

THEMBISILE HANI LOCAL MUNICIPALITY



**DRAFT  
2023/24  
INTEGRATED DEVELOPMENT PLAN  
(2023-2024)**

## TABLE OF CONTENTS

1.1.	INTRODUCTION AND OVERVIEW .....	1
1.2.	GUIDING PARAMETERS .....	2
1.2.1.	National Development Plan .....	2
1.2.2.	Mpumalanga Vision 2030 (Provincial Development Plan) .....	2
1.2.3.	The 2021 Local Government Manifesto .....	4
1.2.4.	Government Outcomes .....	10
1.2.5.	Integrated Support Plan for accelerated Municipal Services Delivery .....	10
1.2.5.1.	Task for the next phase of transformation .....	11
1.2.5.2.	Back to basics .....	11
1.3.	MUNICIPAL VISION AND MISSION .....	12
1.3.1.	Vision Statement .....	12
1.3.2.	Mission Statement .....	12
1.3.3.	Municipal Values and Principles .....	13
1.4.	SWOT ANALYSIS .....	13
1.5.	KEY DEVELOPMENT CHALLENGES .....	14
1.6.	KEY DEVELOPMENT PRIORITIES .....	14
1.7.	STRATEGIC OBJECTIVES .....	15
2.1.	LEGAL FRAMEWORK .....	16
2.1.1.	Constitution of the Republic of South Africa (Act 108 of 1996) .....	16
2.1.2.	Municipal Systems Act (Act 32 of 2000) .....	16
2.1.3.	Municipal Finance Management Act (Act 56 of 2003) .....	17
2.1.4.	White Paper on Local Government (1998) .....	17
2.1.5.	Performance Management Systems .....	18
2.2.	ESTABLISHMENT IN TERMS OF LEGISLATION .....	18
2.3.	POWERS AND FUNCTIONS .....	18
2.4.	IDP PROCESS OVERVIEW .....	20
2.4.1.	IDP Organizational Arrangements .....	20
2.4.2.	IDP and Budget Time Table .....	20
2.5.	STRATEGIC OVERVIEW .....	22
2.5.1.	Key Statistics .....	22
2.5.2.	Key Service Delivery Gaps and Backlogs .....	22
2.5.3.	Audit Outcomes .....	23
2.5.4.	Achievements of the last 5 years .....	24
3.1.	MUNICIPAL LOCATION AND DESCRIPTION .....	30
3.1.1.	Main Roads .....	30
3.1.2.	Main Areas .....	32

3.2.	DEMOGRAPHIC PROFILE .....	33
3.2.1.	Population Size.....	33
3.2.2.	Population Composition .....	33
3.2.2.1.	The gender composition .....	33
3.2.2.2.	The age structure .....	34
3.2.3.	Socio-Economic Development.....	34
3.2.3.1.	Employment and unemployment indicators .....	34
3.2.3.2.	Poverty rate .....	36
3.2.3.3.	Individual Income .....	36
3.2.3.4.	Education Indicators .....	36
3.2.3.5.	Blue Drop and Green Drop Performance.....	37
4.1.	SPATIAL RATIONALE AND DEVELOPMENT.....	39
4.1.1.	Legislative and Policy Context.....	39
4.1.2.	Spatial Location and Description .....	43
4.1.3.	Settlement Pattern.....	44
4.1.4.	Land Ownership and Land Use Composition.....	44
4.1.5.	Land Ownership in Traditional Areas.....	45
4.1.5.1	Land Invasion.....	45
4.1.6.	Land Claims .....	47
4.1.7.	Illegal Land Occupation and Informal Settlements.....	50
4.1.8.	Transport Networks .....	52
4.1.9.	Strategic Development Areas .....	52
4.1.10.	Areas of Consolidation and In-suite Development.....	53
4.2.	ENVIRONMENTAL ANALYSIS.....	56
4.2.1.	Topography, Hydrology and Climate .....	56
4.2.2.	Vegetation .....	56
4.2.3.	Geology and Mineral Potential .....	56
4.2.4.	Biodiversity, Conservation Areas and Nature Reserves .....	56
4.3.	SOCIO-ECONOMIC ANALYSIS .....	57
4.3.1.	Integrated and Sustainable Human Settlements and Housing .....	57
4.3.2.	Health.....	58
4.3.3.	Educational Facilities .....	58
4.3.4.	Safety and Security .....	58
4.3.5.	Sports, Arts and Culture .....	59
4.3.6.	Municipal Libraries .....	60
4.3.7.	Telecommunication and Postal Services .....	60
4.3.7.1.	Public Transport and Traffic Services.....	60
4.3.7.2.	Moloto Development Corridor .....	61
4.3.7.3.	Moloto rail corridor proposed route .....	61

4.3.7.4. Moloto Road upgrading.....	61
5.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT .....	62
5.1.1. Water.....	62
5.1.1.1. Bulk Water Supply .....	62
5.1.1.2. Current Water Service Backlogs.....	62
5.1.1.3. Ground Water .....	64
5.1.2. Sanitation.....	64
5.1.2.1. Current Sanitation Service Levels.....	64
5.1.2.2. Waste Water Treatment Plants .....	65
5.1.2.3. Current Sanitation Service Backlogs .....	66
5.1.3. Electricity.....	67
5.1.3.1. Household Electrification Backlog .....	68
5.1.4. Roads and Storm Water .....	68
5.1.5. Waste Management and Environmental Health .....	69
5.1.5.1. Cemeteries.....	70
<b>5.1.6. Service Delivery and Infrastructure Development .....</b>	<b>71</b>
5.2. LOCAL ECONOMIC DEVELOPMENT .....	72
5.2.1. Economic Analysis .....	72
5.2.2. Employment Status .....	73
5.2.3. Economic Sectors and Activities .....	73
5.2.3.1. Industrial Activities.....	74
5.2.3.2. Agriculture .....	74
5.2.3.3. Mining .....	74
5.2.3.4. Tourism .....	75
5.2.3.5. Trade and local Business .....	76
5.2.4. Job Creation Initiatives .....	76
5.3. GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....	77
5.3.1. Background.....	77
5.3.2. Governance Structures .....	77
5.3.2.1. Internal Audit Function .....	77
5.3.2.2. Audit Committee .....	77
5.3.2.3. Oversight Committees.....	77
5.3.2.4. Ward Committees .....	77
5.3.2.5. Supply Chain Committees .....	78
5.3.3. Participation Structures .....	78
5.3.3.1. Communication and Public Participation Strategy .....	78
5.3.3.2. Mayoral Outreach Programme and IDP Participation.....	78
5.3.3.3. 2017-2022 Draft IDP and 2018/2018 Budget Consultation .....	92



5.3.3.4. Other Public Communication and Participation Mechanisms .....	96
5.3.4. Summary Public Participation and Good Governance.....	97
5.4. INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT.....	98
5.4.1. Organizational Structure .....	98
5.4.2. Institutional Capacity .....	108
5.4.2.1. Council .....	108
5.4.2.2. Administration .....	108
5.4.3. Human Resources Management.....	111
5.4.3.1. Employment Equity .....	111
5.4.3.2. Capacity Building and Skills Development .....	111
5.4.3.3. Recruitment and Filling of Vacancies.....	111
5.4.3.4. Occupational Health and Safety.....	111
5.4.4. Information Technology .....	111
5.4.5. Council Secretariat .....	112
5.4.6. Performance Management.....	112
5.5. FINANCIAL VIABILITY .....	113
5.5.1. Background.....	113
5.5.2. Financial Management System .....	113
5.5.3. Municipal Revenue Sources.....	113
5.5.4. Budget and Treasury Management.....	113
5.5.5. Revenue Management.....	114
5.5.6. Expenditure Management.....	114
5.5.7. Revenue Enhancement .....	114
5.5.8. Supply Chain Management and Procurement process .....	114
Summary Financial Viability .....	115
6.1. DISASTER MANAGEMENT .....	115
6.1.1. Background.....	115
6.1.2. Disaster Management Policy Framework.....	116
6.1.2.1. Integrated Institutional Capacity .....	116
6.1.2.2. Disaster Risk Assessment.....	116
6.1.2.3. Disaster Risk Reduction .....	118
6.1.2.4. Disaster Response and Recovery .....	118
6.2. SECTOR PLANS.....	121
7.1. DEVELOPMENT STRATEGY.....	122
7.1.1. Strategic Planning Observations .....	123
7.1.2. Key Resolutions and Actions .....	125
7.1.3. Service Delivery Priorities .....	127
7.1.4. Strategic Framework .....	128

8.1.	CAPITAL AND OPERATIONAL ACTION PLANS.....	171
8.1.1.	Basic Service Delivery and Infrastructure Development Programmes .....	172
8.1.2.	Spatial Rationale and Development Programmes.....	180
8.1.3.	Environment, Safety, Social Development, Arts and Recreation Programmes .....	182
8.1.4.	Financial Management and Viability Programmes .....	186
8.1.5.	Local Economic Development and Youth Programmes.....	191
8.1.6.	Institutional Transformation and Organizational Development Programmes .....	196
8.1.7.	Good Governance and Public Participation Programmes.....	202
8.1.8.	Programmes and Projects: Nkangala District Municipality .....	213
8.1.9.	Nkangala District Municipality Capital Budget .....	217
8.1.10.	Programmes and Projects: Sector Departments .....	220
8.1.11.	Other Programmes .....	227
9.1.	MUNICIPAL FINANCIAL PLAN .....	235
9.1.1.	Municipal Budgets .....	235
9.1.2.	<b>Covid -19 (Corona Virus)</b> .....	235
9.1.4.1	Summary of Own Revenue & Grants and Subsidies.....	236
9.1.4.2	Summary of Operational and Capital Expenditure .....	236
9.1.5.1	Medium Term Revenue and Expenditure Framework (2017-2020) .....	237
9.1.5.2	Revenue Enhancement Strategies .....	259
10.1.	MISCELLANEOUS .....	260

### LIST OF ACRONYMS

CPTR	Current Public Transport Record	PHP	Peoples Housing Programme/Process
CSAR	Central South Africa Railway	PLAS	Proactive Land Acquisition Strategy
CSIR	Council for Survey and Industrial Research	PMS	Performance Management System
DACE	Department of Agriculture, Conservation and Environment	PPP	Public Performance Areas
DRDLR	Department of Rural Development and Land Reform	PRUDS	Provincial Rural and Urban Development Strategy
MRDP	Mpumalanga Rural Development Programme	PSC	Project Steering Committee
MSA	Municipal Systems Act	RDP	Reconstruction and Development Plan
MSIG	Municipal Systems Improvement Grant	REDS	Regional Electricity Distribution System
MSP	Master Systems Plan	REED	Regional Economic Enterprise Development
MTEF	Medium Term Expenditure Framework	RIDS	Regional Industry Development Strategy
MTGS	Mpumalanga Tourism Growth Strategy	RSA	Republic of South Africa
MTSF	Medium Term Strategic Framework	RSC	Regional Service Council
NDM	Nkangala District Municipality	SABS	South Africa Bureau of Standards
NDPGF	Neighborhoods Development Partnership Grant Fund	SACOB	South Africa Chamber of Business
NEDA	Nkangala Economic Development Agency	SACTRP	South Africa Council for Town and Regional Planners
NEDLAC	National Economic Development & Labour Council	SAHRA	South African Heritage Resources Agency
NEMA	National Environmental Management Act	SALGA	South Africa Local Government and Administration
NEPAD	New Partnership for Africa's Development	SAMAF	South African Micro Finance Apex Fund
NER	National Electricity Regulator	SANAC	South African National AIDS Council
NGO	Non-Governmental Organization	SANCO	South Africa National Civic Organization
NHRA	National Heritage Resources Act	SAPS	South African Police Service
NLP	National Land Care Programme	SAR	South African Railways
NSDP	National Spatial Development Perspective	SDA	Spatial Development Areas
NWMS	National Waste Management Strategy	SDF	Spatial Development Framework
OHSA	Occupational Health and Safety Act	SDLC	System Development Life Cycle
OLS	Operating License Strategy	SEAM	Strategic Engagement and Agreement Matrix
PA	Protected Area	SEDA	Small Enterprise Development Agency
PGDS	Provincial Growth and Development Strategy	SEMP	Strategic Environmental Management Plan
PHC	Primary Health Care	SETA	Sector Education Training Authority
SLA	Service Level Agreement	SERO	Socio-Economic Report and Outlook for MP

SMART	Specific - Measurable - Accurate - Realistic - Time-Based
SMME	Small Medium and Micro Enterprises
SoER	State of the Environment Report
SUPA	Service Upgrading Priority Area
SWOT	Strength, Weaknesses. Opportunities and Threats Analysis
TLC	Transitional Local Council
TOD	Transit Orientated Development
TRC	Transitional Regional Council
UN	United Nations
URDP	Urban and Rural Development Programme
VIP	Ventilated Improved Pit Latrine
WMAs	Water Management Areas
WMP	Waste Management Plan
WSA	Water Services Authority
WSDP	Water Services Development Plan

## **THE MUNICIPAL MANAGER'S OVERVIEW OF THE REVIEWED 2023/ 2024 FINANCIAL YEAR IINTEGRATED DEVELOPMENT PLAN**

Thembisile Hani Local Municipality (THLM) is situated in the most western part of the Mpumalanga Province, in the Nkangala District Municipality (NDM), and comprises of 32 Wards. The Municipality is home to 333 331 residents (households) as per 2016 Statistics South Africa (Stats SA) data and is the second biggest Local Municipality in the District after Emalahleni Local Municipality (ELM).

The process of the Integrated Development Plan (IDP) is premised on the provisions of chapter 5 of the Municipal Systems Act 32 of 2000 which provides that Municipalities must annually review their IDP's in accordance with the ever changing socio-economic conditions.

The current term of administration has since adopted five pillars that are the backbone of the Municipality, notwithstanding other qualitative service delivery initiatives and/ or programs that are continuously implemented. The five pillars are:

1. Bulk water supply,
2. Roads and stormwater (with emphasis on routine road maintenance),
3. Environmental management (with emphasis on refuse removal),
4. Financial viability (with emphasis on revenue enhancement), and
5. Socio-economic development.

The Municipality has since undertaken a rigorous and fully inclusive public participation process for the 2023/ 2024 IDP and Budget review, covering all Wards, including our farming areas who have since raised legitimate concerns that they seem to be overlooked by their government when it comes to the delivery of basic services and overall development. Other stakeholders that have been consulted by the Municipality include the business community, the youth, people with disabilities, traditional leaders, traditional healers, the elderly, religious leaders, military veterans, and provincial sector departments.

The interaction with the above-mentioned stakeholders has given the Municipality a wide range and perspective of what the residents want and what the greatest challenges are within the municipal area, which remains the consistent supply of portable water and roads and stormwater to promote qualitative socio-economic growth and mobility, hence these are covered as pillars one and two respectively. The abstraction of 20 Ml/ Day (million liters per day) from Loskop, commonly referred to as the Loskop Regional Bulk Water Supply Scheme and the Construction of the Mathysensloop Booster Pump Station are but a few of the medium to long-term interventions that the Municipality is implementing with the NDM and Department of Water and Sanitation (DWS) respectively, with the former planned for completion in November 2024 and the latter in November 2023. Once completed, the majority of our myriad of water challenges will be eradicated.

The Municipality has held its inaugural Revenue Enhancement Indaba on the 21<sup>st</sup> of April 2023, which came out with sound and strategic resolutions of finding lasting revenue collection solutions that will better the financial health of the Municipality, for no Municipality can be in a position to sustain itself only from conditional grants that are disbursed by National Treasury, hence our clarion call to our communities to assist the Municipality in the payment of services, rates and taxes, notwithstanding the service delivery challenges that are at play, which the Municipality is working (together with our communities) tirelessly to resolve.

The inputs we received from members of the community stakeholders are warmly appreciated and go a long way in building all of us towards the objective of eradicating the challenges at play, notwithstanding some of the exciting initiatives that we have been able to action working together.

Pursuant to the Strategic Planning Session that was held from the 8<sup>th</sup> to the 10<sup>th</sup> of February 2023, a pledge for all Municipal Staff has since been developed, and it (in plural form) reads as follows:

1. We will put our people first,
2. We will treat our people with respect and dignity,
3. We will show humility as servants of the people,
4. We will treat our citizens as our bosses and create an environment that is welcoming and solution orientated,
5. We will pride ourselves in a culture of professionalism, ethical and high moral behaviour,
6. We will pride ourselves in a culture of hard work, commitment and accountability,
7. We will at all times, protect the assets, finances and image of the Municipality, and
8. We will be exemplary when performing our duties.

Further to the above lies other important themes, mottos, et al. that the Municipality has since adopted, and they are detailed below:

*THLM's Revised Vision: To Build a Truly African City that is Citizen Centred and Driven.*

*THLM's Revised Mission: Developing a 2050 Strategic Plan which will be Anchored on a Thriving Economy, Improved Standard and Quality Service Provision, and a Habitable and Healthy Social Environment.*

*Our Motto: Work Conquers Everything, Every Time. No Explanation, No Report, No Clarity, but Work.*

*2023 Theme: The Year of Innovation, Creativity and Dynamism.*

We continue to cordially urge all members of the public to continue working with us in our journey of developing this glorious City of Thembisile Hani.

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**Mr. D.J.D. Mahlangu**  
**Municipal Manager**

## CHAPTER ONE

### 1.1. INTRODUCTION AND OVERVIEW

The advent of integrated development planning has constituted a major watershed for local authorities in South Africa. Being regarded by the national legislature as the key tool to re-orientate and refocus the vision and mission of local authorities as they prepare to manage a new developmental role.

During the apartheid era, local government planning was characterized by the following:

<ul style="list-style-type: none"><li>• It was a technically-driven process without meaningful community participation.</li></ul>
<ul style="list-style-type: none"><li>• It focused on regulation and control of land use through a web of restrictions aimed at entrenching racial segregation spatially, socially and economically.</li></ul>
<ul style="list-style-type: none"><li>• It served the demands of the privileged groups in society, at the expense of the disenfranchised and the urban and rural poor.</li></ul>
<ul style="list-style-type: none"><li>• It was largely sectorial, with little integration between transport, land use and infrastructure plans.</li></ul>
<ul style="list-style-type: none"><li>• It was neglectful of issues relating to environmental sustainability and economic viability.</li></ul>
<ul style="list-style-type: none"><li>• It was largely unconcerned with poverty alleviation, social health and welfare.</li></ul>
<ul style="list-style-type: none"><li>• It neglected the facilitation of economic development.</li></ul>

During the 1990s, the concept of integrated planning was adapted in South Africa from strengthening international trends towards holistic and more sustainable development, and was seen locally as an appropriate method of beginning to address the deficiencies and injustices of apartheid planning.

It was stressed early on that a new system of municipal planning should:

<ul style="list-style-type: none"><li>• ensure the participation of communities</li></ul>
<ul style="list-style-type: none"><li>• address most urgently the citizens' basic needs</li></ul>
<ul style="list-style-type: none"><li>• aim to disintegrate unjust spatial or institutional patterns of privilege</li></ul>
<ul style="list-style-type: none"><li>• aim to ensure integrated and sustainable development, and</li></ul>
<ul style="list-style-type: none"><li>• be focused on delivery.</li></ul>

These ideas gradually crystallized into the new concept of Integrated Development Planning, which was defined by the intergovernmental Forum for Effective Planning and Development (FEPD) as:

A participatory planning process aimed at integrating sectorial strategies in order to support the optimal allocation of scarce resources between sectors and geographic areas and across the population in a manner that promotes sustainable growth equity and the empowerment of the poor and the marginalized.

This concept was subsequently enshrined in a variety of documents such as the White Paper on Local Government, the Constitution of 1996, the Development Facilitation Act (1995), the Local Government Transition Act - Second Amendment Act (1996), the Municipal Structures Act (1999) and the Municipal Systems Act (2000).

Integrated development planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the IDP process. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in a municipality.

Through Integrated development planning, which necessitates the involvement of all relevant stakeholders, a municipality can:

- Identify its key development priorities;
- Formulate a clear vision, mission and values;
- Formulate appropriate strategies;

- Develop the appropriate organizational structure and systems to realize the vision and mission; and align resources with the development priorities

In terms of the Municipal Systems Act (Act 32 of 2000) all municipalities have to undertake an integrated development planning process to produce IDP's. As the IDP is a legislative requirement, it has a legal status and it supersedes all other plans that guide development at local government level.

## **1.2. GUIDING PARAMETERS**

### **1.2.1. National Development Plan**

In 2010/11 the national government initiated a series of dialogue sessions which were aimed at understanding the challenges that the country faced. This was a step towards understanding the country towards the development of a long term vision that is not only aspirational but responds to some of the challenges of the country as well. As a result of this process, a diagnostic report on the state of the country was developed and published and it highlighted the following:

- Too few people work;
- Corruption levels are high;
- South Africa remains a divided society;
- Spatial divides hobble inclusive development;
- Public services are uneven and often of poor quality;
- The public health system cannot meet the demand or sustain quality;
- The economy is unsustainably resources intensive; and
- Infrastructure is poorly located, inadequate and under-maintained.

This report emphasized the need to reduce poverty and eliminate inequality to address the challenges highlighted above. These two elements – poverty reduction and poverty elimination are a focus on the National Development Plan (NDP) that was approved by Cabinet in November 2012 following a Diagnostic Report. The NDP provided a vision for the society that South Africa aspires for in 2030. Central to the NDP are the following areas of intervention:

- Bringing about faster economic growth, higher investment and greater labour absorption;
- Promoting active citizenry to strengthen development, democracy and accountability;
- Focus on key capabilities of people and the state;
- Building a capable and developmental state;
- Encouraging strong leadership throughout society to work together to solve problems; and
- Uniting all South Africans around common programme to achieve prosperity and equality.

The National Development Plan is what guides the interventions of all spheres of government.

The Municipality recognizes that there are still a number of challenges that it faces, which characterize the development phase through which most South African municipalities are undergoing. It is for this reason that in compiling this IDP review, attention is paid towards accelerating some of the Municipality's interventions to improve the social and economic state of the citizens while pursuing a sustainable path Towards development.

### **1.2.2. Mpumalanga Vision 2030 (Provincial Development Plan)**



Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP. It is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan. The framework describes the Province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectoral and related planning interventions in Mpumalanga.

Mpumalanga Vision 2030 informs and is linked to the Municipal IDP through the following sector plans:

- Mpumalanga Economic Growth & Development Path
- Infrastructure Master Plan
- Mpumalanga Spatial Framework
- Human Settlement Master Plan
- Human Resources Development Strategy
- Comprehensive Rural Development Programme

In line with the principles of the NDP, Vision 2030 highlights the following socio economic outcomes as priorities:

- Employment & Economic Growth
- Education and Training
- Health care for all
- Social Protection

These priorities do not imply that the normal business of government should be deferred, but rather aims to focus the activities and decisions of the Province on key areas leveraging high impact for improved and sustainable long term socio-economic development in Mpumalanga.

### 1.2.3. The 2021 Local Government Manifesto

The 2022-2023/26 IDP has been developed in line with the national and local government manifesto of November 2021. In recognition of the role of local government in the implementation of these key areas, the local government manifesto of 2021 outlined areas of focus for local government in line with the powers and functions of municipalities and their role towards contributing to the national objectives. The following are the key

Focus areas for local government as articulated in the manifesto:

#### Access to municipal services and reducing outsourcing

*Together with our communities we will broaden access to municipal services and reduce outsourcing through access to municipal services.*

#### Water and Sanitation

- Increasing bulk water supply by sourcing water and augmenting the current supply through the following projects over the next five years:
- upgrading of existing infrastructure from agricultural project to augment borehole water supply in Bundu.
- New Reservoir and Pipeline at Kwa-Mhlanga and surrounding areas
- Upgrading of Kwaggafontein Water Scheme and surrounding areas

- Conducting feasibility and implementing the Western Highveld (Rust da Winter) bulk water scheme project in Thembisile working in collaboration with the Department of Water and Sanitation
- Conducting feasibility and implementing the new Thembisile Water Scheme (Loskop dam) project working together with the department of water and sanitation.
- Refurbishing of water infrastructure and drilling of boreholes within Thembisile Hani through the WSIG.
- Upgrading and maintaining all existing water infrastructure in Kwamhlanga, Kwaggafontein and Vlakraagte and eliminating all water losses by refurbishing existing and old water pipelines.
- providing a water borne sanitation system in Luthuli and surrounding areas with the following project over the next five years:
  - Luthuli Waste Water Treatment Works.
- ensuring that the Moloto RDP settlement is provided with a water borne sewer system during the next five years.

#### **Integrated Human Settlements**

- Accelerating the establishment of Townships in Vlakraagte (Buhlebesizwe extension 1), Gemsbokfontein (Emlanjeni), Tweefontein F and Kameelpoortnek (Clearview).
- Formalization of Townships in Moloto, Kameelpoortnek/Sun City, Kwamhlanga/Phola Park, Tweefontein/Enkeldoornoog, Vlakraagte/Gemsbokspruit, Vlakraagte/Kwaggafontein, Mathys-Zyn-Loop, Boekenhouhoek, Goederede, Verena / Wolvenkop as part of the National Upgrading Support Programme.
- Sourcing funding with the assistance of Nkangala district, and Cogta for the formalization of Verena South-West, Verena North-West, Verena South-East, KwaMhlanga South-West, Wolvenkop Extension, KwaMhlanga South, KwaMhlanga South-East, KwaMhlanga West, Tweefontein North, KwaMhlanga East, KwaSilamba, Kwaggafontein Ext. 2, Kwaggafontein West, Buhlebesizwe South, and Buhlebesizwe East.
- Building at least 6 Community halls over the next five years around Thembisile and in areas such as Moloto working together with Nkangala District Municipality.
- Providing together with the Department of Human Settlements over 100 rural housing units in Tweefontein and KwaMhlanga areas.
- Resisting and preventing the illegal occupation of land and enlightening traditional authorities and communities on land development and land use management issues.
- Optimizing the development of strategically development areas as part of our spatial development framework.
- Identifying and reserving land for human settlements and formalizing existing settlements in line with national norms and standards.
- Strengthening the working relationship with traditional authorities to curb land invasion

#### **Electricity**

- Ensuring that all households have access to electricity together with Eskom.

- Intensifying the installation of high mast lights in all villages and streetlights in strategic road intersections where none exist.

#### Environment and waste management

- Progressively extending waste collection to all households within the municipality for a clean and healthy environment.
- Accelerating the acquisition of a licensed land fill site within the next five years.
- Working with the department of environmental affairs to assist with research on climate change.
- Establishing and developing municipal capacity to manage disaster risks that may be presented by a changing climate.
- Undertaking youth initiatives as part of municipal efforts to adapt to changing climatic conditions.
- Conducting annual cleaning campaigns throughout the Municipality for a healthy and clean environment.

#### Roads and Storm water

- Developing a road grading programme for all main gravel roads within Thembisile Hani at least twice per annum.
- Working together with Nkangala District Municipality identify busy access roads for block paving

#### Transportation

- Facilitating, together with SANRAL the upgrading of Moloto (National Road R573) with an anticipated investment of +-R5 billion.

#### Outsourcing

- Increasing municipal internal capacity in order to reduce the outsourcing of services and skills from external consultants.
- Ensuring that all infrastructure projects that are implemented are of a high quality standard by Establishing infrastructure project monitoring and evaluation committees within the municipality.

#### Good Governance

##### *Together we shall improve municipal governance by:*

- Ensuring that the Municipal Council, the mayoral committee, section 80 committees and section 79 committees are established and sit as scheduled.
- Ensuring that ward committees are formed within 3 months to serve as interactive and development oriented forums are between the elected municipal representatives and stakeholders at the community level on a continuous basis.
- Establishing Audit and risk committees.
- Intensifying the functioning of war rooms in order to bridge the service delivery gaps.
- Conducting regular audits of ward committees to ensure functionality and awareness.
- Aligning all municipal resources, programmes and projects with the Integrated Development Plan.

##### *Together we shall intensify the fight against fraud and corruption through:*

- Ensuring that governance structure, namely MPAC, Audit and Risk Management Committees are established.

- Creating a fraud and corruption reporting hotline for municipal residence.
- following up on issues raised on the presidential hotline.
- Developing a practical Audit Recovery Plan and ensure implementation, together with the implementation of the Risk management Plan.
- Establishing municipal oversight committees, Mayors and Premiers hotline.
- Implementing recommendations emanating from forensic investigations conducted within the Municipality.

### **Public Participation**

***Together we shall continue to put people first by improving public participation and accountability through:***

- Ensuring that all ward committees sit monthly and that ward councillors hold the 6 mandatory meetings per annum.
- Holding at least 12 Zonal Izimbizo meetings twice per annum within the municipal area.
- Ensuring ward councillors convene 6 meetings per ward per annum in order to provide communities with feedback about developments in the municipality.
- Continually engaging forums with regards to Integrated Development Planning and municipal budgeting processes.
- Creating an enabling environment for public participation by utilizing a variety of mechanisms to communicate with the community.
- Ensuring that ward councillors hold at least 4 meetings with Amakhosana annually.
- Implementing educational awareness campaigns on liquor trading, anti-stock theft awareness and anti-stolen goods awareness campaign working together with the South African Police Service in areas such as Moloto, Buhlebuzile and Sheldon.
- Encourage communities to participate in Community Policing Forums.
- Promote the reduction of drug abuse, fight against corruption and reduce crime.
- Conducting campaigns and working with communities to report criminal activities without fear or favour.
- Working together with traditional authorities in combating crime in villages.

### **Sound Financial Management**

***Together with our people we shall ensure sound financial management by:***

- Preventing wasteful, fruitless, unauthorized and irregular expenditure.
- Compelling residents to pay for municipal services and increasing revenue collection from 6% to 60% progressively over the next five years.
- Installing smart meters at all government institutions including, schools and offices to monitor the usage of water and correct billing.
- Ensuring that all creditors are paid within 30 days after receipt of an invoice for goods and services rendered.
- Improve the efficiency and functionality of supply chain management.
- Improve the municipal audit opinion from qualified to unqualified and ultimately clean audit progressively over the next five years.
- Ensure that the municipal billing system is accurate in order to improve collection.
- Build internal financial capacity to eliminate outsourcing of consultants for AFS and asset management.
- embarking on intensive awareness campaigns to educate communities about the importance of paying for municipal services.

## **Building a Capable Institution and Administration**

***Together we shall improve and enhance the institutional capacity of the municipality by:***

- Filling key positions within 3 months from the date of the vacancy.
- Appointing competent and qualified people in all positions.
- Providing municipal employees and councillors with regular training in order to improve service delivery.
- Prioritizing the training of councillors, management and key officials on financial management.
- Ensuring the progressive cascading of performance management to all staff members over the next five years.

## **Local Economy and Job Creation**

***Together we shall develop and strengthen local economies, create jobs and promote job placements, especially for the youth through:***

- actively participating in the expanded public works programme of the National, provincial and local government in order to promote job creation and skill transfer.
- Reserving 40% of all procurement opportunities for youth owned enterprises and companies.
- annually targeting the recruitment of more than 2 500 local people through the community works programme, and expanded public works programme.
- intensifying support for rural smallholder farmers and expanding community food gardens and establish markets for fresh produce.
- accelerating the formalization of business sites in close proximity to the R573 and shopping complexes.
- continuing to support emerging and existing Somme's and cooperatives in order to contribute to job creation.
- Actively participating in the Moloto road corridor development initiative and capitalize on LED Opportunities that stem from the programme
- advocating for the realization of the Moloto Rail corridor within the next five years.
- Constructing animal handling facilities in Tweefontein C and Upgrading of the Kwaggafontein farm working in conjunction with the Department of Cooperative Governance and Traditional Affairs and Agriculture as part of the fortune 40 initiative.
- Empowering communities with business opportunities, especially historically underprivileged groups such as youth, woman and persons with disabilities

## Education and Health in Communities

### *Working together to promote health and education as apex priorities in local communities through:*

- Providing a sustainable water supply service to all schools, Kwamhlanga Hospital and clinics within the municipality.
- Identify strategic land parcels for the building of health and educational facilities together with the department of basic education, Health and Public Works.
- Awarding 5 mayoral bursaries annually to deserving learners for higher education and training, working in collaboration with local industry and businesses.
- Improving access to the public library services in villages by providing mobile libraries.
- The THLM will focus on encouraging adult education in the Municipal area and expand Early Childhood development centres to other villages.
- Constructing health care clinics in Tweefontein A and Vezubuhle with the assistance of the Department of Health.
- Upgrading the Kwamhlanga hospital and accommodation for staff in conjunction with the Department of Health over the next five years.
- Constructing two new libraries in Boekenhouthoek and Verena with the assistance from the department of culture, sport and recreation during the next five years.
- ensuring the establishment of a Technical and Vocational Education and Training centre.

## Social Cohesion and Nation Building

### *Together we shall promote social cohesion and nation building in municipalities through:*

- Promoting municipal heritage and cultural sites in order to market the municipality as a heritage and tourism destination
- Encouraging the local youth to participate in sports and recreation activities aimed at promoting nation building.
- Promoting a culture of dialogue as part of efforts to build a social compact for local growth and development.
- Organizing a cultural and heritage indaba where local culture and heritage can be celebrated and expressed.

## Transversal

### *Together we shall promote the transversal and Gender issues*

- Policies, Legislation and guidelines that regulate the promotion of women empowerment across the spectrum
- vision 2014, seek to address Medium Term Strategic Framework (MTSF) on women empowerment together with National Spatial Development Planning and (PGDS)
- In this policies and guide line offices of women are more paramount and person living with Disability, the right of Children and ELDERLY
- High level of illiteracy, shortage of skills to people with disabilities
- Single parenthood and sign languages personnel

- shortage of staff in the office were it does not have assistant manager and other coordinator who would be dealing with Disability and elderly and the other coordinator would be in charge of women and Children issues
- reduction of violence against women, children and elderly
- support victim empowerment and poverty alleviation
- children and childhood early development
- sport, leisure, recreation care and culture should be envisage all the time

#### 1.2.4. Government Outcomes

In January 2010, Cabinet adopted 12 Outcomes to frame public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements linked to these Outcomes. All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual programmes and budgets for the MTEF period. Below are the 12 Outcomes where Municipalities have a role to play in either contributing directly to the realization of the Outcomes or facilitating the work of National and Provincial Departments in realizing them.

- Outcome: 1 Improve the quality of basic education
- Outcome: 2 improved health and life expectancy
- Outcome: 3 All people in South Africa to be protected and feel safe
- Outcome: 4 decent employment through inclusive economic growth
- Outcome: 5 Skilled and capable workforces to support inclusive growth
- Outcome: 6 An efficient, competitive and responsive economic infrastructure network
- Outcome: 7 Vibrant, equitable and sustainable rural communities and food security
- Outcome: 8 Sustainable human settlements and improved quality of household life
- **Outcome: 9 A response and, accountable, effective and efficient local government system**
- Outcome: 11 A better South Africa, a better and safer Africa and world
- Outcome: 12 A development-orientated public service and inclusive citizenship

#### 1.2.5. Integrated Support Plan for accelerated Municipal Services Delivery

The Integrated Support Plan for Local Government is developed to ensure that all 20 municipalities in the Mpumalanga Province are Functional and provide services to communities in a sustainable manner both now and in the future.

Mpumalanga Province consists of 17 Local Municipalities and 3 District Municipalities that have a myriad of challenges ranging from:

- None provision of democratic and accountable Government for Local communities
- Erratic provision of basic services to communities in a sustainable manner
- Promotion of social and economic development not adequate
- Inadequate Promotion of a safe and healthy environment
- Lack of encouragement of involvement of communities and community organizations in the matters of local Government
- Sound and sustainable financial management inadequate

The Executive council instructed CoGTA to prepare an integrated support plan which had to include all relevant stakeholders including Local Government. On the 10th of September the Integrated Municipal support plan (IMSP) was tabled to the executive council and approved. The Key output of the ISP is 21

Functional Municipalities that provide services to local communities in a sustainable manner both now and in the future.

This implementation plan seeks to give guidance to all the stakeholders who are involved in the IMSP in terms of the actions to be taken and the timelines. This implementation plan is guided in the main by the National Development Plan (NDP), the Medium Term Strategic Framework (MTSF 2014-2019) and Local Government Legislation.

#### **1.2.5.1. Task for the next phase of transformation**

- Back to Basics: Setting clear benchmarks of performance in our efforts to ensure that all municipalities perform their basic responsibilities, every day, without fail;
- responding vigorously to the immediate crises;
- Understanding and responding to the structural challenges;
- Continuing to build resilient local government institutions; and
- Collectively constructing more rigorous systems of intergovernmental relations/ planning and delivery

#### **1.2.5.2. Back to basics**

##### **Governance**

- All municipal council structures must be functional - meet regularly;
- Clear delineation of roles and responsibilities between key leadership structures of the municipality (Mayor, Chief Whip, Speaker and MM)
- Oversight committees must be in place and perform their responsibilities, without any interference, e.g. Audit Committee and MPAC's; and
- Transparency, accountability and regular engagements with communities. E.g. MTSF Action 7

##### **Administration**

- All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications;
- All managers sign performance agreements; and
- Implement and manage performance management systems.

##### **Sound Financial Management**

- All municipalities have a functional financial management system;
- Rigorous Internal controls;
- Cut wasteful expenditure;
- SCM structures and controls with appropriate oversight;
- Cash-backed budgets;
- Post Audit Action Plans are addressed; and
- Act decisively against fraud and corruption



### **Community engagements and participation**

- All councillors report regularly to their wards;
- Municipalities have clear engagement platforms with communities, e.g. ward level service delivery plans, IDPs and budget report backs; and
- Transparent, responsive and accountable processes to communities, etc.

### **Basic Service Delivery**

- To ensure that municipalities develop new infrastructure at a faster pace whilst adhering to the relevant standards, and to enable them to improve operations and maintenance of existing infrastructure to ensure continuity of service provision.

### **1.3. MUNICIPAL VISION AND MISSION**

The municipal vision and mission that were refined by the Mayoral Committee during the strategic planning engagement held in March 2021 and adopted by council. The proposed municipal vision and mission statements are as follows:

#### **1.3.1. Vision Statement**

***“To build a truly African city that is citizen centred and driven”***

#### **1.3.2. Mission Statement**

***Thembisile Hani local municipality aims to work towards achieving its vision by:***

- Participatory integrated development planning
- Sustainable, accountable and accelerated service delivery
- Promoting socio-economic development
- intensifying community participation
- Shared economic growth
- Allocating resources within budgetary constraints
- Ensuring effective and efficient financial governance
- Applying good and transparent corporate governance and *Batho Pele* principles in order to create a high performing municipality

**The mission statement is: Developing a 2050 strategic plan which will be anchored on a thriving economy, improved standard and quality service provision and habitable and healthy social environment**

### 1.3.3. Municipal Values and Principles

The municipality will continue to be driven by and observe the following service delivery principles:

- Showing compassion and care to all municipal customers
- treating all residents equally and with integrity and respect
- Attending to and responding to all queries efficiently
- conducting the municipal business processes in an ethical and professional manner

### 1.4. SWOT ANALYSIS

The following table represents a SWOT Analysis in terms of the development issues arising from situational analysis of the Municipality. The SWOT analysis provides a configuration of the social, economic, physical, infrastructural, financial, institutional and environmental factors to be considered when planning is undertaken. The analysis also serves as a basis for the municipality's state of development.

**Table 1.4: SWOT Analysis**

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Political will and stability</li> <li>• Good relationship with key stakeholders</li> <li>• Filled organizational structure (low vacancy rate)</li> <li>• Land availability</li> <li>• Adopted communication and public participation strategy</li> <li>• Predominance of agriculture</li> <li>• Established and fully fledged Internal Audit Unit</li> <li>• Inter-departmental Support</li> <li>• Training support to staff</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Financial Management</li> <li>• Political interference in administration</li> <li>• Single personnel units</li> <li>• Poor revenue collection</li> <li>• Poor internal road infrastructure</li> <li>• Water supply interruptions</li> <li>• Insignificant sanitation infrastructure</li> <li>• Lack of a municipal call centre</li> <li>• Low skills base</li> <li>• No property rates collection</li> <li>• Non-compliance to approved policies</li> <li>• Lack of proper financial planning</li> <li>• Poor enforcement of the Land Use Management Systems</li> <li>• Insufficient working tools (Vehicles)</li> <li>• Shortage of staff to manage waste and facilities</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Land availability</li> <li>• Mining opportunities</li> <li>• Indigenous knowledge</li> <li>• Municipal proximity to Gauteng Province</li> <li>• Moloto rail corridor</li> <li>• Mining opportunities</li> <li>• Potential for agricultural growth and development</li> <li>• Tourism opportunities</li> <li>• Potential for payment of rates and taxes from government institutions</li> <li>• Potential for revenue generation</li> <li>• Potential for recycling</li> <li>• Availability of a Spatial Development Framework</li> </ul>	<ul style="list-style-type: none"> <li>• High unemployment rate</li> <li>• High dependency conditional grants</li> <li>• Land invasion</li> <li>• Lack of water resource</li> <li>• Poor industrial development</li> <li>• Vandalism of municipal property</li> <li>• Non-qualifying consumers registered as indigent debtors</li> <li>• Land ownership (Most farms are state owned)</li> <li>• Poorly developed infrastructure</li> <li>• Fully fledged town planning unit</li> </ul>

### 1.5. KEY DEVELOPMENT CHALLENGES

The following table represents the key Development Challenges of Thembisile Hani Local Municipality identified as part of the strategy development phase of the Integrated Development Planning process.

**Table 1.5: Key Development Challenges**

<b>SERO Report, 2022</b>	<b>Strategic Planning Report 2023</b>
<ul style="list-style-type: none"> <li>• Low economic growth</li> <li>• Household services challenges</li> <li>• High poverty</li> <li>• High inequality</li> <li>• Low HDI</li> <li>• High unemployment</li> <li>• Educational challenges</li> <li>• High HIV prevalence</li> <li>• Inflation</li> <li>• Unequal economic distribution</li> <li>• Sectoral dependency</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of water source</li> <li>• Land invasion</li> <li>• Lack of own revenue</li> <li>• High unemployment rate</li> <li>• High dependency on conditional grants</li> <li>• Poor industrial development</li> <li>• Vandalism of municipal property (water valves and boreholes)</li> <li>• Land ownership (Most farms are state owned)</li> </ul>

### 1.6. KEY DEVELOPMENT PRIORITIES

This section provides a summary of key service delivery priorities for the 2022-2027 Integrated Development Plan. These priorities form the basis for strategy formulation and project identification.

The Key Service Delivery Priorities identified are summarized below as follows:

**Table 1.6: Key Development Priorities**

Issue 1	Water
Issue 2	Sanitation
Issue 3	Public lighting
Issue 4	Roads and Storm water
Issue 5	Environment and Waste management
Issue 6	Municipal facilities, Sport, Recreation, Art & Culture
Issue 7	Spatial Planning and Land Use Management
Issue 8	Financial management and sustainability
Issue 9	Local Economic Development and Job Creation
Issue 10	Institutional development
Issue 11	Good Governance and Public Participation
Issue 12	Youth Development
<ul style="list-style-type: none"> <li>• <b>None municipal coordinated issues</b></li> </ul>	
Issue 13	Public transport
Issue 14	Education
Issue 15	Health and welfare
Issue 16	Post telecommunication
Issue 17	Public safety, security and emergency service
Issue 18	Human settlements( housing)
Issue 19	Land use management
Issue 20	Transversal

## **1.7. STRATEGIC OBJECTIVES**

The Municipality remains committed to the Strategic Objectives as was approved by Council in 2022-20126 IDP. The amendments made in this document is on the basis that certain elements out of the objectives have been emphasized for implementation in the medium term to respond to the emerging developments and to accelerate delivery on key areas of performance for the Municipality. The following are the Municipal Strategic Objectives:

**SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads**

**SO 2: To create integrated and sustainable human settlements through proactive planning and development of land**

**SO 3: To create a safe, clean and healthy environment conducive for social development and recreation**

**SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection**

**SO 5: To create a conducive environment for economic development, investment attraction and job creation.**

**SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services**

**SO 7: To deepen democracy and promote active community participation in the affairs of the institution**

## **CHAPTER 2**

### **2.1. LEGAL FRAMEWORK**

In terms of the Constitution of the Republic of South Africa (Act 108 of 1996), local government is in charge of its own development and planning processes. This Constitutional mandate to relate management, budgeting and planning functions to objectives, clearly indicates the intended purpose of the municipal IDP as to:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage community involvement.

It is crucial that the relevant legislation and policies regulating integrated development planning be thoroughly analyzed to ensure that the process and its outputs address the principles outlined in the legal framework.

#### **2.1.1. Constitution of the Republic of South Africa (Act 108 of 1996)**

Section 151 of the Constitution, states that developmental local government should make provision for a democratic and accountable government for communities. It also encourages municipalities to ensure the provision of services to communities in a sustained manner in order to promote social and economic development. Local government must promote a safe and healthy environment and encourage community involvement in matters of local government such as municipal transport, municipal health services, municipal roads, and municipal parks and recreation.

Section 152 of the Constitution says that local government should provide democratic and accountable government for local communities. It should ensure the provision of services to communities in a sustainable manner, promote a safe and healthy environment as well as encourage the involvement of communities and community organizations in matters of local government.

Section 153 of the Constitution states that "each municipality should structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community and to promote the social and economic development of those communities." Municipalities should participate in national and provincial programmes and infrastructure development programmes. Section 153 of the Constitution also encourages municipalities to involve communities in their affairs.

#### **2.1.2. Municipal Systems Act (Act 32 of 2000)**

The Municipal Systems Act regulates Integrated Development Planning. It requires municipalities to undertake developmentally oriented planning so as to ensure that it strives to achieve the objectives of local government as set out in Sections 152 and 153 of the Constitution. Section 34 of the Municipal System Act 32 of 2000, requires the Municipal Council to review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of section 41; and the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process

Section 26 of the Act further outlines the core components of the integrated development plan of a municipality. It requires the Integrated Development Plan of a municipality to reflect:

- 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;
- The council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of the legislations;
- The council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of the legislations;
- A spatial development framework which must include the provision of basic guidelines for a land use management system of the municipality;
- The council's operational strategies;
- Applicable disaster management plan;
- A financial plan, which must include budgeted projects for at least the next three years, and;
- The key performance indicators and performance targets determined in terms of the Act.

#### **2.1.3. Municipal Finance Management Act (Act 56 of 2003)**

The Municipal Finance Management Act was promulgated to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. The Act provides a mandatory provision that relate to financial and performance management. Section 2 of the Act stipulates that the objective is to secure sound and sustainable management of the financial affairs of local government institutions to which this Act applies by establishing norms and standards for:

- Ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities;
- The management of revenues, expenditures, assets and liabilities and the handling of financial dealings, budgetary and financial planning processes;
- The coordination of those processes with those of the other spheres of government,
- Borrowing;
- Supply chain management; and
- Other financial matters.

#### **2.1.4. White Paper on Local Government (1998)**

The White Paper on Local Government (1998) views the Integrated Development Planning (IDP) as a way of achieving developmental local government. It provides that the IDP intends to:

- Align scarce resources around agreed policy objectives;
- Ensure integration between sectors with local government;
- Enable alignment between provincial and local government and
- Ensure transparent interaction between municipalities and residents, making local government accountable.

The paper establishes a basis for developmental local government, where, "local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". It also encourages public consultation on policy formulation and in the monitoring and evaluation of decisions and implementation.

#### **2.1.5. Performance Management Systems**

A municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role – players. It is critical that political leadership, managers and staff be involved to ensure that the municipality embraces the IDP and its implementation (which is performance management in practice). Implementing the processes and systems needed to operationalize the IDP will determine the ultimate success of the municipality. The following needs to be taken into consideration when starting to implement the IDP:

- Plan for performance by clarifying objectives and outputs to be achieved;
- Clarify performance expectations by setting standards and targets for each indicator to assess and evaluate performance in practice;
- Monitor, measure, assess and evaluate performance, and
- Link strategic priorities, goals and objectives agreed in the IDP by:
- Enabling staff to understand how their job contributes to the aforementioned;
- Ensuring resources are directed and used in efficient, effective and economic ways by each person in the municipality;
- Including communities and other stakeholders; decision – making, monitoring and evaluation;
- Learning from experience and using it to continuously to improve what is achieved, and maintaining transparency and accountability and promoting good governance as articulated in the Batho- Pele principles.

#### **2.2. ESTABLISHMENT IN TERMS OF LEGISLATION**

Thembisile Hani Local Municipality is a Category B Municipality established in terms of the provisions of the Local Government Municipal Structures Act 117 of 1998 which provides for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities, the division of functions and powers between municipalities and the appropriate electoral systems.

The Municipality is furthermore an Executive Council Municipality as contemplated in the Mpumalanga Further Determination of Types of Municipality Act 04 of 2000.

#### **2.3. POWERS AND FUNCTIONS**

Section 156 (a) of the Constitution of the Republic of South Africa states that a municipality has executive authority in respect of, and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5. Therefore the powers and functions of Thembisile Hani local Municipality in so far as the Constitution is concerned are listed hereunder as follows:

**Local Government matters listed under Schedule 4 Part B**

	Functions currently with THLM		
	Yes	No	Responsible authority if function is not run by THLM
Air pollution	√		
Building regulations	√		
Child care facilities	√		
Electricity and gas reticulation		√	Eskom
Firefighting services		√	Nkangala District Municipality
Local tourism	√		
Municipal airports	√		
Municipal planning	√		
Municipal health services	√		
Municipal public transport	√		
Municipal public works	√		
Storm water management systems in built-up areas	√		
Trading regulations	√		
Water and sanitation services	√		

**Local Government matters listed under Schedule 5 Part B**

	Functions currently with THLM		
	Yes	No	Responsible authority, if function is not run by THLM
Beaches and amusement facilities	N/A		
Billboards and the display of advertisements in public places	√		
Cemeteries, funeral parlours and crematoria	√		
Cleansing	√		
Control of public nuisances	√		
Control of undertakings that sell liquor to the public	√		
Facilities for the accommodation and burial of animals	√		
Fencing and fences	√		
Licensing of dogs	√		
Licensing and control of undertakings that sell food to the public	√		
Local amenities	√		
Local sport facilities	√		
Markets	√		
Municipal abattoirs	√		
Municipal parks and recreation	√		
Municipal roads	√		
Noise pollution	√		
Pounds	√		
Public places	√		
Refuse removal, refuse dumps and solid waste disposal	√		
Street trading	√		
Street lighting	√		



## 2.4. IDP PROCESS OVERVIEW

In terms of section 34 of the Municipal System Act 32 of 2000, a Municipal Council must review its Integrated Development Plan annually in accordance with an assessment of its performance measurements in terms of section 41; and the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process. This Integrated Development Plan (IDP) is a product of the IDP process and represents the 2023/2024 IDP for the Thembisile Hani Local Municipality. The IDP is also developed for a period of 5 years (2022-2027).

### System of IDP process

The office of the Executive Mayor has a systematic process of IDP, consulting with members of the community in regard to the IDP consultation annually. The process involves stakeholders:

- Councillors
- Ward Committees
- Communit Development Workers
- Traditional Leadres
- Traditional Healers
- Media
- Sector Departments
- Businesses
- Youth
- Disabled persons
- Religious Organisations and
- The Elderly

Once all the above mentioned stakeholder organiasations have been consulted upon, the community members are the next station to be consulted. In this regard, meetings are clustered, to accommodate all wards.

### 2.4.1. IDP Organizational Arrangements

The IDP preparation process involves intensive consultation and the participation of communities, all role players and key stakeholders in order to achieve a shared understanding of the municipal development trajectory and alignment. In terms of the Municipal Systems Act, the chairperson of the executive committee or executive mayor or the chairperson of the committee of appointed councillors has the responsibility to manage the drafting of the IDP or to assign this responsibility to the municipal manager. The municipal manager is responsible for the implementation and monitoring of the IDP process.

The following IDP and LED consultative structures are utilized for the development and review of the IDP, namely:

- Mayoral Imbizo
- LED Forum and
- IDP Steering Committee
- IDP Technical Committees
- IDP and Budget Indaba
- other specialized forum

### 2.4.2. IDP and Budget Time Table

The following table represents the IDP/Budget Timetable with key planning milestones and phases for the development of the 2023/2024 Integrated Development Plan and Budget. The IDP/ Budget Timetable was complied with in Drafting the IDP and Budget.

Table 2.4.2.1 IDP and Budget Timetable.

IDP Phase	Activity	IDP Steering committee	Mayoral IDP/Budget Steering Committee	Strategic Planning Works Hop	IDP/Budget Indaba	Mayoral Committee Sitting	Council Sitting	Community Meetings	Public Notice Date	Due Date for Completion of Process
<b>Preparation</b> 01 July- 31 August 2023	Preparation and Adoption of IDP Process Plan	10 Aug 2023	N/A	N/A	N/A	24 August 2023	28 August 2023	N/A	By 07 September 2023	30 August 2023
<b>Analysis</b> 01 August-30 October 2023	Preparation of IDP Analysis Report	23 October 2023	N/A	N/A	N/A	N/A	N/A	September-October 2023	N/A	31 October 2023
<b>Strategies</b> 01-30 November 2023	Refinement of Objectives and Strategies	17 November 2023	N/A	09/10 January 2024	N/A	N/A	N/A	N/A	N/A	30 November 2023
<b>Projects</b> 01 December 2023 - 30 January 2024	Project confirmation Budget/IDP steering committee meeting	30 January 2024	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2024
<b>Integration</b> 01-28 February 2024	Consultation with Sector Departments, Confirmation of budgets, Integration with Sector plans	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28 February 2024
<b>Approval/Tabling</b> 01 February to 28 April 2024	Preparation of IDP/Budget for Council Approval	22 February 2024	N/A	N/A	N/A	22 March 2024	30 March 2024	04-12 April 2024	By 18 April 2024	26 April 2024
<b>Adoption of amendments to the IDP and Budget</b> 31 May 2024	Publication of Notices Final Approval of IDP and Budget	24 April 2024	25 April 2024	N/A	08/ May 2024	17 May 2024	31 May 2024	N/A	By 14 June 2024	29 June 2024

## 2.5. STRATEGIC OVERVIEW

### 2.5.1. Key Statistics

Thembelesile Hani Local Municipality has an estimated population of 333 331 based on the community survey that was conducted in 2016 by Statistic South Africa and around 109 282 households as of 2015. The tables below provides a high level overview of the population demographics, unemployment rate, poverty rate and the local tourism spend within the municipality.

Table 2.5.a: Demographics

Population 2016 Community Survey (CS)	Population 2021 CS	Average annual population growth: 2016 - 2021	Projected 2030 Number
333 331	378 481	1.6%	394 697

Source: Mpumalanga Department of Finance, Mpumalanga Socio-Economic Report, 2021

Table 2.5b: Unemployment rate

Local Area	Unemployment rate: 2014 Census	Unemployment rate; 2017	Trend
THLM	36,1	39,7	Deterioration of employment

Source: Mpumalanga Department of Finance, Mpumalanga Socio-Economic Report, 2016

Table 2.5c: Poverty rate

Local Area	Poverty Rate : 2014 (Lower bound)	Poverty Rate : 2017 ( Lower Bound)	Actual Poverty numbers (2017)
THLM	48.6%	52.7%	180 981

Source: Mpumalanga Department of Finance, Mpumalanga Socio-Economic Report,

Table 2.5d: Tourism spend

Local Area	Tourism spend %: 2015	Tourism spend %: 2020	Tourism spend (R- million) 2015
THLM	R 387.7 M & 6.5%	1.6%	R122.4

Source: Mpumalanga Department of Finance, Mpumalanga Socio-Economic Report, 2016

### 2.5.2. Key Service Delivery Gaps and Backlogs

Thembelesile Hani Local Municipality has about 20 056 households without access to piped water, this is caused by the creation of informal settlements exacerbated by the allocation of stands by headmen (legitimate/ illegitimate). The municipality has not provided sanitation in terms of VIP toilets since 2013 as the community rejected pit toilets and requested the Municipality to provide a waterborne sanitation system. There are steady improvements in solid waste collection but however this is also still a challenges.

Based on the estimates that the municipality has derived using Technical reports as well as GIS information, the number of households within the municipality has increased from 75 634 in 2011 to about 109 282 in 2015. The figure provided under THLM in the table below is higher than that of Stats SA, but however the Municipality acknowledges that the official figures are those provided by Stats SA.

Table 2.5.2a: Service Delivery backlogs

Services	2011 Stats SA	2011 (SERO)	2016 (THLM)	2016 (SERO)
No of households without access to piped water	3 459	3 459	20 966	4 768
No of household without access to sanitation	52 385	1 963	81 093	2 117
No of households without electricity	5 822	5 673	29 620	1 636
Number of households in informal dwellings	7 678	7 678	6 915	6 915

Source: Stats SA 2011, Mpumalanga Department of Finance 2016, Thembisile Hani Local Municipality 2016.

Table 2.5.2b: Service delivery backlogs per service deliver area.

Services	Total No of HH	No of HH with Access	%	No of HH without Access	%
<b>2011 Statistics</b>					
Water	75 634	72 175	95.4%	3 459	4.6%
Sanitation	75 634	23 249	31.0%	52 385	69.0%
Electricity	75 634	69 812	92.3%	5 822	7.70%
Solid Waste	75 634	3 462	4.58%	72 172	94.42%
<b>New additional households that emanated after 2011 statistics and from 2014 general households survey</b>					
Water	109 282	88 316	80.81%	20 966	19.19%
Sanitation	109 282	28 189	25.79%	81 093	74.21%
Electricity	109 282	79 122	73.23%	29 620	26.77%
Solid Waste	109 282	32 675	29.90%	76 607	70.10%
Roads	967.37	97.59	10.09%	869.78	89.91%
<b>Additional households are 33 648</b>					

### 2.5.3. Audit Outcomes

This section provides an overview of the Municipality's audit outcome and actions taken to respond to findings that led to the Auditor General's opinion. The Auditor General expressed qualified **audit opinions** for the 2012/2013, 2013/2014, 2014/2015 and 2015/2016 financial years and **unqualified audit opinion for 2016/2017** financial year and qualified audit opinion for 2017/2018, 2018/2019/, 2019/20 20 and unqualified audit opinion for, 2020/2021 and 2021/22 financial years. The findings leading to the opinion mostly relate to financial matters and the lack of adequate internal controls.

**2.5.4. Achievements of the last 5 years**

*In the last five years the municipality has built the local economy to create more employment, decent work and sustainable livelihoods in that:*

<b>12 600 Jobs created</b>	<b>R 15 000 000 spent on creating jobs</b>	<b>23 co-ops And 158 Smmes Supported</b>	<b>R 4.7 billion secured for Moloto road upgrading</b>
--------------------------------	--	--	--



- About 3400 jobs were created at a total cost of R15 000 000 through the Extended Public Works Programme (EPWP).
- A total of 6,250 job opportunities were created through the Community Works Programme (CWP).
- 330 jobs were created through the CRDP programme between 2016 and 2021(MRTT)
- We have together with the National Department of Rural Development and Land Reform facilitated the purchase of a farm at Hertzog, where 4 companies were allocated 2021.
- Thembisile Hani Local Municipality together with the Nkangala District Municipality has facilitated the construction of market stalls for hawkers at Vlaklaagte 2. The Municipality further has a continuing programme to register all businesses in order to comply with the Mpumalanga Businesses Act.
- The municipality has a Local Economic Development forum (LED) which focuses on the promotion of mining amongst other things and the role mining has on community beneficiation. Three mines have implemented the following projects and or programmes: (1) **Palesa mine** (a) graded the gravel road between Loopspruit and R568 to Bronkhorstspuit (b) Installed boreholes on farm areas, (c) planted at least a Jojo tank in each of the 32 wards, (d) gave out 60 wheel chairs, 60 blankets and 60 walkers (e) donated 6 computers and office furniture to the youth office between the years 2016 and 2020. G] For the 2023/2024 financial year, the mine has committed to build 20 houses for people living on farm reas. (2) **Sepfluor mine:** (a) constructed skills development centre at the mines. (b) Employed local people 60% of which are from Moloto. The mine has just started operation. (3) **Vergenoeg:** The mine has (a) constructed class rooms at Moloto primary school and are presently in the mine has delayed in renewing the SLP for the present financial yea due to covid 19. The project identified and awaiting approval from Department of Mineral Resources and Energy (DMR&E) are the following, Installation or renovation of laboratories at the following schools, Mkhophule secondary, Kwamhlanga Secondary, Silamba secondary, drilling and refurbishment of boreholes at wards 19, 22,27,28,29,31 and 32.

#### **Establishment of Mining forum**

As mentioned in the above **statement, there are 4 (four) mines either within the municipal area or on the periphery of the municipal boundaries.** There has been a very high uncoordinated demand by business forum to want to meet **with mines. These uncoordinated** demand for the meeting with the mines are not helpful, there are splinter groups spread all over the 32 wards. In view of the above mentioned statement, the PED (Planning and Economic Development) aims to establish one mining forum that will be the voice of all communities in the municipal area.

- We have facilitated the official handing over of the Moloto road (R573) to SANRAL in preparation for the Moloto rail corridor development and SANRAL has allocated R 5. Billion towards the upgrade of the road.
- A lot of progress has already been made in the Moloto road upgrade 4 roundabouts (traffic circles) have already been constructed (Buhlebesizwe -Verena Cross, Vlaklaagte Number , Miliva and Mathyzenloop Butterfly)
- Furthermore the second phase of the road upgrade has started with the km 24.7 to 36.20 being constructed.
- 15 cooperatives were supported through our empowerment policies, with skills training and the aptitude to create more jobs through participation in the following projects:
  - 5 cooperatives participated in roads and storm water projects in Mathyzenloop, Bundu, Machipe, Tweefontein C2, and Vlaklaagte 1.

- 3 cooperatives participated in the programme to energize and commission high mast lights in Vezubuhle; Phumula B1 & B2; Vlaklaagte 1 (Malekelekeni); Mandela Extension; Zakheni Extension; Sun City AA; Kwamhlanga BA; Verena A, B, C & D.
- 8 learner contractors participated in water reticulation projects in Luthuli; Mandela; Kwaggafontein A (Khalanyoni); Phola Park.
- 40 young MRTT learners were capacitated with skills such as bricklaying, plumbing and carpentry as part of their development programme.
- 158 SMME's were given training and supported on business skills.

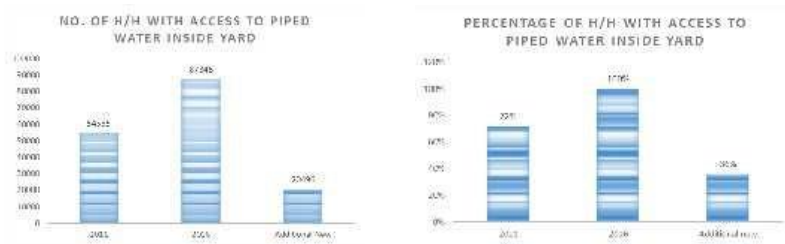
*In the past five years the municipality has improved local public services and broadened access to them in that:*

**Water and Sanitation**

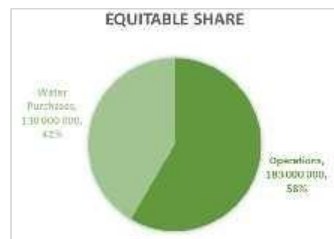
<b>R500 000 000 spent on water</b>	<b>40% of municipal budget set for water</b>	<b>87 345 h/h with access to potable water</b>	<b>116% achieveme nt for water supply</b>
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- Over 87 345 households were provided with access to potable water at household level, which is an increase of about 23% more households with access to potable water at household level, as compared to 2011. This figure surpassed the targeted 75 634 households recorded in 2011 and amounts to 116% achievement for water supply.



- Our 38% backlog of households without access to piped water inside dwelling water was eradicated between 2011 and 2016 by the supply of water to all our households and an additional 11 980 new households.
- 20 496 new households have access to water at household level for the first time additional to the 66 849 households receiving access to water at household level in 2011.
- 28 boreholes were drilled to provide water in areas such as Wolvenkop, Rietfontein and Doornek and 8687 households have benefited from water reticulation projects since 2011 in various villages.
- We have provided a sustainable sanitation service to the communities of Tweefontein K, Kwamhlanga and other nearby areas to about 5145 households through the waste water treatment works and oxidation ponds in Kwamhlanga and Tweefontein K.
- We have provided all the residents of Thembisile with free basic services irrespective of their income status. The municipality has developed an indigent register to target particularly those households that receive income that is below R1100 per month.
- 40% of the equitable share allocation was spent on bulk water purchases in order to provide communities with a sustainable water service.



- The municipality has over the past five years implemented strategic infrastructure projects to improve water supply and to ensure storage capacity to meet consumption demands resulting from increases in the population size, particularly in the western parts and extreme eastern parts of the municipal area.

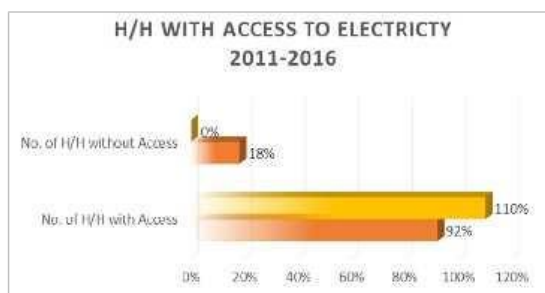


**Roads and Storm Water**

- 96 Kilometers of new surfaced roads and the associated infrastructure such as culvert bridges and storm water drainage systems were constructed in the following areas:

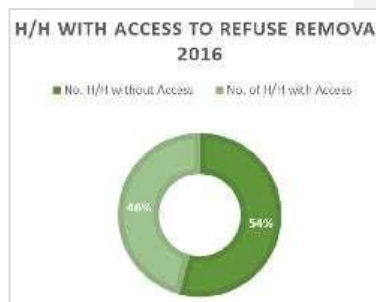
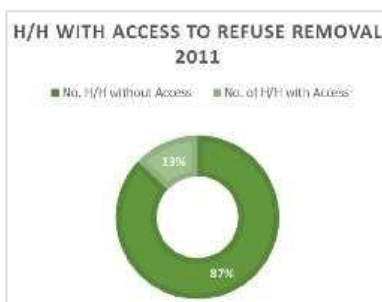
Mzimuhle 1km, Sun City B 2.7km, Thokoza 2.5km, Phola Park 3km, Tweefontein J 1km, Mandela 2km, Lankloof 3.7km, Kwamhlanga B 6.3km, Kwaggafontein B 3.4km, Zakheni 1.1km, Mountain view 4km, Buhlebesizwe 2.6km, Tweefontein F 1.7km, Kwamhlanga BA 0.9km, Tweefontein A 3km, Tweefontein B2 1.3km, Tweefontein N 2km, Kwaggafontein C 0.8km, Buhlebuzile (Belfast) 0.8km, Boekenhouthoek 0.3km, Vezubhle 0.8km, Mathys-Zen-Loop 0.5km, Tweefontein G 0.5km, Kwaggafontein A 0.5km, Tweefontein E 0.5km, Thembaletu 0.3km, Luthuli 0.2km

- Together with ESKOM the ANC led government in Thembisile Hani Local Municipality has facilitated the electrification of 13 455 new households between 2011 and 2016. The percentage of households that are electrified increased from 69 822 (92%) in 2011 to 83 277 (110%) in 2016.
- 98 new high mast lights were constructed throughout the municipality.
- 256 new street lights were erected at major intersections in Moloto, Kwamhlanga, Tweefontein, Kwaggafontein, Buhlebesizwe, and Mathyzenloop, along the R 573.



**Refuse Removal**

- We have increased efforts in waste collection through the appointment of more than 100 EPWP workers annually to work on the waste collection programme.
- 53% of our households in 2022 have access to refuse removal collected by the local authority fortnightly compared to the 14% in 2011.



**Build more united, non-racial, integrated and safer communities.**

***Thembisile Hani Local Municipality, has made progress in addressing the apartheid spatial planning, in that:***

- 94ha of land on portions 1, 4 and 5 of the farm Vlaklaagte 221JR for development of commercial facilities for retail trading, dwelling and other related amenities in 2014.
- We have put up a number of residential and business sites in formal townships such as Tweefontein K and Kwamhlanga A, B and C for sale, to keep up with the demands for land from our communities.
- The municipality in conjunction with the department of human settlements has distributed about 1659 RDP houses throughout the municipality in the past five years.
- The Municipality has conducted 17 awareness campaigns on the HIV/Aids pandemic in order educate the community on the issue.
- The ANC led government has facilitated the supply of mobile clinics in Lankloof and the surrounding farm areas.
- The municipality working together with the Department of Education has continuously ensured that there is a consistent water supply and the associated infrastructure around all schools within the municipality.
- Working together with the department of social development, the municipality has conducted speech contests for early childhood development and has an updated database of ECD centres. The Municipality also encouraged continued learning and adult education through its work skills plan.
- The municipality is continuously engaging with social partners such as mines and local business to support students with bursaries through the youth desk.
- The municipality encourages established contractors that are awarded with contracts to sub-contract at least 25% of their work to contractors comprising of youth, woman and people with disabilities.
- The municipality continuously maintains existing centres such as the Solomon Mahlangu and the Verena cluster to ensure that the youth has sufficient access to these facilities.
- The municipality has established a regional cemetery at Buhlebesizwe which covers, Buhlebesizwe and Tweefontein in 2013 and has fenced around 31 cemeteries between 2011 and 2016.
- We have through working with other Organs of the State, upgraded the Solomon Mahlangu Stadium in 2021, The stadium is still being upgraded to meet PSL standard work is progressing well and the stadium has already hosted high profile games, including that of the Multi-choice games between Orlando Pirates and Kaizer Chiefs, constructed libraries in Boekenhouthoek and Verena, and upgraded the fire station in Tweefontein industrial area.
- The municipality has a 24 hour emergency ambulance centre in Tweefontein Industrial Area to respond to emergencies at the hospital, clinics and accident scenes.
- The ANC led government has ensured that the municipality develops and approves 14 by-laws which are being implemented and monitored through the service delivery and budget implementation plan.

- There are 4 police stations in the Municipality. These police stations are located or clustered in the Kwamhlanga, Tweefontein, Kwaggafontein and Verena.
- The municipality supports initiatives for community policing through assisting with the dissemination of information to educate communities about crime and drug abuse.

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**Promote more active community participation in local government.**

***Accordingly in the last five years Thembisile Hani Local Municipality has established a strong, accountable, resilient and transparent local government in that:***

- We established 32 functional ward committees who met regularly during the 5 past years.
- Following the directive of the office of the premier the municipality has established 32 ward war rooms to deal with service delivery issues on a daily basis.
- 12 Ward committee meetings were successfully held per ward per annum in all 32 wards.
- 384 Ward Committee meetings were held per annum.
- 128 Mayoral Izimbizo meetings were held per annum.
- 576 Mayoral outreach meetings were held between 2019~~6~~ and 2023~~1~~.
- Reporting formats were provided to ward committees to produce monthly reports.
- Each ward has a schedule of ward community meetings.
- The office of the Speaker monitors adherence to the schedule.
- The municipality holds annual IDP/Budget Indaba meetings to engage stakeholders and forums on development issues.
- 5 IDP and Budget Indaba's were held annually since 2015~~1~~/2018~~4~~6/2022~~1~~ except for 2022~~0~~/23~~1~~.
- A total of 56 zonal IDP/Budget consultative meetings were held annually to consult on the IDP/Budget since 2018~~6~~/2023~~1~~.
- The municipality produces quarterly newsletters and monthly internal newsletters
- Quarterly radio slots on Ikwekwezi FM and on local radio stations.
- Media Statements issued as and when the need arises.
- The municipality actively participates in the Nkangala district IDP/LED forum and also sits on the technical committee meetings where alignment is discussed and monitored.

**Ensure more effective, accountable and clean local government that works together with national and provincial government.**

***In the past five years Thembisile Hani Local Municipality has ensured more effective, accountable and clean local government that works together with national and provincial government in that:***

- Sections 79 and 80 committees sit according to the approved schedule of meetings.
- Issued external newsletter that are published quarterly.
- The municipality also has an active face book page which is updated regularly and as and when required.
- Our website is functional and is updated on a regular basis.
- Each ward has a schedule of ward community meetings and the office of the Speaker monitors adherence to the schedule.
- 590 Mayoral outreach meetings were held between 2018~~7~~ and 2023~~2~~.
- We have filled 6 critical positions during the 2018~~6~~/2019~~7~~ and 2020~~1~~7/2022~~1~~8 financial years. The Municipality has a recruitment policy, work skills plan, employment equity plan and an organizational performance management system in place.
- The municipality has a low vacancy rate of about 14%. The municipality also provides training to staff and councilors annually through programmes aimed at enhancing work competency and performance.
- 128 mayoral ou~~8~~treach meetings were held annually to educate communities amongst other things about the importance of paying for municipal services.

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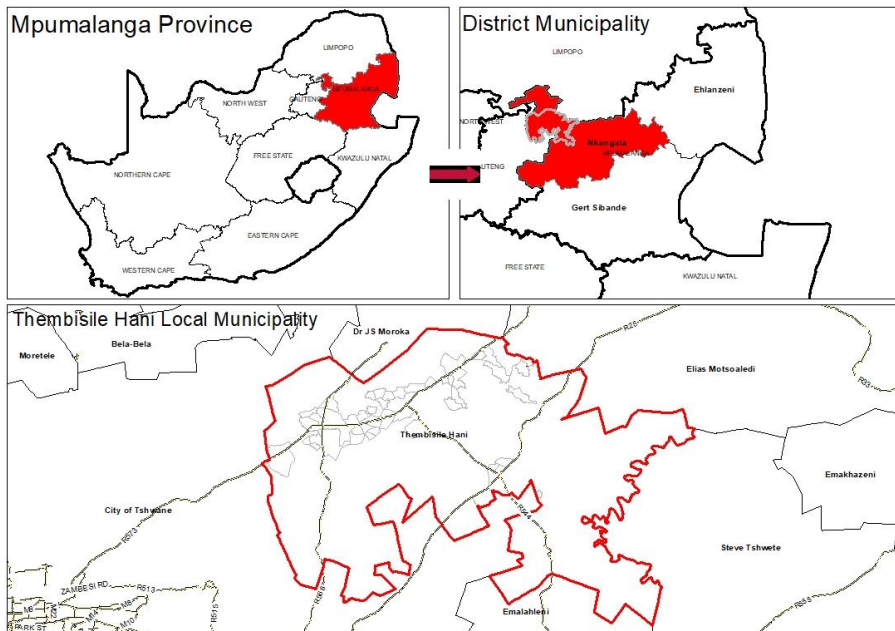
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## CHAPTER 3

### 3.1. MUNICIPAL LOCATION AND DESCRIPTION

Thembisile Hani Local Municipality forms part of the Nkangala District Municipality. The municipality is bordered by Dr JS Moroka in the north, Elias Motsoaledi in the north-east, Steve Tshwete in the east, Emalahleni and Kungwini in the south, and Dinokeng Tsa Taemane, now Tshwane Metro, in the west. The municipality covers an area of approximately 2 384 km<sup>2</sup> in the Nkangala district and has a population size of 378 481 people (SERO Report 2021). This is the second largest in the District and the 7<sup>th</sup> largest in the province. The Municipality is predominately rural in nature and its main economic sectors include public services, retail, business services and agriculture.

**Figure 1: Spatial location of Thembisile Hani Local Municipality from a provincial perspective.**

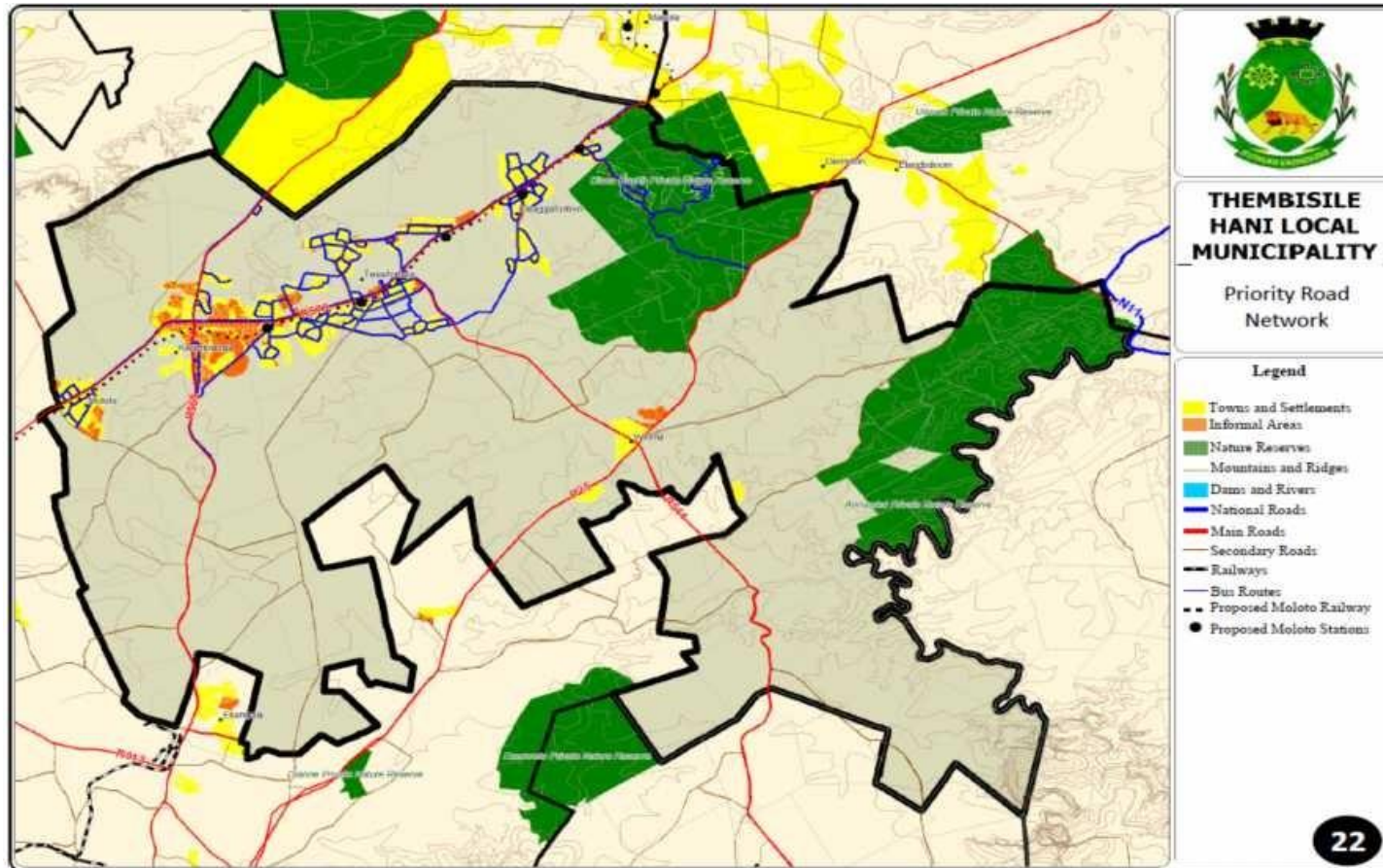


**Source: Own Diagram**

#### 3.1.1. Main Roads

The Thembisile Hani Local Municipality is linked to the surrounding regions via several major road links. To the north is Route R568 which links KwaMhlanga to Dr JS Moroka Local Municipality and specifically to Siyabuswa town and Marble Hall; Route R573 (the Moloto road) which runs from Tshwane through Thembisile Hani towards Siyabuswa, and Route P95/1 (R25) which runs from Bronkhorstspuit past Verena northwards towards Groblersdal. To the south there are two main linkages to adjacent areas: Route R544 which links Thembisile Hani southwards past Verena to Emalahleni Local Municipality, and Route R568 which links KwaMhlanga southwards to Ekangala and Bronkhorstspuit. (Figure 3.1.1 shows the main roads in Thembisile)

CHAPTER 3: MUNICIPAL PROFILE



Source: Thembelesile Hani LM, Draft Spatial Development, 2014.

### **3.1.2. Main Areas**

The five primary settlement clusters within the municipal boundaries are namely Moloto, Kwamhlanga, Kwaggafontein, Tweefontein and Verena. Other settlements include, Boekenhouthoek, Bundu, Enkeldoornoog, Goederede, Phola Park, Sieringkop, Sybrandskraal, Vlakfontein, and Witnek.

#### **Moloto Settlement**

Moloto is located in the most western part of the Municipality and is the gateway into Thembisile Hani Municipality from Gauteng. The town serves as a residential area with easy linkage to Gauteng Province. The town is divided into Moloto North and South with the R573 traversing the settlement. The settlement mostly consists of residential uses with a few scattered business uses. The largest economic Centre in the area is the Big Tree Mall that located west of Moloto in Gauteng Province. The main economic activities are located in the western section of the town at the intersection of the R567 and the R 573 towards Gauteng Province.

The Moloto village is fast growing towards Kwamhlanga as new

#### **Kwamhlanga Settlement**

The Kwamhlanga nodal point is the highest order node in the Thembisile Hani municipal area that lies to the north-east of the City of Tshwane, along the Moloto Road. The spatial structure is characterized with a business core branching out along the main roads surrounded by a strong residential component. The node also enjoys very good access and visibility from two provincial roads, namely the R 573 and R568. The majority of the energy of the node is centered on the intersection of the R 573 and R568 including Crossroads Plaza with linear development taking place along the two roads. The land uses range from retail, business and service industry.

#### **Tweefontein / Enkeldoring Areas**

The Tweefontein / Enkeldoring area consist of Enkeldoornoog, Tweefontein and Vlakraagte and Gembokspruit. The area consists of a strong residential base and an industrial township at Tweefontein IA. The area does not have any significant shopping centres as opposed to Kwaggafontein and Kwamhlanga. It can be noted that the majority of land invasion have taken place in close proximity to the R 573 emphasizing the important role of the road in the area.

#### **Kwaggafontein Areas**

Kwaggafontein is the second largest nodal point with Kwamhlanga the biggest and is situated in the western area of the municipality and is developed around the R573 with well-developed residential structure and a limited number of informal settlements. The main attractions in Kwaggafontein are, the Kwagga Mall, which was developed in 1994, Thembisile Hani Municipal Offices, library Magistrates Court and Police Station. The smaller settlements to the east of Kwaggafontein include MathysZynLoop, Boekenhouthoek, Bundu and Machipe form part of the functional area of Kwaggafontein. The focal point of the area is Kwagga Plaza and the government facilities.

#### **Verena Areas**

Verena is the most southern node in the Municipality and is classified as a tertiary node. The node is located at the intersection of the R25 which is an east west route connecting Bronkhorstspuit and Groblersdal and the R544 which connects Verena to Emalaheni. Verena is one of the focal CRDP sites with crop farming initiatives taking place in the area. The node has a limited amount of economic activities at the

Intersection of the R 25 and R544 and a MPCC is also located at this intersection. Wolvenkop is located west of Verena along the R25 and consist of a small residential component and two school sites.

### 3.2. DEMOGRAPHIC PROFILE

#### 3.2.1. Population Size

According to Mpumalanga SERO Report 2021 community survey), Thembisile Hani's population grew from 333 331 people in 2016 to 378 481 people in 2021 which accounts for 23.7% of Nkangala's population. The population grew by 1.6% PA between 2016 & 2021. According to the community Survey conducted in 2016 the population has grown to 333 331, the 7<sup>th</sup> largest population in the province and the 3<sup>rd</sup> in the district after Emalahleni Local Municipality. The population number is estimated to be 394 651 in 2030 given the historic population growth rate per annum. Of the total population 52.4% are female and 47.6% are male and approximately 99.2% are Africans. Youth up to 34 years of age is estimated at 68.7% of the population and the number of households grew from 75 634 to 82 740 which amounts to 4.1 people per household and 23% of the total households in Nkangala. Female headed households are estimated at 46.1% and child headed (10-17 years) households at 0.9 % in 2011. The population is estimated to be 416 282 in 2030

#### 3.2.1.1 Implication of the population growth

The population growth within the municipal area has a lot of implications. The growth means that there will be high housing needs, water and other basic services like electricity, sanitation and employment. With this in mind, the municipality will have to take cognizance of the growth when they budget.

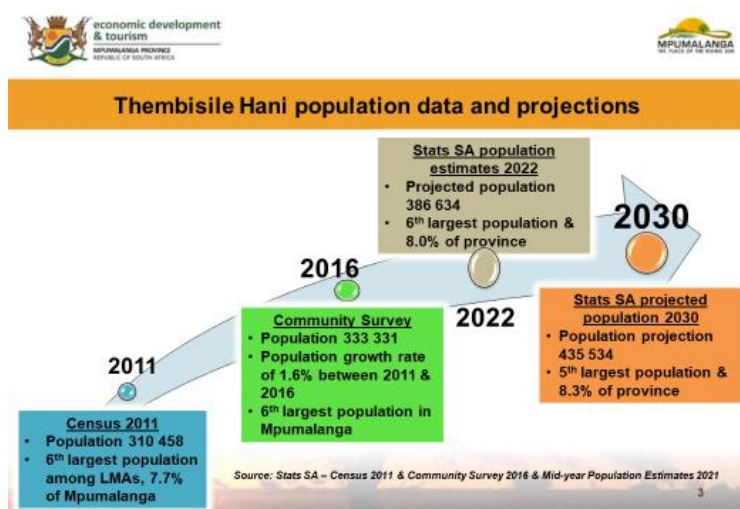
Table: 3.2.1: Population Size

	Stats SA Census	Stats Census	Share of Nkangala's figure	Share of Mpumalanga's figure	Ranking: highest (1) - lowest (18)
	2016	2021	2016	2016	
Population number	333 331	378 581	23%	7.7%	5
Number of households	75 634	82 740	21.2%	7.0%	6
Area size – km <sup>2</sup>		2	14.2%	3.1%	15
Population per km <sup>2</sup>		1			

Source: Statistic South Africa (community Survey), 2016.

#### 3.2.2. Population Composition

##### Schematic representation of population growth





### 3.2.2.1. The gender composition

The gender composition of the municipality indicates that 47.6 % of the population is male and 52.4 % is female. The dominance of the female population is evident over the whole age spectrum. Figure 3.2.2a below shows that there is an increased distortion in gender composition in the age groups ranging between 15 and 54 where there are noticeably less males as compared to females. This can be attributed to the Migration of the male populace to the Gauteng Region to seek better employment opportunities.

Table.3.2.2.1a: Demography by gender

Geography	Year	Male	Female	Total
Thembisile	2001	119 928	138 944	258 872
	2011	147 659	162 775	310 434
	2016			
Nkangala	2001	491225	529363	1020588
	2011	656247	651882	1308129
	2016			
Mpumalanga	2001	1497325	1625661	3122986
	2011	1974055	2065883	4039938
	2016			

Source: Statistic South Africa, 2011.

Table 3.2.2.1b: Geography by gender (percentages)

Geography	Year	Male	Female	Total
Thembisile	2001	46.3%	53.7%	100.0%
	2011	47.6%	52.4%	100.0%
Nkangala	2001	48.1%	51.9%	100.0%
	2011	50.2%	49.8%	100.0%

Mpumalanga	2001	47.9%	52.1%	100.0%
	2011	48.9%	51.1%	100.0%

Source: Statistic South Africa. 2011.

Mpumalanga	2001	47.9%	52.1%	100.0%
	2011	48.9%	51.1%	100.0%

Source: Statistic South Africa, 2011.

### 3.2.2.2. The age structure

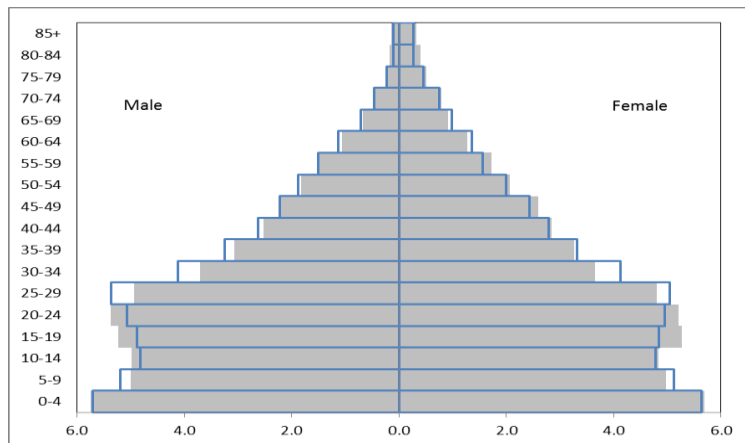
The age structure of the municipality shows a youthful population distribution. In 2001, there was strong evidence of declining fertility, which is indicated by a steady decline in the population groups 10-14, 5-9 and 0-4, this is also evident in 2011. It is also evident that the population of the municipality is concentrated in the younger age groups, with the population group between 10 and 19 being the largest. The distribution is similar for both males and females, except for the notable larger female population at all age groups. It is further evident from the graph that there is a noticeable decline in both men and women in the age category 15 – 20 years. The economically active population is standing at 62, 9%, and these are people between the Ages of 15 and 64. The municipality also has a dependency ratio of 58, 9% because the rest of the population is either too young or too old to generate income. (See figure 3.2.2c below).



Table 3.2.2.2: Distribution of population by municipality & broad age groups, CS 2016

Municipality	0 - 14		15 - 34		35 - 64		65+		Total
	N	%	N	%	N	%	N	%	N
<b>Gert Sibande</b>	<b>333 017</b>	<b>29,3</b>	<b>445 860</b>	<b>39,3</b>	<b>301 414</b>	<b>26,5</b>	<b>55 119</b>	<b>4,9</b>	<b>1 135 409</b>
Chief Albert Luthuli	63 899	34,1	71 291	38,0	41 777	22,3	10 663	5,7	187 629
Msukaligwa	45 760	27,8	67 782	41,2	44 259	26,9	6 807	4,1	164 608
Mkhondo	65 471	34,6	71 758	38,0	43 374	22,9	8 432	4,5	189 036
Dr Pixley Ka Isaka Seme	27 915	32,7	30 626	35,9	21 596	25,3	5 257	6,2	85 395
Lekwa	32 730	26,5	46 628	37,8	37 203	30,1	6 858	5,6	123 419
Dipaleseng	11 516	25,5	17 846	39,5	13 049	28,8	2 821	6,2	45 232
Govan Mbeki	85 726	25,2	139 927	41,1	100 156	29,4	14 282	4,2	340 091
<b>Nkangala</b>	<b>395 190</b>	<b>27,3</b>	<b>578 608</b>	<b>40,0</b>	<b>412 826</b>	<b>28,6</b>	<b>59 000</b>	<b>4,1</b>	<b>1 445 624</b>
Victor Khanye	23 116	27,5	33 234	39,5	24 547	29,2	3 254	3,9	84 151
Emalahleni	111 380	24,5	196 255	43,1	133 769	29,4	13 824	3,0	455 228
Steve Tshwete	66 602	23,9	113 526	40,7	88 312	31,7	10 309	3,7	278 749
Emakhazeni	13 172	27,4	19 091	39,6	13 575	28,2	2 311	4,8	48 149
<b>Thembisile Hani</b>	<b>102 852</b>	<b>30,9</b>	<b>127 513</b>	<b>38,3</b>	<b>89 961</b>	<b>27,0</b>	<b>13 005</b>	<b>3,9</b>	<b>333 331</b>
Dr JS Moroka	78 068	31,7	88 989	36,2	62 662	25,5	16 297	6,6	246 016
<b>Ehlanzeni</b>	<b>626 535</b>	<b>35,7</b>	<b>640 190</b>	<b>36,5</b>	<b>414 556</b>	<b>23,6</b>	<b>73 649</b>	<b>4,2</b>	<b>1 754 931</b>
Thaba Chweu	28 239	27,7	36 709	36,0	32 066	31,5	4 882	4,8	101 895
Bushbuckridge	217 903	39,9	187 628	34,4	114 161	20,9	26 524	4,9	546 215
Nkomazi	156 235	38,0	156 087	38,0	83 645	20,4	14 940	3,6	410 907
City of Mbombela	224 159	32,2	259 767	37,3	184 684	26,5	27 304	3,9	695 913
<b>Mpumalanga</b>	<b>1 354 742</b>	<b>31,2</b>	<b>1 664 658</b>	<b>38,4</b>	<b>1 128 796</b>	<b>26,0</b>	<b>187 768</b>	<b>4,3</b>	<b>4 335 964</b>

Figure 3.2.2.2: Age and sex structure: Mpumalanga, CS 2016



### 3.2.3. Socio-Economic Development

#### 3.2.3.1. Employment and unemployment indicators

About 97 744 people are economically active (employed or unemployed but looking for work), and of these, 37% are unemployed. Of the 48 741 economically active youth (15 – 34 years) in the area, almost half (49, 4%) are unemployed. The unemployment rate in the municipality is currently standing at 37% with the female population accounting for most of the unemployment status. The loss of jobs and the decline in new job opportunities in neighboring urban areas such as Witbank, Middelburg and Pretoria exacerbate the unemployment rate. The SERO further indicates the following about the Municipality:

- Unemployment rate of 37.0% (strict definition) in 2011 amounted 36 139 unemployed as a percentage of the EAP of 97 744 - decreasing trend (estimated 2013 unemployment figure by IHS Global Insight 36.4%).
- Unemployment rate for females 39.9% and males 34.1% - youth unemployment rate of 49.4% in 2011.
- Highest unemployment in Ward 30 (50.1%) & lowest unemployment in Ward 1 (29.0%).
- Employment number 17.3% of Nkangala's employed.
- Employment increased by 27 468 between 2001 & 2011 according to the Census – almost 3 000 new jobs per annum – 4% of provincial job creation target.
- Formal employment 54.3% & informal employment 22.5%.

Table 3.2.3.1: Thembisile Hani labour indicators

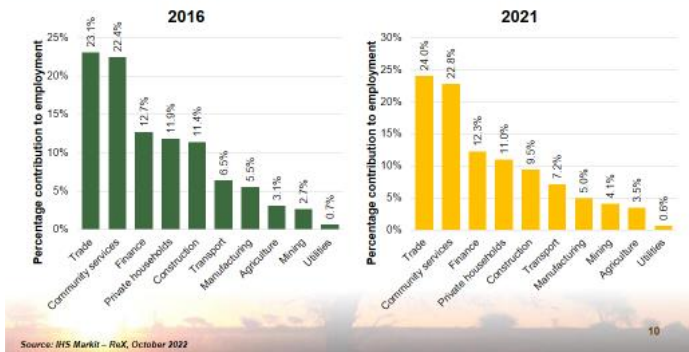
LABOUR INDICATORS	Census	Census	Share of Nkangala's figure 2011	Ranking: best (1) - worst (18)
	2001	2011		
Working age population	151 714	195 457		
Economically Active Population (EAP)/Labour Force	69 910	97 744		
Number of employed	34 137	61 605	17.3%	
Number of unemployed	35 773	36 139	23.7%	
Unemployment rate (%)	51.2%	37.0%		15

Source: Socio-Economic Report and Outlook for Mpumalanga, 2017

The SERO report further illustrates that the leading employment industries within the municipality in 2014 were trade at 24, 6% and community services 21.7%. While in 2017 the two leading industries (Trade and community services) decreased to 24.2% and 22.1% respectively. Prevailing trends have also shown a decreasing role/share of Agriculture and finance while there was a steady growth in manufacturing and mining as the main employers.

Figure 3.2.3.1: Thembisile Hani labour indicators

### Employment by industry in Thembisile Hani



Source: IHS Markit – ReX, October 2022

Source: Socio-Economic Report and Outlook for Mpumalanga

#### 3.2.3.2. Poverty aspects

- The share of population in Thembisile Hani below the so-called lower-bound poverty line (of Stats) declined/improved to 48.3% in 2016.
- In 2016, Thembisile Hani's share of population below the lower-bound poverty line was however the 6th highest (unfavourable) among the municipal areas.
- The number of people below the lower bound poverty line was high at almost 163 029 in 2016.
- According to the 2016 Community Survey of Stats, the so-called poverty headcount (multi-dimensionally) of Thembisile Hani deteriorated from 5.6% in 2011 to 6.1% in 2016 and 7th lowest in the Province – the so-called poverty intensity however decreased slightly from 42.2% to 42.4% in the same period.
- Improved Human Development Index (HDI) from 0.49 in 2011 to 0.55 in 2016.
- Poverty drivers according to the 2016 CS of Stats especially unemployment and also Factors such as the level of education.

Table 3.2.3a Poverty and inequality

INDICATORS	Trend			Latest figure 2012	Better (+) or worse (-) than Nkangala (-) (30.6%)	Better (+) or worse (-) than province (-) (36.9%)	Ranking: best (1) - worst (18)
	2001	2004	2009				
Poverty rate	53.3%	52.8%	47.7%	40.8%	(-) (30.6%)	(-) (36.9%)	15
Number of people in poverty	145 068	145 708	142 877	128 890			15
Poverty gap (R million)	R176	R240	R339	R346			14

Source: Mpumalanga Socio-Economic Outlook Report, Mpumalanga Department of Finance, 2014

#### 3.2.3.3. Individual Income

Table 3.2.3b: Geography by individual income



		No incom e	R 1 - R 400	R 401 - R 800	R 801 - R 1 60 0	R 1 601 - R 3 20 0	R 3 201 - R 6 40 0	R 6 401 - R 12 8 00	R 12 801 - R 25 6 00	R 25 601 - R 51 2 00	R 51 201 +	Total	Average
<b>Thembisile</b>	2001	880	4498	9169	1125 9	5132	2254	747	210	0	0	3414 9	R 1 589
	2011	1317 99	8511 0	8946	3969 3	1956 3	8613	4344	2025	429	225	3007 47	R 907
<b>Nkangala</b>	2001	4137	2204 6	4057 9	4919 3	4128 3	2461 2	1273 2	5272	0	0	19985 4	R 2 644
	2011	40149 3	4464 3	2901 4	9695 5	8066 4	6290 0	4816 8	3374 7	1232 3	482 6	81473 3	R 3 182
<b>Mpumalanga</b>	2001	12619	1347 66	1398 75	1311 03	1004 95	6422 2	3206 4	1483 1			62997 5	R 2 239
	2011	12436 74	1598 02	1030 97	3101 87	2115 86	1505 89	1226 07	8415 2	3023 9	124 36	24283 69	R 2 720

Source: Statistic South Africa, 2011.

#### 3.2.3.4 Implications of the poverty rate

The implications for the poverty rate within the municipal area is that there will be an added burden on the municipality to fend for those who cannot support themselves. The growing poverty rate within the municipality means that there will be less people who will be able to pay for the municipal services. This will be an added budgetary constrain on the municipality. The delivery of services in general and basic services in particular will be severely curtailed and it will be upon the municipality to come up with other ideas of increasing the delivery of services to the community and the raising of the fiscus.

#### 3.2.3.4. Education Indicators

- According to the 2016 CS of Stats SA, the population in Thembisile Hani aged 20+ completed grade 12, increased from 55 341 in 2011 to 74 312 (increase of 18 971) in 2016 – an increase of 34.3% in the relevant period.
- Thembisile Hani's grade 12 pass rate improved from 67.2% in 2011 to 77.3% in 2016, which was the 12th highest of the municipal areas of the Province.
- The area achieved an admission rate to university/degree studies of 17.2% in 2016.
- The challenge is to accommodate the educated young people in the area - inadequate economic opportunities.
- Provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community.

The figure below indicates the education performance of Thembisile Hani Local Municipality compared to other municipalities in the province. The picture indicates that over the three (3) or so years, the matric results in the municipal area have been on a downward trend. This may have dire consequences for the area. The present administration has already taken measures to encourage learners in general and matriculants in particular. At the beginning of 2023 in February the Executive Mayor held an academic award aimed at awarding academic excellence and improve the standard of education. The ceremony will be held annually.

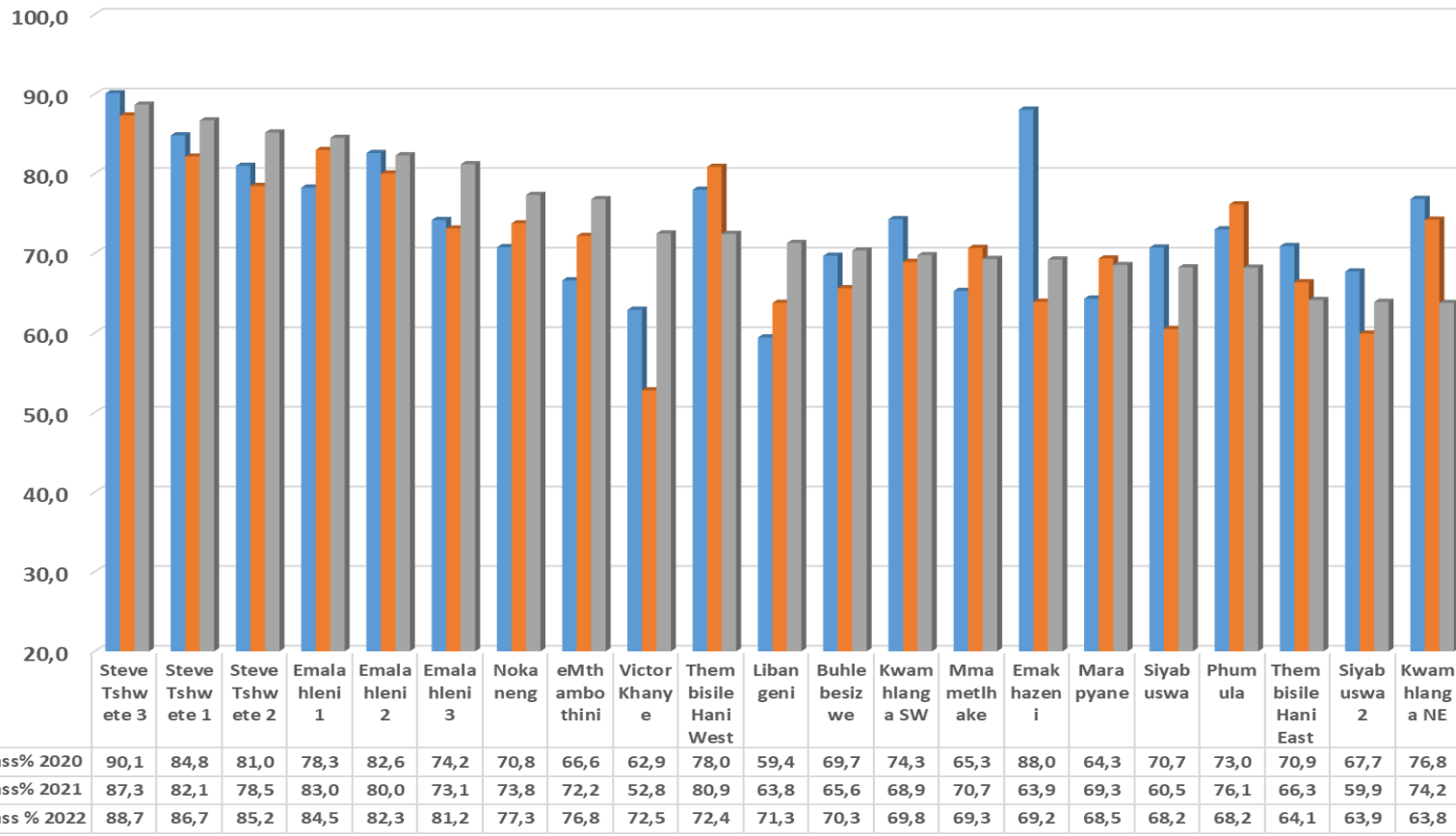
## MPU PERFORMANCE V/S COMPARED 2009 – 2021

Provinces	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Free State	70,7	75,7	81,1	87,4	82,8	81,6	88,2	86,1	87,5	88,4	85,1	85,7	88,5
Gauteng	78,6	81,1	83,9	87	84,7	84,2	85,1	85,1	87,9	87,2	83,8	82,8	84,4
KZN	70,7	68,1	73,1	77,4	69,7	60,7	66,4	72,9	76,2	81,3	77,6	76,8	83,0
W. Cape	76,8	82,9	82,8	85,1	82,2	84,7	85,9	82,8	81,5	82,3	79,9	78,2	81,4
N. West	75,7	77,8	79,5	87,2	84,6	81,5	82,5	79,4	81,1	86,8	76,2	81,2	79,8
E. Cape	58,3	58,1	61,6	64,9	65,4	56,8	59,3	65	70,6	76,5	68,1	73,0	77,3
<b>MPU</b>	<b>56,8</b>	<b>64,8</b>	<b>70</b>	<b>77,6</b>	<b>79</b>	<b>78,6</b>	<b>77,1</b>	<b>74,8</b>	<b>79</b>	<b>80,3</b>	<b>73,7</b>	<b>73,6</b>	<b>76,8</b>
N. Cape	72,3	68,8	74,6	74,5	76,4	69,4	78,7	75,6	73,3	76,5	66	71,4	74,2
Limpopo	57,9	63,9	66,9	71,8	72,9	65,9	62,5	65,6	69,4	73,2	68,2	66	72,1
<b>National</b>	<b>67,8</b>	<b>70,2</b>	<b>73,9</b>	<b>78,2</b>	<b>75,8</b>	<b>70,7</b>	<b>72,5</b>	<b>75,1</b>	<b>78,2</b>	<b>81,3</b>	<b>76,2</b>	<b>76,4</b>	<b>80,1</b>

PASS CATEGORIES 2015 – 2022

	YEAR	TotalWrote	PERCENTAGE THAT PASSED PER CATEGORY									
			WITH BACHELORS		WITH DIPLOMA		WITH HIGHER CERT.		WITH NSC		TOTAL	
			No.	%	No.	%	No.	%	No.	%	No.	%
MPUMALANGA PROVINCE	2015	54 980	13 497	24,5	18 675	34,0	11 046	20,1	11	0,02	43 229	78,6
	2016	54 251	12 420	22,9	18 447	34,0	10 918	20,1	16	0,03	41 801	77,1
	2017	48 483	11 335	23,4	15 628	32,2	9 291	19,2	19	0,04	36 273	74,8
	2018	44 612	13 199	29,6	13 262	29,7	8737	19,6	19	0,04	35 225	79,0
	2019	43 559	14 228	32,7	13 124	30,1	7 627	17,5	16	0,04	34 995	80,3
	2020	53 391	16 251	30,4	14 421	27,0	8 677	16,3	18	0,03	39 367	73,7
	2021	66 758	21 044	31,5	16 949	25,4	11 121	16,7	21	0,03	49 135	73,6
	<b>2022</b>	<b>67 367</b>	<b>22 576</b>	<b>33,5</b>	<b>18 068</b>	<b>26,8</b>	<b>11 096</b>	<b>16,47</b>	<b>11</b>	<b>0,02</b>	<b>51 751</b>	<b>76,8</b>
D	2015	644 536	166 263	25,8	183 720	28,5	105 770	16,4	72	0,0	455 825	70,7
	2016	610 178	162 374	26,6	179 619	29,4	100 486	16,5	389	0,06	442 672	72,5
	2017	534 484	153 610	28,7	161 333	30,2	86 265	16,1	99	0,0	401 307	75,1
	2018	512 735	172043	33,6	141 700	27,6	86 790	16,9	99	0,0	400 632	78,2
	2019	504 303	186 058	36,9	144 672	28,7	78 984	15,7	105	0,02	409 819	81,3
	2020	578 468	210 828	36,4	150 600	26,0	79 117	13,7	61	0,01	440 598	76,2
	2021	704021	256031	36,4	177572	25,2	103859	14,9	103	0,01	537565	76,4
	<b>2022</b>	<b>725 146</b>	<b>278 814</b>	<b>38,4</b>	<b>193357</b>	<b>26,7</b>	<b>108159</b>	<b>14,9</b>	<b>117</b>	<b>0,02</b>	<b>580 447</b>	<b>80,1</b>

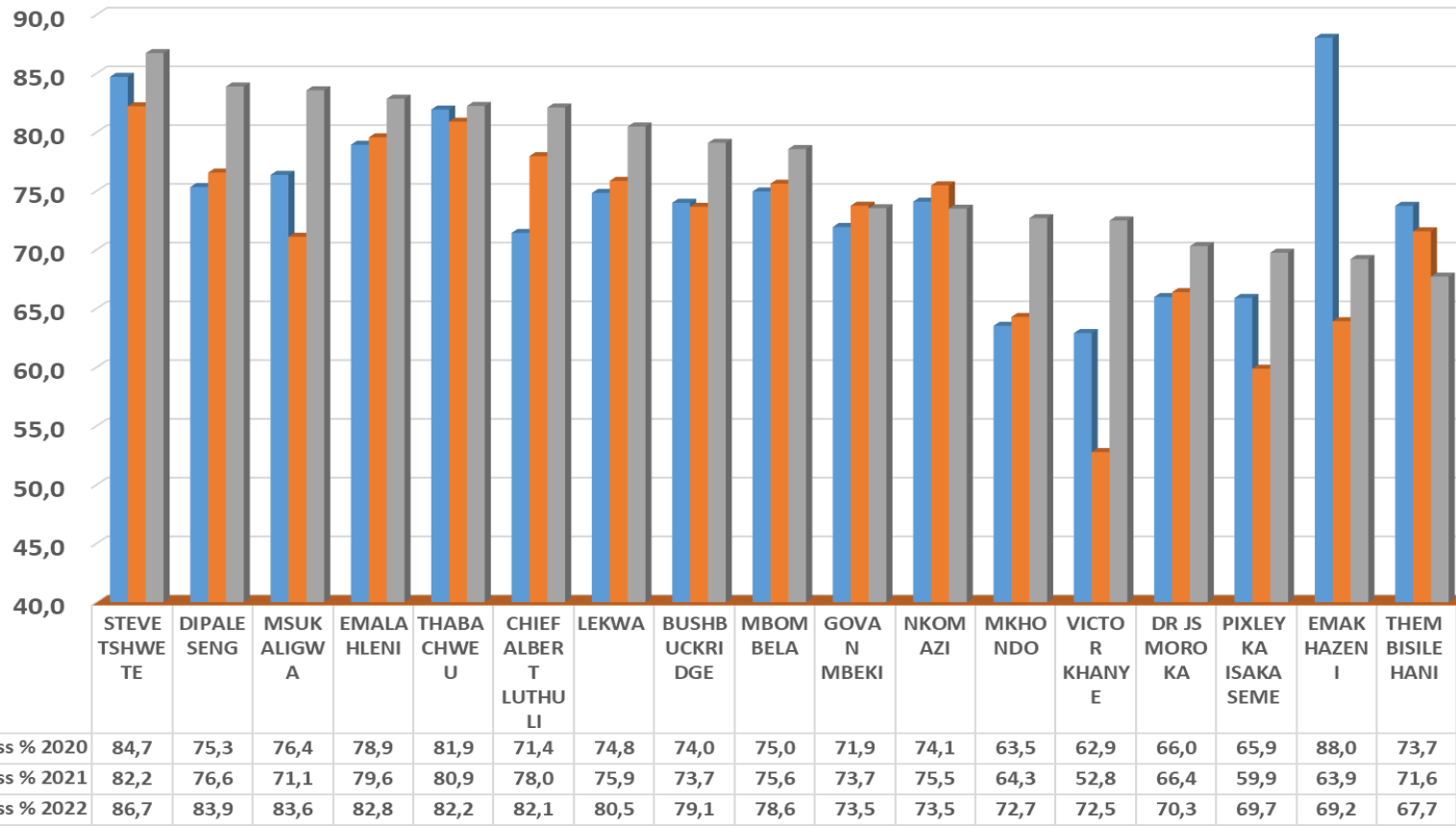
# 2020 – 2022 NKANGALA CIRCUITS PASS%



No	Circuits	Entered 2019	Wrote 2019	Achieved	Pass% 2019	Entered 2020	Wrote 2020	Bachelor	Diploma	H-Cert	NSC	Achieved	Pass% 2020	Entered 2021	Wrote 2021	Bachelor 2021	Diploma 2021	H-Cert 2021	NSC 2021	Achieved 2021	Pass% 2021	Entered 2022	Wrote 2022	Achieved 2022	Pass % 2022
1	Steve Tshwete 3	447	406	383	94,3	539	485	210	168	59	0	437	90,1	602	591	244	171	101	0	516	87,3	645	627	556	88,7
2	Steve Tshwete 1	985	855	738	86,3	990	942	460	227	112	0	799	84,8	1004	991	462	246	106	0	814	82,1	1117	1097	951	86,7
3	Steve Tshwete 2	759	585	522	89,2	744	731	236	233	123	0	592	81,0	808	789	275	243	101	0	619	78,5	764	755	643	85,2
4	Emalahleni 1	1316	1234	999	81,0	1313	1269	428	388	177	0	993	78,3	1446	1404	552	392	221	0	1165	83,0	1481	1458	1232	84,5
5	Emalahleni 2	1450	1030	849	82,4	1235	1166	396	392	175	0	963	82,6	1652	1592	549	451	274	0	1274	80,0	1521	1458	1200	82,3
6	Emalahleni 3	717	605	481	79,5	847	821	214	264	131	0	609	74,2	886	859	229	246	153	0	628	73,1	990	978	794	81,2
7	Nokaneng	409	351	275	78,3	379	373	110	86	68	0	264	70,8	453	442	132	109	85	0	326	73,8	441	441	341	77,3
8	eMthambothini	650	390	328	84,1	517	479	118	116	85	0	319	66,6	619	575	164	155	96	0	415	72,2	731	599	460	76,8
9	Victor Khanye	792	624	488	78,2	816	744	183	190	95	0	468	62,9	1094	1008	199	195	138	0	532	52,8	851	745	540	72,5
10	Thembisile Hani West	585	404	323	80,0	506	436	111	150	79	0	340	78,0	608	533	190	156	85	0	431	80,9	681	653	473	72,4
11	Libangeni	761	526	406	77,2	643	631	124	149	102	0	375	59,4	689	679	180	138	115	0	433	63,8	779	763	544	71,3
12	Buhlebesizwe	561	393	294	74,8	627	597	148	154	114	0	416	69,7	823	791	198	189	132	0	519	65,6	775	745	524	70,3
13	Kwamhlanga SW	1041	676	495	73,2	814	774	239	220	116	0	575	74,3	1054	1023	348	209	148	0	705	68,9	1419	1379	962	69,8
14	Mmamethlake	504	411	255	62,0	420	406	95	97	73	0	265	65,3	536	532	147	116	113	0	376	70,7	565	560	388	69,3
15	Emakhazeni	465	412	344	83,5	462	443	170	132	88	0	390	88,0	691	665	119	163	143	0	425	63,9	710	669	463	69,2
16	Marapyane	514	436	309	70,9	464	451	95	111	84	0	290	64,3	526	460	119	109	91	0	319	69,3	522	467	320	68,5
17	Siyabuswa	896	456	371	81,4	468	461	136	116	74	0	326	70,7	670	658	169	124	105	0	398	60,5	653	639	436	68,2
18	Phumula	660	482	412	85,5	823	804	263	203	121	0	587	73,0	930	901	311	241	134	0	686	76,1	904	874	596	68,2
19	Thembisile Hani East	590	477	371	77,8	629	605	151	166	112	0	429	70,9	854	841	200	197	161	0	558	66,3	915	892	572	64,1
20	Kwamhlanga NE	700	531	449	84,6	810	781	225	242	133	0	600	76,8	1040	1020	327	261	169	0	757	74,2	1335	1286	820	63,8



## 2020 - 2022 MUNICIPAL PASS %



### 3.2.3.5. Blue Drop and Green Drop Performance

#### 3.2.3.5.1 Blue drop

The municipality has just been assessed on blue drop by the Department of Water and Sanitation and the results are still being awaited.

#### 3.2.3.5.2 Green Drop

The municipality's green drop assessment by the Department of Water and Sanitation indicates that the municipality has improved gratefully from 26% in 2013 to 47% in 2021

Table: 3.2.3.5a: Blue Drop Performance for Mpumalanga Province

MUNICIPAL AREA	2010	2011	2012	Ranking: best (1) - worst (18)
Steve Tshwete	92.2	96.5	97.4	1
Dr JS Moroka	95.7	84.4	92.6	2
Mbombela	80.9	74.9	87.7	3
Victor Khanye		18.2	80.0	4
Emakhazeni	71.2	83.7	79.4	5
Thembisile Hani	37.8	27.7	78.3	6
Govan Mbeki	78.9	77.5	77.5	7
Umjindi	52.5	60.5	75.5	8
Dr Pixley Ka Isaka Seme		46.9	40.7	9
Dipaleseng		6.8	40.7	10
Emalahleni	29.7	46.9	37.5	11
Lekwa	19.5	10.4	34.7	12
Bushbuckridge	8.4	29.8	30.8	13
Msukaligwa		10.5	21.2	14
Thaba Chweu	45.1	59.4	19.0	15
Chief Albert Luthuli	8.2	9.7	18.4	16
Nkomazi	17.5	59.4	17.2	17
Mkhondo	28.6	5.0	11.3	18

Source: Socio-Economic Report and Outlook for Mpumalanga, 2014

Table 3.2.3.5: Green drop performance, risk profile and log per municipal area

Municipal area	2011	2012	
Thaba Chweu	45.2%	23.9%	1
Steve Tshwete	54.9%	44.2%	2
Mbombela	48.5%	46.6%	3
Lekwa	88.9%	54.0%	4
Chief Albert Luthuli	87.0%	56.5%	5
Emakhazeni	68.9%	62.4%	6
Thembisile Hani	64.8%	62.8%	7
Dr JS Moroka	61.6%	70.2%	8
Umjindi	69.6%	72.7%	9
Dr Pixley Ka Isaka Seme	78.9%	72.9%	10
Msukaligwa	90.7%	73.1%	11
Bushbuckridge	83.3%	73.5%	12
Emalahleni	72.5%	78.4%	13
Govan Mbeki	68.4%	83.2%	14
Mkhondo	91.7%	88.2%	15
Dipaleseng	72.2%	92.7%	16
Victor Khanye	94.4%	94.0%	17
Nkomazi	74.4%	96.5%	18

Source: Socio-Economic Report and Outlook for Mpumalanga, 2014

## CHAPTER 4

### 4.1. SPATIAL RATIONALE AND DEVELOPMENT

The Spatial Development Framework forms one of the core components of a municipality's IDP as prescribed in Section 26(e) of the Municipal Systems Act, 2000 (Act 32 of 2000). The SDF is therefore the principal planning document, which should inform all decisions pertaining to spatial planning, development and land use within the municipal area.

The main objective of the spatial rationale is to provide an overview of the municipality's spatial structure and pattern in order to effectively guide all decisions that involve the use and development of land or planning for the future use and development of land. These decisions include:

- Land use management decisions on applications for the change in land use, such as rezoning or subdivision applications
- Decisions on where and how public funds (municipal and other government agencies) are invested, such as extension of bulk service networks, or provision of community facilities
- Guide developers and investors to appropriate locations and forms of development.

#### **4.1.1. Legislative and Policy Context**

The major legislative, policy and planning documents with direct impact on spatial planning and the spatial economy which need to be highlighted in this part of the IDP include:

##### **Spatial Planning and Land Use Management Act 16 of 2013**

The Spatial Planning and Land Use Management Act is a legislative framework for spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in area. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments. The Act further prescribes development principles, norms and standards which must be adhered to in order to have spatial planning, land development and land use management that promote:

- Spatial justice
- Spatial sustainability
- Efficiency
- Spatial resilience
- Good administration

##### **National Development Plan (NDP)**

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. It is a plan for South Africa and it provides a broad strategic framework to guide key choices and actions. Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth,
- Higher investment and greater labour absorption. Focusing on key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve

##### **The National Spatial Development Perspective (NSDP)**

The NSDP puts forward five principles to spatially guide development decisions and investment priorities throughout the country. A brief summary of these principles is given below:

- **Economic growth** is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- **Government spending on fixed investment**, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), would therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- **Efforts** to address past and current social inequalities **should focus on people, not places**. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.

- **In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence.** This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, **future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.** Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Community region to create regional gateways to the global economy.

***Essentially then, to align itself with the directives provided by the NSDP, a Spatial Planning for the Thembisile LM should ensure that:***

- *Areas displaying significant economic development potential (like Verena and Kwamhlanga) become the focus of more extensive infrastructure spending.*
- *Areas displaying little or no potential for economic development are targeted for receiving the constitutionally mandated minimum levels of services; and*
- *Development opportunities are channeled into activity corridors and nodes that are adjacent to, or link main growth centres. (See SDF for comprehensive analysis)*

#### **The Comprehensive Rural Development Programme**

The goal of the CRDP is to achieve social cohesion and development by ensuring improved access to basic services, enterprise development and village industrialization. The CRDP implements broad based-agrarian transformation focusing on community organization and mobilization as well as strategic investment in economic and social infrastructure. The CRDP proposes an approach that addresses the needs of the person, household, community and space. It is built on the premise that rural areas in the country have the potential to be developed in a way that generates jobs and economic opportunities, thus providing an alternative to the urban centres, and contributing to the reduction in rural-urban migration. Furthermore, although agriculture plays a significant role in rural development, the CRDP proposes diversification of the rural economy, according to conditions prevailing in different areas.

The ultimate vision of the CRDP of “creating **vibrant, equitable and sustainable rural communities**” was to be achieved through a three-pronged strategy process based on:

- Coordinated and integrated broad-based agrarian transformation;
- Strategically increasing rural development; and
- An improved land reform programme.

***Essentially then, to align its self with the directives provided by the CRDP, Spatial Planning for the municipal area of Thembisile should help to ensure:***

- *Increased access to land, especially by previously disadvantaged people.*

- *Economic growth and housing development by providing government and private agents with essential land information – for example the delineation of Strategic Development Areas (SDA's).*
- *The sustainable development and provision of infrastructure conducive to economic and social development.*
- *The sustainable use of natural resources.*
- *The provision of up-to-date spatial information, especially information pertaining to land claims.*

#### **The Mpumalanga Provincial Growth and Development Strategy (PGDS 2004-2014)**

The aim of the Mpumalanga PGDS is to promote integrated planning, which will enable development to be delivered in an efficient and coordinated manner in the Province. The PGDS is considered a strategic document in as far as it ties in with National, Provincial and Local level policies, while it spells out broad strategies on a sectoral level, which should serve as a guideline to all sectors and their initiatives.

The Province has identified six priority areas of intervention. These priority areas have been identified primarily based on the social, economic and developmental needs of the Province, namely;

- Economic Development.
- Social Development Infrastructure.
- Social Development.
- Sustainable Environmental Development.
- Good Governance.
- Human Resource Development.

***In order to align its self with the directives provided by the Mpumalanga PGDS, Spatial Planning and development in Thembisile must consider the following key priorities:***

- *Maximizing the provincial benefits from the mining and energy sectors while mitigating any environmental impacts*
- *Using indigenous resources to create jobs*
- *supporting the industrial and service sectors to create jobs*
- *Reducing impact of poverty through social services*
- *strengthening sustainable development*
- *Governance and Spatial Integration*

#### **Thembisile Hani Spatial Development Framework (SDF) 2023**

Thembisile Hani Local Municipality is in the process of reviewing its Spatial Development Framework (SDF). The SDF was last formulated in 2015. The Nkangala District Municipality and the Development Bank of Southern Africa are assisting the Municipality review its SDF through the Consultant *Sibiya Le Roux Town and Regional Planners*. A wide range of consultation has been conducted among the interested stakeholders particularly the council and traditional leaders.

The focus of the Spatial Development Framework for the Thembisile Hani Local Municipality is primarily to deal with the spatial restructuring. The Spatial Development Framework (SDF) will assist the municipality to carry out planning effectively and efficiently. The SDF forms part of the municipal IDP as prescribed by legislation, and serves as a guiding tool for the overall spatial distribution of current and desirable land uses and land development projects in order to give effect to the vision, goals and objectives of the Municipality, the District, the Province and the country as a whole.

**Below is the vision of the SDF being reviewed?**

*“Thembisile Hani, a truly African City that provides quality of life and opportunities to its citizens through the provision of Services and facilitation of Economic Growth through accelerated Land Reform and the optimal utilisation of the Natural Resources.”*

***In line with national and provincial policies and strategies, the following development principles and objectives should be considered for effective spatial development within the municipality:***

- Government investment should be focused on areas with the potential for sustainable economic development;
- Areas with high development potential should receive investment beyond basic services to promote the Development potential;
- Areas with low development potential should receive investment to provide basic services as well as social transfers, human resource development and labour market information;
- Future settlement and economic development opportunities should be focused on activity corridors and nodes that are adjacent to or linked the main growth centres;
- Increase and/ or consolidate the existing urban footprints in the Municipality by way of infill development and densification;
- Importance of re-integrating previously segregated areas with areas of opportunity;
- Exploit the development potential along the Moloto Corridor by way of investment beyond basic services (Social, technical, and transportation); and
- Importance of rail for commuting and transporting goods;
- Ensure that all future development is environmentally sustainable and promotes biodiversity conservation; and
- Importance of equipping rural populations (through skills and education, and by providing Infrastructure) with a choice and opportunity to uplift themselves.

#### **4.1.2. Spatial Location and Description**

Thembisile Hani local municipality is located in the western region of the Nkangala District Municipality, in the vicinity of Siyabuswa, and covers a geographical area of approximately 2,384 square kilometers. Townships and settlements within the municipal boundaries include: Boekenhouthoek, Bundu, Ekgangala, Ekandustria, Enkeldoornoo, Goederede, Kwamhlanga, Kwaggafontein, Moloto Phola Park, Seringkop, Sybrandskraal, Tweefontein, Vlakfontein, Verena, and Witnek (see Figure 4.1.2).

The Municipality, together with Dr JS Moroka LM, are home to the majority of settlements in the former KwaNdebele homeland, created by apartheid removals. Most of the urban, peri-urban and agricultural settlements are situated along the R573 Provincial road also known as the Moloto Road. The road serves as a major transportation route in the municipality, linking it with Marble Hall and Groblersdal to the east and Gauteng to the south-west. Many future residential and economic developments in the region are planned along the Moloto Corridor. Consequently, Thembisile Hani Local Municipal offices and settlements along the Moloto Corridor are strategically located in terms provide local population.

The District and Local SDF places strong emphasis on the Moloto Development Corridor, considering its strategic linkage to Tshwane and Sekhukhune/ Burgersfort. According to the District SDF, the majority of future residential and economic development in the region should be promoted along the Moloto Rail Corridor, seeing as there is already a conglomeration of settlements in the north-western extents of the District. The intention is that the Moloto Road and the proposed future Moloto railway line should serve as a Local activity spine promoting development in and around all the major townships and settlements in these areas.

Currently, the settlements along the Moloto Road are mainly residential areas and communities in these areas rely on the City of Tshwane/ Gauteng Region for employment opportunities and economic activities. These former homeland areas are now in need to be integrated into the regional spatial structure and regional economy. By improving the regional linkages through these areas, regional traffic can be promoted to move through the area. This could consequently improve the exposure of the area and thereby stimulating economic growth and development through generating economic activities (including industries) and stimulating a viable local economy. Functionally, this corridor would also link communities in Greater Sekhukhune as well as the Platinum activities along the Dilokong Corridor in Burgersfort, to Tshwane. The upgrading and maintenance of Moloto Road and/ or the construction of the Moloto railway line, together with the concentration of activities are essential for the success of this initiative.

The Moloto Rail Corridor Project identified 24 potential railway stations along this corridor of which several are within the Thembisile Hani Municipal jurisdiction. The Moloto Corridor Development Study furthermore suggested that future urban development be consolidated around these railway stations by way of Transit Orientated Development.

Having said that, the area of Thembisile Hani is characterized by a large rural component and high unemployment; the area is isolated and has a very narrow economic base. The north-western regions of the District are characterized by subsistence farming and rural residential uses. According to the District IDP, the initiation of community farming projects is necessary to enhance the agricultural sector in this area and to address the high poverty levels. The IDP also states that the mining activities in the south of the region and especially in the Thembisile Hani Municipality should be enhanced, to contribute to job creation for poor and unskilled workers and communities.

Development of nodes at Kwaggafontein and Kwamhlanga in Thembisile Hani Municipality are also proposed through the concentration of economic activities and social facilities.

#### **4.1.3. Settlement Pattern**

Thembisile is a semi-urban local municipality with 32 wards and consists of 64 villages and within which there are 5 established townships. The spatial distribution of settlements throughout the Municipality is linear and converges along the Moloto/Groblersdal road (Road R573) which runs from southwest to northeast through the northern part of the municipal area. These settlements comprise Moloto which is the first settlement along the Moloto Road as you enter Thembisile Hani Municipality from the east, followed by Kwamhlanga, Enkeldoornooog and Phola Park further to the east, then the Tweefontein complex to the north and south of route R573, followed by Vlakraagte 1 and Buhlebesizwe around it. It is then followed by the Kwaggafontein settlement further towards the northeast and then the Zithabiseni, Goederede and Bundu settlements further towards the east.

Apart from this settlements towards the northern part of the municipal area, there is also a smaller concentration of settlements in the Verena vicinity to the southeast.

#### **4.1.4. Land Ownership and Land Use Composition**

The majority of the population reside in rural areas. The rural areas are the most underdeveloped with large open spaces. Most of the areas in-between settlements are utilized for grazing and ploughing purposes resulting in these areas being under constant threat of environmental degradation. The physical development in these areas largely takes place in reaction to new needs that develop over time.



Large disparities exist between the different communities with regard to their respective levels of development. The size of the Municipality has brought about a situation where there are villages that are fairly well developed in contrast with other rural areas, which have developed very slowly. In addition to this, there are villages which have over time proven themselves as natural growth centres (villages that have larger populations with better infrastructure but not proclaimed). Due to continued population growths, there is an urgent need to provide housing in order to avert uncontrolled settlements.

Land in the rural areas is held in trust by government for the traditional authorities. The current arrangements with National and Provincial government make private land ownership difficult. In such cases, the individual has to get the necessary approval from the traditional council, the site has to be properly surveyed, and the diagram submitted to the offices of the Land Surveyor General in Pretoria for approval. In practice there are few examples of people getting private land ownership in this manner, as traditional councils are in general very hesitant to part with their land. At present there are no clear land ownership titles.

The Municipality has Spatial Planning and Land Use Management bylaw which operates throughout the Municipality. Apart from the newly approved bylaws, a numbers of stakeholders are also involved in the allocation and use of land without having entered into a memorandum of understanding with the Municipality. These are Traditional councils, the Municipality and other government departments; this situation further contributes to a slow development, specifically in the rural areas.

On a macro scale the majority of prevailing land uses within the Municipality include, commercial, conservation, cultivated land, residential, subsistence farming and large pockets of unspecified land parcels, fundamentally zoned agricultural. Currently, the Municipality has a Land Use Management Scheme (2010) to regulate land development and land use in the entire municipal area.

#### **4.1.5. Land Ownership in Traditional Areas**

The majority of land in the Municipality belongs to the State and falls under Tribal Authority. The Municipality does not own significant land within the municipality. The six main Tribal authorities who are present in Thembisile Hani Local Municipality are as follows:

- Ndzundza Fene Tribal Authority,
- Ndzundza Somphalali Tribal Authority,
- Ndzundza Mabhoko Tribal Authority
- Manala Mbongo Tribal Authority,
- Manala Mgibe Tribal Authority and
- Manala Makerana Tribal Authority

#### **4.5.1 Areas of jurisdiction**

The boundaries of the Tribal Authority areas were reconstructed by Government Gazette Notices. It can be noted from the figures that the proclaimed townships within the municipal area are excluded from the Traditional Authority areas. Land invasion is a major problem within the Municipality with Traditional Leaders allocating land to individuals without proper planning processes being followed. Road and power line servitudes are disregarded in the process which then causes further challenges when the areas need to be formalized. A further challenge, which is being experienced between the Traditional Authority and the Local Municipality, is the lack of integration and cooperation.

#### **Land Invasion**

Land invasion is one of the growing trends within the municipality. This phenomenon has the potential to destabilize whatever the municipality plans. Once land has been invaded, the municipality, if it does not

succeed in challenging the matter in court, it may be forced to start planning for services for the invaded area. This is a disruption to the municipal plans and it also encourages other would be illegal occupants to start invading land.

**4.1.5.1 List of areas that have experienced land invasion recently**

4.1.5.1.1 Tweefontein behind Extension “K” filling station. The area is about 20 hectares. The invasion occurred in June 2019. The municipality approached the court of law in this regard and the occupants have since vacated the area.

4.1.5.1.2 King spark 2018, Municipality approached the court in 2018, court decision pending

4.1.5.2 Moloto North and South

4.1.5.3 Wolvenkop

4.1.5.4 Phumula

4.1.5.5 Empumelweni

4.1.5.6 Zenzele and

4.1.5.7 Verena

**4.1.5.2 Area that are susceptible (prone) to land invasion**

**The following are areas prone to invasion:**

4.1.5.2.1 Areas along the R573 –Road Reserves (National Road –SANRAL)

4.1.5.2.2 Portion 5 (Vlaklaagte 221 JR Provincial Government)

4.1.5.2.3 Portion 2 of Zusterhoek 246 JR and Remainder of Kwamhlanga 617 JR National

**4.1.5.3 List of informal settlements within the municipality**

**Table below represents informal settlements within the municipality**

Name	Description	H/h no	Accessibility B/ services				Length of Settlement in years. 5 or more years	Ownership Public/Private	Plans for formalization & or Challenges
			Water	Electricity	Sanitation	Refuse			
King spark	Remainder Kwamhlanga 617 JR P16Klipspruit 245 JR	1 500	No	No	No	No	More	Public	Feasibility study being conducted by IHSP (Dept. of Human Settlement)
Moloto	P/26 Hartebeest 235, P 4 4,8,9 & 10 Prins Annah	1200	Partly	Partly	No	No	More	Public	No. lack of resources
Luthuli	Remainder of Kameelpoortnek	842	Partly	Partly	No	No	More		No. lack of resources

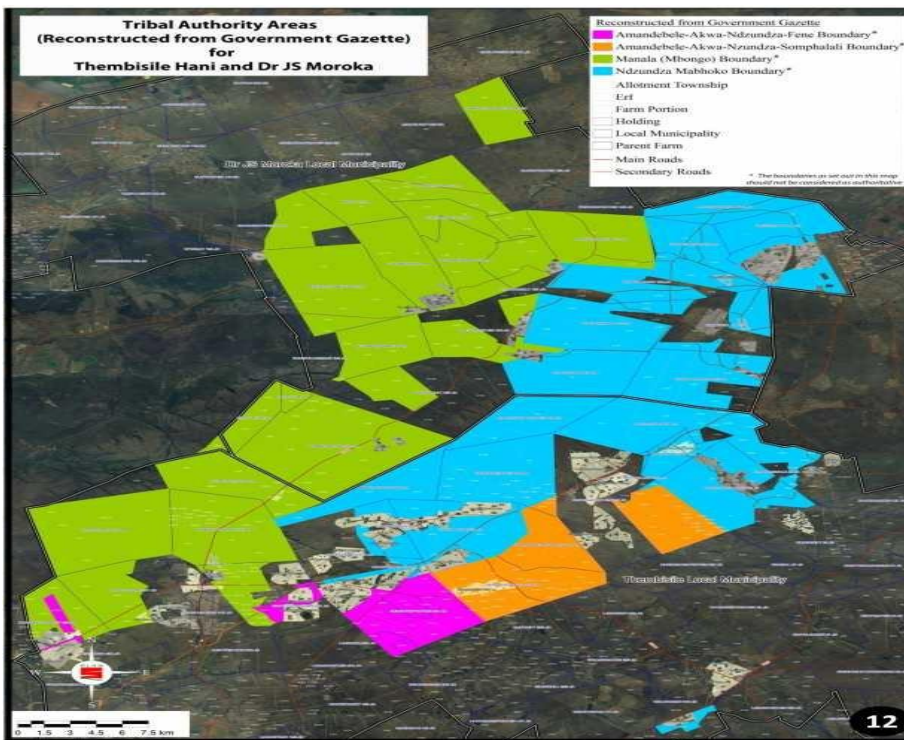
The municipality has developed a Memorandum of Agreement (MOA) with a view of formalizing the cooperation between the municipality and all traditional authorities by determining the scope and extent of such Cooperation in respect of those areas of cooperation as contained in the MOA, in order to ensure that the parties derive mutual benefit and advantages from such cooperation, in order to achieve the following objectives:

- To Involve the Traditional Council in the development and reviews of Municipal Spatial Development Frameworks to ensure effective land management and proper utilization of

land i.e. protection of environmentally sensitive areas, proper utilization of high potential agricultural land, good management of disaster prone areas etc.

- **The Municipality** and the **Traditional Councils** shall develop detailed layout plans of tribal / communal lands to guide the allocation of land / stands for residential and other land uses for easy settlements upgrades / formalization. (Assistance)
- **Traditional Council** shall after proper planning on primary land use issue letters of recommendation of the land owner; confirmation that application is in compliance with the prepared layout plan.
- The **Municipality** to ensure that the **Traditional Councils** are kept abreast of all land development within the municipality

Figure 4.1.5 below represents the jurisdiction area for traditional authorities



#### 4.1.6. Land Claims

Almost the entire Thembisile Hani municipal area is subject to land claims. Most of this land is also currently state owned. The total number of land claims within the Municipality amount to 133 and they are located on 60 individual properties. Most of these claims are located in the Kwamhlanga area, which has a total of 82 claimants on 29 properties. (See Municipal SDF for detailed information on land claims)

**Table 4.1.5: Land Claims.**

Property Description	Approximate Area	Existing Land Use	Ownership
Ptn 11 of the Farm Enkeldoornoog 219 JR	42.45 ha	Informal / Vacant	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 21 of the Farm Enkeldoornoog 219 JR	13.13 ha	Informal / Vacant	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 2 of the Farm Enkeldoornoog 219 JR	312.665 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn 42 of the Farm Enkeldoornoog 219 JR	45.01 ha	Vacant / Agricultural	Government of KwaNdebele (National Government of South Africa)
Ptn 29 of the Farm Enkeldoornoog 219 JR	40.38 ha	Informal / Vacant / Agricultural	Government of KwaNdebele (National Government of South Africa)
Ptn 44 of the Farm Enkeldoornoog 219 JR	45.60 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn 28 of the Farm Enkeldoornoog 219 JR	44.88 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn 32 of the Farm Enkeldoornoog 219 JR	40.18 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 13 of the Farm Buffelshoek 91 JS	83.86 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 8 of the Farm Wolvenkop 227 JS	49.59 ha	Vacant / Agricultural	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 3 of the Farm Enkeldoorn 217 IR	58.64 ha	Vacant	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 2 of the Farm Enkeldoorn 217 IR	28.06 ha	Vacant	Government of KwaNdebele (National Government of South Africa)
Kwamhlanga D & E (Mountain View 746 IR)	276.516 ha	Informal	Mpumalanga Provincial Government
Ptn 46 of the Farm Hartbeestspruit 235 IR	20.16 ha	Informal	National Government of South Africa
Ptn 45 of the Farm Hartbeestspruit 235 IR	25.94 ha	Informal	National Government of South Africa

A Portion Ptn 17 of the Farm Sybrandskraal 244 IR	165.03 ha	Informal / Incomplete Planning	National Government of South Africa
Ptn 14 of the Farm Prins Anna 234 IR	22.09 ha	Vacant	National Government of South Africa
Ptn of Ptn 13 of the Farm Prins Anna 234 IR	20.55 ha	Vacant	National Government of South Africa
Ptn of Ptn 12 of the Farm Prins Anna 234 IR	20.92 ha	Vacant / Slight encroachment	National Government of South Africa
Ptn of Ptn 11 of the Farm Prins Anna 234 IR	22.34 ha		National Government of South Africa
Ptn 10 of the Farm Prins Anna 234 IR	21.95 ha	Vacant	National Government of South Africa
Ptn 9 of the Farm Prins Anna 234 IR	22.89 ha	Vacant	National Government of South Africa
Ptn 8 of the Farm Prins Anna 234 IR	22.15 ha	Vacant	National Government of South Africa
Ptn 5 of the Farm Prins Anna 234 IR	88.69 ha	Vacant	National Government of South Africa
Ptn 4 of the Farm Prins Anna 234 IR	98.56 ha	Vacant	National Government of South Africa
Ptn 26 of the Hatebeestspruit 235 IR	500.79 ha	Vacant	National Government of South Africa
Ptn of Ptn 4 of the Farm Enkeldoorn 217 IR	89.94 ha	Vacant	National Government of South Africa
Portion of Erf 6830 - Moloto South (A portion of the farm Sybrandskraal 244	61.99 ha	Informal	National Government of South Africa
Various Portions of Remainder the Farm Kwamhlanga 617 IR	386.796 ha	Informal	National Government of South Africa
Ptn of the Remainder of the Farm Enkeldoorn 217 IR	164.175 ha	Informal / Vacant	National Government of South Africa
Ptn 7 of the Farm Enkeldoorn 217 IR	277.594 ha	Informal / Vacant	National Government of South Africa
Ptn of Ptn 4 of the Farm Kameelpoortnek 219 IR	76.85 ha	Informal	National Government of South Africa
Ptn 19 of the Farm Enkeldoorn 219 IR	45.68 ha	Informal / Vacant	National Government of South Africa
Ptn 10 of the Farm Enkeldoorn 219 IR	43.05 ha	Informal	National Government of South Africa
Ptn 41 of the Farm Enkeldoorn 219 IR	38.74 ha	Vacant / Agricultural	National Government of South Africa

Ptn 43 of the Farm Enkeldoornooog 219 IR	41.22 ha	Informal	National Government of South Africa
Ptn 31 of the Farm Enkeldoornooog 219 IR	43.77 ha	Informal	National Government of South Africa
Ptn 30 of the Farm Enkeldoornooog 219 IR	41.35 ha	Informal	National Government of South Africa
Ptn 25 of the Farm Enkeldoornooog 219 IR	46.72 ha	Informal	National Government of South Africa
Ptn 33 of the Farm Enkeldoornooog 219 IR	43.06 ha	Informal	National Government of South Africa
Ptn 22 of the Farm Enkeldoornooog 219 IR	55.35 ha	Vacant / Agricultural/slight encroachment	National Government of South Africa
Ptn 45 of the Farm Enkeldoornooog 219 IR	48.02 ha	Vacant / Agricultural	National Government of South Africa
Ptn 23 of the Farm Enkeldoornooog 219 IR	45.47 ha	Vacant / Agricultural	National Government of South Africa
Ptn of Ptn 54 a Remainder of the Farm Tweefontein 220 IR	245.866 ha	Informal (Recent) / Vacant	National Government of South Africa
Ptn 1 of the Farm Vlaklaagte 221 IR	296.922 ha	Vacant / Agricultural	National Government of South Africa
Various Ptn of Ptn 4 of the Farm Vlaklaagte 221 IR	107.865 ha	Informal (Recent)/ Vacant	National Government of South Africa
Ptn of Ptn 2 of the Farm Gembokspruit 220 IR	45.10 ha	Informal (Recent)/ Vacant	National Government of South Africa
Ptn of Ptn 1 of the Farm Hartebeestfontein 224 IR	22.33 ha	Informal / Vacant (Recent)	National Government of South Africa
Ptn of Ptn 1 of the Farm Gembokspruit 100 IR	61.71 ha	Informal / Vacant (Recent)	National Government of South Africa
Ptn of Remainder of the Farm Kwaggafontein 216 IR	651.539 ha	Vacant	National Government of South Africa
Ptn of Ptn 18 of the Farm Bulfontein 94 IS	95.36 ha	Informal	National Government of South Africa
Ptn of Ptn 34 of the Farm Bulfontein 94 IS	233.802 ha	Informal	National Government of South Africa
Ptn of Ptn 12 of the Farm Wolvenkop 227 IS	75.29 ha	Vacant / Agricultural	National Government of South Africa
Ptn of Remainder of the Farm Wolvenkop 640 IR	139.271 ha	Vacant / Agricultural	National Government of South Africa

Ptn of Ptn 182 of the Farm Goederede 60 IS	159.884 ha	Informal	National Government of South Africa
Remainder 7 of the Farm Zustershoek 246 IR	212.554 ha	Informal	National Government of South Africa
Ptn of Ptn 5 of the Farm Kameelpoortnek 219 IR	197.178 ha	Informal / Vacant	Provincial Government of Mpumalanga
Ptn of Ptn 18 of the Farm Enkeldoornoog 219 IR	29.47 ha	Informal / Vacant	Provincial Government of Mpumalanga
Ptn of Ptn 16 of the Farm Enkeldoornoog 219 IR	31.86 ha	Informal	Provincial Government of Mpumalanga
Ptn 12 of the Farm Enkeldoornoog 219 IR	41.75 ha	Informal	Provincial Government of Mpumalanga
Ptn of Ptn 13 of the Farm Enkeldoornoog 219 IR	32.93 ha	Informal	Provincial Government of Mpumalanga
Various Ptn of Ptn 5 of the Farm Vlaklaagte 221 IR	1276.45 ha	Informal / Vacant	Provincial Government of Mpumalanga
Ptn of Remainder of the Farm Enkeldoornoog 651 IR	73.67 ha	Informal	To be reconstructed by Land Surveyor
Ptn 27 of the Farm Enkeldoornoog 219 IR	41.54 ha	Informal	Under Investigation
Ptn of Remainder of the Farm Tweefontein 675 IR	1484.69 ha	Informal / Vacant / Agricultural	Under Investigation
Portion 20 of the farm Enkeldoornoog 219 IR	42ha	Vacant	National Government of South Africa

#### 4.1.7. Illegal Land Occupation and Informal Settlements

There are several incidences of informal settlements in the Municipality. This represents areas that have been informally or illegally developed, (informal to suggest that they are not proclaimed) but which have not been formalized yet.

The allocation of land for development and residential purposes is not regulated correctly. Land is usually allocated by traditional authorities and the municipality. Traditional authorities allocate land without due consideration for the long term impact the development will have on the environment and service infrastructure, and vice versa, the impact the environment will have on development and consequently people. Proper planning and the related studies are not conducted by these authorities before land can be subdivided and allocated. This results in the allocation of land in environmentally sensitive areas such as stream and wetlands. People also have the inclination of building structures along road reserves, particularly along the R573 (Moloto) road. The Municipality also has a number of

un-proclaimed Settlements without survey diagrams and the formalization process for these settlements has not been concluded.

Due to the increase of invasions and lack of personnel, the municipality has successfully appointed a service provider that will assist in monitoring, handling evictions and relocations to counter-act land invasion for a period of 36 months. Since their appointment, the invasions had drastically decreased.

**Table 4.1.6. The legal status of townships within the Municipality**

No.	Villages	SG-plans	Approved General Plans	Proclaimed
1.	Zithabiseni A	201/1998 and 202/1998	Yes	No
2.	Zithabiseni B	8920/1997	Yes	No
3.	Mzimuhle A	11289/1995	Yes	No
4.	Kwaggafontein A	10787/1995	Yes	No
5.	Kwaggafontein A Ext 1	A10707/1993	Yes	No
6	Kwaggafontein A Ext 2	A2688/1994	Yes	No
7	Kwaggafontein B	11456/1995	Yes	No
8	Kwaggafontein C	5246/1995	Yes	No
9	Somphalali	10373/1993-10376/1995	Yes	No
10.	Kwaggafontein E	7897/1997	Yes	No
11.	Kwaggafontein AI	7302/1995	Yes	No
12.	Entokozweni A	8715/1997	Yes	No
13.	Verena A	A3321/1993	Yes	No
14.	Verena B	A3318/1993	Yes	No
15.	Verena C	A7495/1993	Yes	No
16.	Verena D	No	Yes	No
17.	Vlaklaagte AA (2)	11578/1997 & 11563/1997	Yes	No
18.	Vlaklaagte BB (1)	A8287/1994	Yes	No
19.	Vlaklaagte CC(2)	1365/1998	Yes	No
20	Wolvenkop A	A3254/1993	Yes	No
21.	Enkeldoornoog A	Layout	Yes	No
22.	Enkeldoornoog B	Layout	Yes	No
23	EnkeldoornoogC	Layout	Yes	No
24	Kameelpoortnek A.	Layout	Yes	No
25	Kameelpoortnek B	Layout	Yes	No
26	Kameelpoortnek C	Layout	Yes	No
27	Phumula A	Layout	Yes	No
28	Phumula B	Layout	Yes	No
29	Phumula C	Layout	Yes	No
30	Phumula D	Layout	Yes	No
31	Somarobogo E	Layout	Yes	No
32	Somarobogo F	Layout	Yes	No
33	Somarobogo H	Layout	Yes	No
34	Twefontein M	Layout	Yes	No
35	Twefontein N	Layout	Yes	No
36	Moloto South	Layout	Yes	No
37	Moloto North	Layout	Yes	No
38	Kameelpoortnek S1	Layout	Yes	No
39	Kameelpoortnek S2	Layout	Yes	No
40	Kameelpoortnek S3	Layout	Yes	No
41	Enkeldoornoog S1	Layout	Yes	No
42	Zakheni	Layout	Yes	No
43	Phola Park	Layout	Yes	No
44	Mountain View	Layout	Yes	No



In order to address the informal settlements within the municipality, the Department of Human Settlements, Water and Sanitation through National Upgrade Support Program (NUSP) had identified the following informal settlements that are targeted for formalization.

Name of the informal settlements	Status to date
Moloto South	Upgrading Plan + Township Establishment Process
Phola Park	Upgrading Plan + Township Establishment Process
Mandela	Upgrading Plan + Township Establishment Process
Sun city	Upgrading Plan + Township Establishment Process
Milliva	Upgrading Plan
Sakhile	Upgrading Plan
Goederede C	Upgrading Plan
Dobhabantu	Upgrading Plan
Verena D	Upgrading Plan

#### 4.1.8. Transport Networks

Thembisile Hani Local Municipality is linked to the surrounding regions via several major road links. The Municipality is linked in the north (Kwamhlanga to Siyabuswa town and Marble Hall) via the R573 route, which runs from Tshwane through Thembisile Hani towards Siyabuswa, and Route R25 which runs from Bronkhorstspuit through Verena and northwards towards Groblersdal. In the south there are two main linkages to adjacent areas, Route R544 links the Municipality to Emalaheni Local Municipality, and Route R568 also links Kwamhlanga southwards to Ekangala and Bronkhorstspuit.

The most prominent linkage between Thembisile Hani and the surrounding municipal areas is along route

R573 (the Moloto Road) in a south-westerly direction towards Tshwane. It is estimated that in excess of

25,000 people commute along this road to Tshwane on a daily basis. The main mode of transport in this regard is by bus. This route also carries the highest number of vehicles in the municipality, and as a result, has developed into an "activity spine" around which the majority of residential, industrial and business development of the Municipality has established during the past few years.

There are, however, also many negative aspects associated with this commuter route. First and foremost is the high number of serious vehicle accidents on this road. Secondly, commuters spend a large amount of time and money daily to reach their place of work, which makes the system highly inefficient. It also implies that commuters remain dependent on retail and community facilities in and around their place of work, while the Thembisile Hani and Dr JS Moroka Municipality's lack the critical mass required to viably support facilities of this kind. The area also lacks a local public transport feeder system.

Apart from the bus service which serves the community along R573 as well as a secondary public transport road network which runs through the different settlements, there is also an extensive taxi service in the Thembisile Hani Municipal area. The taxi service is especially concentrated around six different taxi ranks, namely Kwamhlanga (Phola Park), Vlaklaagte 2, Enkeldoornog B, Kwaggafontein, Mathys Zyn Loop and Verena.

#### 4.1.9. Strategic Development Areas

The existing spatial pattern and trends in Thembisile Hani must be consolidated as far as possible, and infill development must be done on vacant portions of land between different settlements in order to

create one consolidated urban structure around the Moloto Corridor. In future, the bulk of residential and economic development in the municipal area must be promoted along the Moloto corridor seeing as the road is strategically located and there is a trend for people to settle in this area rather than further towards the east. The intention is that the Moloto corridor (which includes the Moloto road and railway line) should serve as a local activity spine for Thembisile Hani Municipality.

Furthermore the majority of growth and development initiatives should be focused towards the western portion of the Moloto route, which includes the settlements of Moloto, Kwamhlanga, Enkeldoornoog, Vlaklaagte and Tweefontein. The main reason for this is that, these parts of Thembisile Hani are the nearest to the economic activities of Gauteng and in so doing the travelling time and costs will be reduced for residents. The eastern conglomerate of settlements which includes Kwaggafontein, Mathyzensloop, Boekenhouthoek and Goederede should also be promoted, but these areas are unlikely to grow as rapidly and extensively as the western half of the Municipality, which functionally interacts much stronger with Gauteng Province. The National Department (NDT) and Public Rail Agency of South Africa (PRASA) have since submitted the report to the National Treasury as part of expediting and securing funding to the

Projects through the medium term funding. The National Department of Transport and Public has since secure funding from India and it was announce in the SOPA by president of South Africa and the tune of 30 billion.

#### **4.10 IDENTIFICATION OF DEVELOPMENTAL AREAS (CORRIDORS)**

In consultation with our communities between the 5th of April 2022 and the 6th of May 2022 we tabled developmental objectives whose main aims are long term and will assist in the building of a sustainable economy and gradually turn Thembisile Hani Local Municipality into a city (vision 2050). These objectives are called corridors and were widely welcomed by communities and are mentioned below.

- **Corridor 1 (Bundu)**  
Incorporates retail farming, solar and low cost housing.
- **Corridor 2 (Kwaggafontein to Buhlebesizwe and Verena)**  
In line with the development objectives, Kwaggafontein, Buhlebesizwe and Verena are earmarked as Central Business Development (CBD) of the city.
- **Corridor 3 (Miliva and Tweefontein)**  
Miliva and the adjacent Tweefontein, are earmarked as the Manufacturing Hub of the city.
- **Corridor 4 (Kwamhlanga)**  
Kwamhlanga and parts of Moloto are earmarked as the Development of High earning residential houses to cater for those who can afford who should be kept within the municipal area.
- **Corridor 5 (Moloto)**  
Moloto is earmarked to be the Central Business Development (CBD)

These development corridors are indicated by maps where is hereby attached, in terms of where they will be located in the IDP. This will encourage the high earning residents of the city to stay within the municipal area and help boost the economic growth of the city.

**The Municipal SDF has a set of priority expansion areas/direction of expansion for the various urban complexes of Municipality. These Strategic Development Areas include the following:**

- SDA 1:** *The area around the Moloto route between Moloto and KwaMhlanga (The Moloto settlement should thus expand in an easterly direction along the Moloto road and the proposed Moloto rail alignment).*
- SDA 2:** *The area between KwaMhlanga and Enkeldoornoog which will represent infill development close to the KwaMhlanga Business Node and proposed railway station.*
- SDA 3:** *The eastern expansion areas around Kameelpoortnek towards the north of the KwaMhlanga Intersection.*
- SDA 4:** *The vacant area between route R573 (Moloto Road) and the northern extensions of Tweefontein (A, B, C, D, K, N and M).*
- SDA 5:** *The vacant area between Vlaklaagte 2 and Vlaklaagte 1 to the south of the Moloto road and rail.*
- SDA 6:** *The area adjacent to route R573 (north and south) towards the west of Kwaggafontein, and surrounding the Kwaggafontein industrial area.*
- SDA 7:** *The area to the south of Verena (towards Wolvenkop) and towards the north (Wellas) where informal settlement is already taking place.*

Source: Thembisile Hani Municipality Spatial Development Framework 2014

#### **4.1.10. Areas of Consolidation and In-suite Development**

The Municipality currently has 7 Strategic development areas earmarked for future expansions and new township establishment/ development projects. It is the municipality's intention to promote and consolidate future township establishment projects within the identified SDA's. The Municipality's Spatial Development Framework proposes that the existing spatial pattern and trends in the municipal area be consolidated as far as possible, and that infill development be done on vacant portions of land between different settlements in order to create one consolidated urban structure around the Moloto Corridor.

It is proposed that the bulk of future residential and economic development in the municipal area be promoted along the Moloto corridor. The intention is that the Moloto corridor (which includes the Moloto road and railway line) should serve as a local activity spine to Thembisile Hani Municipality.

Furthermore the majority of growth and development initiatives should be focused towards the western portion of the Moloto route, which includes the settlements of Moloto, Kwamhlanga, Enkeldoornoog, Vlaklaagte and Tweefontein. The housing counts conducted indicated that there is a trend for people to settle in this area rather than further towards the east. The main reason for this being the fact that this part of Thembisile Hani is the nearest to the economic activities of Gauteng which limits the travelling time and costs for residents from these areas.

The eastern conglomerate of settlements which includes Kwaggafontein, Mathyzensloop, Boekenhouthoek and Goederede should also be promoted, but it is believed that this area will never grow as rapidly and extensively as the western half of the Thembisile Hani area which functionally interacts much stronger with Gauteng Province.

Thembisile Local Municipality also experienced a significant population growth and the resulting needs for land, municipal services and infrastructure and housing. The municipality's planning functioning are currently vested with Nkangala District Municipality, however the municipality is the first point of entry in receiving application and planning enquiries. The municipality has prioritized the following consolidation and new township development projects that will be implemented in partnership with

Nkangala District Municipality and the Provincial Department of Cooperative Governance and Traditional Affairs.

Table 4.1.9a: list of townships with appointed developers

TOWNSHIP NAME	STATUS OF TOWNSHIP	NUMBER OF SITES	INHABITANT STATUS	APPOINTMENT OF DEVELOPERS
KwaMhlanga-C	Approved- SG diagram	1245	Vacant	Yes
Vlaklaagte Township	Approved- SG diagram	500	Vacant	Yes
Vlaklaagte View	Approved- SG diagram	1167	Vacant	Yes
Mashilloville	Approved-SG diagram	524	Vacant	No
Emlanjani	Approved-Layout	500	Vacant	No
Buhlebesizwe Ext 1 (khazamula)	Approved-Layout	2682	Vacant	Yes

Table 4.1.9. Approved Township Establishments Projects 2019/2020

Township Name	Farm description	No of units	Status
Emlanjani	Ptn 1 of the farm Gembokfontein 199JR	500	Awaiting for finalization of cost estimates with regard to provision infrastructure
Mashilloville	Farm Kameelpoortnet 218JR	500	Awaiting for finalization of cost estimates with regard to provision infrastructure

Thembisile Hani Local Municipality has been earmarked for 3 Integrated Human Settlement Projects, by the Mpumalanga Department of Human Settlement. The purpose being to alleviate and the address the scourge of housing backlog in the Province and in particular the Thembisile Hani Municipal area.

Table: 4.1.10. List of areas identified for Integrated Human Settlements Projects (IHSP)

Area	Farm description
Verena	Portion 9 and 31 of the farm Bultfontein 94
Kwamhlanga	Remainder of the farm Kwamhlanga 617 JR
King's Park	Portion 15 and 16 of the farm Witpoortjies 245 JR

#### 4.2. ENVIRONMENTAL MANAGEMENT CHAPTER

The purpose of the Environmental Management is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the municipality to make appropriate management decisions. The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including an identification of communities which do not have access to the basic municipal services.

#### **4.2.1 Environmental Management**

This section provides an overview of the Thembisile Hani Local Municipality natural environment and environmental management as a continuous process that ensures that environmental Impacts are avoided or mitigated throughout the development cycle of the Municipality from planning to design, implementation and operation. A brief description of the natural environment, Environmental Management Programmes, environmental issues & challenges, and Integrated Environmental Management (IEM) tools are discussed as information portal for decision makers to use to meet development and planning objectives for the Thembisile Hani Local Municipality.

The objective of Environmental Management

Strategic objective: facilitate for the creation off the save and secure informed and healthy environment for the community. Objective to promote biodiversity and environmental conservation. The municipality must ensure that environmentally sensitive areas are identified, rehabilitated and continue to be monitored in order to conserve biodiversity and prevent environmental degradation. The department must ensure the integration and mainstreaming of Environmental management issues.

##### **Objective: Promote sustainable development**

The municipality must ensure that all proposed developments within Thembisile Hani Local Municipality are environmentally, socially and economically sustainable through participation in EIA processes and development of environmental assessment tools that will guide future development e.g. Strategic Environmental Assessment (SEA), life cycle assessment, Etc.

##### **Objective: Ensure clean and healthy environment**

To monitor the level of pollutants in the atmosphere through ambient air quality monitoring and implementation of mitigation measures. This will be achieved through sampling and analysis of specific parameters from the atmosphere as detected by the air monitoring stations which is particulate matter (PM10).

##### **Objective: To contribute towards the mitigation of Climate change impacts**

The department will initiate and implement strategies that will reduce carbon footprint in collaboration with other stakeholders within the energy and waste sector from government, private and NGOs. Climate change has observable and non-observable effects on the environment. The Department will contribute to combating climate change to protect the environment and human well-being through the reduction of carbon emissions by implementation of waste minimization projects and other waste minimization strategies, ensuring pro-green capital equipment procurement and specifications and align new designs of infrastructure to such imperatives.

##### **Objective: To ensure that communities are well informed on environmental issues through the provision of education and awareness programs.**

The National Environmental Management principles requires that '*Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means*'. The Municipality should therefore ensure that equitable and effective participation is achieved through the participation of community members.

##### **Challenges to Finance Environmental Management Functions**

The unit is unable to function properly in delivering the above objectives because of lack of budget. Most of environmental issues need finances in order to be attended.

#### **4.2.2. Analysis of the Natural Environment**

##### **Topography, Hydrology and Climate**

The northern part of the Municipality is mountainous and forms part of a number of existing nature reserves. The Dikwale/ Dithaba mountain range that extends in a north-south direction, separating the Thembisile Hani and Steve Tshwete Local Municipalities, is the most significant topographical landform in the area.

Apart from the undulating topography, several rivers and streams run through the municipal area. The majority of these form part of the Olifants River system. In total 80% of Thembisile Hani falls within the Middle Olifants sub-WMA, while the remaining southern portion (20%) falls within the Upper Olifants sub- WMA. The northern area of the district is drained by the Elands River, which flows in an easterly direction to join the Olifants River. The general direction of drainage is towards the northeast.

##### **Vegetation**

The Sourish Mixed Bushveld is the dominant vegetation type in the region, and covers most of the south-western parts of the Municipality. The eastern mountainous areas are covered with Mixed Bushveld Veld Types. As far as Soil Types are concerned, the mountainous areas comprise of rock areas with intermittent occurrences of Glenrosa and/or Mispah forms, while the central and western parts are predominantly covered with Plinthic Cantena and Margalitic soils.

##### **Geology and Mineral Potential**

The occurrence of minerals in Thembisile Hani is very high in comparison to the other local municipalities within the Nkangala District. Very large deposits of refractory (flint) are present in the south-western regions. Apart from these large deposits, various smaller deposits of Gold, Tin, Copper, Lead, Manganese, Uranium, Nickel, Cobalt and Silver occur throughout the municipal area. Active mines in Thembisile Hani include Boekenhoutskloofdrift, Roodepoort, Loopspruit, Nooitgedacht and Blesbokfontein. Generally, the soil and geological formations are fairly stable and do not pose significant development constraints to the region.

#### **4.2.3. Biodiversity, Conservation Areas and Nature Reserves.**

The Municipality boasts two rather large nature reserves, namely the Mabusa Nature Reserve and the Loskop Dam Nature Reserve; as well as the smaller SS Skosana Nature Reserve in the north. In terms of conservation, the Municipality is a very important area in the District for threatened species, second only to Emakhazeni. In total, the Municipality supports 70 threatened species, and four Red Data species of urgent threat status. All four Red Data species occur within the confines of the Loskop Dam Nature Reserve, which is managed by the Mpumalanga Parks Board. The only Red Data frog species occurring within NDM is the Giant Bullfrog (*Pyxicephalus Adspersus*) (Near-threatened), and this species has been recorded in the Municipality.

#### **4.2.4. Climate Change**

Climate change is broadly defined as the change in climate attributed directly or indirectly to human activity (the emission of greenhouse gases sourced from fossil fuel-based activities) which has altered the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods. As the rate of climate change accelerates.

New urban development needs to be planned with this in mind. The changes in the climate along with aspects such as the prevailing wind direction requires that new buildings, be it for offices, commercial or especially for residential use, be designed with a view to ameliorate these impacts. The appropriate local and natural materials need to be sourced and appropriate thermal treatment of the buildings

applied to ensure it maximises the use of natural energy and minimises the use of electricity. Climate change resilience areas include:

- Kloofs, which provide important connectivity and provide both temperature and moisture refuges.
- South facing slopes, which similar to Kloofs, provide refuge habitats.
- Topographically diverse areas, which contain important altitudinal and climatic gradients which are important for climate change adaptation as well as ensuring a range of micro-climates are protected.
- Riverine corridors, which provide important connectivity in extensive arid environments.

The municipality need to track climate change issues and broadened awareness for climate change within the Municipality. There is a need to accelerate the process of relevant education, training, awareness and capacity building in municipality to speed up the implementation of Climate Change Response Strategy (CCRS/P). Human-induced climate change can be combated by two general approaches:

- Climate mitigation: action taken to reduce or eliminate the source of greenhouse gases or to enhance the absorption of greenhouse gases (“carbon sinks”), and;
- Climate adaptation: ability of a system or community to adjust to climate variability or extremes

The National Climate Change Response Policy (NCCRP) White Paper states that local government plays a crucial role in building climate resilience through the provision of Municipal infrastructure and services; appropriate planning of human settlements and urban development; water and energy demand management; and local disaster response, amongst others.

In order for the Municipality to respond to issues of climate change, a climate change action plan/strategy must be developed. The strategy focuses on the benefits and opportunities for the Municipality to respond to climate change challenges, which will include the following:

- Promotion of the green economy drives new business opportunities
- Public transport reduces pollution, congestion and maintenance
- Improved mobility
- ‘Greener’ building standards improvements
- Expanded public works programmes that restore and improve the natural resource base such as the rehabilitation of wetlands, planting trees and clearing alien plants, creates jobs and enhances important ecosystem services such as water and food provision, flood protection and air quality
- Urban greening initiatives (planting trees/shrubs in the urban area) assists micro-climate regulation, acts as a carbon sink and provides in intangible ecosystems services such as sense of place.

The strategy will assist the Municipality in aligning its activities to meet these International commitments, and National and Provincial climate change related policies and legal requirements.

### **Climate Change Mitigation and Adaptation**

Mitigation (reducing climate change) involves reducing the flow of heat-trapping greenhouse gases into the atmosphere, either by reducing sources of these gases (for example, the burning of fossil fuels for electricity, heat or transport) or enhancing the “sinks” that accumulate and store these gases (such as the oceans, forests and soil). The goal of mitigation is to avoid significant human interference with the climate system, and “stabilize greenhouse gas levels in a timeframe sufficient to allow ecosystems to adapt naturally to climate change, ensure that food production is not threatened and to enable economic

development to proceed in a sustainable manner” (United Nations Intergovernmental Panel on Climate Change, 2014).



**Table: Projection and example of possible impacts**

Higher maximum temperatures, more hot days and more heat waves:		Higher minimum temperatures, fewer cold days and frost days:		Shifts in Seasonality:	
<ul style="list-style-type: none"> <li>Heat stress on humans and livestock;</li> <li>Increased incidence of heat-related illnesses;</li> <li>Increased incidence of death and serious illness, particularly in older age groups;</li> <li>Increased heat stress in livestock and wildlife;</li> <li>Decreased crop yields and rangeland productivity;</li> <li>Extended range and activity of some pests and disease vectors;</li> <li>Increased threat to infrastructure exceeding design specifications relating to temperature (e.g., traffic lights, road surfaces, electrical equipment, etc.);</li> <li>Increased electric cooling demand increasing pressure on already stretched energy supply reliability;</li> <li>Exacerbation of urban heat island effect.</li> </ul>		<ul style="list-style-type: none"> <li>Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling period in autumn;</li> <li>Reduced heating energy demand (although extremes may still occur);</li> <li>Extended range and activity of some pests and disease vectors;</li> <li>Reduced risk of cold-related deaths and illnesses.</li> <li>General drying trend in western part of the country</li> <li>Decreased average runoff, stream flow;</li> <li>Decreased water resources and potential increases in cost of water resources;</li> <li>Decreased water quality;</li> <li>Decrease in shoulder season length threatening crops;</li> <li>Increased fire danger (drying factor);</li> <li>Impacts on rivers and wetland ecosystems.</li> </ul>		<ul style="list-style-type: none"> <li>Shift in onset of the rainy season, causing planning challenges for agriculture.</li> <li>Intensification of rainfall events</li> <li>Increased flooding;</li> <li>Increased challenge to storm water systems in urban settlements;</li> <li>Increased soil erosion;</li> <li>Increased river bank erosion and demands for protection structures;</li> <li>Increased pressure of disaster relief systems;</li> <li>Increased risk to human lives and health;</li> <li>Negative impact on agriculture such as lower productivity levels and loss of harvest.</li> </ul>	
<b>The District and Municipal officials identified the following sectors as those that are likely to be vulnerable to climate related impacts and require responses:</b>			<b>The following climate related hazards for the Municipality were identified as those that had profound impact on the region in the past, and are likely to be exacerbated in future:</b>		
<ul style="list-style-type: none"> <li>Economic development</li> <li>Social Development</li> <li>Political sphere</li> <li>Planning</li> <li>Public safety</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture</li> <li>Tourism</li> <li>Housing</li> <li>Infrastructure</li> <li>Transport</li> <li>Health</li> </ul>	<ul style="list-style-type: none"> <li>Waste management</li> <li>Energy / electricity</li> <li>Biodiversity conservation</li> <li>Current and Future mining</li> <li>Water management</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>Drought</li> <li>Floods</li> <li>Snow</li> </ul>	<ul style="list-style-type: none"> <li>Shift in Seasons</li> <li>Storm events (including lightening and wind)</li> <li>Increased number and extent of heat days</li> </ul>	

#### 4.2.5. Waste Management

##### **The Objectives of Waste Management**

**Objective: Maintain and provide compliant waste disposal sites and transfer sites according to permit conditions and standards**

To ensure planning for new waste facilities and infrastructure while maintaining the existing ones. The Municipality must ensure that waste is handled and disposed in a proper manner by developing and maintaining facilities and infrastructure. Also ensure planning of new waste facilities for proper waste disposal, treatment and processing purposes. Plan for the upgrading of waste facilities as and when required.

**Strategic Objective: - Provide safe and healthy environment for the community.**

**Objective: To ensure a clean and healthy environment through the provision of regular waste removal services to existing and new developments.**

In order to protect the environment and health of the community, the Municipality will continue to render waste collection services as scheduled.

**Objective: To contribute towards the growth of the green economy through implementation of waste minimization projects.**

Implementation of waste minimization projects will promote sustainable development, economic growth, quality of life and protect the environment by reducing the amount of greenhouse gas emissions to the atmosphere. Promote waste minimization in order to maximize the involvement of community and private sector in waste minimization.

**Objective: To ensure that people are aware of the impact of waste on their health, well-being and the environment.**

Awareness strategy will be developed and implemented to create public awareness about health impacts of waste through conducting awareness campaigns throughout the Municipal area. Create awareness on waste minimization, reuse, recycling in order to reduce the amount of waste generated and disposed at the landfill site.

**Objective: To ensure compliance with national legislation/ policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate waste minimization strategies.**

The promulgation of the Waste Act (Act No. 59 of 2008), shifts the approach to waste management hence municipalities must embrace the principles of waste minimisation, reuse, recycling and energy recovery as the preferred options to waste management over treatment and disposal to landfill. The municipality will ensure the introduction of waste minimisation projects and encourage separation of waste at source and recycling where possible.

##### **Constitutional and Legal Framework**

The Constitution of South Africa, 1996 (the Constitution) provides the foundation for environmental regulation and policy in South Africa. The right to environmental protection and to live in an environment that is not harmful to health or well-being is set out in the Bill of Rights (section 24 of Chapter 2). This fundamental right underpins environmental policy and law, in particular the framework environmental legislation established by the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA).

The Waste Act fundamentally reforms the law regulating waste management, and for the first time provides a coherent and integrated legislative framework addressing all the steps in the waste management hierarchy. The waste management hierarchy provides a systematic and hierarchical approach to integrated

waste management, addressing in turn waste avoidance, reduction, re-use, recycling, recovery, treatment, and safe disposal as a last resort.

The Constitution assigns concurrent legislative competence to national and provincial government with respect to the environment and pollution control (section 146 of the Constitution). It assigns exclusive provincial legislative competence to the local government matters of cleansing and refuse removal, refuse dumps and solid waste disposal. The Constitution allows national legislation to set national norms and standards relating to these matters in cases where national uniformity is required to deal effectively with the issue.

#### **Legislative Requirements**

- National Environmental Management Act 107 of 1998
- National Environmental Management Waste Act 59 of 2008
- National Waste Management Strategy of 2020
- National Environment Management: Air Quality Act 39 of 2004
- Occupational Health & Safety Act
- Constitution of Republic of South Africa 1996

Thembisile Hani Local Municipality experience waste challenges like any other municipality within the Nkangala District. It is in this regard that the municipality should adopt waste management strategies that will help in reducing and managing waste that ends in landfill sites. Waste management is the basic service that the municipality should provide to its people and this mandate is explained in the Municipal System Act 32 of 2000 and National Environmental Management: Waste Act 59 of 2008.

As per the constitution of South Africa the municipality provides waste management services that includes waste collection eradication of illegal dumping sites, street cleaning and waste disposal. An ongoing waste collection is been rendered in all the institutions, business, schools and households as per the collection needs and schedule.

Waste collection schedule depicts that waste is being collected weekly on townships and fortnightly on other villages. Skip bins are used to collect waste in business and schools. The Municipality is experiencing spatial growth both in residential and business areas. As a result, the current Municipal resources cannot meet the demand for waste collection. Backlog in waste collection is experienced in all the villages.

Waste disposal is centralized, and all waste collected in various areas is transported to the permitted Kwaggafontein landfill site and not permitted KwaMhlanga landfill for disposal. The lifespan of the Kwaggafontein landfill site is projected to be 10 years as per the designs. Feasibility studies were conducted for the establishment of new two landfill sites in Kwamhlanga and Verena. There was a negative Record of Decision (RoD) of the Environmental Impact Assessment that was conducted for the establishment of two new landfill sites. Feasibility study did not support the establishment of the landfill sites. Waste transfer stations need to be established for temporary storage of waste to prevent illegal dumping.

There is one private owned buy back centre. More waste diversion and waste processing facilities are required to divert waste from the landfill site. The Integrated Waste Management Plan will be reviewed in 2022/2023 financial year. The solid waste management by-laws will be reviewed in 2022/2023 financial year. Waste Minimization, Recovery and Recycling Strategy will be developed in 2022/2023 financial year. In order to meet the demand for waste removal/collection and disposal, sufficient fleet such as trucks, skip bins, bulldozers etc. should be provided. This provision can be budgeted by the municipality or where there are budgetary challenges the municipality can apply funding through MIG Grant to procure or purchase those assets. There is still a challenge with the increasing rate of illegal dumping. Resources must be

provided for management of illegal dumping in the Municipal area. Community engagement, awareness and by-Law enforcement should be enhanced to keep environment clean.

Awareness campaigns aim to encourage communities to adopt more responsible attitudes towards waste and to deal with it in ways that are more sustainable. These campaigns focus on the problem of litter, promoting the avoidance and minimisation of waste and pollution, greening the environment of communities to enhance the aesthetic beauty of local areas and to build a culture of cleanliness in their communities. The campaigns also promote recovery and recycling at source.

#### Planned Waste Management Projects

Project Name	Year 1	Year 2	Year 3
Establishment of kwamhlanga and Verena Landfill site	Conduct EIA for licensing	Development of designs	Phase 1 constructions
Establishment of transfer stations	Conduct EIA for licensing	Development of designs	Phase 1 constructions
Procurement of compactor trucks	Two trucks	Two trucks	Two trucks
Procurement of skip bins	100	100	100
Procurement of Tipper and TLB	One tipper one TLB	One tipper one TLB	One tipper one TLB

#### 4.2.6. Air Quality Management tools

##### Air Quality Management Legislations

Air Quality Management legislation comprises primary standards which protect human health and secondary standards which protect property, vegetation, climate and aesthetic values. The development of new industries that increase air pollution through the emission of gases in the atmosphere should be managed.

##### Air Quality Management Plan (AQMP)

Thembezi Local Municipality currently do not (or) have an Air Quality Management Plan (AQMP) in place but on the process of developing it. Section 15 (2) of the National Environmental Management: Air Quality Act requires municipalities to develop Air Quality Management Plans (AQMP) and include it in their IDP in terms of Chapter 5 of the Municipal Systems Act. The plan aims to reduce emissions and pollutions impacts responsible for the loss of ambient air quality, acidification and global warming to improve the quality of life of the citizens. The AQMP is aimed to achieving the protection of ambient air quality.

##### Each of the 4 goals of the AQMP addresses different aspects of the vision which includes

- To ensure effective and consistent AQM. This goal aims to address the development and maintenance of the varied requirements for system, skills and capacity for AQM, and the establishment of necessary institutional arrangements;
- To ensure effective and consistent compliance monitoring and enforcement. This goal aims to improve compliance monitoring and enforcement in the District level and to ensure that ambient air quality standards for the protection of health are attained and continually met;
- To support climate change protection programmes, including promoting the reduction of greenhouse gas emission and;

- To raise awareness with respect to air quality. This goal aims to improve awareness of air pollution issues in the Municipality through awareness raising and education.

**The roles and responsibilities of the Municipalities are outlined in the National Environmental Management Air Quality Act (Act 39 of 2004) these are:**

- Designate a municipal AQO from its administration - the municipality does not have an AQO in the current form with the role being administered at the District level by EHP section.
- Develop an AQMP for inclusion in its IDP in accordance with chapter 5 of the Municipal Systems act
- Prepare an annual report including progress regarding the implementation of the AQMP and compliance with the plan when developed.
- Establish Municipal standards for emissions from point, non-point and mobile sources if a municipality, in terms of its by law, identifies a substance or mixture of substances in ambient air which through ambient concentrations, bioaccumulation deposition or any way, presents a threat to health or well-being or the environment, or which the municipality reasonably believes presents such a threat.
- Require the appointment of an emission control officer in the municipality, thereby extending the powers of the authority by ensuring that the emission control officer is responsible for the municipality applying the correct measures to minimise emissions.
- Consider purchasing air emission equipment such as air quality monitoring stations.

**Potential air pollution sources in the district are:**

- Industrial operations
- Agricultural activities
- Vehicle entrainment of dust from paved and unpaved roads
- Waste treatment and disposal (landfills fire burning)
- Vehicle tailpipe emission
- Biomass burning
- Domestic fuel burning (particularly, wood and paraffin)
- Mining

**4.2.7. Environmental Governance and Management**

**Environmental Governance**

Environmental governance is embodied in South Africa’s environmental legislation. Hence, the South Africa Constitution, 1996 together with various other pieces of legislation places a responsibility on all municipalities to address environmental issues at local level. The Thembisile Hani Local Municipality should embrace environmental governance principle of fairness, accountability, responsibility and transparency as they are important ingredients for sustainable development. If municipalities are to realise the duty and objective of promoting a safe and healthy environment, they should start the process of generating environmental policies as a matter of urgency. Such policies must take into account the provisions of the Constitution, 1996 to ensure that all sphere of government must co-operate with one another by co-ordinating their actions and legislation with one another (RSA 1996:19).

The Thembisile Hani Local Municipality currently does not have an environmental related forum within its institutional structure; however, the municipality participate in the District Air Quality Management Forum and other district forum, provincial waste management forum, EPWP Environment & Culture Forum (EAC).

Thembisile Hani local municipality does not have a dedicated environmental unit/structure responsible for environmental management in general, but it does have a designated waste officer/manager and also it is being supported by Local Government Support programme from DFFE and supported by Local Government

**Commented [CM4]:** Provide the status of the forum whether it relay on the district forum or have its own.

**Commented [CM5]:** You can specify the forum the municipality participate.

Support (LGS) official (Control Environmental Officer) based in the Nkangala District Municipality. It will be recommendable for the municipality to consider recruiting an environmental officer whom will be responsible for environmental function such as air quality management, biodiversity and conservation, environmental impact assessment (EIA) and address climate change management. The municipality must also build a positive working relationship with the district and other local municipalities within the district so as to coordinate environmental challenges and issues together as a token to share ideas, resources and skills.

Lack of capacity is another challenge that should be address as a matter of urgency. Municipal politicians and officials need training in environmental and sustainable development concepts and issues. Furthermore, environmental education and awareness activities within the municipality are limited in scope, generalised and undertaken with limited resources. An environmental education and awareness strategy is a significant tool to assist in this regard.

Public participation in the municipality is conducted in ward committees where communities share ideas on expectations from the municipalities regarding issues pertaining to environmental challenges or issues like illegal dumping, litter and alien invasive species within their households and farming communities. Local newspapers, social media platforms such as Facebook, WhatsApp, and local radio are used to communicate or share important communication from the municipality to the people and vis versa.

#### **Integrated Environmental Management Tools and Environmental Programmes**

The Thembisile Hani local municipality does not have a dedicated environmental management unit or official responsible for environmental impact assessment (EIA) and as a result this can be playing a role in delaying project development especially capital projects that might require such impact studies as required by EIA Regulation for compliance and enforcement objectives to management environmental impacts that can be detrimental to the environment and the safety & health of the people in the municipality. The District and LGS official will be assisting the municipality with environmental advice and analysis of capital projects during the planning and toward implementation process.

The municipality again lack environmental policies or sector plans that are vital instrument for environmental management. Most of the sector plans are outdated or due for review or were never developed. The municipality should consider developing sector plans such as IWMP, AQMP, Open Space Management Plan, Alien Invasive Eradicating Plan and By-laws.

#### **State of Sector Plans**

**The following plans and bylaws are in place:**

- Animal by-laws
- Nuisance By-laws (Nkangala District)

**The following plans and bylaws must be in place:**

- Air Quality plan
- Air quality bylaws
- Environmental Management plan
- Sand mining bylaws
- Awareness strategy

### 4.3. SOCIO-ECONOMIC ANALYSIS

#### 4.3.1. Integrated and Sustainable Human Settlements and Housing

The lack of housing has been highlighted as one of the key challenges facing communities during many community outreach meetings. A housing survey conducted in 2009 indicated a huge backlog in housing delivery. Many people within the municipality live in informal houses (mud houses and shacks) which are either too old to be inhabited or a structurally weak and are thus vulnerable to being destroyed by bad weather (storm/rain during the summer). The housing survey revealed that there was a housing backlog of about 9764 units, and there are currently no recent statics to gauge whether or not this backlog has increased or subsided.

- ☐ *The municipality needs to identify and reserve land for integrated human settlements*
- ☐ *Fast-track the completion of existing housing projects*
- ☐ *Formalize existing human settlements and areas*

The unavailability of an Integrated Human Settlements plan and the retention of land for integrated human settlements have over time resulted in the eruption of informal settlements in almost all the municipal areas. This is exacerbated by the allocation of land by some traditional authorities without having considered the necessary impacts.

The Municipality has also participated in housing delivery programmes with National and Provincial Departments of Human Settlements over the years. The programs that were used to fund some of the housing development projects in the municipality include:

- Projects link Programme (Greenfields Programme)
- Peoples Housing Process
- Community Based Rural Subsidy Programme
- Disaster/Emergency Programme
- Community Based Individual Subsidy

#### 4.3.2. Health

Thembisile Hani is served with health care facilities such as clinics and visiting points. The following health facilities are provided within the Municipality:

Facility Name	Location	Number
<b>Kwamhlanga Hospital</b>	Kwamhlanga	1
<b>Community Health Centre (24 Hour Service)</b>	Buhlebesizwe / Vlaklaagte 2, Kwaggafontein, Moloto, Verena, Kwamhlanga, Thembaletu	6
<b>Clinics (8 Hour Service)</b>	Empilweni, Gembokspruit / Mzimuhle, Goederede, Vlaklaagte 1, Kameelpoortnek, Tweefontein C, Tweefontein D, Tweefontein A, Tweefontein M, Vriesgewacht,, Tweefontein H, Boekenhouthoek/ Zithabiseni and Kwaggafontein A, Tweefontein C	15
<b>Mobile Clinics</b>	Verena CHC Mobile, Thembaletu CHC Mobile, Kwaggafontein CHC Mobile, Moloto CHC Mobile, Machipe Mobile and Lankloof CHC Mobile	6

Both primary and secondary health care facilities are problematic in certain areas due to limited resources, which make it difficult to ensure that all the communities are provided with the minimum acceptable levels of health services. Most of the clinics do not provide a 24-hour service due to lack of staff and resources, but the municipality is fairly well served with health facilities.

#### 4.3.3. Educational Facilities

Educational facilities within the municipality are well distributed, even in informal locations. The provincial department of Education also compiled an extensive database on each of the schools in the municipal area, highlighting the priority needs per school. There are **77 primary schools, 22 combined schools, 46 secondary schools, 21 pre-schools** and **7 tertiary institutions**. It would seem that all communities in the Municipality have access to primary and secondary school facilities. The physical quality of the structures, the quality of service, number of pupils per class, and the range of subjects provided can, however, not be verified. It is also clear that there is a surplus of schools in terms of national standards in the municipal area. This indicates that more efforts should rather be put into improving and maintaining the existing facilities than to create new ones.

To adequately address the skills shortage and literacy, the municipality needs to undertake an audit of skills or lack thereof in the municipality as identified skills needs within its communities, the municipality would stock of what direction it wants to follow in terms of technology and economic development the municipality would influence learners in pursuit particular field that are in line with its plan. Currently the issues raised by communities are

- lack of skill agencies around schools
- limited skill among educators to implement new curriculum
- in adequate support for ABET

Ward councillors and their ward committees can assist in identifying this shortage. Once these skills or lack thereof have been audited, the municipality would therefore need to approach the relevant government institutions to assist addressing problem areas.

#### 4.3.4. Safety and Security

There are **4 police stations** in the Municipality, located in Kwamhlanga, Tweefontein, Kwaggafontein and Verena. Areas such as Goederede, Moloto and Lankloof and farm areas are not in close proximity to a police station. amongst other thing innovating ideas such as multi sectoral respond this includes ensuring effective running of security cluster forum, joint cluster forum and multi-agency mechanism, community police forum ,sector policing and crime offices as part of the National crime prevention strategies we challenged the cooperative plan with SAPS to work together with the police in Provincial crime preventing frame work and it should be led by municipality promote the reduction of drugs such as Nyaopes and other drugs also encourage communities to participate in CPF and enforced law that are strict the sale alcohol adjacent the school facilities and to children under the aged

#### 4.3.5. Sports, Arts and Culture

Thembisile Hani Local Municipality has two stadiums namely, Solomon Mahlangu Stadium and the Kwaggafontein Stadium, located in Kwamhlanga and Kwaggafontein respectively. The two stadiums are utilized but are however under maintained. The Solomon Mahlangu Stadium has an array of facilities to support different sporting codes including Netball, Tennis, Basketball and Boxing. In order to fortify the potential of the sporting hub, all sporting facilities in the vicinity of the stadium should be upgraded, maintained and integrated to the existing hub. The Regional Sport and Recreation Master Plan conducted for the Nkangala District in 2003 provides an assessment of the type of facilities currently in the municipal area (e.g. soccer, netball, athletics etc.), together with their location and condition. (See Municipal SDF for Further detail).



**Some of the challenges relating to Sport, Arts and Culture include:**

- *Lack of a funding model for the naming, renaming and signage of geographical features, streets, heritage sites and settlements;*
- *Heritage sites and tourist attraction sites in the municipality are not formalized and promoted;*
- *Sport committees at ward level exist but are dysfunctional;*
- *There is a need for community gymnasium to encourage the wellness of community;*
- *Poor promotion of heritage sites, iconic structures and monument*

**4.3.6. Municipal Libraries**

There are five libraries in the Municipality in Kwaggafontein, Tweefontein, Verena, Boekenhouthoek and Loopspruit. The Main library in Kwaggafontein requires upgrades to the structure as the current building is dilapidated. The municipal library in Tweefontein requires maintenance on a regular basis and a service provider was appointed to construct libraries in Verena and Boekenhouthoek. The library in Loopspruit is still a mobile container.

**4.3.7. Telecommunication and Postal Services**

There are five post offices within the Municipality. These are located at Kwaggafontein (Empumalanga), Verena, Kwamhlanga, Boekenhouthoek (Msindo) and Tweefontein (Somarobogo). The street delivery system might be effective but might be hindered by the lack of street names and proper house numbering. The Post Office must develop the mechanism of ensuring that farm communities have access to this service. On average the Municipality is well serviced with telecommunication services including cellphone networks. Approximately 68, 2% of the households reported that they had access to telephone facilities at home or nearby, while 27, 8% had access to a cell phone only. Only 1, 4% of the population had no access to any form of telecommunication. (Verify with stats)

***The following problems have been raised by the community:***

- *The delivery of letters is delayed due to contradicting stand numbers*
- *The post office lacks a strategy on how to compel people to pay for the post boxes*
- *Projects conducted by post office should be implemented and be communicated to municipality*

**4.3.7.1. Public Transport and Traffic Services**

Most of the residence of the Municipality work in Gauteng and commute to Tshwane and the surrounding areas on a daily basis. Buses and taxis are used as a staple mode of transport to work. This makes the R573 (Moloto Road) very busy during peak hours and poses a higher risk of motor car accidents. Taxi operations are informal and are not properly regulated. Transport infrastructure in the form of bus/taxi terminals are also not adequately provided to cater for the business. Existing infrastructure is dilapidated and needs to be restored or upgraded. The public transport traffic volumes put considerable strain on the road infrastructure.

According to schedule 4 Part B and schedule 5 Part B of the Constitution municipal public transport and traffic policing is the competency of the municipality. The Traffic department operates with 18 Traffic Officers - namely; 2 senior superintendents, 2 assistant superintendents, 2 superintendents, 12 traffic officers. The roll out of the Administrative Adjudication of the Road Traffic Offences Act has been approved by the council.

The municipality does not have a chief traffic officer and lacks law enforcement vehicles and equipment. There are also ineffective mechanisms to follow up on traffic fines issued.

Appointment of joint venture companies with the traffic units tries to uplift the work of traffic officers in their activeness and should be developed programmed on how are they going to collect in this Easter holidays

NB! They must always all the time use municipal roads to monitor the municipality

#### **4.3.7.2. Moloto Development Corridor**

The Moloto Rail Corridor Development Initiative was launched at national and provincial government level and enjoys the full support of the Nkangala District Municipality and local municipalities in the District. The main focus of the initiative is to replace the bus commuter system along the Moloto road with a rail commuter system. The objective is to provide safer, faster and more efficient rail transport, while buses and taxis will be used as part of a feeder system to the railway stations along the Moloto Rail Corridor.

The railway line and stations will form the basis for the nodal system, which will be used as a tool to promote the development of retail and community facilities at stations. Stations will be developed in accordance with the concept of Transit Orientated Development, which promotes high density, mixed land use within walking distance from stations. These TODs will create the critical mass required to stimulate viable economic activity. Through careful planning, a range of community services can be provided along the railway line, ensuring that the community has access to a full range of community services via use of the railway system.

#### **4.3.7.3. Moloto rail corridor proposed route**

The Moloto Rail Corridor will serve two municipalities in the Nkangala District Municipality, namely Thembisile Hani and Dr. JS Moroka. To the east it could be extended through the Elias Motsoaledi Municipal Area which is part of the Sekhukhune District Municipality in Limpopo and Tshwane Metropolitan Area in Gauteng. The planned rail corridor will comprise approximately 198 km of railway line linking 24 railway stations in total.

#### **4.3.7.4. Moloto Road upgrading**

The Moloto road or R573 was officially handed over to the National Department of Transport and its entity SANRAL on the 31<sup>st</sup> July 2015. The South African Roads Agency Limited has budgeted approximately R1 billion for the upgrade of portions of the roads phased out over a period of five years. The upgrades are expected to create a number of job opportunities in and outside Thembisile Hani Local Municipality. The then president of the Republic of South Africa his Excellency President JG Zuma announced that government has planned to spend about R 3.7 Billion for the upgrade of the road. Under Thembisile Hani Local Municipality four of the 8 Roundabouts (traffic Circles) have already been completed. They are Tweefontein (Miliva), Buhlebesizwe (Vlaklaagte 11), Vlaklaagte 1 and Mathyzenloop. The agency is about to commence with the widening of the road, other outstanding roundabouts and the access roads. The access roads are planned to be labour intensive and will be reserved exclusively for local subcontractors.

Phase 2 of the road upgrade (package A) has commenced. This entails widening the road from Km 24.7 to km 36 .20 (from Buhlebesizwe cemetery to Kwaggafontein dam. This also entails a roundabout at Buhlebesizwe cemetery, a roundabout at Vlaklaagte 1 just next to the bridge as the second entrance to Vlaklaagte 1, a roundabout at Mabhoko entrance, a roundabout, at Kwaggafonten B cemetery (Emagezini) and the upgrade of the bridge at Vlaklaagte 1. All the mentioned roundabouts will be butterfly roundabouts. All the above mentioned traffic circles and the upgrade of the bridge (package A) will cost about R500m including VAT. The Table below explains the advancement of the road upgrade and the beneficiation aimed at uplifting the residents of the municipal area.

## CHAPTER 5

### 5.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

#### 5.1.1. Water

##### 5.1.1.1. Bulk Water Supply

The Municipality does not have a water source and mainly depends on other Water Service Authorities for the supply of bulk water. Approximately 38.1 ML/day is sourced from various sources namely:

##### (a) Rand water

32.2 ML (the most dependable even though not always consistent)

##### (b) City of Tshwane

0ML. (The city is no longer supplying THLM with water and has been the cause of water shortage in the municipal area because of their unreliability.) The City was supplying THLM with 15ML.

##### (c) Dr JS Moroka

0ML. The municipality was supplying us 5ML

##### (d) Bunduware

4ML. The newly municipal constructed water source supplies the municipality with 4ML of water. The source mainly supplies the so-called Bomandu area (Boekenhouthoek, Mathyzenloop and Bundu) wards 7 and 24.

##### (e) Boreholes

There are 199 boreholes in the municipal area, but only 59 are functional and yield about 4ML per day.

##### (f) Moloto water source

2.1 ML. The Moloto water source which is still being constructed is expected to yield about 2.1ML, supplying the Moloto areas.

##### 5.1.1.2 Loskop Dam Water scheme

As a response to the water crisis within the Municipal area, the municipality in partnership with the Nkangala District Municipality (NDM) and the Department of Water and Sanitation (DWS), have developed a scheme of extracting water from the Loskop Dam to 21 areas within Thembisile Hani Local Municipal area. This is coupled with the construction of a water treatment plant and reservoirs that will bring relief, and ensure that the municipality has sustainable supply to its residents. The department has undertaken to construct the 30km pipeline that will abstract and transfer water from Loskop Dam in Limpopo and direct it to Thembisile Hani. This is coupled with the construction of a water treatment plant and reservoirs that will bring relief, and ensure that the municipality has sustainable supply to its residents.

The Loskop water project is a cross-boundary project and comprises five work packages, which include the laying of 30km pipelines from Loskop Dam. Other components of the project include the construction of two water reservoirs, pump stations and water treatment works that will supply 20ML per day to the communities of Thembisile Hani, and 3ML of water per day that will supply the community of Moutse East. The project of the extraction of water from the Loskop Dam comes at a cost of R1.67 b.

According to Statistics South Africa Community Survey 2016) there are about **78 478 (94%)** households with access to water. The Municipality has consequently connected about 10 482 households between 2010/2011 and 2013/2014 financial years. The number of households connected are as follows:

- 2010/2011 Financial Year, 4064 households provided with water.
- 2011/2012 Financial Year, 2180 households provided with water.
- 2012/2013 Financial Year, 3590 households provided with water.
- 2013/2014 Financial Year, 2917 households provided with water.

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The total number of households with access to water over and above 75 634 is 86 116 households. THLM is still continuing with the provision of this services and most of the areas are land invaded. The current backlog on the approved technical report is 10 022 households. To date the total number of households in Thembisile is 109 282.

**5.1.1.2. Current Water Service Backlogs**

There are currently three water service levels found within the Municipality, namely, house connections, house/yard connections and standpipes. Most of the townships and settlements receive water within RDP standards and water is mainly supplied through house and yard connections or within 200m of a water pipeline. Currently Thembisile has identified the following backlogs in terms of water provision.

Table 5.1.1.2: Water Backlogs per ward.

Ward No		Intervention			S b	1
		Short-term	Long-term			
Ward1	0	Marikina water reticulation	Water reservoir and changing of asbestos pipe	0	0	0
Ward 2	0	Water reticulation block DD, H,F,K,R	RDP Waterborne	0	0	0
Ward 3	0	Water reticulation block 1,4,5	Waterborne and reservoir	0	0	0
Ward 4	1730	Borehole	Water reticulation	154	1576	3 625 368
Ward 5	0	None	None	0	0	0
Ward 6	0	None	None	0	0	0
Ward 7	0	None	None	0	0	0
Ward8	12	Borehole, Water reticulation Langkloof	Water reticulation in Verena D	12	0	711 000
Ward 9	0	Bore holes in Tweefontein J, water reticulation Khayelisha	None	None	0	0
Ward 10	184	Boreholes	Boreholes	184	0	1 467 180
Ward 11	0	None	None	0	0	0
Ward 12	0	Water reticulation 500 HH	None	0	0	0
Ward 13	0	None	None	0	0	0
Ward 14	0	Water reticulation Sheldon and Empumelelw eni	None	0	0	0
Ward15	0	None	None	0	0	0
Ward 16	600	None	Water reticulation in new side	503	47	9 064 672
Ward 17	1550	Water Reticulation in Tweefontein F	Water reticulation in Ekethu park and Entokozweni	400	1 150	8 979 224
Ward 18	0	Water reticulation in Thokoza	None	0	0	0
Ward 19	980	Water reticulation	Water Reticulation	150	830	3 192 000
Ward 20	0	None	None	0	0	0
Ward 21	3772	Water reticulation	Water Reticulation	59	3713	2 000 000.00
Ward 22	280	Water reticulation	Water Reticulation and reservoir	280	0	3 000 000.00

<b>Ward 23</b>	0	Water reticulation 400 HH in Tweefontein a1 and a3 and 500 a2	Bore holes Tweefontein A	0	0	0
<b>Ward 24</b>	0	None	Reservoir	0	0	0
<b>Ward 25</b>	0	None	Water bone	0	0	0
<b>Ward 26</b>	0	Replacement of valve next 17 taverns kwa Sangweni and steel tank not	None	0	0	0
<b>Ward 27</b>	0	None	None	0	0	0
<b>Ward 28</b>	0	None	None	0	0	0
<b>Ward 29</b>	610	Water Reticulation and bore holes Khalanyoni and Mkholo street	Water Reticulation	0	610	0
<b>Ward 30</b>	0	None	None	0	0	0
<b>Ward 31</b>	10	Borehole	None	10	0	1 067 179
<b>Ward 32</b>	294	Borehole	None	294	0	1 665 060

Source: Thembisile Hani Local Municipality, Department of Technical Services, 2015

### 5.1.1.3. Ground Water

Currently the municipality's own ground water (boreholes) source is 4 ml per day. The Langkloof water Scheme is the largest and the settlement is serviced by 4 boreholes, pumping water into a reservoir. The municipality also has the Boekenhouthoek borehole scheme which supplies water through stand pipes. There are also a number of boreholes within the municipality that supplement the current supply.

It is concluded that the local groundwater sources may only be used for additional local domestic demands and will not be sufficient for the development of large schemes. There are some rural communities that are solely dependent on groundwater resources; these communities include those at Langkloof, due to insufficient bulk water supply in Thembisile.

### 5.1.2. Sanitation

#### 5.1.2.1. Current Sanitation Service Levels

Currently, a substantial quantity of the population is without adequate sanitation infrastructure and serviced below RDP standards. Most areas in the municipal area are served with pit latrines. Only Kwamhlanga and Tweefontein K have water borne sewerage systems. The remainder of the population is provided with VIP toilets. In the past there were considerations to provide a number of settlements with flush toilets. These settlements include Vlaklaagte 1, Buhlebesizwe, Mzimuhle, Tweefontein IA and Tweefontein RDP. These settlements could share the oxidation ponds serving Tweefontein K; and Kameelpoortnek A, B, C, Zakheni, Mandela, Luthuli and Sun City, and utilize the unused sewerage pipe running through this area. Other areas such as Kwaggafontein, Bundu, Machipe, Mathyzensloop, Boekenhouthoek, Moloto and Verena also do not have a waterborne sanitation system, however the municipality intends on initiating plans to progressively address the challenge.

Farm areas do not have a water reticulation network and must be provided with rural sanitation (e.g VIP toilets) at RDP standard. Sanitation still remains a challenge and of great concern in the farming areas. These challenges range from a complete lack of service to none accessible infrastructure.

The existing line between Tweefontein K waste water treatment works and Tweefontein IA has been completed, while the other three available lines are to be extended. These lines are found in the vicinity of Vlaklaagte1 and 2 and Mzimuhle. There are a few demanding challenges faced regarding the existing oxidation ponds. The Sanitation in the Municipality is primarily constituted of pit latrines.

From the table above, it can be calculated that the LOH for sanitation services is Priority 4 (High) with 74.21% of the population below RDP standard. Only 25.89% of the population is served with sanitation services either above or at RDP standard.

#### 5.1.2.2. **Waste Water Treatment Plants**

There are two waste water treatment plants in Thembisile Hani Local Municipality. One is located in Tweefontein and the other is located Kwamhlanga. The Kwamhlanga water treatment plant is in the form of oxidation ponds and releases poorly treated water into the environment. The municipality is currently implementing the Luthuli Waste Water treatment works to benefit Kwamhlanga A, B, C, Leratong, Zakheni, Leratong SP, Phola Park, Luthuli Village SP, Kameelpoortnek A and C, Enkeldoornog A and Sheldon.

The majority of communities within the Municipality use pit toilets, 20% have septic tanks and only 4% are serviced by water borne system. The 4% is largely made up of Kwamhlanga (serviced by 2 x 0.5 ML/day Oxidation Ponds) and Tweefontein K (serviced by 0.75 ML/day Waste Water Treatment Plant). The Tweefontein K treatment plant was designed to purify domestic waste but industrial waste is received from businesses. The remaining 20% of septic tanks are offloaded in both the Oxidation Ponds and the Tweefontein treatment plant.

The community rejected the VIP toilet technology as approved by Department of Human Settlements as a basic sanitation service and opted for a waterborne sewage system. There are various existing bulk sewer lines

- Line from Tweefontein RDP connecting to the Tweefontein K treatment plant pump station
- An outfall line from Mzimuhle until the pump house which still needs to be completed up to Tweefontein K treatment plant
- An outfall line from Traffic in Sun City through Mandela
- An outfall through Luthuli

It is proposed that sanitation be upgraded at Tweefontein K which will connect both Tweefontein Extension K and Buhlebesizwe including the adjacent area. This will go a long way in augmenting sewer system not only at these areas, but also in the municipal area as a whole.

New development will be linked to these existing lines, and the construction of Water treatment Plant is necessary to accommodate the lines through Mandela and Luthuli. The water borne system will be the best option for transporting sewer waste.

#### 5.1.2.3. **Current Sanitation Service Backlogs**

Table 5.1.2.3: Current Sanitation Service Backlogs per ward

Ward No	Intervention				Intervention Implementation Cost
	Short-term	Long-term			

<b>Ward 1</b>	1373	None	Water Borne	0	1373	0
<b>Ward 2</b>	2299	None	Water Borne	0	2299	0
<b>Ward 3</b>	2046	None	Water Borne	0	2046	0
<b>Ward 4</b>	3587	None	Water Borne	0	3587	0
<b>Ward 5</b>	653	None	Water Borne	0	653	0
<b>Ward 6</b>	1544	None	Water Borne	0	1544	0
<b>Ward 7</b>	2395	None	Water Borne	0	2395	0
<b>Ward 8</b>	1779	VIP	None	0	1779	0
<b>Ward 9</b>	2004	None	Water Borne	0	2004	0
<b>Ward 10</b>	1848	VIP	Water Borne	0	1848	0
<b>Ward 11</b>	2717	None	Water Borne	0	2717	0
<b>Ward 12</b>	1476	None	Water Borne	0	1476	0
<b>Ward 13</b>	1193	None	Water Borne	0	1193	0
<b>Ward 14</b>	1769	None	Water Borne	0	1769	0
<b>Ward 15</b>	2222	None	Water Borne	0	2222	0
<b>Ward 16</b>	2833	None	Water Borne	0	2833	0
<b>Ward 17</b>	1731	None	Water Borne	0	1731	0
<b>Ward 18</b>	2084	None	Water Borne	0	2084	0



<b>Ward 19</b>	1732	None	Water Borne	0	1732	0
<b>Ward 20</b>	2947	None	Water Borne	0	2947	0
<b>Ward 21</b>	1896	None	Water Borne	0	1896	0
<b>Ward 22</b>	2121	None	Water Borne	0	2121	0
<b>Ward 23</b>	2040	None	Water Borne	0	2040	0
<b>Ward 24</b>	2265	None	Water Borne	0	2265	0
<b>Ward 25</b>	2040	None	Water Borne	0	2040	0
<b>Ward 26</b>	1784	None	Water Borne	0	1784	0
<b>Ward 27</b>	1934	None	Water Borne	0	1934	0
<b>Ward 28</b>	2325	None	Water Borne	0	2325	0
<b>Ward 29</b>	2638	None	Water Borne	0	2638	0
<b>Ward 30</b>	2605	None	Water Borne	0	2605	0
<b>Ward 31</b>	2312	VIP	None	0	2312	0
<b>Ward 32</b>	2125	VIP	None	0	2125	0

Source: Thembisile Hani Municipality, Department of Technical Services, 2016

### 5.1.3. Electricity

The Municipal area is well served with electricity with more than 98% of the community having access to electricity. The municipality does not have an electricity license to distribute electricity. Eskom is both the electricity service authority for electricity infrastructure and house connections while the Municipality is responsible for street lighting and public lighting.

Public lighting is one of the strategies used to reduce crime and is a responsibility of the municipality. The municipality has high mast lights, midblock lights and street lights at different villages. These have proven to be insufficient as there is still a huge backlog in different villages. There is a huge backlog for the repair and maintenance of existing high mast lights and street lights, but this is nonetheless manageable and there is continuous improvement. Currently about 4230 households need to be connected around the Kwamhlanga substation. The municipality requires an energy efficiency plan for energy saving measure.

### 5.1.3.1. Household Electrification Backlog

Table 5.1.3.1a: Electricity reticulation backlogs within the Municipality

No	Name Of Village	Number Of Households
1	Sun City AA Phase 3	514
2	Moloto	1000
3	Mountain View	1000
4	Zakheni	400
5	Phola Park	160
6	Tweefontein K Extension	400
7	Luthuli (Mahlabathini)	700
8	Mandela Ext (Msholozzi)	400
	Total	4669

Table 5.1.3.1b: Infill backlogs with the municipality

No	Name Of Village	Number Of Households
1	Bundu and Machipe	40
2	Tweefontein B2	36
3	Zenzele	30
4	Verena D	21
5	Tweefontein A	15
6	Tweefontein N	13
7	Wolvenkop	10
8	Thembaletu/Belfast	6
9	Buhlebesizwe	4

Table 5.1.3.1c: Farm reticulation backlogs within the municipality

No	Name of Farm	Number Of Households
1	Vandyskpruit	30
2	Loopspruit	28
3	Seeringkop	15
4	Hokaai	21
5	Papkoel	22
6	Taaifontein	30
7	Bleskop	32
8	Vaalspruit	26
9	Moddderfontein	10
10	Skoengesig/Khwezi	28
11	Nooitgedacht / Brondcmine	49
12	Rooinort	13
13	Sybienskraal	09
14	Kwaarspruit	35

### 5.1.4. Roads and Storm Water

The Municipality recently compiled a database on the state of all routes in the municipality as part of the Pavement Management System funded by the NDM. This is a very powerful decision-making tool which should be used to determine the location, nature and extent of road maintenance and construction projects that should be conducted in the municipal area in future. Road maintenance problems occur throughout the

Municipal area and it is virtually impossible to address all of these simultaneously. There is also poor maintenance of existing surfaced roads due to the lack of a maintenance budget.

Poor storm water management is a key contributor to the bad state of Municipal roads and streets. This therefore implies that storm water management should be given priority in order for the constructed roads to be sustainable. Apart from the Municipality, the Nkangala District Municipality and the Provincial Department of Roads and Transport also have responsibilities regarding the provision and maintenance of road infrastructure in the municipal area. The Municipality will upgrade and maintain roads and storm water management systems in their area of jurisdiction, to improve accessibility and road safety, including routine maintenance of internal streets and the intensification of the Programme. The municipality does not have a roads and storm water master plan and pavement management system to address the backlogs.

***On average the main issues raised by communities with regards to roads and storm water include:***

- *The storm water master plan has not taken effect.*
- *Storm water drainage systems are blocked.*
- *Road surfaces have deteriorated to an extreme extent.*
- *Insufficient road signs and faded road markings is of major concern.*
- *Poor maintenance of roads is a major concern.*

This situation is further exacerbated by the lack of storm water management systems in the re-graveled and tarred streets. It is therefore essential to ensure that all incomplete streets and storm water projects must be completed prior commencing with new projects.

In terms of the R573 road, pedestrian crossings, stray animals, vehicle accidents and illegal access roads remain a challenge within the municipality. These need the attention of all the relevant stakeholders including the Municipality and the Provincial Department of Roads and Transport. The municipality is has a challenge with the implementation of the gravelling Programme due to aged yellow plant and machinery.

The following are backlogs in terms of Roads and Storm Water Management Systems within the Municipality.

**Table 5.1.4: Road and storm water management backlogs.**

Description	Estimated Length
Total Bus Routes	400 KM
Total Internal Streets	8000KM

**5.1.5. Waste Management and Environmental Health**

The municipality currently is busy with a construction of Kwaggafontein landfill site. This landfill site is nearing completion, however there are still a number of illegal dumping sites that pose a challenge. Waste collection is also a challenge because of the lack of human capacity and equipment to collect waste weekly in every village.

**Integrated Waste Management Plan (IWMP)**

IWMP is a document describing the Integrated Waste Management Plans (IWMPs) as an efficient and cost-effective way to reduce open dumping, effectively manage solid waste, and protect human health and the environment.

a) In terms of the 1999 National Waste Management Strategy (DEAT, 1999), local municipalities are required to develop first generation Integrated Waste Management Plans (IWMPs) and to submit such plans to their respective provincial environmental departments.

b) National Environmental Management: Waste Act, 2008 (Act 59 of 2008), the development of IWMPs became a statutory requirement. Section 4(a) of this Act states that each municipality should prepare and submit an IWMP to the relevant MEC for approval (RSA, 2008). The approved IWMP should then be incorporated into the municipal Integrated Development Plan (IDP) which is contemplated in Chapter 5 of the Municipal Systems Act, 2000 (Act 32 of 2000).

c) In turn, paragraph 5.2.3 of the White Paper on Integrated Pollution and Waste Management (IP&WM) sets as one of its primary goals the development of mechanisms to ensure that integrated pollution and waste management considerations are effectively integrated into the development of inter alia all spatial and economic development planning processes. The municipality developed the IWMP in 2013 and was adopted by council 2016/2017 financial year.

#### **Establishment of legal landfill site**

The National Environmental Management Waste Act (Act No. 59 of 2008) establishes institutional arrangements and planning matters, provides for national norms and standards for regulating the management of waste by all spheres of government, makes provision for specific waste management measures, establishes the procedures for the licensing and control of waste management activities provides for the remediation of contaminated land, provides for the establishment of the national waste information system, and provides for compliance and enforcement of waste management activities. (What is the state of landfill site?)

The municipality is establishing the landfill site at Witnek next to Emagezini. The landfill site is 99% complete and it is about to start operating. The landfill site has a space for recycling which will be used by local SMME's.

#### **5.1.5.1. Cemeteries**

The municipality has 40 cemeteries in 32 Wards. It is very difficult to manage and maintain such a large number of cemeteries and as a result, all 40 cemeteries do not have a proper burial register being kept. Out of the 40 cemeteries, only 31 cemeteries are fenced but do not have lighting, water and maintenance.

Bylaws and policies are in place to regulate the utilization of cemeteries, tariff charges and burial registers. At present the council has established one regional cemetery at Buhlebesizwe. The existing regional cemetery needs further development that includes ablution facilities, lighting, pegging and the provision of water. The council intends to establish six sub –regional cemeteries one in each zone. The feasibility study to fence the 9 remaining should be made with the aim of avoiding further expansion and encourage the use of regional and sub-regional cemeteries

#### **Cemetery Analysis**

Thembisile Hani Local Municipality forms part of the Nkangala District Municipality. The municipality is bordered by Dr JS Moroka in the north, Elias Motsoaledi in the north-east, Steve Tshwete in the east, Emalahleni and Kungwini in the south (now City of Tshwane ), and Dinokeng Tsa Taemane, now Tshwane Metro, in the west. The municipality covers an area of approximately 2 384 km<sup>2</sup> in the Nkangala district and has a population size of 378 481 people.

Section 156 (a) of the Constitution of the Republic of South Africa states that a municipality has executive authority in respect of, and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5. As a result Cemeteries, funeral parlours and crematoria are part of the functions bestowed on the municipality.

It is of critical importance to note that, all Thirty-Two (32) Wards within the jurisdiction of Thembisile Hani Local Municipality were categorised into Four (4) groups and are as follows (see attached map);

**Group 1** (red) comprises the following wards; ward 1, ward 2, ward 3, ward 4, , ward 14, ward 19, ward 22 and ward 32

**Group 2** (green) has the following wards; ward 5, ward 6, ward 9, ward 10, ward 15, ward 18, ward 20, and ward 30

**Group 3** (blue) comprises the following wards; ward 12, ward 13, ward 16, ward 17, ward 21, ward 23, ward 28, and ward 29

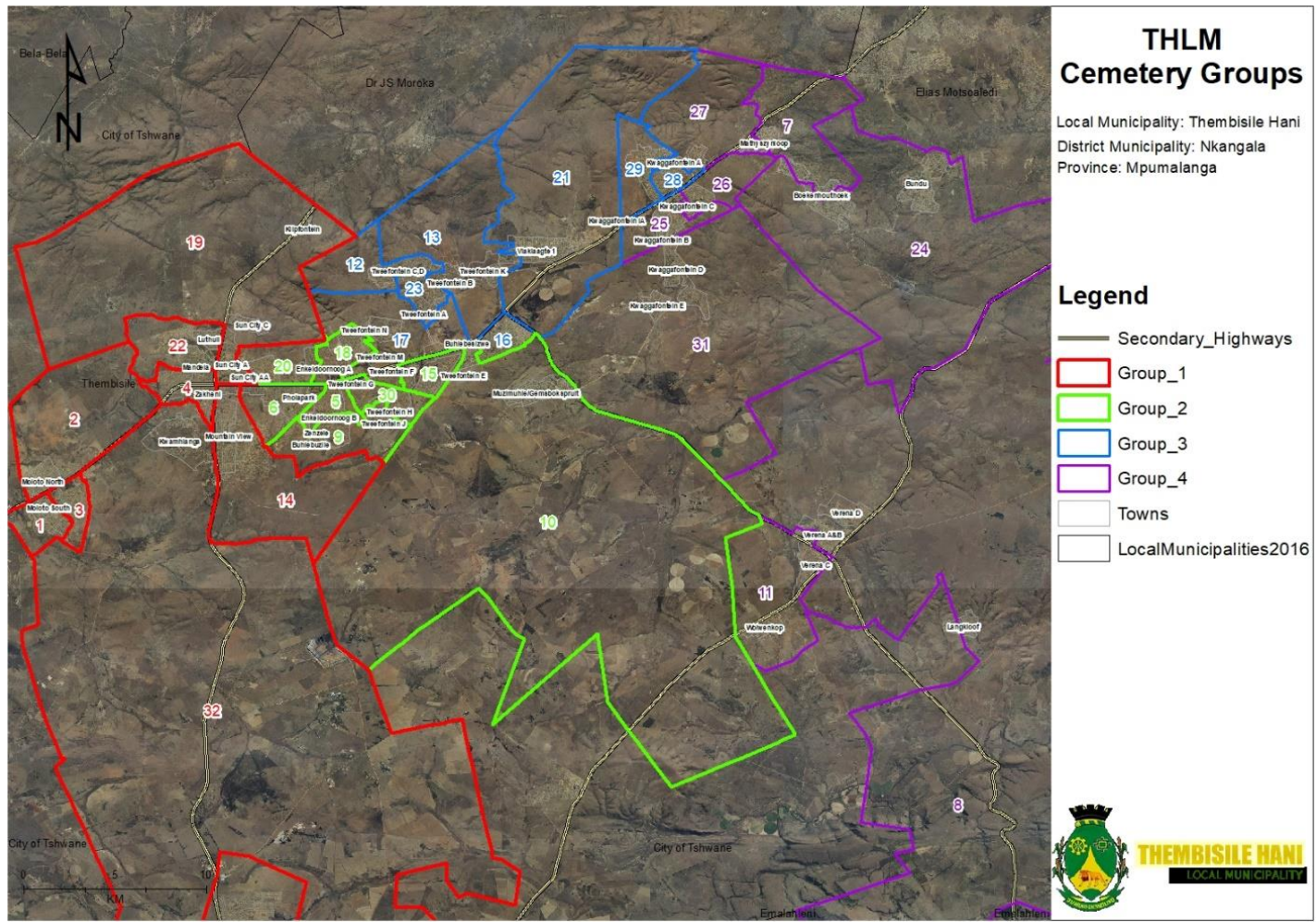
**Group 4** (purple) has the following wards; ward 7, ward 8, ward 11, ward 24, ward 25, ward 26, ward 27, and ward 31

According to our GIS Information, in **Group 1**, most of the cemeteries are more than 50 per cent full in terms of their capacity. It is worth-noting that majority of cemeteries under the above-mentioned cluster are above 50 per cent of their utilized space. In Moloto-South (Ward 1) and Zakheni (Ward 4) villages, the cemeteries are standing at almost 100 per cent of their capacity whilst at Klipfontein A (Ward 19) village, the square meters of burial space occupied is standing at least 50 per cent

In **Group 2**, most of the cemeteries in their wards are almost 100 per cent full in terms of their capacity with the exception of villages in wards 06, 10 and 30 as they are showing low-levels of occupancy rate. Under **Group 3**, most of the cemeteries that are falling under ward 17 are at 100 per cent level of space occupation whereas some of the cemeteries within ward 13 are demonstrating 70 per cent and above of space utilization.

In **Group 4**, majority of the cemeteries under ward 7 had registered an occupancy rate of 80 per cent to 100 per cent whilst cemeteries in wards 08 and 11 have recorded an average occupancy rate of 30 per cent to 80 per cent.

Considering that majority of the cemeteries within Thembisile Hani Local Municipality are informal however, in most cemeteries where there is a possibility of 100 per cent full occupation, the municipality can possibly rise to the occasion by ensuring that the cemeteries are extended beyond their limited capacity/boundaries should there be any death casualties that may arise during the COVID\_19 period.



## 5.2. LOCAL ECONOMIC DEVELOPMENT

### 5.2.1. Economic Analysis

The city of Pretoria and areas such as Bronkhorstspuit and Witbank provide a regional function to areas in Thembisile (e.g. trade services, banking, manufacturing, storage, transport, etc.), because of its size and level of sophistication. The economy is unable to generate a significant number of direct employment opportunities for the local communities. The economies of surrounding townships and rural areas comprise mostly of informal activities and largely serve the immediate consumption needs of local people.

The Municipality is further characterized by limited job opportunities and high levels of unemployment and illiteracy. As a result, there are very limited industrial activities and high levels of dependency and poverty. The dependency on neighboring towns and cities to provide job opportunities has necessitated a culture where a significant amount of the population commutes on a daily or regular basis to areas such as Tshwane, Ekurhuleni, Johannesburg and Emalahleni.

Economic activities within the municipality are dominated by public services and informal trade particularly those found at main intersections in Moloto, Kwamhlanga, Tweefontein, Verena and Kwaggafontein. The Municipality also has a potential for mining, agriculture and eco-tourism. The municipal area is largely an agriculture suitable area, both for ploughing and stock farming. The indigenous knowledge of communities within the Municipality should also be sustained. These include knowledge and skills in bead work, traditional painting, weaving, and grass work. The following are the economic sectors that are within the Municipal area. Mining, Services, Agriculture, finance, manufacturing, trade and construction.

*The small industrial parks that were developed by the then KwaNdebele government are now mostly in disuse. There is a need for the municipality to resuscitate these small industrial parks in order to contribute to sustainable employment within the municipal area. The municipality is in consultation with Mpumalanga Economic Growth Agency (MEGA) to resuscitate the Small Industrial Parks so that they can afford employment opportunities to residents.*

### 5.2.2 LED forum

The Local Economic Development (LED) Forum was first established in June 2014 with local stakeholders within the municipal area, mines in the vicinity of the municipality and sector departments in the province. The LED forum is assisting the LED unit in developing strategic objectives of the municipality and in identifying projects deemed appropriate for the economic development. The LED forum sits quarterly (4 times) per annum. The forum has endorsed the reestablishment of working groups (sub-committees). These working groups are:

(a. Industrialization, mining and manufacturing, b. SMME's and Cooperatives, c. Rural Development, Agriculture and Tourism, d. Transport and logistics, e. Infrastructure and Spatial Development, f. Skills Development).

The LED forum has since been reestablished on the 14<sup>th</sup> of December 2022.

These working groups are aimed at developing research and reporting their recommendations to the broader LED forum which will in turn report to council. The forum is co-chaired by the executive mayor and another co-chairperson is from the stakeholders meaning the co-chairperson is directly elected by stakeholders.

### 5.2.3 LED strategy

The municipality developed its Local Economic Development strategy which was adopted by the municipal council in 2015. This was done with the participation of the LED forum driven by the University of Johannesburg (UJ). The LED strategy was reviewed with the assistance of the Nkangala District Municipality (NDM) with the LED forum actively participating. The reviewed LED strategy was adopted by the municipal council in 2017. The LED strategy clearly shows the projects that were born out of the intensive consultation process and or interaction between and among the stakeholders (sector departments, SMME's, business forums, Business Chambers and women in business) that partook in the LED strategy formulation. Unfortunately the forum and or the municipality has not been able to aggressively implement projects identified in the LED strategy. Private sector will have to be roped in in this regard.

### 5.2.3.1 Industrial Activities

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#### 4.1 (PROJECTS AND IMPLEMENTATION PLAN AND SCHEDULE TABLE OF THE PROJECTS IDENTIFIED

No	Projects	Rationale for the project	Estimated Budget	Estimated no of jobs to be created	Main Stakeholder	Timeline				
						2021	2022	2023	2024	2025
1.	Steel Recycling plant	a. Creation of jobs b. To act as a centre of new investment attraction	R 300m- R550m	300- 1800 jobs	Osho/Yugaset					
2.	Packaging of Tourism product offering	a. packaging will enhance tourism products in the area. b. will promote tourists and create jobs in the municipality	Still to be quantified	Still to be quantified	MTPA					X
3.	Business development Hub	It has been established that there is skills shortage in the area	R 3.5m	20-200 jobs	Private sector	X	X	X	X	X
4.	Establishment of Cultural centre	a. enhance tourist visits b. strengthen cultural brand c. Creation of jobs d. enhance circulation of money	R 13m	200 jobs	Private sector/kageng	X				
5.	Industrial development Zone	a. To improve business environment b. Increase products offering c. offer space for trading for SMME's	Still to be quantified	Still to be quantified	MEGA/ facilitation by THLM	X				X
6.	Fresh produce market	a) Enhance farmers productivity b. Maximize local products and local purchase for local money circulation	Still to be quantified	Still to be quantified	DARDLEA					
7.	Establish A Flea Market	a. Establish market place for local traders. b. maximize market demand	R3m	20 jobs opportunities to be created	NDM	X				
8.	Establish Poultry abattoir	a. Abattoir for poultry	Still be quantified	Still to be quantified	DARDLEA	X	X	X	X	X
9.	SMME's Development manufacturing of uniform	a. Increase local employment b. Develop specific brand c. Increase circulation of money in the local economy.	Not applicable	40	None	X				
10.	Moloto Rail Corridor	a. create safety route for commuters b. Improve transportation of goods	R5 Billion	Still to be quantified	DOT		X	X	X	X
11.	Construction of 20 houses on farms	Improve living conditions of farm dwellers	R3.5 m	To be quantified	HCI (Palesa mine)				X	X

#### Proposed projects

Projects	Rationale for the project	Estimated Budget	Estimated no of jobs to be created	Main Stakeholder	Timeline				
					2022	2023	2024	2025	
Development of Business incubators	a. Generate revenue for the municipality b. Formalize the non- formal trading c. create job opportunities for the locals who were not operating due to lack of operating space	Still to be quantified	Still to be quantified	THLM	X	X			
Fresh produce market	a. Enhance farmers productivity b. Maximise local products and local purchase for local money circulation	Still to be quantified	Still to be quantified	THLM	X	X			
Capacitation of the SMME's	To capacitate local SMME's and enable them to participate in the local and national economy on an equal footing with their opposite numbers	Still to be quantified	N/A	THLM & Sector departments	X	X	X		X
Development of Tourism sites	Identify and develop spots that will entice tourists and ultimately create jobs	Still to be quantified	N/A	MTPA & THLM		X	X		X



Development of Mining forum	To coordinate mining activities with local forums	In house	N/A	Palesa, THLM and Business forums	By the 30 <sup>th</sup> of September		X	X
Establishment of Tourism Information Centres	Creating Tourism Information Centres at the Malls	To be quantified	N/A	PED /THLM /MTPA & Malls	By the 31 <sup>st</sup> of June 2023	2023	2024	2025

The SERO report indicates that the historic economic growth rate was relatively low at 2.4% per annum in the period 1996-2013 and the Municipality is expected to record a GDP growth of 3.3% per annum over the period 2013-2018. Finance, community services & trade will contribute the most to the municipal area's economy between 2013 and 2018. GVA in 2013 amounted to some R5.0 billion at current prices and R2.5 billion at constant 2005 prices. Thembisile recorded a contribution of 2.2% to the Mpumalanga economy in 2013.

Table 5.2.1a: Economic Indicators

ECONOMIC INDICATORS						
GDP growth (%)	2.4%	3.3%		(+) (3.1%)	(+) (3.1%)	8
	Trend			Latest figure		Ranking: best (1) - worst (18)
	2001	2004	2009	2013		
Contribution to Mpumalanga GVA (%)	2.2%	2.2%	2.2%	2.2%		10

Source: Source: Socio-Economic Report and Outlook for Mpumalanga, 2014

### 5.2.3. Employment Status

According to the Census 2011 statistics a total number 36 141 people are economically active in Thembisile and only 61 611 are employed.

About 97 744 people are economically active (employed or unemployed but looking for work), and of these, 37% are unemployed. Of the 48 741 economically active youth (15 – 34 years) in the area, almost half (49, 4%) are unemployed. The unemployment rate in the municipality is currently standing at 37% with the female population accounting for most of the unemployment status. The loss of jobs and the decline in new job opportunities in neighboring urban areas such as Witbank, Middelburg and Pretoria exacerbate the unemployment rate.

Table 5.2.2.: Employment Status comparison with district and province

Area	Employed	Unemployed	Discouraged Work seekers
Thembisile	61611	36141	13476
Nkangala	355478	152250	42554
Mpumalanga	969771	448126	150844

### 5.2.4. Economic Sectors and Activities

The Municipality contributed 5.9% to the economy of the Nkangala District. Trade (15.8%) and community services (15.3 %) had some significant contributions to the district industries in 2012.

Table 5.2.3: Historic and forecasted GDP at basic prices (constant 2005 prices) growth rates for Mpumalanga's economic industries, 1995-2018

Economic Sector	1995-2012	1995-1999	1999-2004	2004-2009	2009-2012	2013-2018
Agriculture	3.1%	11.0%	1.3%	0.8%	-0.1%	Low

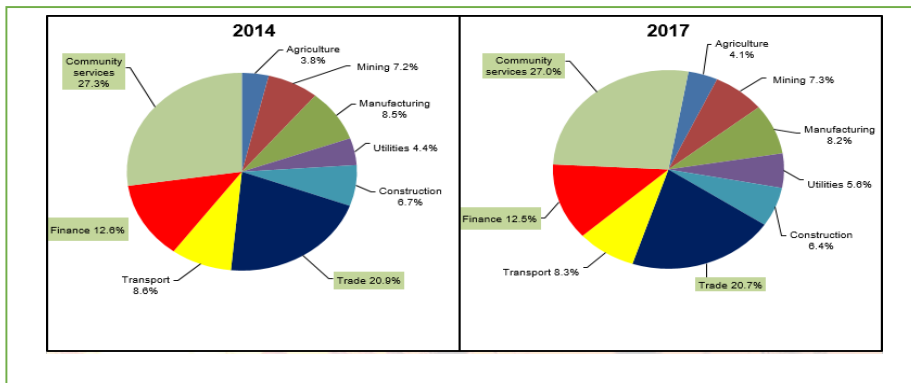
<b>Mining</b>	1.0%	2.1%	1.4%	-1.1%	2.6%	Low
<b>Manufacturing</b>	3.3%	2.6%	4.2%	2.9%	3.1%	Medium
<b>Utilities</b>	1.9%	1.3%	3.2%	1.8%	0.9%	High
<b>Construction</b>	4.0%	2.0%	0.7%	10.9%	1.0%	Medium
<b>Trade</b>	3.2%	3.5%	2.8%	3.6%	2.7%	Medium
<b>Transport</b>	5.3%	7.7%	6.1%	4.5%	2.0%	High
<b>Finance</b>	4.6%	5.6%	2.8%	6.5%	3.0%	High
<b>Community services</b>	2.4%	1.9%	2.2%	3.1%	2.4%	Medium

- Low=less than2%
- Medium =between 2% & 3.9%
- High=4.0 % and higher

Source: Socio-Economic Report and Outlook for Mpumalanga, 2014 -2017

Leading industries in terms of % contribution to Thembisile Hani's economy include community services (27.3%), trade (20.9%) & finance (20.6%). Finance increased its contribution to the local economy between 2014 and 2017.

Figure 5.2.3: Economic Indicators



### 5.2.3.1. Industrial Activities

There are four industrial areas within the Municipality, one in the vicinity of Kwamhlanga, a second in the vicinity of Vlakraagte 2 and the third industrial area in the vicinity of Kwaggafontein B. The fourth, the Ekandustria development, is situated further to the Bronkhorstspuit area. Of the four the Ekandustria development is the largest and most advanced despite being relatively dormant at the moment. The Kwamhlanga and Vlakraagte industrial areas are also not actively utilized at present, but the Kwaggafontein industrial area currently holds a few small and medium enterprises. None of these industrial areas can, however, be classified as a major source of job opportunity or income at the moment in the region.

### 5.2.3.2. Agriculture

Apart from the urban settlements highlighted above, the rural parts of the Thembisile Hani Local Municipality are predominantly utilized for agricultural purposes. The agricultural land towards the east of Verena is predominantly utilized by large scale farmers while the agricultural land to the west of Verena in the Thembisile Hani area is utilized by local and emerging farmers. Extensive agriculture, particularly cattle and game farming is the predominant form of farming. However, agriculture in Thembisile Hani Local

Municipality is under performing, given the rurality of the municipality and the potentiality the municipality has.

#### **5.2.3.3. Mining**

There are currently limited mining activities occurring in the southern portions of the municipality along the R568 road. A number of external stakeholders have shown interest in developing mining opportunities within the Municipality.

#### **5.2.3.4 Mines**

The following are mines that are either within the municipal area or on the boundaries of the municipality and therefore directly playing roles that affect the population of this municipality.

- (i) Palesa mine Southern part of the municipality
- (ii) Emery mine southern part of the municipality adjacent to Palesa.
- (iii) Nokeng mine on the western part of the municipality on the boundary between Gauteng and Mpumalanga next to Moloto
- (iv) Vergenoeg mine adjacent to Nokeng mine

#### **Palesa mine**

The mine is situated in the most southern part of the municipality almost on the boundary between THLM and Region 7 of Tshwane Metropolitan Municipality. The mine mainly mines coal. The mine regularly holds meetings with Planning and Economic Development Department. On matters that pertain development and SLP. The recent agreement between the two parties (2022- 2024) is to build about 20 houses for the farm dwellers.

#### **Emery mine.**

The mine is also situated on the boundary between THLM and Region 7 of Tshwane. This is the smallest mine in the municipal area and has just started operating. They are mining porcelain clay.

#### **Nokeng mine (Sepfluor)**

Situated in Gauteng, in the most western part of the municipal area. The mine deals with Fluorite. The mine serves four (4) municipalities in three provinces. THLM, City of Tshwane, Dr JS Moroka and Bela Bela. As part of their SLP, the mine constructed the skills centre for the municipalities mentioned in the foregoing paragraphs. The majority of the beneficiaries though (60%) are the people from Moloto wards 1, 2 and 3 of THLM. The next phase of the SLP is about to be started.

#### **Vergenoeg Mine**

The mine is situated just adjacent to Nokeng mine and serves the same constituencies as the Nokeng mine. The mine as part of their SLP reconstructed a school at Moloto (Moloto Primary School). The next phase of the SLP which is being negotiated is water and education related project where four schools (Mkhephule Secondary School, Kwamhlanga High School and Hlomani High School are earmarked to get laboratories built by the mine. Further, the mine will construct boreholes at Sun City. The finer details for the SLP are still being finalized.

### **5.2.4 LOCAL TOURISM**

The Local Tourism is one of the most effective weapons for job creation and economic development. The tourism in the municipal area is a very vibrant sector that displays a variety of products that can be enhanced to create jobs, entertain, educate and grow the economy.

#### **5.2.4.1 Local Tourism Organization (LTO)**

Thembe Hani Local Municipality works in partnership with the Local Tourism Organization (LTO) to plan matters of tourism. The LTO was launched in 2022 and has been doing a sterling work, within the municipal area. To make sure that the working together between the municipality and the LTO bears fruit

and is systematic, a proposed Memorandum of Agreement (MA) between the two entities has been crafted and will regulate the cooperation between these two entities. The municipality has pledged to assist the LTO in whatever form it can. The LTO will come up with programmes they would want the municipality participate in and assist them with.

#### 5.2.4.2 Promotion of Tourism within the municipal area

In its recent strategic Planning held in February 2023, the municipality took a resolution to engage the local shopping complexes to allow for the installation of tourism information centre within the complexes. The idea is to allow accessibility for ordinary citizens to know more about tourism and therefore promote it.

#### 5.2.3.4. **Tourism** (to be further refined and latest info included and policy imperative)

Tourism has the biggest potential to contribute to the Municipality's local economy. Thembisile Hani Local Municipality contributed about 5.3% and 4.3% of the tourism spend as a percentage of the GDP in 2014 and 2017 respectively. This is equivalent to about R316million and R326 million respectively of the total tourism spend in the province. The major tourism attraction sites in the Municipality include the Zithabiseni Holiday Resort and the Mabusa Nature Reserve (to be restored to its former glory) and the main tourism node: the Kgodwana Village and Loopspruit Winery at Schoongezicht, just east of the R568 between Kwamhlanga and Ekangala in the south. The Municipality has a Local Tourism Organization (LTO) whose duty is to advocate for the advancement of tourism. (More info needs to be given here) is it in line with the LM's vision & mission) also to be included in the maps! Categorization of the centres ...

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Table: 5.2.3.4a: Tourism indicators

	Trend		2009	Latest 2013	Percentage share of Nkangala	Percentage share of Mpumalanga	Ranking: highest (1) - lowest (18)
	2001	2004					
Number of tourist trips	81 740	129 948	188 433	182 294	15.2%	4.6%	9
Bed nights	657 653	752 525	664 933	1 019.244	15.8%	4.6%	9
Total spent R million (current prices)	R87.1	R117.1	R183.0	R357.3	7.5%	2.0%	11
Total spent as a % of GDP (current prices)	5.4%	5.3%	4.9%	6.4%			9

Source: Socio-Economic Report and Outlook for Mpumalanga, 2014

Table 5.2.3.4a: Value and contribution of total tourism spend per region, 2013

Region	Total tourism spend (R-million)	Tourism spend as % of GDP (current prices)
<i>Gert Sibande</i>	<i>R3 660</i>	<i>5.3%</i>
<b>Chief Albert Luthuli</b>	R372	9.2%
<b>Msukaligwa</b>	R357	4.1%
<b>Mkhondo</b>	R263	6.6%
<b>Dr Pixley Ka Isaka Seme</b>	R140	5.2%
<b>Lekwa</b>	R172	1.9%
<b>Dipaleseng</b>	R62	4.1%
<b>Govan Mbeki</b>	R2 294	5.9%
<b>Nkangala</b>	<i>R4 752</i>	<i>4.4%</i>
<b>Victor Khanye</b>	R429	9.7%
<b>Emalahleni</b>	R1 633	3.2%
<b>Steve Tshwete</b>	R1 236	3.2%
<b>Emakhazeni</b>	R769	24.5%
<b>Thembisile Hani</b>	R357	6.4%
<b>Dr JS Moroka</b>	R327	6.4%
<b>Ehlanzeni</b>	<i>R9 344</i>	<i>13.7%</i>
<b>Thaba Chweu</b>	R1 450	18.8%
<b>Mbombela</b>	R4 904	12.1%
<b>Umjindi</b>	R250	6.2%
<b>Nkomazi</b>	R1 781	29.1%
<b>Bushbuckridge</b>	R959	9.9%
<b>Mpumalanga</b>	<b>R17 756</b>	<b>7.2%</b>

Source: Socio-Economic Report and Outlook for Mpumalanga, 2014

#### 5.2.3.5. Trade and local Business

The economic activity around the intersection of routes R568 and R573 in the vicinity of Kwamhlanga represents the highest order activity node in the Municipality. This is probably the most strategic intersection in the entire municipal area, and it is surrounded by a fairly large number of households (formal and informal). The result is a fairly high concentration of economic activity with a variety of shopping facilities (formal and informal), a taxi rank, and community facilities which include, amongst others, the Solomon Mahlangu stadium and the former KwaNdebele government offices.

The second most significant activity node in the Thembisile Hani area is found in Kwaggafontein B at the intersection between route R573 and the link road between Kwaggafontein and Verena where a large shopping Centre (Kwagga Mall) exists. The Thembisile Hani Local Municipality offices are also located in this precinct. The third significant economic node is Phola adjacent to Phola Mall.

There are about five other emerging/secondary activity nodes can be distinguished in the Thembisile Hani area: the first is in the vicinity of Moloto, the second at Enkeldoornog B, the third one at Vlaklaagte 2, the fourth at MathysZynLoop to the north, and the fifth at Verena around the intersection between routes R25 and R544 in the southern parts of the Thembisile Municipality. These are all smaller nodes (second order) that are still in the process of development, and comprise a mixture of formal and informal retail, commercial and service industry activities. Public Participation is very effective in the municipal area where the executive mayor interacts with members of the public twice per annum.

#### 5.2.4. Job Creation Initiatives

The municipality must focus on maximizing its contribution to job creation, by ensuring that service delivery and capital projects implementation use labour intensive methods wherever appropriate. The Municipality furthermore supports job creation initiatives through the various initiatives from the public and private sector. The following initiatives are key in addressing the unemployment challenge in Thembisile:

Development Intervention/Programme	Opportunities	Budget
Local textile manufacturing project being considered	40 Full time Jobs	
Identify, organize, encourage and formalize of local farming cooperatives to supply department of Education for nutrition programs	30 full time jobs	
Community Works Programme (CWP)	1 200 jobs per annum	R15 667 783
Extend Public Works Programme	200 jobs per annum	
Resuscitating small industrial parks	60 projected jobs	
Moloto Road and Rail Construction	10 000 projected jobs over duration of project	R5bn
Construction of a 600MW Coal Base load Power Station	500 potential jobs over duration of project	
Resuscitating SS Skosana nature reserve Bundu Inn and other nature reserves and cultural heritage sites	20 full time jobs	
Renovation of Kwamhlanga Stadium	12 fulltime jobs	
Upgrading of Loopspruit winery for Agriculture and Tourism purposes	35 jobs	
Coordination of the compilation of feasibility studies for Zithabiseni Resort and Loskop Tourism belt	30 jobs	
Reviving the Kwamhlanga annual show	75 jobs plus 100 SMME's	R800 000.00
Upgrading of Kwaggafontein Stadium		
Loskop Dam water project		

### GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#### 5.2.5. Background

Thembisile Hani Local Municipality has a three legged structure namely, council, administration and the community. The cohesion of these three components underpins a successful and developmental local government. The Municipality further has a formal consultative, participation and communication strategy which is used for the establishment of mutual trust between council and the community, particularly in areas of active community participation and in improving the payment of services.

#### 5.2.6. Governance Structures

##### 5.2.6.1. Internal Audit Function

The Internal Audit Unit of Thembisile Hani is an independent unit, and is a significant contributor to governance within the organization. It is established in terms of the requirements of section 165 of the Municipal Finance Management Act (Act 56 of 2003), and it is largely directed by the standards for professional practice in internal auditing as bestowed by the International Institute of Internal Auditors.

The Unit is mandated, through its charter, to provide independent, objective assurance and consulting services geared towards adding value and improving the Municipality's operations. It assists the

organization to accomplish its objectives through a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audit plans, which are aligned with Municipal strategies and most pertinent risks, are supported by senior management and approved by the independent Audit Committee. It communicates audit results to the various levels of management, including Senior Management, the Municipal Manager, as well as to other assurance providers and the Audit Committee.

#### **5.2.6.2. Audit Committee**

Thembisile Hani Local Municipality [is part of the Nkangala district shared Audit and Performance Committee](#). The Audit has been established to guide the internal audit function with a primary objective of enhancing governance matters within the municipality. The role of the Audit Committee is to assist the Council in discharging its duties relating to the safeguarding of Council assets, functionality of internal controls and processes, risk management, financial reporting and compliance and corporate accounting standards. As such, the Municipality has an Audit Committee appointed in line with section 166 of the Municipal Finance Management Act. The Audit Committee meetings are held on a quarterly basis to execute the functions as stipulated in the MFMA and the Audit Committee Charter. The Audit Committee has been functional since its establishment.

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#### **5.2.6.3 The public participation unit**

The Public participation unit in the office of the speaker functions well and organizes all public participation events. The unit is charged with making sure that among others, the Mayoral outreach meetings are fulfilled and that ward committees function optimally and meet as planned. While the unit functions optimally as envisaged, the unit still has a capacity problem as it is manned by only two individuals at the moment, the assistant manager and the coordinator and the unit is still short of two more coordinators according to the staff establishment and the organogram.

#### **5.2.6.4. Oversight Committees**

The council has appointed an oversight committee (Municipal Public Accounts Committee) to interrogate the annual report and to provide an oversight function. This committee has been one of the most effective committees in the province and has won praise from CoGTA in the province. This committee of council is complimented in its functions by section 79 committees for each of the departments of council. These committees play an oversight role and probe issues before they can even be referred to MPAC.

#### **5.2.6.5. Ward Committees**

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. In compliance with this legislative requirement the Municipality has established 32 Ward Committees which are functional. The ward committee has since their establishment added much value to municipal processes by providing inputs from a community perspective. They play a major role in the IDP process both in terms of highlighting community priorities but also in maintaining constant communication between the Council and the communities. A number of training opportunities have also been made available for ward committee members to augment their capacity. Proportional Representative Councillors are deployed in wards to strengthen participation and communication.

#### **5.2.6.6. Supply Chain Committees**

The Municipality has an established supply chain management unit. A number of Supply Chain Management policies have been developed and adopted in order to give guidance to the unit. However the unit still needs to be reinforced in order to adequately deal with Supply Chain Management issues effectively. The municipality however is fully compliant with its SCM which is aligned to national legislation in terms of the Municipal Finance Management Act 56 of 2003. The following are committees of the Thembisile Hani Local Municipality's Supply Chain Management Bid Committees: (a) Bid Specification Committee, (b) Bid Evaluation Committee and (c) Bid Adjudication Committee. These committees play a pivotal role in ensuring that goods and services within the Municipality are procured in a competitive and fair manner.

#### **5.2.7. Participation Structures**

#### **5.2.7.1. Communication and Public Participation Strategy**

*The following are central to the Commutation and Participation strategy:*

- *Municipal Izimbizo and Executive Mayoral Outreach Programmes, which afford local leaders the opportunity to interact with communities on issues of service delivery.*
- *Engaging sector departments and utilities in the various processes and forums for Integrated Development Planning (IDP).*
- *Utilizing various mechanisms such as local newspapers, local radio stations, and flyers, Ward Councillors, Community Development Workers, billing statements and loud hailing to communicate information to the public.*
- *Ongoing negotiation with provincial departments that no project will be implemented in the municipal area prior to consultation with the council.*
- *Ongoing bi or multi-lateral processes around a number of development challenges and initiatives such as the youth agricultural projects.*
- *Regular auditing of ward committees to ensure full functionality.*
- *The municipality shall convene no less than two municipal imbizos to report on progress and interact with communities*

#### **5.2.7.2. Mayoral Outreach Programme and IDP Participation**

During the months of October, November and December the Executive Mayor of the Municipality, conducts mayoral outreach meetings in all the areas of the municipality. The objective of these meetings is to deepen democracy through public participation. All concerns at meetings are recorded including the needs and aspirations of the communities. All the collected needs are prioritized together with those gathered from other consultation processes. These are further incorporated into a comprehensive analysis report, aimed at responding to the expressed needs.

The intention is to use the aforementioned information to guide strategy setting and this information also constitutes a very thorough and comprehensive assessment of the quality of life in Thembisile Hani Local Municipality. The information further provides a valuable baseline by which the quality of life in the Municipality can be improved.



Table 5.3.3.2 Community issues raised during 2022/2023 Mayoral IDP/Budget Outreaches:

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
01	Moloto	<ul style="list-style-type: none"> <li>Requesting for Tower Light</li> <li>Malebe road must be completed</li> <li>Compliments for Water Project on Pg 2</li> <li>2019-2021 Kgotsa Mokone Project of water was fruitless expenditure</li> <li>Who must account for the Project that is unfinished</li> <li>Requesting for Storm Water</li> <li>Main Contractor is not Employing our Sub – Contractor for (9 m)</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Requesting for PHP House since 1990</li> <li>Requesting for High must light</li> <li>Requesting for fencing at our grave yards</li> </ul>	
		<ul style="list-style-type: none"> <li>RDP houses</li> <li>Yellow bin</li> </ul>	Social Services
02	Moloto	<ul style="list-style-type: none"> <li>Paving is not in good conditioning</li> <li>Projects of Electricity must cover all wards</li> <li>Requesting for fencing of graveyards of Wards</li> <li>Requesting for Storm Water</li> <li>Regravelling of graveyard road at Mafishane Mafishane</li> </ul>	Technical Social Services
		<ul style="list-style-type: none"> <li>Sport facilities</li> <li>Police station</li> <li>community hall</li> <li>clinics</li> <li>pay point shelter</li> <li>Multipurpose centre</li> <li>PHP houses</li> </ul>	Social Services Finance
03	Moloto	<ul style="list-style-type: none"> <li>Compliments for the Community Hall</li> <li>Complain about the Sports Facilities at School that</li> </ul>	
		<ul style="list-style-type: none"> <li>Compliments for the Community Hall</li> <li>Complain about the Sports Facilities at School that are not functioning</li> </ul>	
		<ul style="list-style-type: none"> <li>Requesting for food parcels</li> <li>Requesting for the TVET College</li> <li>Old age Centres is not conducive</li> </ul>	PMU
		<ul style="list-style-type: none"> <li>Foreigners are taking our economy</li> <li>Requesting for Tertiary Institution</li> <li>Requesting for a flat rate</li> <li>Complaining about the Ward Committees election was not fair</li> <li>CWP workers must assist at the Clinic</li> <li>Complaining about the deep hole that must be filled to be a ground</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>township establishment</li> </ul>	PED

➤ Requesting for Tower Light  
➤ Malebe road must be completed to

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		<ul style="list-style-type: none"> <li>• Compliments for African City</li> <li>• Requesting for Water</li> <li>• Requesting for Regravelling of roa</li> <li>• Regravelling of Cemetery Street Requesting for the Municipality to a Dam at Moloto because there are three streams. Water Project install by the Contractor is leaking</li> <li>• Siyatantela must be hired Permanent not Contract</li> <li>• Paving road is not in good condition</li> <li>• Ward Committees elections are not elected fair</li> <li>• Compliments for the installation in Ward 3 and ( Ward 1 few houses no electricity)</li> </ul>	Technical
04		<ul style="list-style-type: none"> <li>• Requesting for the tap water at Msholozu and is 5 yrs. now the taps are not working</li> <li>• Requesting for the Regravelling of internal streets</li> <li>• Requesting for the Regravelling of Sports grounds</li> <li>• Requesting for High must lights</li> <li>• Complain about Electricity at Zakheni next to Mokhanyo is Dangerous</li> </ul>	

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
	•	<ul style="list-style-type: none"> <li>• Requesting for Storm Water at Msholoz</li> <li>• Requesting for High mast light</li> <li>• complaining about Sport and Recreation is dead</li> <li>• Regravelling of roads (Zakheni)</li> <li>• Bridge at Zakheni &amp; Regravelling of roads</li> <li>• Compliments for the Reservoir</li> <li>• bus road paving/tarr of Msholoz</li> <li>• Requesting maintenance of Apollo &amp; asking for more H mast light</li> <li>• Requesting electricity</li> <li>• electricity reticulation of Msholoz extension</li> </ul>	Technical
05		<ul style="list-style-type: none"> <li>• road maintenance and pot holes</li> <li>• Sinah and Mpumelelo roads</li> <li>• paving of roads in Thembaletu bar lounge and Ngomani</li> <li>• solar light at four ways</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>• increase employment opportunities for young people</li> <li>• creation of business space at Phola Mall for young people and entrepreneurs</li> <li>• Compliments for the IDP and vision of African City</li> </ul>	PED
		<ul style="list-style-type: none"> <li>• Multipurpose centre</li> <li>• library</li> <li>• Needs to Pay our Services</li> <li>• Requesting for second chance for indemnity</li> <li>• Requesting that Buhlebesizwe 2 Clinic to be upgraded to</li> </ul>	Social Services
06		<ul style="list-style-type: none"> <li>• 4 x high mast light in Phola Park</li> <li>• tarred of bus roads</li> <li>• Regravelling of road to the cemetery and Phola Park extension</li> <li>• removing electricity from shacks to RDP houses</li> <li>• internal road need extensive re- gravelling</li> <li>• storm water maintenance</li> <li>• monitoring bore holes when installed</li> <li>• road regavelled in time</li> <li>• maintenance of bus roads</li> <li>• water reticulation is a disaster</li> <li>• strike shop street need tar road</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>• Villages that are more developed than others</li> <li>• municipality should look at its own affairs rather looking for other assistance from District and Public works</li> <li>• employments assistance</li> </ul>	MM
		<ul style="list-style-type: none"> <li>• progress of toilets at Ziphakamiseni is at 90%</li> </ul>	Education
		<ul style="list-style-type: none"> <li>• Cooperatives assistant</li> <li>• business forum recognized their friends</li> </ul>	PED
		<ul style="list-style-type: none"> <li>• since registered nothing is happening</li> </ul>	Finance

		<ul style="list-style-type: none"><li>• Land invasion in Jordan and cemeteries</li><li>• complain about mobile clinic needed</li><li>• food parcel still issue</li><li>• suspicious grave foun<ul style="list-style-type: none"><li>• Requesting for Institution</li><li>• Requesting for Containers with internet or Wi – Fi</li><li>• Research for Mandulo Construction that produce 4m crops</li></ul></li></ul> Requesting for big Markets like	Social Services
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
07		<ul style="list-style-type: none"> <li>bridge at Jane Shop to stop 3 section</li> <li>tarr extensioned at witporo to main road</li> <li>extension of bus roads in Mthyzensloop to the main tarr road</li> <li>high mast light in B/hoek</li> <li>high mast light in Mathyzensloop</li> <li>extension of toilets in B/Hoek and Mathyzensloop</li> <li>paving of bus road from vuka to St John church</li> <li>storm water drainage to all the main roads in B/Hoek and Mathyzensloop</li> <li>installation of ESKOM metre boxes in all the bore</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>report that are misleading are of concern of projects</li> <li>non respond about projects by municipality is a concern</li> </ul>	Mayors office
		<p>Compliments for the Ex May Reverend are Public Servants and Cllr's must work Thembisile Religious Forum request for office at the Municipality</p> <ul style="list-style-type: none"> <li>Hire qualified people for Quality Service e n</li> </ul>	PED
		<ul style="list-style-type: none"> <li>Proper hand over of projects</li> </ul>	MM
		<ul style="list-style-type: none"> <li>Requesting for new road</li> </ul>	PED
		<ul style="list-style-type: none"> <li>Community hall B/hoek</li> <li>community park in B/Hoek</li> <li>community hall in Mathyzensloop</li> <li>fencing of cemetery all cemetry in B/Hoek and Mathyzensloop</li> <li>extension of clinic in B/Hoek</li> </ul>	Social Services
08		<ul style="list-style-type: none"> <li>high mast light X 3 Verena D</li> <li>Regravelling of roads at Verena A.B.C and also in farms areas</li> <li>improvement of water supply in the form of reticulation Verena A.B.D</li> <li>electrification of 87 houses in Verena</li> <li>Regravelling internal roads in Langkloof</li> <li>improvement of water reticulation in Langkloof</li> <li>Regravelling of roads from Verena to Rietfontein</li> <li>pit latrines for two families in Rietfontein</li> <li>MTN and Voda com high mast aerial in Rietfontein</li> <li>Electrification of 18 house hold in DJIANE farm</li> <li>electrification of 35 houses hold in Kwarrirelagte farm</li> <li>doorinfontein farm 12 house hold electrification</li> <li>steel tank and jojo</li> <li>programme of roads for municipality</li> <li>requesting electricity at Jiyane house</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Concern about the inclusion of Verena C I in IDP</li> </ul>	MM
		<ul style="list-style-type: none"> <li>get two bill in one house</li> </ul>	Finance
		<ul style="list-style-type: none"> <li>RDP houses and Madisha to get one</li> <li>community stands</li> <li>request 3 ground to be blade</li> <li>crime is the issue</li> <li>condition of clinic is not conducive</li> <li>request clinic at Doornfontein</li> </ul>	Social Services

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>Fix the bridge</li> <li>Scholar transport needed</li> <li>Bly n bitjie school closed what was the cause</li> </ul>	
09		<ul style="list-style-type: none"> <li>Mzimhlophe storm drainage</li> <li>maintenance of route</li> <li>water reticulation at khayalitsha Sheldon</li> <li>tarr link road to ward 09</li> <li>bore hole at Tweefontein J</li> <li>renovation high mast light Tweefontein J</li> <li>Regravelling of internal roads</li> <li>bore holes and water reticulation in new areas Khayalisha</li> <li>tarr or pave the link road and storm water control in various streets</li> <li>high mast light be energized</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Community Park</li> </ul>	Social Services
10		<ul style="list-style-type: none"> <li>High mast light x 3 and other one next Ngazana is not energies and other light whole day</li> <li>Speed humps</li> <li>Tarred of road to clinic,Ekhuleni vriesgewach</li> <li>Job opportunity for young people</li> <li>maintenance of high mast light</li> <li>internal street to be gravel</li> <li>road to be farm to be Regravelling</li> <li>clarity needed with Public works to assist the area</li> <li>solar system that was stolen</li> <li>vandalism know the culprit</li> <li>water reticulation</li> <li>gravelling of internal street</li> <li>water borne system</li> <li>500 HH need water</li> <li>vula vala programme days been reported</li> <li>dumping site cleansing</li> <li>extension of road to graveyard</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Small enterprises funding</li> <li>not operating in Gembok</li> <li>MRTT request</li> </ul>	PED
		<ul style="list-style-type: none"> <li>vehicle do not have tracker</li> <li>tipper truck deliver sand in the wrong spot</li> <li>laud hailing vehicle is on the rush</li> </ul>	Corporate
		<ul style="list-style-type: none"> <li>Requesting to know that what is the Municipality planning about hawkers</li> <li>community hall</li> <li>PHP houses( Mzimuhle disaster)</li> <li>PHP Houses</li> <li>RDP houses</li> <li>satellite municipal office</li> <li>waste collection is not done the whole of the village</li> <li>street committee should be put in place</li> <li>NPO need opportunities</li> <li>cleaning project needed back</li> <li>CDW should make a list for needy people</li> <li>Mobile office</li> <li>maintenance of park</li> <li>library requested</li> </ul>	Social Services

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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>Youth Summit great initiative</li> <li>Leaders are not capable enough to lead</li> <li>No Skills for training people</li> <li>New Stands no water and ele</li> <li>Vision 2050is good initiativRecreational Park</li> <li>needs maintenance</li> </ul>	
		<ul style="list-style-type: none"> <li>Compliments for the IDP</li> <li>Flood water comes in my house</li> <li>Storm water needs maintenance is full of sand</li> </ul>	Mayor's Office
11		<ul style="list-style-type: none"> <li>Compliments for 2050 vision</li> <li>Manufacture bricks for pavement</li> <li>Requesting for Bus road ( Magade –Somlingo to Clinic</li> <li>Requesting for PHP Houses</li> <li>Phakama New Stands Wolvenkop since 1989 has NO water and there's is illegal dumping</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>fencing of cemetery IN Verena C</li> <li>community hall Wolvenkop</li> <li>multipurpose centre</li> <li>blading sport ground</li> <li>two sport sites for sport ground regravelled by municipality</li> </ul>	Social Services
12		<ul style="list-style-type: none"> <li>Peace valley bus route paving</li> <li>20 high mast light</li> <li>500 HH electrifying</li> <li>Requesting for Sotho Language for our children</li> <li>500 HH reticulation</li> <li>Regravelling of internal roads</li> <li>Sphiwe road is not in good condition</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>mayors cup tournaments</li> </ul>	Mayor's office
		<ul style="list-style-type: none"> <li>Grave yard must be in order for burials</li> <li>Requesting for the Committee to work at B3 grave yard</li> <li>multipurpose centre</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>Person who make price list for tender documents cause they sell tender at highest</li> </ul>	FINANCE
13		<ul style="list-style-type: none"> <li>pavement of cemetery roads in Tweefontein B2</li> <li>Regravelling of internal roads</li> <li>Karabo street need regravellingand cutting of grass</li> <li>storm water controlled</li> <li>Tweefontein K tarr road and pot holes patch</li> <li>High mast light in Tweefontein K</li> <li>Vlaklaagte no 1 Regravelling of roads</li> <li>60 HH need electrification</li> <li>requesting water while closed get infected and contaminated</li> <li>next to Qedudlame primary school a high mast light that is not energised</li> <li>bridge maintenance</li> <li>pot hole maintenance</li> <li>local contractors must be given opportunities</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Gogo Ngoma's B2 road are not in good condition</li> </ul>	
		<ul style="list-style-type: none"> <li>Requesting for Community Hall at EXT K</li> <li>Request for Community Hall at Tweefontein B2</li> </ul>	

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>Community hall in B2</li> <li>RDP HOUSES x 120</li> <li>community clinics</li> <li>sport complex in Tweefontein K</li> <li>title deeds in Tweefontein K</li> <li>RDP houses</li> <li>upgrading of Vulamehlo school and new classes</li> <li>clinic is too Small</li> <li>mobile library with WIFI</li> <li>Learner ship do not come to people</li> <li>since 1982 no clinic</li> <li>mall between B1 and B2</li> <li>Masango driving school building a crèche without our concern</li> <li>PUTCO problem in the area</li> <li>Vulamehloprimary school 4 classes are old and 2 mobile that make 75 learners in the class</li> <li>TVET College at no:2 four ways</li> <li>Requesting for utilising the Community Halls for the non-commercial activities for revivals</li> <li>Request for Traffic Officers at Miliva to Phumula</li> </ul>	Social Services
14		<ul style="list-style-type: none"> <li>Bus roads in zone 2- 6 need paving or tarring</li> <li>maintenance of bus route Mountain View</li> <li>water reticulation Sheldon and Empumelelweni</li> <li>storm water drainage</li> <li>VIP toilets</li> <li>high mast light x 3 and other one needs energizing</li> <li>foot bridge between zone 3 and 4 for school children</li> <li>Regravelling of internal roads in tidimalo school in zone 6</li> <li>paving of roads Phola park street 1- 6</li> <li>request for electricity</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Request for high must light at least 3</li> <li>Requesting for Storm Water drainage at Mandela Drive</li> <li>Requesting for Electricity of 160 Houses</li> <li>Requesting for PHP Houses</li> <li>Primary School Empumelelweni</li> <li>formalization</li> <li>clinic or mobile clinic Sheldon</li> <li>community library</li> <li>sport centre</li> <li>community park</li> </ul>	Social Services
15		<ul style="list-style-type: none"> <li>Makalanyane completion of road</li> <li>storm water control in sinamuva street and Shabangu</li> <li>high mast light X 8</li> <li>speed humps</li> <li>Regravelling Skhota street</li> </ul>	Technical



		<ul style="list-style-type: none"><li>• Clinic</li><li>• fencing of cemetery</li><li>• RDP houses</li><li>• community hall with time frame</li><li>• compactor track its speed</li><li>• SPLUMA King rejected it</li><li>• sport complex</li><li>• Phelwane primary is full of water</li></ul>	Social Services
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>Requesting for the PHP Houses</li> <li>Requesting for the fencing of the grave yard</li> <li>Requesting for Community Hall</li> <li>Requesting for the Multi-Purpose Centre</li> <li>Complain about the Green side there is Flood line</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>R 50.00 flat rate</li> <li>Requesting for the High mast light</li> </ul>	Finance Technical
16		<ul style="list-style-type: none"> <li>street light extension in RDP</li> <li>Regravelling of internal roads</li> <li>water reticulation in new site</li> <li>energies street lights and maintenance</li> <li>water leakage that is non attendant by technical department</li> <li>Regravelling of internal route</li> <li>workers should community concern</li> <li>Regravelling of route at new stand</li> <li>high mast light in extension</li> <li>maintenance of bus route at RDP</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Community hall</li> <li>multipurpose centre</li> <li>closing time of tavern</li> <li>requesting office at satellite office</li> <li>requesting maintance at regional cemetery and the fence</li> <li>RDP houses and additional RDP IN section of RDP</li> <li>maintenance of office in RDP sites and be hired to structures</li> <li>soccer field in RDP, Sikhulisiwe, New stand and Mbalenhle</li> <li>overcrowding at the clinic</li> <li>shortage of medicine at the clinic is a problem</li> <li>pot hole patching</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>payment of services should be inforce</li> <li>Assist municipality to collect revenue</li> </ul>	FINANCE
		<ul style="list-style-type: none"> <li>vegetable markets</li> <li>plough back by contractors</li> <li>requesting office of Agriculture</li> </ul>	PED
		<ul style="list-style-type: none"> <li>Compliments for the Regravelling of roads</li> <li>Check that the company that they have enough money</li> </ul>	MM
		<ul style="list-style-type: none"> <li>areas demarcated for living next proposed electrification sites</li> </ul>	PED
17		<ul style="list-style-type: none"> <li>ZCC road pavement</li> <li>tarr Thokozani Primary school road</li> <li>high mast light x 3</li> <li>water reticulation in Tweefontein F</li> <li>tarr of bus road Tweefontein N( Manana)</li> <li>electrification of HH</li> <li>Regravelling UMzimbkhulu road</li> <li>requesting road emzimdala and link road T/ F E&amp;F</li> <li>ekethu park water reticulation</li> <li>pavement of roads</li> <li>storm water drainage at gantry roads</li> <li>pavement of roads at Christ Hani</li> <li>water reticulation at Ntokozweni</li> <li>high mast light Ntokozweni</li> </ul>	Technical

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>Requesting for Regravelling of road</li> </ul>	
		<ul style="list-style-type: none"> <li>Requesting to be recognize as Abogogo complement to the executive mayor</li> </ul>	Office of the Executive Mayor
		<ul style="list-style-type: none"> <li>Employment opportunities</li> </ul>	MM
		<ul style="list-style-type: none"> <li>R 50.00 flat rate School &amp; Employment</li> </ul>	Finance TECHNICAL & LED
		<ul style="list-style-type: none"> <li>Empty side that cause crime</li> <li>sport centre</li> <li>RDP houses for elderly</li> <li>illegal occupation of land issue by headman</li> <li>TVET College</li> <li>wetlands in a ward</li> <li>COMMUNITY HALL IN Tweefontein F</li> <li>recreational park in Tweefontein N</li> <li>School in Milliva /uMzimkhulu</li> <li>land invasion is a problem</li> <li>Complaining about Traditional Leaders who issue stands, they must leave space for initiation</li> <li>Requesting Skills for our Youth</li> <li>Requesting for Community Hall at KwaDuma</li> <li>Scratch all Debts and have flat rate</li> <li>Has been questing for Electricity and road since 2016</li> <li>Requesting for Water</li> </ul>	Social Services
18		<ul style="list-style-type: none"> <li>storm water access roads in Chris Hani</li> <li>Regravelling in Chris Hani</li> <li>high mast light in Chris Hani</li> <li>high mast light to be energies</li> <li>paving of road in H &amp; H Vezubuhle</li> <li>high mast light x 2</li> <li>2.5 km of bus road paving and storm water drainage in Thokoza</li> <li>Regravelling of internal roads in Thokoza and Tweefontein M (H mast light at Mnyamane Sc</li> <li>road not in good condition in Thokoza</li> <li>storm water drainage in Tweefontein M</li> <li>High mast light in Tweefontein M</li> <li>pot hole patch and Einel one</li> <li>holes left un attended</li> <li>un train employees who service community with water (Mavula STR in bad conditions</li> <li>Compliments for the Bus road</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Requesting sewerage toilet</li> <li>clinic Vezubuhle</li> <li>Community hall in Tweefontein M</li> <li>traffic warden</li> <li>sport revivals and facilities</li> <li>Request foreigners shop must pay Revenue <ul style="list-style-type: none"> <li>Request for Community Clinic at Vezubuhle</li> <li>Request for bus road to operate</li> <li>Requesting for bus road at Thokoza EXT</li> </ul> </li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>Requesting skills for women's in terms of creating job opportunity</li> </ul>	PED
		<ul style="list-style-type: none"> <li>ESKOM office to be nearer</li> </ul>	Finance
		<ul style="list-style-type: none"> <li>Employment opportunities</li> </ul>	MM
19		<ul style="list-style-type: none"> <li>Requesting Municipality to create job opportunity for youth</li> <li>Regravelling of bus road</li> </ul>	MM/PED Technical

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>Requesting storm water to be maintained</li> <li>Bridge Sun City B -c</li> <li>Requesting Apollo</li> <li>Compliments for the developments of City to City</li> <li>Compliments for the water that is coming out thrice a week</li> <li>Requesting extension of Apollo</li> <li>Regravelling of roads (Big hle S? City B to be filled</li> <li>extension of reservoir</li> <li>high mast light be energized</li> </ul>	Technical
20		<ul style="list-style-type: none"> <li>Requesting for the Yellow Bin at Public Works Skosana road( Passage) (Teaching communities about indigency)</li> <li>extension of paving route Sun City AA</li> <li>infill house 30 need electricity</li> <li>stone pitching</li> <li>bridge between Vezubuhle and Sun City</li> <li>completion of bus route Vezubuhle</li> <li>Regravelling of internal route</li> </ul>	Technical Finance
		<ul style="list-style-type: none"> <li>Sport complex</li> <li>satellite office (Requesting for Yellow bin)</li> </ul>	Social Services
21		<ul style="list-style-type: none"> <li>water reticulation at Mabhoko Village</li> <li>Storm water Control at Mabhoko &amp; Vlak 1</li> <li>Port hole s</li> <li>Regravelling of internal road in the ward</li> <li>Requesting for Community Hall</li> <li>street need sand for them to sustain the pressure</li> <li>More Jojo Tanks at Mabhoko <ul style="list-style-type: none"> <li>Apollo lights</li> <li>In need of RDP houses</li> </ul> </li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Speed Humps</li> <li>Pavements</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Clinic is too small</li> <li>request community hall</li> </ul>	Social Services
22		<ul style="list-style-type: none"> <li>completion of bus route at Mahlathini and Mandela - Luthuli bridge</li> <li>reservoir at Emahlathini</li> <li>high mast light at Mandela extension Mahalabathini</li> <li>200 HH at Mandela need electricity</li> <li>600 HH Mahlabathini need electricity</li> <li>50 HH Luthuli need electricity</li> <li>hand pumps installation</li> <li>street needed</li> <li>storm water drainage</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>library at Luthuli</li> <li>community gardens at Luthuli</li> <li>street name</li> <li>Water plan at Luthuli <ul style="list-style-type: none"> <li>Request for bus road at Mahlathini</li> <li>Requesting for Siyantela Programme not to be terminated it alleviate Poverty</li> <li>Issue of drugs how can we address it</li> <li>Complaining about the Clinics are not enough</li> </ul> </li> </ul>	Social Services
23		<ul style="list-style-type: none"> <li>700 km unfished route in Tweefontein A2</li> <li>200 km unfished route in Tweefontein B1</li> <li>500 HH need water reticulationTweefontei A2</li> <li>400 HH need water reticulation in Tweefontein A1,A3</li> <li>10 high mast lights</li> <li>foot bridge at Ekuphumuleni Primary School</li> <li>storm water control at Tweefontein A1,A2 and C1</li> <li>Regravelling of internal street</li> </ul>	Technical

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>• maintenance of street lights</li> <li>• bore holes in Tweefontein A, B1,A2,C</li> <li>• Request a gantry and 88mm pipes in Tweefontein A</li> </ul>	
		<ul style="list-style-type: none"> <li>• Complain Bus road from B1 to Emabuyeni is Incomplete <ul style="list-style-type: none"> <li>• Requesting for foot bridge at Ekuphumuleni</li> <li>• Requesting for School at UMzinkhulu</li> <li>• Requesting for Regravelling of grounds at Bongumusa and Assemblies Church</li> <li>• Regravelling of the ground at B1 Mahlangu Tribal Multi-Purpose Centre</li> </ul> </li> </ul>	MM
		<ul style="list-style-type: none"> <li>• Bridge to Ekuphumuleni</li> <li>• PHP Houses</li> </ul>	Technical Social Services
24		<ul style="list-style-type: none"> <li>• Community Hall in Machipe</li> <li>• community park in Machipe</li> <li>• community park in Bundu</li> <li>• Goederede youth centre renovation</li> <li>• sign board Moses river</li> <li>• community park B/hoek</li> <li>• extension of clinic B/hoek</li> <li>• community hall in Bundu</li> <li>• renovation of Nyabela Mpumelelo Buhlebemfundo school</li> <li>• community park in Bundu</li> <li>• cemetery site</li> <li>• pay points requested</li> <li>• clinic at Bundu</li> <li>• vula vala programme not understood</li> <li>• jojo tank is leaking</li> <li>• grader take bribe when blading school ground</li> <li>• Buhlebemfundo is in wetlands</li> <li>• nature reserved in Bundu</li> <li>• shortage of staff in the clinic <ul style="list-style-type: none"> <li>• Requesting for Regravelling of grounds</li> <li>• Waste truck to go street to street</li> </ul> </li> <li>• Requesting for Regravelling of internal streets</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>• indigent for poor</li> </ul>	Finance
		<ul style="list-style-type: none"> <li>• mayors cup</li> <li>• role of the land</li> <li>• youth employment</li> <li>• Compliments for the water <ul style="list-style-type: none"> <li>• Requesting for Regravelling of road to grave yard</li> <li>• Requesting for Electricity at Mohlamunyane</li> </ul> </li> </ul>	Mayors office
		<ul style="list-style-type: none"> <li>• Minerals Zithabiseni, SSA Skhosana and Bundu</li> </ul>	PED

	<ul style="list-style-type: none"> <li>• high mass light in Machipe</li> <li>• tarr road to Moteti</li> <li>• jane Shop bridge B/hoek</li> <li>• tarr road in Wit poor and Mohlamonyane completion</li> <li>• high mast light in B/hoek</li> <li>• high mast light in Bundu</li> <li>• tarr Mpumelelo to be completed</li> <li>• tarr Witpoor and Stop 3 in Bundu</li> <li>• paving of road at pay point in Bundu</li> <li>• RDP Houses in Bundu</li> <li>• extension of clinic in Bundu</li> <li>• contamination of water when stored</li> <li>• water flow not even</li> <li>• tribal office requested for the tribal</li> <li>• bus road to have shelters</li> <li>• stolen gate at grave side</li> <li>• water tanks come ones and are not clean</li> <li>• budget land scaping</li> </ul>	Technical
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
25		<ul style="list-style-type: none"> <li>Tarr route link route to Mzimuhle start at complex Walter drive</li> <li>Emagezini road tarr/pavement and the bridge building</li> <li>somtjhongweni road to Emagezini completed</li> <li>high mast light x 4</li> <li>50 RDP H houses units</li> <li>asbestos pipe removals</li> <li>waterborne sewer</li> <li>storm water control x 10</li> <li>speed humps x 4</li> <li>water reticulation Dobha section</li> <li>Walter Mtsweni road to use as bus and taxis route <ul style="list-style-type: none"> <li>Requesting to move the Village from City</li> <li>Request to launch Thembisile Sports Council</li> <li>Disappointment to use the KwaMhlanga Stadium</li> </ul> </li> <li>Requesting Thembisile Municipality to equiped</li> <li>Compliments for the new projects</li> </ul>	Technical
		Compliments for the - planning and have the Standard of City	Social Services
		<ul style="list-style-type: none"> <li>town ship establishment</li> </ul>	PED
		<ul style="list-style-type: none"> <li>bursaries</li> <li>job opportunities</li> </ul>	MM
26	•	<ul style="list-style-type: none"> <li>Requesting Mayors cup and Office of the Executive Mayor to come with strategy or programmes for job opportunity</li> <li>high mast light in Mkhephuli and Thubelihle</li> <li>Mafesi to municipality road construction</li> <li>Regravelling of internal roads</li> <li>storm water drainage in Manyika Matendeni and Bongwe</li> <li>replacement of valve next 17 Taverns Sangweni</li> <li>steel tank completio</li> <li>Complain about the wet lands at the Stadium</li> <li>Maintain the existing Storm Waters drainage</li> <li>The Ward Committees request to work with Siyatantela</li> <li>Compliments for the Ex-Mayor for City to City development</li> <li>Maintain our Street lights</li> <li>Requesting for the fencing of the graveyards</li> <li>Suggested to pay for the graveyards for funerals</li> </ul>	Office of the Executive Mayor
		<ul style="list-style-type: none"> <li>Requesting that ABET to give us our results</li> </ul>	MM
		Dissability persons also have skills as you didn't mention them	
		<ul style="list-style-type: none"> <li>working together is appreciated</li> </ul>	PED
		<ul style="list-style-type: none"> <li>tennis court needed</li> <li>RDP houses needed</li> <li>EPWP traditional leaders must be consulted</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>Requesting Agriculture project</li> </ul>	PED
27		<ul style="list-style-type: none"> <li>tarr road at Sifikile to extension 10</li> <li>Tarr road at big tree to the cemetery and storm water drainage system</li> <li>completion of Bermuda road at section 10</li> <li>high mast light x 06</li> <li>storm water drainage at Sifikile school to extension 10</li> <li>storm water drainage in Bermuda road</li> <li>Magaduzela Mloyisani road need storm water drainage system street of Captain need storm water drainage</li> <li>gravelling of internal roads</li> </ul>	Technical

		<ul style="list-style-type: none"><li>• Compliment to Executive Mayor to recognize community members</li></ul>	Office of the Executive Mayor
		<ul style="list-style-type: none"><li>• community hall</li><li>• cleaning of cemeteries</li><li>• wetland management</li></ul>	Social Services



WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>Relocation should be done as chief as special in section 10</li> <li>Relocation from section 10 to Mathyzensloop</li> </ul>	PED
28		<ul style="list-style-type: none"> <li>RDP Houses x30</li> <li>mobile library</li> <li>community park</li> <li>clearing of site at corner café</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>high mast light x 04</li> <li>Regravelling of internal roads</li> <li>storm water control in all bus and taxi roads</li> <li>paving of Bonginhlanhla road and storm water controlled</li> <li>maintenance of water reticulation at Lutheran Church</li> <li>storm water and stone pitching</li> <li>paving /tarr of outlines roads</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Requesting for additional of Water Trucks</li> <li>Industrial site to be work for job opportunities</li> <li>Requesting for Ex-Mayor to go to the Community</li> <li>Main road at W/28 from Nkosi to Sifikile needs paving or tyre road</li> <li>Requesting for a Park Recreation</li> </ul>	MM
29		<ul style="list-style-type: none"> <li>pavement of Masofeni roads and storm water drainage</li> <li>storm water controlled at Mkholo street and Selekesi tarven</li> <li>water reticulation Magic section</li> <li>bore hole at Khalanyoni section and Mkholo Street steel tank in all bore holes</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>community hall</li> <li>multi-purpose centre</li> <li>recreation centre at Mafu dumping site</li> <li>licensing be given to small business</li> </ul>	Social Services Technical
		<ul style="list-style-type: none"> <li>Borehole was struck by a lightening</li> <li>Roads are not in good condition</li> <li>Emasimini Project must be completed</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Requesting for PHP Houses and Toilets</li> <li>Internship and inservice training</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>Requesting for Storm Water drainage</li> <li>Requesting for the Bursaries for the Youth</li> </ul>	Technical Social Services
30		<ul style="list-style-type: none"> <li>storm water control in Tweefontein H</li> <li>Regravelling of internal roads</li> <li>requesting road from Einel to Tweefontein F&amp;G</li> <li>speed humps Shisa Mpama Mzimhlophe</li> <li>pot holes patching</li> <li>pavement of roads in Tweefontein H</li> <li>bridge maintenance kwa Maria Jacobs</li> <li>storm water drainage from four way stop to Tweefontein G</li> <li>High mast light x 04</li> <li>completion of Tweefontein clinic road</li> <li>electrifying HH in Tweefontein H and G</li> <li>tap leakage</li> </ul>	Technical

Commented [AM14]: Technical Services

		<ul style="list-style-type: none"><li>• Complain about women's who dump pumpers in a road</li><li>• Gym site</li><li>• Zamani still uses mobile class</li><li>• Community hall</li><li>• clarity at Witnek</li></ul>	Social Services
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>• compactor do not come in the street</li> <li>• RDP House are wealthy houses</li> </ul>	
31		<ul style="list-style-type: none"> <li>• gravelling and maintenance of internal roads</li> <li>• paving of internal roads</li> <li>• Regravelling of sports ground</li> <li>• renovation of storm water drainages and bridges</li> <li>• maintenance of steel water tank</li> <li>• speed humps</li> <li>• RDP houses</li> <li>• bridge construction</li> <li>• water reticulation</li> <li>• Suggestions to promote sports federations</li> <li>• vula vala in certain days</li> <li>• Requesting for Regravelling of grounds</li> <li>• Monitoring teams suggested</li> <li>• dee line storm water drainage</li> <li>• high mast light at dee line</li> <li>• Regravelling of George street</li> <li>• farm requesting electricity</li> <li>• Regravelling of roads in farm</li> <li>• Hlomani road not complete</li> <li>• request for Multi-purpose centre (Kwaggafontein)</li> <li>• Upgrade and tarring of road between Kwagga &amp; Mzimuhle</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>• Fencing of cemetery and Kwagga D must be extended</li> <li>• community park/gym</li> <li>• community hall</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>• figure requested</li> <li>• Recognition of Art in Kwaggafontein</li> </ul>	FINANCE
32		<ul style="list-style-type: none"> <li>• maintenance of storm water</li> <li>• Free usage of facilities for cultural events</li> <li>• speed humps all internal roads</li> <li>• renovation of storm water drainages</li> <li>• VIP toilets in farm</li> <li>• water seven day a week</li> <li>• JOJO tank in farm area and bore holes</li> <li>• farm area are not considered when making budget</li> <li>• Regravelling of road in farms</li> <li>• request for electricity in farms in vanderspruit and Kwaarspruit</li> <li>• road Regravelling in both farms</li> <li>• water contamination when wait for pumping again</li> <li>• jojo tank without water</li> <li>• Regravelling at farm nooigedact and Taaifontein and other farms</li> <li>• bore hole at Taaifontein</li> <li>• Hokaai water reticulation</li> </ul>	Technical Social Services
		<ul style="list-style-type: none"> <li>• gym site next government complex and faith mission</li> <li>• Regravelling sport ground</li> <li>• RDP houses also in farms</li> <li>• indoor basketball inside hall</li> <li>• community park</li> <li>• maintainace of graveyard sites building of toilets, water fecing and water and high mast light</li> <li>• RDP in Bronx mine</li> <li>• mobile clinic at farms and other farms</li> </ul>	Social Services

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> <li>RDP in Hokaai and Bronx mine</li> <li>Employment opportunities</li> <li>kid employment</li> </ul>	MM
		<ul style="list-style-type: none"> <li>Tractor required</li> <li>palesa blast for us</li> <li>mine paid services at the municipality</li> </ul>	PED
		<ul style="list-style-type: none"> <li>land requisition</li> <li>relocate farm people to right place nooidgedacht</li> </ul>	PED
		<ul style="list-style-type: none"> <li>bursaries</li> <li>indigent in the farms</li> </ul>	Finance
		<ul style="list-style-type: none"> <li>Compliments for Ex-Mayor for presenting the IDP</li> <li>Requesting for the youth to be removed from the streets</li> <li>Request for Cutting of grass at the grave yards</li> <li>Streets maintenance must be continuous.</li> <li>Storm water at Leratong water coming from MT View.</li> <li>Entance to Mhlanga stadium full of potholes</li> </ul>	Technical
		<ul style="list-style-type: none"> <li>Swimming pool and parks at Kwa Mhlanga needs maintenance</li> <li>Swimming pool &amp; parks must be maintained</li> </ul>	Social Services
		<ul style="list-style-type: none"> <li>Hospital road is not in good condition since Heavy rains.</li> <li>Lots of illegal dumping</li> <li>Collapsed bridge Mhlanga -Zakheni</li> </ul>	Technical Social Services

**Commented [AM15]:** No Department captured even below

**5.2.7.3. 2022-2023 Draft IDP and 2023/2024 Budget Consultation**

**Commented [AM16]:** Maintain color

In terms of Chapter 4 of the Local Government Municipal Systems Act, 32 of 2000:

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:

- i) 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 in terms of Chapter 5;
- ii) the establishment, implementation and review of its performance management system in terms of Chapter 6
- iii) the monitoring and review of its performance, including the outcomes and impact of such performance
- iv) the preparation of its budget; and strategic decisions relating to the provision of municipal services

Therefore consultation on the draft IDP and Budget for 2023/24 was scheduled as follows:

Date	Time	Cluster	Structures/ Wards	Venue
14 April 2023	09:00 – 12:00	All	THLM Councilors, CDWss, and Ward Committee Secretaries.	Council Chamber.
14 April 2023	14:00 – 16:00	All	Religious Organizations, Media Houses, The Elderly and People with Disabilities.	Council Chamber.
18 April 2023	09:00 – 12:00	All	Sector Departments, Women and Sports Organizations, The Youth, and Military Veterans.	Council Chamber.
18 April 2023	14:00 – 16:00	All	Traditional Healers.	Council Chamber.
19 April 2023	09:00 – 16:00	All	Traditional Leaders.	Council Chamber.
19 April 2023	14:00 – 16:00	All	Businesses (including LED Forum Reps).	Council Chamber.
03 May 2023	09:00 – 16:00	Cluster 03	Wads 01, 02 and 03.	KB Conference Hall (Moloto North).
03 May 2023	14:00 – 16:00	Cluster 04	Wards 04, 06, 14, 18, 19, 20, 22 and 32.	Vezubuhle Community Hall.
04 May 2023	09:00 – 16:00	Cluster 05	Wards 05, 09, 15, 16, 17 and 30.	Gunners Sports Ground (Tweefontein G).
04 May 2023	14:00 – 16:00	Cluster 06	Wards 12, 13, 17, 21 and 23.	Miliva RDP Sports Ground (Next to the Library).
05 May 2023	09:00 – 16:00	Cluster 07	Ward 08 (Farms).	Rietfontein (Bly n' Bietjie) Farms.
05 May 2023	14:00 – 16:00	Cluster 08	Wards 08, 10 and 11.	Emgababa Soccer Field (Wolvenkop).
09 May 2023	09:00 – 16:00	Cluster 01	Wards 07 and 24.	Mabena Open Space (Bundu).
09 May 2023	14:00 – 16:00	Cluster 02	Wards 25, 26, 27, 28, 29 and 31.	Kwaggafontein C Community Hall.
10 May 2023	09:00 – 16:00	Cluster 03	Ward 32 (Farms).	Hokai School Open Field.

Enquiries in relation to the above may be directed to our Assistant Manager: Public Participation (Mr. Happy Nkosi) and/ or our Assistant Manager: Communications (Ms. Simphiwe Mokako) through 013 986 9100.

#### ANALYSIS REPORT

This report provides a high level analysis of community and stakeholder submissions made at the 2022/2023 mayoral outreach meetings held during the months of April and May 2022. Based on the submissions, it was found that water is still a key challenge, followed by roads, storm water management, public lighting, community facilities; youth and local economic development including job creation. There were also a number of other issues raised at the meetings, although not as prevalent as those mentioned above. These matters relate to access to sport grounds, waste collection, sanitation and the fencing of graveyards. Other matters raised relate to the competencies of the other spheres of government and they include, access to electricity, RDP house, clinics and schools.

The issues raised at mayoral outreach meetings should serve as a guide assessing the general level of Development within the municipality including its service delivery gaps and challenges. It is therefore essential that ward priorities and projects at ward level be confirmed by ward councillors in consultation with ward committees as structured ward and community participation forums. Furthermore, in order to determine priority and confirm ward projects for budget purposes, the municipality must assess project viability against a number of prioritization indicators such as policy considerations, impact analysis (social, economic, environmental and political) visibility, cost/benefit, urgency, essential services and employment output to mention a few.

The findings and analysis of the above mentioned issued is provides here under as follows:

## **WATER SERVICES**

### **The key issues raised relating to water are as follows:**

*Water reticulation; Dissatisfaction with the water tanker scheme (modus operandi); Water tankers to visit each street; Lack of responses to water reports and challenges*

### **High level findings and analysis**

Most wards in the municipality generally understand the water supply challenge. The municipality's efforts and the intervention to supply water through water tankers seems to be visible and reasonably effective, however a number of people are still either not satisfied with the distribution of the water tankers and/or the manner in which the water tanker system/schedule is operated. It is recommended that the municipality revisit the water tanker programme with the aim of making it more effective and efficient. There were sparse compliments noted regarding the usefulness of the programme.

Few wards indicated that they require water reticulation and water at household level, however this request should be approached with care and thorough research. Areas requiring water reticulation should be identified through a structured process (through communication and confirmation with ward councillors) and also taking into account the availability of bulk water supply and cost implications amongst other things. There was also dissatisfaction regarding the lack of communication on the part of the municipality regarding the availability or unavailability of water. Communication with regard to water shortages/availability should be communicated more effectively. Also there were submissions made regarding the lack of acknowledgement and responses to water issues such as leakages reported to the municipality.

## **1. ROADS AND STORM WATER**

### **1.1. The key issues raised relating to roads are as follows:**

*Regravelling of roads; Lack of road maintenance; Paving of internal streets; Completion of incomplete road projects; Traffic lights at major intersections*

### **1.2. High level findings and analysis**

The majority of the wards indicated that internal roads are not accessible and requested that the municipality should regard internal streets. The maintenance of tarred roads was also of concern to the community and community stakeholders. There were also submissions made regarding the completion of incomplete road projects. The Municipality must identify key routes to be targeted for the road gravelling programme. Incomplete roads should be verified and prioritized according to need, urgency and the availability of funds. There were no major challenges and/or issues cited regarding the R573, however there was some dissatisfaction regarding employment opportunities relating to the upgrading of the road.

Most wards also raised dissatisfaction with storm water management. It was cited during the meetings that storm water management was a challenge and runoff was poorly managed with the result that some households are flooded during the rainy season and roads become unusable. The municipality must develop a storm water management plan for key routes and attend to roads that are flooded and as a result become unusable during rainy seasons.

## **2. PUBLIC LIGHTING**

### **2.1. The key issues raised relating to public lighting are as follows:**

*Street lights and High mast lights (Apollo); Maintenance of street lights*

## **2.2. High level findings and analysis**

A number of wards raised concerns regarding the crime rate and indicated that there was a need to increase public lighting in villages. The wards requested that the municipality must provide high mast lights (Apollo) and street lights. The municipality should develop a public lighting master plan to develop an equitable approach to the provision of public lighting looking at factors such as catchment and illumination radius by use of GIS technology. Public lighting should also be provided in key areas to ensure adequate illumination of crime hotspots and public areas.

## **3. COMMUNITY FACILITIES**

### **3.1. The key issues raised relating to community facilities are as follows**

*Community parks; Multi-purpose centres; Community halls, Schools; Clinics*

### **3.2. High level findings and analysis**

A few wards indicated that they require multipurpose centres and community halls. It was indicated that these facilities are essential for community meetings, as pension pay points for the elderly and for recreational purposes. A number of issues were also raised regarding services offered by sector department including dissatisfaction regarding clinics and insufficient schools in wards. The municipality has a number of community halls identified in the IDP and these should be reviewed in line with the submissions made by the community and confirmed by ward structures (ward committees). Sector departments should be informed and advised to carryout outreach meetings at least once per annum to identify service delivery challenges and gaps faced by communities in relation to the services offered by the departments. There were also requests made relating to the need for a drug rehabilitation centre and a technical college within the municipality.

## **4. YOUTH AND LOCAL ECONOMIC DEVELOPMENT**

### **4.1. The key issues raised relating to youth and LED are as follows:**

*Lack of employment opportunities; Unemployment; Poor support for the youth; Skills development; Local economic development*

### **4.2. High level findings and analysis**

There were concerns raised regarding the state of unemployment and the lack of opportunities and skills amongst the youth. Some of the recommendations made were that the municipality should establish a youth desk and create opportunities and skills training in farming and agriculture. Youth development and local economic development require detailed research, strategies and plans to effectively address some of the challenges raised by the community particularly. There was also dissatisfaction regarding the price of tender documents and that the current rates/prices could potentially deny small business the opportunity to participate in municipal supply chain processes at tender level. Access to land was also cited as a key challenge. It was also cited that there is a need to promote and support the development cooperatives particularly in the agriculture sector.

## **5. OTHER MATTERS**

*Payment of services; RDP Houses; electricity, Police Stations; Fencing of graveyards; Sports grounds.*

Some wards indicated that the tariff structure was unreasonable and requested the municipality to review the rates. The matters relating to RDP houses, electricity, police stations, sports grounds and the fencing of graveyards were cited by some community stakeholders and were not of general concern. It is recommended that all requests for electricity and RDP housing should be forwarded to Eskom through the Technical and Social Development Departments in consultation with ward councillors. All those issues relating to the functions of the municipality should be assessed to determine priority, urgency and funding requirements.

#### **5.2.7.4. Other Public Communication and Participation Mechanism**

Print and Electronic Media are used to inform the community of the processes and the progress of the IDP review process. Dates and schedules of IDP Working Groups, IDP Joint Forums, IDP Management Committees, IDP Technical Committees, and all other IDP related structures, including Community Outreach Meetings, are contained in the Municipality's IDP Process Plan, which may be obtained from the Municipal offices on request.

The municipality also provides information and communicates with the public through national radio stations such as Ikwewezi FM in addition to other mechanisms such as loud-hailing, for advertising meetings, workshops, conferences and summits and other functions that the municipality holds. Notice boards are also used for such purpose, in order to reinforce the flow and dissemination of information. Promotional materials are also developed, availed and widely distributed from time to time and these range from brochures, t-shirts, caps, pens, posters, backdrops, banners and others.



## CHAPTER 5: SITUATIONAL ANALYSIS: MUNICIPAL KEY PERFORMANCE AREAS

### 5.2.8. Summary Public Participation and Good Governance

<b>Governance Structures Table 5.3.4a</b>	
<b>Item</b>	<b>Status</b>
<b>Internal Audit Unit</b>	The unit is available and functional
<b>Audit Committee</b>	The committee is available and functional
<b>Municipal Public Accounts Committee</b>	The committee is available and functional
<b>Ward Committees</b>	The committees are available and functional
<b>Supply Chain Committee</b>	The committee is available and functional
<b>Management and Operational Systems Table 5.3.4b</b>	
<b>Complaints Management System</b>	Not available
<b>Fraud Prevention Plan</b>	Not available
<b>Communication and Public Participation Strategy</b>	Available

## 5.3. INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### 5.3.1. Organizational Structure

The organizational structure of the Municipality comprises of a political component and an administrative component. These are depicted hereunder as follows. Figure 5.4.1: Municipal organizational Structure.

Figure 5.4.1a: organizational Structure Council and Mayoral Committee

The structure comprises of Five (5) Departments and units including political components. The Structure is a five year organogram and it also comprises of posts that are not budget for. These are contained in a separate spread sheet.

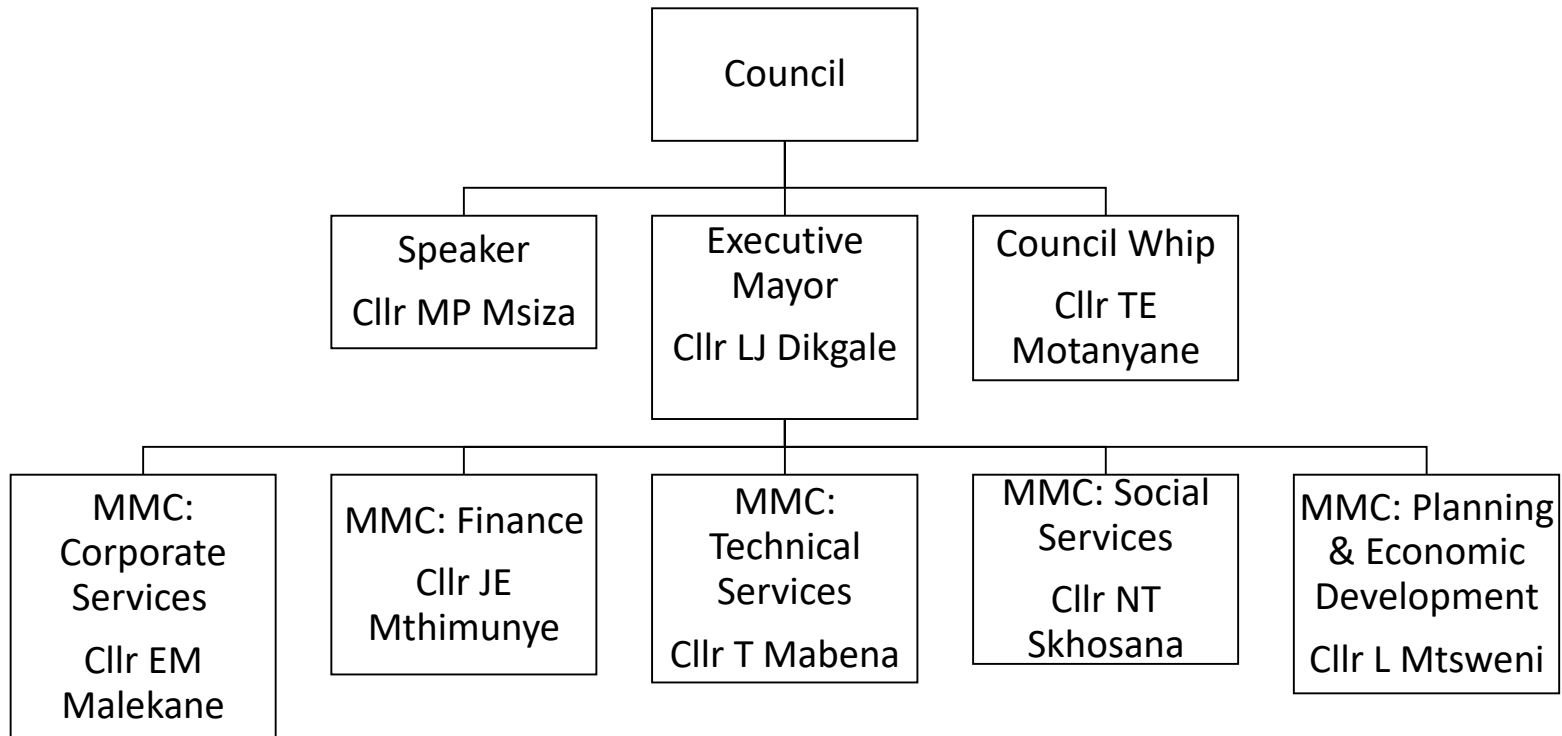
# THLM APPROVED ORGANISATIONAL STRUCTURE

2022/23

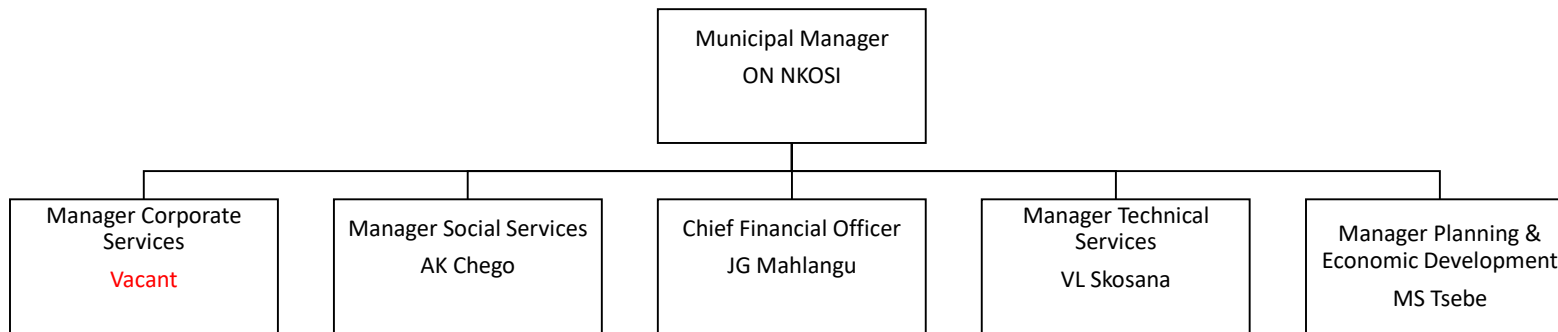
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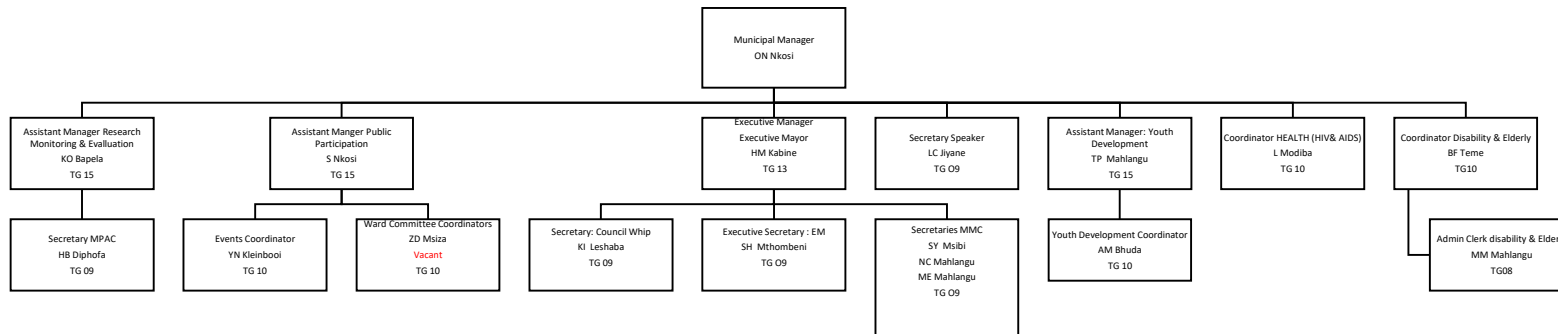
# EXECUTIVE OVERVEIW



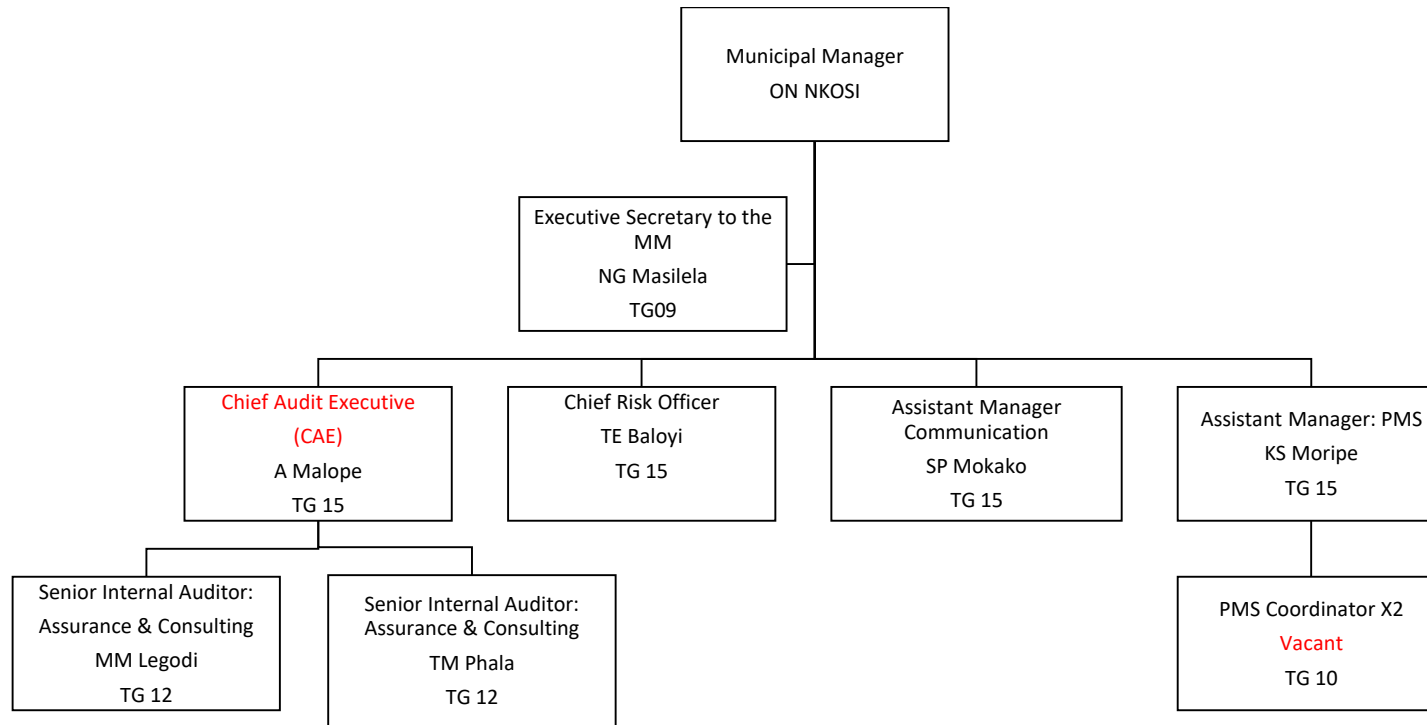
# Senior Management: Strategic Team



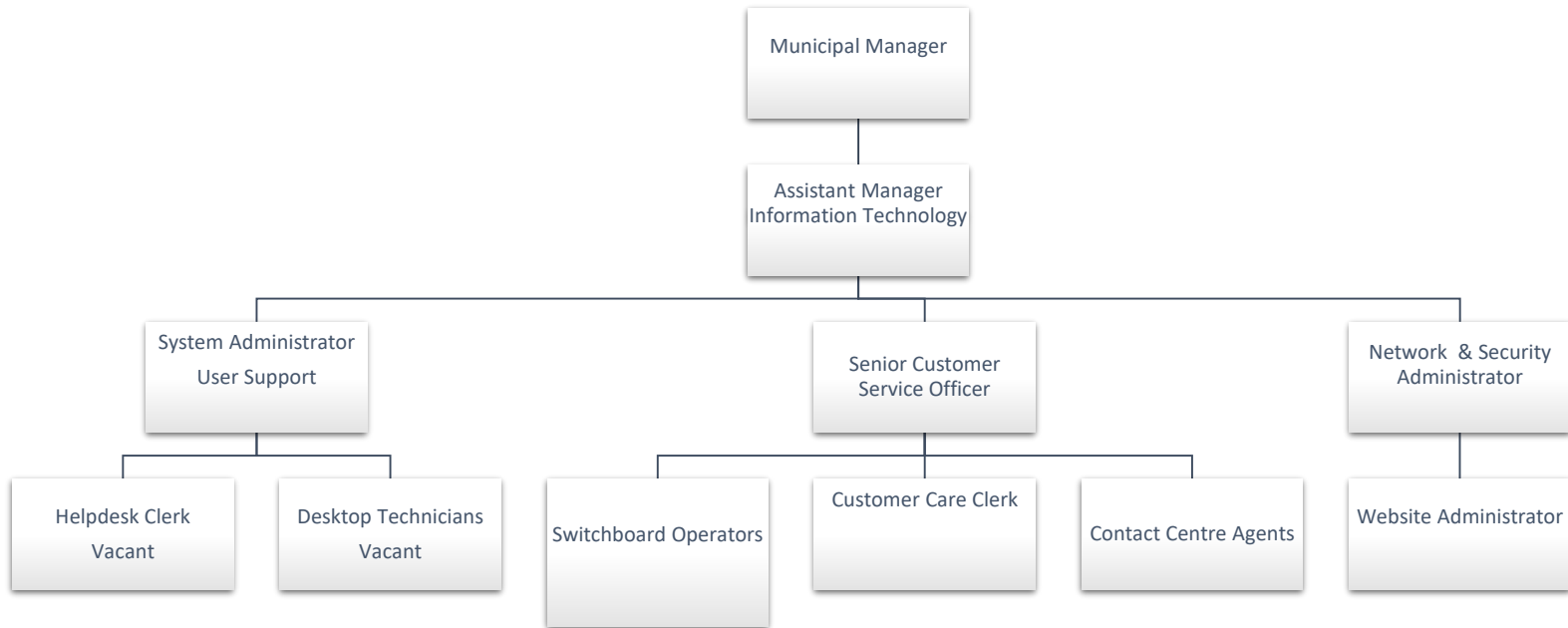
# OFFICE OF MUNICIPAL MANAGER: POLITICAL SUPPORT OFFICE



# MUNICIPAL MANAGER DIRECT SUPPORTIVE REPORTS



# MUNICIPAL MANAGER DIRECT SUPPORTIVE REPORTS

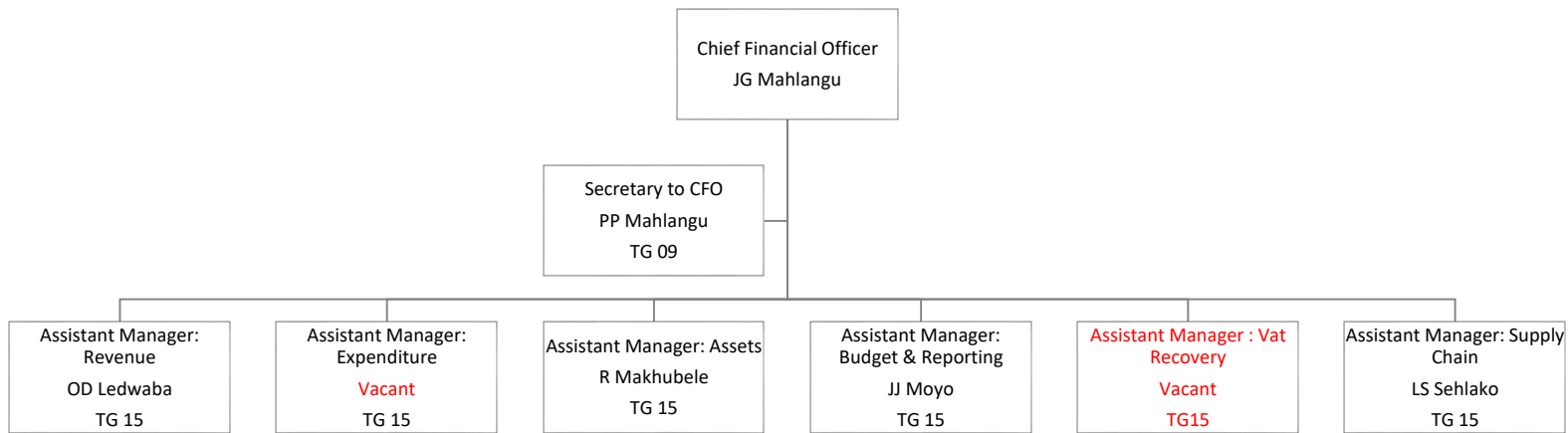


# DEPARTMENT OF FINANCE

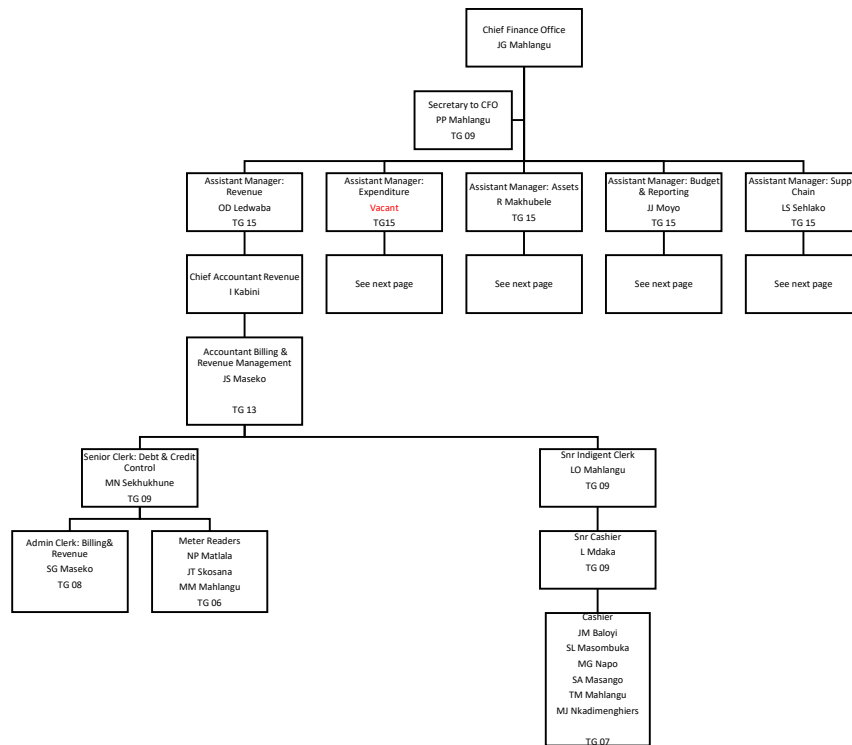
Structure 2020/2021



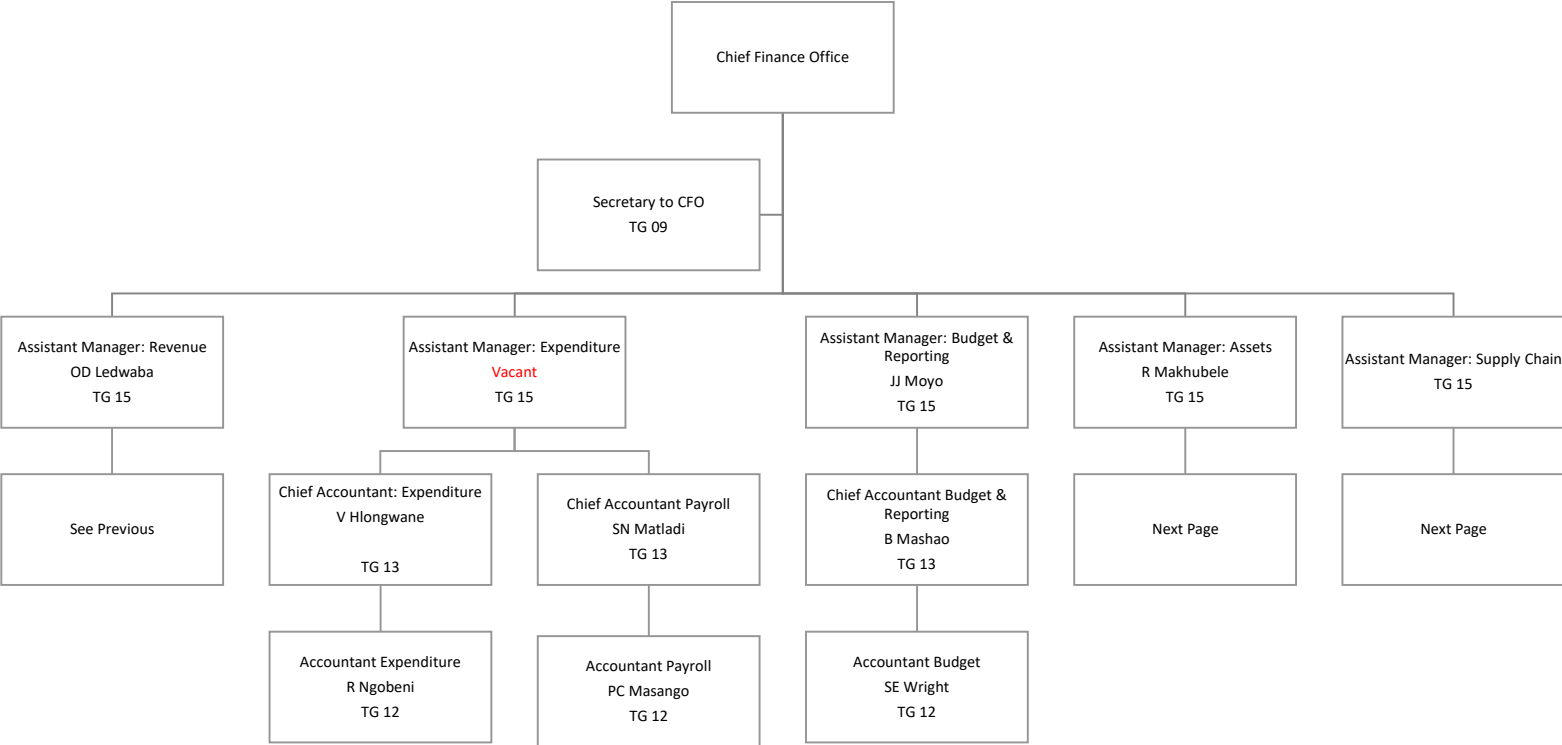
# DEPARTMENT OF FINANCE: EXECUTIVE STRUCTURE



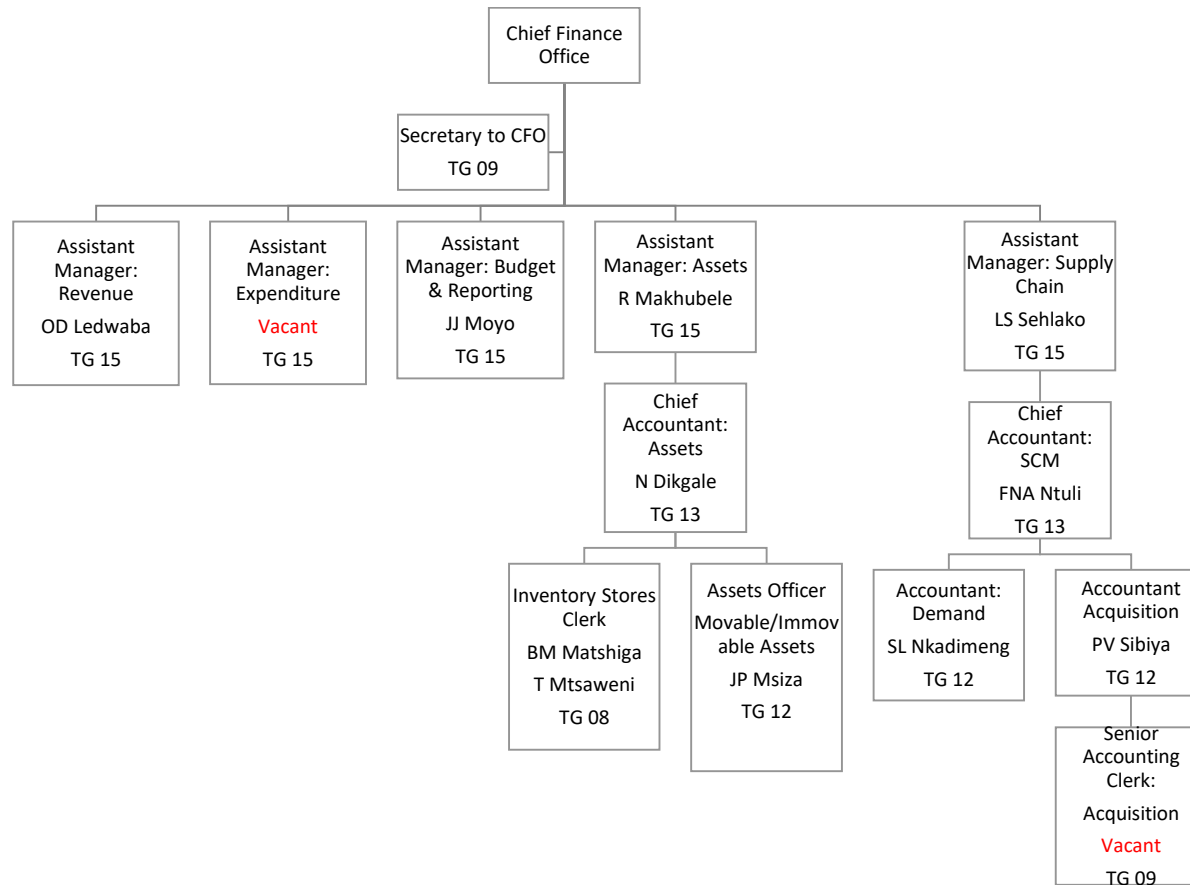
# DEPARTMENT OF FINANCE: REVENUE SECTION



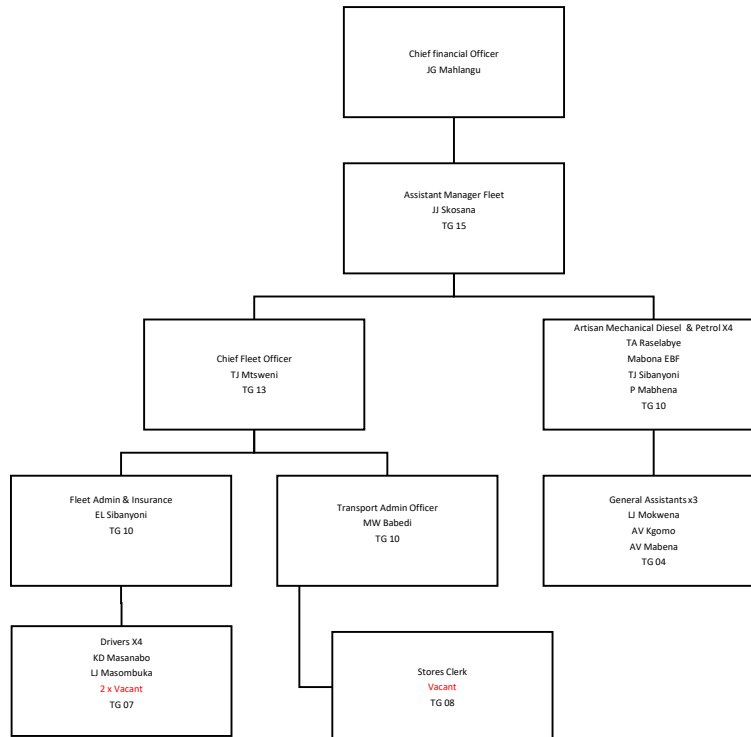
# DEPARTMENT OF FINANCE BUDGET & REPORTING SECTIONS



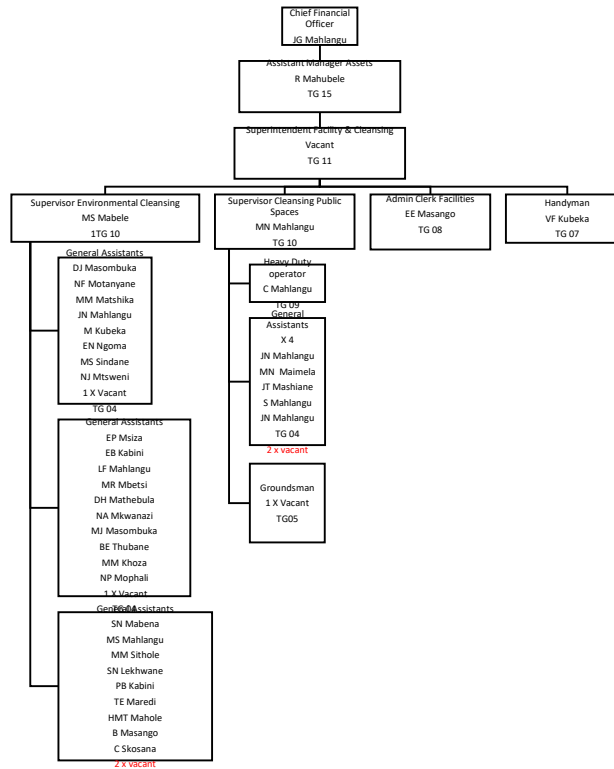
# DEPARTMENT OF FINANCE: ASSETS & SUPPLY CHAIN SECTIONS



## ASSETS SECTION OFFICE OF FLEET MANAGEMENT

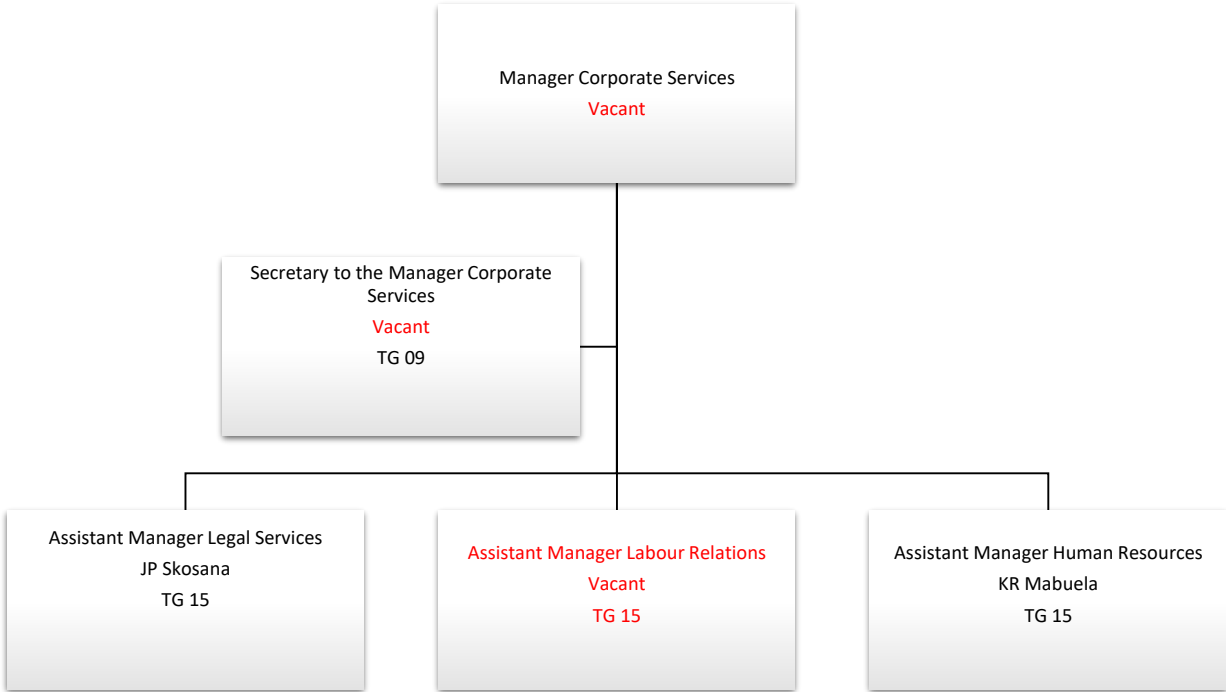


# ASSET MANAGEMENT: FACILITIES MANAGEMENT



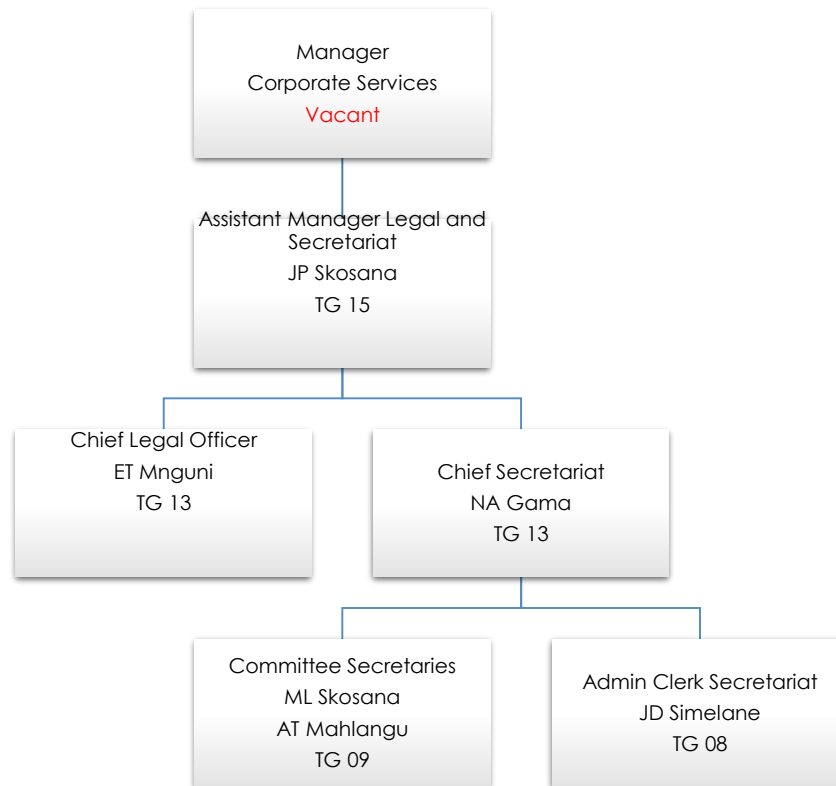
# Corporate Services

CORPORATE SERVICES  
OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES

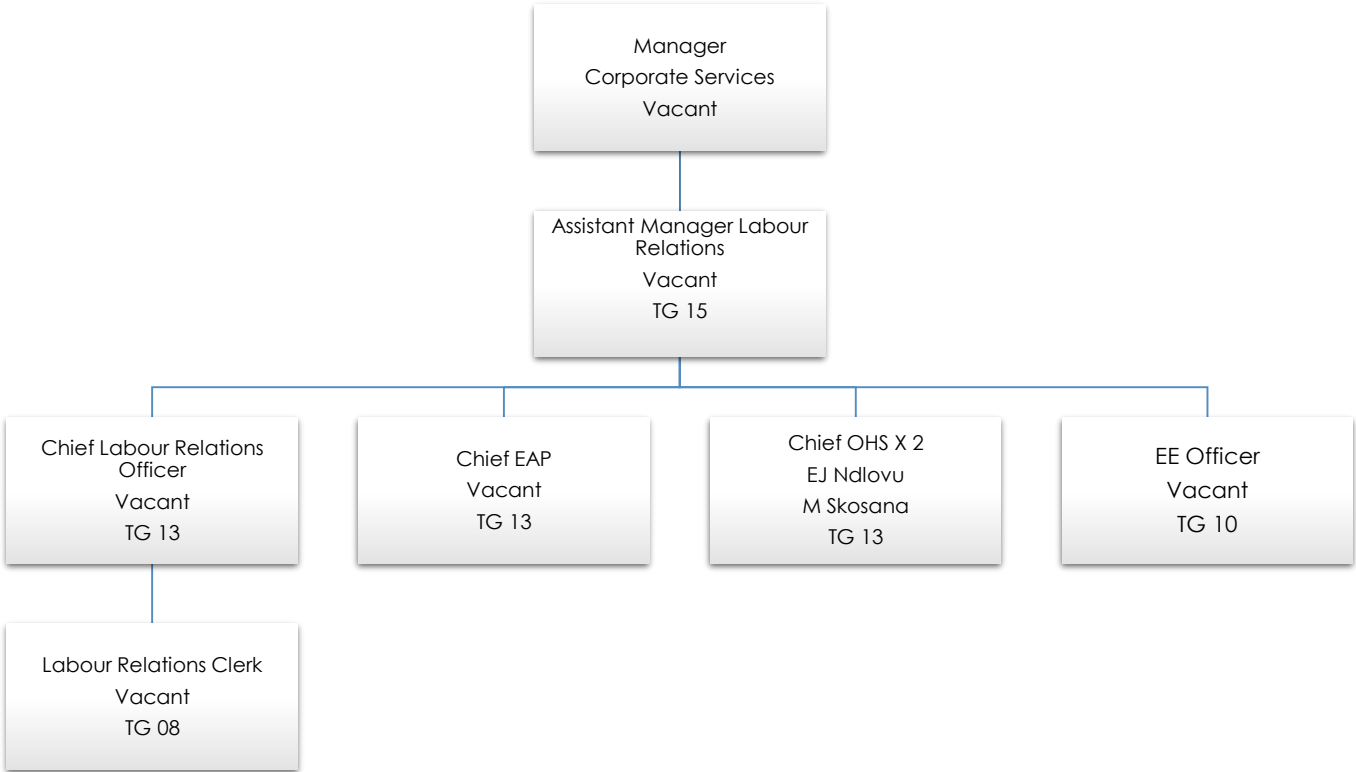




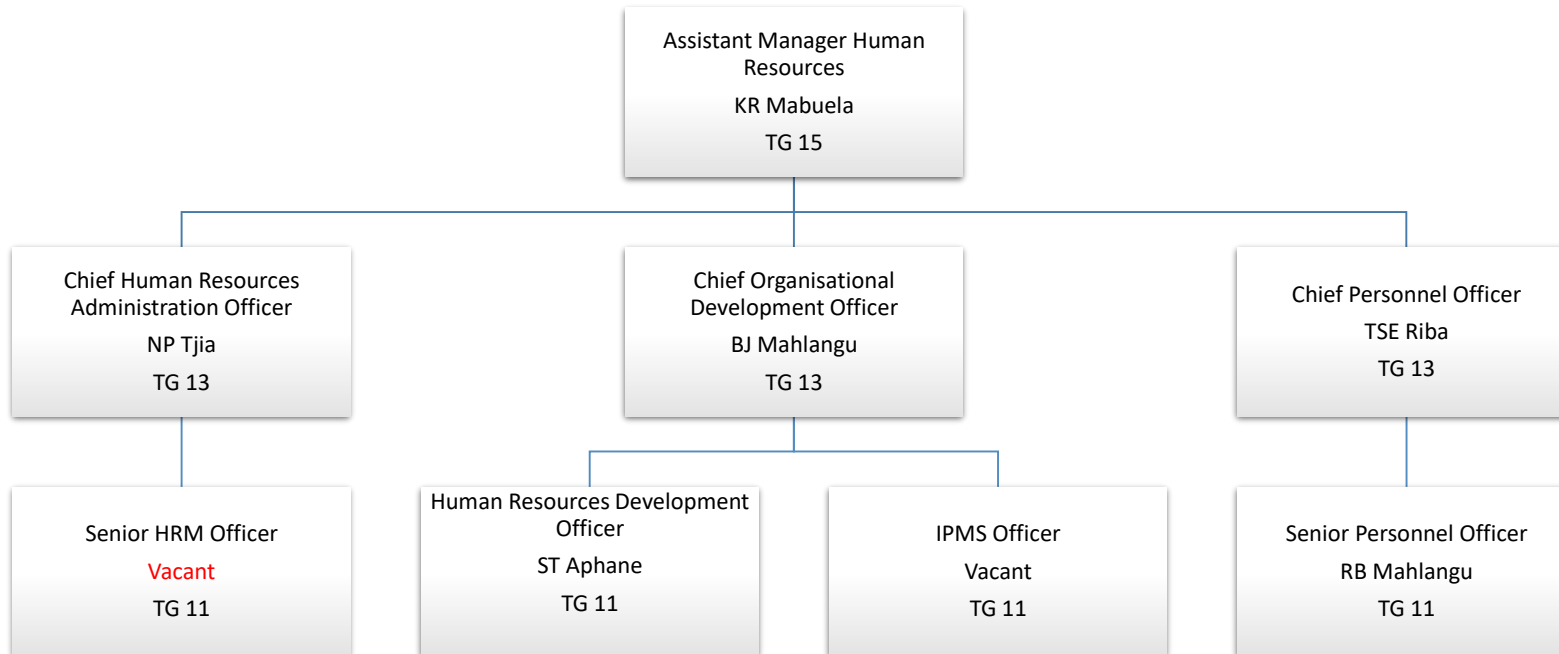
CORPORATE SERVICES  
OFFICE OF LEGAL SERVICES AND SECRETARIAT



CORPORATE SERVICES  
OFFICE OF LABOUR REALATIONS



CORPORATE SERVICES  
HUMAN RESOURCES

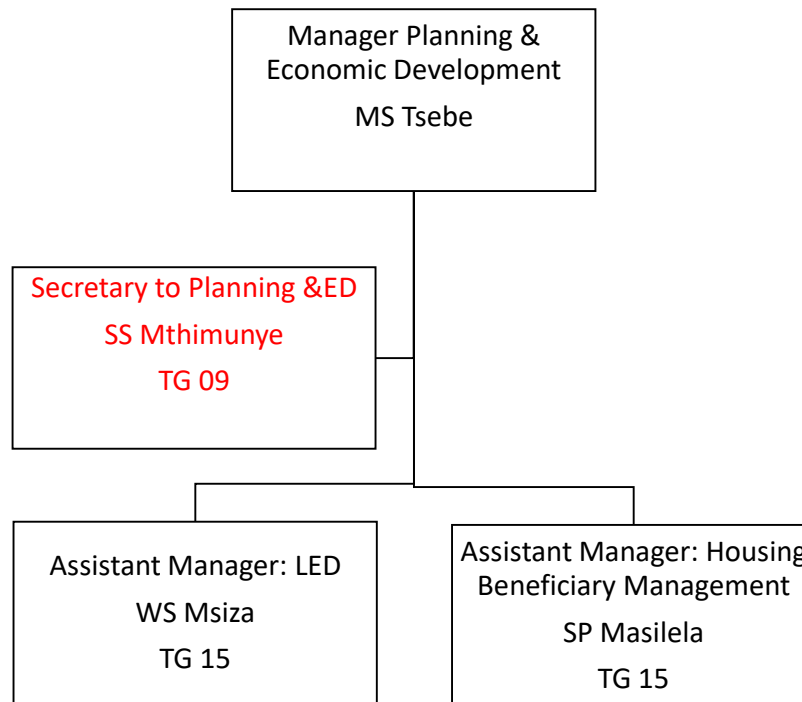


CORPORATE SERVICES  
RECORDS SECTION

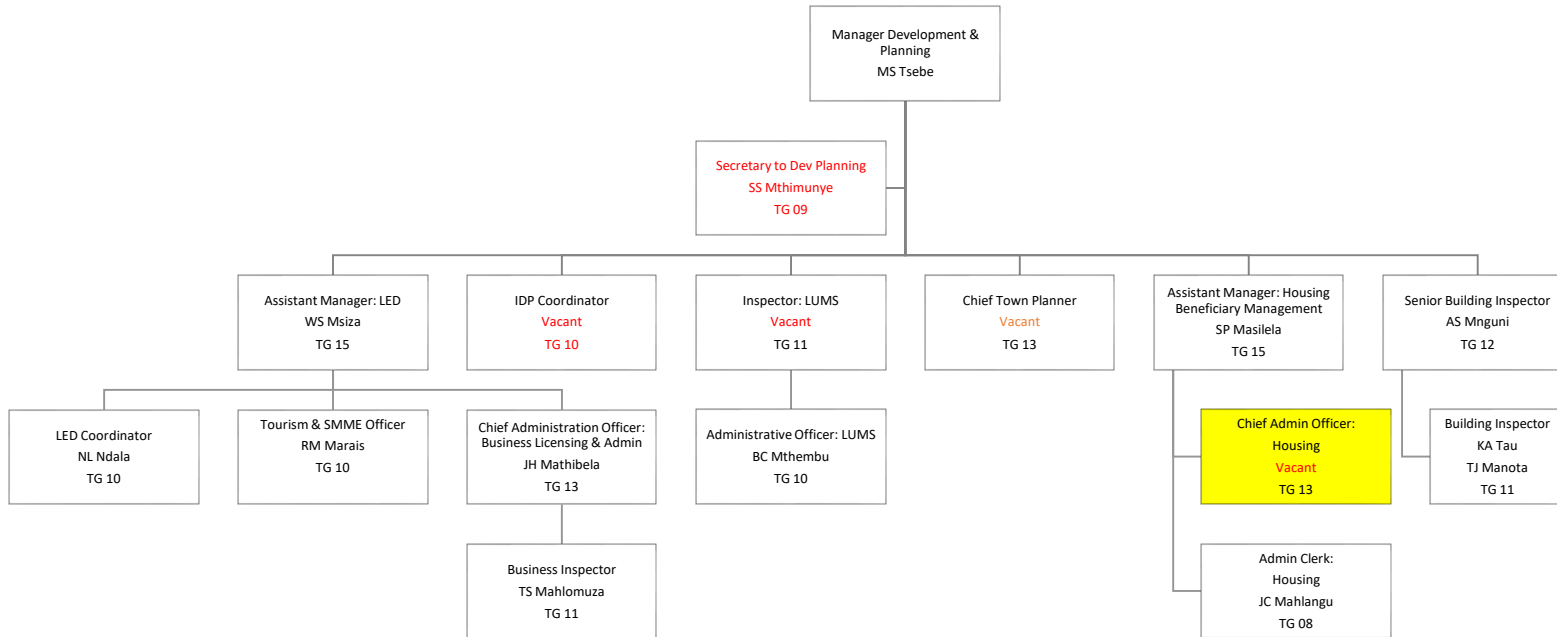


# DEPARTMENT OF PLANNING AND ECONOMIC DEVELOPMENT

# PLANNING AND ECONOMIC DEVELOPMENT SERVICES: EXECUTIVE MANAGEMENT



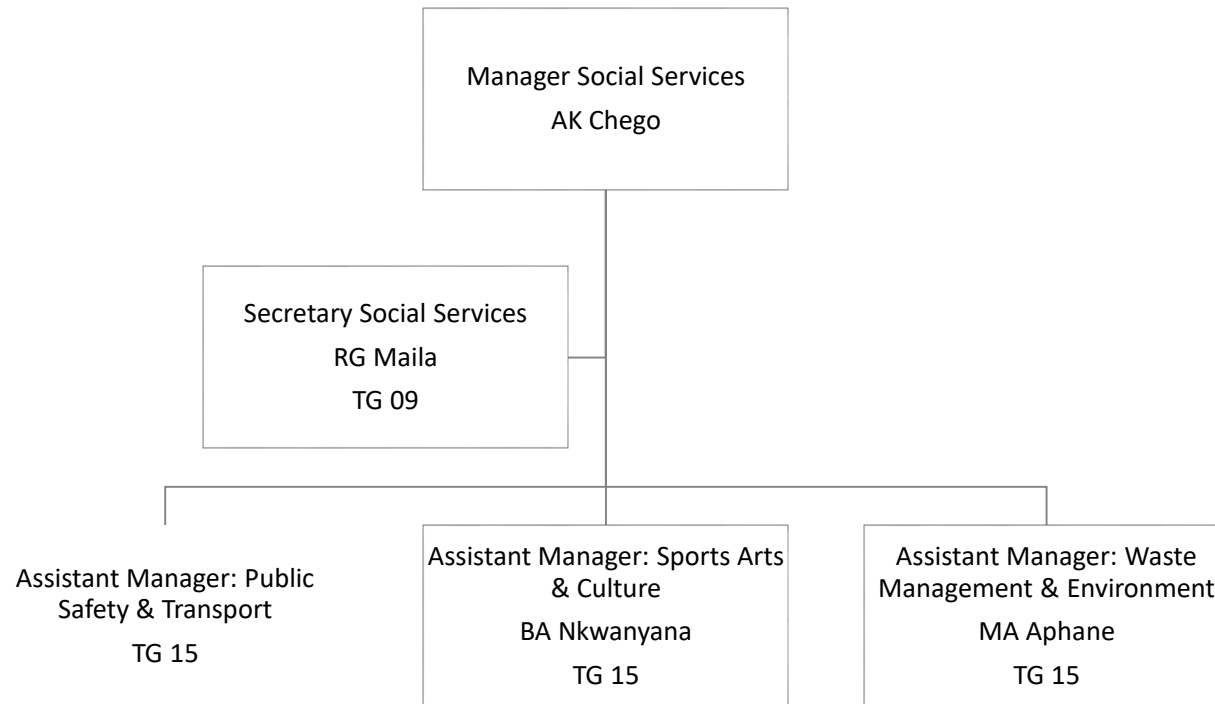
# PLANNING AND ECONOMIC DEVELOPMENT SERVICES



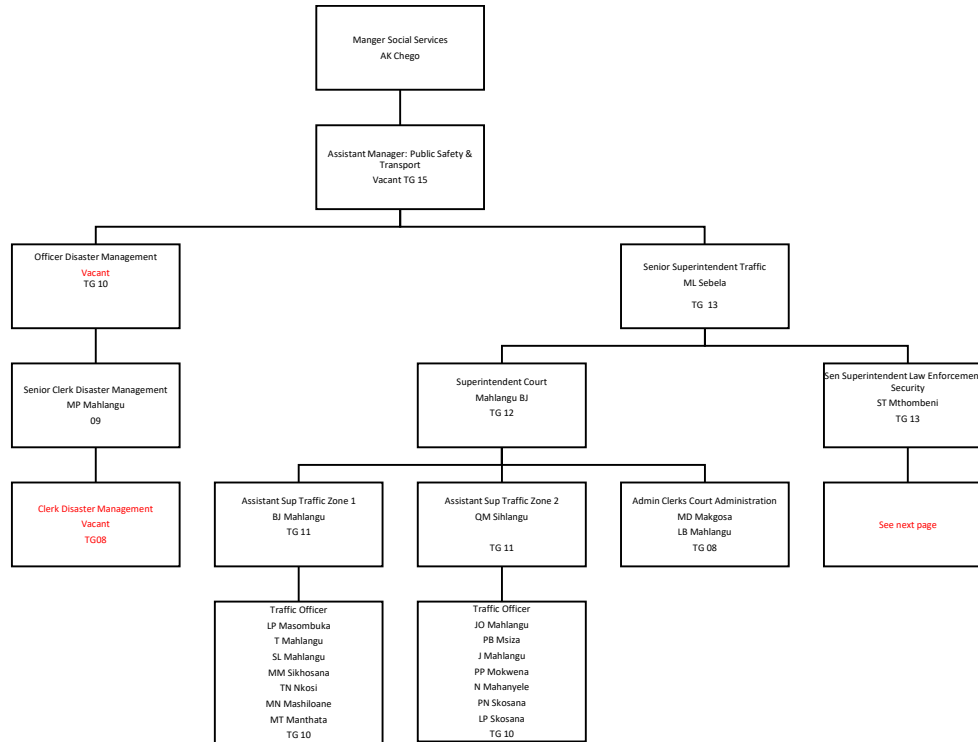
# DEPARTMENT OF SOCIAL SERVICES



# SOCIAL SERVICES: SENIOR MANAGEMENT

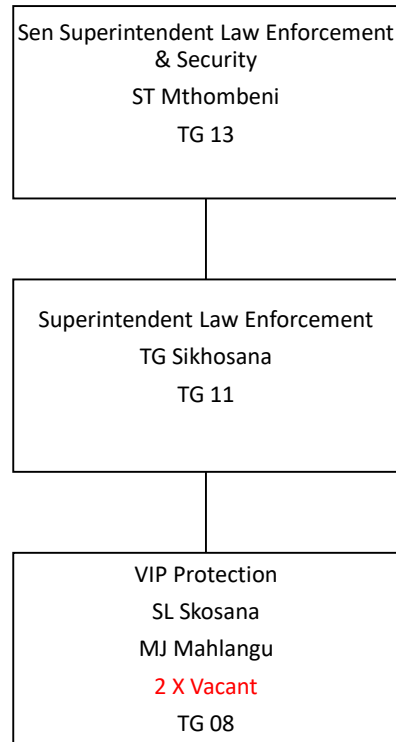


# SOCIAL SERVICES: DISASTER & PUBLIC SAFETY & TRANSPORT SECTIONS

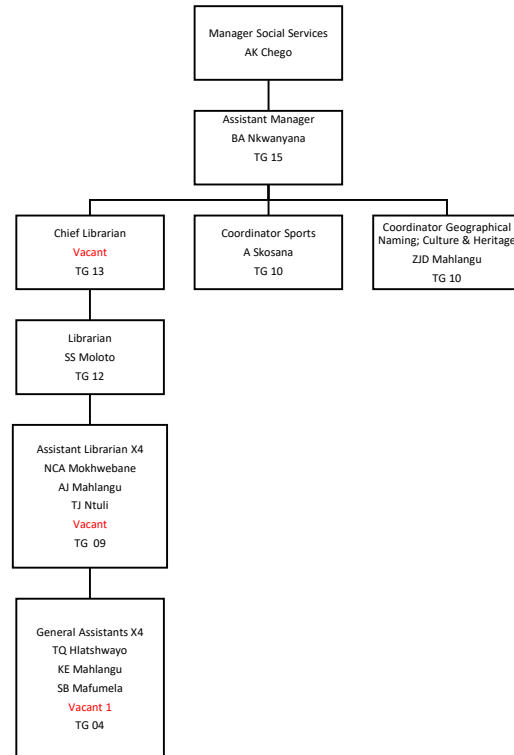


# SOCIAL SERVICES:

## By-Law Enforcement & Security Section



# SOCIAL SERVICES: SPORTS ARTS & CULTURE



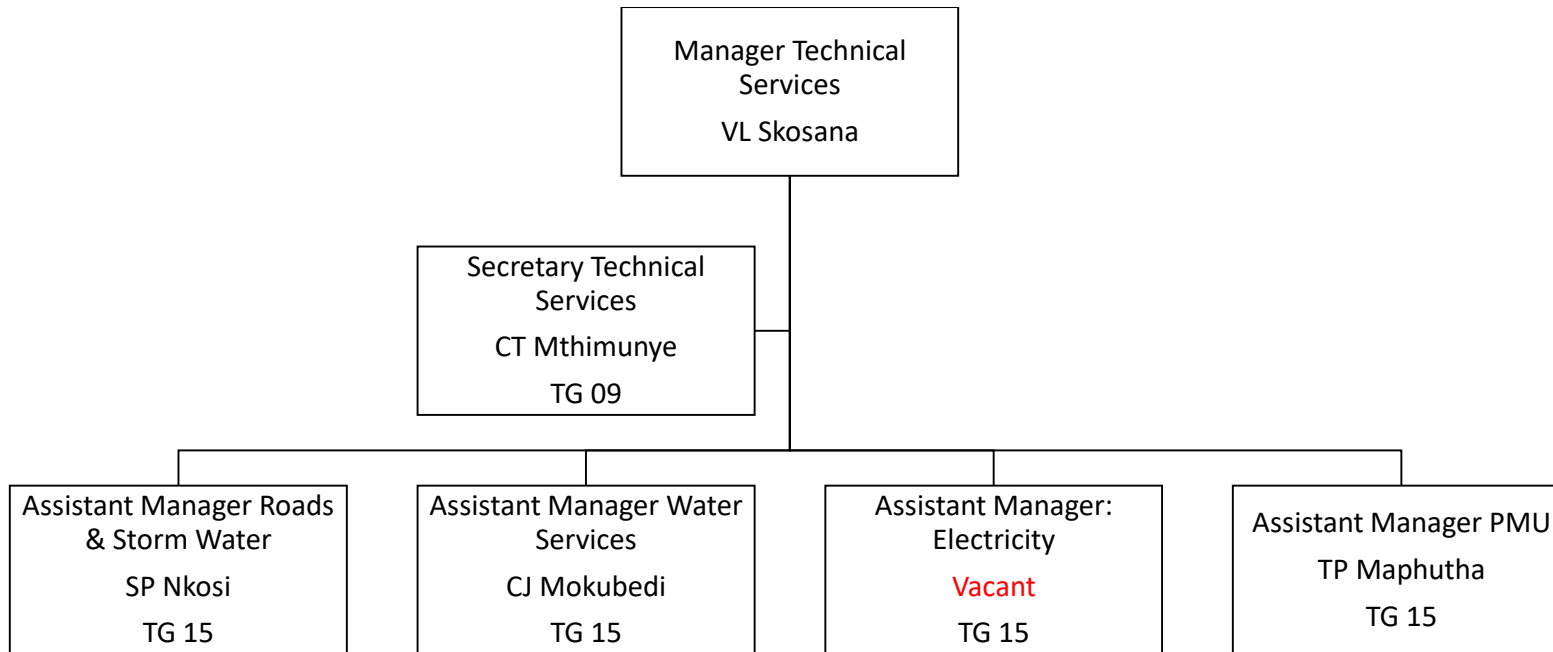
# SOCIAL SERVICES:

## Waste Management Services

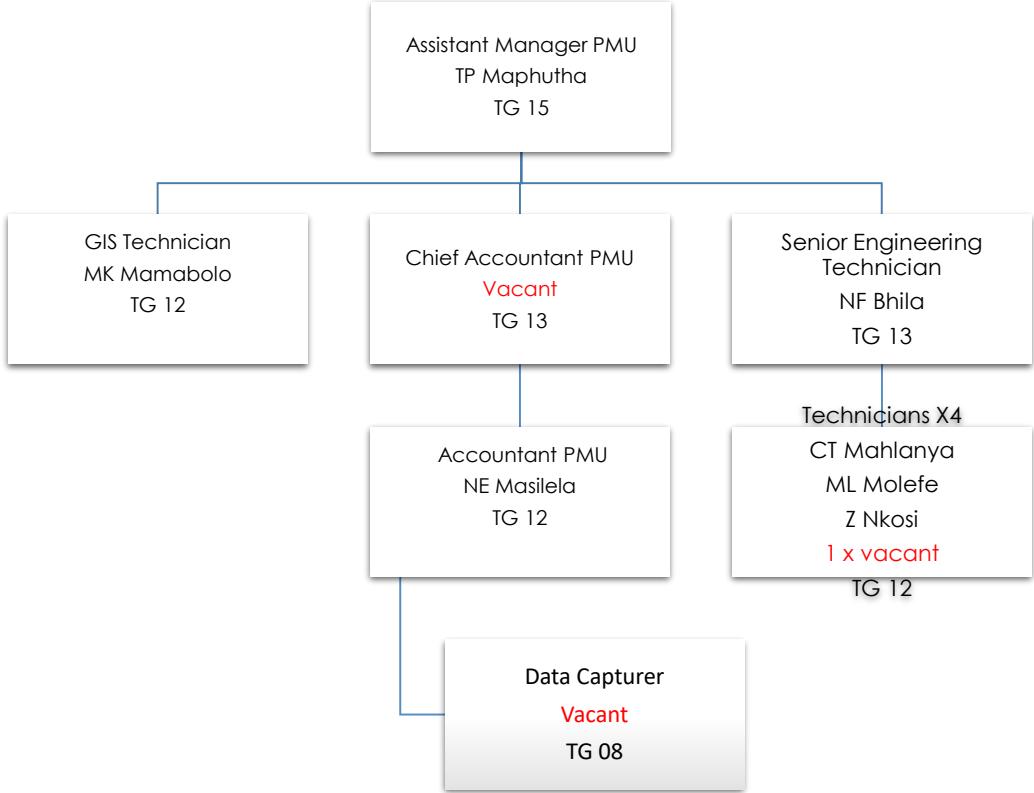


# TECHNICAL SERVICES DEPARTMENT

# Technical Services



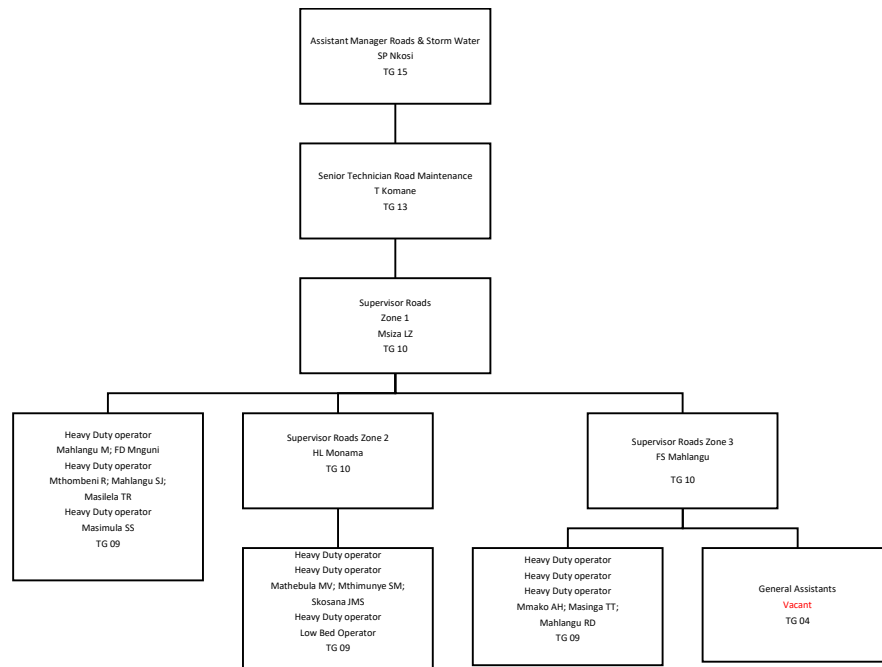
TECHNICAL SERVICES: PROJECT MANAGEMENT UNIT





# TECHNICAL SERVICES: ROADS & STORMWATER

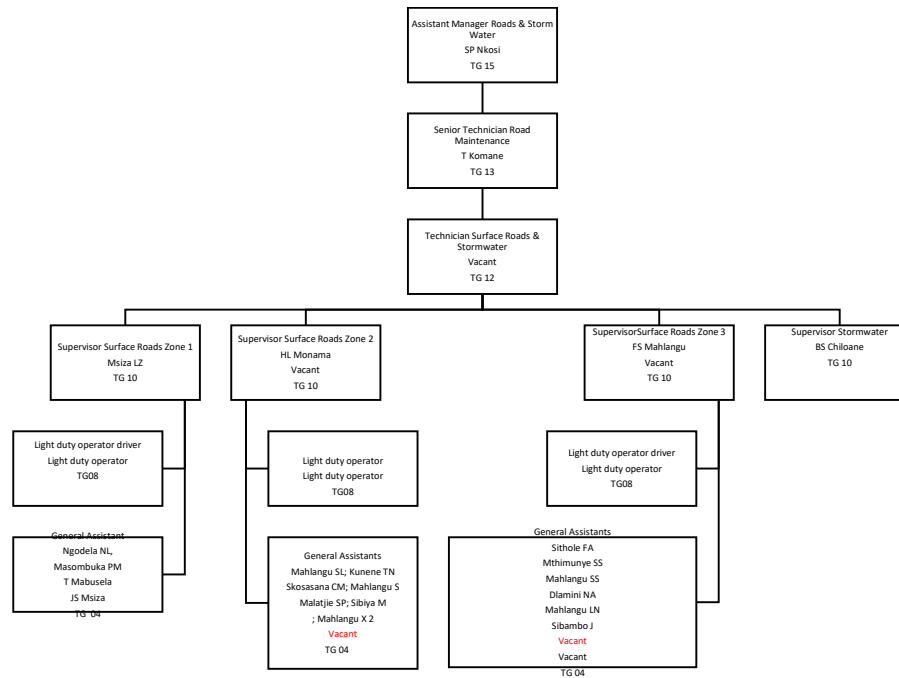
## Road Maintenance: Gravel Roads





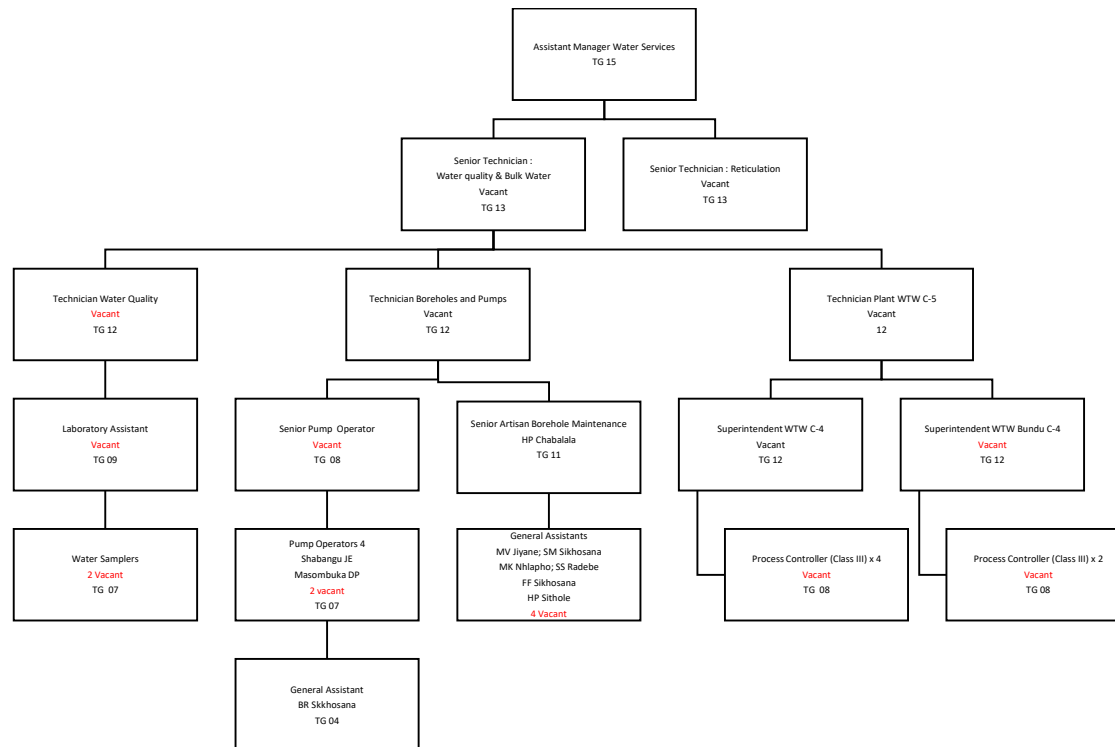
# TECHNICAL SERVICES: ROADS & STORMWATER

## Road Maintenance

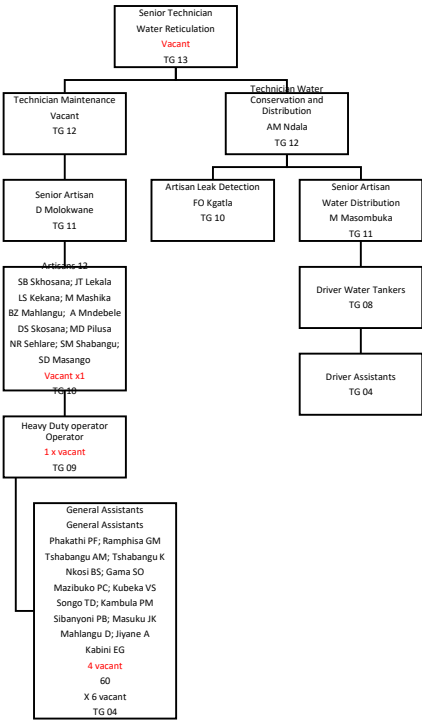


# WATER SERVICES

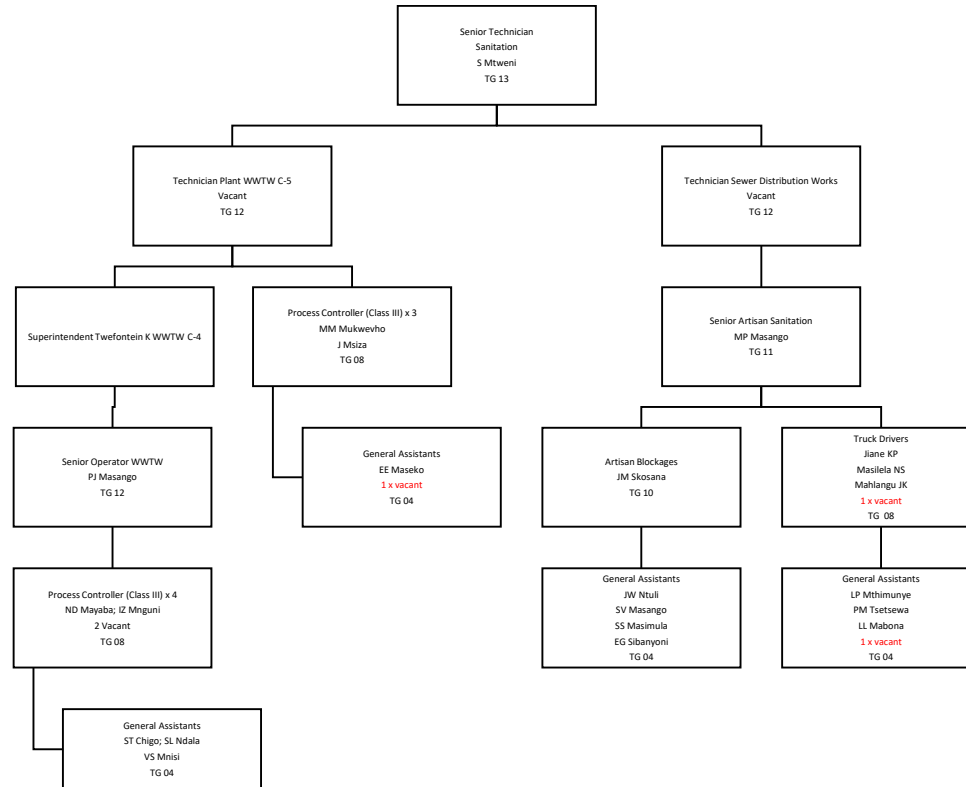
## Water Quality



# TECHNICAL SERVICES: WATER RETICULATION

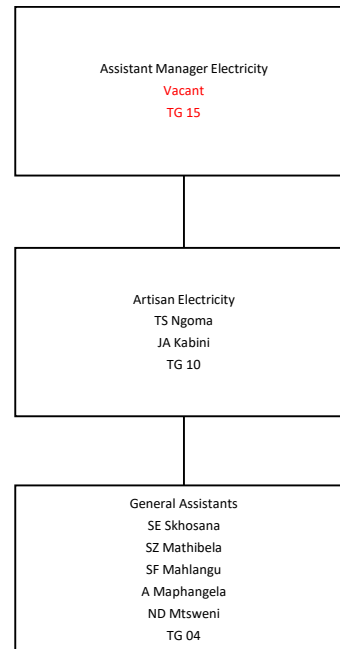


## TECHNICAL SERVICES: WATER & SANITATION



# Technical Services

## Electrical Engineering Services



### 5.3.2. Institutional Capacity

#### 5.3.2.1. Council

The political component in terms of ward delimitations is made out of 64 members of council, including the members of Mayoral Committee, the Speaker, the Chief Whip and Executive Mayor. Section 79 Committees are established and allocated a portfolio to manage. The following are the Council Committees established in terms of enabling legislation (Municipal Structures Act 117 of 1998)

- **Mayoral Committee**
  
- **Section 80 Committees**
  - Section 80 Committee on Admin and Governance
  - Section 80 Committee on Local Economic Development (Planning and Economic Development)
  - Section 80 Committee on Social Development, Housing, Land Administration and Public Safety
  - Section 80 Committee on Finance
  - Section 80 Committee on Planning and Infrastructure Development
  
- **Section 79 Portfolio Committees**
  - Section 79 Portfolio Committee on Admin and Governance
  - Section 79 Portfolio Committee on Local Economic Development (Planning and Economic Development)
  - Section 79 Portfolio Committee on Social Development, Housing, Land Administration & Public Safety
  - Section 79 Portfolio Committee on Finance
  - Section 79 Portfolio Committee on Planning and Infrastructure Development
  
- **Municipal Public Accounts Committee (MPAC)**

#### 5.3.2.2. Administration

The Municipality's Administration Head is the Municipal Manager. The Council Administration comprises of five departments, four are headed by managers appointed by Council and the last one headed by Municipal Manager.

*The Municipality's administrative branch has six (6) senior management positions in its organizational structure. These positions are in accordance with section 56 management positions as referred to in the Municipal Systems Act, 32 of 2000. These Senior Managers Head the following Departments:*

- *Office of the Municipal Manager*
- *Department of Financial Services*
- *Department of Corporate Services*
- *Department of Technical Services*
- *Department of Social Development Services*
  - Planning and Economic Development

All six branches of the municipality are fully functional and have appointed suitably qualified personnel in terms of the requirement of the



**The office of the Municipal Manager is composed of six strategic divisions namely,**

- Internal Audit,
  - Performance Management,
  - Youth Development,
  - Public Participation,
  - Research and Monitoring and
  - Risk Management.
- Communications

**Department Functions:**

- Office of the Municipal Manager
- Manage youth development programmes.
- Manage performance management system.
- Render internal audit management in the municipality.
- Render risk management services in the municipality.
- Coordinate public participation
- General Municipal Management

**The Department of Development and Town Planning Services is composed of three divisions, namely,**

- Integrated Development Planning
- Local Economic Development
- Town Planning Services

**Departmental Functions:**

- Promote local economic development, rural development and tourism.
- Coordinate the development and implementation of integrated development plan (IDP)
- Manage Town Planning services
- Manage business administration services.

**The Department of Budget and Treasury is composed of five divisions namely,**

- Revenue
- Expenditure,
- Supply Chain Management,
- Budget and,
- Assets management

**Department function:**

- Manage municipal budget and financial planning services.
- Render revenue management services.
- Render financial accounting services.
- Render supply chain management services.
- Manage municipal asse

**The Department of Corporate Services is composed of five divisions, namely**

- Human Resource Management,
- Information and Communication Technology
- Records Management,
- Legal and Secretariat Services and,
- Fleet Management.

**Department function:**

- Render human resource management and development services.
- Render legal services.
- Render secretariat, records management and auxiliary services.
- Manage information communication and technology services.
- Render fleet management services.

**The Department of Technical Services is composed of five divisions, namely**

- Water and Sanitation,
- Technical services,
- Roads and Storm Water Management
- Electricity
- Project Management Unit

**Department function:**

- Manage municipal development projects and engineering services.
- Manage the maintenance of roads and storm water systems.
- Manage the provision of water and sanitation.

**The Department of Social Development Services is composed of six divisions namely,**

- Human Settlements
- Disaster Management,
- Public safety and Emergency Services,
- Traffic Services,
- Environmental Management.

**Departmental Functions:**

- Manage the provision of human settlements and town planning services.
- Manage public safety and transport services.
- Coordinate waste management and environmental services.
- Coordinate arts, culture, sports and recreation services.
- Coordinate health, transversal and disaster management service

The following table depicts the Senior Management capacity of the Municipality.

**Table 3.4.3.2b: Management Capacity.**

POSITION	STATUS
Municipal Manager	Filled
Chief Financial Officer	Filled
Manager Social Services	vacant
Manager Corporate Services	Filled
Manager Technical Services	Filled
Manager Planning & Economic Development	Filled
Total number of senior manager posts including Municipal Manager	6
Total number of senior managers who signed employment contract	5

Source: Thembisile Hani Municipality, Department of Corporate Services, 2023.

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### 5.3.3. Human Resources Management

#### 5.3.3.1. Employment Equity

The Municipality has an approved five year employment equity plan. The plan sets out employment equity targets that the municipality must meet and report on annually. One of the challenges faced by the municipality in terms of employment equity is its ability to effectively recruit appropriately qualified persons who are either living with disabilities or are women in strategic positions and generally.

#### 5.3.3.2. Capacity Building and Skills Development

There is a continuous need for the municipality to pursue capacity building and the training of both councillors and municipal employees in order to equip them with the necessary skills that will enable them to deliver a reputable service to the community. A number of employees, particularly those working under the technical department perform functions while they do not possess the required academic training for that work. Such skills should be developed upon and formalized.

#### 5.3.3.3. Recruitment and Filling of Vacancies

The filling of vacant positions is of priority to the municipality. The local government summit resolved that certain critical positions within the Municipality be filled in order for the municipality to be able to fulfill its mandate. Municipalities were further directed to give heed to the 35% salary bill principle when filling vacancies. The municipality will develop and adopt its Human Resources Management Plan to provide direction with the filling of strategic positions as well as none strategic positions.

#### 5.3.3.4. Occupational Health and Safety

The Occupational Health and Safety Act provides for the safety and health of employees at work. The Municipality as the employer is responsible for ensuring that the working environment of employee's is safe and conducive, by providing the necessary tools and working conditions that will ensure the safety of workers. It is therefore necessary that the municipality a conducive working environment that will ensure compliance with this legislation.

### 5.3.4. Information Technology

The municipality has an established and functional ICT unit. In today's fast paced information age, it is critical that the ICT unit is able to render support to Council and all the departments of the municipality

The ICT unit must be able to give competitive advantage in terms of making it easier for all departments to execute their work much more efficiently and effectively through the use of ICT. During the forthcoming financial year an ICT Framework and a Business Continuity Plan will be implemented as well as the ongoing, needs basis purchase of software licenses, purchase of a backup server, and maintaining measures that will protect the ICT infrastructure both internally and externally.

#### **5.3.5. Council Secretariat**

The goals and objectives of Council can be achieved if the administration service provides secretariat support services to Council. The administration commits to ensuring that Council and its committees receive the necessary support to ensure that Council, together with its committees sit as required and that resolutions are not only recorded but also implemented by administration.

#### **5.3.6. Performance Management**

Performance management within the municipality is twofold, organizational performance management is under the office of the Municipal Manager while individual Performance Management should be done under the Department of Corporate Services. The Municipality currently has one system in operation. Each senior manager is assigned a department to head as per their employment contract and in each instance, a full set of KPIs, and Targets with measurable outcomes are developed and approved by Council for execution. Annual Performance, Mid-year and Quarterly reports on the progress of execution are presented to council at scheduled council meetings. Performance Assessments of all individual employees within the municipality should be conducted on quarterly basis and reports thereof submitted to council.

The Section 56 managers have signed employment contracts and Performance Agreements are reviewed and signed annually within 30 days after the start of every financial year. The provisions of the Performance Management Policy are aligned to the IDP and these are reviewed annually. Projects listed as per the Key Performance Indicators for each section 56 Manager and other managers are derived from the strategic objectives and developmental strategies as contained in the IDP.

### **5.4. FINANCIAL VIABILITY**

#### **5.4.1. Background**

The purpose of this analysis is to determine the financial soundness of the institution in order to improve financial management capacity and revenue collection.

#### **5.4.2. Financial Management System**

The financial management system comprises of policies, procedures, personnel and equipment. The municipality has financial management policies and procedures that have been adopted by Council for the Purpose of providing a sound environment to manage the financial affairs of the municipality.

#### ***These are the key financial Management policies of the Municipality***

- *Cash Management and Investment Management policy*
- *Budget policy*
- *Virement Policy*
- *Indigent Policy*
- *Credit control policy*
- *Customer Care Policy*
- *Property Rates policy*
- *Assets Management Policy*
- *Supply Chain Management Policy*
- *unauthorized, irregular, fruitless and wasteful expenditure policy*

The Municipality's budget preparation process is linked to the IDP Process and Performance Management System. Treasury management entails the management of cash flows, bank accounts and investments. Monthly and quarterly reconciliations and reporting are done to comply with the provisions of the MFMA.

**The Municipality uses Munsoft and VIP Payroll as key financial system**

**5.4.5. Revenue Management**

The Municipality has an established a revenue unit that drives all activities pertaining to revenue generation, including the implementation of the property rates policy as a mechanism to ensure revenue collection. However, due to the challenges relating to the implementation of the property rates policy, new revenue collection streams have to be identified and pursued.

A revised revenue enhancement strategy which includes all sub projects pertaining to the collection of revenue has been adopted by council and already at the implementation phase.

**5.4.6. Expenditure Management**

Payments to creditors are done in terms of the procedure manuals for payments of creditors and the MFMA. Creditors are paid within 30 days from date of submission of invoices. The critical challenge for late payment is due to cash flow difficulties.

**5.4.7. Revenue Enhancement**

The municipality has developed the revenue enhancement strategy and the strategy has been approved by council. (See also detail under financial plan chapter 9)

***The following were also identified as some of the strategies necessary for revenue enhancement:***

- *Businesses must be informed about the importance of paying for Municipal services and their relationship with the Municipality needs to be fast tracked.*
- *The community must be educated about the importance of paying for services*
- *A list of all businesses must be developed and the payment of services must be monitored*
- *A mechanism must be developed to compel all non-indigents including all government officials and councillors to pay for services.*
- *A communique must be forwarded to all government institutions to advice and consequently encourage them to pay for services.*
- *Meters must be installed at all government institutions including, schools and offices to monitor the usage of water and correct billing.*
- *The Municipal Manager must establish a Indigents Committee to assess the credibility of people identified as indigents*

**5.4.8. Supply Chain Management and Procurement process**

Unauthorized and irregular expenditure has increased due to none compliance with SCM policy and procurement processes. The Bid specification, Bid Evaluation and Bid adjudication committees are in place and are functional. The SCM unit is established and fully functional. The supply chain management policy is reviewed, however there are still gaps that must be filled such as the managing of contracts on a daily basis. The following are committees of SCM (For competitive bid):

- (i) Specification Committee
- (ii) Evaluation Committee and
- (iii) Adjudication committee

## Summary Financial Viability

The Municipality had serious cash flow challenges between 2013 and June 2015, which severely affected the delivery of basic services. As of 2015 the Municipality had accruals that were above R80 Million. The Municipality has since stabilized and as a result cash flow is managed daily and weekly at management level and monthly budget statements are given to the mayor for monitoring. At the end of the 2015/2016 financial year the municipality ended the year with about R24 million accruals and the intention is to end the 2021/2022 financial year without any accruals. The Municipality has a major challenge relating to own revenue collection. The current collection rate is currently (as at 2 March 2022) at 6%. This matter requires urgent intervention. Some of the key challenges relating to the performance are include:

- Unrealistic budgets and cash-flow challenges
- The municipality has obtained unqualified audit opinion for the 2020/21 and 2021/22 financial years
- Very low payment rate of about 6%
- Infrastructure Assets
- Reluctance by residents to pay for services in dispute to the quality of services provided.
- Inaccuracies in billing. E.g. Consumers billed for services not provided.
- Inability to implement debt collection policies
- High level of indigents in the Municipal area.

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## CHAPTER 6

### 6.1. DISASTER MANAGEMENT

#### 6.1 Introductions

It is of paramount importance that we indicate that Disaster Management within the municipal area is a shared function between the municipality and the Nkangala District Municipality (NDM). Some functions for instance fire fighting services fall under the direct control of NDM. Currently the Disaster Management plan is under review and still in a draft format.

#### 6.1.1. Background

The Municipal Systems Act requires that a Municipality must develop an applicable disaster management plan as one of the core components of the IDP. This plan is designed to establish the framework for the implementation of the provisions of the Disaster Management Act, as well as the related provisions of the Municipal Systems Act, 2000 (Act 32 of 2000). The purpose of this plan is to outline policy and procedures for both pro-active disaster prevention and reactive disaster response and mitigation phases of Disaster Management. The plan is further developed to facilitate multi-agency & multi-jurisdictional coordination in both pro-active and reactive programmes

**According to the Disaster Management Act, 2002, disaster management is a continuous and integrated multi-sectoral and multi-disciplinary process of the planning and implementation of measures aimed at:**

- Disaster prevention
- Mitigation
- Preparedness
- Response
- Recovery and
- Rehabilitation.

**The Disaster Management Act also requires Municipalities to:**

- Prepare a disaster management plan for its area according to the circumstances prevailing within that area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- regularly review and update its plan

**The plan should further:**

- Form an integral part of the Municipality's Integrated Development Plan;
- Anticipate the likely types of disaster that might occur in the municipal area and their possible effects;
- Identify the communities at risk;
- Provide for appropriate prevention and mitigation strategies;
- Identify and address weaknesses in capacity to deal with possible disasters;
- Facilitate maximum emergency preparedness;
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the municipality.
- Establish the operational concepts and procedures associated with the day-to-day operational response to emergencies.
- Contain contingency plans and emergency procedures in the event of a disaster

**6.1.2. Disaster Management Policy Framework**

Thembisile Hani Local Municipality developed its disaster management based on the Disaster Management Plan of the Nkangala District Municipality. The Disaster Management Policy Framework is comprised of four key performance areas and three supportive enablers required to be achieved in order to meet the objectives of the key performance areas. These key performance areas are discussed hereunder as follows:

**6.1.2.1. Integrated Institutional Capacity**

The objective of this KPA is to establish integrated institutional capacity in order to effectively implement the disaster risk management policy and legislation. This includes institutional arrangements to ensure the integrated and coordinated implementation of disaster risk management policies and legislation by applying the principles of cooperative governance and putting the appropriate emphasis on arrangements that will ensure the involvement of all the stakeholders in disaster risk management.

**6.1.2.2. Disaster Risk Assessment**

The objective of this KPA is to establish a uniform approach to assessing and monitoring disaster risk. This will inform disaster risk management planning and disaster risk reduction actions undertaken by organs of state and other role players. This KPA further addresses the need for conducting ongoing disaster risk assessments and monitoring to:

- Inform disaster risk management planning and priority setting,
- Guide disaster risk reduction efforts and monitor the effectiveness of such efforts.

The KPA also outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within all spheres of government.

**The purpose of disaster risk assessment is to:**

- Identify the risks that present the greatest threat to the municipal development planning.
- Develop an understanding of the development initiatives that may cause vulnerability, when there are hazards.
- Develop an understanding of how best to manage existing, residual, and future risks.
- Assign levels of risk of the identified risks.

The following table represents the physical hazards found to pose the highest risk within the Municipality.

**Table 6.1.2.2: Physical hazards found to pose the highest risk within the municipality.**

Hazard	Element at Risk	Effects	Causes
<b>Floods/Severe storm or rainfall</b>	Communities building houses near river banks and within flood lines.	Loss of life, loss of homes, loss of stocks, increased risk of disease	<ul style="list-style-type: none"> <li>• Lack of proper maintenance of storm water drainage where these are available.</li> <li>• The lack of storm water drainage systems in most villages.</li> <li>• The lack of proper planning</li> </ul>
<b>Fires (Veld/Structural)</b>	Farming areas, Industrial areas.	Loss of life, loss of homes, loss of stocks, loss of grazing land, severe injury	<ul style="list-style-type: none"> <li>• Lack of information about open fires by households.</li> <li>• No fire protection association within farming communities.</li> </ul>
<b>Severe Storms</b>	Communities Animals	Infrastructure damaged	<ul style="list-style-type: none"> <li>• Lack of proper planning for development.</li> <li>• Poorly maintained storm water drainage system</li> <li>• Poor development of infrastructure</li> </ul>
<b>Road Accidents</b>	Pedestrians, animals and houses	Loss of lives	<ul style="list-style-type: none"> <li>• Congested R573 road.</li> <li>• Inadequate patrol by traffic police at night.</li> <li>• Liquor outlets along R573 road.</li> </ul>
<b>Drought</b>	Communities living in farming areas, animals	Loss of life, livestock, increase of diseases	Lack jobs and lack grazing areas
<b>Epidemics</b>	Communities	Loss of life, loss of employment due to absenteeism	
<b>Major infrastructure failure</b>	Communities	Loss of electrical power causing lack of heating, refrigeration, loss of communication	Interruptions by electricity loadshedding

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### 6.1.2.3. Disaster Risk Reduction

The objective of this KPA is to ensure all risk management stakeholders develop and implement Integrated Disaster Risk Management Plans and risk reduction programmes in accordance with approved frameworks.

The following table represents disaster risk prevention, reduction and mitigation strategies.



**Table 6.1.2.3: Disaster risk reduction strategies**

Hazard	Element at Risk	Effects	Prevention and mitigation strategies
<b>Floods/Severe storm or rainfall</b>	Communities building houses near river banks	Loss of life, loss of homes, loss of stocks, increase risk of disease	<ul style="list-style-type: none"> <li>• Establish proper maintenance programme.</li> <li>• Conduct feasibility studies on mechanisms that can be applied to Drain flood prone residential areas.</li> <li>• Conduct awareness campaigns.</li> <li>• Establish maintenance programmes for storm water drainage system</li> </ul>
<b>Fires (Veld/Structural)</b>	Farming areas, Industrial areas.	Loss of life, loss of homes, loss of stocks, loss of grazing land, severe injury	<ul style="list-style-type: none"> <li>• Conduct awareness campaigns to reduce fire breakouts.</li> <li>• Establish fire protection associations.</li> </ul>
<b>Road accidents</b>	Pedestrians, animals and houses	Loss of lives	<ul style="list-style-type: none"> <li>• Conduct road accident awareness campaigns</li> <li>• Increase the number of traffic police to patrol roads.</li> <li>• Develop By-laws to regulate trading hours along roads</li> </ul>
<b>Drought</b>	Communities living in farming areas, animals	Loss of life, livestock, increase of diseases	<ul style="list-style-type: none"> <li>• Improve farming practices</li> <li>• Storage of potable water</li> <li>• Irrigation scheme</li> </ul>
<b>Epidemics</b>	Communities	Loss of life, loss of employment due to absenteeism	<ul style="list-style-type: none"> <li>• Conduct awareness campaigns</li> </ul>
<b>Major infrastructure failure</b>	Communities	Loss of electrical power causing lack of heating, refrigeration, loss of communication	<ul style="list-style-type: none"> <li>• Upgrade the power supply systems</li> </ul>

**6.1.2.4. Disaster Response and Recovery**

The objective of this KPA is to ensure effective and appropriate disaster response and recovery. The Disaster Management Act requires an integrated and coordinated policy that focuses on rapid and effective response to disasters and post-disaster recovery and rehabilitation. When a significant disaster event occurs or is likely to occur, it is important that there be no confusion in terms of the roles, responsibilities and procedures to be followed in such instances. This KPA further requires the municipality to ensure that planning for disaster response and recovery as well as for rehabilitation and reconstruction is consolidate.

• **Disaster Response and Relief**

The Municipal Disaster Management Team in consultation with the Nkangala District Municipality is responsible for handling and providing relief services and material in case of any disaster that may occur in the municipality.

The following table gives a summary of the most critical response teams within the municipality

**Table 6.1.2.4: Disaster Response teams within the Municipality**

Hazards	Response Team	Primary Responder	Relief	Funding
<b>Structural Fires</b>	Fire and rescue division, Disaster Management Housing, Traffic division, FPAs, Social services, Water and Forestry	Fire and Rescue, Medical Services and Disaster Management	Shelter, Blankets, food and parcels	The Municipality has set aside the budget for relief
<b>Veld Fires</b>	Fire and rescue division, Disaster Management Traffic division, FPAs, Social services, Water and Forestry, Department \of Agriculture and Rural Land Form	Fire and Rescue, Medical Services and Working for Fire		
<b>Flooding/Severe Storm</b>	Social services, Housing, Water and Forestry, Disaster Management	Fire and Rescue, Medical services and Disaster Management	Shelter, Blankets and food parcels	Different Department
<b>Infrastructure Failure</b>	Fire and Rescue division, Social services, Disaster Management and Housing	Fire and Rescue, Medical services and Disaster Management	Shelter, Blankets, food and parcels	DRT

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- Declaration of a Local State of Disaster**

The Disaster Management stipulates that a Municipal Council may by notice in the provincial gazette declare a local state of disaster, if the municipality cannot deal with the disaster. Furthermore, the municipal Council must authorize the utilization of the municipal resources and personnel. The main issue during the disaster is to protect the public and property, provide relief, prevent disruption, and deal with other effects of the disaster.

- Responsibilities in the event of the disaster**

Regardless of whether a disaster has been declared or not the municipality is responsible for the coordination and management of disasters occurring in the are

- **Funding**

The Municipality does not have funds set aside for response and rehabilitation. However, the municipality has stockpiles of sponges and blankets, which are distributed to disaster victims when there are minor events. When a severe disaster strikes, the municipal Council will assign the responsibility for repairing or replacing of infrastructure affected by a disaster. The finance department will play a huge role in allocating necessary funds for disaster management activities. The municipality further has a responsibility of funding its own disaster management activities. Funding and financial assistance from the district can only be provided in the event when the Municipality is unable to adequately deal with the disaster. Funding from the provincial government would be provided only in instance where the district municipality has exhausted its funds. The national centre will only assist when the province has depleted its funds. External donors may also be approached to assist in some instances. These arrangements can also be made prior to an emergency and disaster situation.

- **Capacity**

The municipality has a strong emphasis on prevention, mitigation, and preparedness for disasters. The objective is to address and reduce risks. In terms of the capacity, the municipality does not have adequate capacity and the necessary technical equipment to conduct disaster management activities such as: risk assessment, public awareness campaigns, response, and establishing an information management system. It is recommended that the disaster management capacity should be strengthened in the municipality. The municipality usually has to find alternative, creative and collaborative ways to obtain the necessary funds to fully implement the disaster management plan.

- **Identification of Critical Facilities**

The general goal of disaster management is to promote safety during a disaster. Certain public and private facilities are crucial to this goal. These facilities include schools, libraries, churches, and public buildings appropriate for supporting disaster affected populations. These have to be identified and made known to the public for use in case of disaster situations.

- **Growth of informal settlements in the municipality**

The substantial growth in the number of informal settlement in the municipality has been observed. The influence of poverty, rapid population growth, unsafe building practices, the lack of infrastructure and accessibility, puts communities at a greater risk. Disaster awareness campaigns are necessary in order to address such challenges.

***The following have been identified as critical Disaster Management issues and should receive priority in the IDP:***

- *Aligning risk management programs with the IDP;*
- *Maintaining risk specific safety infrastructure and plans e.g. Aircraft, railway and major road accidents;*
- *establishing of a fully functional and equipped Disaster Management Centre for the municipality*
- *establishing a disaster prevention programmes that focus on the most vulnerable communities and endeavor to support sustainable livelihoods.*
- *designing a program in support of fire protection;*
- *Establishing and maintaining multi-disciplinary, co-operation and co-operative partnerships;*
- *Establishing pro-active media liaison and rapid response to media inquiries.*
- *contributing to preventive and reactive management strategies for the HIV/AIDS pandemic.*
- *Education and awareness programmes*

## 6.2. SECTOR PLANS

Beyond the core components of an IDP, as legislated, the Municipality recognizes the need to develop further strategies, policies and plans that seek to deal with specific issues that will facilitate the progressive realization of the desired development trajectory. A close examination of all these strategies and plans will show a greater degree of alignment with all the developmental guidelines.

**Table 6.2: Key Sector Plans**

Item	Name of sector plan	When adopted	Due date for review
1	Community Participation Strategy	Available	June 2021
2	Disaster Management Plan	Available	Distrct function (being revised
3	Employment Equity Plan	October	June 2023
4	Financial Strategy (MTEF)	Available	June 2020
5	HIV/AIDS Plan	Available	July 2023
6	Land Use Management Scheme	Draft	June 2020
7	Organizational PMS	July 2019	June 2020
8	Organogram	June 2019	June 2020
9	Risk Based Audit Plan	June 2019	June 2020
10	Risk Management Plan	June 2019	June 2020
11	Service Delivery And Budget Implementation Plan (SDBIP)	June 2019	June 2020
12	Spatial Development Framework	June 2015	June 2021
13	Workplace Skills Plan (WSP)	June 2019	June 2020
14	LED Strategy	June 2017	June 2020 being reviewed
15.	Water services Development Plan	June 2018	June 2021
16	Sanitation Plan	Draft	N/A
17	Electricity Master Plan	Not in place	Eskom Function
18	Integrated waste management Plan	In place	Awaiting comments rom MEC
19	Illegal Land Use Strategy	Not in Place	District Function
20	Integrated Waste Management Plan	In place	

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**Table 6.3: Institutional Policies**

Item	Policy	Status	Date of adoption	Review date
1	Workplace skills plan	Available	July 2022	June 2023
2	Workplace Smoking Policy	Available	July 2022	June 2023
3	Bursary Policy	Available	July 2022	June 2023
4	Petty-Cash Policy	Available	July 2022	June 2023
5	Policy on Cellular phones	Available	July 2022	June 2023
6	Supply Chain Management Policy	Available	May 2022	May 2023
7	Recruitment and Selection Policy	Available	July 2022	June 2023
8	Dress-Code Policy	Not available		
9	Sexual Harassment Policy	Available	July 2022	June 2023
10	Information Technology Security Policy	Available	July 2022	June 2023
11	Policy on Cash and Investment Management	Available	July 2022	June 2023
12	Policy on privileges and allowances in respect of Councilors Travelling on Official Business	Available	July 2022	June 2023
13	Risk Management Policy	Available	July 2022	June 2023
14	Induction Policy	Available	July 2022	June 2023
15	Internet and E-Mail Policy	Available	July 2022	June 2023
16	Cell Phone Allowance Policy	Available	July 2022	June 2023
17	Participation in the Motor Vehicle Scheme Policy	Available	July 2022	June 2023
18	Payment Policy	Available	July 2022	June 2023
19	Approval of Tender Documents Policy	Available	July 2022	June 2023
20	Appointment of Professional Consultants Policy	Available	July 2022	June 2023
21	Awarding of Tenders Policy	Available	July 2022	June 2023
22	Preferential Procurement Policy	Available	June 2019	June 2020
23	Tariff policy	Available	June 2019	June 2020
24	Customer care, indigent, credit control, debt collection policies	Available	July 2019	June 2020
25	Protest prevention and management strategy	Available		

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#### 6.4. District Development Model (DDM)

**The District Development Model (DDM) Consists of a process by which joint and collaborative planning is undertaken at local level and the three spheres of governance to enhance service delivery.**

##### DDM Background

The President of the Republic of South Africa, (RSA) , Cyril Ramaphosa in his Budget Speech (2019) identified the government's problem of working in silos and lack of coherence in planning and implementation as a challenge".

The need for a new district-based coordination model was then declared in the Presidency budget speech in 2019. The DDM was conceptualised and presented to the Joint Cabinet Committee on 13th August 2019 receiving overwhelming support. The Local Government MinMec (Minister, MECs and SALGA) extended its support of the DDM.

The DDM was endorsed by the Presidential Coordinating Council (PCC) on 20 August 2019. The PCC supported the "One Plan" instrument proposed by the DDM and emphasized that the One Plan must express the National Development Plan and overlay the MTSF priorities, Provincial Priorities and Municipal IDP/SDBIPs. The PCC endorsed that resource allocation and budgeting must be aligned to supporting the implementation of the District Model. Cabinet subsequently approved the DDM on the 21st of August 2019.

The President further called for the rolling out of "a new integrated district based approach to addressing our service delivery challenges [and] localised] procurement and job creation, that promotes and supports local businesses, and that involves communities..." The President is cognisant of the fact that such an approach will require that "National departments that have district-level delivery capacity together with the provinces provide implementation plans in line with priorities identified in the State of the Nation address". In keeping with the concept of DDM Thembisile Hani Local Municipality embarked and concluded on the concept of the formulation of the District Development Plan (One Plan).

#### **(a) The concept of DDM**

The District Development Model (DDM) is an operational model for improving cooperative governance aimed at building a capable, ethical and developmental State. It embodies an approach by which the three spheres of government and state entities work collaboratively in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes.

The DDM is an intergovernmental approach focusing on the district spaces as IGR impact zones for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles. Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging developmental efforts at the district/metropolitan level. This joint work is expressed through the formulation and implementation of a "One Plan" which is a long-term strategic framework guiding investment, service delivery and development in relation to each of the district and metropolitan spaces. The aim is to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in relation to the district and metropolitan spaces will be enabled by a joint planning, budgeting and implementation process.

The (DDM) is aimed at transforming the economy and improving the quality of life of people by enhancing cooperative governance and overall state coherence and performance. It focuses on bringing about fundamental change with the following strategic goals:

- To stimulate new thinking, new socio-economic paradigms, new and bold solutions and alternatives;
- To fundamentally change conditions on the ground:
- To respond strategically to the socio-economic impact of Covid-19;
  - People
  - Economy
  - Space
- To develop resilience and prosperity of the Country;
- To facilitate Responsive Institutions and Change Management; and
- To embed a Programmatic Approach to Cooperative Governance

#### **(b) Multiplicity and Duplication of Plans**

The One Plan will not replace any existing plans in the system which are there for particular purposes and are either prescribed in legislation or through executive decisions. The IDPs and SDFs are prescribed in terms of the Municipal Systems Act, 2000 (Act 32 of 2000). The SDFs are further prescribed in terms of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) together with Provincial Spatial Development Frameworks and a National Spatial Development Framework (NSDF). Some sector strategies and development plans are prescribed through sector legislation (Water, Transport, Energy, etc.).

The National Development Plan which provides the apex vision, objectives and outcomes for the country was developed in terms of an executive decision. The Medium-Term Strategic Framework (MTSF) and the institutional plans of departments and entities such as the departmental Strategic Plans and Annual Performance Plans (APPs) are developed in terms of a framework for strategic planning in government.

The DDM is positioned in relation to the NDP, MTSF and NSDF to enhance the overall system by synergizing national, provincial and local priorities in relation to the district and metro spaces. The One Plans as contemplated in the DDM does not deal with the non-strategic aspects that each of the existing plans may cover. Neither does it cover the full range of responsibilities that existing plans cover in relation to core powers and functions. They are intergovernmental strategic frameworks that make strategic sense of the available plans and synthesise or localise these plans in the context of the spatial and place making logic of the district and metropolitan spaces.

- Shared understanding of the district/metro space
- Agreement on priorities, joint resourcing and implementation
- Common vision and measurable outcomes
- Targets and Commitments

#### **(c) Road Map for the Development of Nkangala District One Plan (District Development Model)**

- ❖ On the 17<sup>th</sup> of October 2019, COGTA Introduced the District Development Model (DDM) concept and Provincial Implementation Plan for Mpumalanga Province.
- ❖ After the introduction of the DDM, 6 work-streams were streamlined and established in the 3 District to coordinate the development, implementation and monitoring of DDM projects and development of DDM One Plans.

**Table 1: DDM Streams**

DDM WORK STREAM	LEADER of the Stream	AREAS OF FOCUS
Basic Services and Infrastructure Development	Manager: Technical Services	<ul style="list-style-type: none"> <li>➤ bulk infrastructure (external and internal engineering services) that support:</li> <li>➤ Transforming spatial pattern and form.</li> <li>➤ Meet the needs of a competitive local economy;</li> <li>➤ Needs of integrated human settlements.</li> <li>➤ ensure demand for housing and</li> <li>➤ ensure demand for housing and services is met in a sustainable way over the long-term</li> <li>➤ Functional, Efficient Infrastructure Network to Facilitate Growth</li> </ul>
Governance, administration, and ICT	Manager (Assistant Manager ICT): Corporates services	<ul style="list-style-type: none"> <li>➤ coordinating the activities of governance related activities;</li> <li>➤ To ensure an integrated approach in the development of institutional capacity</li> <li>➤ To ensure that institutional transformation takes place</li> <li>➤ To engage and coordinate different sectors concerned with good governance issues</li> </ul>
Spatial Transformation and Sustainable Human Settlements	Manager: Planning and Economic Development	<ul style="list-style-type: none"> <li>➤ Land use management</li> <li>➤ Spatial planning</li> <li>➤ Managing urbanisation, growth and development</li> <li>➤ Determining and managing spatial form, land release and land development</li> <li>➤ Dealing with land invasion and informal Settlement</li> <li>➤ Deal with acquisition of land for human settlement and economic development</li> </ul>
Security and Social Services: Environmental and Disaster management	Manager: Social Services	<ul style="list-style-type: none"> <li>➤ Waste management</li> <li>➤ Disaster management</li> <li>➤ Safer, Caring Communities</li> <li>➤ Dealing with District Covid 19 response plan/Strategy</li> <li>➤ Fire services</li> <li>➤ Environmental health</li> <li>➤ Special programmes (youth, women, aged, people living with disabilities)</li> <li>➤ Sports, Arts and culture</li> <li>➤ Safety and security</li> <li>➤ Education</li> <li>➤ Health</li> </ul>
Economic Growth and development, job creation	Manager: Planning and Economic Development	<ul style="list-style-type: none"> <li>➤ Promote Vibrant Rural Communities, an Inclusive Rural Economy and Food Security</li> <li>➤ Local Economic Development (LED) supported by cooperatives, township and rural economies</li> <li>➤ Competitive edge must be created</li> <li>➤ Economic Development, poverty, job creation and infrastructural development</li> <li>➤ Attract Regional Investment opportunities and these must be distributed within the Municipal area as within the NDM.</li> </ul>

DDM WORK STREAM	LEADER of the Stream	AREAS OF FOCUS
Research and Development Stream	PED: Trade and Investment Specialist	<ul style="list-style-type: none"> <li>➤ Innovations</li> <li>➤ Research on how can we use the fourth industrial revolution (4IR) to develop and implement the DDM</li> <li>➤ Research on different method and creative way of funding the implantation of DDM programmes and projects</li> <li>➤ Work with educational institutions and research institutions</li> <li>➤ Identify new partnerships</li> <li>➤ Identify area where we need further research and National and International case studies</li> </ul>

- Work-streams are expected to provide regular update to DDM Technical Teams on the implementation of DDM programmes and projects through the Dashboards and on development of One Plans.
- In June 2020 the Nkangala District Municipality submitted a Draft Nkangala District DM profile to COGTA, covering situation analysis and identification of priority actions as the first step in the One Plan process; and incorporating Covid-19 response plans and the stimulus interventions for the District.
- The DDM Council was inaugurated on the 29 September 2020 which was attended by the Minister in the Presidency responsible for Women Youth & People with Disability; the second DDM Council took place on the 25 November 2020
- **DDM Political Committee:** the DDM Political Committee is an intergovernmental political structure responsible for overseeing The DDM implementation including development of the One Plan in relation to each specific district and metro space. The DDM Political Committee is composed of:
  - ✓ The Minister or Deputy Minister assigned by the President to a district or metro as a political champion.
  - ✓ The MEC assigned by the Premier to a district as a political champion.
  - ✓ Executive Mayor of a district
  - ✓ Traditional Leaders
  - ✓ Mayors of local municipalities in a district
  - ✓ MMCs of local municipalities and the District
  - ✓ Municipal Managers and senior Managers of the District and LMs
  - ✓ Head of Department Departments from National and Provincial Departments.
  - ✓ Senior Managers of State-Owned Entities.
  - ✓ Representatives of civil society.
  - ✓ Representatives of the business community.
- **DDM Technical Committee**

The DDM Technical Committee is an intergovernmental technical structure responsible to support the DDM Political Committee with the DDM implementation including the development of the One Plan in relation to a district or metro space.

  - ✓ It is envisaged that the DDM Technical Committee start with minimum core stakeholders and over time can be expanded to include:
    - ✓ The Directors General of the province or designate.
    - ✓ Heads of Departments of Cooperative Governance and Traditional Affairs or designate.
    - ✓ Municipal Managers of the District
    - ✓ Senior Managers assigned from provincial and national sector departments.
    - ✓ Senior Managers of State-Owned Entities.
    - ✓ Representatives of the business community
    - ✓ Representatives of civil society.

Table 2: Leading challenges facing Nkangala municipalities depicted in the DDM Profile



CHALLENGES	PROPOSED INTERVENTIONS
Inadequate safe and reliable water supply especially in the Thembisile and JS Moroka municipal areas	Fast track the Implementation of Loskop Regional Bulk Water Supply Scheme for Thembisile Hani Local Municipality by NDM. Request the province to intervene in relation to the Non approval of the WULA by the DWS, which is impacting on the approval of the IRS.
impacts of Covid 19, beyond mortality (those who die) and morbidity (those who are unable to work for a period of time) <ul style="list-style-type: none"> <li>Loss of employment and economic opportunities in the tourism sector</li> <li>Amidst the slowing down of the District economy with interruptions to production</li> <li>Impact on municipal revenue</li> </ul>	A range of District policy responses is important both in the short term as well as in the coming years to make sure that disrupted economies continue to function. <ul style="list-style-type: none"> <li>The finalisation of the District Post Covid 19 Economic Recovery Plan, and ensure that there is adequate funding to implement the plan.</li> <li>Ensure the operation of NEDA and budget to implement NEDA programmes and projects in 2021/22 and beyond</li> </ul>
lack of municipal owned land for human settlements is also a big challenge, which lead to land invasion and informal settlement	Establishment of the Nkangala District Land acquisition Committee, which will includes LMs, sector departments that have own land in District or have knowledge end experience in land acquisition for municipalities
Inadequate and poor road infrastructure especially local roads and connector roads for public transport	District Must monitor and support that 2021/22 IDPs of LMs have operational and maintenance plans (8 percent for O&M)
Since the pandemic especially Gender-Based Violence (GBVF) (against vulnerable groups, especially domestic violence has intensified in most communities	Intensified community outreach (Information, education and communications) to raise awareness which then increases reporting incidences, as well as education to include available legislative provisions such as the domestic violence, customary marriages acts and other resources. All programmes have also identified the GBVF "hotspots" such as rural communities, sexworkers and other illegal and illicit activities such as human trafficking
shutdown and repurposing of Eskom coal-fired power stations ( Hendrina and Komati Power Stations) impact local, regional and national economies	The focus should be on the repurposing and ensure that employees of the powers stations are skilled and capacitate to work in the new operation

#### Nkangala District One Plan Proposed Catalytic/ Anchor Projects

Table 3: Nkangala District One Plan Proposed Catalytic/ Anchor Projects

KEY ISSUE	CHALLENGE	INTERVENTION REQUIRED	RESPONSIBLE DEPARTMENT
Loskop Regional Bulk Water Supply Scheme for Thembisile Hani Local Municipality by NDM.	Non approval of the WULA by the DWS, which is impacting on the approval of the IRS. Detailed Designs have been completed, but work can't proceed to construction stage without approval of the Implementation Readiness Study (IRS), and thus NDM can't spend.	Request the province to intervene in relation to the non approval of the WULA by the DWS, which is impacting on the approval of the IRS.	Department of Water and Sanitation

KEY ISSUE	CHALLENGE	INTERVENTION REQUIRED	RESPONSIBLE DEPARTMENT
State Land Release applications for requesting land to be donated to Dr JS Moroka and Thembisile Hani LMs were submitted to Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga	The District has submitted applications (24 farm portions) to request the Department to donate land to Local Municipalities for human settlement from since 2016. To date there is no response from the Department.	We need the Department to be requested to respond to the submitted applications and expedite the process of donating the land to the Municipalities.	Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga
Loskop Regional Bulk Water Supply Scheme for Thembisile Hani Local Municipality by NDM.	Non approval of the WULA by the DWS, which is impacting on the approval of the IRS. Detailed Designs have been completed, but work can't proceed to construction stage without approval of the Implementation Readiness Study (IRS), and thus NDM can't spend.	Request the province to intervene in relation to the non approval of the WULA by the DWS, which is impacting on the approval of the IRS.	Department of Water and Sanitation
State Land Release applications for requesting land to be donated to Dr JS Moroka and Thembisile Hani LMs were submitted to Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga	The District has submitted applications (24 farm portions) to request the Department to donate land to Local Municipalities for human settlement from since 2016. To date there is no response from the Department.	We need the Department to be requested to respond to the submitted applications and expedite the process of donating the land to the Municipalities.	Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga
Fly Ash Beneficiation Plant	The use of Ash products as building material is fairly new in South Africa, both government and the private sector need to introduce this innovation in their infrastructure development projects, thereby creating market access . Eskom to provide the Ash-Resource at minimal cost to SMMEs. The use infrastructure at the Eskom power stations is a key enabler for the project. Development Finance Institutions would need to provide funding for the project.	<b>Eskom:</b> improving access to the Ash resources for small business, repurposing the infrastructure at the power stations for Ash-beneficiation. <b>Public Works, Human Settlements:</b> market access, specifying and procuring ash products for infrastructure projects.	Department of Public Works and Infrastructure. Department of Human Settlements, Eskom, MEGA, SEDA and CSIR
Inadequate/ lack of marketing of the District as a preferred tourism destination of choice.	Lack of a viable tourism route in the District.	Development of Tourism Route that elevates the unique culture and heritage of the district (along R573 and R555).	District Municipality and its LM's, DEDT, MTPA National Department of Tourism and Department of Arts, Sports and Recreation

## 2.1. Nkangala District Rural Development Plan

The plan addresses the needs of people who live in extreme poverty and who are subjected to underdevelopment in the rural parts of the Nkangala District to ensure sustainable livelihoods for households residing in rural areas (mostly in Thembisile Hani and Dr JS Moroka Local Municipality).

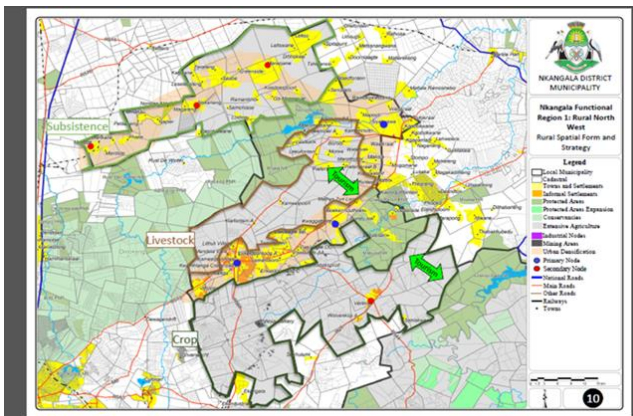
**Broadly the plan addresses the following objectives in relation to spatial development within NDM:**

- Assist in providing rural infrastructure in every local municipality
- Integration of development and social cohesion focusing on integrating rural communities with economic nodes through various development corridors.
- Environmental protection and conservation recognise the principle that for rural development to thrive there is a need to protect the natural environment and agricultural potential land.

The spatial distribution of people reflects that there are distinguishable groups of people affected by poverty, namely:

- **Tribal Authority Areas:** The main concentration of poor people is located in the north west of the Nkangala District, in the Dr JS Moroka and Thembisile Municipalities. The conglomeration of settlements in these areas present communities displaced due to Apartheid planning.
- These areas have limited local economies, due to the fact that expenditure until recently mainly occurred closer to employment centres which represents a significant leakage of income out of the area.
- **Informal Settlements:** The second concentration of poor people is communities residing in informal settlements on the periphery of towns, specifically the informal settlements situated around Witbank and Middelburg.
- **Desired Rural Spatial Form and Strategy (Functional Region 1 North West)**

**Figure 47: Desired Rural Spatial Form and Strategy (Functional Region 1 North West)**



**Figure 47** spatially depicts the desired rural spatial form and strategy that should be applied in the area. It is based on the following number of principles:

- Consolidate urban structure around the existing horseshoe shaped settlement structure from Moloto right up to Masobe, and continue lobbying for construction of Moloto rail as urban restructuring mechanism.
- Enhance nodal development primarily around Kwamhlanga, Kwaggafontein and Siyabuswa focusing on retail, office, commercial and industrial activities with higher order community facilities.
- Secondary nodal development to be promoted at Verena, Moloto, Tweefontein, Vlakraagte, Mathys Zyn Loop, Makola, Senotlelo, Marapyane, Seabe, Majaneng, Mmametlake and Mosobe.

**Figure 48: Desired Rural Spatial Form and Strategy (Functional Region 2 Highveld North)**



**Figure 48** spatially depicts the proposed desired rural spatial form to be achieved in the area through targeted investment. It evolves around the following important principles:

- The two primary nodes in the region are Witbank and Middelburg towns. These two towns provide the bulk of higher order goods and services to the region (including extensive industrial activity related to the mining and electricity industries), but also serve as Farmer Production Support Units to surrounding agricultural activities.
- Middelburg is also earmarked to perform the function of a Rural Urban Market Centre Unit for the region.
- The main secondary node serving the region is Delmas Town.
- Ogies, Ga-Nala and Hendrina (all of which are located in the southern extents of the region) represent the third order nodes in the Functional Area.

The map below presents the land parcels identified as Priority Housing Development Areas (Strategic Development Areas) which should be focus areas for human settlement in the NDM in future. Most of the areas identified are located around the priority nodes in the District.

**Figure 49: Twelve Rural Intervention Areas**



The figure (49) above shows the location and spatial extent of the twelve Rural Intervention Areas identified in the Nkangala District. These are briefly summarised as follow:

#### **North-Western Region**

- **RIA 1.1:** Representing the northern extents of the Dr JS Moroka Local Municipality this area comprises a number of rural villages under traditional leadership. The main focus is subsistence farming
- **RIA 1.2:** This area represents the functional tourism link between Rust der Winter in Limpopo, Dinokeng in Gauteng, and the Loskop Dam tourism precinct in Mpumalanga. It consists of four nature reserves located in Dr JS Moroka and Thembisile Hani municipalities. These reserves have extensive tourism potential which is totally underutilised at present.
- **RIA 1.3:** This is an area with high potential agricultural land (crop and livestock) which is ideal for the establishment of emerging commercial farmers in the north-western rural parts of the District

#### **Highveld Region**

- **RIA 2.1:** Represents rural areas surrounding Delmas Town (to the north and south-east). This is one of the most intensively utilised agricultural areas in Mpumalanga with a diversity of commodities produced and a wide range of associated agro industries established in/ around Delmas Town.
- **RIA 2.2:** It includes rural communities around Ga Nala/ Kriel town in the southern extents of Emalahleni Local Municipality. Agricultural activity in the area is intense but open cast coal mining pose a severe threat to sustainability of agricultural production in this area.
- **RIA 2.3:** This is a small rural cluster to the west of Witbank town and south of N4 freeway. It represents communities between Phola, Wilge and the new Kusile power station.
- **RIA 2.4:** Several rural communities are located along route R544 to the north-west of Witbank en-route to Verena which is located in Thembisile Hani LM.
- **RIA 2.5:** This broadly refers to the Doornkop community located to the north of Middelburg town along route N11 towards Groblersdal. This intervention area could be extended eastwards to also include Kwamakalane and Mafube which represent two small rural communities in a high potential agricultural area in the north-eastern parts of Steve Tshwete municipality.
- 

#### **Eastern Escarpment Region**

- **RIA 3.1:** This represents the existing Wonderfontein rural node and the surrounding communities which hold enormous potential for intensified agricultural activity. This area also borders onto the N4 development corridor.
- **RIA 3.2:** Represents rural communities in far-north-western parts of Emakhazeni LM with Stoffberg being the nodal point. The area is intensively cultivated – mainly maize and soya along the Spekboom river.
- **RIA 3.3:** Rural communities between Dullstroom and Tonteldoos, and Dullstroom and Mashishing form part of this intervention area. Historically, intensive fruit farming occurred in this area.

- **RIA 3.4:** This intervention area represents the rural communities in the south-eastern parts of Emakhazeni municipality which functionally links to rural communities in Chief Albert Luthuli municipality adjacent to the south (Manzana/Badplaas, Tjakastad, Elukwatini etc.). To the east it also includes all the rural communities between Emgwenya (Waternal Boven) and Ngodwana along route N4.

**Figure 50: NDM Rural intervention areas**



This Rural Development Plan will furthermore enhance the impact of intensified and targeted government and private investments in these areas through an assessment of current developmental realities and potential in these areas. It will then come up with interventions that will bring change in the livelihoods of people in these rural communities. This will ensure inclusion of rural areas in spatial planning and land development in line with the requirements of the Spatial Planning and Land Use Management Act (Act 16 of 2013).

#### **Nkangala District Spatial Development Framework**

**Figure 51** represents the spatial concept to the Nkangala Spatial Development Framework. Essentially, it is based on the following elements:

- Enhancement of local, provincial and national corridors traversing the District, including the N4 (Maputo-Walvis Bay); N11 (Botswana-N3-Durban); and the Moloto Corridor between Thembisile-Hani/Dr JS Moroka and City of Tshwane;
- Strengthening of local linkages between the District and surrounding regions e.g. Gert Sibande (electricity and coal mining); Ehlanzeni (tourism, export); Sekhukhune (agricultural production and downstream beneficiation from Dilokong Corridor, Waterberg District (agriculture) and Gauteng, including City of Tshwane and Ekurhuleni (manufacturing, services and trade);
- Consolidating human settlement (housing) and economic activity (industry and business) around the priority district nodal points;
- Creating functional linkages between the Dinokeng tourism initiative in the City of Tshwane and the Mpumalanga Escarpment and Lowveld tourism precincts along the northern ridge series in the District;
- Promoting and optimising the mining and electricity generation capacity of the southern coalfields precinct with a view to eventually restore the agricultural potential of the land once coal reserves are depleted;
- To utilise the nodal and corridor structure of the district to guide and direct infrastructure investment and service delivery in the District;
- To optimise the agricultural potential of all land in the District and to convert subsistence farming to sustainable commercial farming through processes of Agrarian Transformation in the two CRDP priority areas in the NDM

**Figure 51: Graphically depicts the proposed Spatial Development Framework for the Nkangala District Municipality**



This Plan comprises a multi-disciplinary range of development proposals, including proposals pertaining to the natural environment, conservation, social and economic infrastructure, engineering services, residential, business, and industrial development, as well as tourism development and agriculture/farming. Essentially, the plan is based on ten development principles which are briefly listed below:

- **Principle 1:** To achieve a sustainable equilibrium between urbanisation, biodiversity conservation, mining, industry, agriculture, forestry, and tourism related activities within the District, by way of effective environmental and land use management.
- **Principle 2:** To establish a functional hierarchy of urban and rural activity nodes (service centres/ agri-villages) in the Nkangala District area; and to ensure equitable and equal access of all communities to social infrastructure and the promotion of local economic development by way of strategically located Thusong Centres (Multi Purpose Community Centres) (MPCCs) in these nodes.
- **Principle 3:** To functionally link all nodal points (towns and settlements) in the District to one another, and to the surrounding regions, through the establishment and maintenance of a strategic transport network comprising internal and external linkages and focusing on the establishment of Development Corridors.
- **Principle 4:** To incorporate the existing natural environmental, cultural-historic and man-made resources within the Municipality in the development of Tourism Precincts, with specific focus on the Tourism Gateway in the north-eastern parts of the District (Emakhazeni); as well as the northern and north-western mountainous parts of the District.
- **Principle 5:** To promote a wide spectrum of extensive commercial farming activities throughout the District, and to establish local fresh produce markets at the main nodal points identified.
- **Principle 6:** To optimally utilize the mining potential in the District without compromising the long-term sustainability of the natural environment.
- **Principle 7:** To concentrate industrial and agro-processing activities at the higher order nodes in the District where industrial infrastructure is available.
- **Principle 8:** To enhance business activities (formal and informal) at each of the identified nodal points in the Nkangala District by incorporating these activities with the Thusong Centres and modal transfer facilities.
- **Principle 9:** To consolidate the urban structure of the District around the nodal points by way of infill development and densification in identified Strategic Development Areas (SDAs) and Upgrading Priority Areas.
- **Principle 10:** To ensure that all communities (urban and rural) have access to at least the minimum levels of service as enshrined in the Constitution.

## **7.1 DEVELOPMENT STRATEGY**

The purpose of this section is to provide a synthesized strategy for the 2023-2024 Integrated Development Plan in line with the requirements of the Municipal Systems Act 32 of 2000 which requires all municipal councils to adopt a single and inclusive strategic plan for the development of the municipality. The draft strategy is also a product of the municipality's on going engagements with its stakeholders, including traditional leaders, businesses, traditional healers, religious organizations and the broader community of Thembisile Hani local Municipality.

The strategy further takes lineage from the ANC manifesto and a number of strategic instruments adopted nationally and provincially including the National Development Plan and Mpumalanga Vision 2030 to name a few. The strategy further aims to address key service delivery challenges faced by the residents of Thembisile Hani Local Municipality. These challenges are fully outlined in the analysis report of the IDP above. Lastly this report is a product of the strategic planning session that was held by the Mayoral Committee and the Management of Thembisile Hani Local Municipality as required by the Municipal Structures Act.



### 7.1.1. Strategic Planning Observations

As part of the strategic planning session that was held on the 8<sup>th</sup> to the 10<sup>th</sup> February 2023 by the Mayoral Committee, and management. A number of key external and internal institutional and developmental issues were discussed and resolutions were taken on how to address some of the key development challenges identified through the analysis phase of the IDP and challenges identified by departments. The following observations were noted from the presentations made by the different commissions at the strategic planning session:

Presentation	Observations
Nkangala District Municipality	<ul style="list-style-type: none"> <li>• NDM resolution to align the adoption of IDPs with MSA which is what THLM has been doing over the past 5 years</li> <li>• Township establishment challenges with regard to obtaining community resolution</li> <li>• Motivation for state land release for free</li> <li>• Letter to NDM to redirect Moloto Township Establishment to Verena</li> <li>• Appointment of GIS specialist</li> <li>• Prioritizing development Along R573 in terms of SDF</li> <li>• Investment Framework of NDM has prioritized THLM and Dr JS Moroka</li> <li>• State Land Ownership is still a challenge for billing purposes</li> <li>• Municipality to form part of the planning and monitoring meetings on GIS at NDM</li> <li>• The District has prioritized roads projects and the municipality mainly has water challenges and the Province has prioritized water</li> <li>• Projects for the next 5 years not reflected, NDM needs to give indicative figures of budgets for the next 5 years</li> <li>• The municipality needs to deal with the issue of sub-contracting and supply of plant and equipment.</li> <li>• Issue of Standardizing Projects Steering Committees</li> </ul>
Technical Services Department	<ul style="list-style-type: none"> <li>• Inclusion of the Senior Technician post for Bulk Services in the new financial year</li> <li>• The creation of the operations team for the operations of Bundu Weir, which is now operational</li> <li>• An operations model needs to be considered and this may include appointing a full operations team as proposed or the municipality must consider appointing a service provider to operate the scheme for the 1<sup>st</sup> 12 months and start the process of identifying and training the internal team</li> <li>• Budget for either of the two options needs to be set aside immediately</li> <li>• Speed up the process of purchasing of new fleet so that the fleet can be delivered at the beginning of the new financial year.</li> <li>• Prioritize the development of the master plan for development of roads and storm water.</li> <li>• Prioritize the construction of storm water channels and graveling.</li> <li>• There is a need to completely recapitalize new yellow and white plant purely because the current fleet has long reached its useful life.</li> <li>• Deal with the policy on 30% sub-contracting since it is a real problem on the ground. The proposed supply chain management policy amendments be presented to Council for adoption and implementation in the new financial year.</li> <li>• The issue of requesting of municipal account be clarified once and for all in relation to those households that cannot produce municipal accounts.</li> <li>• Management must commit to the development and monitoring of the PMU implementation plan that includes the procurement plan,</li> </ul>

Presentation	Observations
	<p>monitoring and evaluation plan, quality management plan, contract management plan and the adherence to an interdepartmental SOP manual that must ensure an accurate WIP register and a complete FAR.</p>
Budget and Treasurer office	<ul style="list-style-type: none"> <li>• Elevation of revenue collection</li> <li>• The draft detailed program needs to be popularized via all the communication platforms that the municipality has with immediate effect.</li> <li>• MOU sign off has become more than urgent now</li> <li>• Affirm the proposal on the reduction of tariffs to 100 per household that receives all the basket of services</li> <li>• Reversal of the MPRA charge</li> <li>• Indigent amount threshold has been decreased( is this figure not mandatory)</li> <li>• Capacitating the office of SCM with Chief Accountant and two personnel at clerk level.</li> <li>• Development and submission of a procurement plan by departments</li> <li>• Procuring of the relevant system to produce own AFS's</li> <li>• Skills transfer to form part of SLA and contract management, it must be monitored on a monthly basis</li> <li>• Payroll issues needs to be dealt with</li> <li>• It is important to understand the cash and accrual basis budgeting</li> <li>• Understanding of Grasp standards</li> <li>• Taking on of new owners on the billing system</li> <li>• Issue of Councillors and officials that owe the municipality must be dealt with in terms amnesty etc.</li> <li>• Consider the sale of Proof of Residence(65 Rands)complete the total placement of current staff before we employ more people</li> <li>• Data cleansing in terms of stand numbers, names of owners and bills per household (greatest risk in terms of AG's focus this year.</li> <li>• Place the current officials and make sure that they perform their tasks appropriately</li> <li>• Conduct a thorough audit in this regards</li> </ul>
Department of Corporate Services	<ul style="list-style-type: none"> <li>• Council to resolve that the 3.5 set aside for FML be converted to Capital Expenditure</li> <li>• Budget in relation to Municipal Grading</li> <li>• Implications of rejection of the Facilitators proposal.</li> <li>• Work of managers and supervisors</li> <li>• Job descriptions from requesting departments</li> <li>• Answer the question in relation to putting unfunded posts to the Organogram</li> <li>• Participation of Senior</li> </ul>
Local Economic Development/Town Planning	<ul style="list-style-type: none"> <li>• Establishment of an incubation program for the development of youth companies</li> <li>• The 60/40 supply chain local beneficiation model should include youth companies and co-operatives</li> <li>• Decisive and prompt action in regard to the Klipfontein farm</li> <li>• Prioritize the budget of the youth unit</li> <li>• Resuscitation of the Mayoral cup</li> </ul>

Presentation	Observations
	<ul style="list-style-type: none"> <li>• Mayoral Bursary scheme to be juxtaposed against the Free Tertiary Education Program of Government</li> <li>• Submit the social enterprise plan</li> <li>• The municipality to start driving the program of SANRAL as it is a ticking time bomb</li> </ul>
Social development services	<ul style="list-style-type: none"> <li>• Top up 600k for EPWP( allowance scale in relation to minimum wage decision)</li> <li>• Manage the issue of interruption of services during the lapsing of EPWP contract</li> <li>• Yellow Plant Capitalization</li> <li>• Increasing of Community Halls Tariffs</li> <li>• Grounds man responsible for plumbing</li> <li>• Billing people for waste collection where the municipality provides such a service</li> <li>• Issue of management of traffic fines(AG's focus)</li> <li>• Maintenance of key facilities( Tweefontein K Waste water treatment works)</li> <li>• Additional machinery is required to cut grass</li> <li>• Critical post of Chief Traffic officer to be re-instated</li> <li>• Management of Physical Security Service Provider</li> <li>• Contract Management Program</li> <li>• Biometry System</li> <li>• Are the social programs presented, supported by Budget</li> </ul>
Office of the Municipal Managers	<ul style="list-style-type: none"> <li>• Ward committee coordinators needed, Public Participation to look at distributing work amongst available staff, e.g. Events coordinator</li> <li>• Performance Management Unit</li> <li>• Two coordinators required for PMS</li> <li>• Too much work load</li> <li>• Electronic performance management system needed</li> <li>• Insufficient budget and shortage of staff for communications unit</li> </ul>
Audit Committee Presentation	<ul style="list-style-type: none"> <li>• Development of Standard Operations Procedures and practical steps to monitor them</li> <li>• Simplifying Risk Management processes on a daily basis</li> </ul>

### 7.1.2. Key Resolutions and Actions

As part of the strategic planning session a number of key external and internal institutional and developmental issues were discussed and resolutions were taken on how to address some of the key development challenges identified through the analysis phase of the IDP and challenges identified by departments immediately. The following key resolutions were taken:

## 2) Commission One: Governance, Administration, Information and Communication Technology (ICT)

No.	Resolutions	Time Frames
1	All strategic planning resolutions that have an impact on stakeholder consultation must be noted and actioned as such, i.e. LLF, IGR Structures, etc.	On-Going
2	Establishment of electronic Records Management System (eRecords).	31 December 2023
3	Construct and strengthen partnerships with the Private Sector to upskill and train our people in the Municipality.	On-Going
4	Additional posts that are not funded must not find expression in the organogram, and horizontal movement be effected through the Placement Committee.	30 September 2023
5	Seek guidance from Cogta on the participation of Traditional Leaders in the Municipal Council, i.e. Which Traditional Leaders should be delegated to Council.	31 May 2023
6	Re-Introduction of Biometric System.	31 March 2023
7	Fast Tracking the Filling of the Labour Relations Post.	30 June 2023
8	Revamping of the Municipal Website.	30 September 2023
9	Reviewing of the Organisational Structure and aligning it with Municipal Staff Regulations.	30 June 2023
10	Promotion of all Revenue Programmes by publicizing them through different conventional and social media communication platforms (e.g. digital newsletter, radio slots, municipal social media pages, live reads and advertisements on Ikwekwezi FM, Flare FM and Ikutani FM).	On-Going
11	Location of IPMS and OPMS in the PMS Office for the 2023/ 24 financial year, while capacity is constructed in the Corporate Services Department to take over IPMS of lower officials in the 2024/ 25 FY.	30 March 2023
12	Upgrading of ICT ageing network infrastructure to also curb against cyber security threats.	31 December 2023
13	Increasing the skills development budget by an additional 5%.	30 June 2023
14	Horizontal movement for two officials that will be placed in the Risk and Communications Offices, and the Security Management Coordinator, horizontal movement of Mr. Tommy Mthombeni to the CRO's Office.	30 April 2023

### 3) Commission Two: Planning, Spatial Transformation, Sustainable Human Settlements. Qualitative Economic Growth and Job Creation

No.	Resolutions	Time Frames
1	Formalisation and proclamation of all our areas in the Municipality. <ul style="list-style-type: none"> <li>• KwaMhlanga C, Vlaklaagte Township, Vlaklaagte View, Mashiloville, Emlanjeni, and Buhlebesizwe Extension 1.</li> <li>• All Other 34 Non-Formalised areas, but have general plans.</li> </ul>	29 Sep 2023 – 6 Areas 30 June 2025 – 34 Areas
2	Eviction of Tweefontein K land invaders and any other invaders in the Municipality.	30 June 2023
3	Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.	30 June 2024
4	Facilitation of growth and job creation through the LED Forum, and the promotion of investment opportunities in the Municipality.	On-Going
5	Provision of support to SMMEs, Cooperatives and the Informal Sector with a minimum budget of R 5m to stimulate economic activity and promote job creation.	30 June 2024
6	Fast tracking the Mbuduma EARN Hub, KwaMhlanga Mix-Use Development and Khazamula Mix-Use Development initiatives for works to commence on/ or before 31 March 2023, and these will stimulate socio-economic development in the Municipality.	30 Apr 2023 – Khazamula 30 Sep 2023 – Mbuduma 31 Mar 2023 – KwaMhlanga
7	Intervention of the Executive Mayor on the State Release program with the Department of Rural Development, Land Affairs and Environment.	30 April 2023
8	Finalisation of the Memorandum of Agreement with Amakhosi (through Cogta)	30 April 2023
9	Revitalisation of KwaMhlanga Show to promote economic activities and tourism, and will be done through IGR Structures (DEDT) – 21 to 24 September is the proposed dates for the event.	30 September 2023
10	Establishment of a Assistant Manager – Planning Post, to be filled by September 2023.	30 September 2023
11	Fast tracking the Venera Smart City Initiative, which must be modelled around City of Tsehla (a Smart City in De Hoop Farm in Sekhukhune District)	30 June 2024

### 3) Commission Two: Planning, Spatial Transformation, Sustainable Human Settlements, Qualitative Economic Growth and Job Creation

No.	Resolutions	Time Frames
12	Supporting the Local Tourism Sector in kind to stimulate economic activities and growth in the Municipality, i.e. Development of Tourism Information Centres at our Malls.	31 December 2023
13	Development of a Land Invasion By-Law (by NDM), and an Outdoor Advertising By-Law (by THLM) in our area to enforce revenue collection.	31 December 2023
14	Termination of Service Level Agreements with Developers that have not had any substantial progress since the 2015/ 16 FY.	30 June 2023
15	Ensure security of tenure, e.g. Issuing of title deeds.	30 Sep 2023 (Kwaggafontein Title Deeds) and On-Going
16	Rolling out of training programmes and climate awareness campaigns to address lack of understanding on climate change and its consequences.	30 June 2024
17	Establishing of Integrated Human Settlements closer to areas where there are massive economic activities.	30 June 2024
18	Discarding new developments for the next 24 – 36 months, to allow the Municipality to address the bulk water supply shortages concurrently.	30 June 2025
19	EPWP Learnership Contractor Development programs.	30 June 204
20	Setting aside 30% on procurement opportunities for the youth, people living with disabilities and women.	30 June 2024

## 4) Commission Three: Sound Municipal Financial Viability

No.	Resolutions	Time Frames
1	Facilities to relocate back to Social Services.	31 March 2023
2	Procurement of generators to curb the impact of load shedding on business continuity and operations of the Municipality.	31 March 2023 (Office Buildings) 30 September 2023 (Satellite Offices and Water Operations)
3	Digitising all our financial reporting systems, converting the Municipality to eCommerce	31 December 2023
4	Submission of financial statements, annual reports, etc. to Quality Assurers on time to afford them sufficient time to review and advise on challenges (if applicable).	On-Going
5	Attending to all findings on the Auditor General's Management Report by the end of the financial year and in line with the Audit Action Plan.	30 June 2023
6	Development and monitoring of a reduction implementation plan on the utilisation of Consultants.	31 March 2023
7	Convene an in-house Imbizo on credit control, debt management, data cleansing, revenue enhancement, and digitisation, where municipal property revenue will be prioritised.	31 May 2023
8	Extension of leasing municipal fleet from white fleet to white plant and yellow fleet as well.	31 December 2023
9	Enhancement and full implementation of the Revenue Enhancement Strategy through Operation Hlasela.	On-Going
10	Full digitisation of our municipal accounts statements through digital means.	30 September 2023
11	Quarterly preparation and auditing of financial statements	Quarterly

## 4) Commission Three: Sound Municipal Financial Viability (Continued)

No.	Resolutions	Time Frames
12	Establishment of a digital Contract Management System.	30 September 2023
13	All the pending disciplinary cases be concluded before 30 June 2023 to avoid wasteful and fruitless expenditure.	30 June 2023
14	Any fruitless and wasteful expenditure incurred due to non-participation by invited internal stakeholders (without any substantial reasons in advance) will be recovered from the affected party(ies).	25 March 2023
15	Ensuring that the Municipality budgets 8% of Operations and Maintenance.	30 June 2023
16	Increasing the skills development budget for the youth.	30 June 2023
17	Payment of Service Providers and/ or Creditors within 15 days, albeit legislation prescribes payment within 30 days.	30 June 2024
18	Utilising 5% from the Municipal Infrastructure Grant budget for repairs and maintenance of infrastructure.	30 June 2024
19	Insourcing to reduce tendering for every goods and services	30 June 2024



## 5) Commission Four: Social Cohesion, Nation Building and Security

No.	Resolutions	Time Frames
1	Construction of a mini statue of Chris Hani at the Municipality.	31 December 2023
2	Hosting of campaigns against crime and substance abuse, which is directly earmarked for the Youth.	June 2023 and Annually
3	Hosting of Solomon Mahlangu Youth Games.	June 2023 and Annually
4	Child headed household campaign in Good Friday (and then Annually) through the Office of the Chief Whip and Social Services.	07 April 2023 and Annually
5	Writing a letter to the President that government is deliberately denying young people an institution of higher learning, and thus demand that the Presidency commands the Minister of Higher Education to build a TVET college in the next 24 Months.	17 February 2023 (for the letter)
6	Licensing of KwaMhlanga and Verena Landfill Sites.	29 September 2023 – KwaMhlanga 31 March 2024 – Verena
7	relocating the Security Provision Services from Social Services to the Municipal Manager's Office (Chief Risk Officer)	30 April 2023
8	Review of the Municipality's Disaster Management Plan.	30 June 2023
9	Development of a Feasibility Study towards the Conversion of Traffic Officers to Municipal Police.	31 March 2024
10	Working together with Traditional Authority and Cogta, we must protect the institution of traditional leaders in our municipal boundaries.	30 June 2024 (and On-Going)

## 6) Commission Five: Basic Services and Infrastructure Development

No.	Resolutions	Time Frames
1	Bi-monthly service delivery forums to be held.	On-Going, commencing in the 4 <sup>th</sup> Quarter
2	Hosting of a campaign in April 2023 that will celebrate the life and times of Thembisile Chris Hani through Service Delivery action orientated programs.	28 April 2023
3	Installation of Solar Panels to our Municipal Buildings to reduce over reliance on Eskom.	31 March 2024
4	Hosting of a Water Summit.	31 July 2023
5	Relinquishment of 10 Ml/ Day from CoT and have it handed over to Rand Water.	31 March 2024
6	Ring fencing of collection of VAT from capital projects (grants) for maintenance of projects during budgeting processes.	31 May 2023
7	Refurbishment of Boreholes must find expression on the SDBIP for adequate monitoring.	30 June 2023
8	Feasibility studies to explore alternative catchment areas for alternative water supply schemes, including ground water (sub-soil) systems (and small package plants).	31 December 2023
9	Proceeding with Water Conservation/ Water Demand Management to enhance revenue collection, e.g. installation of water meters at commercial input and output areas.	30 June 2024
10	Investigation and implementation of alternative sanitation systems that utilise limited water.	31 December 2023

## 6) Commission Five: Basic Services and Infrastructure Development

No.	Resolutions	Time Frames
11	Refurbishment of waste water treatment plants and infrastructure (Tweefontein K WWTW)	30 June 2024
12	Expedition of funding on all business plans by the Department of Water and Sanitation.	30 June 2023
13	Enhancing security provision at Municipal Water and Waste Water plant sites.	30 June 2024
14	Ensuring compliance with blue and green drop standards.	30 June 2024



23.	Feasibility for resuscitation of tourism products such as Loopspruit wine farm, Ben Marie and Zithabiseni, Kgodwana Cultural village.	THLM local Economic Development
24.	SDS to manage the development of Malls and other commercial centers	SS
25.	Public participation to look at workload distribution to officials within the public participation unit (events management)	Public Participation
26.	Feasibility study for an electronic Performance management system	PMS
27.	The position of PMS coordinator to be filled	PMS
28.	Planning, LED and Business services have been joined together to form one department for purposes of synergies and the municipality to appoint a senior manager for Economic Development and Town Planning Services.	Municipal Manager

### 7.1.3. Service Delivery Priorities

This section provides a summary of key service delivery priorities for the 2022-2027 Integrated Development Plan. These priorities form the basis for strategy formulation and project identification.

The Key Service Delivery Priorities identified are summarized below as follows:

<b>Issue 1</b>	Water
<b>Issue 2</b>	Sanitation
<b>Issue 3</b>	Public lighting
<b>Issue 4</b>	Roads and Storm water
<b>Issue 5</b>	Environment and Waste management
<b>Issue 6</b>	Municipal facilities, Sport, Recreation, Art & Culture
<b>Issue 7</b>	Spatial Planning and Land Use Management
<b>Issue 8</b>	Financial management and sustainability
<b>Issue 9</b>	Local Economic Development and Job Creation
<b>Issue 10</b>	Institutional development
<b>Issue 11</b>	Good Governance and Public Participation
<b>Issue 12</b>	Youth Development
<b>Issue 13</b>	HIV/Aids

- **None municipal coordinated issues**

Issue 13	Public transport
Issue 14	Education
Issue 15	Health and welfare
Issue 16	Post telecommunication
Issue 17	Public safety, security and emergency service
Issue 18	Human settlements( housing)
Issue 19	Land use management
Issue 20	Transversal

#### 7.1.4. Strategic Framework

In drafting the strategy and proposals for the development of the municipality the following key issues were discussed and form the framework for the 2022-2023 IDP:

- Community Issues (To be considered)
- Problem Statements (Where are we?)
- Vision (Where do we want to be?)
- Mission (What is it that we do?)
- Key priorities
- Strategies
- Objectives
- Organizational Structure
- Projects/Programmes
- Resource allocations

#### Vision

*"To build a truly African city that is citizen centred and driven."*

#### Mission

***"DEVELOPING A 2050 STRATEGIC PLAN WHICH WILL BE ANCHORED ON A THRIVING ECONOMY, IMPROVED STANDARD AND QUALITY SERVICE PROVISION AND HABITABLE AND HEALTHY SOCIAL ENVIRONMENT."***

*Thembisile Hani local municipality aims to work towards achieving its vision by:*

- Participatory integrated development planning
- Sustainable, accountable and accelerated service delivery
- Promoting socio-economic development
- Intensifying community participation
- Shared economic growth
- Allocating resources within budgetary constraints
- Ensuring effective and efficient financial governance
- Applying good and transparent corporate governance and Batho Pele principles in order to create a high performing municipality

#### Value System

*The municipality will continue to be driven by and observe the following service delivery principles:*

- Showing compassion and care to all municipal customers
- Treating all residents equality and with integrity and respect
- Attending to and responding to all queries efficiently
- Conducting the municipal business processes in an ethical and professional manner

## Strategic Objectives

### SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads

**Objective 1.1:** Increase the current bulk water supply by sourcing 39 ML of water from new potential sources and supply 109 282 households with potable water.

**Objective 1.2:** Provide water reticulation networks in villages to connect 10 000 new households to piped water inside yard.

**Objective 1.3:** Upgrade and maintain existing bulk water infrastructure assets and eliminate all water losses.

**Objective 1.4:** Improve the green drop rating by ensuring compliance with green drop requirements.

**Objective 1.5:** Provide 20 000 households with access to adequate sanitation.

**Objective 1.6:** Provide public lighting to the community by installing high mast lights and streetlights

**Objective 1.7:** Provide accessible roads by re-gravelling 40 km of gravel roads, grading 50 km's and maintaining 20 km's of surfaced roads.

**Objective 1.8:** Provide 20kms of new surfaced roads and complete all incomplete road projects.

### SO 2: To create integrated and sustainable human settlements through the proactive planning and development of land

**Objective 2.1:** Establish and formalize priority settlements in line with national norms and standards.

**Objective 2.2:** Prevent the illegal occupation of land and enlighten traditional authorities and communities on land development and land use management issues.

**Objective 2.3:** Create a uniform approach to land development by adopting a uniform land use management scheme

**SO 3: To create a safe, clean and healthy environment conducive for social development and recreation**

- Objective 3.1:** Establish a fully functional regional land fill site
- Objective 3.2:** Extend the refuse removal service to 109 282 households within the municipality.
- Objective 3.3:** Upgrade and install infrastructure in municipal cemeteries
- Objective 3.4:** Refurbish and maintain existing community amenities, including stadiums and community halls
- Objective 3.5:** Construct 6 community halls in key areas for optimal public access

**SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection**

- Objective 4.1:** Approve annual budgets that are compliant with the MFMA and Treasury standards annually
- Objective 4.2:** Progressively improve the Audit opinion of the municipality from qualified to unqualified and ultimately clean audit
- Objective 4.3:** Increase revenue collection from 5% to 60%
- Objective 4.4:** Hold 12 zonal community meetings annually to educate communities about the importance of paying for municipal Services
- Objective 4.5:** Decrease the number of inaccuracies in the billing system by 100%
- Objective 4.6:** Register new indigents annually in line with the indigents policy
- Objective 4.7:** Ensure that the municipality complies with financial legislation, policies, accounting principles and best practices

**SO 5: To create a conducive environment for economic development, investment attraction and job creation.**

- Objective 5.1:** Reduce unemployment
- Objective 5.2:** Provide investors with sound investment incentives and opportunities
- Objective 5.3:** Facilitate the resuscitation of nature reserves and key tourist destination sites
- Objective 5.4:** Enhance the agricultural output of the municipality through local economic development initiatives
- Objective 5.5:** Enhance the participation of the youth in the economy through targeted programmes initiated by public, civic and private sector organizations and institutions.



**SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services**

**Objective 6.1:** Improve human resource capacity and efficiency in order to achieve value for money

**Objective 6.2:** Manage municipal resources optimally for effective service delivery

**SO 7: To deepen democracy and promote active community participation in the affairs of the institution**

**Objective 7.1:** Hold 24 mayoral outreach meetings per annum

**Objective 7.2:** Ensure that 32 ward committee meetings are convened monthly

**Objective 7.3:** Ensure effective communication with the public and community through the various communication platforms

**Objective 7.4:** Ensure that ward councillors convene 6 mandatory community meetings annually

**Objective 7.5:** Promote good governance through compliance with legislation and adhering to universal local government best practices

Five year strategic Framework

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
<p><b>Lack of water source and inconsistent water supply to households within THLM</b></p> <p>Only 5 wards (5, 13, 15, 17 and 23) out of 32 receive a consistent supply of water, which is 15.6%. The rest of the 27 (84.4%) wards receive water on a rationed basis, in many instances only once per week.</p>	Water (issue1)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Increase the current bulk water supply by sourcing 39 ML of water from new potential sources and supply 109 282 households with potable water.	Upgrading of existing infrastructure from agricultural project to augment borehole water supply in Bundu	Abstraction of 4 Ml/ day from Bundu Weir (Moses River)(6480 h/h to benefit) – Bulk supply
					Conducting feasibility and implementing the new Thembisile Water Scheme (Loskop dam) project working together with the department of water and sanitation.	Abstraction of 20 Ml/ day from Loskop Dam. (29 496 h/h to benefit) – Bulk supply
					Conducting feasibility and implementing the Western Highveld (Rust da Winter) bulk water scheme project in Thembisile working in collaboration with the Department of Water and Sanitation	Abstraction of 15 Ml/ day from Rust de Winter Dam Scheme – Bulk supply
					Construction of reservoirs for bulk water storage	Reservoir and storage for Moloto Reservoir and Storage for Kameelpoortnek (Engwenyameni) Reservoir and Storage for Tweefontein D
<p><b>Based on the SERO 4 768 h/h do not have access to water and according to</b></p>	Water (issue1)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate	Provide water reticulation networks in villages to connect 10 000 new households	Reticulation of villages that are currently without a water reticulation network	Construction of Water Reticulation in Kwaggafontein A, Ward 29-(300 h/h)

<b>SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/Projects</b>
<b>calculations conducted by THLM 20 966 currently have no access to piped water.</b>			public lighting and accessible roads	to piped water inside yard.	and connecting new households to yard taps	Construction of Water Reticulation in Sheldon, Ward 9- (400 h/h)
						Construction of Water Reticulation in Zanele- (200 h/h)
						Construction of Water Reticulation in Tweefontein G (New Stands)- (200 h/h)
						Construction of Water Reticulation in Phumula Village (Next to Police Station- 300 h/h)
						Construction of Water Reticulation in Mahlabathini Village (300 h/h)
						Construction of Water Reticulation in Tweefontein C and DK (300 h/h)
<b>Ageing Bulk Infra-Structure that causes water leaks which the municipality cannot afford to have at all given the current supply challenges.</b>  <b>Losses are currently recorded to be at</b>	Water (issue1)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Upgrade and maintain existing bulk water infrastructure assets and eliminate all water losses.	Upgrading and maintaining all existing water infrastructure assets in Kwamhlanga, Kwaggafontein and Vlaklaagte.	Upgrading of Kwaggafontein Water Scheme  (8 638 h/h to benefit) – Bulk pipeline
						New Reservoir and pipeline at Kwamhlanga (Multiyear project)

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
20% of the 41MI supplied						Phase 2 ( 19 225 h/h to benefit) – Bulk storage
						Upgrading of Verena A Water Infrastructure
						Upgrading of Vlaklaagte and Kwaggafontein Water Infrastructure
						Upgrading of Vrischgewaagd Reservoir Storage
						Upgrading of Tweefontein A Reservoir Storage
						Upgrading of Mathyzensloop Water Infrastructure
					Changing of the bulk pipelines so that the 500mm diameter pipeline is only supplied from the 1000mm and improving the hydraulics and ensuring sufficient water can be supplied into the relevant supply zones	Upgrading of Enkeldoornooog B Water Infrastructure
Installation of water monitoring systems and water meters to quantify water	Installation of telemetric system in 22 reservoirs					
						Installation of bulk water meters from receiving source

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
						Water conservation and demand management Plan Water service development plan Refurbishment and/ or installation of household water meters
<b>High green drop risk rating of 84.3%, which increased from 68.6% in 2013 which poses serious health hazards.</b>	Sanitation (issue2)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Improve the green drop rating by ensuring compliance with green drop requirements.	Development of Waste Water Risk Abatement Plan	Green drop programme
					The uploading of data to the Green Drop System which is up to keep it up to date on a monthly basis	Green drop programme
					Upgrading of Tweefontein K Waste Water Treatment Plant from 1.5 Ml/ day to 20 Ml/day	Upgrading of Tweefontein K WWTW from 1.5 Ml/ day to 20 Ml/day
					Application for a Water Use License for Tweefontein KWWTW,	Green drop programme
					Appointment of three additional process controllers	Green drop programme
<b>A substantial quantity of the population is without adequate sanitation infrastructure and serviced below RDP standards.</b>	Sanitation (issue2)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Provide 20 000 households with access to adequate sanitation. +	Tweefontein K WWTW Plant to be upgraded to a 16 Ml/ day module over a period of 13 years	Upgrading of Tweefontein K WWTW (22 366 HH to benefit)
					Conduct feasibility studies to provide a water bourne sanitation system in Luthuli and surrounding areas	Luthuli Waste Water Treatment Works (20 Year Project)

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
Backlog 2 117					Conduct feasibility studies for the construction of water borne sanitation system in Kwaggafontein, Bundu, Machipe, Mathyzenloop, Boekenhouthoek, Moloto and Verena	Feasibility study for water borne sanitation system
					Conduct feasibility studies to provide Rural sanitation to households in farm areas without water reticulation	Feasibility study for rural sanitation in farms
<b>The municipality has high mast lights, midblock lights and street lights at different villages. These are insufficient as there is still a need to provide more.</b>	Public lighting(Issue 3)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Provide public lighting to the community by installing high mast lights and streetlights	Development of public lighting master plan to rationalize the allocation of high mast and street lights throughout the Municipality	Public lighting master plan
<b>Road maintenance problems occur throughout the entire municipal area and it is virtually impossible to address all of these simultaneously.</b>	Roads and Storm water(Issue4)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Provide accessible roads by re-gravelling 40 km of gravel roads, grading 50 km's and maintaining 20 km's of surfaced roads.	Develop a road grading and gravelling programme for priority gravel roads within the municipality	Routine Road Maintenance programme
					Construct culverts (small bridges) and side drains	Routine Road Maintenance programme
					Carryout preventative maintenance to surfaced roads in conjunction with Nkangala District and the Department of Public Works	Routine Road Maintenance programme

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
<b>The current backlog in terms of unpaved roads is 1 893.7 km</b>	Roads and Storm water(Issue4)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Provide 20kms of new surfaced roads and complete all incomplete road projects.	Working together with Nkangala District Municipality identify busy access roads for block paving	Kwa-Mhlanga Bank view construction of internal roads (1.2km)
						Construction of link roads in Ward 9
						Belfast bus road (200m)
						Langkloof Bus Route (1.5 km)
						Verena D Bus Road (2 km)
						Verena C Bus Road (2.7 km)
						Zakheni Bus Road Paving (1.8 km)
						Zakheni Link route
					Sourcing of funds to complete incomplete road projects	Bus route Vezubuhle (0.3 km)
						Link route Luthuli (0.3 km)
						Kwaggafontein A taxi and bus route (0.3 km)
						Bus route Buhlebesizwe (0.3 km)
						Bus route Tweefontein B2 (0.3 km)
						Bus route Tweefontein E (0.35km)
						Bus route Thembalethu (0.3 km)
Bus and taxi route Sun City AA (0.3 km)						
Bus route Mathyzensloop (0.3 km)						

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
						Construction of box culvert at Boekenhouthoek
						Completion of bus route Sun City B (0.3 km)
Obje 2: To create integrated and sustainable human settlements through the proactive planning and development of land						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
The Municipality also has a number of un-proclaimed settlements with survey diagrams and the formalization process for these settlements has not been concluded.	Spatial Planning and Land Use Management (Issue 7)	Spatial Rationale and Development	To create integrated and sustainable human settlements through the proactive planning and development of land	Establish and formalize priority settlements in line with national norms and standards.	Source funding with the assistance of Nkangala District Municipality and the department of Cooperative Governance and Traditional Affairs for the establishment of townships.	Establishment of townships in Verena South-West, Verena North-West, Verena South- East, Kwamhlanga South- West, Wolvenkop Extension, Kwamhlanga South, Kwamhlanga South-East, Kwamhlanga West, Tweefontein North, Kwamhlanga East, KwaSilamba, Kwaggafontein Ext. 2, Kwaggafontein West, Buhlebesizwe South, Buhlebesizwe East
					Source funding from the Department of Human Settlements to fund 10 key priority settlements identified as part of the National Upgrading Support Programme.	Formalization of Townships in Moloto, Kameelpoortnek/Sun City, Kwamhlanga/Phola Park, Tweefontein/Enkeldoornoo, Vlaklaagte/Gemsbokspruit, Vlaklaagte/Kwaggafontein, Mathys-Zyn-Loop, Boekenhouthoek, Goederede, Verena / Wolvenkop



<b>Obe 2: To create integrated and sustainable human settlements through the proactive planning and development of land</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/Projects</b>
					Accelerating the finalization of all existing township establishment processes by Nkangala District Municipality and request Nkangala to fund the opening of Township Registers	Establishment of Townships in Vlaklaagte (Buhlebesizwe extension 1), Gembokfontein (Emlanjeni), Tweefontein F and Kameelpoortnek (Clear view).
Land invasion on state owned land	Spatial Planning and Land Use Management (issue 7)	Spatial Rationale and Development	To create integrated and sustainable human settlements through the proactive planning and development of land	Prevent the illegal occupation of land and enlighten traditional authorities and communities on land development and land use management issues.	Engage Nkangala District Municipality and the Department of Rural development and Land Reform (DRDLR) on the establishment of a Land Invasion Committee	Land Invasion action plan
					Fast track the signing of a memorandum of understanding with traditional councils on land issues	Land Invasion action plan
					Apply a comprehensive approach in obtaining court orders for all strategically located land	Land Invasion action plan
					Implement land invasion policies optimally	Land Invasion action plan
					Appoint of an additional Town and Regional Planner	Land Invasion action plan
	Spatial Planning and Land Use Management (issue 7)	Spatial Rationale and Development	To create integrated and sustainable human settlements through the proactive planning and development of land	Create a uniform approach to land development by adopting a uniform land use management scheme	Engage Nkangala district municipality to assist Thembisile with the development of a Land Use Management Scheme in line with SPLUMA	Thembisile Hani Land Use Management Scheme

<b>SO 3: To create a safe, clean and healthy environment conducive for social development and recreation</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/Projects</b>
There is no landfill site for waste disposal  There are two illegal dumping not in compliance with NEMA	Environment and Waste management (Issue 5)	Basic Service Delivery and Infrastructure Development	To create a safe, clean and healthy environment conducive for social development and recreation	Establish a fully functional regional land fill site	Development and construction of Kwaggafontein landfill site	Construction of Kwaggafontein Land fill site
Waste Management Out of 109 282 HH, 55 798 (51.01%) HH have access to waste collection on a monthly basis. 53 484 HH (48.99%) do not have access to waste collection On a monthly basis	Environment and Waste management (Issue 5)	Basic Service Delivery and Infrastructure Development	To create a safe, clean and healthy environment conducive for social development and recreation	Extend the refuse removal service to 109 282 households within the municipality.	Repair waste collection tractors and trucks	Waste Collection Programme
					Develop a waste collection operational business plan for an effective waste removal programme	Waste collection Programme
					Clearing of illegal dumping sites	Waste collection Programme
					Increase the resources of the municipality in order to effectively collect waste in every household	Waste collection Programme
Out of the 40 cemeteries, only 31 cemeteries are fenced but do not have lighting, water and maintenance.	Environment and Waste management (Issue 5)	Basic Service Delivery and Infrastructure Development	To create a safe, clean and healthy environment conducive for social development and recreation	Upgrade and install infrastructure in municipal cemeteries	Development of a master plan for all municipal cemeteries	Cemetery Master Plan
					Fencing, lighting, providing water and maintenance cemeteries in line with the cemetery by-laws	Fencing of graveyards
The two stadiums are utilized but are however under maintained.  Dilapidated Community Halls	Municipal facilities, Sport, Recreation, Art & Culture (Issue 6)	Basic Service Delivery and Infrastructure Development	To create a safe, clean and healthy environment conducive for social development and recreation	Refurbish and maintain existing community facilities, including stadiums and community halls.	Development of programme for the routine maintenance of existing facilities in Kwamhlanga, Kwaggafontein, Vezubuhle, Phola Park, Mandela, and Verena.	Routine Maintenance Programme
				Construct 6 community halls in key areas for optimal public access.	Conduct feasibility studies and obtain funding for the construction of community	Construction of Community Hall in Moloto

Development of Parks Support for Art and Culture					Halls/ Multipurpose centers in Moloto, Phumula, Tweefontein F, Zanele and Boekenhouthoek working together with Nkangala District Municipality.	Construction of Moloto North Multipurpose center
						Construction of Phumula Multipurpose center
					Engage the department of Rural Development and Land Reform on the 1RW 1IDC (1 Rural Ward 1 Integrated Development Center) programme	Construction of Community Hall in Tweefontein F
						Construction of Community Hall in Boekenhouthoek
						Construction of Community Hall in Tweefontein K

<b>SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/ Projects</b>
Unrealistic budgets and cash-flow challenges	Financial management and sustainability (Issue 8)	Financial Viability	To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection	Approve annual budgets that are compliant with the MFMA and Treasury standards annually	Adopt a programme and establish a budget planning committee	Development of Annual Budgets
Qualified Audit Opinion over the past five years.	Financial management and sustainability (Issue 8)	Financial Viability	To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection	Progressively improve the Audit opinion of the municipality from qualified to unqualified and ultimately clean audit	Adopt a credible audit action Plan	Audit Recovery Plan
					Establish and implement internal controls as guided by the Auditor General	Audit Recovery Plan
					Build internal financial capacity to eliminate outsourcing of consultants for Annual Financial Statements and Asset Registers	Audit Recovery Plan
					Prevent wasteful, fruitless, unauthorized and irregular expenditure through implementing stringent SCM processes.	Audit Recovery Plan
					Implement Internal Audit recommendations and monitor progress.	Audit Recovery Plan

**SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection**

Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/ Projects
Very low payment rate of about 5% Infrastructure Assets (this % increased to 40% in the first quarter of 2022.	Financial management and sustainability (Issue 8)	Financial Viability	To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection	Increase revenue collection from 5% to 60%	Install smart meters at all government institutions including, schools and offices to monitor the usage of water and correct billing.	Installation of smart meters
Reluctance by residents to pay for services in dispute to the quality of services provided.	Financial management and sustainability (Issue 8)	Financial Viability	To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection	Hold 12 zonal community meetings annually to educate communities about the importance of paying for municipal Services	Engage with stakeholders such as Amakhosi, Businesses, Religious Organizations, Traditional Healers and the broader community.	Community Engagements meetings
Inaccuracies in billing. (Currently at 35%)	Financial management and sustainability (Issue 8)	Financial Viability	To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection	Decrease the number of inaccuracies in the billing system by 100%	Obtain a list of property owners within the municipality from the Deeds office	Municipal Billing database
					Consult with relevant stakeholders (National Treasury, Provincial Treasury and Audit Committee) in order to correct the issue of charging consumers who are not property owners	
					Compile a credible valuation roll	
					Reverse charges in relation to Rates and Taxes billed incorrectly.	Municipal Billing database
High level of indigents in the Municipality	Financial management and	Financial Viability	To improve the financial status of the	Register new indigents annually in	Establish the indigent committee for the	Indigent Register

<b>SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/ Projects</b>
	sustainability (Issue 8)		municipality through prudent budget planning, stringent financial management and improved revenue collection	line with the indigents policy	<p>compilation of the indigent roll</p> <p>Communicate the opening of the registration process and facilitate all the registration process.</p> <p>Monitor the Indigent Register and implement the rebates in terms of the indigent register.</p> <p>Review the indigent register annually</p>	<p>Indigent Register</p> <p>Indigent Register</p> <p>Indigent Register</p>
The Fixed asset register is not fully compliant with Grap 17.	Financial management and sustainability (Issue 8)	Financial Viability	To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection	Ensure that the municipality complies with financial legislation, policies, accounting principles and best practices	<p>Ensure that all progress certificates/reports, practical completion certificates, final completion certificates are shared between the Project Management Unit and Asset Management Unit to ensure the commitments are updated with supporting documents</p> <p>Updating of Commitments register on a daily basis</p> <p>Ensure that all payments processed by PMU unit are shared with the Asset Management Unit by holding weekly information sharing meetings with PMU</p>	<p>Fixed Asset Register</p> <p>Fixed Asset Register</p> <p>Fixed Asset Register</p>

**SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection**

Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/ Projects
					Expenditures incurred on MIG projects are updated as and when payments are made on the WIP Register	Fixed Asset Register
					Ensure that all completed projects are capitalized and added to the FAR, And depreciated.	Fixed Asset Register

**SO 5: To create a conducive environment for economic development, investment attraction and job creation.**

Problem statement	Priority	KPA	Strategic Objective	Objective	Strategies	Programmes/ Projects
High unemployment rate of 33.3% as per SERO 2016 report (Rising levels of frustrations and impatience with government promises)	Local Economic Development and Job Creation(Issue 8)	Local Economic Development	To create a conducive environment for economic development, investment attraction and job creation.	Reduce unemployment by 5% annually	Recruitment of 1200 local people through CWP and EPWP programme annually	CWP EPWP (1200 jobs)
					Identify, organize, encourage and formalize of local farming cooperatives to supply department of Education for nutrition programs	Cooperatives Development (30 jobs)
					Resuscitate small industrial parks	Small industrial park Project (60 jobs)
					Participate in the Moloto Road and Rail Construction	Moloto Road and Rail Construction (10 000 jobs)
					Support HCI holdings for the Construction of a 600MW Coal Baseload Power Station	Construction of a 600MW Coal Baseload Power Station (500 jobs)
					Resuscitating SS Skosana nature reserve Bundu Inn and other nature reserves and cultural heritage sites	Resuscitate SS Skosana nature reserve (20 jobs)
						Resuscitate Bundu Inn (20 jobs)
					Renovate & upgrade Kgodwana cultural centre into a proper tourist attraction site	Kgodwana cultural centre (12 jobs)
					Upgrade Loopspruit winery for Agriculture and Tourism purposes	Upgrading of Loopspruit (35 jobs)
	Coordination of the compilation of feasibility studies for Zithabiseni	Zithabiseni and Loskop Tourism belt (30 jobs)				



**SO 5: To create a conducive environment for economic development, investment attraction and job creation.**

<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Objective</b>	<b>Strategies</b>	<b>Programmes/ Projects</b>
					Resort and Loskop Tourism belt	
					Engage the Department of Economic Development and Nkangala District Municipality to assist with funding for local textile and brick manufacturing plants	Textile and brick manufacturing Plants
					Conduct feasibility studies for textile and brick manufacturing plants	Brick manufacturing Plants Local Textile manufacturing
					Align the social and labour plans of mining companies with the needs of the Municipality through formally engaging with mining houses twice per annum	
Limited Investment opportunities	Local Economic Development and Job Creation(Issue 8)	Local Economic Development	To create a conducive environment for economic development, investment attraction and job creation.	Provide investors with sound investment incentives and opportunities	Develop a municipal investment strategy	Investment strategy
					Hold regular local stakeholder meetings with Smme's and cooperatives	Investment strategy

**SO 5: To create a conducive environment for economic development, investment attraction and job creation.**

Problem statement	Priority	KPA	Strategic Objective	Objective	Strategies	Programmes/ Projects
					Engage the Department of Rural Development and Land reform, together with the Mpumalanga Department of Agriculture, Rural Development and Land Reform on land release matters for strategic development	Investment strategy
					Identify and support strategic development partners	Construction of a 600MW Coal Baseload Power Station Industrial development Zone Moloto Road Development
					Development of an investment policy to guide external investors	Investment strategy
Non-functioning Nature Reserves and lack of well-developed tourist attraction sites	Local Economic Development and Job Creation(Issue 8)	Local Economic Development	To create a conducive environment for economic development, investment attraction and job creation.	Facilitate the resuscitation of nature reserves and key tourist destination sites	Conduct feasibility studies to resuscitate SS Skosana nature reserve, Bundu Inn and other nature reserves and cultural heritage sites within the Municipality	Feasibility studies for Tourism
					Engage the Department of Economic Development and Tourism and the Mpumalanga Economic Development Agency to assist with funding.	Feasibility studies for Tourism

<b>SO 5: To create a conducive environment for economic development, investment attraction and job creation.</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Objective</b>	<b>Strategies</b>	<b>Programmes/ Projects</b>
					Packaging of Tourism product offerings within the Municipality with the assistance from the Mpumalanga Tourism and Parks Agency	Feasibility studies for Tourism
					Hold quarterly meetings with stakeholders	Feasibility studies for Tourism
Limited agricultural output to create jobs and enhance economic development	Local Economic Development and Job Creation(Issue 8)	Local Economic Development	To create a conducive environment for economic development, investment attraction and job creation.	Enhance the agricultural output of the municipality through local economic development initiatives	Training and registration of Somme's and cooperatives on the Municipal database	Somme's and cooperatives development
					Holding annual engagement meetings with the agricultural sector to create awareness and information dissemination	Agricultural Development
					Support rural smallholder farmers and expand community food gardens	Agricultural development
					Conduct feasibility studies for a local fresh produce market and local agro-processing plant	Fresh Produce Market (LED Strategy)
Youth unemployment rate of 49.4%	Youth Development (Issue 12)	Local Economic Development	To create a conducive environment for economic development, investment attraction and job creation.	Enhance the participation of the youth in the economy through targeted programmes initiated by public, civic and private sector organizations and Institutions.	Appointment of youth as part of the EPWP and CWP initiatives	CWP and EPWP
					Establish a central youth information desk linked to the various agencies and private sector organizations such as the IDC, NYDI, MEGA, MTP, DSB for easy access to information and	Central Youth Desk

<i>SO 5: To create a conducive environment for economic development, investment attraction and job creation.</i>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Objective</b>	<b>Strategies</b>	<b>Program</b>
					opportunities relating	
					Reserve 40% of all procurement opportunities for youth	Procurement Opportunities
					Identify and collaborate with local industry and businesses to award 5 mayoral	Mayoral Bursaries Scheme
					Train and skill learners falling within the youth	Training programmes for the youth
					Identify funding support models for youth and facilitate	Funding for youth development
<i>Mines (in the municipal area) Mines operate under some difficult situations caused by mushrooming of business forum. All these business forum want to meet the mines separately.</i>						
<i>Solution! The PED is in the process of establishing a single mining forum that will be representative of all areas in the municipal area that will speak in one voice.</i>						

<b>SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/Projects</b>
<p>Non availability of notch progression policies, procedure manuals and non-submission of Job descriptions</p> <p>Improper monitoring of attendance and punctuality</p> <p>Insufficient training budget to capacitate both employees and councillors</p>	Institutional development (Issue 9)	Institutional Transformation and Organizational Development	To improve organizational efficiency and promote a culture of professional conduct in order to render quality services	Improve human resource capacity and efficiency in order to achieve value for money	Development of a policy and a procedure manual to evaluate the municipal staff for notch progression and enforce submission of job descriptions by departments	Human Resource Policy
					Monitoring the attendance and punctuality of all staff members	Procurement of an Electronic clocking system
					Development of an IPMS policy framework and cascading of Performance Management to all staff levels	Individual Performance Management System
					Filling key positions within 3 months from the date of the vacancy	Filling of Vacancies
					Review organizational structure in line with organizational re-engineering and appoint competent and qualified people in positions	Filling of Vacancies
					Identify training needs through the Skills Audit Programme and compile a Work Skills Plan	Training
<p>Over expenditure incurred as a result of Aging Fleet</p> <p>Aging ICT Equipment (server) and</p>	Institutional development (Issue 9)	Institutional Transformation and Organizational Development	To improve organizational efficiency and promote a culture of professional conduct in	Manage municipal resources optimally for effective service delivery	Conduct a cost benefit analysis on maintenance and lease against purchase of new fleet	Fleet Management
					Auctioning of aging fleet and finance leasing	Fleet Management

**SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services**

<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/Projects</b>
formulation of Business Continuity Plan			order to render quality services		Upgrade the current ICT system and formulate a Business Continuity Plan	Upgrading of Information systems

<b>SO 7: To deepen democracy and promote active community participation in the affairs of the institution</b>						
<b>Problem statement</b>	<b>Priority</b>	<b>KPA</b>	<b>Strategic Objective</b>	<b>Performance Objective</b>	<b>Strategies</b>	<b>Programmes/Projects</b>
Community protests and dissatisfaction with regard to service delivery	Good Governance and Public Participation (Issue 10)	Good Governance and Public Participation	To deepen democracy and promote active community participation in the affairs of the institution	Hold 24 mayoral outreach meetings per annum	Provide technical support to Mayoral outreach meetings	Mayoral outreach programmes
				Ensure that 32 ward committee meetings are convened monthly	Provide technical support to ward committees	Ward committees
				Ensure effective communication with the public and community through the various communication platforms	Develop an internal and external Institutional Communication Plan	Communication Plan
					Disseminate information to the community and the public through social media (Facebook), radio slots and newsletters as and when required	Stakeholder communication
	Good Governance and Public Participation (Issue 10)	Good Governance and Public Participation	To deepen democracy and promote active community participation in the affairs of the institution	Promote good governance through compliance with legislation and adhering to universal local government best practices	Ensure compilation of compliance registers and the implementation thereof	None
					Implementation of resolutions and recommendations made by governance structures such as Council Committees, MPAC, AC, RMC, Planning and Performance Management Systems	None
					Provide a service delivery report to communities to keep them abreast with the business of the municipality	None
					Conduct customer satisfaction surveys	None
					Ensure that service delivery is conducted efficiently	None
					Ensure that municipal stakeholders informed	None

					about the affairs of the municipality for transparency and accountability	
					Strive towards achieving a clean audit outcome through achieving through stringent financial management and compliance with legislation	None



## CHAPTER 9

### 9.1. MUNICIPAL FINANCIAL PLAN

#### 9.1.1. Municipal Budgets

In terms of section 16 (1) of the MFMA the council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council at least 90 days before the start of budget year. Subsection (1) does not preclude the appropriation of money for capital expenditure for a period not exceeding three financial years, provided a separate appropriation is made for each of those financial years. The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.

#### 9.1.3 Covid -19 Pandemic

##### 9.1.3.1 Introduction

Thembisile Hani Local Municipality was, like any part of the world affected by the Corona Virus commonly known as Covid -19 Pandemic. The pandemic which emanated in the city of Wuhan in China in November 2019 raised its first ugly head in early March in 2020 in South Africa. The First signs of its presence within Thembisile Hani Local Municipality was in late April. The Virus resulted in untold damage, hundreds of people lost their lives while others lost their jobs and left scars that will take years to heal. To respond to the above challenges posed by the pandemic, the municipality undertook the following:

Establishment of the Local Command Council.

The local command council was formed to look at the local problems that arise as a result of the pandemic.

##### **Composition**

Local command council is composed of:

- Mayoral committee led by the Executive Mayor
- Administration of the municipality led by the Municipal Manager
- Administration of the local police stations led by the Brigadier
- Members of Parliament and members of the Provincial Legislature respectively

##### **The following Departments:**

- Health
- Education
- Social Development Services
- Local Shopping Complexes

The local command council sat every Monday in the municipal Chamber. The command council assesses the situation obtainable every week, gives reports from other spheres of government and gives recommendations to the local situation with a view to curb the spread of the pandemic.

##### **Quarantines**

Three quarantine venues have been identified in the municipal area,

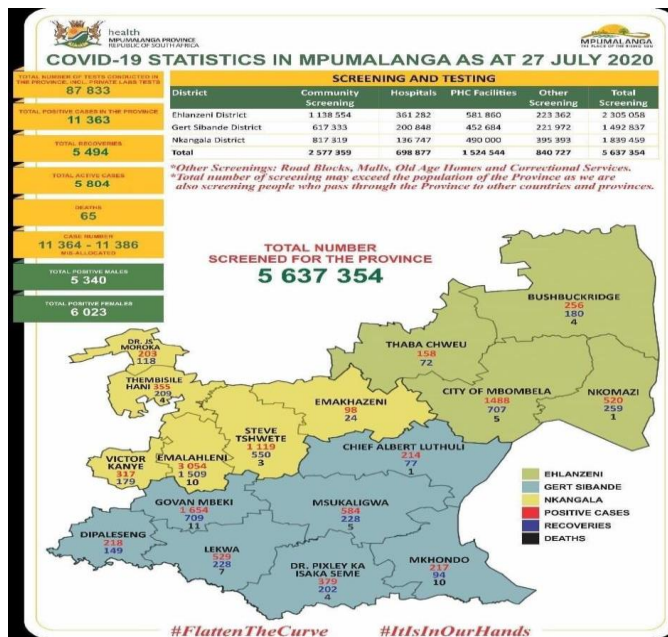
- Zithabiseni
- SS Skosana and

- DE villas

### 9.1.3.2 Implications of the Corona Virus

Most of the challenges posed by the covid- 19 pandemic is that the residents who are supposed to pay for the services are themselves severely affected by the lockdown and the logical trickledown effect is that these residents will not be able to pay for the services the municipality renders to them. The long term implications of the pandemic itself and the lockdown are not yet immediately calculable, but already the signs are there that the damage will have far reaching implications in the country in general and the municipal area in particular.

The community of this municipality depends largely on informal economy. With the lockdown, large section of the economy was unable to operate, this has severely hampered their activities and it will take years for them to recover. Even after the easing of the lockdown, the residents still found/find it very difficult to resume their trades as most of their commodities they trade with are obtainable in Tshwane (Pretoria) which is in another province and travelling in between provinces has been very difficult to say the least. Secondly, the majority of the people that are working, do so in other provinces and or metropolitans like Tshwane, Johannesburg and Ekurhuleni. The Lock down has made it almost impossible for them to travel.



The figures above indicate numbers as of 27 July 2020

Source: Department of Health Mpumalanga

(i) **Support**

**Food parcels are being distributed to poorer communities. This is done with the support of businesses within the municipal area and mines.**

(ii) **Prioritization of the projects 2020/2021**

Most of the 2020/2021 financial year's budget was channeled to issues of water to address the acute water shortages so prevalent in most areas of the municipality. The National Treasury has assisted the municipality with *Disaster Relief Grant* to the amount of R 596 000, 00. These funds will be channeled to the issues of the Covid 19, all paraphernalia related to the Covid 19. (Sensitization, masks, fumigations etc.)

**Covid\_19 Risk Assessment**

According to the Risk Assessment Report 2020 that had been compiled by the Risk Management Unit, there were approximately seven (7) identified risks which are concomitantly related with the COVID\_19 pandemic and are as follows;

- Lack of sanitizers to employees and stakeholders.
- Employees and Stakeholders may not wear dust masks at all material times.
- Inadequate fumigation and disinfection of municipal buildings and vehicles.
- Employees and Stakeholders may not adhere to safety measures.
- Inadequate message may be delivered to THLM employees regarding COVID\_19 disease.
- THLM may not comply with the one-third threshold of employees who should come to work.
- Poor record keeping of COVID\_19 related matters.

However, it is worth-noting that is management doesn't develop any plans to mitigate all these risks identified, it may impact negatively on the provision of basic services to the residents of Thembisile Hani Local Municipality and in addition to that, it may be impossible for the municipality to realise its strategic objectives.

**9.1.4 Programme for Gender Based Violence (GBV)**

**Gender Based Violence (GBV) Programmes**

The municipality does not have a fully-fledged unit dealing with GBV, however the matters of GBV are being dealt with within Transversal unit which part of Social Development or Community Services Department. According to the 2020 - 2021 SDBIP the municipality has planned at least one event per quarter to support vulnerable groups namely people with disabilities, youth, women and children. This may include initiatives on GBV although they may also address other areas of interest for the vulnerable groups. The municipality also partners with the Provincial Department of Social Development, NGO's and other stakeholders to implement GBV programmes regularly.

**Gender Based Violence (GBV) Programmes Challenges.**

- No dedicated staff.
- No budget.

## 9.5. Budget and Treasury Management

### DRAFT 2023-2024 INTEGRATED DEVELOPMENT PLAN

#### 1. LEGISLATIVE BACKGROUND

1.1. According to section 25 (1) and (2) of the Municipal Systems Act, 32 of 2000, each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan
- (c) forms the policy framework and general basis on which annual budgets must be based
- (d) complies with the provisions of this Chapter 5; and
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

1.2. An integrated development plan adopted by a municipal council in terms of subsection (1) may be amended in terms of section 34 and remains in force until an integrated development plan is adopted by the next elected council.

#### 2. OUTLINE OF THE 2022-2027 INTEGRATED DEVELOPMENT PLAN

2.1. The document is divided into 9 Chapters as follows:

**Chapter 1:** Provides the executive summary of the IDP, including the guiding parameters for planning, council vision and mission, municipal values and principles, strategic objectives, powers and functions, key development priorities.

##### **Chapters 2-6 Analysis Phase**

**Chapter 2:** This chapter deals with the legal framework guiding the development of the IDP, the process followed for the review of the IDP, public participation.

**Chapter 3:** This chapter deals with the Municipal profile, including the municipal location and description, demographic information, and socio economic profile.

**Chapter 4:** The chapter provides a spatial analysis, the analysis of the physical environment, and the socio-economic analysis of the municipality.

**Chapter 5:** The chapter deals with the analysis of the municipality's service delivery context, divided into 5 KPA's, namely Basic Service Delivery and Infrastructure Development, Local Economic Development, Good Governance and Public Participation, Institutional transformation and Organisational development, and Municipal Financial viability.

**Chapter 6:** The chapter deals with cross-cutting issues such as disaster management, risk management, and municipal sector plans.

##### **Chapter 7-8: Strategy and Projects**

**Chapter 7:** The Chapter provides a summary of the Analysis phase linking issues identified through the analysis phase with strategies and possible programmes and projects.

**Chapter 8:** Outlines the Municipal strategic objectives, programmes and projects of the municipality as well as those of other sector departments.

**Chapter 9:** Deals with the municipal financial plan.

### 3. KEY MILESTONES FOR THE IDP AND BUDGET PREPARATION

The following table represents the key milestones achieved in terms of preparing the draft IDP and budget as required in terms of the approved IDP/Budget Timetable.

IDP Phase	Activity	IDP Steering committee	Mayoral IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/Budget Indaba	Mayoral Comm. Sitting	Council Sitting	Community Meetings	Public Notice Date	Actual Completion date
Preparation 01 July- 30 August	Preparation and Adoption of IDP Process Plan	11 August 2023	N/A	N/A	N/A	24 August 2023	29 August 2023	N/A	By 08 September 2023	30 August 2023
Analysis 01 August-30 October	Community Meetings  Preparation of IDP Analysis Report	24 October 2023	N/A	N/A	N/A	N/A	N/A	September-October 2023	N/A	31 October 2023
Strategies 01-30 November	Refinement of Objectives and Strategies	16 November 2023	N/A	16/17 January 2023	N/A	N/A	N/A	N/A	N/A	30 November 2023
Projects 01 December-30 January 2024	Project confirmation  Budget/IDP steering committee meeting	30 January 2024	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2024
Integration 01-28 February	Consultation with Sector Departments, Confirmation of budgets, Integration with Sector plans	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2024
Approval 01- February to 30 April 2024	Preparation of IDP/Budget for Council Approval  Community Engagements  Publication of Notices	22 February 2024	N/A	N/A	N/A	22 March 2024	29 March 2024	04-12 April 2024	By 18 April 2024	26 April 2024
Adoption of amendments to the IDP and Budget 30 May 2024	Publication of Notices  Final Approval of IDP and Budget	24 April 2024	25 April 2024	N/A	08/ May 2024	17 May 2024	31 May 2024	N/A	By 14 June 2024	28 June 2024

#### 4. SERVICE DELIVERY PRIORITIES

This section provides a summary of key service delivery priorities for the 2022-2027 Integrated Development Plan. These priorities form the basis for strategy formulation and project identification.

The Key Service Delivery Priorities identified are summarised below as follows:

Issue 1	Water
Issue 2	Sanitation
Issue 3	Public lighting
Issue 4	Roads and Storm water
Issue 5	Environment and Waste management
Issue 6	Municipal facilities, Sport, Recreation, Art & Culture
Issue 7	Spatial Planning and Land Use Management
Issue 8	Financial management and sustainability
Issue 9	Local Economic Development and Job Creation
Issue 10	Institutional development
Issue 11	Good Governance and Public Participation
Issue 12	Youth Development

#### Developmental Goals and Objectives

**Goal 1: To provide households with basic services including water, adequate sanitation, refuse removal, adequate public lighting and accessible roads.**

- Objective 1.1:** Increase the current bulk water supply by sourcing new bulk and supplying portable water to all our residence.
- Objective 1.2:** Provide water reticulation networks and household connections to all new areas in our municipality.
- Objective 1.3:** Upgrade and maintain existing bulk water infrastructure and eliminate all water losses.
- Objective 1.4:** Improve the green drop rating by ensuring compliance with green drop requirements.
- Objective 1.5:** Provide households with access to adequate sanitation.
- Objective 1.6:** Provide public lighting to the community by installing highmast lights and streetlights
- Objective 1.7:** Provide accessible roads by re-gravelling and upgrading all unsurfaced roads.
- Objective 1.8:** Ensure that all critical roads are surfaced and completed in the next five years.
- Objective 1.9:** Establish a fully functional regional land fill site
- Objective 1.10:** Extend the refuse removal service to all households within the municipality.

**Goal 2: To create integrated and sustainable human settlements through the proactive planning and development of land.**

- Objective 2.1:** Establish and formalise priority settlements in line with national norms and standards.
- Objective 2.2:** Prevent the illegal occupation of land and enlighten traditional authorities and communities on land development and land use management issues.
- Objective 2.3:** Create a uniform approach to land development by adopting a uniform land use management scheme.

**Goal 3: To create a safe and healthy environment conducive for social development and recreation**

- Objective 3.1:** Refurbish and maintain existing community amenities, including stadiums and community halls
- Objective 3.2:** Construction of community halls where there is necessity.
- Objective 3.3:** Build zonal sports arts and culture centres

**Goal 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection**

- Objective 4.1:** Approve annual budgets that are compliant with the MFMA and Treasury standards annually
- Objective 4.2:** Progressively improve the Audit opinion of the municipality from qualified to unqualified and ultimately clean audit
- Objective 4.3:** Increase revenue collection progressively to 100% by the end of the current term of administration.
- Objective 4.4:** Decrease the number of inaccuracies in the billing system by 100%
- Objective 4.5:** Register new indigents annually in line with the indigents policy
- Objective 4.6:** Ensure that the municipality complies with generally recognized accounting practices

**Goal 5: To create a conducive environment for economic development, investment attraction and job creation.**

- Objective 5.1:** Creating a conducive environment for a thriving economy.
- Objective 5.2:** Focus on identified economic development corridors to guide economic development in the municipality.
- Objective 5.3:** Facilitate the resuscitation of nature reserves and key tourist destination sites
- Objective 5.4:** Encourage the development of local entrepreneurs and cooperatives
- Objective 5.4:** Encourage agricultural activities as part of developing local farmers
- Objective 5.5:** Advocate for the renewal and upgrading of key tourists features in order to improve tourism in our municipality

**Goal 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services**

- Objective 6.1:** Improve human resource capacity and efficiency in order to achieve value for money
- Objective 6.2:** Manage municipal resources optimally for effective service delivery

**Goal 7: To deepen democracy and promote active community participation in the affairs of the institution**

- Objective 7.1:** Hold 24 mayoral outreach meetings per annum
- Objective 7.2:** Ensure that 32 ward committee meetings are convened monthly
- Objective 7.3:** Ensure effective communication with the public and community through the various communication platforms
- Objective 7.4:** Ensure that ward councillors convene at least 6 meetings per annum

## **ITEM 2: DRAFT 2023/2024 BUDGET PROPOSALS**

In terms of section 16 (1) of the MFMA the council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.

(2) In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council at least 90 days before the start of budget year.

(3) Subsection (1) does not preclude the appropriation of money for capital expenditure for a period not exceeding three financial years, provided a separate appropriation is made for each of those financial years

The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.

<b>Summary of Revenue on Accrual Basis</b>									
Segment Desc	Original Budget 2022/23	Adjusted Budget 2022/23 Accrual Basis	Adjusted Budget Cash Basis	Annual Budget 2023/24 Accrual Basis	Annual Budget 2023/24 Cash Basis	Annual Budget 2024/25	Annual Budget 2025/26		
<b>Service Charges</b>									
Refuse Remova	- 37,808,196	- 37,808,196	- 937,699	- 39,812,030	- 10,992,967	- 41,762,820	- 43,725,672		
Sanitation Services	- 1,443,156	- 1,454,664	- 262,964	- 1,531,761	- 287,946	- 1,606,817	- 1,682,338		
Water Services	- 82,095,996	- 96,134,835	- 5,520,318	- 96,134,835	- 46,075,087	- 100,845,442	- 105,585,178		
Property Rates	- 58,456,644	- 58,456,644	- 40,229,174	- 61,554,846	- 12,914,000	- 64,571,034	- 67,605,872		
<b>Total</b>	<b>- 179,803,992</b>	<b>- 193,854,339</b>	<b>- 46,950,155</b>	<b>- 199,033,472</b>	<b>- 70,270,000</b>	<b>- 208,786,113</b>	<b>- 215,234,384</b>		
Other Revenue	- 95,552,110	- 104,026,751	- 69,755,651	- 118,585,100	- 30,592,191	- 124,395,769	- 133,607,046		
Traffic Fines	- 2,456,550	- 2,456,550	- 172,200	- 2,586,747	- 181,327	- 2,713,498	- 2,841,032		
<b>Total Own Revenue</b>	<b>- 277,812,652</b>	<b>- 300,337,640</b>	<b>- 116,878,006</b>	<b>- 320,205,319</b>	<b>- 101,043,518</b>	<b>- 331,769,710</b>	<b>- 347,362,886</b>		
<b>Grant and Subsidies</b>									
Municipal Infrastructure Grant (MIG) Projects	- 134,577,948	- 134,577,948	- 134,577,948	- 140,769,047.00	- 140,769,047.00	- 147,371,913.00	- 154,247,700.00		
Municipal Infrastructure Grant: PMU operational	- 7,083,050	- 7,083,050	- 7,083,050	- 7,415,953.35	- 7,415,953.35	- 7,757,087.20	- 8,118,300.00		
Financial Management Grant (FMG)	- 1,720,000	- 1,720,000	- 1,720,000	- 1,770,000.00	- 1,770,000.00	- 1,770,000.00	- 1,908,000.00		
Expanded Public Works Programme (EPWP)	- 3,735,000	- 3,735,000	- 3,735,000	- 5,166,000.00	- 5,166,000.00	-	-		
:Energy Efficiency and Demand Side Management Grant(EEDSMG)	- 4,000,000	- 4,000,000	- 4,000,000	- 5,000,000.00	- 5,000,000.00	-	-		
Integrated National Electrification Programme Grant (INEP)	- 12,000,000.00	- 12,000,000.00	- 12,000,000.00	- 25,200,000.00	- 25,000,000.00	-	-		
Equitable Share Grant	- 513,707,000	- 513,707,000	- 513,707,000	- 557,502,000.00	- 557,502,000.00	- 601,992,000.00	- 618,524,000.00		
Water Services Infrastructure Grant_(WSIG)	- 24,999,996	- 24,999,996	- 24,999,996	- 88,000,000.00	- 88,000,000.00	- 71,350,000.00	- 62,697,000.00		
<b>Total Gant Allocation</b>	<b>- 701,822,994</b>	<b>- 701,822,994.00</b>	<b>- 701,822,994.00</b>	<b>- 830,823,000.35</b>	<b>- 830,623,000.35</b>	<b>- 830,241,000.20</b>	<b>- 841,679,000.00</b>		
<b>Total Revenue Budget</b>	<b>- 979,635,646</b>	<b>- 1,002,160,634</b>	<b>- 818,701,000</b>	<b>- 1,151,028,319</b>	<b>- 931,666,518</b>	<b>- 1,162,010,710</b>	<b>- 1,189,041,886</b>		

Grant in – kind allocated to the municipality as per the Division of Revenue Bill of 2023



<b>name of the Grant</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
Intrgrated National Electrification Programme (ESKOM)	77,971,000	73,724,000	113,216,000
Reginal Bulk Ingrastructure Grant - Thembisile Water Scheme (Loskop)	500,000,000	100,000,000	50,000,000
<b>Total Allocation</b>	<b>577,971,000</b>	<b>173,724,000</b>	<b>163,216,000</b>

The following Projects are Funded by the Grant In-kind: Integrated National Electrification Programme (ESKOM)

Project Name	Budget Year	Funding	Municipality	Project Type	DMRE Total Planned CAPEX Excl VAT 2023/2024	DMRE Total Planned CAPEX Incl VAT (15%) 2023/2024
Tweefontein G (ward 30) 2023-2024FY	2023-2024	DMRE	MP315_Thembisile Har	Households	R 3,696,546.00	R 4,463,579.30
Msholozzi Farm Ward 04	2023-2024	DMRE	MP315_Thembisile Har	Households	R 850,414.00	R 1,026,874.91
Tweefontein F ward 17	2023-2024	DMRE	MP315_Thembisile Har	Households	R 2,740,888.00	R 3,309,622.26
Tweefontein N	2023-2024	DMRE	MP315_Thembisile Har	Households	R 21,894,736.84	R 26,437,894.74
Vezubuhle	2023-2024	DMRE	MP315_Thembisile Har	Households	R 772,690.00	R 933,023.18
Kameelnek-Thokoza 11kV Hareline (Tweefontein N)	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 842,126.08	R 1,016,867.24
New 11kV Breaker at Kameelnek S/S (Tweefontein N)	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Substation	R 1,000,000.00	R 1,207,500.00
Thembisile Hani LV ext 2023/24	2023-2024	DMRE	MP315_Thembisile Har	Households	R 966,000.00	R 966,000.00
Thembisile Hani infills 2023/24	2023-2024	DMRE	MP315_Thembisile Har	Infills	R 5,494,125.00	R 5,494,125.00
KwaMhlanga L & R	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Substation	R 1,601,595.04	R 1,933,926.01
KwaMhlanga - 132/22kV 2 x 20MVA Sub	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Substation	R 12,106,363.13	R 14,618,433.48
KwaMhlanga - Gemsbok KwaMhlanga 132kV 15km Kingbird line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 10,000,000.00	R 12,075,000.00
KwaMhlanga - New extension 22kV 4km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 50,000.00	R 60,375.00
KwaMhlanga - Post Office 22kV 4km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 50,000.00	R 60,375.00
KwaMhlanga - Enkeldoornoorg 22kV 4km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 50,000.00	R 60,375.00
KwaMhlanga - KwaMhlanga 22kV 4km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 50,000.00	R 60,375.00
KwaMhlanga - Kameelpoort 22kV 4km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 50,000.00	R 60,375.00
KwaMhlanga - Riot Squad 22kV 2km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 50,000.00	R 60,375.00

Project Name	Budget Year	Funding	Municipality	Project Type	DMRE Total Planned CAPEX Excl VAT 2023/2024	DMRE Total Planned CAPEX Incl VAT (15%) 2023/2024
Makometsane 132/22kV 2 x40MVA S/S	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Substation	R 70,000.00	R 84,525.00
Amandla/Makometsane 132kV line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 70,000.00	R 84,525.00
Makometsane/Mapoch 22kV 0.5km Hare Feeder	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Substation	R 5,000.00	R 6,037.50
Makometsane/Senotelo 22kV 0.5km Hare	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Substation	R 5,000.00	R 6,037.50
Makometsane/Mokwaneng 22kV 7.4km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 10,000.00	R 12,075.00
Makometsane/Tshikanosi 22kV 10km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 10,000.00	R 12,075.00
Makometsane/Libangeni 22kV 8.2km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 10,000.00	R 12,075.00
Makometsane/Zoetmelkfontein 22kV 2.5km Hare Line	2023-2024	DMRE	MP315_Thembisile Har	Infrastructure - Line	R 10,000.00	R 12,075.00

Project Name	Budget Year	Funding	Municipality	Project Type	DMRE Total Planned CAPEX Excl VAT 2023/2024	DMRE Total Planned CAPEX Incl VAT (15%) 2023/2024
L&R-Dennilton Substation	2023-2024	DMRE	MP315_Thembisile Han	Pre-Engineering	R 1,500,000.00	R 1,811,250.00
Dennilton 2x20MVA 132/22kV Substation	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Substation	R 140,240.53	R 169,340.43
Kwaggafontein/Dennilton 132kV Line	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Line	R 148,897.48	R 179,793.70
Kwaggafontein/Dennilton 132kV Feedere Bay	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Substation	R 125,749.05	R 151,841.98
Dennilton/Lusaka 22kV	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Substation	R 80,727.78	R 97,478.79
Dennilton/Elandsdoorn Town 22kV	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Substation	R 71,119.55	R 85,876.86
Dennilton/Thabakhubedu 22kV	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Substation	R 96,229.43	R 116,197.03
Dennilton/Matsipe 22kV	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Substation	R 47,277.20	R 57,087.22
Dennilton/Denilton 22kV	2023-2024	DMRE	MP315_Thembisile Han	Infrastructure - Substation	R 16,390.33	R 19,791.32
Thembisile Hani Pre-eng	2023-2024	DMRE	MP315_Thembisile Han	Pre-Engineering	R 1,000,000.00	R 1,207,500.00
					<b>R 65,682,115.42</b>	<b>R 77,970,678.43</b>

#### Projects Funded by Nkangala District Municipality

Project Description	Adjusted Budget 2022/23	Draft Budget 2023/24	Draft Budget 2024/25	Draft Budget 2025/26
Loskop Regional Bulk Water Supply: Thembisile Hani LM	R 140 000 000	R 475 000 000	R 95 000 000	R 47 500 000

Kwaggafontein B and C Storm water Drainage	R 2 729 346	R 12 500 000	R -	R -
Land Audit Thembisile Hani	R 830 000	R -	R -	R -
Storm water	R 442 287	R -	R -	R -
HIV Aids Campaign Thembisile Hani	R 70 000	R -	R -	R -
MHS Education and Awareness Thembisile Hani	R 70 000	R -	R -	R -
Community Hall Moloto	R 12 830 000	R -	R -	R -
Disaster management Awareness Campaign Thembisile Hani	R 9 000	R -	R -	R -
Loskop Water Project NDM Funding	R -	R 28 000 000	R 20 000 000	R 28 000 000
<b>Total</b>	<b>R 157 061 633</b>	<b>R 515 500 000</b>	<b>R 115 000 000</b>	<b>R 75 500 000</b>

Cash Basis Budgeting ((GRANT 24)	Accrual Basis Budgeting (MFMA 56 of 2003)
<p><b>- Refuse removal</b> The projected actual billing based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 39.8 million</p> <p><b>-Sanitation Services</b> The projected actual billing based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 1.5 million</p> <p><b>- Water Services</b> The projected actual billing based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 96.1 million</p> <p><b>- Property Rates</b> The projected actual billing based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 61.6 million</p> <p><b>- Other Revenue</b> The projected actual billing based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 118.6 million</p> <p><b>Traffic Fines</b> The projected actual billing based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 2.6 million</p> <p><b>Total Projection of Own Revenue Budget</b> The total own revenue projected for 2023/24 financial amount to R 320.2 million which has increased by an amount of R 19.8 million that the budget of 2022/23 financial year which is 6.18 percent increase</p> <p><b>Conditional Grants</b> The total allocation of conditional grants allocated as per the Division of Revenue Bill publish under Government Gazette No: 48017of 10 February 2023 amount to R 273.1 million against the allocation of previous financial year (2022/23 financial and has an</p>	<p><b>- Refuse removal</b> The projected actual revenue collection based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 11.0 million</p> <p><b>Sanitation Services</b> The projected actual revenue collection based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 288 thousand</p> <p><b>Water Services</b> The projected actual revenue collection based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 46.1 million</p> <p><b>Property Rates</b> The projected actual revenue collection based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 12.9 million</p> <p><b>- Other Revenue</b> The projected actual revenue collection based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 30.6 million</p> <p><b>Traffic Fines</b> The projected actual revenue collection based on the previous revenue information which also include the CPI of 5.3 percent as per the circular 123 from NT amount to R 181 thousand</p> <p><b>Total Projection of Own Revenue Budget</b> The total own revenue projected for 2023/24 financial amount to R 101.0 million which has decreased by an amount of R 15.9 million than the budget of 2022/23 financial year which is 15.74 percent.</p> <p><b>Conditional Grants</b> The total allocation of conditional grants allocated as per the Division of Revenue Bill publish under Government Gazette No: 48017of 10 February 2023 amount to R 273.1 million against the allocation of previous</p>

<p>increase of R 85.0 million which is 31.14 percent increase.</p> <p><b>Non Conditional Grant</b></p> <p>The total allocation of non-conditional grants allocated as per the Division of Revenue Bill publish under Government Gazette No: 48017of 10 February 2023 amount to R 557.5 million and has an increase of R 43.8 million against the allocation of previous financial year (2022/23 financial year which is 31.14 percent increase. The total grant and subsidies to the municipality amount to R 830.6 million</p> <p><b>Total Projected Revenue Budget of the Municipality</b></p> <p>The total budget for 2023/24 financial year for both own revenue projections and grant and subsidies allocated to the municipality amount to R 1.2 billion which show an increase amount to R 148.9 million which is 12.93 percent increase.</p>	<p>financial year (2022/23 financial and has an increase of R 85.0 million which is 31.14 percent increase.</p> <p><b>Non Conditional Grant</b></p> <p>The total allocation of non-conditional grants allocated as per the Division of Revenue Bill publish under Government Gazette No: 48017of 10 February 2023 amount to R 557.5 million and has an increase of R 43.8 million against the allocation of previous financial year (2022/23 financial year which is 31.14 percent increase. The total grant and subsidies to the municipality amount to R 830.6 million</p> <p><b>Total Projected Revenue Budget of the Municipality</b></p> <p>The total budget for 2023/24 financial year for both own revenue projections and grant and subsidies allocated to the municipality amount to R 931.9 million which show an increase amount to R 113.0 million which is 12.12 percent increase.</p>
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### 7.1.3 Operational Expenditure

Segment Desc	Original Budget 2022/23	Adjusted Budget 2022/23 Accrual Basis	Adjusted Budget Cash Basis	Annual Budget 2023/24 Accrual Basis	Annual Budget 2023/24 Cash Basis	Annual Budget 2024/25	Annual Budget 2025/26
Employee Cost	177,288	180,171	180,171	196,159	196,159	205,771	215,442
Remuneration of Councillors	27,447	28,039	28,039	29,258	29,258	30,692	32,134
Depreciation/ Impairment of Assets	88,821	88,821	88,821	88,821	88,821	88,821	88,821
Finance Charges	1,300	-	-	-	-	-	-
Inventory Consummed and Bulk Water Purchase	162,881	166,362	166,362	173,515	173,515	181,027	188,585
Contracted Services	126,552	160,248	160,248	159,264	159,264	150,940	153,723
Transfers and Grants	200	200	200	5,000	5,000	5,000	5,000
Other Expenditure	470,350	237,288	236,549	104,399	104,399	519,307	528,844
Tother Expenditure - Non Cash - Back Items		276,268		245,885		242,880	242,880
<b>Total Expenditure</b>	<b>1,054,839</b>	<b>1,137,397</b>	<b>860,390</b>	<b>1,002,301</b>	<b>756,416</b>	<b>1,424,437</b>	<b>1,455,429</b>

### Summary Budget of Various Functions/ Department and Sub – functions/ Department

Function/ Department or Vote	Segment/ Item	Adjusted Budget 2022/23	Draft Budget 2023/24	Variance	Percentage
<b>Municipal Manager</b>	Salaries	R 7 642 525	R 7 794 480	R 151 955	4.8%
	General Expenditure	R 8 054 426	R 8 054 426	R 0	0%
	<b>Total</b>	<b>R 15 696 951</b>	<b>R 15 848 906</b>	<b>R 151 955</b>	<b>0.96%</b>



PMS, Youth, Communication and Public Participation	Salaries	R 14 469 106	R 13 686 687	(R 782 419)	-5.72%
	Youth Academic Awards	R 0	R 300 000	R 300 000	100%
	Youth Summit	R 300 000	R 300 000	<b>R 0</b>	-0%
	Youth Games	R 300 000	R 300 00	<b>R 0</b>	0%
	General Expenditure	R 824 928	R 1 635 576	<b>R 810 648</b>	49.56%
	<b>Total</b>	<b>R 15 894 035</b>	<b>R 16 207 820</b>	<b>R 328 229</b>	<b>2.03%</b>
Planning and Economic Development	Salaries	R 7 723 957	R 8 088 409	R 364 452	4.48%
	General Expenditure	R 150 792	R 150 792	R 0	0%
	<b>Total</b>	<b>R 7 874 749</b>	<b>R 8 239 201</b>	<b>R 364 452</b>	<b>4.42%</b>
Town Planning	Salaries	R 0	R 0	R 0	0%
	SMMEs	R 200 000	R 5 000 000	R 4 800 000	96%
	Tourism Promotion – KwaMhlanga Show	R	R 800 000	R 0	0%
	Tourism Promotion – Tourism Indaba/ Events	R 0	R 200 000	R 800 000	100%
	General Expenditure	R 3 000 000	R 3 000 000	R 0	0%
	<b>Total</b>	<b>R 3 200 000</b>	<b>R 9 000 000</b>	<b>R 5 800 000</b>	<b>64.44%</b>
<b>Internal Audit</b>	Salaries	R 2 383 050	R 2 494 640	R 111 590	4.8%
	General Expenditure	R 1 149 648	R 1 649 648	R 500 000	30.31%
	<b>Total</b>	<b>R 3 532 698</b>	<b>R 4 144 288</b>	<b>R 611 590</b>	<b>14.76%</b>
<b>Risk Management</b>	Salaries	R 1 160 623	R 1 215 381	R 54 748	4.8%
	General Expenditure	R 509 520	R 32 983 773	R 32 474 253	98.46%
	<b>Total</b>	<b>R 1 670 143</b>	<b>R 34 199 154</b>	<b>R 32 529 001</b>	<b>95.12%</b>
<b>ICT</b>	Salaries	R 3 639 970	R 3 810 003	R 170 003	4.8%
	General Expenditure	R 19 216 748	R 23 016 748	R 4 300 000	18.68%
	<b>Total</b>	<b>R 22 856 751</b>	<b>R 26 826 751</b>	<b>R 4 470 003</b>	<b>15.72%</b>

<b>Council General</b>	Allowances	R 28 038 710	R 29 257 674	R 1 218 964	4.8%
	General Expenditure	R 11 807 478	R 12 058 082	R 250 604	2.08%
	<b>Total</b>	<b>R 15 696 951</b>	<b>R 15 848 906</b>	<b>R 151 955</b>	<b>0.96%</b>
<b>Finance</b>	Salaries	R 14 900 507	R 16 550 275	R 1 649 768	4.8%
	General Expenditure	R 23 878 888	R 19 878 888	(R 4 000 000)	1.52%
	Non – Cash Back Items	R 242 879 604	R 242 879 604	R 0	0%
	<b>Total</b>	<b>R 281 658 999</b>	<b>R 279 308 767</b>	<b>(R 2 350 232)</b>	<b>0.84%</b>
<b>Supply Chain Management</b>	Salaries	R 3 423 092	R 3 584 211	R 161 119	4.8%
	General Expenditure	R 443 232	R 443 232	R 0	0%
	<b>Total</b>	<b>R 3 866 324</b>	<b>R 4 027 443</b>	<b>R 161 119</b>	<b>4.0%</b>
<b>Asset Management</b>	Salaries	R 3 290 808	R 3 442 928	R 152 120	4.48%
	General Expenditure	R 98 475 940	R 99 843 532	R 1 367 592	1.37%
	<b>Total</b>	<b>R 101 766 749</b>	<b>R 103 286 460</b>	<b>R 1 519 712</b>	<b>1.47%</b>
<b>Fleet Management</b>	Salaries	R 6 133 320	R 6 416 521	R 283 201	4.48%
	General Expenditure	R 30 145 324	R 30 145 324	R 0	0%
	<b>Total</b>	<b>R 36 278 645</b>	<b>R 36 561 845</b>	<b>R 283 201</b>	<b>0.77%</b>
<b>Technical Services</b>	Salaries	R 1 828 242	R 1 913 421	R 85 179	4.48%
	General Expenditure	R 903 984	R 903 984	R 0	0%
	<b>Total</b>	<b>R 2 732 226</b>	<b>R 2 817 405</b>	<b>R 85 179</b>	<b>3.02%</b>
<b>Electricity Services</b>	Salaries	R 1 944 878	R 2 032 050	R 87 172	4.48%
	General Expenditure	R 25 491 421	R 26 491 421	R 1 000 000	3.77%
	<b>Total</b>	<b>R 27 436 299</b>	<b>R 28 523 471</b>	<b>R 1 087 172</b>	<b>3.81%</b>
<b>Water Services</b>	Salaries	R 26 876 007	R 28 160 433	R 1 284 426	4.8%
	Bulk Water Purchase	R 140 000 000	R 153 300 000	R 13 300 000	8.68%
	Sample Testing Water	R 1 080 000	R 1 080 000	R 0	0%
	Repairs & Maintenance	R 13 500 000	R 13 500 000	R 0	0%
	Delivery of Water	R 21 500 000	R 21 500 000	R 0	0%
	Material & Supplies	R 3 460 000	R 3 460 000	R 0	0%

	General Expenditure Non – Cash Back Items <b>Total</b>	R 4 634 356 R 1 991 892 <b>R 213 042 255</b>	R 4 634 356 R 1 991 892 <b>R 227 626 681</b>	R 0 R 0 R 14 584 426	0% R 0 6.41%
<b>Roads and Storm Water</b>	Salaries Routine Roads Maintenance Material & Supply  General Expenditure <b>Total</b>	R 14 280 216 R 14 877 003  R 5 312 612  R 9 502 <b>R 34 479 333</b>	R 15 515 128 R 14 477 003  R 5 012 612  R 284 507 <b>R 35 289 250</b>	R 1 234 912 (R 400 000)  (R 300 000)  R 275 005 R 809 917	4.48% 2.76%  5.98% 1.25% 96.66% 2.25%
<b>Sanitation Services</b>	Salaries Material & Supplies Repairs & Maintenance Sample Testing Sanitation General Expenditure Non – Cash Back Items <b>Total</b>	R 8 050 965 R 0 R 0 R 0 R 467 400 R 13 284 <b>R 8 531 647</b>	R 8 415 503 R 1 000 000 R 1 604 768 R 360 000 R 467 400 R 13 284 <b>R 11 460 955</b>	R 364 538 R 1 000 000 R 1 604 768 R 360 000 R 0 R 0 <b>R 2 929 308</b>	4.8% 100% 100% 100% 0% 0% <b>25.56%</b>
<b>Corporate Services</b>	Salaries General Expenditure Non – Cash Back Items <b>Total</b>	R 11 177 751 R 8 027 302 R 5 250 000 <b>R 24 488 053</b>	R 11 663 440 R 8 027 3052 R 5 250 000 <b>R 24 940 742</b>	R 485 689 R 0 R 0 <b>R 485 689</b>	4.8% 0% 0% <b>4.09%</b>
<b>Legal Services</b>	Salaries General Expenditure <b>Total</b>	R 3 381 102 R 2 469 780 <b>R 24 488 053</b>	R 3 540 050 R 2 469 780 <b>R 24 940 742</b>	R 158 948 R 0 <b>R 158 948</b>	4.8% 0% 0.64%
<b>Social Services</b>	Salaries	R 2 905 097	R 3 041 582	R 136 485	4.8%

	General Expenditure <b>Total</b>	R 131 312 <b>R 3 036 409</b>	R 131 312 <b>R 3 174 716</b>	R 0 <b>R 136 485</b>	0% 4.30%
	Salaries General Expenditure Non – Cash Back Items <b>Total</b>	R 16 282 049 R 32 178 599 R 2 284 350 <b>R 24 488 053</b>	R 19 747 945 R 33 858 405 R 2 284 350 <b>R 24 940 742</b>	R 3 465 896 R 1 679 806 R 0 <b>R 485 689</b>	4.8% 5.3% 0% <b>4.09%</b>
<b>Halls and Facilities</b>	Salaries General Expenditure <b>Total</b>	R 5 735 124 R 7 724 344 <b>R 13 459 466</b>	R 6 001 083 R 7 724 344 <b>R 13 725 427</b>	R 265 959 R 0 <b>R 265 959</b>	4.8% 0% <b>1.94%</b>
<b>Libraries and Archives</b>	Salaries General Expenditure <b>Total</b>	R 2 032 140 R 0 <b>R 2 032 140</b>	R 2 124 133 R 0 <b>R 2 124 133</b>	R 91 993 R 0 <b>R 91 993</b>	4.8% 0% <b>4.8%</b>
<b>Sports Facilities</b>	Salaries General Expenditure <b>Total</b>	R 7 738 900 R 146 496 <b>R 7 885 396</b>	R 8 102 810 R 672 996 <b>R 8 249 306</b>	R 363 910 R 526 500 <b>R 363 910</b>	4.8% 0% <b>4.41%</b>
<b>Cemetery</b>	Salaries General Expenditure <b>Total</b>	R 0 R362 996 <b>R 362 996</b>	R 0 R 362 996 <b>R 362 996</b>	R 0 R 0 <b>R 0</b>	0% 0% <b>0%</b>
	<b>Total Operational Expenditure</b>	<b>R 1 137 397</b>	<b>R 1 002 301</b>	<b>R 756 416</b>	

<b>Accrual Basis Budgeting ((GRANT 24)</b>	<b>Cash Basis Budgeting (MFMA 56 of 2003)</b>
<p><b>Employee Cost</b> The total budget of employee cost amount R 196.2 million which is increase by an amount of R 13.8 million, the increase is because of the annual increase and also the newly budgeted posts.</p> <p><b>Remuneration of Councillors</b> The total budget of the remuneration of councillors amount R 29.3 million which is increased by an amount of R 1.4 million, the reason for the increase is because of the projected annual increase of 4.8 for councillors which will be determined by the Minister of CoGTA as per the Office Bearers Act of 1998</p> <p><b>Depreciation/ Impairment of Assets</b> No adjustment of budget will be added to the above mentioned segment budgeted amount is R 88.8 million.</p> <p><b>Inventory Consumed and Bulk Water Purchase</b> The total budget of the above mentioned segment amount R 173.5 million which is increase by an amount of R 7.1 million, which is below the CPI increase by 1.2 percent which will be catered during budget adjustment 2023/24 financial year.</p> <p><b>Contracted Services</b> The budget under the above mentioned segment will amount to R 159.3 million</p> <p><b>Transfers and Grants</b> The budget under the above mentioned segment will R 5.0 million</p> <p><b>Other Expenditure</b> The total budget of the above mentioned segment amount R 352.3 million which include an amount of R 245.9 which is for non – cash back items like Impairment of debtors, various provisions etc.</p> <p><b>Total Operational Expenditure for the financial year</b> The operational expenditure budget for 2023/24 financial year amount to R 1 billion</p>	<p><b>Employee Cost</b> The total budget of employee cost amount R 196.2 million which is increase by an amount of R 13.8 million, the increase is because of the annual increase and also the newly budgeted posts.</p> <p><b>Remuneration of Councillors</b> The total budget of the remuneration of councillors amount R 29.3 million which is increase by an amount of R 1.4 million, the increase is because of the projected annual increase of 4.8 for councillors which will be determined by the Minister of CoGTA as per the Office Bearers Act of 1998</p> <p><b>Depreciation/ Impairment of Assets</b> No adjustment of budget will be added to the above mentioned segment budgeted amount is R 88.8 million.</p> <p><b>Inventory Consumed and Bulk Water Purchase</b> The total budget of the above mentioned segment amount R 173.5 million which is increase by an amount of R 13.3 million, the increase is because of the annual increase of 9.5 percent from the water suppliers which Rand Water and City of Tshwane.</p> <p><b>Contracted Services</b> The budget under the above mentioned segment will amount to R 159.3 million</p> <p><b>Transfers and Grants</b> The budget under the above mentioned segment will R 5.0 million</p> <p><b>Other Expenditure</b> The total budget of the above mentioned segment amount R 104.4.</p> <p><b>Total Operational Expenditure for the financial year</b> The operational expenditure budget for 2023/24 financial year amount to R 756.4 million.</p>

## 7.1.4 Capital Expenditure

### Summary of Capital Expenditure

Function	Annual Budget 2023/2	Annual Budget 2024/2	Annual Budget 2025/26
<b>Total Capital Budget</b>	<b>274,278,519</b>	<b>243,247,479</b>	<b>243,623,655</b>

### Capital Expenditure per Function/ Department

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Halls and Offices (Dept 300)</b>				
	Fencing of Phola Park Community Hall	-	-	-
	Purchase of Generator for Municipal Building Own Funding	500,000	-	-
	Kwaggafontein Sports,Arts and culture rereation Centre ward 31 - MIG	500,000	-	-
	Verena Multipurpose Centre (Sports,Arts and culture recreation Centre) - MIG	500,000	5,000,000	5,000,000
	Moloto Multipurpse Centre (Sports, Cultural creation Centre) - MIG	2,000,000	5,000,000	9,289,828
	Phumala Multipurpose Centre -(Sports, Cultural creation Centre) - MIG	2,500,000	5,000,000	5,000,000
		5,500,000	15,000,000	19,289,828

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Asset Management Services</b>				
	Procurement of Yellow Machines for the Landfill Site - MIG	5,481,000	2,962,000	-
		<b>5,481,000</b>	<b>2,962,000</b>	<b>-</b>

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Sports Facilities Management (Dept 300)</b>				
	Upgrade Kwaggafontein Stadium Multi-Year Project Ward 26 MIG	4,000,000	6,000,000	6,000,000
		<b>4,000,000</b>	<b>6,000,000</b>	<b>6,000,000</b>

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Corporate Services 106)</b>				
	Human Resources: Office Furniture Own Funding	650,000	650,000	650,000
		<b>650,000</b>	<b>650,000</b>	<b>650,000</b>

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Information Technology:ICT MM'S Office</b>				
	Purchase of Laptops,Computers etc - Own Funding	1,000,000	1,000,000	1,000,000
		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Community Traffic Services (Dept 108)</b>				
	Purchase of Speed cameras - Own Funding	200,000	200,000	200,000
	Purchase of Raod - block Trailer - Own Funding	350,000	-	-
		<b>550,000</b>	<b>200,000</b>	<b>200,000</b>

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Electricity Services (530)</b>				
	Installation of Highmast Lights - (Ward 1, 2,3, 15 & 30) - MIG	5,000,000	10,000,000	10,000,000
	Electrification of Magodongo Ward 3- 750 Households - INEP	13,500,000	-	-
	Electrification of Moloto(Mafishane Ward 2) 650 household INEP	11,700,000	-	-
		<b>30,200,000</b>	<b>10,000,000</b>	<b>10,000,000</b>

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Roads:Roads and Stormwater (Dept 550)</b>				
	Construction of pedestrian bridges ward 11,17 and 23 MIG	4,000,000	-	-
	Rehabilitation of Roads_Ward 21 and 32 MIG	6,994,247	6,235,889	10,000,000
	Upgrade Verena A-D Bus and Taxi Route from gravel to paved - Ward 08 - MIG	3,500,000	5,000,000	5,000,000
	Upgrade Verena C Bus and Taxi Route from gravel to paved - Ward 11 - MIG	3,500,000	7,408,650	7,408,650
	Upgrade Kwaggafontein A Link Road from gravel to paved - Ward 27 - MIG	-	5,000,000	-
	Upgrade Tweefontein E Bus Route from gravel to paved - Ward 15 - MIG	4,477,150	-	-
	Upgrade Phola Park to Sheldon Bus and Taxi route from gravel to paved - Ward 6 and 14 -MIG	5,000,000	6,000,000	6,000,000
	Construction of Buhlebesizwe Stormwater and Bus Route Ward 16 - MIG	-	5,000,000	5,000,000
	Construct Mountainview Mandela Drive Bus Route Ward 14 - MIG	7,000,000	-	-
	Design & Construct Zakheni Bus Route Ward 4 - 32 - MIG	3,000,000	-	-
	Coonstruction of SunCity A road Ward 19 (MIG)	4,500,000		
	Construction of Kwaggafontein C Road Ward 26 - MIG	500,000	10,000,000	4,000,000
		<b>42,471,397</b>	<b>44,644,539</b>	<b>37,408,650</b>

Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>:Sanitation Services (Dept 560)</b>				
	Toilet Facilities:Construction of Alternative Sanitation Pro - MIG	1,000,000	12,000,000	13,000,000
	Upgrade Tweefontein K WWTW Ward 13 - WSIG	19,009,471	20,000,000	15,000,000
	Upgrade Tweefontein K WWTW (Sanitation) reticulation Ward 13 - MIG	4,000,000	10,000,000	10,000,000
	Oxidation Ponds - Phase 2 (Plant Compliance) Ward 32 - WSIG	8,766,275	6,350,000	6,000,000
	Construction of Luthuli WWTW Ward 22 MIG	13,000,000	20,000,000	15,000,000
		<b>45,775,746</b>	<b>68,350,000</b>	<b>59,000,000</b>



Function	SegmentDesc	Annual Budget 2023/24	Annual Budget 2024/25	Annual Budget 2025/26
<b>Water Distribution:Water (Dept 540)</b>				
	Distribution:Upgrade Mabhoko Water Infrastructure Multi-Yr P Ward 21 - MIG	14,816,650	-	-
	Upgrade Tweefontein K WWTW Water Reticulation Ward 13 - MIG	4,000,000	5,000,000	5,000,000
	Refurbishment of Water Infrastructure - All Wards ( WC/DMP) - Own Funding	7,500,000	7,500,000	7,500,000
	Upgrading of Thembaletu Water Infra Ward 05 - MIG	4,000,000	7,840,939	10,000,000
	Upgrade Tweefontein C and DK Water Infrastr Ward 12 -MIG	15,000,000	-	-
	Upgrade Ntkozweni Water Infra Multi-Yr Proj Pipe Works - Ward 17 - MIG	3,243,196	-	-
	Upgrading of agricultural infrastructure project to augment borehole water supply Bundu Ward 24 ( Including anchoring of pipeline ) - MIG	3,000,000	2,000,000	-
	Upgrade Mathysensloop Booster Pump Station to Kwaggafontein Ward 27 and 28	7,990,526	-	-
	Construction of Sheldon (Empumelelweni) Water Infra Pipelines Multi-Yr Proj Wa	8,756,804	-	-
	Installation of Water Meters (WC/DMP) - All Wards - Own Funding	11,000,000	11,000,000	11,000,000
	Replacement of Asbestos Pipe - Bomandu - Ward 7 and 24 WSIG	10,000,000	5,000,000	11,697,000
	Refurbishment and Equipping of Boreholes all wards- WSIG	15,000,000	15,000,000	15,000,000
	Upgrading of Mahlabathini Water Infrastructure (Multi - year Project Ward 22 - MIG	500,000	14,000,000	14,766,501
	Upgrading of Verena A Water Infrastructure (Multi - year Project Ward 08 - MIG	4,000,000	10,000,000	15,000,000
	Replacement of Asbestos Pipe - Ward 24 and 7 MIG	-	8,000,000	13,011,675
	Construction of Water Reticulation at Sheldon Ward 14 ( MIG)	10,500,000	-	-
	Installation of telemetry System - All Ward - MIG	5,500,000	4,000,000	2,000,000
	Mzimuhle Water infrastructure Ward 10 WSIG	4,414,400	1,666,667	1,666,667
	Wolwenkop Water Infrastructure Ward 11 WSIG	4,414,400	1,666,667	1,666,667
	Vlaklaagte No :2 Water Infrastructure Ward 16 WSIG	4,414,400	1,666,667	1,666,667
		<b>138,050,376</b>	<b>94,340,940</b>	<b>109,975,177</b>
		<b>274,278,519</b>	<b>243,247,479</b>	<b>243,623,655</b>

<b>Cash Basis Budgeting ((GRANT 24)</b>	<b>Accrual Basis Budgeting (MFMA 56 of 2003)</b>
<b>Capital Expenditure</b> The total Capital budget of the municipality amount to R 273.3 million which show as an increase amount to R 73.3 which is 27.37 percent increase	<b>Capital Expenditure</b> The total Capital budget of the municipality amount to R 273.3 million which show as an increase amount to R 73.3 which is 27.37 percent increase

<b>Total Budget for Opex and Capes: Accrual Basis Budgeting ((GRANT 24)</b>	<b>Total Budget for Opex and Capes: Cash Basis Budgeting ((GRANT 24)</b>
The total operational and capital expenditure amount to R 1.3 billion.	The total operational and capital expenditure amount to R 1.0 billion.

#### SECTOR DEPARTMENTS

The Department of Agriculture, Rural Development, Land and Environmental Affairs has earmarked a number of projects for the 2023/2024 financial year. The include;

- Phezukomkhono Mlimi Programme (PKM)
- Masibuyele Esibayeni Programme (MESP)
- Fortune 40 Farmers Incubation Programme

# PHEZUKOMKHONO MLIMI PROGRAMME

## PROJECT DISCRIPTION : PROVISION OF AGRICULTURAL INPUTS, MECHANIZATION AND ADVICE

OUTPUT INDICATORS	TARGET	Wards	Villages	BUDGET
Number of Vulnereable households to be supported (with smartboxes and agricultural production inputs). Number of Smallholder, subsistence and commercial Producers supported ( with production inputs, mechanization and advice within Thembisile Hani Local Municipality)	1255 2500 Ha (542 farmers)	All All	All All	R 351907,58 R6 021275,10
Number of food gardens supported (with agricultural starter pack)	60	All	All	R429897,4
Number of EPWP jobs maintained/ created through Phezukomkhono Mlimi (6 tractor drivers, 2 tractor mechanics and 8 site keepers)	16	All	All	R758 400

# MASIBUYELE ESIBAYENI PROGRAMME (MESP)

## PROJECT DISCRIPTION :PROVISION OF LIVESTOCK SETS AND ANIMAL FEEDS

OUTPUT INDICATORS	TARGET	Wards	Villages	BUDGET
Number of cattle production sets / nuclei supplied to livestock farms (Bull and Heifer)	1 Set	All	All	R1,300,000.00
Number of goat production sets supplied to livestock farms	1 Set	All	All	R1,100,000.00
Number of sheep production sets supplied to livestock farms	1 Set	All	All	R1,400,000.00
Number of pig production sets supplied to livestock farms	1 Set	All	All	R840,000.00

## PROJECT DISCRIPTION :PROVISION OF LIVESTOCK SETS

OUTPUT INDICATORS	TARGET	Wards	Villages	BUDGET
Number of stud bulls supplied to livestock farms	1 Set	All	All	R595,650.00
Number of Broilers sets supplied to farmers	3 Set	All	All	R33,928.57
Number of Layers sets supplied to farmers	1 Set	All	All	R25,000.00
Number of free range chickens supplied to subsistence farmers (linked to food gardens)	3 Set	All	All	R33,928.57
Animal Feeds (pigs, poultry & fish) supplied to livestock farmers	4	All	All	R500,000.00

# COMPREHENSIVE AGRICULTURAL SUPPORT PROGRAMME (CASP)

## PROJECT DESCRIPTION: INFRASTRUCTURE DEVELOPMENT

OUTPUT INDICATORS	TARGET	WARDS	Villages	Budget
Eggsellent by Lebo Project	EIA Water development (Equipping & reticulation 2 x 15000 layer houses for layers with its associated infrastructure Boundary fence Storeroom & pack house with offices and ablution facilities	31	Vrisgwaght	R16 833 669,00
Thembisile Hani Grain Project	Installation of new maize mill	32	Sybranskraal	R2 822 342,54

# FORTUNE 40

## Project description: Mpumalanga Young farmer incubation programme

OUTPUT INDICATORS	TARGET	WARDS	VILLAGES	Budget
Training of young farmers	10 young farmers trained with agricultural skill	All	All	R 300 000
Recruiting of young farmers	15 farmers to be recruited	All	Verena & surrounding areas	R 550000

DEDT Department of Economic Development and Tourism

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total project cost R'000
Thembisile Hani	Ekandustria Industrial Park	KwaMhlanga	Ekandustria Industrial Park revitalization programme	• R50m for maintenance. Revitalisation budget still to be determined by the development partner	Still to be determined
Thembisile Hani	Mabusa Nature Reserve	Local SMME's and temporary employment	Removal of asbestos roofing material	R650	R650
Thembisile Hani	CN Mahlangu lodge – upgrade of the infrastructure	Local SMME's and temporary employment	Upgrade and renovation of 7 chalets, upgrades to entrance gate and the conference facility	R3.2 NDT funding	R3.2 NDT funding

### 9.1.5. Revenue Enhancement Strategies

The revenue collection challenges faced by THLM will be addressed through the implementation of the following revenue enhancement strategy. To ensure proper financial management there is a need to identify the critical areas within which the municipality's finances must perform. The Municipal Finance Management Act (MFMA) identifies some of these major competencies and from these functions a clear role definition can be established. Critical to implementing a Revenue Enhancement Strategy is the development of a robust revenue management and debt collection strategy. Our revenue enhancement process is divided into short, medium and long-term activities as set out in this Revenue Enhancement Strategy.

Short-Term activities (to be completed within three to six months) will include focus on the following:

- Confirm the completeness of revenue - Improved billing processes;
- Implement a targeted approach on debt collection of Organs of State;
- Implement a targeted approach on debt collection of businesses;
- Implement a targeted approach on debt collection of municipal officials;
- Protect and grow the revenue base – Through sale of new stands;
- Update the indigent register for purpose of an increased equitable share;
- Review credit policy;
- High level data cleansing;
- Resolve issues relating to current valuation roll and property ownership.

Medium to Long Term (to be completed within seven to twelve months) will focus on:

- Improve data integrity in the transaction processing environment;
- Metering previously unmetered areas;
- Implementing bulk meters for big users;
- Improve customer service - Improve communication with consumers;
- Establish internal controls and proper costing of services.

The Municipality's revenue enhancement strategy provides more detail on in relation to the activities required to enhance revenue generation

## 10.1. MISCELLANEOUS

### Unfunded Projects from the previous Integrated Development Plans

#### High mast lights

Project Description
Highmast lights Mathyzensloop
Highmast lights Buhlebesizwe
Highmast lights Vezubuhle
Highmast lights Phumula
Highmast lights moloto north
Highmast lights mandela ext
Highmast light Thembalethu
Highmast lights vlaglaagte no 1
Highmast lights kwaggafontein a
Highmast lights kwaggafontein d
Highmast lights kwaggafontein e
Highmast light phumula (2013/2014)
Highmast lights sun city c( ward 20) (13/14)
high mast lights Thembalethu
Highmast lights moloto south
Highmast lights mzimuhle (2013/2014)
Highmast lights zenzele (2013/2014)
Highmast lights phumula(emalahleni)
street lights Buhlebesizwe
street lights Kwamhlanga
street lights moloto clinic
street lights Mathyzensloop
street lights kwaggafontein a
street lightts vezuzubuhle
street lights thokoza t-junction R573
street lights thokoza R573
high mast light s/ city aa (ward 19)
highmast lights zakheni (ward 4)
highmast lights tweefontein n ( ward 17)
highmast lights malekelekeni ( ward 21)
highmast lights phumula ( b1 and d)

Project Description
Bus Route Sun City B
Bus Route Thokoza
Bus Route Phola Park
Bus Route Tweefontein J
Bus Route Mandela
Bus Route Langkloof
Link Routes Tweefontein N



Link Routes Buhlebesizwe
Link Routes Tweefontein F
Link Routes Kwamhlanga Ba
Bus Route Kwamhlanga B

Bus Route Kwaggafontein B
Bus Route Kwaggafontein C
Bus Route Buhlebesizwe
Bus Route Tweefontein A
Mathyzensloop Bus And Taxi Route
Tweefontein G Bus And Taxi Route
Buhlebesizwe Bus And Taxi Route
Kwaggafontein A Bus And Taxi Route( Madamini)
Tweefontein E Bus And Taxi Route
Thembaletu Bus Route
Sun City Aa And Taxi Route
Bus Road Thokoza ( Clinic Road)
Tweefontein B2 Bus And Taxi Route

#### Boreholes

Ward No.	Village Name /Farm	B/H No.	B/H type	Functionality	Interventions	Costing
27,25,26,31	Kwaggafontein (A, B, C and D)	10	Electric pump	Not functional	Refurbishment	R 3.7M
1,2	Moloto	5	Electric pump	Not functional	Refurbishment	R 1.85M
30	Tweefontein J	2	Wind mill	Not functional	Refurbishment	R 0.74M
9	Buhlebuzile	2	Electric pump	Not functional	Refurbishment	R 0.74M
19	Klipfontein	3	Electric Pump	One functioning and two not functioning	Refurbishment	R 0.74M
32	Kwamhlanga	1	Electric Pump	Not functioning	Refurbishment	R 0.37M
24	Machipe	5	Electric pump	Not functional	Refurbishment	R 1.85M
24	Bundu	3	Electric pump J	Not functional	Refurbishment	R 1.11M
8	Water Vaal Farm	2	Windmill	Not functional	Replacement of Cylinder and Pump	R 0.74M
11	Leeufontein Farm	2	Windmill	Not functional	Refurbishment	R 0.74M
8	Rietfontein	1	Windmill	Not functioning	Refurbishment	R 0.37M
7	Mathyzensloop	2	Electric pump	Not functional	Refurbishment	R 0.74M
24	Boekenhouhoek	4	Electric pump	Not functional	Refurbishment	R 1.48M
11	Wolvenkop	4	Electric pump	Not functional	Refurbishment	R 1.48M
8	Langkloof	5	Electric pump	Three functioning and two not functioning	Refurbishment	R 0.74M
11	Verena D	5	Electric pump	Not functional	Refurbishment	R 1.85M
32	Bronx mine	3	Windmill	Not functional	Refurbishment	R 1.11M
14	Rooipoort	2	Windmill	Not functional	Refurbishment	R 0.74M
32	Van Dyk-spruit	1	Windmill	Not functional	Refurbishment	R 0.37M
32	Bleskop-fontein	3	Electric pump	Not functional	Refurbishment	R 1.11M
32	Nooidgedagt	4	Windmill	Not functional	Refurbishment	R 1.48M
14	Loopspruit	5	Windmill	Not functional	None	None
32	Seeringkop	2	Windmill	Not functional	Refurbishment	R 0.74M

9	Rietfontein	3	Windmill	Not functional	Refurbishment	R 1.11M
32	Papkuil-fontein	2	Windmill	Not functional	None	None
32	Hokai	1	Windmill	Not functional	Refurbishment	R 0.37M
32	Taaifontein	1	Windmill	Not functional	Refurbishment	R 0.37M
32	Vaalspruit	1	Windmill	Not functional	Refurbishment	R 0.37M
10	Welvediend	1	Windmill	Not functioning	Refurbishment	R 0.37M
10	Klipdrift	2	Windmill	Not functioning	Refurbishment	R 0.74M
10	Gemsbok	2	Electric pump	Not functioning	Refurbishment	R 0.74M
10	Swartkoppies	1	Windmill	Not functioning	Refurbishment	R 0.37M
32	Roodepoort	1	Windmill	Not functioning	Refurbishment	R 0.37M
31	Hartebeesfontein	1	Windmill	Not functioning	Refurbishment	R 0.37M
31	Silva Hill	1	Windmill	Not functioning	Refurbishment	R 0.37M