhula and 1 at Mashobye next to the Primary School, 5 at Nghomunghomu	Bevhula, Mashobye, Nghomunghomu

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Upgrading of road from Nkandziyi Primary School to the School Play ground	Bevhula
5. Community facilities	Provision of sports programmes	
	Need for upgrading a sports ground	
	Community hall	All villages
	Taxi Rank	Bevhula
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	Gijani
9. Spatial Planning	Founding of bufferzone project	Gijani and Bevhula

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Provision of bulk water, reticulation and connection of incomplete pipe lines	All villages
2. Sanitation	500 toilets is needed at different villages	All villages
3. Electricity	Electrification of new stand at Mabayeni, Lombard, Peninghotsa and Govhu	Mabayeni, Lombard, Peninghotsa and Govhu
	Electrification of new stands	All villages
4. Roads & storm water	Provision of bridges and gravelling of roads and street at all villages	All villages
	Culverts in all villages	All villages
	Ring Road (tarring Mudanisi and Matsakali)	Mudanisi and Matsakali
	Regraveling of ring road	Magona
5. Community facilities	Provision of sports field at all villages	All villages
	Construction of hall at all villages	All villages
	Provision of farming and irrigation scheme	All villages
	Provision of funding the existing projects	
	Support SMME business	
	Construction of library in all villages	
	Reptile Park at Mudanisi	Mudanisi
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	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	
4. Electricity	Electrification of Jilongo village	All villages
	Electrification at all extensions	
	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: Bevhula village to Fumani Gold mine (20km)	Bevhula, Altein and Mninginisi

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
	Shingwedzi river (Altein to Mninginisi Block 2 (5km))	
	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	
	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 dry land farming	
	Upgrade of REDLINE fence to prevent foot and mouth disease spread	

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

CHAPTER 4: SPATIAL RATIONALE

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

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

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

4.1. SPATIAL RATIONALE

The Spatial Rationale gives an overview of the settlement hierarchy based on the classification of settlements, in terms of town or village. Table 4.1 and Figure 10 below gives an overview of the spatial rationale of Collins Chabane Local Municipality area.

Table 4.1.: Hierarchy of Settlements

HIERARCHY	TYPE	CHARACTERISTICS	AREA
FIRST ORDER SETTLEMENT	Provincial Growth Point	<ul style="list-style-type: none"> • Very well positioned along the National and Provincial movement network. • Function as high order service centers • Have relatively large local populations. 	Malamulele
	District Growth Point	<ul style="list-style-type: none"> • Large rural clusters with small economic bases. • Accessible via the Provincial road network. 	Saselamani

	Municipal Growth Point	<ul style="list-style-type: none"> • Large rural clusters with small economic bases. • Accessible via the Provincial road network. 	Vuwani and Hlanganani
SECOND ORDER SETTLEMENT	Population Concentration Points	<ul style="list-style-type: none"> • Towns/villages or group of villages located close to each other and have substantial number of people located in these villages. 	Tiyani, Mahatlani, Majosi, Ribungwani, Bungeni and Mavambe, Vyeboom & Kurhuleni Ramukhuba
THIRD ORDER SETTLEMENT	Local Service Points	<ul style="list-style-type: none"> • Situated in the midst of a high number of small scattered villages. • Focus needs to be on community infrastructure. 	Mukhomi, Xikundu, Olifantshoek, Tshimbupfe A & B; Mulezhe, Mtititi, Mphambo, Mhinga, Magona and Gumbani.
FOURTH ORDER SETTLEMENTS	Village Service Areas		All Other Villages

Source: CCLM SDF, 2021

4.1.1. SETTLEMENT PATTERNS

CCLM has approximately 198 villages and 4 Informal Settlements. There are only 2 proclaimed townships namely Malamulele and Vuwani and also 2 RDP Townships. In terms of the surveyed settlements a total of 80 settlements have General Plans.

4.1.2. SPATIAL FEATURES

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

4.1.3. SPATIAL DEVELOPMENT FRAMEWORK (SDF)

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

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

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

The primary aims and objectives of the SDF

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

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

4.1.3.1. Nodes

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

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

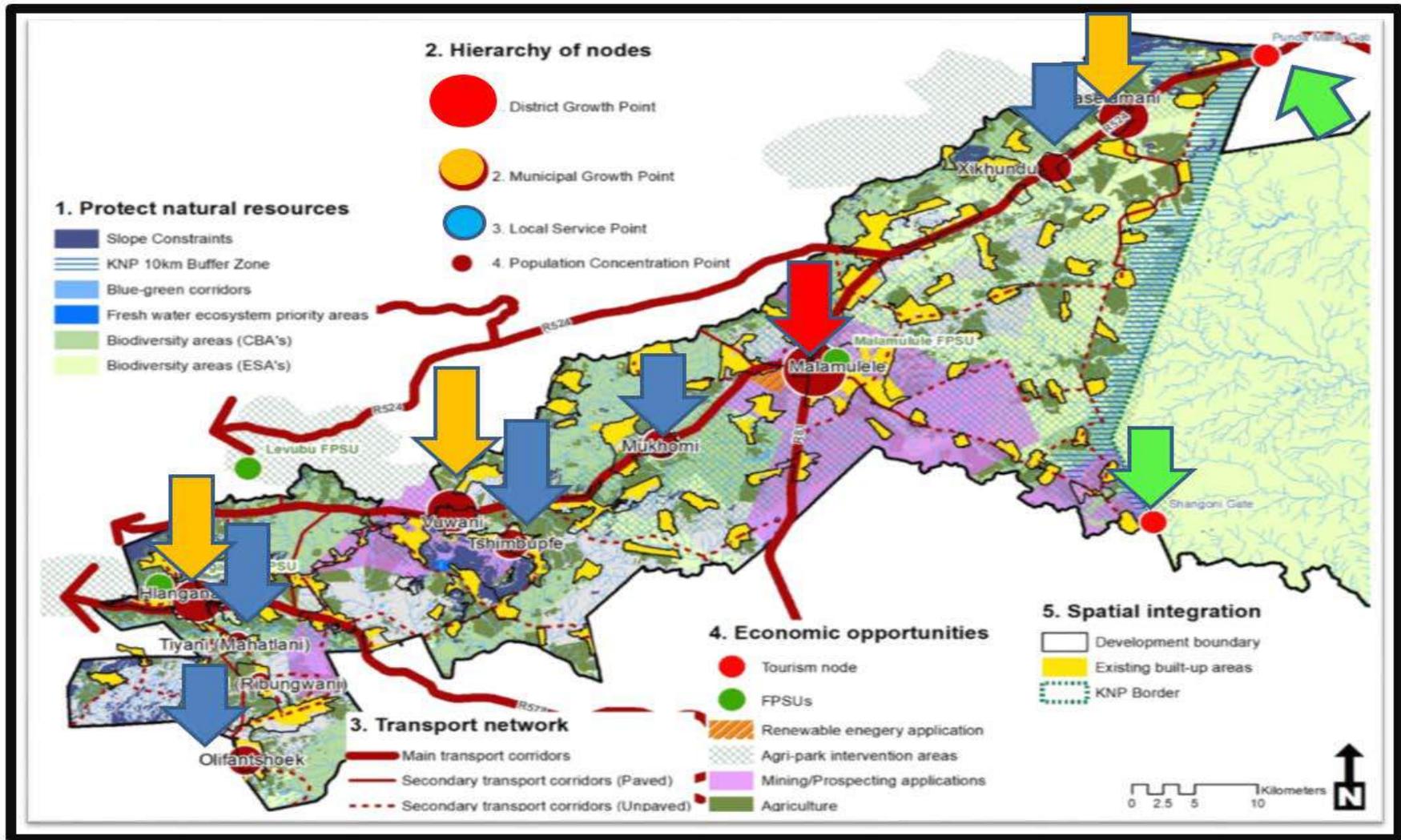
The CCLM SDF acknowledges that equal financial investment within these 4 pillars and across the entire Municipality will not be financially viable nor sustainable. For this reason, it sets out a nodal hierarchy which will inform investment. This spatial rational introduces establishment of Nodal Points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

Furthermore, the SDF identifies Population Concentration Points which act has economic feeders to the identified Nodal Points. It is proposed that in these area investments should focus on social facilities in order to increase accessibility to

social facilities and effective public transport systems. The identified areas are Mhinga, Mavambe, Mphambo, Xikundu, Mtiti, Mulenzhe, Bungeni, Mukhomi, Magona, Nkuzana and Gumbani.

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

Figure 3. Hierarchy of Nodes



Source: CCLM SDF, 2018

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4.1.3.2. Corridors

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

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

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

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

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

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

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

4.2.1. Spatial Planning Policies and By-Laws

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

- ❖ SPLUMA By-Laws, 2018
- ❖ Street Trading By-law, 2018
- ❖ Noise Control By-law, 2018
- ❖ Advertising and Billboards By-law, 2018
- ❖ Hardware Storage of Goods By-laws, 2018
- ❖ Car Wash By-laws, 2018
- ❖ Place of Public Worship By-law, 2018
- ❖ Tuck Shops By-laws, 2018
- ❖ Public Open Spaces By-law, 2018
- ❖ Transportation of Goods By-laws, 2018
- ❖ Densification Policy, 2018
- ❖ Rental Housing Policy, 2018

4.2.2. Implementation of SPLUMA

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

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

ii. The objectives of the SPLUMA are:

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

iii. General principles of SPLUMA

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

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

iv. Municipal Planning Tribunal and Appeals Tribunal

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

4.2.2. Spatial Analysis

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

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Table 4.2.: Spatial Analysis

GOVERNANCE		
Strength	Weakness	Opportunities
<p>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 terms of SPLUMA.</p>	<p>Councilors need training to be more effective in their respective portfolios. Some traditional councils not willing to work with the Municipality. Unresolved Vuwani issues.</p>	<p>Explore partnerships to ensure effective service delivery fully. Prospects of PPP with businesses and traditional leaders in terms of development.</p>
ADMINISTRATION		
<p>Skilled Senior Managers and Middle Managers appointed. Land Use Management systems in place and aligned to SPLUMA.</p>	<p>Shortage of staff in key positions. E.g. GIS</p>	<p>Develop a culture of strong management and skills (continuous training) Develop a good communication relationship between departments (internal & external) and the community</p>
SPATIAL SPACE & ENVIRONMENT		
<p>Land Use Scheme for entire Municipality in place. Spatial Development Framework aligned to principles of SPLUMA adopted by council. Hierarchy of nodes</p>	<p>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.</p>	<p>Partnerships between Municipality and Traditional Councils. Partnerships between Municipality and Businesses. Integrated planning systems between all spheres of government. Close proximity to the Kruger National Park Spatial Integration by growing villages towards each other and towards mobility corridors. Growth management strategy. Mixed use developments</p>
ECONOMIC		

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<p>Efficient network of corridors Identified nodal concentration points within the Municipality.</p>	<p>Sporadic informal trading in town A lack of LED information inhibiting smaller entrepreneurs to respond to opportunity Majority of people located far away from economic viable areas General shortage of skills in the priority sectors (tourism, agriculture) Huge infrastructure backlog Large dependency on government grants Lack of strategically located land for economic development</p>	<p>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 Kruger National Park (Punda Maria Gate and Shangoni Gate) Renewable energy generation opportunities. Existence of mines.</p>
HOUSING, PUBLIC FACILITIES AND SERVICE		
<p>Land available for the establishment of human settlements.</p>	<p>Mushrooming of informal settlements. Backlogs in basic service provision Backlog of housing in villages</p>	<p>Potential for different housing typology Secure land tenure. Establishment and upgrade of community facilities.</p>

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

4.3.1. Past Political Ideologies

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

4.3.2. Tribal Authority Areas

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

4.3.3. Land Ownership

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

4.3.4. Major Roads

Collins Chabane Local Municipality has development corridors that link to the Municipal Nodal Points such as the D4 from N1, Vleifontein, Elim, Vuwani, Malamulele until Shangoni Gate- Kruger National Park, Thohoyandou to Malamulele- Along Road R524 north from Thohoyandou and turn right to R81 to Malamulele Basani to Saselamani - Along Road R524, Malamulele to Giant reefs- Along a gravel road south east from Malamulele up to Giant Reefs and Malamulele to

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Giyani - Along Road R81

➤ **Public Transport**

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

4.4. INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT

Human settlement development is a mandate of The Department, Corporative Governance Human Settlement and Traditional Affairs (CoGHSTA), the Municipality's role is only to facilitate. According to Stats' SA Community Survey 2016, the number of households in Collins Chabane Municipal area is 91936. The number of households always increase as the population increase.

4.4.1. Household Trends and Human Settlement

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

4. 4.2. Household Trends

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

Figure 4.2.: Household Trends

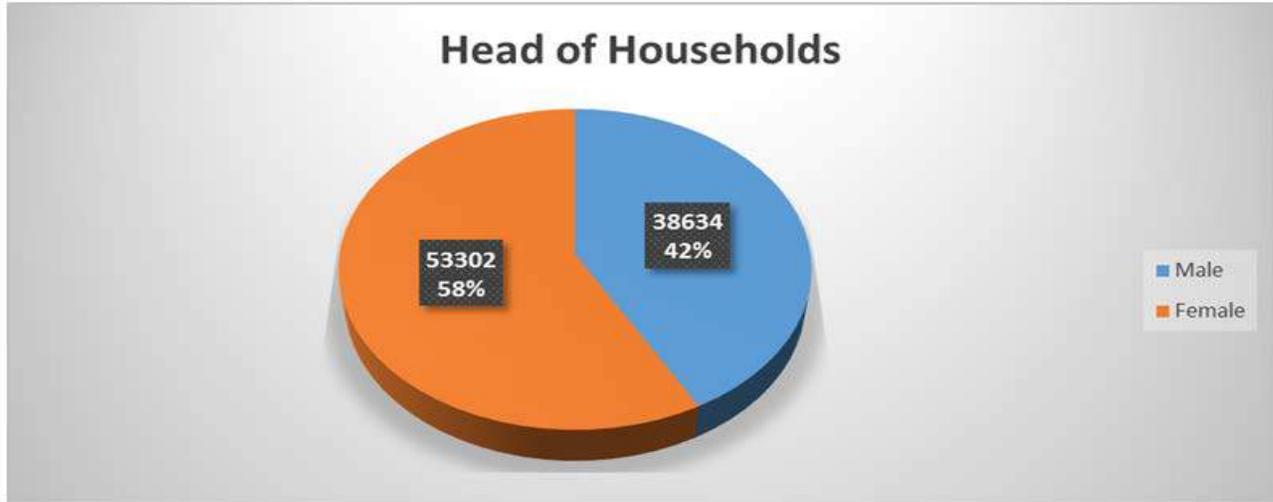


Table 4.4.: Types of dwelling units

The table further indicates that the majority of people in Collins Chabane Local Municipality area resides in “formal dwelling, brick structures”

Main Dwelling that household lives in	Number
Formal dwelling/house or brick/concrete block structure on a stand	69952
Traditional dwelling/hut/structure made of traditional mater	16521
Flat or apartment In a block of flats	61
Cluster houses in complex	237
Townhouse (semi-detached house in a complex)	1162
Semi-detached house	194
Formal dwelling/house/flat/room in backyard	1926
Informal dwelling/shack in backyard	389
Informal dwelling/shack not in backyard (e.g. in an informal settlement)	67
Room/flat let on a property or larger dwelling/servants quart	68
Other	1359
Total	91936

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Collins Chabane Local Municipality housing backlog is estimated at 213. However, there the allocation for 2021/22 financial year was 202 housing units still to be constructed for 2021/22 financial year.

FINANCIAL YEAR	ALLOCATION	COMPLETED	NOT COMPLETED
2015/2016			
2016/2017			
2017/2018	407	407	
2018/2019	478	477	4
2019/2020	570	570	
2020/2021	80	73	7
2021/2022	202	0	202
Total	1737	1527	213

4.4.3. Building Inspection

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

- ❖ The National Building Regulations Act (Act 103 of 1977).
- ❖ Architects Act (Act 35 of 1970).
- ❖ Collins Chabane Land Use Scheme, 2019.

Core Function of building Inspections sub-unit

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

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

ii. In additions, other responsibilities are:

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

4.5. SPATIAL RATIONALE CHALLENGES

Table 4.4.: Spatial rationale challenges

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

CHAPTER 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.1. WATER AND SANITATION PROVISION

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

5.1.1. WATER AND SANITATION AUTHORITY

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

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

5.1.2. WATER CATCHMENT SOURCES IN THE DISTRICT

The Province's water resources are obtained from 4 Water Management Areas (WMAs), namely: The Limpopo, Olifants, Luvuvhu-Letaba and Crocodile West Marico WMAs. In terms of water resources, Nandoni and Vondo RWS falls within the Luvuvhu/Letaba water catchment area which spans across Vhembe and Mopani District Municipalities. The sources of water in the District are from dams, weirs and boreholes: the 12 dams are Nandoni, Albasin, Vondo, Nzhelele, Luphephe, Nwanedi, Tshakhuma, Mutshedzi, Capethorn, Damani, Cross and Tshirovha dam. 3 weirs are Mutale, Khalavha and Magoloi weir.

5.1.3. MAIN SOURCE FOR DRINKING WATER

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

Table 5.1.: Source of Drinking water

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

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Neighbours tap	4136
Public/communal tap	15348
Water-carrier/tanker	160
Borehole outside the yard	2946
Flowing water/stream/river	78
Well	-
Spring	-
Other	1369
Total	91936

Source: STATSA Census 2011: Community Survey, 2016

5.1.4. SANITATION

The District is the authority and provider of Sanitation services. Vhembe District has 9 waste water works (Thohoyandou, Makhado, Reitvlei, Malamulele, Maunavhathu, Watervaal, Elim Orbal, Musina Nancefield, Musina Singelele,) 11 Ponds (Mhinga, Tshufulanani, Madzivhandila, Matatshe, Tshitereke, Siloam, Dzanani, Lemana, Vleifontein, Phalama) and 10 Booster pump stations (Riphambeta, Maniini A, Maniini B, Nare Tswana, Mbilwi, Shayandima, Eltivillas, SA Brewery, Musina) in the District. The Challenges experienced by the District Are Waste water plants receiving more inflow than the design capacity; vandalism and theft of manhole covers and cables; Introduction of undesirable objects in the sewerage system, lack of staffing to operate the plant, ageing Infrastructure, over grown shrubs and grass at plants and poor maintenance of sewerage system.

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

Table 5.2.: Number of household toilet Facility used

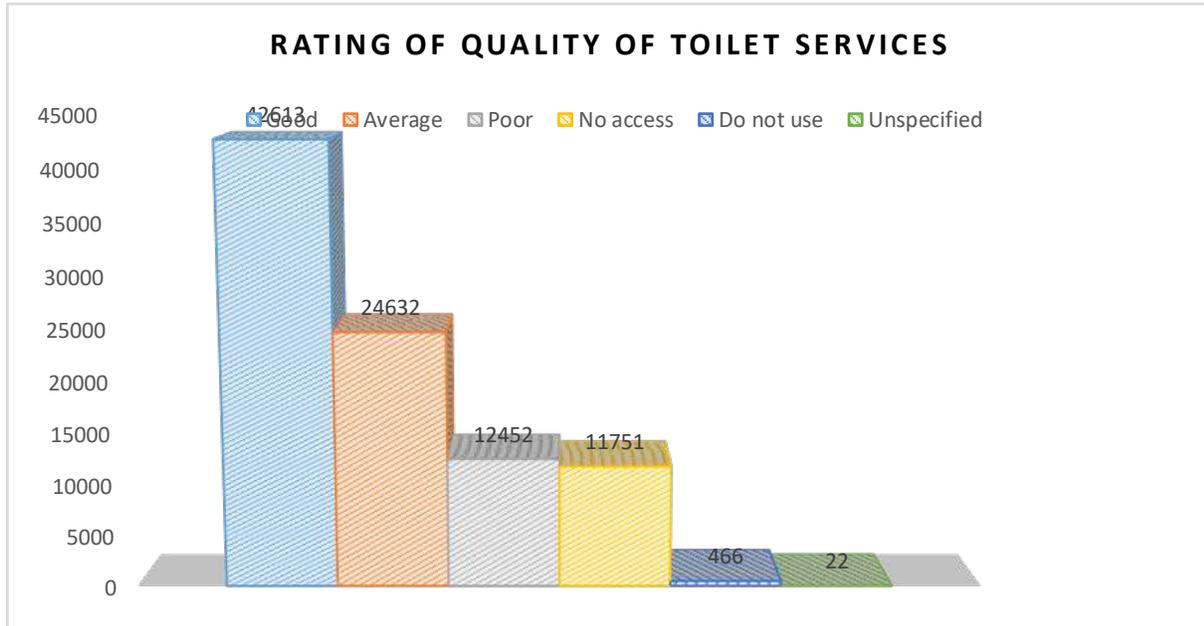
MAIN TOILET FACILITY USED	
Flush toilet connected to a public sewerage system	7083
Flush toilet connected to a septic tank or conservancy tank	1041
Chemical toilet	2233
Pit latrine/toilet with ventilation pipe	31796
Pit latrine/toilet without ventilation pipe	35042
Ecological toilet (e.g. urine diversion; 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

5.1.5. SANITATION AND WATER BACKLOG/CHALLENGES

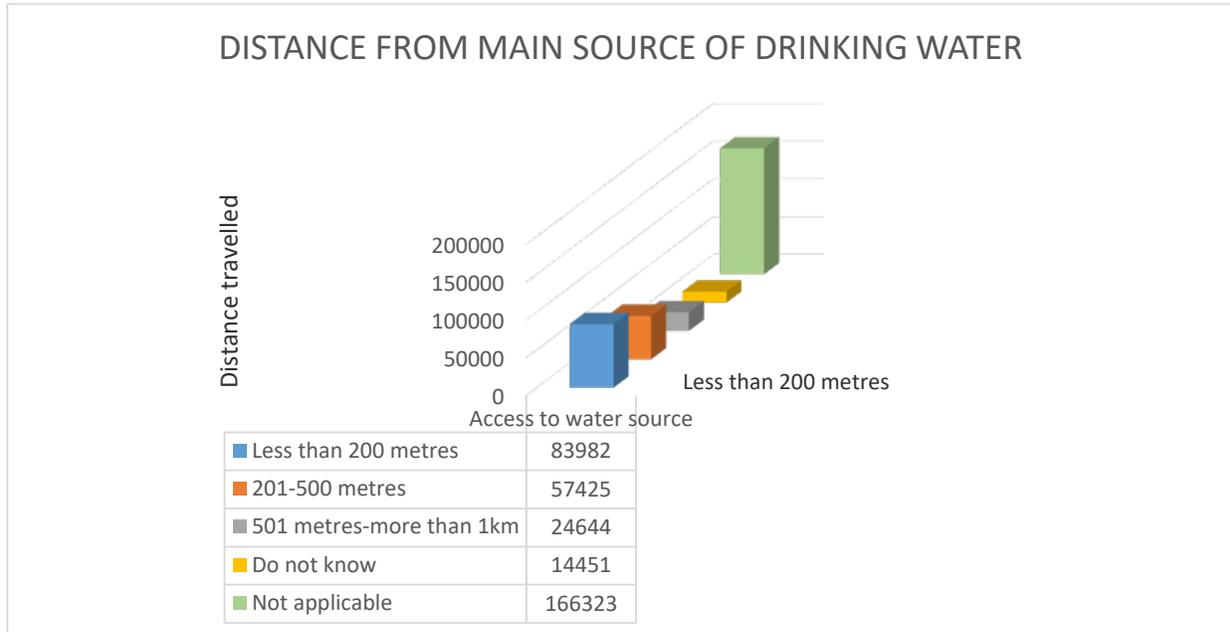
Depicting from the figure below, more than 10 000 people have no access to toilet facilities.

Figure 5.1.: Rating of quality of toilet services



Source Stats SA Community Survey, 2016

Figure 5.2.: Distance between household and drinking water



Source Stats SA Community Survey, 2016

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

5.2. ELECTRICITY AND ENERGY AUTHORITY

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

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

Household Access To Electricity	
In-house conventional meter	3506
In-house prepaid meter	82367
Connected to other source which household pays for (e.g. con	95
Connected to other source which household is not paying for	801
Generator	12
Solar home system	230
Battery	5
Other	214
No access to electricity	5451
Total	91936

Source Stats SA Community Survey, 2016

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5.2.1. Backlog in Electrification of Households

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

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

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

Electrified Households

FINANCIAL YEAR	COLLINS CHABANE	ESKOM	NUMBER OF HOUSEHOLDS
2016/17	0	963	963
2017/18	1161	2111	3272
2018/19	1470	992	2462
2019/20	600	227	827
2020/21	400	950	1350
2021/22	983	487	1470
TOTAL	4614	5730	10344

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

5.2.2. Electricity Licensing Authority

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

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

5.2.3. High Mast Lights Installation

The Municipality is responsible for the installation of high mast lights in all its 36 Wards in order to reduce the high crime rate. The Plan is to install at least 3 high mast lights per ward, which will make a total of 108 high mast lights for all 36 wards. During the 2018/19 Financial Year a total number of 17 high mast were installed at 13 wards. For 2019/20

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Financial Year, 24 high mast lights were installed in 24 wards, In the financial year 2021/22, 36 high mast lights have been installed in 36 wards. and in the current financial year of 2021/22, 3 high mast lights in 3 wards have been approved.

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

5.2.4. High Mast Lights Installation at Stadiums

In the financial year of 2019/20, 12 stadium high mast lights have been installed in 3 wards, at 3 stadiums, 4 at Merwe Stadium, 4 at Mdavula Stadium and 4 at Saselamani stadium.

5.2.5. Solar LED Street Lights

Solar LED Street lights have started to be installed from the financial year 2019/20. In the 2019/20 financial year, 98 and 50 Smart Solar LED Street Lights have been Installed in Malamulele Town, in the 2020/21 financial year, 150 Smart Solar LED Street Lights have also been Installed in Malamulele Town. In the current financial year of 2021/22, 270 Smart Solar LED Street Lights are being installed in 18 wards, which are Collins Chabane West – Wards 2, 3, 6, 7, 8 and 11 Collins Chabane North – Wards 12, 16, 17, 19, 22 and 24 Collins Chabane East – Wards 27, 28, 29, 31, 33 and 35.

5.2.6. Traffic Lights

There are four traffic lights installed at the Municipality at the Malamulele area. The Municipality is paying R 1 801.60 per month for all four traffic lights. The rationale is to reduce traffic accidents and congestion. Due to traffic congestion at some identified Municipal areas, solar traffic lights will be installed at Saselamani four way stop next to taxi rank, Hlanganani four way stop next Vivo garage and Vuwani four way stop. This will help to reduce traffic congestions and accidents the budgeted amount for said installations is R873 170.68, the solar traffic lights have been installed at Vuwani; whereas Saselamani and Hlanganani are awaiting approval from RAL.

5.2.7. Street Lights/High Mast Lights Maintenance

Table 5.4.: The Municipality is responsible for the maintenance of street light at the following areas:

Village/town	Number of street lights	lights working	lights not working
Malamulele town	653	527	126
Makuleke	379	330	49
Mabilingwe	227	217	10
Vuwani	210	150	60

The total estimated cost per month for maintenance of street lights is R27 293,56, whereas the estimated cost for maintenance of high mast light is R181 979,48 per High Mast Light. Maintenance of street lights is not undergoing, only two street lights that are broken at Malamulele Section B were maintained because it was an emergency. Street lights are 83% functional for the whole entire Municipal area. Communities are in the dark and risk of increase crime rate while they have access to street lights and high mast light that are not working.

5.3. ROADS AND STORM WATER SERVICES

5.3.1. Roads

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

5.3.2. Pavement of Roads

The Municipality is responsible for Planning, Construction and Maintenance of roads. The entire roads network of our area of jurisdiction amounts to 3465.35 km of the total road network only 75, 1 km of road is paved and there is still a backlog of 3390, 25km.

5.3.3. Street Blading

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

5.3.4. Grading Programme

The grading programme is divided into three clusters which are Hlanaganani Cluster, Malamulele Cluster and Saseleman Cluster. One grader is allocated to one Ward for a period of three weeks and this 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 roads are 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 assisting in opening access to the cemeteries from the affected family.

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

5.3.5. Potholes

The Municipality is mandated to patch the potholes on all Municipal Roads. Most of tarred roads are deteriorated and need to be repaired. The repairs of potholes are an ongoing activity.

5.3.6. Road Marking

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

5.3.7. Speed humps

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

5.3.8. Resources for road maintenance

- ❖ 6 x Graders
- ❖ 3 x TLB
- ❖ 12 x Bakkie
- ❖ 16 x Private cars
- ❖ 12 x Truck

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- ❖ 2 x Water tanker
- ❖ 1 x Pedestrian Roller
- ❖ 1 x Premix Asphalt Bags

5.3.9. Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) has its origins in the Growth and Development Summit (GDS) of 2003. At the Summit, four themes were adopted, one of which was 'More jobs, better jobs, decent work for all'. The GDS agreed that public works programmes 'can provide poverty and income relief through temporary work for the unemployed.

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

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

5.3.9.1. Collins Chabane Projects, Functions and Placement of EPWP

- Collins Chabane Local Municipality has recently employed 72 EPWP employees through Ward Councillor's recruitment process.
- Employees are allocated to 3 different departments within the Municipality namely:
 - Technical- Infrastructure related projects
 - Corporate(cleaning)- Office cleaning related
 - Community Services- Refuse removal and Horticulture related projects
- Refuse removal and Parks & Beautification activities are currently taking place at Malamulele, Saselamani & Hlanganani areas.
- For the 2020/2021 financial year, there is a total number of 49 EPWP employees within Community Services Department which are allocated as follows:
 - Malamulele: 19 employees
 - Saselamani: 10 employees
 - Hlanganani: 20 employees

5.3.9.2. EPWP Funding

- EPWP is funded by the National Department of Public Works through IG (Integrated Grant).
- Collins Chabane has been funded R 1 161 000, 00 of which R 585 000 is budgeted for Refuse Removal projects and R 288 000 is for Parks and beautification.

5.3.9.3. Challenges

- There is currently no EPWP coordinator to run the project, attend meetings and report to the EPWP system.
- The number of employees is not enough to cover all the departments (Technical, Community and Cooperate) whereas there is a high demand for manpower on the Community Services: Waste Division.

Figure 5.3.: Welcoming of EPWP employees by the Mayor



Figure 5.4.: EPWP working on an illegal dumping site



Figure 5.5.: Litter picking on roads



5.3.10. Mechanical Workshop

Municipality has not yet established a 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.

5.4. NODAL ACCESS

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

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

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

5.5. FREE BASIC SERVICE

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

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

- ❖ Full exemption on Property rates
- ❖ 50 kilowatts of electricity per month
- ❖ 50% of monthly charge for normal residential property

5.6. WASTE MANAGEMENT

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

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

Figure 5.6.: Waste Removal Services



5.6.1. Refuse Removal Services

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

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

Figure 5.7.: Waste Bin and Dumping Site



5.6.1.1. Waste Picker COVID-19 relief funds

The National Department of Forestry, Fisheries and the Environment initiated the COVID 19 waste picker relief support programme in order to assist waste pickers who have lost their livelihoods/income during the national lockdown period.

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Vision: "A spatially integrated and 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 benefit of all citizens

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The COVID 19 waste picker relief support programme has allocated each waste picker to receive R945.00 (once-off) and Personal Protective Equipment (PPE). CCLM waste division registered 1462 waste pickers within the municipality into the department of forestry, fisheries & environment database system in order to receive a Covid-19 relief fund of R945.00 (once-off) per person and protective clothing.

Figure 5.8.:Waste Picker Employee



5.6.1.2. Integrated Waste Management Plan (IWMP)

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

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

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



5.6.2. Land Fill Sites

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

Figure 5.9.: Land Fill Site

5.6.3. Environmental Education & Clean Up Campaigns

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

Figure 5.10.: Clean Up Campaign



5.6.4. Recycling Initiatives

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

5.6.5. Challenges

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

- ❖ Insufficient budget,
- ❖ Growing population,
- ❖ Capacity,
- ❖ Lack of appropriate refuse removal equipment to service the area.
- ❖ Improper access/ gravel roads to households.

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

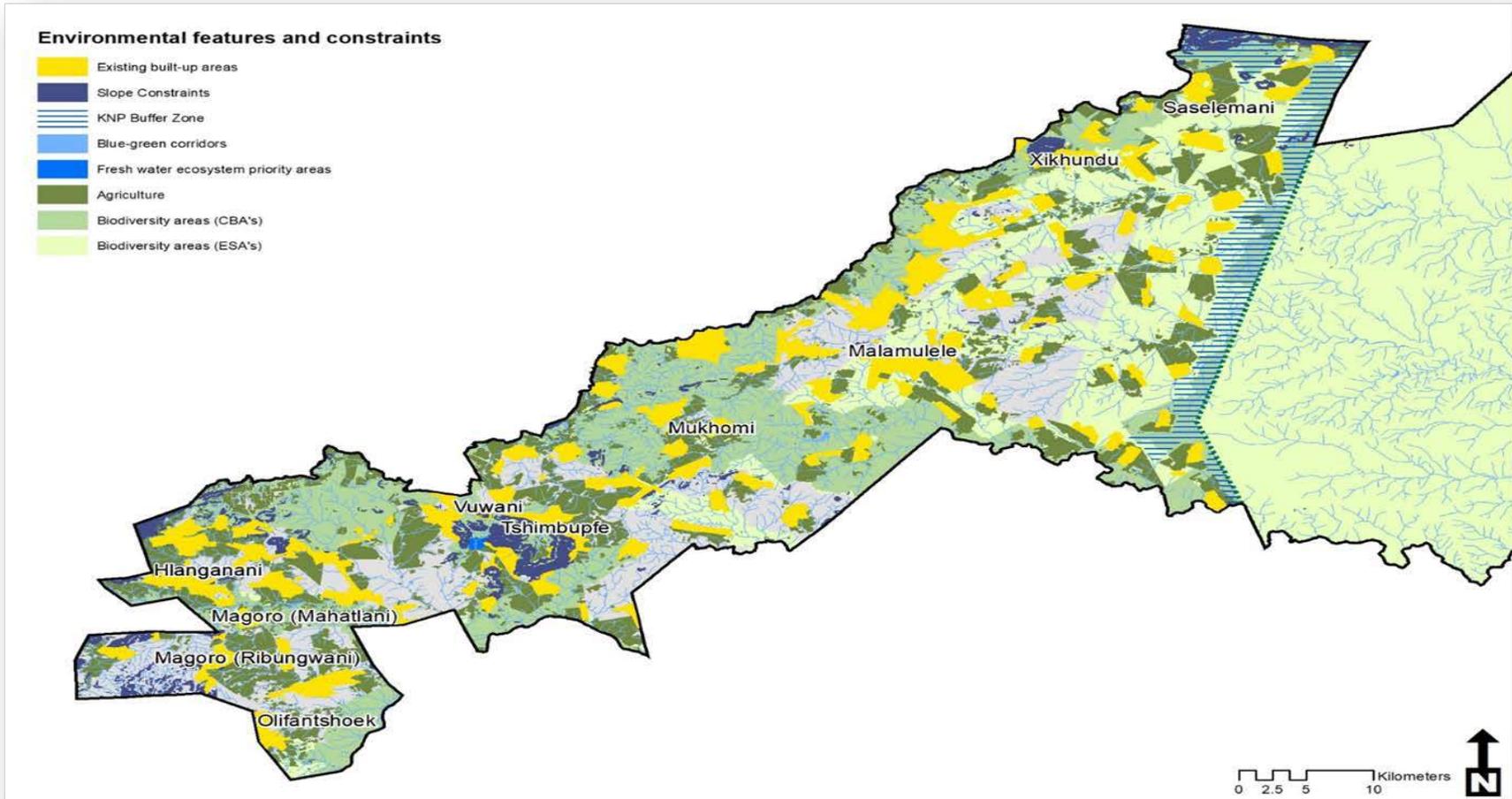
5.7. ENVIRONMENTAL ANALYSIS

Environmental Health Services

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

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

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



Source: CCLM SDF (2018)

5.7.1. Climate

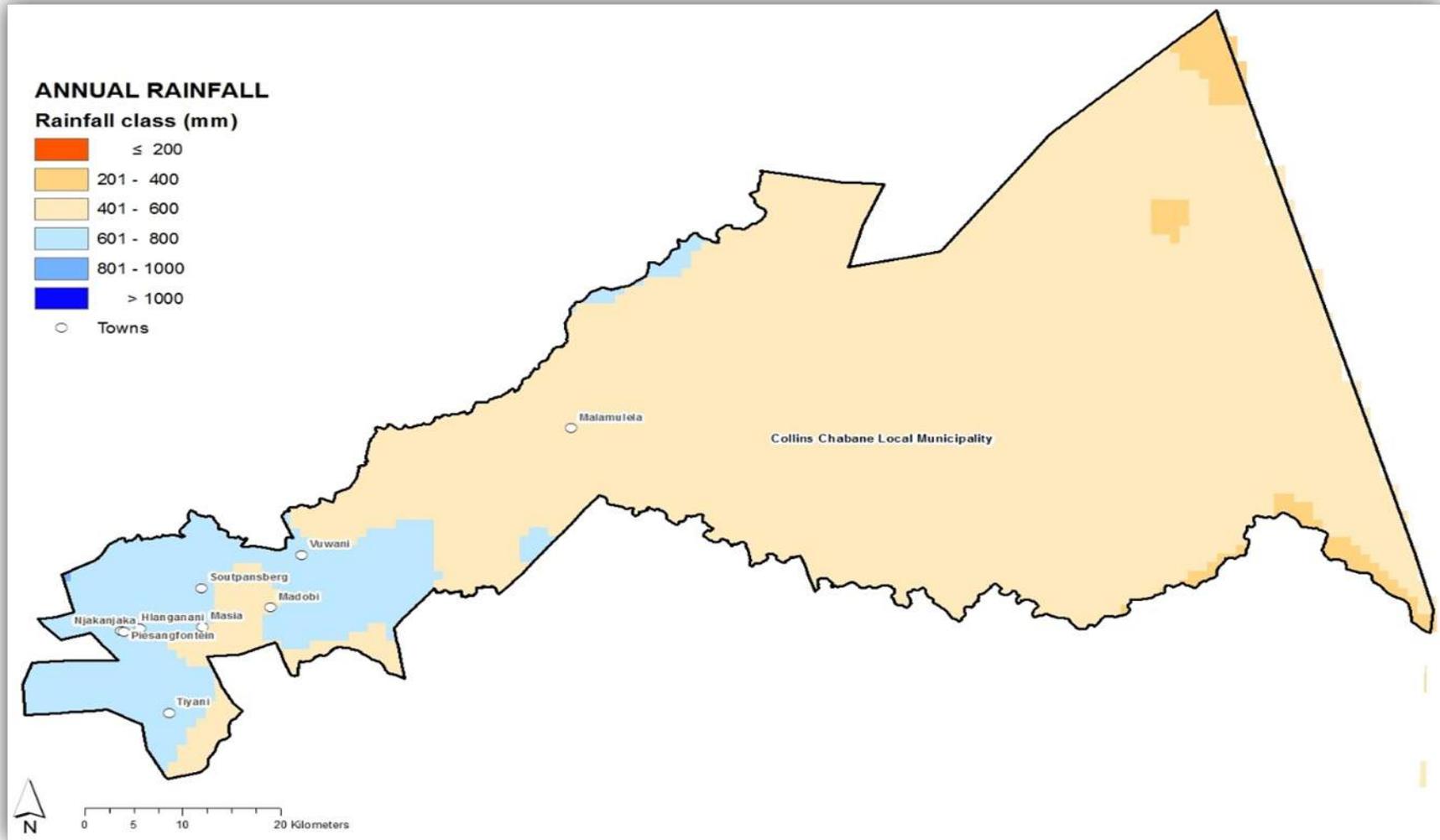
As climate change intensifies, the municipality is becoming increasingly vulnerable to weather-related shock events, in particular, increased heat and decreased rainfall. The municipality greening strategy has the potential to contribute to the achievement of several longer-term climate change mitigation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

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

5.7.2. Rain Fall

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

Figure 5.12.: Annual Rainfall



Source: CCLM SDF (2018)

5.7.3. Climate Change

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

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

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

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

5.7.4. Air Quality

The municipality is using the district Air Quality Management plan. Sources of air pollution in CCLM includes industrial activities which include burning coal, oil, and other fuels that causes air pollution, such as clay brick manufacturing, pot manufacturing businesses, fuel stations, charcoal manufacturing, boilers, and wood processing. Other contributors of air pollution are dust fallout at mine such as Fumani gold mine at Mtititi area.

Mobile sources are mostly associated with transportation and internal combustion engines with pollutants being emitted around the path taken. These services include motor vehicles (light duty vehicles, heavy duty vehicles, road dust from unpaved roads. Vehicle tailpipe emission is the main contributors of hydrocarbons. Residential and commercial sources include emission from the following sources categories: wood stoves, backyard burning, households heating. And commercial sources include emissions from the following categories: Land clearing burning, unregistered restaurants, dry cleaning, building construction and demolitions.

5.7.5. Land Cover / Land Capability

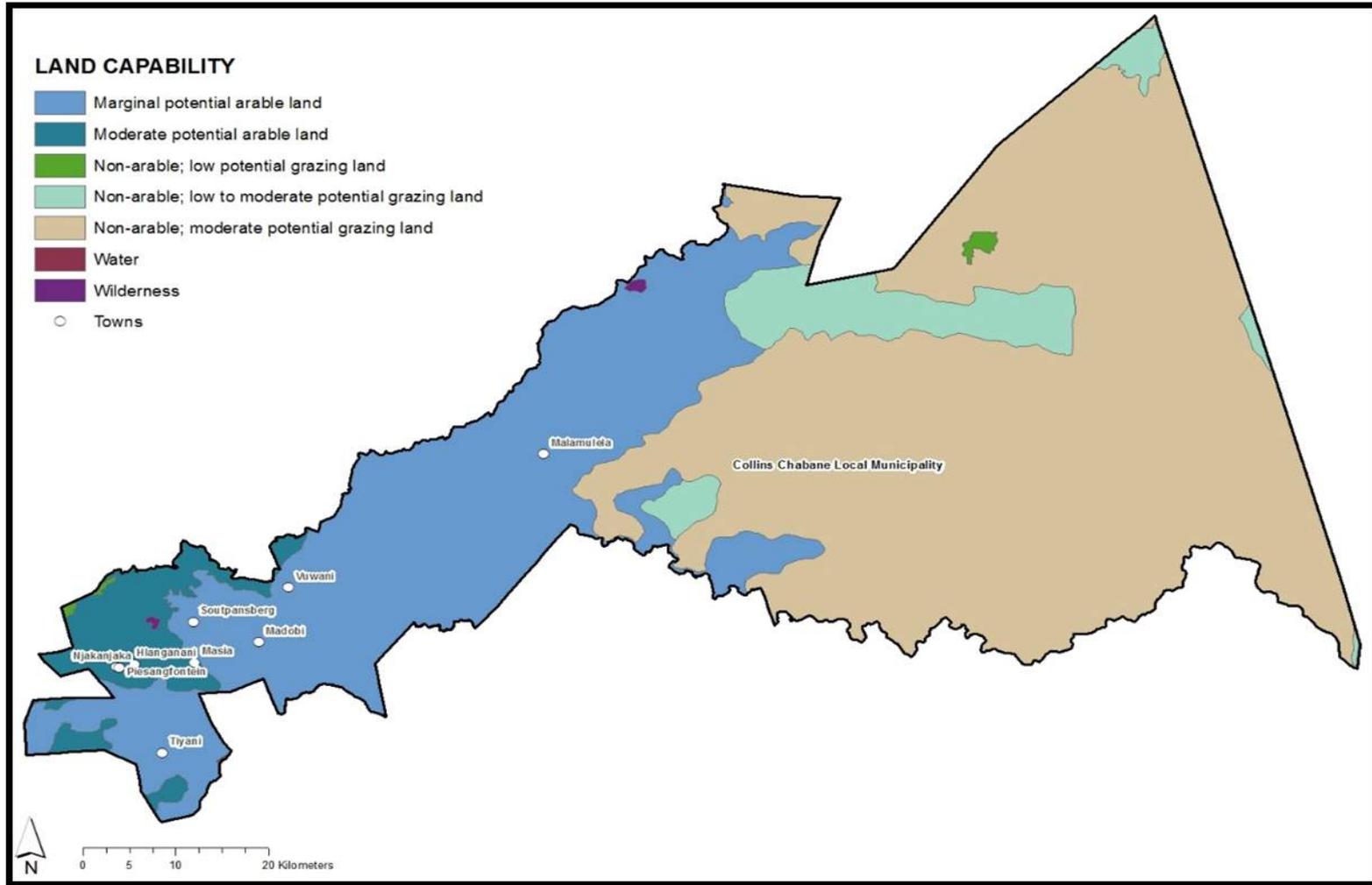
Collins Chabane area has amazing biological diversity of flora and fauna; this rich biodiversity can be attributed to its biogeographical location and diverse topography. The Municipality falls within the greater Savanna Biome, commonly known as the Bushveld with some small pockets of grassland and forest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

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

Biodiversity & Conversation

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

Figure 5.13.: Land Capability



Source: CCLM SDF 2018

5.7.6. Hydrology

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

5.7.7. Geology

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

5.7.8. Geomorphology

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

5.8. HEALTH AND SOCIAL DEVELOPMENT

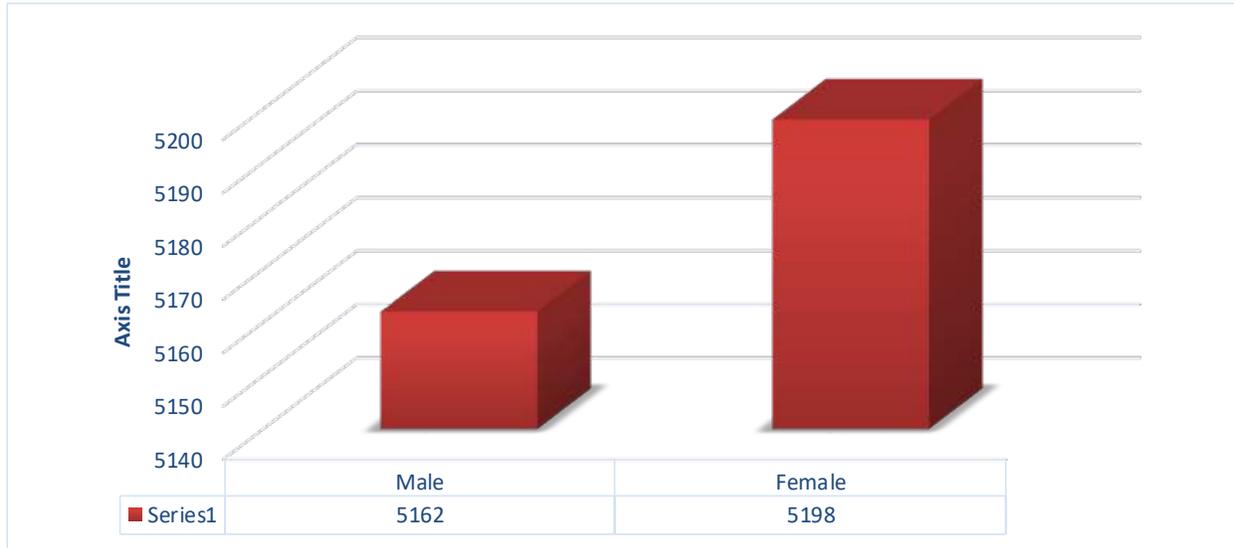
5.8.1. Health Services

According to World Health Organization (WHO) set of standards, 1 professional nurse is responsible for 40 patients, 1 health facility (clinic) should be found within a 5km radius. The Municipality has a radius of 5 467 216 m² which means that there is a huge backlog of Health facilities. Collins Chabane Municipality has 1 hospital, 3 health care and 32 clinics. There is a shortage of childhood centres, old age facilities and access to social grants are major challenges. The prevalence of Malaria in Vhembe District and Mopani, post a huge health risk for the Municipality.

5.8.1.1. Health Status

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

Figure 5.14.: Number of death by gender



Source: Stats SA, 2016 Community Survey

Table 5.5.: Birth and Death by Hospitals

Table 3.4: Birth and Death by Hospitals												
Hospital names	Number of births			Number of Deaths			Number of births			Number of Deaths		
	2018/19						2019/20					
	Total	Male	Female									
Donald Frazer Hospital	4986	2536	2450	779	369	410	5068	2617	2451	848	394	454
Elim Hospital	3956	2069	1887	947	477	470	4046	1915	2131	835	437	398
Louis Trichardt Hospital	1558	846	712	220	110	110	1495	751	744	258	117	141
Malamulele Hospital	4430	2260	2170	690	325	365	5271	2755	2516	648	303	345
Messina Hospital	1225	640	585	256	115	141	1352	689	663	255	132	123
Siloam Hospital	3205	1613	1592	495	264	231	3310	1599	1711	543	267	276
Tshilidzini Hospital	6342	3163	3179	935	453	482	6757	3389	3368	1209	540	669
Hayani	0	0	0	03	01	02	0	0	0	4	2	2

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Hospital												
Total	2570	1312	1257	4325	211	2211	27299	13715	13584	4600	2192	2408
	2	7	5		4							

Source: Dept. Health, 2020

Table 5.6.: Causes of Death

Bronchopneumonia
Gastroenteritis
Renal failure
Pulmonary Tuberculosis
Diabetes mellitus Vascular Accidents

Source: Malamulele Hospital

5.8.1.2. Hospitals and clinics

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

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

TABLE 5.7.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
Clinics and Health Centers			
1. Bungeni CHC	1.Damani Clinic	1.Ha Mutsha Clinic	1.Folovhodwe Clinic
2. Davhana Clinic	2.Duvhuledza Clinic	2.Khomela Clinic	2.Madimbo Clinic
3. De Hoop Clinic	3.Dzingahe Clinic	3.Kutama Clinic	3.Manenzhe Clinic
4. Kulani Clinic	4.Dzwerani Clinic	4.L Trichardt Clinic	4.Masisi Clinic
5. Kuruleni Clinic	5.Fondwe Clinic	5.Levubu Clinic	5.Tshipise Clinic
6. Makahlule Clinic	6.Gondeni Clinic	6.Madombidzha Clinic	6.Tshiungani clinic
7. Makuleke Clinic	7.Guyuni Clinic	7.Makhado CHC	7.Musina Clinic
8. Masakona Clinic	8.Khakhu Clinic	8.Manyima Clinic	8.Nancefield

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TABLE 5.7.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
			Clinic
9. Manavhela Clinic	9.Lwamondo Clinic	9. Mashamba Clinic	9.Shakadza Clinic
10. Mashau Clinic	10.Madala Clinic	10. Matsa Clinic	10.Mulala Clinic
11.Tshimbupfe Clinic.	11.Magwedzha Clinic	11. Mbokota Clinic	
12. Matsheka Clinic	12.Makonde Clinic	12. Midoroni Clinic	
13. Mavambe Clinic	13.Makuya Clinic	13. Mpheni Clinic	
14. Mhinga Clinic	14.Mbilwi Clinic	14. Mphephu Clinic	
15. Mphambo CHC	15.Mukula Clinic	15. Mudimeli Clinic	
16. Mtititi Clinic	16.Muledane Clinic	16. Muila Clinic	
17. Mukhomi Clinic	17.Murangoni Clinic	17. Mulima Clinic	
18. Mulezhe Clinic	18.Mutale CHC	18. Muwaweni Clinic	
19.Ngezimane Clinic	19.Phiphidi Clinic	19. Nthabalala Clinic	
20. Vyeboom Clinic	20.Rammbuda Clinic	20. Tshino Clinic	
21. Nthlaveni Clinic	21.Sambandou Clinic	21.Phadzima Clinic	
22. Nthlaveni Clinic	22.Shayandima Clinic	22. Rabali Clinic	
23.Nthlaveni Clinic	23.Sibasa Clinic	23. Riverplaats Clinic	
24.Olifanthoek Clinic	24.Sterkstroom Clinic	24. Rumani Clinic	
25.Peningotsa Clinic	25.Thengwe Clinic	25. Straightheart Clinic	
26. Malamulele clinic	26.Thohoyandou CHC	26. Wayeni Clinic	
27. Shigalo Clinic	27.Tshivhase Thondo Clinic	27. Tshakhuma Clinic	
28. Xhikundu Clinic	28.Tshaulu Clinic	28. Tshikuwi Clinic	
29.Shingwedzi Clinic	29.Tshififi Clinic	29. Tshilwavhusiku CHC	
30. Tiyani CHC	30.Tshifudi Clinic	30. Valdezia Clinic	
31. Tlangelani Clinic	31.Pfanani Clinic	31. Vhambelani Maelula Clinic	
32. Marseilles clinic	32.Tshiombo Clinic	32. Vleifontein Clinic	
33. Matiyani Clinic	33.Tshisaulu Clinic	33. Vuvha Clinic	
	34.Tshixwadza Clinic	34. Nkhensani Clinic	

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TABLE 5.7.: DISTRICT HEALTH FACILITIES			
Collins Chabane	Thulamela	Makhado	Musina
	35. Tswinga Clinic	35. Sereni Clinic	
	36. Vhufuli tshitereke Clinic	36. Makhado CHC	
	37. Vhurivhuri Clinic	37. Beaconsfield clinic	
	38. William Eadie CHC		
	39. Tshikundamalema Clinic.		
	40. Matavhela Clinic		
	41. Lambani clinic		
	42. Tshilidzi Gateway		
Hospitals			
Malamulele	Tshilidzini	Siloam	Musina Hospital
	Hayani	LTT	
	Donald Frazer	Elim	

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

5.8.1.4. COMMUNICABLE DISEASES

🚩 Human Immune Virus (HIV) and Tuberculosis (TB)

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

5.8 HIV and TB indicators in the district				
Pillars	Indicator	2017/18	2018/19	2019/20
Pillar no 1: Prevention	Male condom distributed	18 843 800	18 934 800	15 702 000
	Medical male circumcision performed	10040	10537	6938
Pillar no 2: Case identification	Antenatal client HIV re-test rate	186.1%	204.6%	228.7%
	Infant 1st PCR around 10 weeks uptake rate	57.2%	63.7%	70.6%

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	Child rapid HIV test around 18 months rate	56.4%	72.8%	108.9%
Pillar no 3: Treatment initiation	Antenatal client start on ART rate	94.8%	98.4%	96.9
	TB client 5 years and older initiated on treatment rate	71%	107.8%	108.3%
	Adult naive started on ART	9362	8197	8231
Pillar no 4: Retention and Treatment Success	Adult remaining on ART end of month– total	61660	67966	72 424
	TB Treatment success rate	80.4%	70.5%	69.1%
Source: DHIS, 2020				

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

Table 3.7: Performance Against 90-90-90 UNAIDS target for HIV	
Female	94-65-79
Male	91-53-71
Children	78-52-50
Source: Dept. Health, 2019	

COVID-19 pandemic

The COVID-19 pandemic in South Africa is part of the ongoing pandemic of coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). On 5 March 2020, Minister of Health Zweli Mkhize confirmed that the virus spread to South Africa, with the first known patient being a male citizen who tested positive upon his return from Italy. The first death to have occurred from the disease was reported on 27 March 2020.

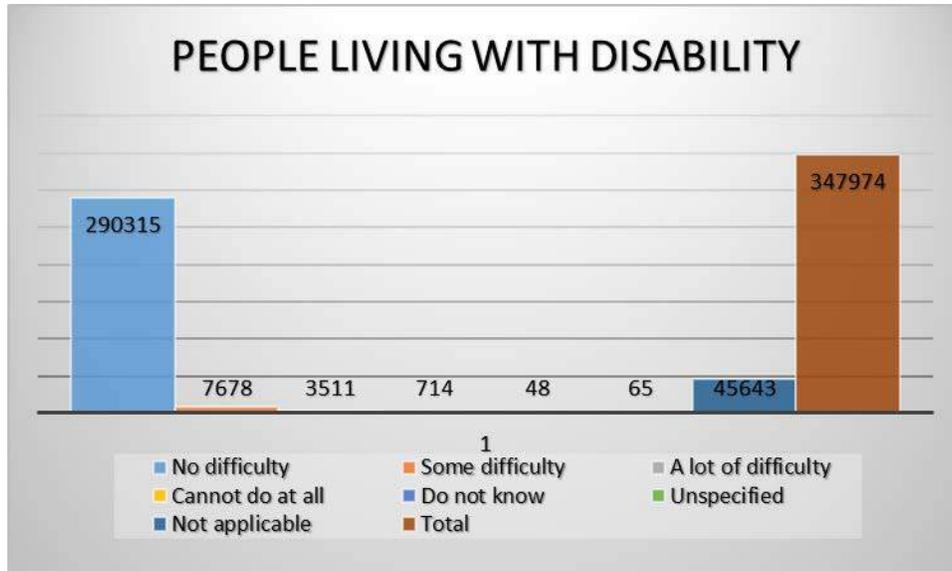
On 15 March, the President of South Africa, Cyril Ramaphosa, declared a national state of disaster, and announced measures such as immediate travel restrictions and the closure of schools from 18 March. On 17 March, the *National Coronavirus Command Council* was established, "to lead the nation's plan to contain the spread and mitigate the negative impact of the coronavirus". On 23 March 2020, a national lockdown was announced, starting on 26 March 2020. On 21 April 2020, a 500 billion rand stimulus was announced in response to the pandemic. Ramaphosa announced that from 1 May 2020, a gradual and phased easing of the lockdown restrictions would begin, lowering the national alert level to 4. From 1 June the national restrictions will be lowered to level 3. As of 2 May 2020, the median age of those who had died was 64 years. As of 14 June 2020, of 1121958 tests conducted, 70038 cases were confirmed, 1480 people died, and 38531 had recovered.

It affects prioritization of programmes and projects and emphasizes the use of media platforms and electronic version for meetings.

5.8.1.5. PEOPLE WITH DISABILITIES

As illustrated by figure 2.8.1, indicates that Collins Chabane Local Municipality has a very low number of disable people residing in the area. However, it indicates that the number of people who find it difficult to care for them self is more than five thousand (5000). More than seven hundred (700) people cannot take care of themselves. This indicates that the Municipality should plan for home base care centurms.

Figure 5.15.: People with disability



Source: Stats SA, 2016 Community Survey

5.8.1.6. Health challenges

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

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

5.8.2. Social Services

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

- ❖ Manage & maintain parks,
- ❖ Bush clearing along the roads and within Municipal properties

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- ❖ Planting of crops, trees, flowers and lawn
- ❖ Tree pruning

5.8.2.1. SOCIAL GRANT POPULATION BY NODAL POINTS

Table 2.3.1.: Social Grant

Table 2.3.1, gives an overview of the social grant dependency in Collins Chabane Local Municipality area. The high number of child support grant indicates a high fertility and unemployment rate.

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

Source: Sassa, 2016

5.8.2.2. Social Development Infrastructure

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

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

PROGRAMME	BASELINE/BACKLOG	THULAMELA	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
DROP CENTRE	Baseline	35	14	30	03	82
	Backlog	06	02	05	03	16

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TABLE 5.8.: SOCIAL SERVICE FACILITIES						
PROGRAMME	BASELINE/B ACKLOG	THULAMEL A	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
ISIBINDI	Baseline	05	02	02	03	12
	Backlog	0	0	0	0	0
HOME BASED CARE	Baseline	07	05	07	01	20
	Backlog	0	0	0	0	0
VEP	Baseline	09	07	06	03	25
	Backlog	01	01	0	0	02
SUBSTANCE ABUSE	Baseline	03	04	02	02	11
	Backlog	01	0	0	0	01
CYCC	Baseline	0	02	0	01	03
	Backlog	0	0	0	0	0
FAMILY	Baseline	1	02	0	02	05
	Backlog	0	0	0	0	0
Early childhood Development	Baseline	138	104	133	32	407
	Backlog	35	64	101	15	215
Elderly	Baseline	13	08	06	03	30
	Backlog	09	09	12	04	34
Disability Stimulation	Baseline	03	05	0	0	08
	Backlog	0	0	0	0	0
Protective Workshop	Baseline	01	02	06	01	10
	Backlog	04	05	0	0	09

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TABLE 5.8.: SOCIAL SERVICE FACILITIES						
PROGRAMME	BASELINE/B ACKLOG	THULAMEL A	MAKHADO	COLLINS CHABANE	MUSINA	VHEMBE
Source: DSD, Vhembe District 2017						

5.8.3. SPORTS, ARTS, CULTURE

Table 5.9.: Sports facilities and location

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

5.9. HORTICULTURIST

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

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

Figure: 5.16.: Bush cutting and cleaning



5.10. MANAGEMENT OF SPECIAL PROGRAM SERVICES

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

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

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

5.10.1. SPECIAL PROGRAMS

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

5.10.2. Youth Development

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

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

5.11. KEY CHALLENGES

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

5.12. DISASTER MANAGEMENT

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

5.12.1. Disaster Advisory Forum

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

5.13. EDUCATION

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

5.13.1. EDUCATION PROFILE

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

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

5.13.2. Education Norms and Standards

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

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

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

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

Table 5.11.: Public Ordinary Schools – Norms and Standards Backlogs

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

Source: Dept. of Education, 2017/18

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

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

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Table 5.12.: Grade 12 Learner performance by District, 2019/11												
Exam Date	District	2019 Wrote	2019 Passed	2019 % Pass	2019 Bachelor	2019 % BACH	2019 Diploma	2019 % Diploma	2019 H-Cert	2019 % H-Cert	2019 NSC	2019 % NSC
201911	VHEMBE EAST	11 466	9 349	81.5	3 669	32.0	3 350	29.2	2 328	20.3	2	0.02
201911	VHEMBE WEST	7 947	6 355	80.0	2 408	30.3	2 324	29.2	1 623	20.4	0	0.00
201911	LIMPOPO	70 847	51 855	73.2	19 022	26.8	18 558	26.2	14 270	20.1	5	0.01
Source: Limpopo Department of Education, 2019												

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

Table 5.13.: Educational institution type for person weight per percentage (%)			
Municipalities	Public (government)	Private (independent)	Do not know - Unspecified
Vhembe	19.97	2.13	27.90
Musina	1.46	0.15	3.12
Thulamela	7.03	0.99	9.81
Collins Chabane	5.47	0.34	6.68
Makhado	6.01	0.65	8.29

Source: Stats SA, Community Survey 2016

Table 5.14.: 2018 LEARNER ENROLLMENT AND INDEPENDENT SCHOOLS		
Local Municipalities	Independent schools	Learner enrollment
Collins chabane	6 schools	3240

Source: Department of Education

Table 5.15.: Early Childhood Development Centers(ECD)	
Local Municipalities	ECD CENTRES
Collins Chabane	111

Challenges:

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

5.13.2.1. National School Nutrition Programme (NSNP)

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

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

Table 5.16.: 2018 NSNP-National School Nutrition Programme		
Local Municipalities	No of schools	No of Learners
Collins Chabane	196	102819

Source: department of Education 2018

Table 5.17.: Education in relation to gender

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

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

Source: Stats SA, 2016 Community Survey

Type of Transport	Musina	Thulamela	Makhado	Collins Chabane	Vhembe
Bakkie	1306	16453	3628	4181	25568
Bus	2349	16719	12966	8968	41002
Private Vehicle	1798	4056	3001	1218	10073
Animal-Drawed Cart	32	130	172	89	423

Bicycle	240	339	854	756	2189
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Source: StatsSA, Community Survey 2016

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

5.13.3. Libraries in the district

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

Table 5.19.: Libraries and location

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

Source: Department of Sport, Arts and Culture 2018

5.14. Provision of Safety and Security

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

Table 5.20.: below shows that Crime statistics.

Table 5.20.: Experience of crime						
Crime	Experience	Musina	Thulamela	Makhado	Collins Chabane	Vhembe
Theft of motor vehicle/motorcycle	Yes	336	837	195	127	1495
	No	9765	22070	12499	9713	54047
	Unspecified	121907	474330	404034	338134	1338407
	Total	132009	497237	416728	347974	1393949
Theft of livestock; poultry and other animals	Yes	1172	598	342	380	2492
	No	9247	22416	13269	8969	53900

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

5.15. Provision of Sport, Arts and Culture Facilities

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

Table 5.21.: Sports, Arts and Culture facilities per local municipality								
SPORTS FACILITIES	THULAMELA		MAKHADO		Collins Chabane		MUSINA	
	,Makhuvha,				aseleman		MTD stadium, Nancefield Ext 06 & 07,	
Stadiums	Tohoyandou, Makonde	2	Rabali, Makhado showground, Vhuilafuri (dilapidated), Makhado Rugby	5	Bungeni	1	Malale, Musina Rugby	2
Multipurpose Sport and Recreation Hall	Tohoyandou Indoor,	1	Makhado Indoor Sports Center, Makhado College Multipurpose,	4	-		-	
Museum	-		Dzata, Schoemasdal	2	-		Mapungu bwe world heritage site	1
Community hall	Makwarela, Tohoyandou, Tshilamba,	3	Muduluni, Hamutsha, Ravele, Makhado showground hall, Dzanani hall, Waterval (Njhakanjhaka),	6	Njakajaka/Bungeni, Vuwani, Malamulele.	3	Agricultural hall, Nancefield, Ext 01, Malale, Madimbo, Masisi,	6
Arts and culture center	T/Ndou,	1	Makhado Arts and culture center	1	-		-	
Recreational parks	Shuma park, Shayandima park, River side, block G, Miluwani, Tshilamba	6	Caravan park, Civic centre, Tshirululuni	3	Malamulele	1	Nancefield Ext 1 & ext.5, Eric Meyer	3

Source: Local municipalities, 2016

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

5.16. THUSONG SERVICE CENTRE

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

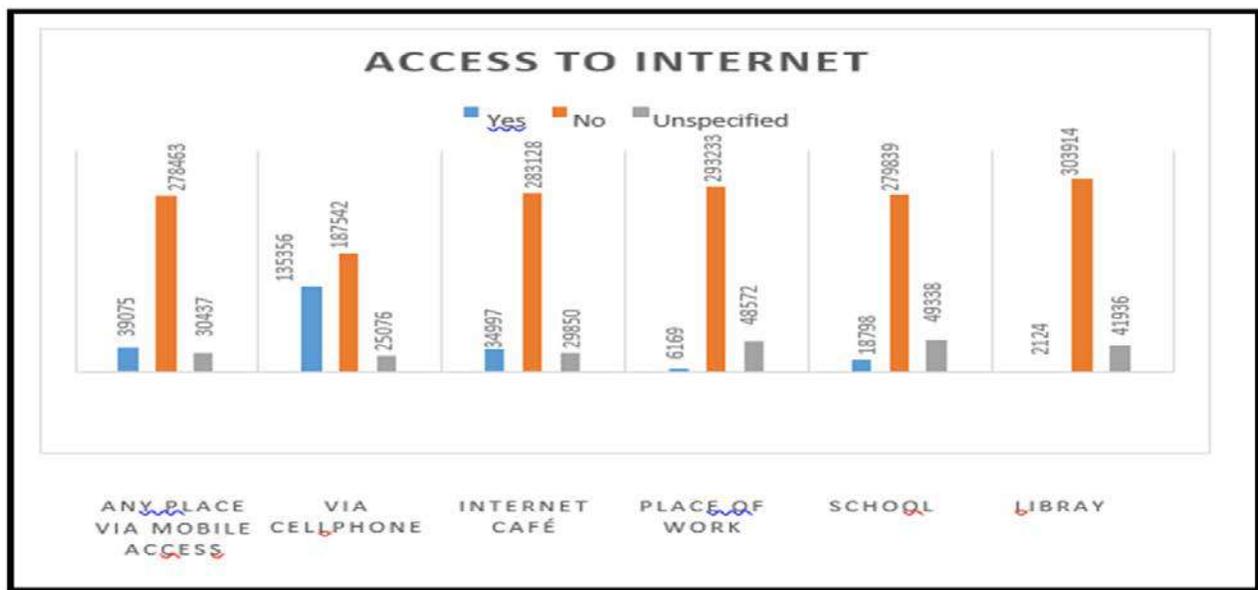
5.17. TELECOMMUNICATION SERVICES

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

5.17.1. INTERNET ACCESS.

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

Figure 5.17.: Internet Access



Source Stats SA Community Survey, 2016

5.17.2. POSTAL SERVICE

Table 5.22.: Mode for receiving Mail/post

MODE FOR RECEIVING OF MAIL/POST	
Delivered to the dwelling	943
Delivered to a post box/private bag owned by the household	30970
Through a friend/neighbour/relative	6666
Through a shop/school	19234
Through a workplace	364

Through a tribal/traditional/local authority office	4309
By email	701
Do not receive mail	27082
Other	1666
Unspecified	-
Total	91935

Source Stats SA, 2016 Community Survey

5.18. LICENSING & REGISTRATION

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

The station is currently providing the following services:

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

5.19. TESTING STATION

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

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

Figure 5.18.: Testing Station



Vehicle Testion Station (VTS)



5.20. PUBLIC TRANSPORT

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

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

Currently, a bus terminal facility is under construction and will cater for the long and local bus operators. In terms of linking with the major corridors buses use R81 via Giyani to Polokwane and via Thohoyandou then Makhado to access the N1.

In terms of the **Integrated Transport Plan (ITP)** a service provider has been appointed by the Department of Transport and Community Safety to establish the CCLM Integrated Transport Plan (ITP).

5.21. TRAFFIC LAW ENFORCEMENT

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

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

Figure 5.19.: Traffice Law Inforcement

Traffic Law Enforcement

5.21.1. Safety and Security

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

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

The South African Police Service is responsible for safety and security within the municipality. The Department of Transport and Community Safety together with the Community Policing Forum also provide safety within the municipality.

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

5.21.2. Community Safety Forum

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

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

Table 6.47 below shows that Crime statistics.

Table 5.10.: Experience of crime						
Crime	Experience	Musina	Thulamela	Makhado	Collins Chabane	Vhembe
Theft of motor vehicle/motorcycle	Yes	336	837	195	127	1495
	No	9765	22070	12499	9713	54047
	Unspecified	121907	474330	404034	338134	1338407
	Total	132009	497237	416728	347974	1393949
Theft of livestock; poultry and other animals	Yes	1172	598	342	380	2492
	No	9247	22416	13269	8969	53900
	Unspecified	121591	474224	403117	338625	1337557
	Total	132009	497237	416728	347974	1393949
Robbery	Yes	2050	4585	2794	2344	11772
	No	8283	19171	10725	7740	45919
	Unspecified	121676	473482	403209	337890	1336257
	Total	132009	497237	416728	347974	1393949
House breaking	Yes	6844	17134	9071	5382	38431
	No	3831	6983	5403	5215	21432
	Unspecified	121334	473120	402254	337378	1334086
	Total	132009	497237	416728	347974	1393949
Home robbery	Yes	2959	7345	3463	2618	16384
	No	6868	15554	9563	7164	39149
	Unspecified	122182	474339	403702	338193	1338416
	Total	132009	497237	416728	347974	1393949
Murder	Yes	418	384	201	50	1053
	No	9700	23301	13107	9868	55976
	Unspecified	121892	473552	403420	338056	1336920
	Total	132009	497237	416728	347974	1393949
Source: Statssa, Community Survey 2016						

5.21.3. Community Safety Forum

The Community Safety forum is works with the SAPS and the Municipal traffic officers championed by the Department of Transports and Community Safety. Officers are deployed at taxi ranks schools, carwashes, public spaces and homes. This is done unannounced visits to the locations for searching of illegal weapons, drugs, stolen items and any unauthorised items. The main reason for this forum is to ensure community safety and security of community members.

5.22. SUMMARY OF 2016-2021 PROJECTS:

2016/2017 COMPLETED PROJECTS

- ▶ Construction of Xikundu and Xithelani Ring-Road(s) and Malamulele Section B internal streets.

2017/2018 COMPLETED PROJECTS

- ▶ Construction/Upgrading of 3 Km road at Xithelani
- ▶ Appointment of service provider for designs for upgrading of Landfill site at Xigalo
- ▶ Development of the Planning and designs for road to DCO Hospital
- ▶ Development of the Planning and designs for Mtswetweni Ring Road
- ▶ Development of the Planning and designs for Nwamatatana Ring Road
- ▶ Purchasing of two Waste Removal trucks that will assist the municipality in extending waste collection to proclaimed rural areas
- ▶ Purchasing of 10 Vehicles for licensing

2018/19 COMPLETED PROJECTS

- ▶ Construction of Multi-Purpose Court at Mulamula Village
- ▶ Construction of 4.1 km internal street at Malamulele B
- ▶ Construction of 4 km Massive Earthworks and Surfacing of 2km at Malamulele D internal street
- ▶ Extension & Fencing of Mahatlane Cemetery
- ▶ Development of detailed and upgrading of the existing building Malamulele Traffic Station
- ▶ Development of detailed design and advertisement for Malamulele Stadium
- ▶ Construction of 1.7 km Ring Road at Msetweni
- ▶ Construction of 1.7 km Ring at Nwa-Matatani
- ▶ Development of detailed design for Municipal office building
- ▶ Installation and connection of 17 High masts lights at Hlanganani, Hlanganani vivo, Majozi, Olifantshoek, Magoro, Manele, Xithelani, Gandlanani, Roidhuis, Mulenzhe, Phaphazela, Mbhalati, Saselamani taxi rank, Saselamani, Dhavane, Mavambe and Mabidi.
- ▶ Connection of 1443 households at Menele (325), Nghezimani (195), Xigalo (371), Mavambe (274) and Nghomunghomu (268)
- ▶ Development of detailed design and advertisement for construction of community hall at Malamulele

2019/20 COMPLETED PROJECTS

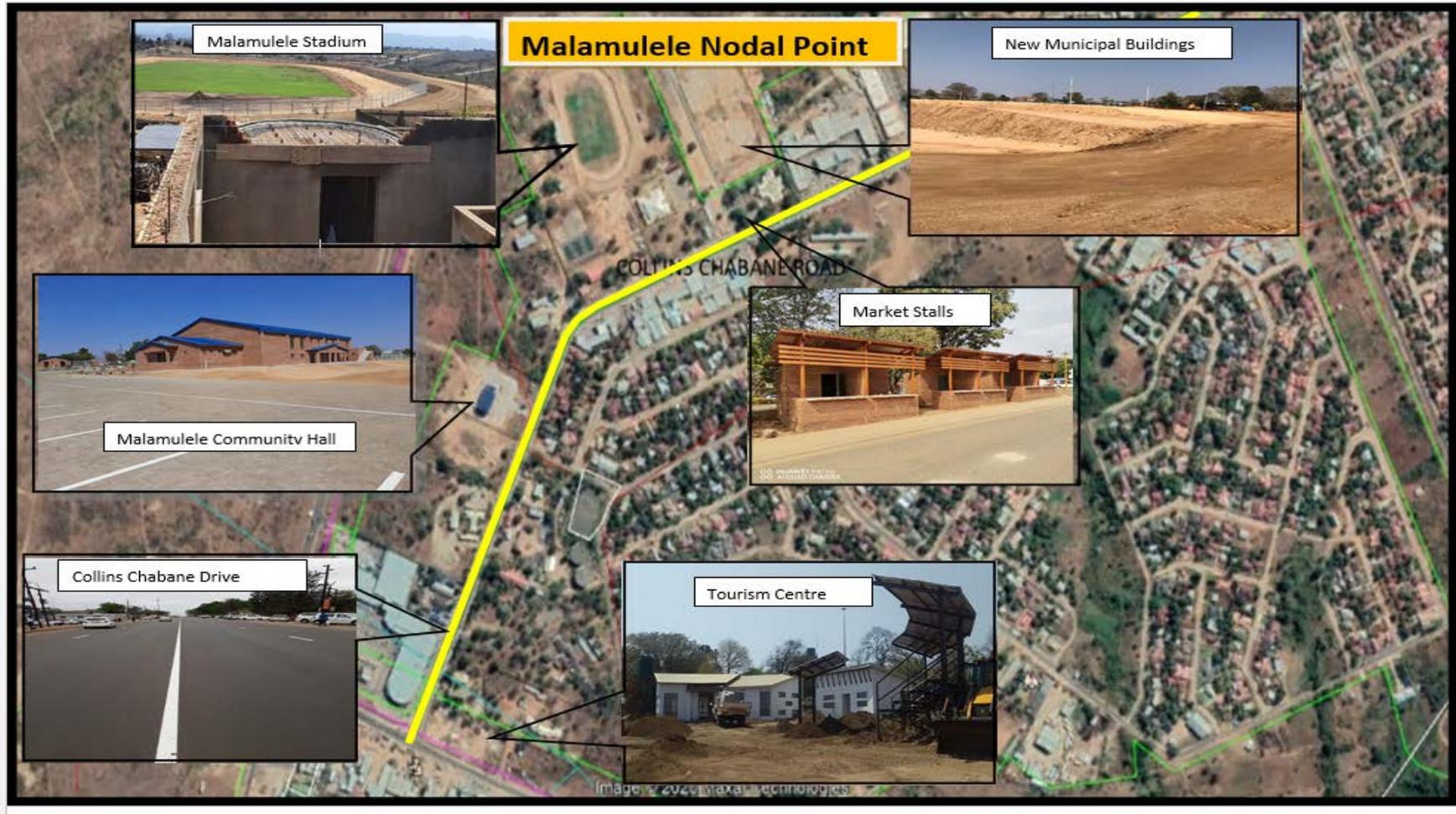
- ▶ Construction and connection of 08 flood lights at Malamulele
- ▶ Construction and Connection of 20 High masts at 20 Villages

- ▶ Installation and Connection of 12 High Masts light at stadium
- ▶ DCO to Hospital road widening
- ▶ Nwa-Matatani ring road 2.8km
- ▶ Construction of Market Stalls
- ▶ Completion of Phase 1 and Construction of Xigalo land fill site phase 2
- ▶ Xikundu Ring Road
- ▶ Fencing of Davhana Cemetery

2020/21 COMPLETED PROJECTS

- ▶ Electrification of 630 Households electrified MBUTI Phase 2, ward 7: Mseve A and B, Ward 8: Masia Mveledziso, Ward9: Kurhuleni & Masia Tandavale; Ward 11: Makhasa
- ▶ Electrification of 461 Households at Dhoveni, Masia (50) Mashau, Madobi (71) Makhasa (64) Muhunguti (80) Makahlule (93) Manghena (60) Khakhanwa
- ▶ Electrification of 103 Households at Malamulele B-Extension
- ▶ Supply and Install the 36 high Mast Lights in all 36 Wards
- ▶ Supply and Install 150 Solar LED Street Lights at Malamulele
- ▶ Supply and install 50 Solar LED street lights at Saselamani
- ▶ Supply and install 50 Solar LED street lights at Vuwani
- ▶ Supply and install 50 Solar LED street lights at Hlanganani
- ▶ Supply and install Solar traffic signal(lights) at Saselamani, Vuwani and Hlanganani
- ▶ Construction of Mahatlane Access Bridge
- ▶ 4.5 KM Ring Road constructed at Bevhula
- ▶ 3.7 KM Road upgraded at Sebudi/Vyeboom road phase 2
- ▶ 3 KM of Internal Streets at Vuwani Phase 1 by upgraded
- ▶ Opening and widening of streets in Business park
- ▶ Upgrading of internal streets in Malamulele
- ▶ Construction of Malamulele traffic circle
- ▶ Upgrading of
- ▶ R81 to Xithlelani graveyard road
- ▶ 2.2 KM Ring Road constructed at Nwa-Matatani

Figure 5.12.: Malamulele Nodal Point Projects

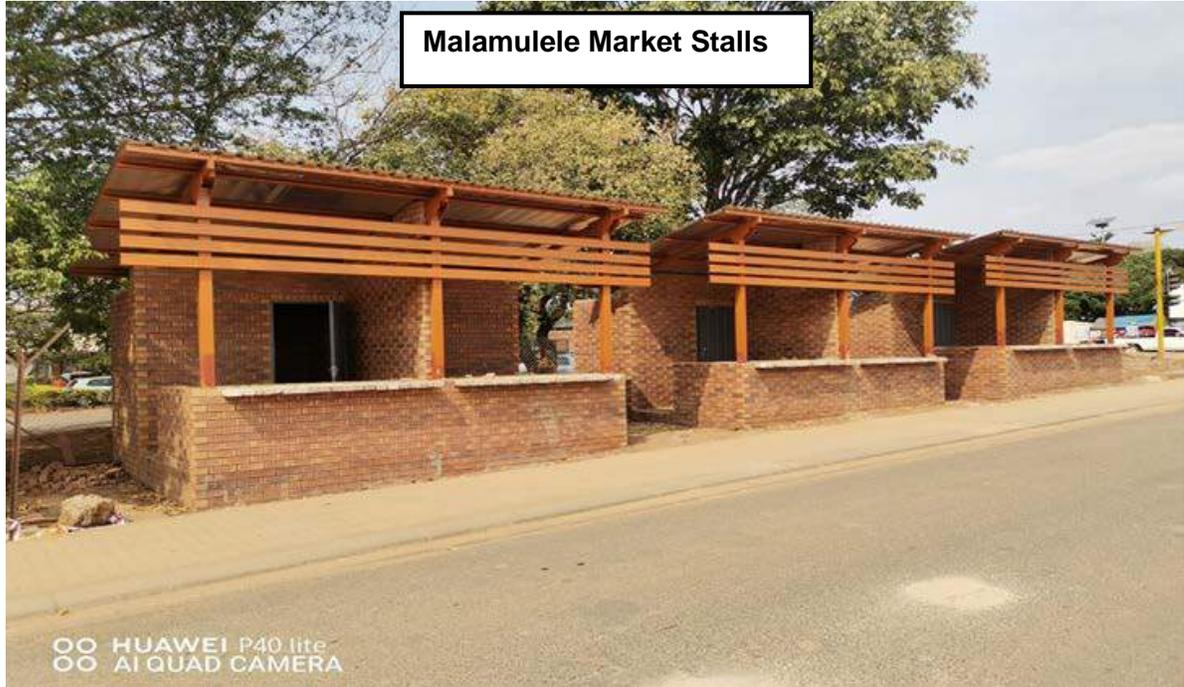


Spatial Presentation of Malamulele Nodal Point Projects

5.22.1.1. Malamulele Market Stalls:

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

Figure 5.21.: Malamulele Market Stalls



Construction of Malamulele Market Stalls

5.22.1.2. New Municipal Office Building

The new Collins Chabane Local Municipality building is 4 storeys building which has a modern design. The aim of this project is to address backlog with regards the office space to house the employees of Collins Chabane Local Municipality. The project commenced on the 10th of October 2019 and its anticipated completion date is the 10th of October 2022.

Figure 5.22.: New Municipal Office Buildings



Construction of New Municipal Office Building

5.22.1.3. Construction Of Malamulele Tourism Information Centre

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

Figure 5.23.: Malamulele Tourism Information Centre

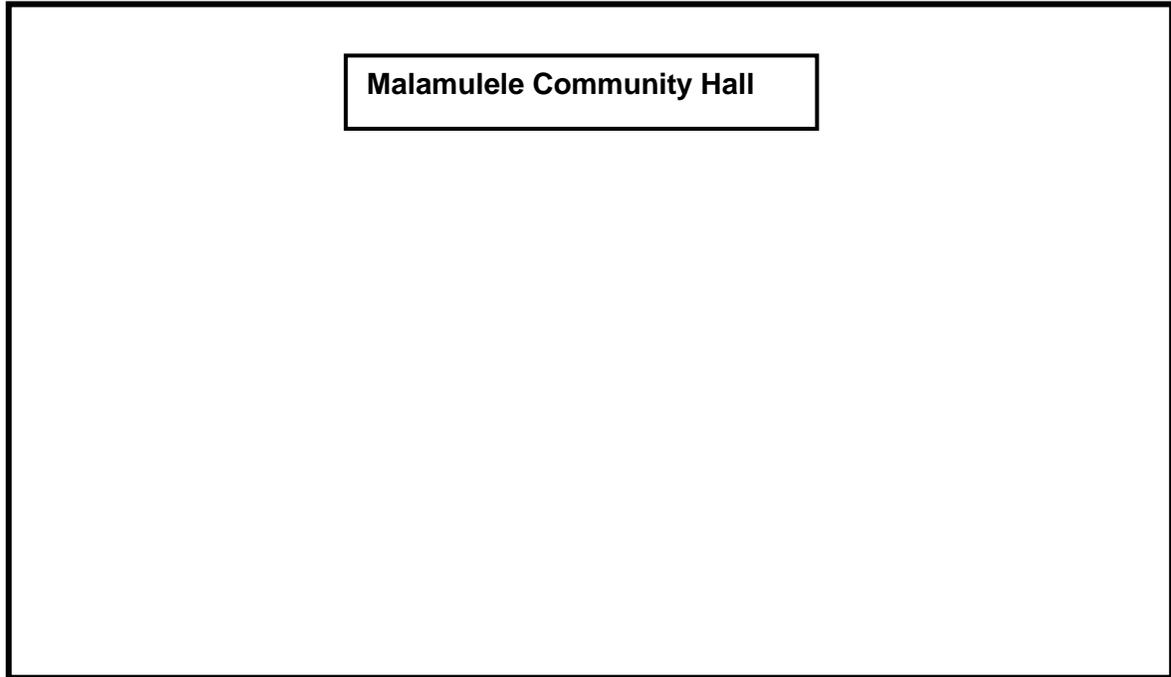


Construction of Malamulele Tourism Information Centre

5.22.1.4. Construction of Malamulele Community Hall

Construction of Malamulele Community Hall consist of 934m² ground floor and mezzanine area, 38.9m² guard room, 68.9m² toilet space, 536 890m perimeter fence, 103 parking space and 3 802m² paving. The hall was constructed to address the backlog regarding recreational facilities at Malamulele CBD, **Ward 23**. The Community hall will host events such Public Participation meetings, Imbizos, District and Provincial meetings and also secondary uses such as wedding, funerals etc. The project commenced on the 21st of August 2019.

Figure 5.24.: Malamulele Community Hall



Construction of Malamulele Community Hall

5.22.1.5. Stadia

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

i. Upgrading of Malamulele Stadium

The project entitles bulk earthworks, site clearance, water reticulation, sewer reticulation, storm water drainage, hard courts, ticket gate, swimming pools, social braai area, electrical supply, ablution block, recreation area, grassing, road, parking, racing and concrete seating. The project commenced on the 19th of July 2019 and is still under construction.

Figure 5.25.: Malamulele Stadium



Picture 12 Upgrading of Malamulele Stadium

ii. Construction of Davhana Stadium Phase 1

The project is for the construction of soccer and rugby fields with Athletic track(grassed), Multipurpose court, ablution facilities, electricity supply, irrigation systems for soccer and rugby fields including borehole, sewer reticulation and septic tank and erection of concrete palisade with vehicular and three (3) emergency. The project commenced on the 06th of July 2019 and the anticipated completion date of the project is the 22nd of September 2020.

Figure 5.26.: Davhana Stadium



Picture 13 Construction of Davhana Stadium Phase 1

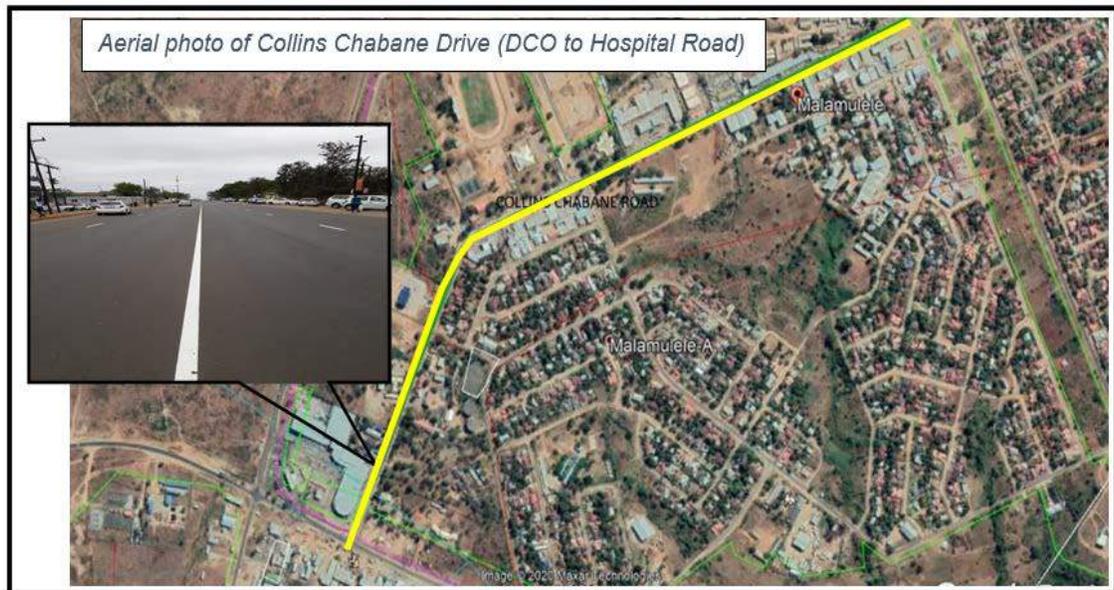
5.22.1.6. Road Projects

Collins Chabane Local Municipality is responsible for planning, construction and maintenance of the roads. Roads allow easy travelling by foot or by some form of conveyance (including a motor vehicle, cart, bicycle etc) and assist in water flow management. The Municipality has an estimated road network of 3465.35km. The estimated backlog is approximately 3390.25km. The roads project implemented in 2019/2020 financial year are as follows:

i. Widening of DCO to Hospital Road

The purpose of this project was to construct a 1km with double lane road on both sides and a side walk on both sides constructed at Malamulele Town, **Ward 23**. The communal road provides easy access to the Shopping Complex, Police Station, Traffic Department, Municipal Offices, Home Affairs, Malamulele Stadium, Public Works, Magistrate Offices, Information Centre, Community Hall it mainly provides easy access to the Malamulele residential areas. The project commenced on the 20th of August 2018 and the project was completed on the 13th of December 2019.

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



Widening of DCO to Hospital Road

ii. Nwamatatani Ring Road Phase 2

The objective of the project was to construct a 2.7km and 7m wide at Nwamatatani ward. The road was constructed to improve travelling by foot or by some form of conveyance (including a motor vehicle, cart, bicycle etc) and assist in water management. The communal road provides easy access to households, Caledon Primary School, Msengi High School, and Joe Mabedle Primary School, Caledon Assemblies of God, AFM, ZCC, Full Gospel and local shops. The road is constructed at Nwamatatani **Ward 23**. The commenced on the 01st of August 2020 and was completed on the 28th of February 2020.

Figure 5.28.: Nwamatatana Ring Road



Aerial Photo of Nwamatatani Ring Road marked in yellow

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

The objective of the project was to construct a 2.9km and 7m wide at Mtsetweni and Njhanjhaka (**Ward 4 and 5**). The communal road provides easy access to households, Mtsetweni Secondary School, Hluvuka High School, Njhingha Primary Primary, Njhakanjhaka Primary School, Marholeni High School, Emanuel Church, EPC, ZCC and local shops (Vivo garage etc). The commenced on the 01st of August 2020 and the project was practically completed on the 30th of September 2020.

Figure 5.29.: Msetweni to Njhakanjhaka Ring Road

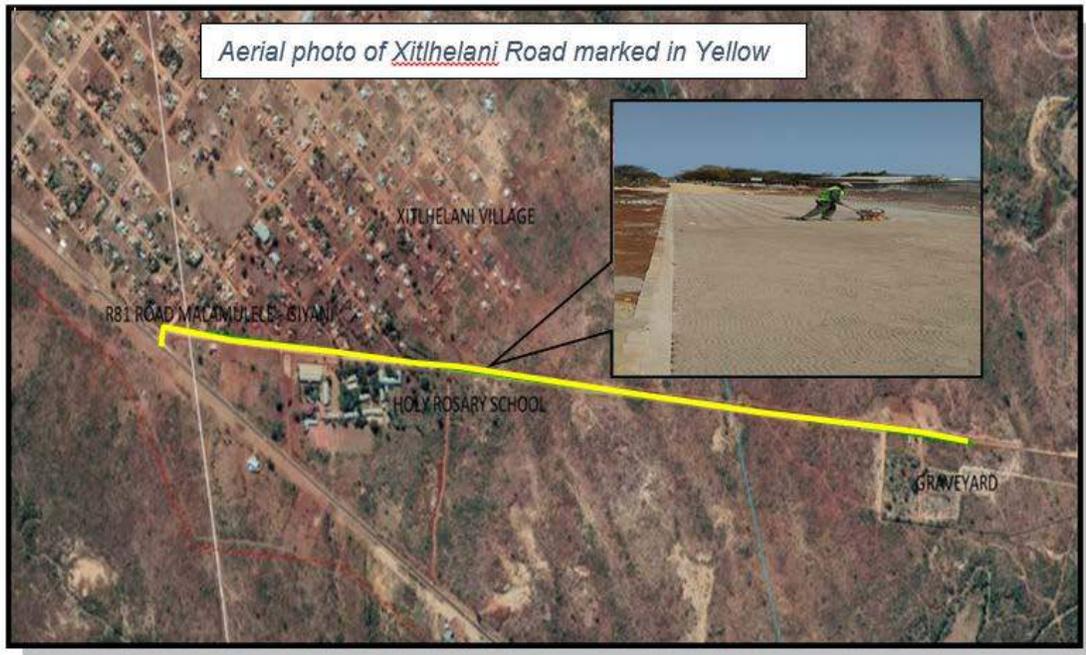


Upgrading of Mtsetweni to Njhakanjhaka Ring Road Phase 2

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

The objection of the project is to construct a 2.3km, 6.8m wide and 777m² parking at Xitlhelani ward. The communal road provides easy access to households, Holy Rosary Independent School and 2 Graveyards. The project commenced on the 11th of May 2020 and the completion date on the 11th of February 2020.

Figure 5.30.: Xithhelani Road



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

v. Upgrading of Bevhula Ring Road

The objective of the project is to construct a 4.46km and 6m wide at Bevhula Village **Ward 34**. The communal road provides easy access to households, Nkandziyi Primary School, Bevhula Community Creche, Bevhula ZCC, Graveyard, EPC Church SA, Bevhula AFM, Tsakani Day Care Centre and local shops (Bevhula General Dealer etc). The road is constructed at Bevhula Village Ward 34. The project commenced on the 11th of May 2020 and the anticipated completion date of the 15th of December 2022.

Figure 5.31.: Bevhula Ring Road



Picture 8 Upgrading of Bevhula Ring Road.

vi. Upgrading of Sasekani Ring Road

The objective of the project is to construct a 1.8km and 7.4m wide road at Mphakati Village ward 27. The communal road provides easy access to households, graveyard, Mphakati Primary School and local shops (Maponisi General Dealer etc). The project commenced on the 18th of November 2020 and the anticipated completion date is the 05th of November 2020

Figure 5.32.: Sasekani Ring Road



Upgrading of Sasekani Ring Road

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

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

out sections of surfacing or where layer works were reconstructed, road markings, road signs, stone pitching and road finishing. The project commenced on the 19th of August 2019 and the project was completed on the 26th March 2020.

Figure 5.33.: Xikundu Road



Aerial Photo of Xikundu road marked in green



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

5.23. BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT CHALLENGES

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

Table 5.23.: Basic Service Delivery and infrastructure development challenges

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

Table 5.24.: Municipal Service and infrastructure development challenges

Challenges
Shortage of electrical and mechanical equipment, tools and materials
Shortage of human resource capacity
Service deliver to the community is not continuously rendered.
High level rate crime
Road
Shortage of graders
Machinery Breakdown
Lack of mechanic expertise.
Lack of General workers to assist in repairing of potholes and road marking services.
Heavily eroded roads due to rains are left with gulleys 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

DRAFT IDP 2022/23 FY

No towing truck
No Call Centre
Unavailability of a pound centre for stray animals
No pound station for impounded public motor vehicles(Bus &taxis)
Shortage of staff
Summons are not captured
Waste Management
No Developed waste bylaws , the division to develop by-law pertaining to waste management issues
Accumulation of illegal dumping's mushrooming within Collins Chabane open spaces.
Unable to render refuse removal services on daily basis from Hlanganani to Mtititi
Unable to render green school competitions, cleanest ward and cleanest household competition to minimize illegal dumping's and transferring environmental education.
Inability to offer clean up campaigns monthly due to shortage of staff and budget
Shortage of general assistance who will be reporting at Saselemanı & 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

DRAFT IDP 2022/23 FY

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

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

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

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

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

6.1. CCLM CO-OPERATIVES SUPPORT GRANT PROGRAMME

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

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

Figure 6.1.: Cooperative Entities



Some of the existing Cooperatives supported by Collins Chabane Local Municipality's Support Grant Programme

6.2. SMME SUPPORT AND TRADE DEVELOPMENT

The LED department has endeavoured to support SMMEs with a view to empower and transform how they do business. Small medium enterprises in their own nature create employment and contribute to the livelihood of the majority of people. The development of market stalls within the Municipality has given the hawkers a new hope in their endeavour to transition from informal to formal business. Cooperatives support is ongoing, ward based cooperatives are being supported. The Municipality has also initiated business registration processes which is contributing much to the revenue base of the Municipality, business registrations assist in regulating compliance and through it the Municipality is able to gauge whether there is growth in business growth.

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

6.3. IMPLEMENTATION OF EPWP PROJECTS

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

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

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

Collins Chabane is participating in EPWP Incentive grant programme. In 2021/2022 financial year the programme created 548 jobs. Electrification of Collins Chabane Local Municipality's communities, and also Road Construction namely: DCO-Malamulele Hospital Road Construction, Mtswetweni/ Njhakanjhaka Ring Road; N'wamatatani Ring Road whereas Electrification community work is done for Menele and Mavambe communities together with infrastructure maintenance.

6.3.1. EPWP is divided into the following sectors

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

6.4. LOCAL SKILLS BASED

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

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

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

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

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

Total	347974	497237	416728	132009	1393949
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6.5. ECONOMIC ANALYSIS

The function of LED is to promote the following:

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

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

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

Source: IHS Markit

6.6. ECONOMIC PERFORMANCE INDICATORS

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

Table 6.4.: Economic performance

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

Population Growth	0,4%	1,6%	156
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Source: IHS Markit

6.7. EMPLOYMENT STATISTICS

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

Table 6.5.: Employment statistics within Vhembe District

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

Source: IHS Markit

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

Table 6.6.: Employment sectors

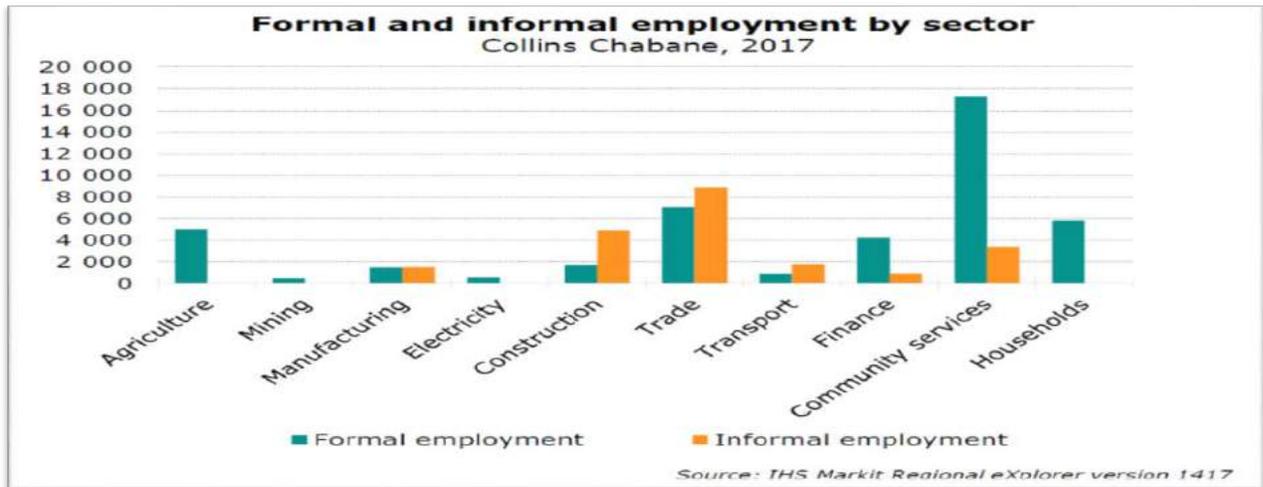
Sector	Formal	Informal	Overall % Contribution	Ranking
Agriculture	5 020	-	7,6%	5
Mining	485	-	0,7%	10
Manufacturing	1 510	1 520	4,5%	8
Electricity	574	-	0,8%	9
Construction	1 690	4 920	10%	3

Trade	7 060	8 890	24,2%	2
Transport	890	1 770	4%	7
Finance	4 250	917	7,8%	6
Community Services	17 300	3 400	31,4%	1
Households	5 810	-	8,8%	4
Total (66 000)	44 589	21 411	100%	

Source: IHS Markit

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

Figure 6.2.: Employment Sector



The graph shows both the formal and informal employment sectors. However, it shows that the highest employment sector offers community services. it is then followed by trade indicating that the Municipal trade industry must also be strengthened for it generate most jobs for the community. Agriculture also 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.

6.8. HOUSEHOLDS BY INCOME

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

Table 6.7.: Household income

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

Source: IHS Markit Regional eXplorer version 1417

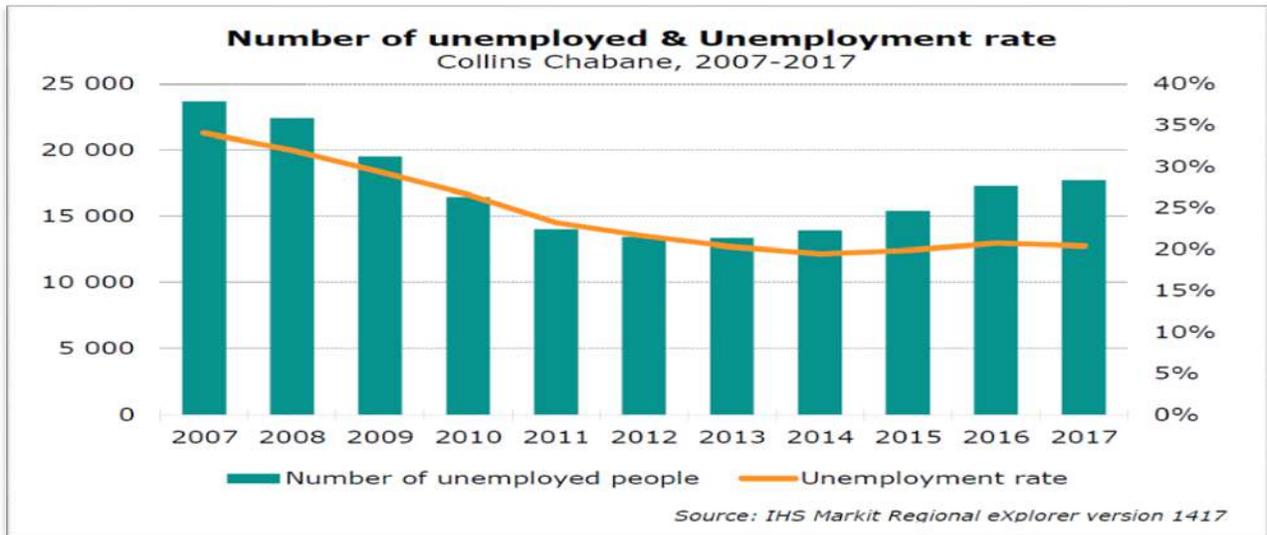
6.7.1. UNEMPLOYMENT RATE**Table 6.8.: Unemployment rate**

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

Source: IHS Markit Regional eXplorer version 1417

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

Figure 6.3.: Unemployment Rate

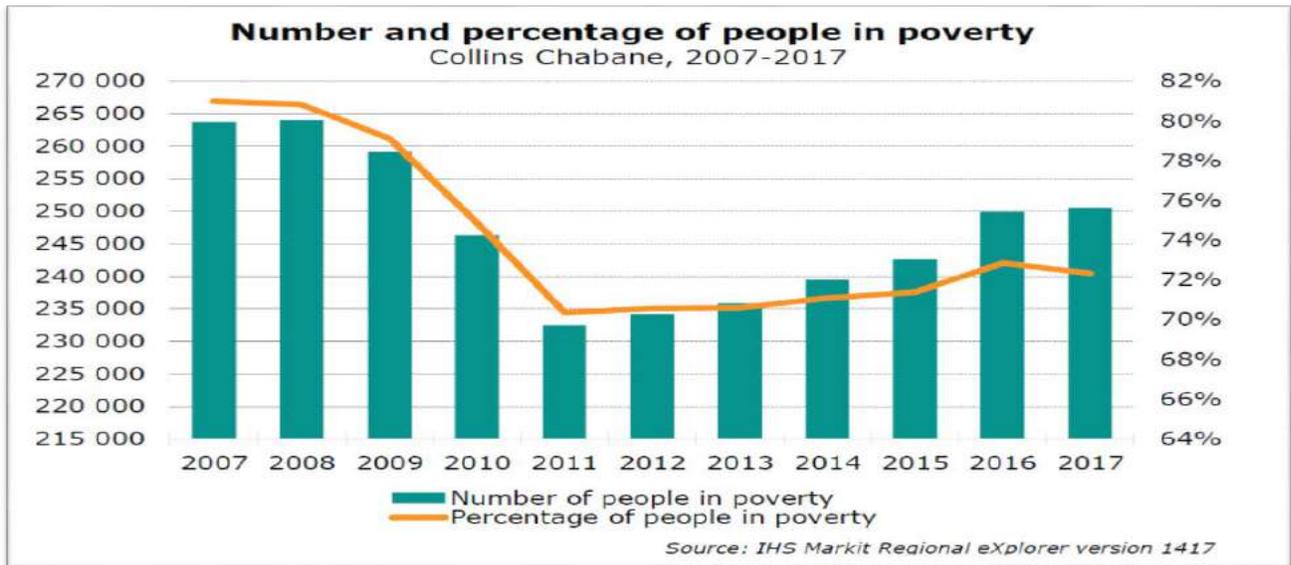


Source: IHS Market regional explorer version 1417

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

6.7.2. SITUATION ANALYSIS FOR POVERTY

Figure 6.4.: Poverty Analysis



Source: IHS Market regional explorer version 1417

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

6.9. LED Strategy

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

6.10. LED By-Laws

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

6.11. Local Economic Development challenges

Table 6.7.: LED Challenges

Challenges
Mushrooming of informal traders within the district nodal point of Malamulele
Development of marketing strategy
Inclusion of gates for KNP under CCLM
Lack of socio-economic analysis information.
Lack of By-Law Enforcement

CHAPTER 7: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY

7.1. FINANCIAL VIABILITY

7.1.1. Legislative Framework

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

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

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

7.1.2. Overview of Budget funding

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

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

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

In the preparation of 2022-2024 MTREF budget, the municipality considered its 2018/19 to 2020/21 and the current year's budget and interim performance for the period ended February 2022. Furthermore, the following factors were also considered.

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

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

7.2. BUDGET AND TREASURY OFFICE

The Municipality has established Budget and Treasury Office as required by Section 80 of the MFMA. The department is presently led by the Chief Financial Officer with five managers in each unit, namely; Asset Management, Budget and Reporting, Expenditure, Revenue and Supply Chain Management units. The five managers are supported by six accountants across the department.

The Municipality has approved all budget related policies as required by Municipal Budget and Reporting Regulations, however, standard operating procedures are still under review.

7.3. REVENUE MANAGEMENT.

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

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

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

The debtor's age analysis for 2020/21 comprises of the following:

❖ Commercial	R 16 512 490
❖ Government	R 57 676 637
❖ Residential	R 134 559 371

Table 7.1.: Below is a summary of municipal revenue and sources over the past three years

	2018/19	2019/20	2020/21
Own rev	61 420 259	59 383 826	58 315 197
Grants	450 458 142	476 504 345	581 485 690
Total	511 878 401	535 888 171	639 800 887

A growth of 19.4% was recorded between the financial years 2019/20 and 2020/21. The growth is due to increased allocations of grants and subsidies from national government. The municipality remains dependant on grants and subsidies with own revenue of 11.9%, 11% and 9.11% against grants and subsidies of 88%, 88.9% and 90.9% in 2018/19, 2019/20 and 2020/21 financial years respectively.

CHALLENGES

The following challenges were experienced:

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

7.4. OPERATING EXPENDITURE

The operating expenditure budget of the municipality is made of the following part MTREF period.

Table 7.2.: Operating Expenditure

Description	2019/20	2020/21	2021/22
	000'000	000'000	000'000
Employee related cost	R 117	R 131	R 154
Remuneration of councillors	R 27	R 28	R 28
Debt Impairment	R 10.5	R 11	R 11
Depreciation and Asset Impairment	R 23	R 25	R 40.6
Finance Charges	-	-	-
Other material	R 8	R 7	R 7.5
Contracted services	R 81	R 110	R 111
Transfers & Subsidies	R 5	R 17	R 22.5
Other Expenditure	R 77.5	R 76	R 94.4
Total	R 349	R 405	R 469

The municipality has appointed personnel mainly in the 2018/19 financial year, to enhance the employee related costs. Further appointments will be made in the 2021/22 financial year. There appointment of personnel which lead the increased activities in the municipality has had a direct upwards impact on the budget for other expenditure. In ensuring effectiveness and efficiency of expenditure management, the municipality has implemented amongst others, the following policies.

- ❖ Budget Policy,
- ❖ Cash Management Policy,
- ❖ Supply Chain Management Policy and
- ❖ Virement Policy.

Cost Containment measures are in place and focus on managing the following expenditure items:

- ❖ Travel and related costs,
- ❖ Catering and events,
- ❖ Travelling and subsistence and
- ❖ Overtime.

7.5. SUPPLY CHAIN MANAGEMENT SECTION

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

- ❖ Bid Specification Committee
- ❖ Bid Evaluation Committee

- ❖ Bid Adjudication Committee

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

Challenges
Lack of training for bid committees
Lack of confidentiality
Lack of personnel
Delays on appointment processes (Committees)

The municipality is still experiencing challenges of late appointments and sitting of bid committees. This has resulted in delayed appointments of service providers causing the Municipality not meet its targeted goals as per Service Delivery Budget Implementation Plan (SDBIP). Furthermore, there is generally lack of knowledge by bid committee members in leading to wrong bid specifications been submitted. From 2016/17 to 2020/21, the Municipality has cumulatively incurred:

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

7.6. BUDGET AND REPORTING SECTION

The Budget and Reporting section is comprised by the manager and two accountants. The Municipality has submitted all its section 71 reports for the period ending December 2021. There are however still challenges of accuracy of the data strings as required by the Municipal Standard Charts of Accounts (mSCOA) and Schedule C.

Attached as Annexure A: Is the Municipal Annual Budget

7.7. BUDGET RELATED POLICIES

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

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

7.8. ASSETS MANAGEMENT SECTION

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

Challenges

Lack of personnel

Decentralisation of fleet management and inventory section

7.9. EXPENDITURE MANAGEMENT SECTION

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

Challenges

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

7.10. MSCOA

Collins Chabane Local Municipality is transacting on mSCOA. Reporting remains a problem and is a process that will be embarked on in the 2021/22 financial year to ensure full compliance with mSCOA reporting requirements. There are still some modules that are not functional on the municipal financial system.

7.11. SOCIAL PACKAGE / INDIGENTS

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

7.11. 1. Free Basic Services

7.12. MUNICIPAL FINANCE MANAGEMENT AND VIABILITY CHALLENGES

Challenges

Table 7.4.: Finance Challenges

Shortage of staff in Budget and Treasury Office

No standard operating procedures
Low collection rate
Incomplete billing
Wrong postal or not postal address
Increased debtors book
Revenue enhancement strategy not implemented
Incorrect data strings
Low percentage of budget spending
Payments not done within 30 days
Third parties schedule not send on time after payment
Incurring of fruitless and wasteful expenditure
Lack of knowledge of SCM and PPPFA regulations by bid committee members
Increased irregular expenditure
Late submission of procurement plans
Submission of incorrect specification
Late sittings of bid committee members

CHAPTER 8: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

8.1. COUNCIL AND COMMITTEES

The Council had adopted the Corporate Calendar for 2018/2019 which had to be used as a guide in all its Council Meetings and Section 79 Committees and other Council Committees. 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 are held as per the Corporate Calendar. Financial Misconduct Disciplinary Board has been established and appointed by Council

8.2. PUBLIC PARTICIPATION AND COUNCIL SUPPORT

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

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

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

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

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

8.3. IMPLEMENTATION OF THE COMMUNICATION STRATEGY AND POLICY

Communication is an important element of Good Governance. It is through communication that the communities and other stakeholders are informed about the activities, challenges and achievements of the municipality and thereby

getting empowered to participate in the affairs of the municipality. Section 18(a) of the Municipal Systems Act (Act 32 of 2000), a municipality must communicate to its community information concerning the available mechanisms, processes and procedures to encourage and facilitate community participation. It further stresses the importance of communication between the Council and its communities.

The Municipality is currently implementing both the Communication Strategy and Communication Policy. The Communication forums and Mayor's Imbizos are organized on quarterly basis. The issuing of Newsletters was halted due to cost containment measures as directed by the National Treasury, however attempts to re-issue the news letters have been made and they can be re-issued in the last two quarters of 2021/2022.

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

8.4. RISK MANAGEMENT

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

The Risk Management Policy, Risk Management Strategy and Risk Management Committee Charter were reviewed and approved. The municipality has developed antifraud and corruption strategy in 2020/2021. The Risk Implementation plan for 2020/2021 was submitted to the Risk Management Committee and approved by the Accounting Officer. The Strategic, operational, Fraud and mSCOA registers for the 2020/21 financial year were developed. Quarterly Risk Management reports were submitted to Risk Management Committee, Audit and Performance Committee

8.4.1. Top 10 Strategic Risks Identified

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

8.4.2. Risk Management Committee

The municipality has appointed the Chairperson of the Risk Management Committee in April 2019. The Risk Management Committee had four meetings in 2020/2021 financial year.

The Risk Management Committee is comprised of the following members:

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

8.5. INTERNAL AUDIT

According to chapter 14, section 165 of the Municipal Finance Management Act, 2003 (Act 56 of 2003), each municipality and each municipal entity must have an internal audit unit. Collins Chabane Local Municipality has a fully functional Internal Audit Unit established in terms of the Act. The primary objective of Internal Audit division is to assist

the Municipal Manager and the Audit and Performance Audit Committee in the effective discharge of their responsibilities. Internal Audit provide them with independent analysis, appraisals, recommendations, counsel and information concerning the activities reviewed, with a view to improving accountability and service delivery.

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

The purpose of the Standards is to:

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

8.5. 1. Audit Committee and Performance Audit Committee

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

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

8.5.2. Internal Audit Policy Documents

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

8.5.3. Risk Based Internal Audit Plan

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

8.6. AUDIT AND PERFORMANCE COMMITTEE

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

8.7. EXTERNAL AUDIT

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

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

8.8. ICT INFRASTRUCTURE**Table 8.1.: ICT Infrastructure**

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

8.8.1. Tools of trade**Table 8.2.: Tools of trade**

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

8.8.2. Existing contracts**Table 8.3.: Existing contracts**

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

8.8.3. ICT Projects

Table 8.4.: ICT Projects

Projects	Description
Development of the ICT strategic plan	This defines the strategy CCLM will implement to enable its IT infrastructure and portfolio to operate and function in line with its business objectives <u>Progress</u> The project has been finalised and approved by the council.
Disaster Recovery Solution	A documented, structured approach with instructions for responding to unplanned incidents with a step-by-step plan consisting of the precautions to minimize the effects of a disaster so the CCLM can continue to operate or quickly resume mission-critical functions <u>Progress</u> The project has been re-advertised as the appointment could not be finalised during 2018-19 financial year. SCM processes with regard to the Bid Evaluation Committee appointment are underway.
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 <u>Progress</u> The committee appointments have been finalised, the committee already met twice. <u>Challenges</u> None
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. <u>Progress</u> Fibre connectivity, CCTV cameras, Biometric access control, and server room upgrading components of the project have been completed pending the configuration and the teleconferencing components of the project <u>Challenge</u> Slow implementation by the service provider
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. <u>Progress</u> The website has been finalised and launched.

8.9. RECORDS MANAGEMENT SYSTEM AND SWITCH BOARD

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

8.10. FACILITIES MANAGEMENT

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

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

FLEET MANAGEMENT

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

Table 8.5.: CCLM's fleet

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

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

8.11. MPAC

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

8.12. COMMUNITY DEVELOPMENT WORKERS CDW'S

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

8.13. COMPLAINTS MANAGEMENT SYSTEM

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

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

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

8.14. 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

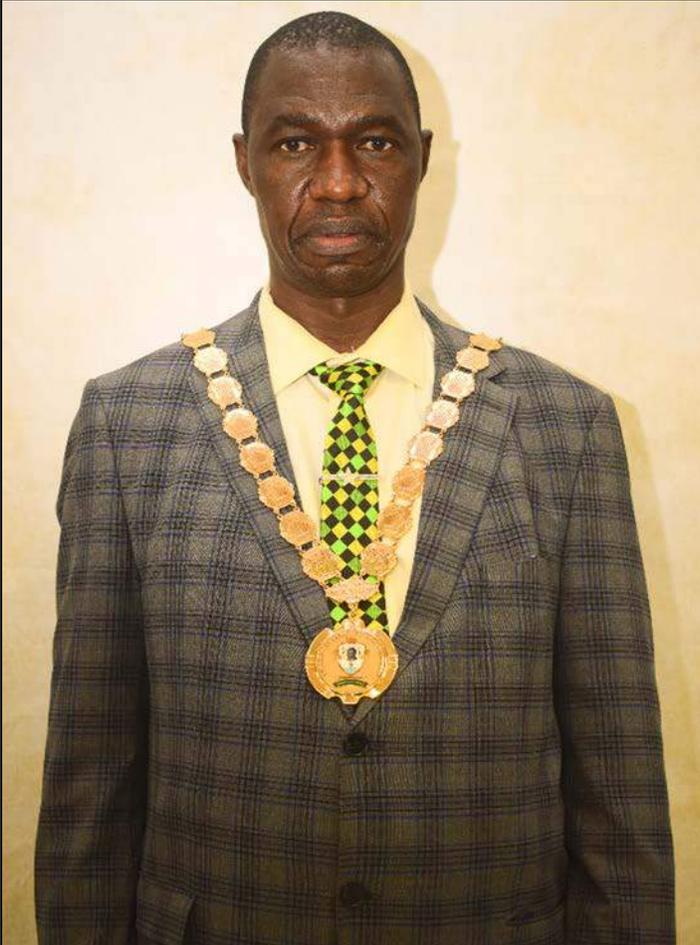
Chapter 9: Municipal Transformation and organizational development

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

9.1. POLITICAL STRUCTURE

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

Table 9.1.: POLITICAL MANAGEMENT TEAM (PMT)

	<p>MAYOR Hon Cllr M. MALULEKE</p> <p>Functions of the Mayor</p> <ul style="list-style-type: none"> • Promote the image of the municipality • To ensure that the executive committee meetings performs its functions properly • To lead and promotes social and economic development in the municipality • To preside over public meetings and hearings • To promote inter- governmental and inter institutional relations and to ensure in consultation with the Community according to section 16 of the Municipal Systems Act (32 of 2000) is adhered to.
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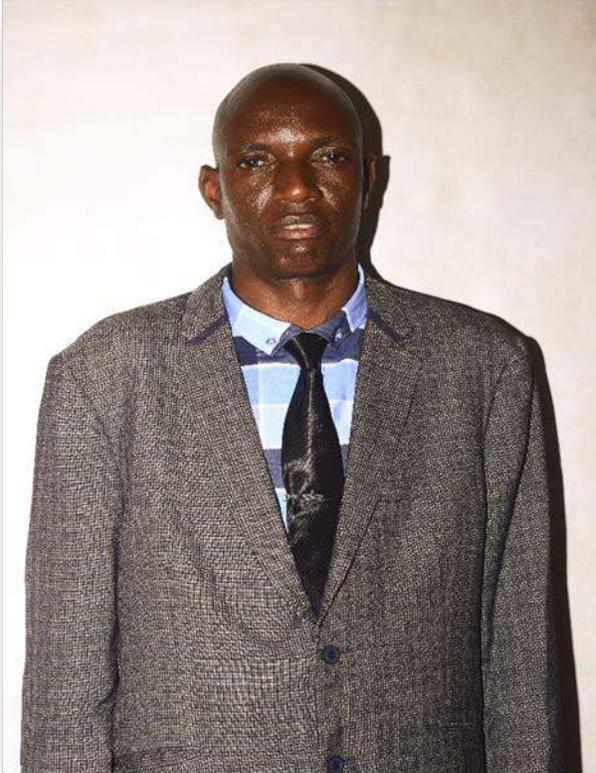
	<p>SPEAKER Cllr T.S MBEDZI</p> <p>Functions of the Speaker</p> <ul style="list-style-type: none">• Presides at meetings of council• Performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the local Government: Municipal system Act, 2000 (Act 32 of 2000):• Must ensure that the council meets at least quarterly and must ensure compliance in the council and council committee with the code of conduct set out in schedule 1 to the local Government: Municipal system Act, 2000 (Act 32 of 2000); and must ensure that council meetings are conducted in accordance with the rules and orders of the council.
	<p>CHIEF WHIP Cllr M.E BALOYI</p> <p>Functions of the Chief Whip</p> <ul style="list-style-type: none">• Political management of council meetings and committee meetings• Inform councillors of meetings called by the Speaker and the Mayor and ensuring that such meetings quorate• Advises the Speaker and Mayor on the Council agenda• Ensures that councillors' motions are prepared and timeously tabled in terms of the procedural rules of Council• Assisting the Speaker in the counting of votes• Advising the Speaker and the Mayor of urgent motions• Advising the Speaker and Mayor on how to deal with important items not disposed of at a Council meeting

Table 9.2.: EXCO MEMBER

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

Table 9.3.: SECTION 79 CHAIRPERSONS

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

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

TABLE 9.4.: WARD COUNCILLORS:

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

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

PR COUNCILLORS

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

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

Table 9.5.: GAZETTED TRADITIONAL LEADERS

	TRIBAL AUTHORITY	SURNAME AND INITIALS
1.	Mulamula	Maluleke M.T
2.	Mhinga	Mhinga S.C
3.	Shikundu	Maluleke M.T
4.	Mavambe	Manganyi S.P
5.	Mudavula	Chauke S.E
6.	Madonsi	Hlungani E.W
7.	Mukhomi	Mukhomi M.R
8.	Gidjana	
9.	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

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

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

9.2. MUNICIPAL ADMINISTRATION STRUCTURE

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

Table 9.6.: Municipal Administration Structure

	<p>TOP ADMINISTRATIVE STRUCTURE ACTING MUNICIPAL MANAGER MR R.R SHILENGE</p> <p>Functions of the Municipal Manager</p> <ul style="list-style-type: none"> ▪ Strategic Management Planning Support of the Municipality ▪ Operational Leadership of Institutional Performance Management and Reporting ▪ Administrative Leadership of Mayor and EXCO Support ▪ Coordinate Intergovernmental Relations ▪ Operational Leadership Communication Services ▪ Manage and Coordinate the development and implementation of IDP. <p>SENIOR MANAGER: Corporate Services MR R.R SHILENGE</p> <p>Functions of Director Corporate Services</p> <ul style="list-style-type: none"> ▪ Render Human Resources Management and Development Services ▪ Render Legal Services support ▪ Render Records Management and Auxiliary Services ▪ Render Council Support ▪ Render Facilities Management ▪ Performance Management ▪ ICT Management
	<p>SENIOR MANAGER: Technical Services MS. R.I MABUNDA</p> <p>Functions of Director Technical Services</p> <ul style="list-style-type: none"> ▪ Manage Municipal Development Projects ▪ Manage the maintenance of Roads and Storm Water Systems ▪ Manage the provision of Engineering Services ▪ Manage maintenance of Municipal Infrastructure ▪ Manage Service Delivery Units

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

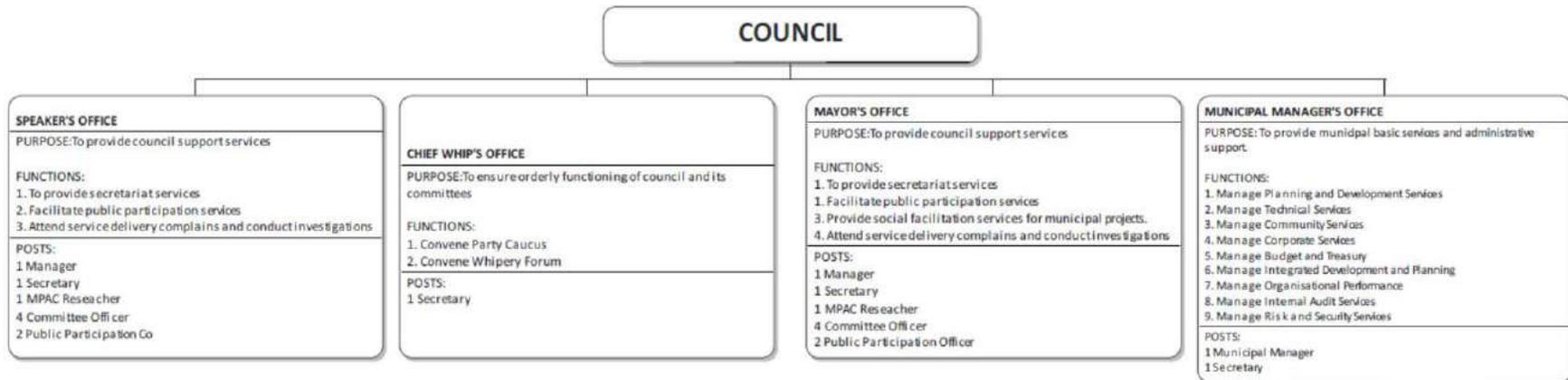
Table 9.7.: Organizational structure, Staff Component and Appointments

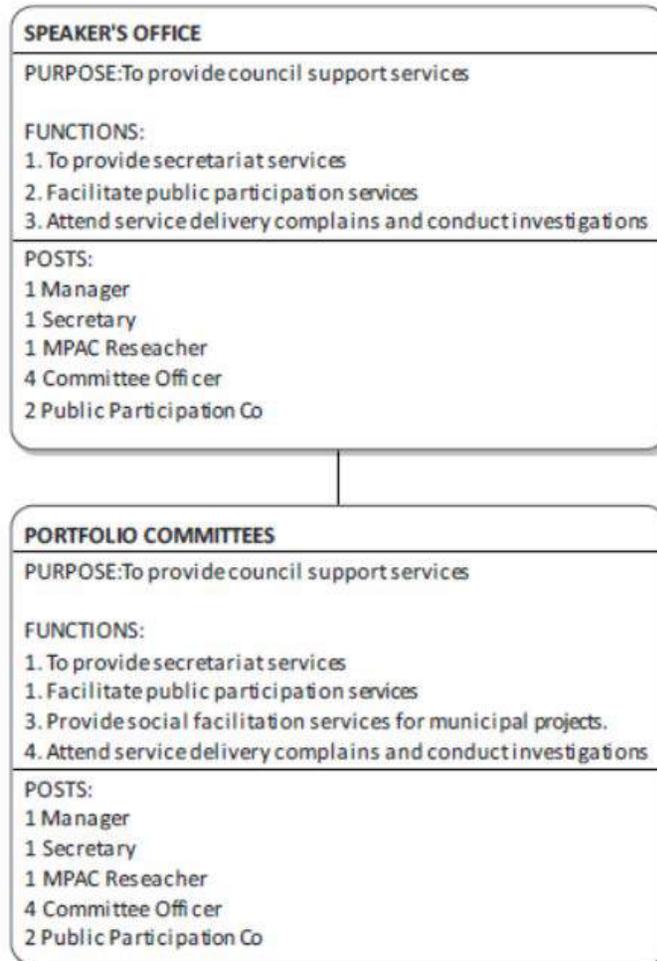
Total Positions on the Organogram	Filled	Vacant
531	207	324

The Municipality has a total of 531 positions and 207 posts filled with 324 vacant as per 2020/21 approved organizational structure by the council.

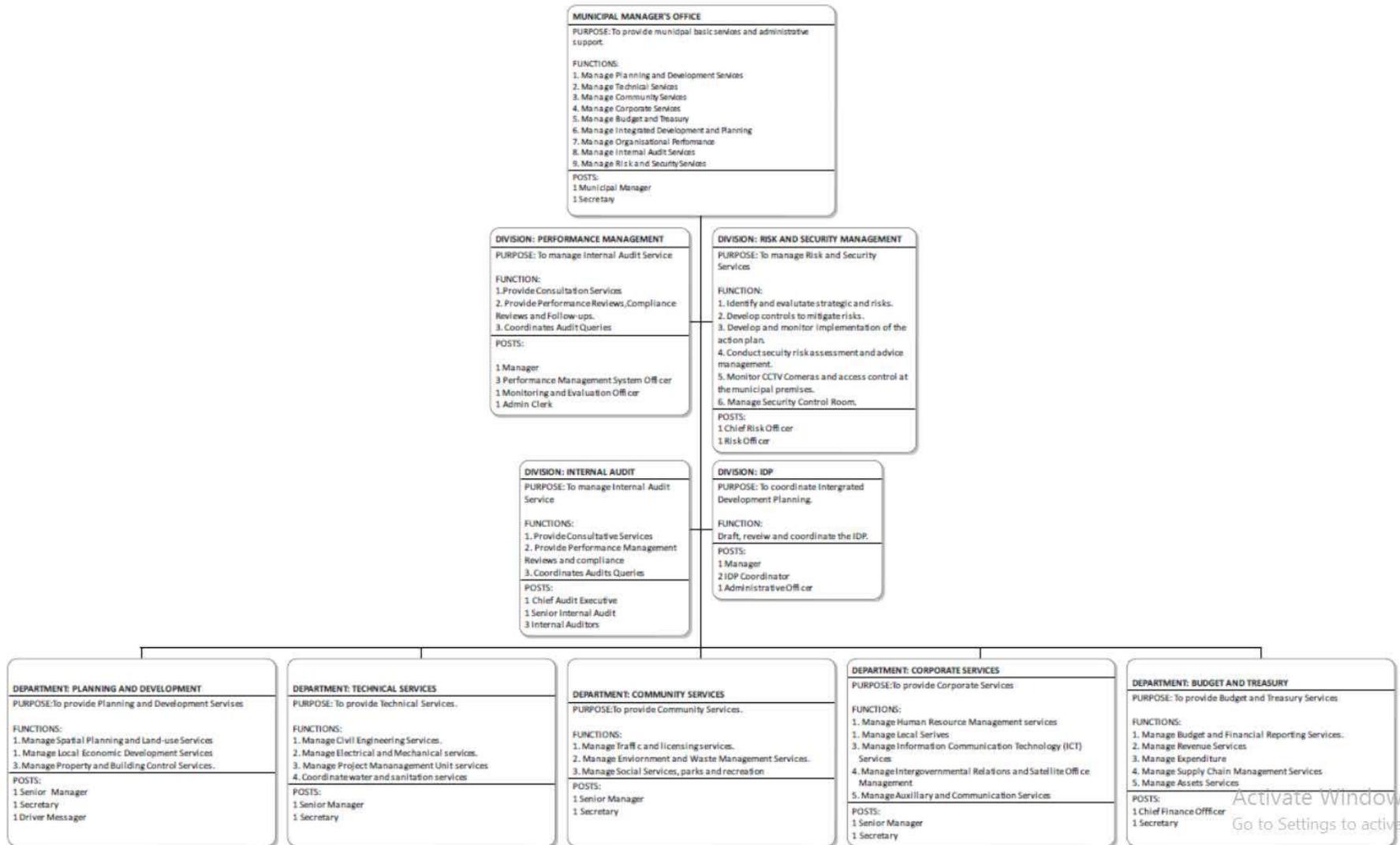
Figure 9.1.: Organizational Structure

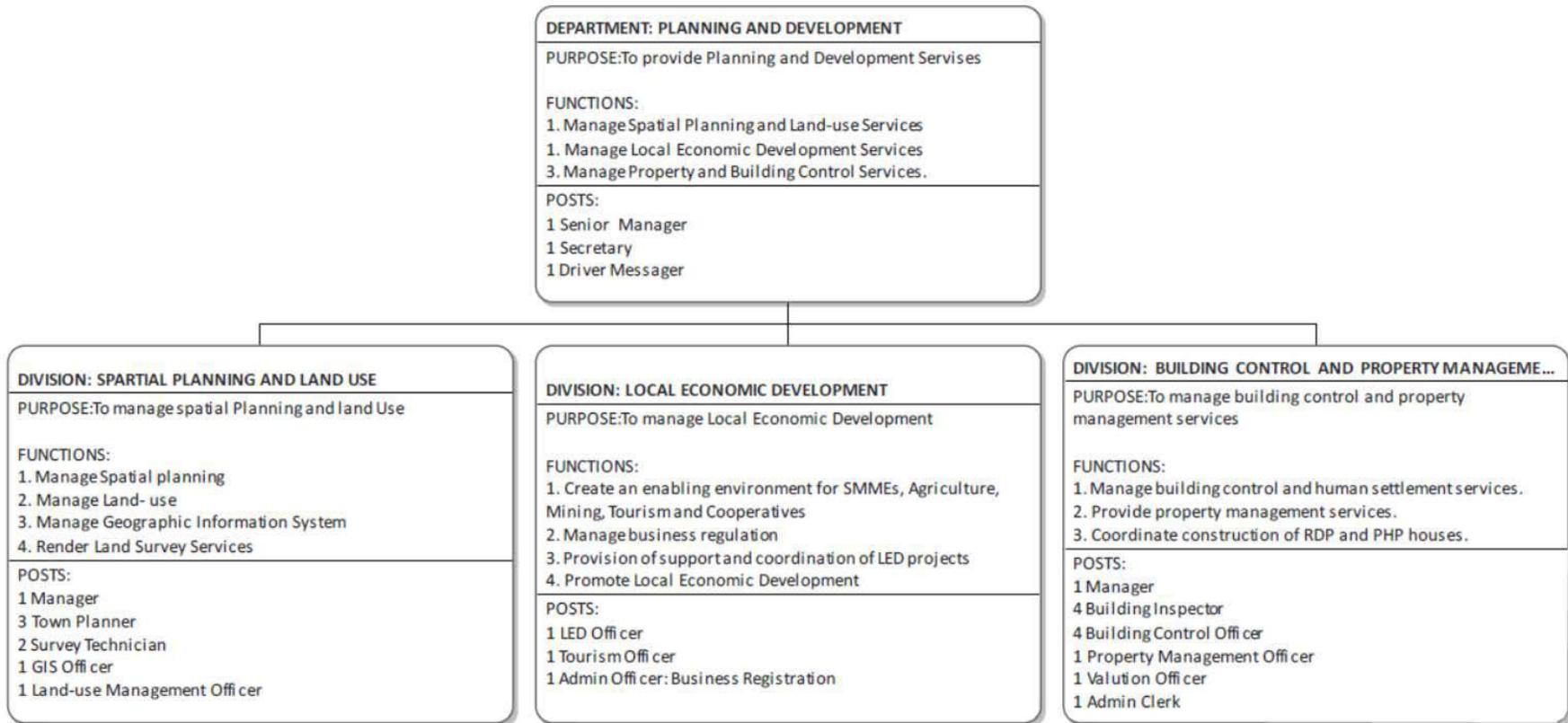
COLLINS CHABANE LOCAL MUNICIPALITY
DRAFT ORGANISATIONAL STRUCTURE 2021/2022





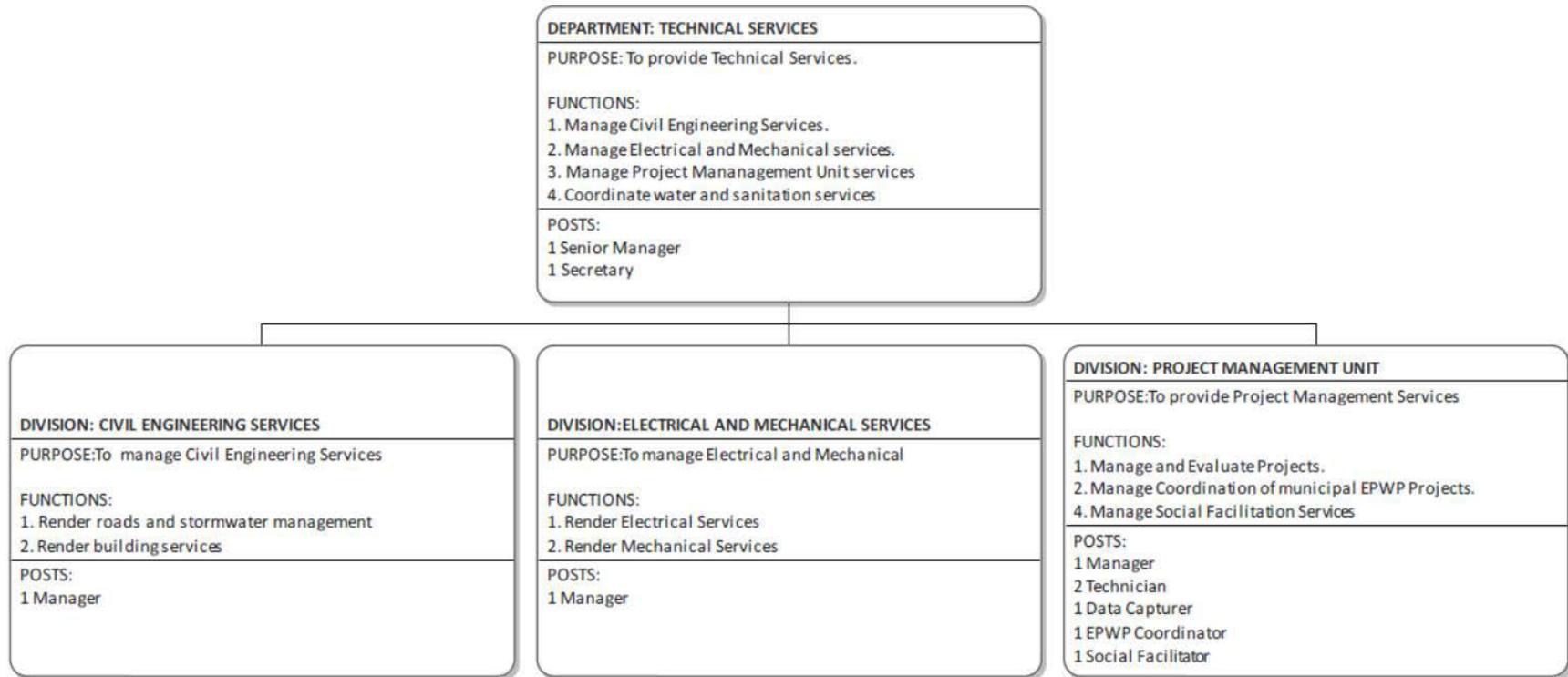
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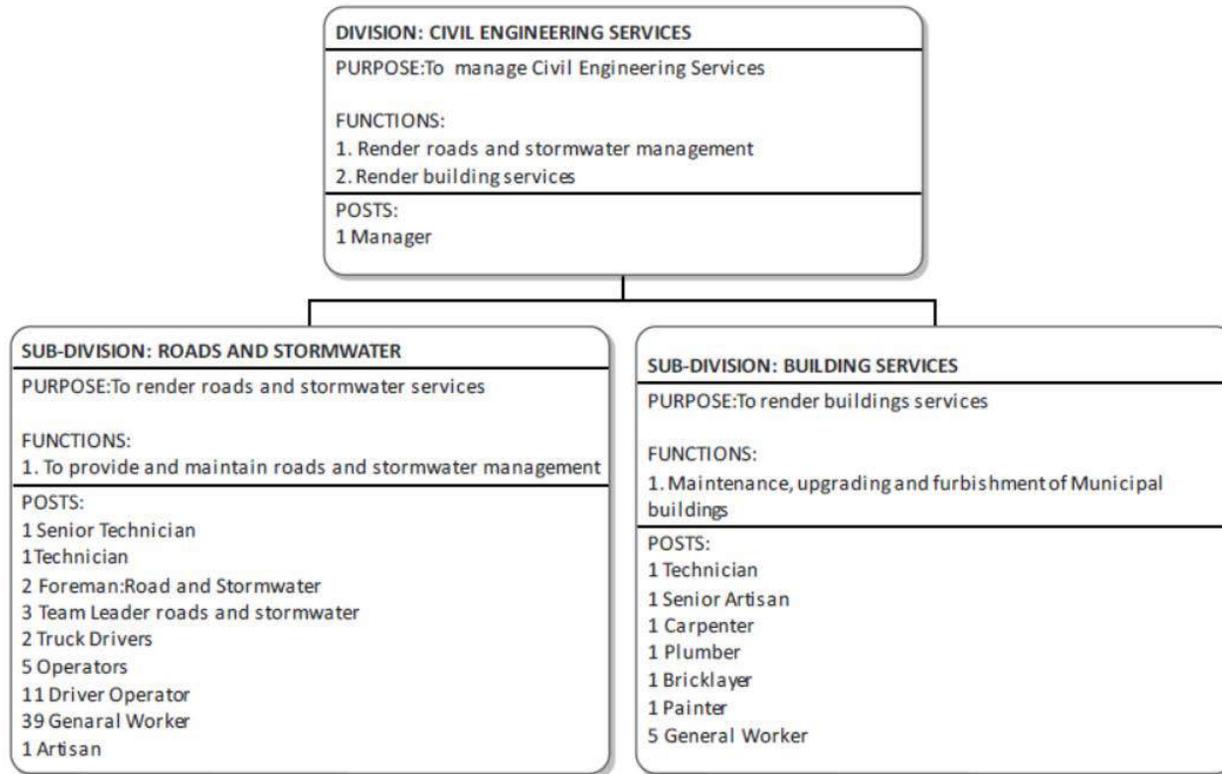


DIVISION: BUILDING CONTROL AND PROPERTY MANAGEMEN...
PURPOSE: To manage building control and property management services
FUNCTIONS: 1. Manage building control and human settlement services. 2. Provide property management services. 3. Coordinate construction of RDP and PHP houses.
POSTS: 1 Manager 4 Building Inspector 4 Building Control Officer 1 Property Management Officer 1 Valuation Officer 1 Admin Clerk

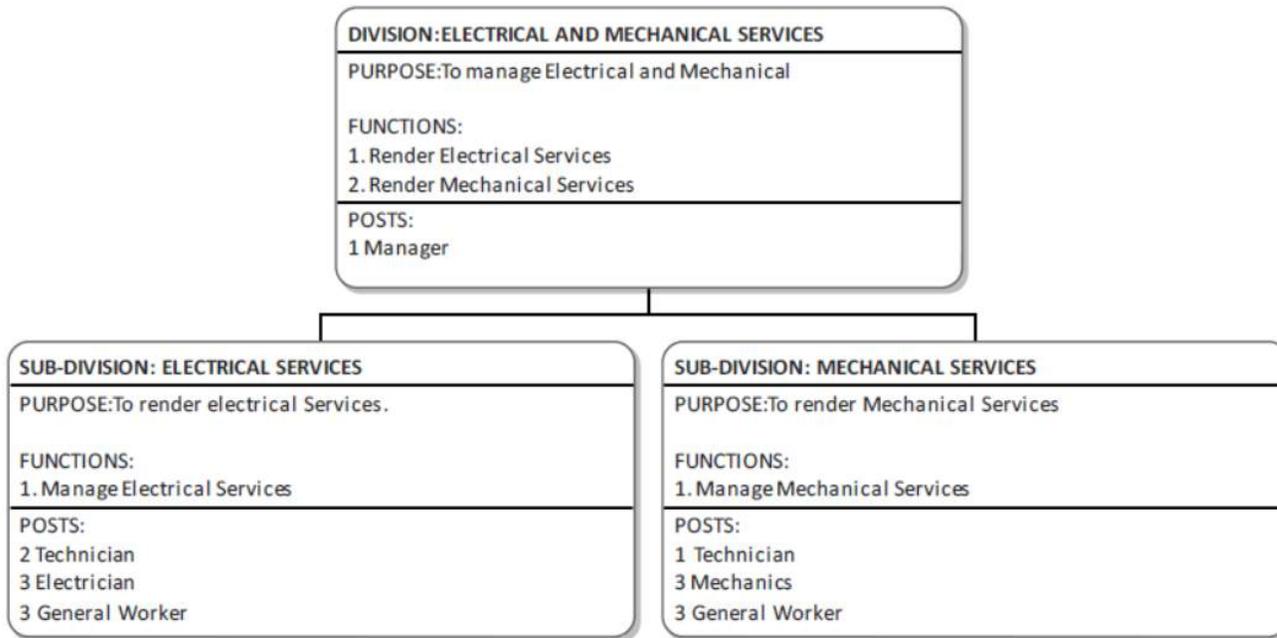
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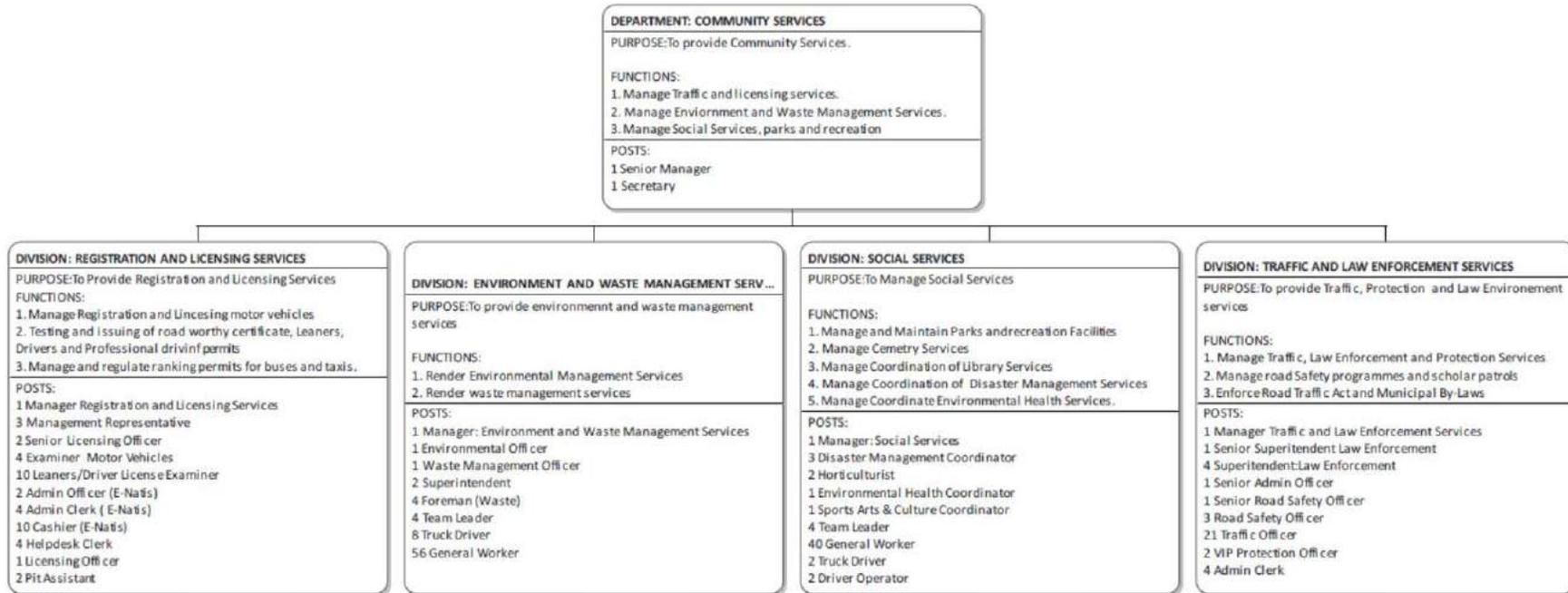
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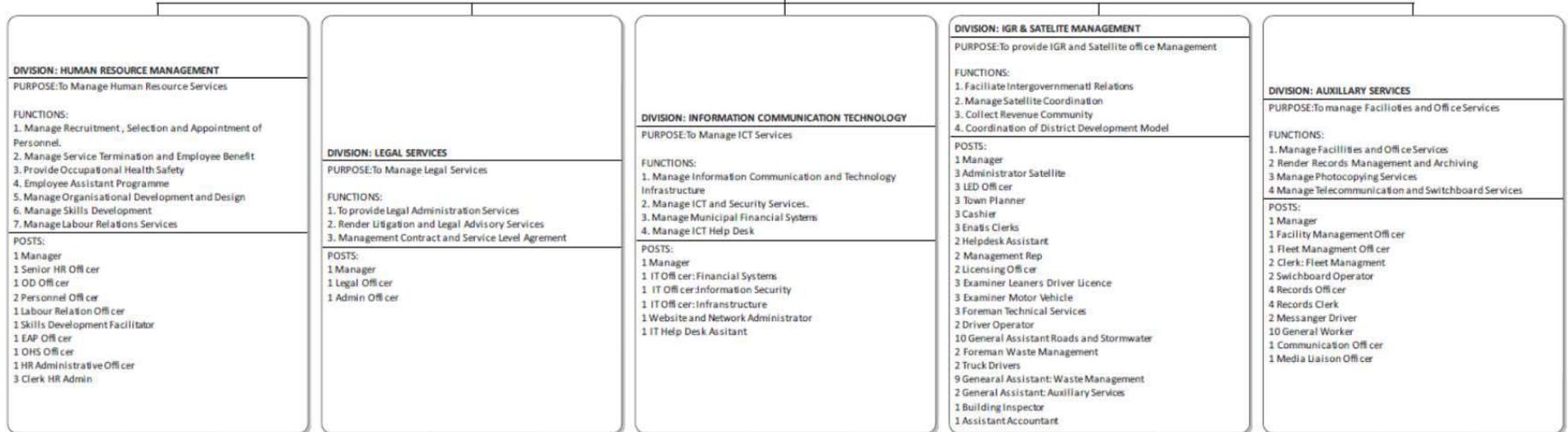


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<p>DEPARTMENT: CORPORATE SERVICES</p> <p>PURPOSE: To provide Corporate Services</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage Human Resource Management services 1. Manage Legal Services 3. Manage Information Communication Technology (ICT) Services 4. Manage Intergovernmental Relations and Satellite Office Management 5. Manage Auxiliary and Communication Services <p>POSTS:</p> <p>1 Senior Manager 1 Secretary</p>



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

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

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

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

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

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

EMPLOYMENT EQUITY

Number of male employees	Number of Female Employees	Total Number of employees in Collins Chabane Local Municipality
124	83	207

- Employment equity plan is still a draft and still to be compiled for adoption by council
- The skills that are still needed are GIS, Land Survey, IDP Coordinators

9.3. 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. The municipality is committed to the development and capacitating employed and unemployed Learners as contained in section 18.1 and 18.2 of the Skills Development Act 97 of 1998.

Table 9.6.: Type of causes

TRAINING	Total Number of Councillors	Total Number of Senior Managers	Total Number of Officials
MFMP	14	2	
ENATIS			3
PAY DAY			28
SWIMMING MAINTENANCE			3
ODETP			18
MFA			21
GIS			15
AET	31		
SPORTS ADMINISTRATION			1
SCM CERTIFICATE			1
BURSARY- ADVANCED DIPLOMA IN HRM			1
RECORDS MANAGEMENT			3
SCM BID TRAINING			18
OHS			2
EXAMINER OF DRIVERS LICENCE			2
EXAMINER OF MOTOR VEHICLE			2
M&E			2
MPAC			5
COIDA			1
ENVIRONMENTAL LAW			2
ORGPLUS			6
LOCAL LABOUR FORUM			1
PERFORMANCE			2

MANAGEMENT			
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Table 9.7.: Internship

	Total number of Internship Treasury Funded Internship	Total Number of internship Funded by the Municipality	Absorbed interns by CCLM	Externally appointed	Still on the Treasury program	Not absorbed
Number of Interns	22	11	11	1	19	2

Table 9.8.: Learnership

Program	Horticulture NQF Level 2	Construction and building Level 4	Field Ranger Protected Area NQF Level 2	Environmental Practices NQF Level 4
Number of Learners	23	20	103	7

Table 9.9.: Programs

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

9.4. MUNICIPAL POLICIES

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

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

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

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

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

9.5. OCCUPATIONAL HEALTH SERVICES

A safety plan is still under development to be submitted to council as a draft.
 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.

9.6. LABOUR RELATIONS

The Municipality established a Local Labour Forum and it is functional. The forum's purpose is to create and maintain good relation between employer and the organized labour by discussing and resolving of labour matters. The Labour forum has labour party representatives from SAMWU and IMATU. Also part of the forum is Municipal councillors and officials. The structure meets quarterly on a normal basis unless there are pressing issues to attend to that must go to council.

9.7. 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.

9.7.1. Disputes and Disciplinary Enquiries

Table 9.10.: DISPUTES

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

5.	Disciplinary hearing	Negligence	Pending
6.	Disciplinary hearing	Negligence	Pending
7.	Disciplinary hearing	Absenteeism	Pending
8.	Under investigation	Financial Misconduct	Pending

9.8. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

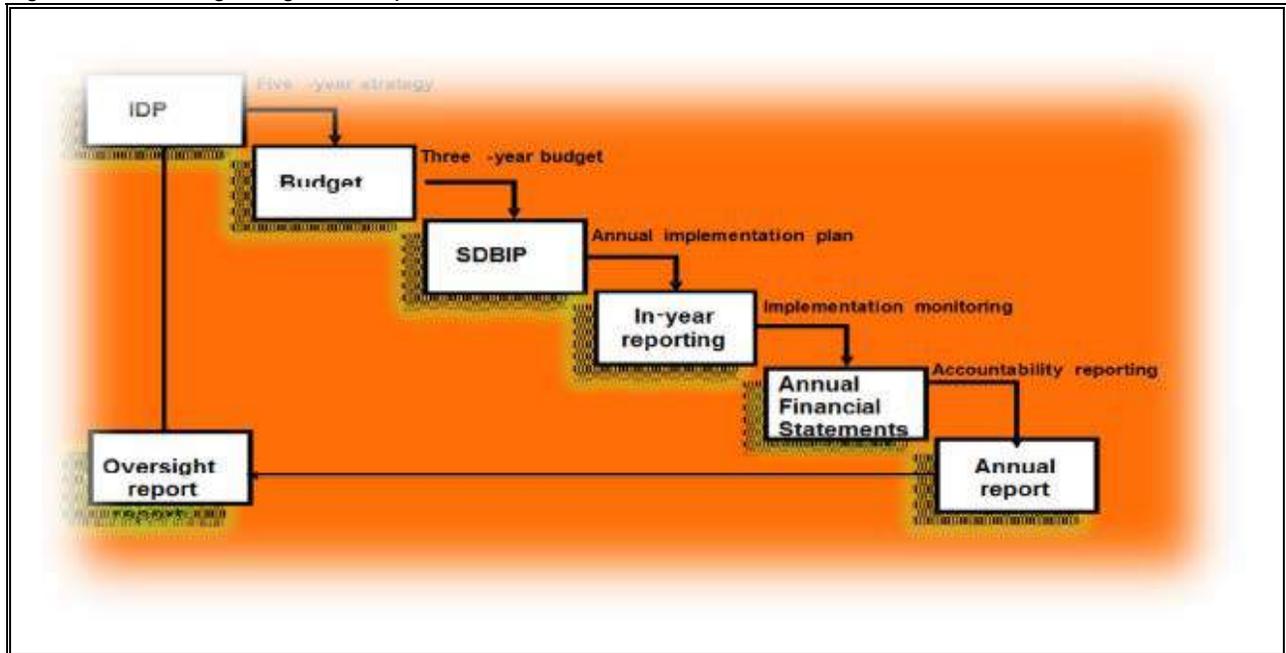
The 2021/22 SDBIP was signed by the mayor on the 22 June 2021 and submitted to COGHSTA and also uploaded on the website as per MSA 32 of 2000. All senior Managers has signed Performance Agreements for 2021/22 Financial Year and Performance Agreements were uploaded on the website and submitted to COGHSTA.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

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

1.8.1. Linking Planning, Budgeting, Implementation

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

Figure 9.2.: Planning, Budget and Implementation



9.8.2. Cascading of Performance Management System to Lower Levels

Performance Management System started with cascading of performance management to levels below Sec 54/56 Managers. It will be cascaded into phases, currently managers signed performance plans and will be assessed for mid-year and annual. However, assessment of managers is a continuous process as on monthly basis managers reports to management committee and portfolio committees on the implementation of their programmes.

9.9. SWITCHBOARD OPERATION

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

9.10. LEGAL SERVICES

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

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

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

9.11. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

Table 9.11.: Municipal transformation and organisational development challenges

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

SECTION B: STRATEGIC PHASE

CHAPTER 10: STRATEGIES

10.1. BACKGROUND

Collins Chabane Local Municipality held its Strategic Planning Session from the 4th to the 7th December 2020 at Tzaneen Country Lodge. Stakeholders that constituted the session ranged from Traditional Leaders, Portfolio Head, Municipal Manager, Senior Managers, Managers, Sector Departments and officials to discuss on the future development direction.

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

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

10.2. COLLINS CHABANE LOCAL MUNICIPALITY STRATEGIC INTENT

MUNICIPAL VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

VISION

“A Spatially Integrated & Sustainable Local Economy by 2030”

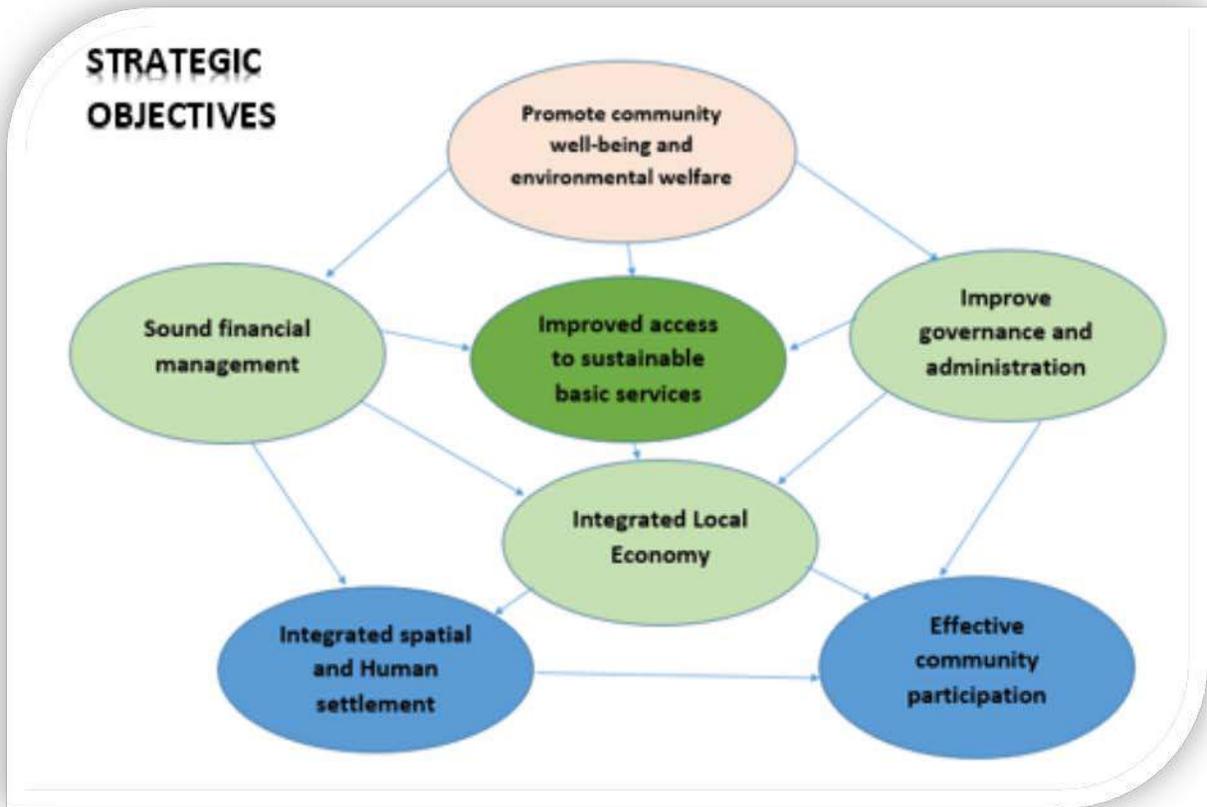
MISSION

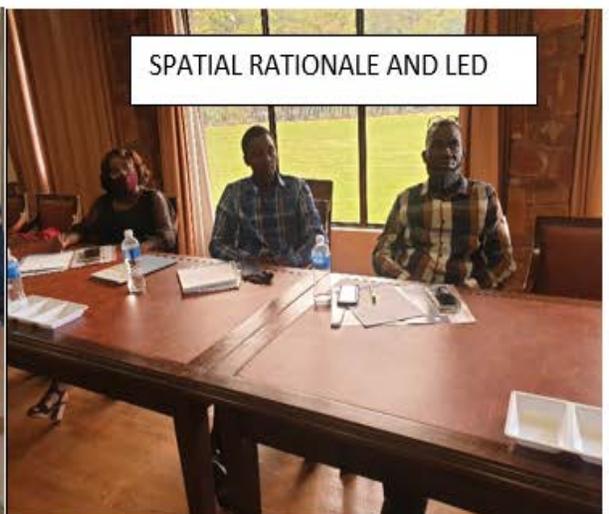
To ensure the provision of sustainable basic services and infrastructure to improve the quality of life of our people and to grow the local economy for the benefit of all citizen

VALUES

Transparency, Accountability, Responsive, Professional Creative integrity

Figure 10.1.: Strategic Objectives





10.3. STRATEGIES

KPA 1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT											
CORPORATE SERVICES											
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM (1 YR)	MEDIUM TERM (2YRS)	LONG TERM (3-5 YRS)	OPERATIONAL STRATEGIES	PROJECT	BUDGET 2022 /2023	BU DG ET 2023/2024	BU DG ET 2024/2025
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Improved Municipal transformation and organisational development	Auxiliary Services and Communication	Lack of switchboard integration	Integration of all municipal premises to switchboard through inter-site upgrades	Implementation of Switchboard of the telephones by Auxiliary	Upgrade of infrastructure to be in line with the latest technology	1.Get approval from the Senior Manager for engaging Telkom on the Matter. 2.Engage Telkom on the matter and discuss the service level agreement	Integration of Switch-board			

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							(SLA) 3.Consolidati on of DCO, Civic Centre and Traffic Offices 4. Integration of Saselamani, Vuwani & Hlanganani cluster(s) after completion of inter-site.			
			Lack of the network coverage	Conduct feasibility study on construction of own network towers.	Construction of network towers	Construction of network towers	Phase1: Network Tower Feasibility Study 1. Acquire approval and BSC appoint ment: march	Network Tower Deployment		

							<p>2021</p> <p>2. Advertisement and Appointment: April – June 2021</p> <p>3. Feasibility study: July 2021 – May 2022</p> <p>4. Acquire Council Resolution: June 2022</p> <p>Phase2: Network Tower Deployment</p> <p>1. Deployment: July 2022 – May</p>				
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							2023				
							2. Hand over - June 2023				
			Functionality of Satellite	Increase services and Staff at the satellite.	Increase the services to be rendered at Satellite offices	Increase the services to be rendered at Satellite offices	Transfer of staff to satellite offices, advert for new positions for satellite staff be specific in terms of location, Engagement with Municipal Departments to ensure that Services rendered at Head are also rendered at Satellite				

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							Offices, For example, Selling of Sites, Testing Services, Payment of Municipal Of Services, Proof of Residents, Renewing of business licenses, Grading of Internal Streets and Graves, Waste Management Services etc.			
			Lack of office space	Utilisation of available infrastructure for office space.	Construction and launching of Municipal Building	Construction of Satellite Offices Seseleman and Hlanganani Renting out of Office In	Completion of office building and construction of offices at Hlanganani and Saselemani.	Provision Of Office Space		

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						particular Civic Centre					
		Records Managem ent	Records management System	Effective Implementa tion of the Records Managemen t System framework	Effective Implementatio n of the Records Management System framework	Effective Implementat ion of the Records Managemen t System framework	<ol style="list-style-type: none"> 1. To ensure the renewal of electronic record management licences annually. 2. To conduct awareness and training to all departments and to commence with the use of the approved file 	Implementation of record management system.			

							plan. 3. Creation of strong room/record centre 3.1. Office Conversion to strong room  Procurement of filing cabinet  Draft and Submit Memo for Approval  Specification and SCM process  Receipts of				
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							cabinets.				
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		Fleet management	Maintenance and repairs of fleet Management	Continues maintenance and repairs Review of Car Allowance policy to accommodate long term Strategy.		Introduction of Car allowance for the Field Workers who are frequently using pool cars.	<ol style="list-style-type: none"> 1. Conduct assessments on the spending patterns of repairs and maintenance of municipal vehicles. 2. Appointment of a pool of service providers to render the repairs and maintenance. 3. Continuous workshops for drivers on how to 	Maintenance and repairs of fleet.			
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							effectively handle the municipal vehicles. 4. Benchmarking with sister Municipalities, e.g. City of Polokwane Municipality.				
		Facility Management	Lack of Maintenance plan	Maintenance plan for facilities	Maintenance of plan for facility	Maintenance of plan for both facility and Building	Regularly check the conditions of facilities so as to detect the need for maintenance	Facility Management			
			Shortage of cleaning and maintenance staff	Provision of facility management Staff Utilization	Provision of facility management Staff	Appointment of cleaning and maintenance staff.	New positions to cater for general worker.	Facility Management			

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				of EPWP staff on cleaning and maintenance of Municipal Facilities.							
		Performance Management	Performance Management not yet cascaded to positions below senior management	Cascading of PMS to Managers level. Going live on PMS Automated system	Cascade PMS to Officials reporting to Managers	Cascade PMS to all officials in the municipality	Conducting Individual Assessment for Managers in the Office of the Municipal Manger and Corporate Services as Pilot	Performance Management			
		Occupational Health Services	Unavailability of safety Plan	Develop Safety plan	Communicate Safety plan to all employees, service providers and users of municipal facilities.	Monitoring implementation of Safety Plan	Appointment of the OHS officer.	OHS			

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					Implementatio n of the plan						
		Informatio n Communic ation	Lack of ICT network Office Integration	Linking of all municipal premises to through intersite project	Implementatio n and maintenance of ICT network	Implementat ion and maintenance of ICT network	Finalization of all procurement processes	Provision and deployment of enter-site connectivity for a period of 3 years. (Njhaka- Njhaka, Saselam6ani, Vuwani, Community hall and information centre)			
		Council and Committee s	Lack of Electronic Communicati on System	Provision of Electronic Communica tion System	Implementatio n of Electronic Communicatio n System	Implementat ion of Electronic Communicati on System	Awaiting of the completion for the new office building	Implementation of Electronic Communication System			
		Employeme nt Equity	Employment Equity imbalance	Implementa tion of the employmen t Equity Plan	Implementatio n of the employment Equity Plan	Review Employment Equity Plan	To consider designated group in terms of the Employment	Review of the employment Equity Plan			

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							Equity Act				
		Organisational Development	Slow progress in implementation of Job evaluation	Development of remaining Job descriptions	Finalize Job evaluation						
			Organizational Structure	Review, Implement and monitor implementation of Organizational Structure	Organizational structure	Fill all posts on the organizational structure	Advertise and filling of all budgeted positions.				
		Municipal Policies	Lack of uniformity of Municipal Policies	Review Implement and monitor implementation Policy	Standardized all Municipal Policies		Development and circulation of standardized template for all municipal policies				
		Training and Development	High rate of unemployment in Collins Chabane	Capacitate the Human Resource of Collins Chabane (Community	Identification and application for funding for training for the community	Establishment of Training Centres	Identification of training centre within the Municipal				

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				and municipal staff)	and Staff)		area				
			None availability of SETAs offices and other NGOs for training dev in Malamulele	Identificatio n of SETAs negotiate with them	Create Aware of SETAs to the Services	Maintain Intergovern mental relations	Engagement with SETA's on the deployment of their staff to be centralized within the municipal jurisdiction.				
			High Vacancy Rate	Fill all budgeted posts Increase revenue base. Business	Replacement of vacant budgeted posts Review of Revenue Enhancement Strategy. Issuing of the Municipal	Fill all posts on the organization al structure Implementat ion of the strategy Awareness of the	Filling of the all budgeted posts	Staff provision			

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				Adverts on Municipal Newsletter	Newsletter.	newsletter to the business Community					
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
OFFICE OF THE MUNICIPAL MANAGER											
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM (1 YR)	MEDIUM TERM (2YRS)	LONG TERM (3-5 YRS)		PROJECTS	BUDGET 2022 /2023	BUDGET 2023/2024	BUDGET 2024/2025
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	IMPROVED GOVERNANCE AND ADMINISTRATION	Traditional Authorities	None attendance of committees meetings	Invite traditional leaders council committees (Portfolios)	Invite traditional leaders council committees (Portfolios)	Invite traditional leaders council committees (Portfolios)		Continuous engagement with Gazetted Traditional Leaders during			

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							Mayor Tihosi/ Mahosi Forum.				
			High rate of Litigation	Fencing of the Municipal Acquired land Strict adherence with laws and regulations by officials.	Effective Utilisation of the inter legal Service Implementatio n of by-laws, legislations and policies		Conduct Awareness campaigns and Land Use Summit				

KPA 2: SPATIAL RATIONALE

PLANNING & DEVELOPMENT

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2022/2023	BUDGET 2023/2024	BUDGET 2024/2023
1. BAS SPATIAL RATIONAL E	Integrated Human Settlements	Spatial Planning And Land Use	Municipal Planning Tribunal And Appeals Tribunal	Conduct Municipal Planning Tribunal Meetings	Conduct Municipal Planning Tribunal	Conduct Municipal Planning Tribunal	4 annual MPT meetings/sittings Appeals tribunal meetings as and when necessary	SPLUMA IMPLEMENTATION	R 500 000	R 550 000	R 600 000
SPATIAL RATIONAL E	Integrated Human Settlements	Spatial Planning and Land Use	Unplanned Human Settlements	Engage Traditional Councils and Demarcate sites	Engage Traditional Councils and Demarcate sites	Engage Traditional Councils and Demarcate sites	Identify traditional councils that are in dire need of demarcated stands and assist.	DEMARCATI ON OF SITES	R 10 000 000.00	R 10 000 000.00	R 10 000 000.00
SPATIAL RATIONAL E	Integrated Human Settlements	Spatial Planning and Land Use	Informal Human Settlements Land	Formalize and proclaim existing areas	Formalize and proclaim existing areas	Formalize and proclaim existing areas	Engage Traditional Councils that need areas that can be	FORMALIZATI ON AND PROCLAMATI ON	R 20 000 000.00	R 20 000 000.00	R 20 000 000.00

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			Invasion	Undertake Land Summit with Traditional Councils.			formalized. Sign Memorandum of Understanding with the Traditional Councils. Appoint service provider to undertake the project. Conduct Land Summit				
SPATIAL RATIONAL E	Integrated Human Settlement	Spatial Planning And Land Use	Land parcels not registered in the name of the municipality Delays in the	Register land parcels at the Deeds office in the name of the Municipality. Engage the	Dispose land parcels	Dispose land parcels	Identify the land parcels that need to be registered. Appoint Conveyancer to transfer all land parcels. Dispose-off the land parcels in line	REGISTRATIO N OF LAND PARCELS	R 1 000 000.00	R 1 000 00 0.00	R 1 000 00 0.00

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			transfer of Malamulele Business Park.	National Government and Provincial Government to fasttrack the process of transferring the Business Park (PMT & EXCO)			with the Disposal Policy.				
SPATIAL RATIONAL E	Integrated Human Settlement	Spatial Planning And Land Use	Land Invasion Illegal Dumping Wayleave Telecommunications Masts	Review land use scheme	Land Use Management	Land Use Management	Appoint service provider to undertake the review of the Land Use Scheme	REVIEW THE LAND USE SCHEME	R 1 000 000.00	RO	RO
SPATIAL RATIONAL E	Integrated Human Settlement	Spatial Planning and Land Use	Land Valuation within the Municipali	Prepare the General Valuation	Prepare Supplementary Valuation	Prepare Supplementary Valuation	Develop Specifications Advertise	GENERAL VALUATION ROLL	R 3 500 000.00	R 2 000 000.00	R 2 000 000.00

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			ty	Roll for 2023 to 2028	Roll	Roll	Appointment Service Provider				
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KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Cooperative Support	Funding Module of Cooperatives	Design the funding module in line SCM regulations.	Implement of the Module and provide support to identified cooperatives	Implement of the Module and provide support to identified cooperatives	Design the funding module. Identify the Cooperatives	COOPERATIVE SUPPORT	R 1 000 000.00	R 1 200 000.00	R 1 400 000.00
LOCAL ECONOMIC	Integrated Local	Libra	Businesses not	Identify business	Law enforcement	Monitoring of	Develop	LIBRA	R	R 200 000.	R 200 000.

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DEVELOPMENT	Economy	Campaign	registered in terms of LIBRA	not registered in terms of LIBRA	ent and registration.	business operations in terms of LIBRA.	strategies	CAMPAIGN	150 000.00	00	00
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Hawkers	Informal Trading	Provision of Market Stalls	Provision of Market Stalls	Provision of Market Stalls	Identify the hawkers and create a database. Issue hawkers permits once the markets stalls are complete. Monitor the use of the market stalls.	PROVISION OF MARKET STALLS	R 0	R 0	R 0
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Industrial Development	Lack of Industrial Hubs Lack of Flea Market Lack of Agri-Hubs	Conduct Feasibility Study for the Development of Light Industrial Hubs	Provision of Light Industrial Hubs, Flea Market and Agri-Hubs	Provision of Light Industrial Hubs, Flea Market and Agri-Hubs	Conduct Feasibility study Develop specification for the industrial hubs, flea market and Agri-hubs.	PROVISION OF LIGHT INDUSTRIAL HUBS, FLEA MARKET & AGRI-HUBS	R 500 000.00	RO	RO

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LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Tourism	Tourism facilities are not graded.	Identify tourism facilities within the Municipality. Conduct Tourism Indaba	Assist the facility owners in acquiring grading from the relevant authority	Monitoring of the facilities to ensure standard is kept.	Identify the facilities and create a database of the establishments Help in the distribution of brochures.	TOURISM INDABA	R 500 000.00	R 500 000.00	R 500 000.00
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	Mining	Illegal Mining within the Municipality	Conduct Mining Indaba with the assistance of Department of Minerals and Energy.	Conduct Awareness Campaigns	Monitoring of mining activities.	Identify key stakeholders of the Mining Indaba. Prepare for the Indaba and invite all stakeholders.	MINING INDABA	R 300 000.00	R 0	R 0
LOCAL ECONOMIC DEVELOPMENT	Integrated Local Economy	SMME support	SMME'S not exposed to business opportunities	Create a database of all the SMME's within the Municipality	Provide office space for the agencies e.g. SIDA,	Monitoring of SMME support	Identify all SMME's within the Municipality. Coordinate the training of	SMME SUPPORT	R 100 000.00	R 100 000.00	R 100 000.00

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			ties.	ty.	NYDA, SIFA		SMME'. Identify office space for the relevant agencies.				
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KPA 3: Basic Service Delivery											
COMMUNITY SERVICES											
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM 1-2 Years	MEDIUM TERM 2-3 Years	LONG TERM 3-5 years	OPERATIONAL PLAN	PROJECT	BUDGET 2023/2024	BUDGET 2023/2024	BUDGET 2024/2025
	PROMOTE COMMUNITY WELL-BEING AND ENVIRONMENTAL WELFARE	Licensing & Registration	Lack of Traffic & Licensing services within Hlanganani & Saselemani	Development of Traffic Station in Saselemani & Saselemani	Development of Traffic Station in Hlanganani & Saselemani	Development of Traffic Station in Hlanganani & Saselemani Appointment of 20 licensing station employee	Write a memo for approval to appoint Advertise position and appoint Write a memo for the design of structure of Licensing station to technical services	Development of Traffic & Licensing Stations in Hlanganani & Saselemani	16 000 000	16 000 000	16 000 000

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			Lack of customer self service	Installation of customer self-service system in malamulele & Vuwani	Installation of customer self-service system in Saselemani	Installation of customer self-service system in hlanganani	Write a memo to MM for approval of customer self-services	Installation of customer self-service system	3 000 000	1 500 000	1 500 000
		Traffic & Law Enforcement	Shortage of Traffic Officers	Appointment & Training of Traffic officers trainees	Absorption of traffic officers trainees	Absorption of traffic officers Trainee	Write a letter for approval to MM, Corporate services and CFO requesting for assistant to advertise vacant position Advertise position Appointment	Appointment of Traffic Officers	3 000 000	3 000 000	3 000 000
			Improper management of stray animal	Design & development of pound station	Development of pound station in all nodal area	Development of pound station in all nodal area	Write a letter for approval to MM, Corporate services and CFO requesting for assistant to advertise vacant	Development of Animal pound station in all nodal area	5 000 000	2 000 000	1 000 000

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							position Advertise position Appointment Write a memo for the design of structure for animal Pound station to technical services				
			Improper management of roadworthy vehicles	Design & development of vehicle pound station	Development of vehicle pounding station in all nodal area	Development of Vehicle pounding station in all nodal area	Write a letter for approval to MM, Corporate services and CFO requesting for assistant to advertise vacant position Write a memo for the design of structure for vehicle Pound station to technical services	Development of Vehicle pound station in all nodal area	5 000 000		

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ENVIRONMENT & WASTE MANAGEMENT SERVICES											
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM 1 Years	MEDIUM TERM 2-3 years	LONG TERM 4-5 Years	OPERATIONAL PLAN	PROJECT	BUDGET 2022/2023	BUDGET 2023/2024	BUDGET 2024/2025
	PROMOTE COMMUNITY WELL-BEING AND ENVIRONMENTAL WELFARE	Waste Management	Bag log of Refuse Removal Services	Appointment of 5 drivers Appointment of 40 General assistance	Review of human capacity	Review of human capacity	Request for the appointment of Waste employees	Appointment of waste management positions	800 000	800 000	
			Lack of refuse services in rural areas	Extension of Refuse Removal services to rural areas	Extension of Refuse Removal services to rural area	Extension of Refuse Removal services to rural area	Identify hot spot areas and issue skip bins to offer refuse services	Issuing/ allocation of skip bins in rural areas	0	0	0
			Shortage of vehicles	Purchasing of 3 skip loader trucks, 2 compactor truck and 1 half truck to be distributed to all nodal areas	Purchasing of 3 skip loader, 1 compactor truck and 2 Bakkie	Purchasing of 3 skip loader, 1 compactor truck and 1 half truck	Development of specification Advertising Appointment of service provider to deliver the	Purchasing of Refuse vehicle	8 000 00	5 000 00	3 000 00

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							vehicle				
			Shortage of bins	70 x skip bins to be purchased for businesses & Villages	Distribution of 60 skip bins to all businesses & Villages	Distribution of 60 Skip bins to 20 villages & businesses	Development of specification Advert Appointment	Purchasing & Distribution of skip Refuse bins	3 500 000 00	2 000 000	2 000 000
			Littering and accumulation of illegal dumping	Environmental education and awareness Activation & implementation of By-law	Environmental education and awareness	Environmental education and awareness	Memo for approval to conduct environmental awareness and campaign	Environmental education and Clean up Campaigns	800 000	500 000	500 000
			Insufficient encouragement of environmental education & environmental awareness to community members	Greenest Schools, clinic & household competition	Greenest School, clinics & household competition	Greenest School clinics & household competition	Memo for approval to conduct competition Motivation to community members to enter competition Award giving ceremony	Greenest School , Clinics and household competition	500 000	500 000	500 000

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			Lack of transfer station within municipal nodal area	Development of Transfer station in Hlanganani area	Development of Transfer station in Saselemani	Development of Landfill Site in Hlanganani Area	Specification for maintenance of landfill site Appointment of service provider to manage landfill site	Development of Transfer Station & Landfill site	8 000 000	8 000 000	2 000 000
			A need for the envisaged services within municipal landfill site	Development of operational plan within the landfill Operation & Maintenance of Xigalo Municipal landfill site	Review of operational plan Operation & Maintenance of Municipal landfill site	Review of landfill site operational plan Operation & Maintenance of Municipal landfill site	Development of specification Advert Appointment of service provider for operation and maintenance	Operation & Maintenance of Xigalo Municipal landfill site	6 000 000	6 000 000	6 000 000
			A need for trees within municipal facilities and along the roads	Development of tree planting program Purchasing & planting of trees	Purchasing & planting of trees	Purchasing & planting of trees	Development of specification for tree purchasing & planting	Purchasing & planting of trees	200 000	100 000	100 000

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SOCIAL SERVICES											
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM 1-2 years	MEDIUM TERM 2-3 Years	LONG TERM 3-5 Years	OPERATIONAL PLAN	PROJECT	BUDGET 2022/2023	BUDGET 2023/2024	BUDGET 2024/2025
			A need for Park development in future proclaimed areas	Development of a park in Hlanaganani	Development of a park in Saselemani		Development of specification Advertising Appointment of service provider	Development of Parks in all proclaimed areas	2 000 000	2 000 000	500 000
			An envisaged maintenance of parks	Development of park maintenance plan Maintenance of Parks	Maintenance of the parks	Maintenance of Parks	Implementation of maintenance plan	Maintenance of parks in all proclaimed areas	200 000	200 000	200 000
			Unattractiveness of the municipal premises	Development of municipal beautification strategy Appointment of Horticulturist	Implementation of municipal greening & beautification plan	Implementation of strategy	Appointment of service provider to develop a greening and beautification strategy Allocation of employees along	Development of municipal greening & beautification strategy	200 000	200 000	

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							municipal facilities for horticulture services				
		Disaster	Inadequate response to disaster cases	Development of disaster Management plan Appointment of 3 disaster officials Purchase of Disaster relief materials	Implement ation of disaster management		Development of specification Advertising Appointment of service provider	Purchasing of disaster relief materials	1 000 000	1 000 000	1 000 000
		Security	High expenditure as a result of private security	Assessment of insourcing – vs outsourcing of security personnel	Piloting the hybrid model approach	Piloting the hybrid model approach	Write a Review Report to MM, Advertise position Appointment	Appointment of Municipal security services for Rendering internal security services	0	100 000	100 000
		Special program	Existing forum elapse with the first term Council	Review & Relaunching of all forums under special programs	Continuou s meeting of different forum	Continuous meeting of different forum	Write a memo to request for reviewing of forum Invitation of all forums for re launch	Review and Relaunching of different forums	500 000	100 000	100 000

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		Education	Lack of relationship between municipality and education department	Hosting of excellence awards in partnership with dept. of education Continuous awarding bursaries to the top achiever learner at a discretion by the Mayor Implementation of the bursary policy	Hosting of excellence awards in partnership with dept. of education Continuous awarding bursaries to the top achiever learner at a discretion by the Mayor Implementation of the bursary policy	Hosting of excellence awards in partnership with dept. of education Continuous awarding bursaries to the top achiever learner at a discretion by the Mayor Implementation of the bursary policy	Write a request to MM for approval ,	Partnership through hosting of excellent award	1 000 000	1 000 000	1 000 000
		Sports	Lack of municipal support to various sporting codes	Review and re-launch of sport council Identification & establishment of various sporting codes activities.	Continuous supporting of various sporting codes	Continuous supporting of various sporting codes	Write a memo for approval to re-launch Invite all members to sport council	Resuscitation of Sports Council	200 000	200 000	200 000
		Art, Culture &	Undocumented and	Development of phase 1	Development of	Management of	Development of	Development of heritage	5 000	5 000 000	5 000 000

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		Heritage	uncoordinated cultural and heritage management center	heritage management center	phase 2 management center	heritage center	specification Advertising Appointment of service provider	management center	000		
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TECHNICAL SERVICES_ROADS AND STORMWATER

KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2022/2023	BUDGET 2024/2025
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Unavailability of infrastructure master plan	Develop the master plan	Implementation	Implementation	Infrastructure master plan	Develop the master plan		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Internal Streets	Poor road infrastructure Internal Streets	Poor road infrastructure Internal Streets	Poor road infrastructure Internal Streets	clustering the wards on the allocation of projects	Construction of roads projects		

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor storm-water management	Identification of critical areas where it need to be implemented within 36 wards	Identification of critical areas where it need to be implemented within 36 wards	Identification of critical areas where it need to be implemented within 36 wards	Outsourcing of service providers	Construction low level bridges		
				Implementation of storm water management(low level bridges, drifts, v-drains)	Implementation of storm water management(low level bridges, drifts, v-drains)	Implementation of storm water management(low level bridges, drifts, v-drains)				
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Increasing the life span- Poor road infrastructure surfaced Internal Streets	Maintenance of surface roads	Maintenance of surface roads	Maintenance of surface roads	Outsourcing of service providers	Rehabilitation of internal streets		

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Increasing the life span-Poor road infrastructure surfaced Internal Streets	Maintenance of surface roads	Maintenance of surface roads	Maintenance of surface roads	Appointment of personnel to continuously doing pothole patching	Pothole patching		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Gravel roads Internal streets within villages	Re-gravelling of internal streets(done internal)	Re-gravelling of internal streets(done internal)	Re-gravelling of internal streets(done internal)	Outsourcing of service providers	Regravelling of Internal Streets		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Poor road infrastructure Gravel roads Internal streets within villages	Blading of gravel road	Blading of gravel road	Blading of gravel road	Political intervetion for the reduction of funeral request and water distribution. Delegation of the Mayor to have engagement of traditional leaders as an urgent matter, and have a way of collecting data of the water	Blading of gravel road		

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							distributions and submit to Vhembe as the Custodians of the water function. Ward Coucillors should carry the responsibility of first identifying with the satisfaction if indeed the request is Genuine		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Development business case study to request funds for the water and sanitation project Townships within Collins Chabane	Development business case study to request funds for the water and sanitation project within Collins Chabane	Development business case study to request funds for the water and sanitation project within Collins Chabane	Development business case study to request funds for the water and sanitation project within Collins Chabane	Outsourcing of service providers	Development business case study to request funds for the water project and sanitation within Collins Chabane	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	Sports and Recreation	Underrated Sports facilities within Collins Chabane	poor sports facilities infrastructure	poor sports facilities infrastructure	poor sports facilities infrastructure	Outsourcing of service providers	Upgrading the various sports facilities within Collins Chabane to meet the PSL standards	

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	CS									
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ROADS AND STORM WATER	Difficulty on accessing and mining borrow-pit Material	Development of borrow pit	Development of borrow pit database and policy			Development of borrow pit		
TECHNICAL SERVICES ELECTRICAL										
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2021/2022	BUDGET 2023/2024
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Eradication of Electrification backlogs	Electrifications of village extensions	Electrifications of village extensions	Electrifications of village extensions	outsourcing of service providers	Electrification of households		

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BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION		Construction of Solar Streets lights with the same radius as Street lights	Construction of Solar Streets lights with the same radius as Street lights	Construction of Solar Streets lights with the same radius as Street lights	outsourcing of service providers	Construction of Solar Streets lights		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Eradication of High crime rate / Safety and Security	Construction of Solar Streets lights at Nodal Points	Construction of Solar Streets lights at Nodal Points	Construction of Solar Streets lights at Nodal Points	outsourcing of service providers	Construction of Solar Streets lights		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION		Installation of Flood Lights Municipal Infrastructure			outsourcing of service providers	Installation of Flood Lights within Municipal Infrastructure		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE	ELECTRIFICATION	Reduction of Electricity Bill	Installation of Solar Panels	Installation of Solar Panels	Installation of Solar Panels	Installation of Solar Panels	Installation of Solar Panels		

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	BASIC SERVICES									
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION		Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure	Installation of Backup Generator Municipal Infrastructure		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Increasing the life span	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	Maintenance of high masts lights, streets lights, flood lights on our facilities and meter readings	Maintenance		Maintenance		
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION	Unavailability of Electricity License	Application for a License at NERSA	Application for a License at NERSA	Application for a License at NERSA	Engagement with NERSA with the application process, with the assistance of MISA, Delegation from the Municipality Lead by the Honorable	Acquiring of the Distribution of Electricity License		

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							Mayor to have a formal submission to the Minister about the process because all the processes have been completed.			
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES	ELECTRIFICATION								

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY											
BUDGET AND TREASURY OFFICE											
KPA	STRATEGIC OBJECTIVE	PROGRAMME	KEY ISSUES	SHORT TERM	MEDIUM TERM	LONG TERM	OPERATIONAL PLAN	PROJECT	BUDGET 2022/2023	BUDGET 2023/2024	BUDGET 2024/2025
MUNICIPAL FINANCE MANAGEMENT AND VIABILITY	SOUND FINANCIAL MANAGEMENT AND VIABILITY	Indigents	Applications <ul style="list-style-type: none"> Non - qualifying beneficiaries - may lead to 	<ul style="list-style-type: none"> Temporary workers to assist with registration of indigents Continuous 	<ul style="list-style-type: none"> Continuous verification of qualifying status. 	<ul style="list-style-type: none"> Continuous verification of qualifyi 	Registration of new indigents (Last quarter of the		R50 000	R65 000	R85 000

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	Y		audit findings.	verification of qualifying status. <ul style="list-style-type: none">Political assistance (Ward councilors)		ng status.	F/Y.				
		Fruitless and Wasteful expenditure	Non- attendance by officials and cllrs.	Recovery of full amount spent for non-attendance without valid reason.	Recovery of full amount spent for non-attendance without valid reason.	Recovery of full amount spent for non-attendance without valid reason.					
		Investments	Section 71 reports to indicate the investments made, and performance	To emphasize the performance of investments	To emphasize the performance of investments	To emphasize the performance of investments					
		Procurement of the yellow plant	<ul style="list-style-type: none">Tar broomBreakdown	To purchase yellow plant	Maintenance	Maintenance					

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			<p>truck</p> <ul style="list-style-type: none"> • Refuse removal trucks • Skip bins 								
		Tariffs	<ul style="list-style-type: none"> • Impounding of animals • Tariffs for impounding of animals • Tariffs for Tourism levy 	<ul style="list-style-type: none"> • Development of the tariffs structure 	Review of the tariffs structures	Review of the tariff structures					
		Departmental/Government debt	<ul style="list-style-type: none"> • Properties not in department Asset register 	<ul style="list-style-type: none"> • Interventions from the political leadership to recover the debt. • Standing agenda item in management and council meeting. 	<p>Interventions from the political leadership to recover the debt.</p> <ul style="list-style-type: none"> • Intervention from Provincial Treasury 	<p>Interventions from the political leadership to recover the debt.</p> <p>Intervention from Provincial Treasury</p>					

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		Debt write off	<ul style="list-style-type: none"> Settlement discount (write of a portion of debt) 	<ul style="list-style-type: none"> Settlement discount (write of a portion of debt) 	<ul style="list-style-type: none"> Settlement discount (write of a portion of debt) 	Enforcement of credit control					
		Ownership of properties	Transfer of property ownership	Legal department to assist	Transfer of properties	Transfer of properties					
		SCM Reports	To reflect the service providers who rendered services in Section 71 reports.	<ul style="list-style-type: none"> The implementation of SCM module 	To table the reports to council	To table the reports to council					
		Data Cleansing	Incompleteness of data	<ul style="list-style-type: none"> Data cleansing in Vuwani 	Data cleansing in Vuwani	N/A					
		Credit Control	Enforcement of the credit control	<ul style="list-style-type: none"> Temporary workers to assist 	<ul style="list-style-type: none"> Temporary workers to assist 	Legal enforcement					

SECTION C: PROJECT PHASE

CHPATER 11: PROJECTS AND PROGRAMS

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION												
DEPARTMEN T	PRIORIT Y	LOCATION	WARD NUMBE R	PROJECT NAME/ PROGRAMME DISCRIPTION	KEY PERFORMANC E INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	STAR T DATE	END DATE	BUDGE T 21/22	BUDGE T 22/23	BUDGE T 23/24	FUNDIN D SOURC E
CORPORATE SERVICES	Human Resourc e Managem ent	Municipal Wide	All Wards	Municipal Policies review	To review 71 municipal policies and submit to Council for approval by 30 June 2023	71 Municipal policies to be reviewed and submitted to Council for approval by 30 June 2023	01/07/ 2022	30/06/ 2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	Human Resourc e Managem ent	Municipal Wide	All Wards	Municipal Policies Development	To develop 2 municipal policies and submit to Council for approval by 30 June 2023 (Borrow pit policy and organisational Framework	2 Municipal policies developed and submitted to Council for approval by 30 June 2023 (Borrow pit policy and organisational Framework policy)	01/07/ 2022	30/06/ 2023	OPEX	OPEX	OPEX	Own Funding

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KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DESCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 21/22	BUDGET 22/23	BUDGET 23/24	FUNDING SOURCE
					policy)							
CORPORATE SERVICES	Human Resource Management	Municipal Wide	All Wards	Organogram review	To review and submit the Organogram to Council for approval by 30 June 2023	Organogram reviewed and submitted to Council for approval by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	Human Resource Management	Municipal Wide	All Wards	Personnel Recruitment	% of approved post by municipal manager filled in line with the approved Organogram by 30 June 2023	100% of approved post by municipal manager filled in line with the approved Organogram by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	Human Resource Management	Municipal Wide	All Wards	LLF Meetings	Number of LLF Meetings convened by 30 June 2023	12 LLF Meetings convened by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 21/22	BUDGET 22/23	BUDGET 23/24	FUNDING SOURCE
CORPORATE SERVICES	Human Resource Management	Municipal Wide	All Wards	Workplace skills plan and Annual Training Report	To develop and Submit the workplace skills plan and Annual Training Report to LGSETA by 30 June 2023	Workplace skills plan and annual training report developed and submitted to LGSETA by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	Human Resource Management	Municipal Wide	All Wards	Training and development	To implement 16 training and development programme by 30 June 2023	16 training and development programme implemented by 30 June 2023	01/07/2022	30/06/2023	R 500 000. 00	R 522 000. 00	R 545 490. 00	Own Funding
CORPORATE SERVICES	Human Resource Management	Municipal Wide	All Wards	Employee Assistance Programme	To Conduct Employee Assistance Programme by 30 June 2023	Employee Assistance Programme conducted by 30 June 2023	01/07/2022	30/06/2023	R 50 000. 00	R 52 200. 00	R 54 549. 00	Own Funding

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KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DESCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 21/22	BUDGET 22/23	BUDGET 23/24	FUNDING SOURCE
CORPORATE SERVICES	Performance Management	Municipal Wide	All Wards	Organizational performance reports	Number of organizational performance reports developed and submitted to Council for approval by 30 June 2023	8 organizational performance report developed and submitted to Council for approval by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	Performance Management	Municipal Wide	All Wards	Performance Agreement	Number of Section 57 Managers with signed performance agreements by 30 June 2023	6 Section 57 Managers with signed performance agreements by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	Legal Services	Municipal Wide	All Wards	Management of litigations	% litigation cases attended to 30 June 2023	100% litigation cases attended to by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	Council Services	Municipal Wide	All Wards	Procurement of Name Tags For Councilors	To procure name tags for 71 Councilors by 30 June 2023	Name Tags for 71 Councilors Procured by 30 June 2023	01/07/2022	30/06/2023	R 20 000. 00	R 0. 00	R 0. 00	Own Funding

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KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 21/22	BUDGET 22/23	BUDGET 23/24	FUNDING SOURCE
CORPORATE SERVICES	Council Services	Malamulele, Vuwani, Njhakanjhaka	04, 09 and 21	Procurement and Mounting of Sound System in Municipal Halls	To Procurement and Mount Sound System in Municipal Hals by 30 June 2023 (Boxing Gym, Malamulele Town Hall, Njhakanjhaka & Vuwani)	Sound System Procured and Mounted in Municipal Hals by 30 June 2023 (Boxing Gym, Malamulele Town Hall, Njhakanjhaka & Vuwani)	01/07/2022	30/06/2023	R 320 000. 00	R 0. 00	R 0. 00	Own Funding OPEX

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KPA 2: SPATIAL RATIONALE												
DEVELOPMENT OBJECTIVE: INTEGRATED SPATIAL AND HUMAN SETTLEMENTS												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
PLANNING AND DEVELOPMENT	Spatial Planning	Municipal Wide	All Wards	Demarcation and Survey of Sites.	To Demarcate and Survey Sites by 30 June 2023	Sites Demarcated and Surveyed by 30 June 2023	01/07/2022	30/06/2023	R 2 000 000.00	R 1 000 000.00	R 2 000 000.00	Own Funding
PLANNING AND DEVELOPMENT	Spatial Planning	Mabandla	23	Formalization And Proclamation of Mabandla	To Formalize And Proclaim Mabandla area by 30 June 2023	Mabandla Area Formalized and Proclaimed area by 30 June 2023	01/07/2022	30/06/2023	R5 000 000.00	R 5 000 000.00	R 15 601 309.00	Own Funding
PLANNING AND DEVELOPMENT	Spatial Planning	Majosi	10	Formalization and Proclamation of Majosi	To Formalize and Proclaim Majosi Area by 30 June 2023	Majosi Area Formalized and proclaimed by 30 June 2023	01/07/2022	30/06/2023	R5 000 000.00	R 5 000 000.00	R 15 601 309.00	Own Funding
PLANNING AND DEVELOPMENT	Spatial Planning	Municipal Wide	All Wards	Implementation Of SPLUMA	To conduct 4 Municipal Planning Tribunal Sittings by 30 June 2023.	4 Municipal Planning Tribunal Sittings conducted by 30 June 2023.	01/07/2022	30/06/2023	R500 000.00	R 550 000.00	R 600 000.00	Own Funding
PLANNING AND DEVELOPMENT	Spatial Planning	Municipal Wide	All Wards	Registration Of Land Parcels	To transfer All Land Parcels Previously Registered in The Name of	All Land Parcels Previously Registered in The Name of Thulamela and Makhado	01/07/2022	30/06/2023	R1 000 000.00	R 1 000 000.00	R 1 000 000.00	Own Funding

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KPA 2: SPATIAL RATIONALE												
DEVELOPMENT OBJECTIVE: INTEGRATED SPATIAL AND HUMAN SETTLEMENTS												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
					Thulamela and Makhado to Collins Chabane by 30 June 2023.	transferred to Collins Chabane by 30 June 2023						
PLANNING AND DEVELOPMENT	Spatial Planning	Municipal Wide	All Wards	Review Of The Land Use Scheme	To review the Land Use Scheme and submit to Council for approval by 30 June 2023.	Land Use Scheme reviewed and submitted to Council for approval by 30 June 2023.	01/07/2022	30/06/2023	R 1 000 000.00	R 0	R 0	Own Funding
PLANNING AND DEVELOPMENT	Integrated Human Settlement	Municipal Wide	All Wards	General Valuation Roll	To compile Municipal General Valuation Roll and submit to Council for approval by 30 June 2023.	Municipal General Valuation Roll compiled and submitted to council for approval by 30 June 2023.	01/07/2022	30/06/2023	R 1 500 000.00	R 1 000 000.00	R 2 000 000.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Electricity	Various Villages	Ward 4,5,9,10, 14,15,18, 20,21,26, 30,32,34, 36	Construction and Connection of Street Lights (210) excluding ward 1,13 and 25	To Construct and Connect 210 street lights at 14 Wards by 30 June 2023 (Wards 4,5,9,10,14,15,18 ,20,21,26,30,32,34,36	210 street lights constructed and connected at 14 wards by 30 June 2023 (Wards 4,5, ,10,14,15,18,20,21, 26,30,32,34,36	01/07/ 2022	30/06/ 2023	R 5 000 000,00	R 10 000 000,00	R 10 000 000,00	Own Funding
TECHNICAL SERVICES	Electricity	Mabiligwe	33	Households electrification at Mabiligwe	To construct and connect 250 households electrification at Mabiligwe by 30 June 2023	250 households constructed and connected electrification at Mabiligwe by 30 June 2023	01/07/ 2022	30/06/ 2023	R5 000 000.00	R 12 000 000.00	R 16 718 000.00	INEP

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Electricity	Various Villages/towns	Various Wards	Street lights Maintenance	% of Municipal Street Lights Maintained by 30 June 2023	100 % Municipal Street Lights Maintained by 30 June 2023	01/07/2022	30/06/2023	R 3 000 000.00	R 3 132 000.00	R 3 272 940.00	Own Funding
TECHNICAL SERVICES	Roads	Phaphazela	18	Construction of 2.5km Ring Road at Phaphazela	To Construct 2.5km Ring Road at Phaphazela by 30 June 2023	2.5km Ring Road Constructed at Phaphazela by 30 June 2023	01/07/2022	30/06/2023	R 15 000 000.00	R 12 000 000.00	R 0.00	Own Funding
TECHNICAL SERVICES	Roads	Oliphantshoek	01	Construction of 2.5km Ring Road at Oliphantshoek	To Construct 2.5km Ring Road at Oliphantshoek by 30 June 2023	2.5km Ring Road Constructed at Oliphantshoek by 30 June 2023	01/07/2022	30/06/2023	R 15 000 000.00	R 12 000 000.00	R 0.00	Own Funding
TECHNICAL SERVICES	Roads	Altein	36	Construction of 2.5km Ring Road at Altein	To Construct 2.5km Ring Road at Altein by 30 June 2023	2.5km Constructed at Altein Ring Road by 30 June 2023	01/07/2022	30/06/2023	R 15 000 000.00	R 12 000 000.00	R 0.00	Own Funding
TECHNICAL SERVICES	Roads	Magomani	28	Construction of 2.5km Ring Road at Magomani	To Construct 2.5km Ring Road at Magomani by 30 June 2023	2.5km Ring Road Constructed at Magomani by 30 June 2023	01/07/2022	30/06/2023	R 15 000 000.00	R 12 000 000.00	R 0.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Roads	Malamulele	23	Construction of 6.3 km at Malamulele D Ext 3	To upgrade/construct 2.6 km internal street at Malamulele D extension 3 by 30 June 2023	Detailed Designs developed and 6.3km Road Constructed at Malamulele D by 30 June 2023	01/07/2022	30/06/2023	R 12 000 000.00	R 5 000 000.00	R 18 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Malamulele	23	Planning and Construction of Malamulele D Ext 3 Internal Streets Phase 2	To develop detailed designs and Construction of 6.3km road at Malamulele D Ext 3 by 30 June 2023	Malamulele D Ext 3 Internal Streets Phase 2 planned and Constructed by 30 June 2023	01/07/2022	30/06/2023	R 11 000 000.00	R 5 000 000.00	R 18 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Malamulele	21	Opening and Widening 5.6 km street in Malamulele Business park	To Open and Widen 5.6 km streets in Malamulele Business park by 30 June 2023	5.6 km street Opened and widened in Malamulele Business park by 30 June 2023	01/07/2022	30/06/2023	R 18 500 000.00	R 15 000 000.00	R 0.00	Own Funding
TECHNICAL SERVICES	Roads	Vuwani	09	Rehabilitation of Vuwani Internal 6.9 km Streets	To rehabilitate 6.9 km Internal Streets at Vuwani by 30 June 2023	6.9 km Internal Streets rehabilitated at Vuwani by 30 June 2023	01/07/2022	30/06/2023	R 16 000 000.00	R 8 019 304.63	R 4 000 000.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Low Level Bridge	Various Villages	20,19,18,17,16,15 & 14	Construction of Low Level Bridges at Ward 20,19,18,17,16,15 & 14	To Construct Low Level Bridges at 7 Wards by 30 June 2023 (20,19,18,17,16,15 & 14)	Low Level Bridges Constructed at 7 Wards by 30 June 2023 (20,19,18,17,16,15 & 14)	01/07/2022	30/06/2023	R 4 000 000.00	R 5 000 000.00	R 3 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Malamulele	21 & 23	Rehabilitation of 5 km Malamulele Internal Streets Phase 2	To rehabilitate Malamulele Internal Streets Phase 2 by 30 June 2023	Malamulele Internal Streets Phase 2 rehabilitated by 30 June 2023	01/07/2022	30/06/2023	R 0.00	R 1 500 000.00	R 15 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Muchipisi	25	Develop detailed designs for construction of access road to public facilities at Muchipisi	To develop detailed designs for construction of Muchipisi access road to public facilities by 30 June 2023	Detailed designs for construction of Muchipisi access road to public facilities developed by 30 June 2023	01/07/2022	30/06/2023	R 1 000 000.00	R 15 000 000.00	R 10 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Masakona	02	Develop detailed designs for construction of access road to public facilities at Masakona	To develop detailed designs for construction of Masakona access road to public facilities by 30 June 2023	Detailed designs for construction of Masakona access road to public facilities developed by 30 June 2023	01/07/2022	30/06/2023	R 1 000 000.00	R 15 000 000.00	R 10 000 000.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
					30 June 2023							
TECHNICAL SERVICES	Roads	Misevhe A,B,C and D	07	Develop detailed designs for construction of access road to public facilities at Misevhe A,B,C and D	Development of detailed designs for construction of Misevhe A,B,C and D access road to public facilities by 30 June 2023	Detailed designs for construction of Misevhe A,B,C and D access road to public facilities developed by 30 June 2023	01/07/2022	30/06/2023	R 1000 000.00	R 15 000 000.00	R 10 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Gidjana	35	Development of detailed designs for construction of access road to public facilities at Gidjana by 30 June 2023	To develop detailed designs for construction of Gidjana access road to public facilities by 30 June 2023	Detailed designs for construction of Gidjana access road to public facilities developed by 30 June 2023	01/07/2022	30/06/2023	R 1000 000.00	R 15 000 000.00	R 10 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Tiyani	01	Construction of Tiyani Mall Intersection	To develop Detailed Designs a and Construct Tiyani Mall Intersection by 30 June 2023	Detailed designs for construction of Tiyani Mall Intersection developed by 30 June 2023	01/07/2022	30/06/2023	R 3 500 000.00	R 0.00	R 0.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DESCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Roads	Jimmy Jones	20	Develop detailed designs for construction of access road to public facilities at Jimmy Jones by 30 June 2023	To develop detailed designs for construction of Jimmy Jones access road to public facilities by 30 June 2023	Detailed designs for construction of Jimmy Jones access road to public facilities developed by 30 June 2023	01/07/2022	30/06/2023	R 1000 000.00	R 15 000 000.00	R 10 000 000.00	Own Funding
TECHNICAL SERVICES	Roads	Botsoleni	31	Develop detailed designs for construction of 2.5 km access road to public facilities at Bostoleni	To develop detailed designs for construction of Botsoleni 2.5 km access road to public facilities by 30 June 2023	Detailed designs for construction of Botsoleni 2.5 km access road to public facilities developed by 30 June 2023	01/07/2022	30/06/2023	R 1000 000.00	R 15 000 000.00	R 10 000 000.00	MIG
TECHNICAL SERVICES	Roads	Nghezimani	29	Develop detailed designs for construction of 2.5 km access road to public facilities at Nghezimani	To develop detailed designs for construction of Nghezimani 2.5 km access road to public facilities by 30 June 2023	Detailed designs for construction of Nghezimani 2.5 km access road to public facilities developed by 30 June 2023	01/07/2022	30/06/2023	R 1000 000.00	R 15 000 000.00	R 10 000 000.00	MIG
TECHNICAL SERVICES	Roads	Masia Headraal	8	Develop detailed designs for construction of 2.5 km access	To develop detailed designs for construction of Masia	Detailed designs for construction of Masia Headraal 2.5 km access road to	01/07/2022	30/06/2023	R 1000 000.00	R 15 000 000.00	R 10 000 000.00	MIG

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
				road to public facilities at Masia Headraal	Headraal 2.5 km access road to public facilities by 30 June 2023	public facilities developed by 30 June 2023						
TECHNICAL SERVICES	Roads	Xihosani	15	Construction of 7.26 km Ring Road at Xihosana	To Construct 7.26 km Ring Road at Xihosana by 30 June 2023	7.26 km Ring Road at Xihosana Constructed by 30 June 2023	01/07/2022	30/06/2023	R 15 000 000.00	R 20 000 000.00	R 31 000 000.00	MIG
TECHNICAL SERVICES	Roads	Josefa	32	Construction of 8.7 km Ring Road at Josefa	To construct 8.7 km Ring Road at Josefa by 30 June 2023	8.7 km Ring Road Constructed at Josefa by 30 June 2023	01/07/2022	30/06/2023	R 15 000 000.00	R 20 000 000.00	R 26 489 350.00	MIG
TECHNICAL SERVICES	Roads	Mphambo	17	Upgrading/Construction of 4.54km Ring Road at Mphambo	To upgrade/construct 4.54 km Ring Road at Mphambo by 30 June 2023	4.54 km Ring Road Upgraded/Constructed at Mphambo by 30 June 2023	01/07/2022	30/06/2023	R 16 000 000.00	R 14 036 516.57	R 0.00	MIG
TECHNICAL SERVICES	Roads	Mdavula	13	Upgrading /Construction of 6.5 km Ring Road at Mdavula	To upgrade/Construct 6.5 km Ring Road at Mdavula by 30 June 2023	6.5 km Ring Road Upgraded/Constructed at Mdavula by 30 June 2023	01/07/2022	30/06/2023	R 16 000 000.00	R 25 463 464.14	R 0.00	MIG

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DESCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Landfill	Xigalo	26	Construction of Xigalo Land fill Site Phase 2	To Construct Xigalo Land fill Site Phase 2 by 30 June 2023	Xigalo Land fill Site Phase 2 Constructed by 30 June 2023	01/07/2022	30/06/2023	R 4 000 000.00	R 0.00	R 0.00	MIG
TECHNICAL SERVICES	Stadium	Malamulele	21	Upgrading of Malamulele Stadium	To upgrade Malamulele Stadium by 30 June 2023	Malamulele Stadium upgraded by 30 June 2023	01/07/2022	30/06/2023	R 7 500 000.00	R 0.00	R 0.00	MIG
TECHNICAL SERVICES	Stadium	Bungeni	05	Upgrading of Bungeni Stadium	To upgrade Bungeni Stadium by 30 June 2023	Bungeni Stadium upgraded by 30 June 2023	01/07/2022	30/06/2023	R 5 000 000.00	R 5 000 000.00	R 5 000 000.00	MIG
TECHNICAL SERVICE	Stadium	Davhana	11	Construction of Davhana Stadium	To construct Davhana Stadium by 30 June 2023	Davhana Stadium constructed by 30 June 2023	01/07/2022	30/06/2023	R 13 389 000.00	R 19 000 000.00	R 0.00	MIG
TECHNICAL SERVICES	Sport Centre	Vuwani	09	Upgrading of Vuwani Sports Centre	To upgrade Vuwani Sports Centre by 30 June 2023	Vuwani Sports Centre upgraded by 30 June 2023	01/07/2022	30/06/2023	R 9 000 000.00	R 16 000 000.00	R 5 000 000.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Roads and Storm Water	Various Villages/towns	Various Wards	Road Maintenance	% of Municipal Roads Maintained by 30 June 2023	100 % Municipal Roads Maintained by 30 June 2023	01/07/2022	30/06/2023	R 10 000 000.00	R 10 440 000.00	R 10 909 800.00	Own Funding
TECHNICAL SERVICES	Storm water	Malamulele B	23	Construction of a storm water channel at Malamulele B	To Construct Storm water channel at Malamulele B by 2023	Storm water channel at Malamulele B Constructed by 2023	01/07/2022	30/06/2023	R 6 111 000.00	R 0.00	R 0.00	Own Funding
TECHNICAL SERVICES	Storm water	Municipal Wide	All Wards	Road and Storm Water Master Plan	To Develop of Road and Storm Water Master Plan by 30 June 2023	Road and Storm Water Master Plan Developed by 30 June 2023	01/07/2022	30/06/2023	R 2 000 000.00	R 0.00	R 0.00	Own Funding
TECHNICAL SERVICES	Plant and equipment	Municipal Wide	All Wards	Maintenance and repairs of Machinery and Equipment	% Municipal Machinery and Equipment maintained and repaired by 30 June 2023	100% Municipal Machinery and Equipment maintained and repaired by 30 June 2023	01/07/2022	30/06/2023	R 2 000 000.00	R 2 088 000.00	R 2 181 960.00	Own Funding
TECHNICAL SERVICES	Business Case	Tiyani, Malamulele, Vuwani, Nandoni, Saselamani	01, 06, 09, 10, 19, 20, 21,23, 30	Development of Business Case at 10 townships	To develop Business Case at 10 townships 30 June by 2023	Business Case at 10 townships developed by 30 June 2023	01/07/2022	30/06/2023	R 1 000 000.00	R 0.00	R 0.00	OPEX

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
		, Portion 10, Mxadzi, Madonsi, Majosi and Nkuna City										
TECHNICAL SERVICES	Building	Nkuzana and Saselamani	06 and 30	Construction of traffic and licensing stations at Hlanganani	To construct traffic and licensing stations at Hlanganani and Saselamani by 30 June 2023	Traffic and licensing stations constructed at Hlanganani and Saselamani by 30 June 2023	01/07/2022	30/06/2023	R 0.00	R 0.00	R 13 500 000.00	Own Funding
TECHNICAL SERVICES	Building	Nkuzana and Saselamani	06 and 30	Construction of sub-offices traffic/DLTC and VTS at Hlanganani and Saselemani	Construction of sub-offices traffic/DLTC and VTS at Hlanganani and Saselemani by 30 June 2023	Construction of sub-offices traffic/DLTC and VTS at Hlanganani and Saselemani by 30 June 2023	01/07/2022	30/06/2023	R 0.00	R 0.00	R 10 000 000.00	Own Funding
TECHNICAL SERVICES	Building	Vuwani	09	Construction of traffic and licensing admin block stations at Vuwani	To Construct traffic and licensing admin block stations at Vuwani by 30 June 2023	Traffic and licensing admin block stations Constructed at Vuwani by 30 June 2023	01/07/2022	30/06/2023	R 0.00	R 0.00	R 6 000 000.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Building	Malamulele	21	Construction of Municipal Office Building at Malamulele	To construct Municipal Office Building at Malamulele by 30 June 2023	Municipal Office Building at Malamulele Constructed by 30 June 2023	01/07/2022	30/06/2023	R 40 000 000.00	R 50 000 000.00	R 0.00	Own Funding
TECHNICAL SERVICES	Building	Hlanganani	06	Construction of Market Stalls at Hlanganani	To Construct Market stalls at Hlanganani 30 June 2023	Market stalls constructed at Hlanganani by 30 June 2023	01/07/2022	30/06/2023	R 4 000 000.00	R 0.00	R 0.00	Own Funding
TECHNICAL SERVICES	Building	Xithlelani	24	Construction of 21 Market Stalls at Xithlelani	To construct 21 Market stalls at Xithlelani by 30 June 2023	21 Market stalls at Xithlelani constructed by 30 June 2023	01/07/2022	30/06/2023		R 0.00	R 0.00	Own Funding
TECHNICAL SERVICES	Building	Malamulele	23	Construction of 09 Market Stalls at Malamulele Taxi rank	To construct 09 Market stalls at Malamulele Taxi rank by 30 June 2023	09 Market stalls at Malamulele Taxi rank constructed by 30 June 2023	01/07/2022	30/06/2023		R 0.00	R 0.00	Own Funding
TECHNICAL SERVICES	Building	Malamulele	23	Refurbishment of Malamulele Taxi Rank	To Refurbish Malamulele Taxi rank by 30 June 2023	Malamulele Taxi rank Refurbished by 30 June 2023	01/07/2022	30/06/2023	R 4 000 000.00	R 0.00	R 0.00	Own Funding
TECHNICAL SERVICES	Building	Municipal Wide	All Wards	Maintenance of Municipal	% of Municipal Building maintained by 30	100% of Municipal Building maintained	01/07/2022	30/06/2023	R 1 000 000.	R 1 440 000.00	R 1 090 908.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
				Building	June 2023	by 30 June 2023						
TECHNICAL SERVICES	Building	Saseleman e and Bungeni (Mabodlongwa)	05 and 30	Development of the Detailed Designs and Construction of two (02) Pounding Stations	To develop the detailed design & construction of two (2) animal pounding station at Saseleman e and Bungeni (Mabodlongwe) by 30 June 2023	Detailed designs developed and construction of two (2) animal pounding station at Saseleman e and Bungeni (Mabodlongwe) (01) by 30 June 2023	01/07/2022	30/06/2023	R 0.00	R0.00	R 5 000 000.00	Own Funding
TECHNICAL SERVICES	Traffic Law Enforcement	Saseleman e, and Malamulele	21 and 30	Development of vehicle pounding station in all nodal area	To develop two (02) vehicle pounding station at Saseleman e and Malamulele by 30 June 2023	two (02) vehicle pounding Station developed at Saseleman e and Malamulele by 30 June 2023	01/07/2022	30/06/2023	R 0.00	R 0.00	R 5 000 000.00	Own Funding
TECHNICAL SERVICES	Waste Management	Hlanganani area	04	Identification and Detailed Designs for transfer Station	To identify and do detailed design for construction of transfer station at Hlanganani area by 30 June 2023	Identification and Detailed designs developed for for construction of transfer station at Hlanganani area by 30 June 2023	01/07/2022	30/06/2023	R 2 000 000.00	R 1 000 000.00	R 5 000 000.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TECHNICAL SERVICES	Waste Management	Saselemani area	30	Development of Detailed Designs for transfer Station	To develop detailed design for construction of transfer station at Saselemani area by 30 June 2023	Detailed designs developed for for construction of transfer station at Saselemani area by 30 June 2023	01/07/2022	30/06/2023				Own Funding
TECHNICAL SERVICES	Waste Management	Vuwani area	09	Development of Detailed Designs for transfer Station	To develop detailed design for construction of transfer station at Vuwani area by 30 June 2023	Detailed designs developed for for construction of transfer station at Vuwani area by 30 June 2023	01/07/2022	30/06/2023				Own Funding
COMMUNITY SERVICES												
COMMUNITY SERVICES	Environment	Municipal Wide	All Wards	Environmental Education & Clean up Campaigns	To Conduct 12 Environmental Education and clean-up/Awareness campaign by 30	12 Environmental Education & clean-up/Awareness Campaign conducted by 30 June 2023	01/07/2022	30/06/2023	R 500 000.00	R 200 000.00	R 209 000.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
					June 2023							
COMMUNITY SERVICES	Environment	Municipal Wide	All Wards	Greenest School , Clinic and Household Competition	To Conduct 03 (three) Greenest households, school and clinics competition by 30 June 2023	03 (three) Greenest household, school and Clinics competition conducted by 30 June 2023	01/07/2022	30/06/2023				Own Funding
COMMUNITY SERVICES	Waste Management	Xigalo village	26	Operation & maintenance of Xigalo Landfill site	To operate & maintain Xigalo Landfill site by 30 June 2023	Xigalo landfill site operated and maintained by 30 June 2023	01/07/2022	30/06/2023	R 500 000.00	R 522 000.00	R 545 490.00	Own Funding
COMMUNITY SERVICES	Education	Municipal Wide	All Wards	Hosting of Mayor's School excellence awards	To host Mayor's School excellence award by 30 June 2023	Mayor's School excellence award hosted points by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DESCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
COMMUNITY SERVICE	Special program	Municipal Wide	All Wards	special program	To conduct 04 (four) special program forum meetings by 30 June 2023	04 special program forum meetings conducted by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
COMMUNITY SERVICE	Sports Council	Municipal Wide	All Wards	Sport Council Meeting	To Host Four (04) Sport Council Meeting by 30 June 2023	Four (04) Sport Council Meeting Hosted by 30 June 2023	01/07/2022	30/06/2023	R 150 000.00	R 150 000.00	R 163 647.00	Own Funding
COMMUNITY SERVICES	Horticulture	Municipal Wide	All Wards	Development of municipal beautification strategy	To develop municipal beautification strategy by 30 June 2023	Municipal beautification strategy developed by 30 June 2023	01/07/2022	30/06/2023	R 50 000.00	R 150 000.00	R 0.00	Own Funding
COMMUNITY SERVICES	Horticulture	Malamulele and Vuwani	09 and 21	Maintenance of municipal parks	To maintain municipal of parks at Malamulele and Vuwani by 30 June 2023	Municipal Parks Maintained by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
COMMUNITY SERVICES	Cemetery	Municipal Wide	Various Wards	Maintenance of municipal cemeteries	To maintain municipal of cemeteries by 30 June 2023	Municipal Cemeteries Maintained by 30 June 2023	01/07/2022	30/06/2023	R 104 800.00	R 109 411.00	R 114 335.00	Own Funding

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KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
DEVELOPMENT OBJECTIVE: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES												
DEPARTMENT	PRIORITY	LOCATION / VILLAGE	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
COMMUNITY SERVICES	Council Meeting	Municipal Wide	All Wards	Hosting of Arrive Alive Campaigns	To Host Two (02) Arrive Alive Campaigns by 30 June 2023	Two (02) Arrive Alive Campaigns Hosted by 30 June 2023	01/07/2022	30/06/2023	R 50 000.00	R 100 000.00	R 100 000.00	Own Funding
COMMUNITY SERVICES	Licensing and registration	Municipal Wide	All Wards	Learners Drivers Permit	% application for learner's driver permit attended to by 30 June 2023	100 % learners driver application permit attended to by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
COMMUNITY SERVICES	Licensing and registration	Municipal Wide	All Wards	Drivers Licences	% application for driver licences attended to by 30 June 2023	100 % driver licences application permit attended to by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
COMMUNITY SERVICES	Licensing and registration	Municipal Wide	All Wards	Motor Vehicles testing	% application for motor vehicles attended to by 30 June 2023	% application for motor vehicles attended to by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 4: LED												
DEVELOPMENT OBJECTIVE: INTERATED LOCAL ECONOMY												
DEPARTMEN T	PRIORIT Y	LOCATION	WARD NUMBE R	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANC E INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	STAR T DATE	END DATE	BUDGE T 21/22	BUDGE T 22/23	BUDGE T 23/24	FUNDIN D SOURC E
PLANNING AND DEVELOPME NT	LED	Municipal Wide	All Wards	Cooperative support	To Support 12 Cooperatives with equipment by 30 June 2023	12 Cooperatives with equipment by 30 June 2023	01/07 /2022	01/06/ 2023	R 300 000	R 313 200.00	R 327 294,00	Own Funding
PLANNING AND DEVELOPME NT	LED	Municipal Wide	All Wards	Libra campaign/busine ss inspection	To conduct One (01) Libra campaign and business inspection by the 30 June 2023	One (01) Libra campaign and business inspection conducted by 30 June 2023	01/07/ 2022	01/06/ 2023	R 100 000.00	R 200 000.00	R250.00 0.00	R150 000.00
PLANNING AND DEVELOPME NT	LED	Municipal Wide	All Wards	Light industries, flea market and agricultural hubs	To conduct a feasibility study on the development of light industries, flea market and agricultural hubs by 30 June 2023	feasibility study on the development of light industries, flea market and agricultural hubs conducted by 30 June 2023	01/07/ 2022	30 June 2023	R500 000	R0.00	R0.00	Own Funding
PLANNING AND DEVELOPME NT	LED	Municipal Wide	All Wards	Business expo	To organise business expo by 30 June 2023	Organising of business expo by 30 June 2023	01/07/ 2022	30/06/ 2023	R500.00 0.00	R0.00	R0.00	Own Funding

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KPA 4: LED												
DEVELOPMENT OBJECTIVE: INTERATED LOCAL ECONOMY												
DEPARTMEN T	PRIORIT Y	LOCATION	WARD NUMBE R	PROJECT NAME/ PROGRAMME DISCRIPTION	KEY PERFORMANC E INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	STAR T DATE	END DATE	BUDGE T 21/22	BUDGE T 22/23	BUDGE T 23/24	FUNDIN D SOURC E
PLANNING AND DEVELOPME NT	LED	Municipal Wide	All Wards	LED Forum	To Coordinate and Host Four (04) LED forums by 30 June 2023	Four (04) LED Forums Coordinated and Hosted by 30 June 2023	01/07/ 2022	30/06/ 2023	OPEX	OPEX	OPEX	Own Funding

KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY												
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY												
DEPARTME NT	PRIORITY	LOCATIO N	WARD NUMBE R	PROJECT NAME/ PROGRAMME DISCRIPTION	KEY PERFORMANC E INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	STAR T DATE	END DATE	BUDGE T 22/23	BUDGE T 23/24	BUDGE T 24/25	FUNDIN G SOURC E
BUDGET AND TREASURY	Assets Managem ent	Municipal Wide	All Wards	GRAP Asset Management Register	To update the GRAP Asset Management Register by 30 June 2023	GRAP Asset Management Register updated by 30 June 2023	01/07/ 2022	30/06/ 2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	Revenue collection	Municipal Wide	All Wards	Revenue Management	% Revenue collected by 30 June 2023	100% Revenue collected by 30 June 2023	01/07/ 2022	30/06/ 2023	OPEX	OPEX	OPEX	Own Funding

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KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY												
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DESCRIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
BUDGET AND TREASURY	Expenditure	Municipal Wide	All Wards	Capital Budget	% Capital budget spent by 30 June 2023	100% Capital budget spent by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	SCM	Municipal Wide	All Wards	Adjudication of Tenders	% advertised tenders adjudicated within legislative timeframe by 30 June 2023	100% advertised tenders adjudicated within legislative timeframe by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	Quarterly Financial Statement	To develop Quarterly Financial Statement and Submit to Municipal Manager by 30 June 2023	Quarterly Financial Statement developed and Submitted to Municipal Manager by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	AFS	To submit the Annual Financial Statement to AGSA, Treasuries and COGHSTA by 31 August 2023	AFS to AGSA, Treasuries and COGHSTA by 31/08/2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY												
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	Budget adjustment	To adjust the budget and submit to Council for approval by 28 February 2023	Budget adjustment and approved by Council by 28 February 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	Budget development	To submit 23/24 draft budget to Council by 31 March 2023	23/24 Draft Budget Submitted to Council by 31 March 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	Budget development	To submit 2023/24 Final budget by 31 May 2023	2023/24 Final Budget Submitted to Council by 31 May 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	Section 52 Reports	Number of section 52 report submitted to Council within 30 days after the end of the quarter by 30 June 2023	4 section 52 report submitted to Council within 30 days after the end of the quarter by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	Section 71 Reports	Number of section 71 report submitted	12 section 71 report submitted Mayor & Provincial Treasury	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY												
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
TREASURY					to Mayor & Provincial Treasury within 10 days after the end of the Month by 30 June 2023	within 10 days after the end of the Month by 30 June 2023						
BUDGET AND TREASURY	BTO	Municipal Wide	All Wards	Section 72 Report	To compile section 72 report and submit to the Mayor and Treasuries by 31 January 2023	Section 72 compiled section 72 report and submit to the Mayor and Treasuries by 31 January 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
BUDGET AND TREASURY	Assets Management	Municipal Wide	All Wards	Purchasing of Asset Equipment	To Purchase Asset Equipment by 30 June 2023 <ul style="list-style-type: none"> Bush clearing (CONSREV) Equipments Solar Digital battery system 	Asset Equipment purchased by 30 June 2023 <ul style="list-style-type: none"> Bush clearing (CONSREV) Equipments Solar Digital battery system tester(technical) 	01/07/2022	30/06/2023	R 1 000 000.00	R 1 000 000, 00	R 5 984 150, 00	Own Funding

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KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY												
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
					tester(technical) • Solar installation tester(technical) • Mobile welding Machines(technical) • Mobile Generator (technical) • Compactor Truck (Comsev) • Skip loader Truck (comsev) • Tipper trucks (technical)	• Solar installation tester(technical) • Mobile welding Machines(technical) • Mobile Generator (technical) • Compactor Truck (Comsev) • Skip loader Truck (comsev) • Tipper trucks (technical)						

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KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY												
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCIPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
BUDGET AND TREASURY	Assets Management	Municipal Wide	All Wards	Purchase of Road Services & Machinery Plant	To Purchase Road Services & Machinery Plant by 30 June 2023. (Tar Brooms and Road Repairs Machines)	Road Services & Machinery Plant purchased by 30 June 2023 (Tar Brooms and Road Repairs Machines)	01/07/2022	30/06/2023	R 0.00	R 0.00	R 4 741 147.00	Own Funding
BUDGET AND TREASURY	Waste Management	Municipal Wide	All Wards	Purchasing and Distribution of refuse Bins	To purchase 50 refuse bin by 30 June 2023	50 refuse bins purchased by 30 June 2023	01/07/2022	30/06/2023	R 600 000.00	R 2 000 000.00	R 0.00	Own Funding
BUDGET AND TREASURY	Waste Management	Municipal Wide	All Wards	Installation of refuse street bins along the roads	To install 100 refuse street bins along the roads by 30 June 2023	100 refuse street bins installed along the roads by 30 June 2023	01/07/2022	30/06/2023				Own Funding
BUDGET AND TREASURY	Environment	Municipal Wide	All Wards	Purchasing & planting of Trees	To Purchase & plant 500 Trees by 30 June 2023	500 Trees purchased & planted by 30 June 2023	01/07/2022	30/06/2023	R 500 000.00	R 0.00	R 0.00	Own Funding
BUDGET AND TREASURY	Disaster	Municipal Wide	All Wards	Purchasing of Disaster Relief Materials	% Disaster Relief Materials purchased by	100% of Disaster Relief Materials purchased by 30	01/07/2022	30/06/2023	R 100 000.00	R 100 000.00	R 100 000.00	Own Funding

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KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY												
DEVELOPMENT OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 22/23	BUDGET 23/24	BUDGET 24/25	FUNDING SOURCE
					30 June 2023	June 2023						
BUDGET AND TREASURY	LED	Malamulele	21 and 23	Street pole advertising	To purchase and install advertising boards on street lights as for advertising space by 30 June 2023	Advertising Boards on the Street lights on the Street Lights as for advertising space purchased and installed by 30 June 2023	01/07/2022	30/06/2023	R 200 000.00	R0.00	R0.00	Own Funding

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
DEVELOPMENT OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION												
DEPARTMENT	PRIORITY	LOCATION	WARD NUMBER	PROJECT NAME/ PROGRAMME DISCRPTION	KEY PERFORMANCE INDICATOR/ MEASURABLE OBJECTIVE	ANNUAL TARGETS	START DATE	END DATE	BUDGET 21/22	BUDGET 22/23	BUDGET 23/24	FUNDING SOURCE
CORPORATE SERVICES	COMMUNICATIONS SERVICES	Municipal Wide	All Wards	Purchasing of Branding Material	To Purchase branding Materials by 30 June 2023	Branding Materials purchased by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
CORPORATE SERVICES	COMMUNICATIONS	Municipal Wide	All Wards	Communications Fora	To hold 4 Communicator fora by 30 June 2023	4 Communicator fora held by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	AUXILIARY	Municipal Wide	All Wards	Maintenance and repairs of Municipal Vehicles	% Municipal Vehicles maintained and repaired by 30 June 2023	100% Municipal Vehicles maintained and repaired by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	AUXILIARY	Municipal Wide	All Wards	Procurement of office furniture	To Procure Office Furniture by 30 June 2023	Office Furniture Procured by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	AUXILIARY	Municipal Wide	All Wards	Fleet management System	To purchase fleet management system by 30 June 2023	Fleet management system purchased by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	COUNCIL	Municipal Wide	All Wards	Council Services (Council Meetings)	To hold 4 ordinary and 8 Special Council meetings by 30 June 2023	4 ordinary Council and 8 Special Council meetings held by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	COUNCIL	Municipal Wide	All Wards	Council Services (EXCO meetings)	To hold 4 ordinary and 8 Special Council meetings by 30 June 2023	12 ordinary EXCO meetings held by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	MAYOR'S BURSARIES	Municipal Wide	All Wards	Mayoral bursary	To award 10 bursary beneficiaries with mayoral bursary by 30 June 2023	10 bursary beneficiaries awarded with mayoral bursary by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	ICT Maintenance and Support	% ICT Maintained and Supported by 30 June 2023	100 % ICT Maintained and Supported by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	IT Security Vulnerability Scan	To conduct IT Vulnerability Scan by 30 June 2023	IT Vulnerability Scan conducted by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Purchasing of IT equipment	% of requested/approved IT equipment purchased by 30 June 2023	100% of requested/approved IT equipment purchased by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Implementation of the FY (2021-22) developed electronic document management plan and strategy	To implement electronic document management plan and strategy by 30 June 2023	Electronic document management plan and strategy implemented by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Renewal\ purchasing of licenses	% of licenses renewed\ purchased by 30 June 2023	100% licenses renewed\ purchased by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
CORPORATE SERVICES	ICT	Municipal Wide	All Wards	Implementation of phase two network tower deployment and support report	To implement Phase Two of Network Tower Deployment and Support Report by 30 June 2023	Phase Two of Network Tower Deployment and Support Report implemented by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
MUNICIPAL MANAGER	INTERNAL AUDITING	Municipal Wide	All Wards	Auditing	To hold 4 Audit Performance Committee meetings by 30 June 2023	4 audit and Performance committee meetings held by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
MUNICIPAL MANAGER	RISK MANAGEMENT	Municipal Wide	All Wards	Risk management committee meetings	To hold 4 risk management committee meetings by 30 June 2023	4risk management committee meetings held by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
MUNICIPAL MANAGER	Risk Management	Municipal Wide	All Wards	Development of Business continuity plan	To develop business continuity plan and submit to Council for approval by 30 June 2023	Business continuity plan developed and submitted to Council for approval by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
DEVELOPMENT OBJECTIVE: EFFECTIVE COMMUNITY PARTICIPATIION												
CORPORATE SERVICES	OFFICE OF THE MAYOR	Municipal Wide	All Wards	Mayoral Imbizo	To conduct 4 Mayoral Imbizo by 30 June 2023	4 Mayoral Imbizo conducted by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
MUNICIPAL MANAGER	IDP	Municipal Wide	All Wards	IDP Review	To review and submit the 2023/24 IDP to Council for approval by 30 June 2023	2023/24 IDP reviewed and submitted to Council for approval by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
MUNICIPAL MANAGER	IDP	Municipal Wide	All Wards	Strategic Planning	To conduct IDP Strategic Planning by 30 June 2023	IDP Strategic Planning conducted by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding
MUNICIPAL MANAGER	IDP	Municipal Wide	All Wards	IDP Public Participation	To conduct IDP public Participation by 30 June 2023	IDP public Participation conducted by 30 June 2023	01/07/2022	30/06/2023	OPEX	OPEX	OPEX	Own Funding

SECTION D: INTEGRATION PHASE

CHAPTER 12: SECTOR PLANS AND POLICIES, DEPARTMENTAL PROGRAMS AND PROJECTS

SECTION E: APPROVAL PHASE

CHAPTER 13: DRAFT AND FINAL IDP APPROVAL

13.1. DRAFT IDP

According to Municipal Systems Act (no. 32 of 2000) Section (30) (c) The executive committee or executive mayor of a municipality or, a committee of councillors appointed by the municipal council, must submit the draft plan to the municipal council for adoption by the council.

The 2022/23 (Draft) IDP was tabled to EXCO where the Mayoral committee and Council adopted it during the month On 31st March 2022 with Council Resolution: **A01/31/03/2022**. After the adoption of the draft document, the Municipality started with the advertising process of the Public Participation and also the publication of draft document on the Municipal Website, Local News Papers as well as the Local Radio Stations for comments for 21 days for the public to comment.

13.1.1. Draft IDP and Budget Public Participation

According to MSA, Section 16 (a): The Municipality must encourage, and create conditions for, the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its integrated development plan.

Approval Phase Public Participation Schedule

DATE	VENUE	WARDS	TIME
20 April 2022	Njakanjaka Town Hall	1, 2, 3, 4, 5, 6, 7 & 10	10H00
21 April 2022	Vuwani Town Hall	8, 9, 11, 12 & 14	10H00
22 April 2022	Saselamani Stadium	27, 28, 29, 30, 31, 32, 33 & 34	10H00
25 April 2022	Malamulele Town Hall	13, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 35 & 36	10H00

The Public Participation Sessions will be inclusive of major stakeholders in the municipal area.

The session is an implementation of the IDP/Budget/PMS process plan for the 2022/23 IDP Review Process.

13.2. ADOPTION OF THE FINAL 2020/21 IDP`

After receiving the comments and following all procures the adopted Draft IDP was then tabled to EXCO then to the Mayoral Committee and Council for Adption. The Final 2020/21 IDP was adopted on the 29th May 2021 with Council Resolution: **A10/28/05/2021**.

The IDP is accessible at the Municipal Offices, Tribal Offices and Municipal Website.