

THEMBISILE HANI LOCAL MUNICIPALITY



DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN (2026-2027)

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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 2026/ 2027 FINANCIAL YEAR INTEGRATED DEVELOPMENT PLAN (IDP)

Wherever we are and whatever we do, we should ensure our actions contribute to a free and just society, the upliftment of all our people, and the development of South Africa (Mpumalanga in our context) that belongs to all who live in it. This remains a conviction that we have embraced since the day we chose to take up these demanding responsibilities.

Thembisile Hani Local Municipality (THLM) is situated in the most western part of the Mpumalanga Province, in the Nkangala District Municipality (NDM), and comprises 32 wards. The Municipality is home to 431,248 residents, according to the 2022 Statistics South Africa (Stats SA) data and is the second-largest local municipality in the district after Emalahleni Local Municipality (ELM).

The Integrated Development Plan (IDP) process is guided by the provisions of Chapter 5 of the Municipal Systems Act 32 of 2000, which requires municipalities to review their IDPs annually in line with changing socio-economic conditions.

The current administration has adopted five pillars that form the backbone of the Municipality, alongside other qualitative service delivery initiatives and programmes that are continuously implemented. These 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).
5. Socio-economic development.

The Municipality undertook a rigorous and inclusive public participation process for the 2026/2027 IDP and Budget review, covering all wards, including our farming areas. These communities have raised legitimate concerns about being overlooked in the delivery of basic services and overall development. Other stakeholders consulted include the business community, youth, people with disabilities, traditional leaders and healers, the elderly, religious leaders, military veterans, and provincial sector departments.

Engagements with these stakeholders provided valuable insights into community needs and key challenges. Chief among these are the consistent supply of portable water and the improvement of roads and stormwater infrastructure to promote socio-economic growth and mobility, hence their prioritization as pillars one and two. Key interventions include the abstraction of 20 ML/day from Loskop Dam (the Loskop Regional Bulk Water Supply Scheme) and the construction of the Entokozweni (Mathysensloop) Booster Pump Station. These initiatives are being implemented in partnership with the Nkangala District Municipality (NDM) and the Department of Water and Sanitation (DWS). The booster station is completed, while the Loskop project is scheduled for completion in November 2026. Once finalized, these projects are expected to significantly alleviate the Municipality's water challenges.

The Municipality hosted its inaugural Revenue Enhancement Indaba on the 21st of April 2023, which produced strategic resolutions aimed at improving revenue collection and strengthening financial sustainability. Municipalities cannot rely solely on conditional grants from the National Treasury; therefore, we continue to urge communities to partner with us by paying for services, rates, and taxes, despite ongoing service delivery challenges that we are working tirelessly to address.

We sincerely appreciate the contributions from all stakeholders, which play a critical role in addressing the existing challenges while advancing developmental initiatives.

Subject to unforeseen circumstances, the second Revenue Indaba of the 6th Administration is scheduled to take place in May 2026.

A pledge for all municipal staff was developed and adopted in February 2024. It reads as follows:

1. We will put our people first.
2. We will treat our people with respect and dignity.
3. We will demonstrate humility as servants of the people.
4. We will treat our citizens as our principals and create a welcoming, solution-oriented environment.
5. We will uphold professionalism, ethical conduct, and high moral standards.
6. We will promote a culture of hard work, commitment, and accountability.
7. We will protect the assets, finances, and the reputation of the Municipality.
8. We will lead by example in the execution of duties.

Further to this, the Municipality has adopted the following:

Vision: To build a truly African city that is citizen-centred and driven.

Mission: To develop a 2050 Strategic Plan anchored on a thriving economy, improved service delivery, and a habitable, healthy social environment.

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

2026 Theme: Creating a lasting impact on the social, economic, and governance environment in the City of Thembisile Hani.

Despite the challenges that remain, the municipality has achieved significant milestones under the 6th Administration since November 2021. These include:

1. Core Service Delivery:

- Improved roads and stormwater maintenance.
- Eradication of potholes and resurfacing of critical roads in Ward 8, 13, 21, 28, and 32.
- Expansion of household waste collection services from 5% to 38% (as of October 2022), now covering all wards weekly.
- Rehabilitation of boreholes to supplement water supply, especially in farming communities.

2. Infrastructure development:

- Upgrades to the Solomon Mahlangu Stadium to meet PSL standards.
- The commissioning of the Bundu Water Treatment Works and Mathysensloop Booster Pump Station.
- The commencement of the Loskop Regional Bulk Water Supply Scheme.
- The inclusion of the 30 Ml/ Day bulk water project by Rand Water in its long-term plans (target completion: 2032).

3. Community engagement and Accountability:

- Strengthened transparency and accountability.
- Hosting of two consecutive Zikhakhzsie Ngesikhenu Cultural Fair events in partnership with SABC (Ikwekwezi FM).

- Hosting of the first PSL match in over 25 years (7th of February 2026) between TS Galaxy FC and Marumo Gallants at Solomon Mahlangu Stadium, followed by another high-profile match between TS Galaxy FC and Mamelodi Sundowns.
- Implementation of mayoral academic awards, bursaries, and special programmes.
- Launch of the Thembisile Hani Youth Brigades.

4. Local Government and Institutional Capacity:

- Improved financial sustainability and budgeting discipline.
- Reduction of unauthorized, irregular, fruitless, and wasteful expenditure by 75%.
- Payment of Creditors within 15 days.
- Filling of critical posts, with women occupying 67% of the top leadership positions, promoting diversity and inclusive governance.
- Good governance and public participation for all stakeholders.
- Introduction of e-recruitment to enhance transparency and efficiency.
- Introduction of performance management across all staff levels.

5. Local Economic Development and Employment:

- Allocation of R5 million annually to support MSMEs (Micro, Small, and Medium Enterprises), which include youth, women, and persons with disabilities.
- Hosting regular National First Division (NFD) and the DStv Diski Challenge soccer matches at the Solomon Mahlangu Stadium, to stimulate local economic activity.
- Ongoing upgrades to the Moloto Road.

6. Strategic Communications:

- Provide regular updates across all social media platforms of the municipality.
- Enhance coverage of the municipality on media platforms such as television and radio.
- Strengthen relations between the media and the municipality to enhance accountability.
- Continuous communication during service delivery disruptions.

We continue to urge all residents to work with us as we build the City of Thembisile Hani together.

Postscript (PS): We remain guided by the belief that conscience does not follow majority rule. We must always listen to our conscience, stand firm, and uphold our principles, even when they are unpopular.

Mr. D.J.D. Mahlangu
Municipal Manager

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

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

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 must 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. POLICY FRAMEWORK AND DEVELOPMENT PRINCIPLES, GLOBAL, NATIONAL, PROVINCIAL AND DISTRICT.

Thembisile Hani's planning and developments takes into consideration that the municipality does not exist in isolation but within the global, national, provincial, and district context. It's therefore highly important that the municipality aligns policy frameworks from all spheres and implements development that seeks to address priorities outlined by these policy frameworks priorities

1.2.1. Global Policy Framework Sustainable Development Goals

In 2015 the United Nations outlined the 17 life changing goals, in which almost all the countries in the world have made it a mandate to improve the planets and the lives of the citizens by 2025. The aim is for all the countries to work together to ensure that no one is left behind. The SDGs highlight the connections between the environmental, social and economic aspects of sustainable development. Sustainability being the center of the SDGs. The following are the 17 Sustainable Development Goals:

Sustainable Development Goal (SDG)	SDG DISCRIPTION
Goal 1: No Poverty	SDG 1 is to "end poverty in all its forms everywhere." Achieving SDG 1 would end extreme poverty globally by 2030. One of its indicators is the proportion of the population living below the poverty line. The data gets analyzed by sex, age, employment status, and geographical location (urban/rural). One of the key indicators that measure poverty is the proportion of population living below the international and national poverty line. Measuring the proportion of the population covered by social protection systems and living in households with access to basic services is also an indication of the level of poverty.
Goal 2: Zero hunger	SDG 2 is to: "End hunger, achieve food security and improved nutrition, and promote sustainable agriculture. Indicators for this goal are for example the prevalence of diet, prevalence of severe food insecurity, and prevalence of stunting among children under five years of age
Goal 3: Good health and well-being	SDG 3 is to: "Ensure healthy lives and promote well-being for all at all ages. Important indicators here are life expectancy as well as child and maternal mortality. Further indicators are for example deaths from road traffic injuries, prevalence of current tobacco use, and suicide mortality rate.
Goal 4: Quality education	SDG 4 is to: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. The indicators for this goal are, for example, attendance rates at primary schools, completion rates of primary school education, participation in tertiary education, and so forth. In each case, parity indices are looked at to ensure that disadvantaged students do not miss out (data is collected on "female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples. There is also an indicator around the facilities that the school buildings have (access to electricity, the internet, computers, drinking water, toilets etc.)
Goal 5: Gender equality	SDG 5 is to: "Achieve gender equality and empower all women and girls. Indicators include, for example, having suitable legal frameworks and the representation by women in national parliament or in local

	deliberative bodies. Numbers on forced marriage and female genital mutilation/cutting (FGM/C) are also included in another indicator.
Goal 6: Clean water and sanitation	SDG 6 is to: "Ensure availability and sustainable management of water and sanitation for all. The Joint Monitoring Programme (JMP) of WHO and UNICEF is responsible for monitoring progress to achieve the first two targets of this goal. Important indicators for this goal are the percentages of the population that use safely managed drinking water, and have access to safely managed sanitation. The JMP reported in 2017 that 4.5 billion people do not have safely managed sanitation. Another indicator looks at the proportion of domestic and industrial wastewater that is safely treated
Goal 7: Affordable and clean energy	SDG 7 is to "Ensure access to affordable, reliable, sustainable and modern energy for all. One of the indicators for this goal is the percentage of population with access to electricity (progress in expanding access to electricity has been made in several countries, notably India, Bangladesh, and Kenya. Other indicators look at the renewable energy share and energy efficient
Goal 8: Decent work and economic growth	SDG 8 is to: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Important indicators for this goal include economic growth in least developed countries and the rate of real GDP per capita. Further examples are rates of youth unemployment and occupational injuries or the number of women engaged in the labor force compared to men.
Goal 9: Industry, Innovation, Technology and Infrastructure	SDG 9 is to: "Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation. Indicators in this goal include for example, the proportion of people who are employed in manufacturing activities, are living in areas covered by a mobile network, or who have access to the internet. An indicator that is connected to climate change is "CO ₂ emissions per unit of value added.
Goal 10: Reduced inequality	SDG 10 is to: "Reduce inequality within and among countries. Important indicators for this SDG are: income disparities, aspects of gender and disability, as well as policies for migration and mobility of people
Goal 11: Sustainable cities and communities	SDG 11 is to: "Make cities and human settlements inclusive, safe, resilient, and sustainable. Important indicators for this goal are the number of people living in urban slums, the proportion of the urban population who has convenient access to public transport, and the extent of built-up area per person
Goal 12: Responsible consumption and production	SDG 12 is to: "Ensure sustainable consumption and production patterns. One of the indicators is the number of national policy instruments to promote sustainable consumption and production patterns. Another one is global fossil fuel subsidies. An increase in domestic recycling and a reduced reliance on the global plastic waste trade are other actions that might help meet the goal.
Goal 13: Climate action	SDG 13 is to: "Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy. In 2021 to early 2023, the Intergovernmental Panel on Climate Change (IPCC) published its Sixth Assessment Report which assesses scientific, technical, and socio-economic information concerning climate change.
Goal 14: Life below water	SDG 14 is to: "Conserve and sustainably use the oceans, seas and marine resources for sustainable development. The current efforts to protect oceans, marine environments and small-scale fishers are not meeting the need to protect the resources. Increased ocean temperatures and oxygen loss act concurrently with ocean acidification to constitute the <i>deadly trio</i> of climate change pressures on the marine environment.
Goal 15: Life on land	SDG 15 is to: "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. The proportion of remaining forest area, desertification and species extinction risk are example indicators of this goal

Goal 16: Peace, justice and strong institutions	SDG 16 is to: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Rates of birth registration and prevalence of bribery are two examples of indicators included in this goal
Goal 17: Partnerships for the goals	SDG 17 is to: Strengthen the means of implementation and revitalize the global partnership for sustainable development." Increasing international cooperation is seen as vital to achieving each of the 16 previous goals. Developing multi-stakeholder partnerships to facilitate knowledge exchange, expertise, technology, and financial resources is recognized as critical to overall success of the SDGs.

The New Agenda

The New Urban Agenda, adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III); it focuses on sustainable urbanization and the development of inclusive and resilient cities. It emphasizes the importance of affordable housing, infrastructure development, access to basic services, social inclusion, and environmental sustainability.

The agenda outlines key principles and commitments that countries and stakeholders should prioritize in urban development. It emphasizes the promotion of integrated and participatory urban planning, effective land management, and affordable and adequate housing for all. It calls for the provision of basic services such as water, sanitation, energy, and transport in an inclusive and sustainable manner.

Principle	Commitment
1. Sustainable and inclusive urban prosperity	-Promote sustainable economic development and employment opportunities. -Reduce poverty and inequality through inclusive and equitable growth. -Support small-scale and informal enterprises.
2. Sustainable urban development	- Implement integrated urban planning and design - Improve land use and promote compact and connected cities - Develop sustainable and resilient buildings and infrastructure
3. Social inclusion and eradication of poverty	-Provide adequate and affordable housing for all - Ensure access to basic services such as water, sanitation, and energy for all - Promote safe and inclusive public spaces for all
4. Sustainable and inclusive urban governance	- Strengthen urban governance and institutional capacity - Promote participatory decision-making and citizen engagement - Enhance collaboration and partnerships among different levels of government and stakeholders
5. Resilience and environmental sustainability	- Enhance urban resilience to natural and human-made disasters - Protect and restore ecosystems and biodiversity in urban areas - Mitigate climate change and promote low-carbon development
6. Sustainable urban mobility	-Promote sustainable transportation systems - Reduce reliance on private vehicles and encourage the use of clean and energy-efficient modes of transport - Improve accessibility and connectivity through public transport, walking, and cycling
7. Culture and heritage	- Preserve and promote cultural heritage in urban development

	<ul style="list-style-type: none"> - Support creative industries and cultural expressions - Foster cultural diversity and inclusivity in cities
8. Financing and implementation	<ul style="list-style-type: none"> - Mobilize adequate and sustainable financing for urban development - Strengthen capacity building and knowledge sharing among urban stakeholders - Promote innovative financing mechanisms and investment in cities

1.2.2. National Policy Framework

National Development Plan

The National Development's vision is outlined in various national policy documents, and consolidated in the National Development Plan (NDP). The National Development Plan addresses the major thematic areas facing the country in detail and outlines a National Development Strategy. It focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence, and failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities. As such, the NDP sets out clear objectives and targets as follows: -

- The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- The public works programme should be broadened to cover 2 million fulltime jobs by 2020.
- The labour force participation rate should rise from 54% to 65%.
- The cost of living for poor households should be reduced together with the cost of doing business through microeconomic reforms.
- The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest.
- A comprehensive management strategy to be developed including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- To create regional water and wastewater utilities and expand mandates of the existing water boards (between 2012 and 2017).
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030.
- Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

The National Development Plan requires local government to play a meaningful and active role in ensuring the implementation of Vision 2030. The plan compels local government to be service delivery oriented in ensuring that the following is achieved: -

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities and expand mandates of the existing water boards (between 2012 and 2017).
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030.
- Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.
- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, support to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.
- A strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrading of all informal settlements on suitable, well-located land by 2030.

- More people living closer to their places of work and better-quality public transportation.
- More jobs in or closer to dense, urban townships.
- Develop a strategy for densification of cities and resource allocation to promote better located human settlements.
- By 2030, people living in South Africa should feel safe and have no fear of crime. They should feel safe at home, at school and at work, and they are to enjoy an active community life free of fear. Women are to walk freely in the street and the children play safely outside.

National Spatial Development Framework (NSDF) 2050.

The NSDF 2050 for South Africa aims to create a shared, inclusive, and sustainable national space economy and also seek to annul the apartheid-era spatial inequality, promoted integrated, high-density human settlements corridors. The NSDF serves as a long-term, legally mandated directive for planning across all government spheres to align infrastructure, land reform, and economic investment.

The key priorities of the NSDF 2050

- **Spatial Transformation & Land Reform:** Accelerating land reform, and providing well-located housing to combat apartheid spatial imbalances.
- **Urban and Regional Development Nodes:** Creating a network of productive, well-connected urban nodes, regional development anchors, and corridors to maximize urbanization benefits.
- **Rural Development and Food Security:** Supporting productive, sustainable rural regions and implementing agrarian transformation.
- **Infrastructure and Connectivity:** Developing and maintaining national, regional, and municipal connectivity, including transportation and digital infrastructure.
- **Ecological Sustainability:** Managing national ecological infrastructure and natural resources, ensuring a just transition.
- **Integrated Governance:** Improving basic service delivery through the District Development Model (DDM) and aligning national, provincial, and municipal spatial planning.

National Spatial Outcome	
Outcome One	A network of consolidated, transformed and well-connected national urban nodes, regional development anchors, and development corridors that enable South Africa to derive maximum transformative benefit from urbanization, urban living, and inclusive economic development.
Outcome Two	National-scale corridors and regions of opportunity enable sustainable and transformative urbanization, urban consolidation, mutually beneficial urban and rural linkages, and ecological management.
Outcome Three	National connectivity and movement infrastructure systems are strategically located, extended and maintained, to support a diverse, adaptive and inclusive economy, and a set of key national and regional gateway cities and towns.
Outcome Four	Productive rural regions, supported by sustainable resource economies and strong and resilient regional development anchors that provide access to people living in rural areas to the national and global economy.
Outcome Five	The national ecological infrastructure and natural resource foundation are well-protected and managed, to enable sustainable and just access to water and other natural resources, both for current and future generations.

Medium Term Development Plan (MTDP) 2024- 2029

The MTDP 2024–2029 aligns with the goals and objectives of the NDP and the minimum programme of priorities of the GNU. The NDP remains South Africa’s long-term country plan towards 2030 and is aligned with its international commitments. The MTDP 2024–2029 is the medium-term development plan towards the achievement of the NDP, replacing the Medium Term Strategic Framework (MTSF) by aligning with international naming conventions and emphasising development outcomes. Government has set five goals for the next five years, which are:

1. A dynamic, growing economy;
2. A more equal society, where no person lives in poverty;
3. A capable state delivering basic services to all citizens;
4. A safe and secure environment; and
5. A cohesive and united nation.

To achieve these goals, the MTDP 2024-2029 identifies three Strategic Priorities which will be implemented across the state:

Strategic Priority 1: Drive inclusive growth and job creation.

Strategic Priority 2: Reduce poverty and tackle the high cost of living.

Strategic Priority 3: Build a capable, ethical and developmental state.

These three Strategic Priorities, with a set of policy choices and priority interventions, will be implemented across all government and overseen and monitored by the centre of government. This approach aims to focus effort and resources behind an ambitious but achievable set of goals that can drive delivery while presenting a clear vision for the society we want to create. While they do not displace other programmes and commitments, they are essential to the economic growth agenda and should be prioritised for immediate implementation. This approach also requires collaboration with non-state role players, including business, labour and civil society.

Strategic Priority	Strategic Priority description
<p>Strategic Priority 1: Drive inclusive growth and job creation</p>	<p>Inclusive growth and job creation is the Apex Priority for the 7th Administration. All spheres of government, clusters and sectors must prioritize interventions to stimulate more rapid and inclusive growth. The MTDP 2024–2029 focuses on nine outcomes to achieve this Strategic Priority:</p> <ul style="list-style-type: none"> • Increased employment and work opportunities; • Accelerated growth of strategic industrial and labor-intensive sectors; • Enabling environment for investment and improved competitiveness through structural reforms; • Increased infrastructure investment, access and efficiency; • Improved energy security and a just energy transition; • Increased trade and investment; • A dynamic science, technology and innovation ecosystem for growth; • Supportive and sustainable economic policy environment; and • Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society
<p>Strategic Priority 2: Reduce poverty and tackle the high cost of living</p>	<p>The MTDP 2024–2029 focuses on six outcomes to achieve the goals and objectives of Strategic Priority 2 in reducing poverty and tackling the high cost of living:</p> <ul style="list-style-type: none"> • Reduced poverty and improved livelihoods; • Improved coverage of social protection; • Improved access to affordable and quality healthcare; • Improved education outcomes and skills; • Skills for the economy; and • Social cohesion and nation-building.
<p>Strategic Priority 3: Build a capable, ethical and developmental state</p>	<p>Twelve outcomes were identified to achieve the goals and objectives of Strategic Priority 3: Build a capable, ethical and developmental state:</p> <ul style="list-style-type: none"> • Improved service delivery in the local government sphere; • Improved governance and performance of public entities; • An ethical, capable and professional public service; • Digital transformation across the state; • Mainstreaming of gender, empowerment of youth and persons with disabilities; • A reformed, integrated and modernized Criminal Justice System; • Effective border security; • Secured cyber space; • Increased feelings of safety of women and children in communities; • Combat priority offences (economic, organized crime and corruption); • Advance South African foreign policy for a better world; and • Enhanced peace and security in Africa.

The President delivered the 2026 State of the nation address, integrating on the governments three core national priorities and highlighting a shift toward systematic reform rather than fragmented projects to address South Africa's interconnected challenges.

The Core National Priorities being as follows:-

1. **Drive Inclusive Growth and Job creation:** focus on infrastructure investment, economic reforms through "Operation Vulindlela" and leveraging the green and digital economics.
2. **Reduce Poverty and Tackle the High Cost of Living:** prioritise immediate relief through social support and long-term investments in education, health and housing.
3. **Build a Capable, Ethical and Developmental State:** focus on fixing local government, fighting corruption, and professionalizing the public service.

The **highlights of** the SONA 2026 are: _

- Providing anywhere, anytime access to government services through investing in digital public infrastructure.
- Revitalising state-owned enterprises by establishing a SOE Reform Unit.
- Making it safer to root out corruption by introducing whistle-blower in parliament.

1.2.3. Provincial Policy Framework

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

Mpumalanga Vision 2030: Implementation Framework and Plan 2013-2030

The objective of the Implementation Framework and Plan is to ensure that all stakeholders approach the implementation of Vision 2030 through agreed strategies and programmatic interventions. The plan rests on a multidimensional framework that seeks to "bring about a virtuous cycle of development, with progress in one area supporting advances in others." The focus plan is: "on rolling back poverty and inequality" by "raising living standards to a minimum and entails a combination of interventions directed at increasing employment, improving quality of education, providing growth, a social wage and good quality public services."

The spatial implication towards the future development of Mpumalanga is determined by the collective application of the following identified key drivers:

- Key driver 1: Nodal development
- Key driver 2: Business, commercial and industrial development
- Key driver 3: Tourism development
- Key driver 4: Forestry development
- Key driver 5: Agricultural development
- Key driver 6: Mining and energy development
- Key driver 7: Urban development
- Key driver 8: Rural development

Mpumalanga Economic Reconstruction and Recovery Plan

It is crucial for Mpumalanga to align with the national ERRP, however, prioritizing those areas that are relevant to the province, that is, it will also seek to address the negative impact of COVID-19 on provincial

economy and livelihood, including stimulating growth and job creation through the implementation of key priority areas.

Some priority areas of the MERRP

- Rollout of infrastructure – i.e., improvement of tourism road infrastructure;
- Industrialization through localisation and export promotion – the roll-out of the Mpumalanga Industrial Development Plan (MIDP) i.e., establishment of 3 Industrial Technology Parks, the Nkomazi SEZ as well as the Mpumalanga International Fresh Produce Market;
- Energy security and green economy – i.e., recycling and waste to energy; ▪ Employment stimulus – i.e., increased access to funding for SMMEs and Cooperatives;
- Tourism, cultural and creative industries – i.e., Barberton Makhonjwas Mountains World Heritage Site, and
- Agriculture and food security – i.e., increase in agricultural production (Zonda Indlala).

Mpumalanga Tourism and Growth Path In the year 2017

The provincial government of Mpumalanga developed the Mpumalanga Tourism and Growth Strategy with the intension of developing the tourism sector as a driver of economic activity and diversification. The provincial government of Mpumalanga has established Tourism as a priority sector in Mpumalanga after realising that Mpumalanga has failed to translate its resource base into a significant tourism industry that could transform the economy of the province for good. Mpumalanga is considered a top-tier international tourism destination in South Africa comprising of a wealth of natural resources such as the world's 3rd largest canyon which is the Blyde River Canyon, the world acclaimed Kruger National Park, the breath-taking vistas from the Bulembu mountains, exposed rocks in Barberton and so much more.

The aim of the Tourism Strategy is to elaborate a framework to guide tourism initiatives and development providing the following:

- An integrated Tourism marketing plan
- A tourism human resource plan
- A tourism product development plan
- Proposal for an appropriate institutional framework
- An action plan for implementation
- Strengthening transformation

The goal is to achieve a target of R10 Million in tourism spending over the next coming 10 years starting from 2017. In order to achieve this target, Mpumalanga must move into an investment driven strategy. The objective of the strategy is to obtain sustainable benefits for the people of Mpumalanga by generating additional economic activity.

Ten strategic initiatives to deal with the issues confronting Mpumalanga tourism sector:

- Reorganize the institutional framework
- Improve air access
- Upgrade diversity and expand the product
- Attract tourism investment
- Improve Customer research
- Increase destination and product promotion
- Upgrade service skills
- Improve economic infrastructure

Mpumalanga Human Settlements Master Plan

The Department of Human Settlement introduced a Programme for the compilation of in-situ upgrading plans for Lekwa and other municipalities in Mpumalanga Province as part of a national Upgrading of Informal Settlements Programme (UISP).

The objectives of the Mpumalanga Sustainable Human Settlement Master Plan can thus be summarised as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising human settlement projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross-sector departments to aligning their development interventions and provincial priorities (like social infrastructure, economic infrastructure, basic services and non-motorized transport, public transport, and Transit-Oriented Development), into one plan;
- To ensure budget allocations are most effectively applied for maximum impact; ▪ To provide effective linkages between the Provincial, District and Local Spatial Development Frameworks and the location of human settlement projects which include a range of social, economic, environmental and infrastructure investments;
- To ensure there is a definite human settlement focus in the IDP's and SDF's of municipalities in the province with clear direction for future housing delivery across all social and economic categories and locations in the province;
- To provide the Mpumalanga Department of Human Settlement Budgeting process with adequate information about the human settlement plan, its choices, priorities, parameters as well as strategic and operational requirements; Ensure that the contents and process requirements of planning for human settlements are adequately catered for in the integrated development planning processes of provincial departments, district municipalities and local municipalities in the province.

Mpumalanga State of the Province Address 2026

On the 5th of March 2026, The Mpumalanga Premier Mr. Mandla Ndlovu outlined government priorities for the 2026/27 financial year, including over R4 billion in infrastructure investment, new schools and clinics, and partnerships aimed at boosting agriculture, research and economic growth. The Premier also mentioned that the provincial government will invest over R4 billion over the medium term to enhance economic and social infrastructure, paving the way for the construction of additional clinics and schools to improve access to education and healthcare in the province. The province remains aligned with the 3 national Strategic priorities:-

Strategic Priority 1: Drive inclusive growth and job creation

Strategic Priority 2: Reduce poverty and tackle the high cost of living

Strategic Priority 3: Build a capable, ethical and developmental state

Health: In the last financial R1.7 billion was allocated for health infrastructure, including R183 million for maintenance of existing facilities. Mapulaneng Regional Hospital is planned for completion this year, with other projects on going such as KwaMhlanga Hospital Maternity Unit, Vezubuhle Clinic, Langkloof Clinic. Also intensifying awareness campaigns encouraging pregnant women to start their clinic visits early to lower maternal mortality rate.

Education: There is prioritisation of upgrading and replacement of 53 aging, community-built schools and that an additional 10 schools will be built during the current financial year, including the much-anticipated school for the deaf and blind. "To further fast-track progress, we are introducing a special programme to build 10 more schools, implemented in phases, each comprising two blocks of eight classrooms," the Premier said.

Water and Sewer Bulk Lines: Approximately R1,4 billion from infrastructure grants, including the Regional Bulk Infrastructure Grant (RBIG) and the Water Services Infrastructure Grant (WSIG), has been allocated for the development of bulk sewer and water infrastructure in Nkomazi, Govan Mbeki and Bushbuckridge local municipalities. Ageing infrastructure is also being addressed, including the replacement of asbestos bulk

water lines in Dr JS Moroka Local Municipality, from the water treatment plant to Kuilen Phase 2 and from the plant to the Bloedfontein Reservoir Phase 2. Delmas Wastewater Treatment Works upgrade, increasing capacity from 4 to 12 megalitres per day, is 68% complete, while the Loskop Bulk Water Scheme is at 90% completion. Once completed, residents of Thembisile Hani Local Municipality are expected to benefit from a reliable water supply of 20 megalitres per day, while the province continues working with the Department of Water and Sanitation (DWS) and Rand Water to optimise supply from existing infrastructure.

Economic growth, Trade and Investment: The provincial economy is said to be growing by more than 1% and is projected to grow at 1.3% for 2026. The Premier further projected an average growth rate of 2% per annum from 2027–2029. In efforts to achieve higher growth and job creation, the provincial government has set a target to reduce unemployment to 25% through the Medium-Term Development Plan (MTDP). The current unemployment rate in the province stands at 32,3%. R25 billion, of the R238 billion investment commitment announced at the Mpumalanga Investment and Mining Conference held in Middelburg in October last year, has already been signed off. “These investments focus largely on the green economy which marks a significant turning point and a major boost for the provincial economy.” Provincial government has formalised a partnership with the University of Mpumalanga (UMP) through a memorandum of agreement. He said this collaboration aims to tap into the university's rich expertise, research capabilities, and skilled workforce to address key provincial priorities, this alliance would foster various initiatives, including sustainable agriculture, innovation, applied research, job creation, and skill development in health, education and conservation. A flagship initiative stemming from the agreement is the hybrid rice project — a comprehensive industrial ecosystem expected to drive employment and GDP growth. The project plans to dedicate 1,2 million hectares to hybrid rice cultivation, producing 14,4 million tons annually, with a projected turnover of R40,32 billion. The project is expected to create about 388,000 jobs across all phases. Other partnership programs with UMP will focus on advanced maize, sorghum and vegetable production.

Panel of experts: There will be an appointment of a Premier’s Advisory Panel of experts to give guidance on strategic investment, trade, and provincial economic development. This decision follows a decision taken to drive strategic and evidence-based development

Seriti Green Initiatives: Seriti Green, through its Social and Economic Development portfolio, committed to align its programmes with the Mpumalanga government priorities. “Central to this commitment is enterprise development, focused on supporting SMMEs alongside structured entrepreneur programmes designed to catalyse sustainable job creation and broaden economic participation, Investment to date totals approximately R15 billion, with a further R25 billion planned over the next two years. Job creation remains central to the company’s work. More than 1,700 jobs have been created, with 53% allocated to local residents within a 15 km radius. Seriti Green has committed to build a tower that is 16 metre high with 5,5 metre diameters surrounding one of its turbines, which will be painted using artwork inspired by Gogo Esther Mahlangu.

Gender Based Violence and Femicide: Addressing Gender-Based Violence and Femicide (GBVF), the province supports 22 victim assistance centers operated by non-profit organisations, as well as two government-owned shelters. During the 2025/26 financial year, 494 victims found refuge in these shelters, including 23 individuals affected by human trafficking. The province is actively collaborating with the National Gender-Based Violence Command Centre. Communities are actively using this toll-free number to report incidents, with 26 reports logged in just the past nine months. The are plans to launch the GBVF Brigade project, which will deploy 554 young people across 90 policing precincts to support GBVF interventions. These brigades will conduct community assessments to gauge the prevalence of GBVF cases, facilitate referrals, and promote awareness programs in the communities.

1.2.4. District Policy Framework

The DDM is an all-of-government approach 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 DDM is aimed at facilitating integrated planning, delivery and monitoring of the

Government's development programmes through the concept of a joint "One Plan" concerning 52 development spaces/impact zones through the establishment of national technical capacity as well as district hubs that will drive implementation of the Programme. This approach will not only accelerate local economic development, urbanization, and economic activities but also the provision of basic services and other tailor-made solutions such as "Covid-19 interventions" at grassroots level.

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)

1.2.5. 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 Kwa Mhlanga, Kwaggafontein and Vlaklaagte 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 Vlaklaagte (Buhlebesizwe extension 1), Gemsbokfontein (Emlanjeni), Tweefontein F and Kameelpoortnek (Clearview).
- Formalization of Townships in Moloto, Kameelpoortnek/Sun City, Kwamhlanga/Phola Park, Tweefontein/Enkeldoornoog, Vlaklaagte/Gemsbokspruit, Vlaklaagte/Kwaggafontein, Mathys-Zyn-Loop, Boekenhouthoek, 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 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 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 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 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 will 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 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 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 ELDERY
- 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

1.2.6. 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

1.2.6.1. 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

1.2.6.2. 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

Audit outcomes

The municipality is on a strict financial control to eliminate any element that might hamper the route to clean audit. The goal of the municipality is to obtain a clean audit in the medium and long term and sustain it. The following were/are the audit outcomes achieved by the municipality in the past three financial years.

- (a) 2020/21 financial year (unqualified)
- (b) 2021/22 financial year (unqualified)
- (c) 2022/23 financial year (unqualified)
- (d) 2023/24 Financial year (unqualified)
- (e) 2024/25 Financial year (unqualified)

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 the 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

“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

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

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

SERO Report, 2023	Strategic Planning Report 2025
<ul style="list-style-type: none"> • Low economic growth • Household services challenges • High poverty • High inequality • Low HDI • High unemployment • Educational challenges • High HIV prevalence • Inflation • Unequal economic distribution • Sectoral dependency 	<ul style="list-style-type: none"> • Lack of water source • Land invasion • Lack of own revenue • High unemployment rate • High dependency on conditional grants • Poor industrial development • Vandalism of municipal property (water valves and boreholes) • Land ownership (Most farms are state owned)

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
• 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

Community Needs

Issue	water	community Hall	Bridge
Affected Ward	29,10,31,28,26,27,25	31,24,23,13	31,25,17,32(farms)
Issue	Water drainage system	Clinics	Electricity
Affected Ward	All wards	18,22	24,31,29,15,13,19,22,3,2,16
Issue	Require Boreholes	school	Unemployment
Affected Ward	25, (8,11,32 farms) 22	8,14,11,23,13	All wards
Issue	RDP houses	Sanitation (VIP Toilets)	High mass lights
Affected Ward	All wards	31,25	All wards
Issue	Roads	youth Initiatives	Crime
Affected Ward	All wards	24,22,30,	All wards
Issue	Agriculture assistance	Library	Parks and recreation
Affected Ward	7,24,31,30,10,8,11	31,23,13,9,1,2,3	31,28,10,23,13
Issue	Social welfare	fencing /access roads cemetery	illegal dumping
Affected Ward	All wards	25,30,22,29,15	All wards
Issue	Request for police station or satellite office		
Affected Ward	10,24,1,2,3,19		

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

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 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.

Performance Agreements

All municipal top management (section 56 managers reporting to the municipal manager and middle management) have signed a performance agreement.

The performance agreements have been cascaded to all levels of employees of the municipality, from the municipal manager down to the lowest level (to the cleaner). This process was completed in July 2024 and completes the process of cascading to the lowest level.

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

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
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 Brijt

	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 2025/2026 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
- Community Development Workers
- Traditional Leaders
- Traditional Healers
- Media houses
- Sector Departments
- Businesses
- Youth

- Disabled persons
- Religious Organizations and
- The Elderly

Once all the above-mentioned stakeholder organizations 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 consultative structures are utilized for the development and review of the IDP, namely:

- LED Forum
- IDP Steering Committee
- IDP Representative Forum
- THLM Hon. Councillors.
- CDW's, Ward Committee Secretaries, Ward Committee Deputy Secretaries, Sector Departments and SAPS.
- Traditional Leaders and CONTRALESA
- Traditional Healers.
- Businesses (including LED Forum Reps) and Media Houses.
- Religious Organizations, The Elderly, People with Disabilities, and Widows/ Widowers Forum.
- Women and Sports Organizations, The Youth, and Military Veterans.
- Members of the community from all wards.

2.4.2. IDP and Budget Timetable

The following table represents the IDP/Budget Timetable with key planning milestones and phases for the development of the 2026/2027 Integrated Development Plan and Budget. The IDP/ Budget Timetable was compiled with in Drafting the IDP and Budget.

Phase 0 Adoption of draft process plan 31 JULY 2025

Activity	Deadline
Phase 0: Adoption of Process Plan	August 2025
Phase 1: Analysis	October 2025
Phase 2: Strategy	February 2026
Phase 3: Projects	March 2026
Phase 4: Integration	March 2026
Phase 5: Adoption of IDP	March 2026
Adoption of Annual Budget and Final IDP	May 2026
Public Participation, Implementation and monitoring	May 2026

Table 2.4.2.1 IDP and Budget Timetable.

IDP PHASE	ACTIVITY	TIMEFRAME	DUE DATE FOR COMPLETION OF PROCESS
Preparation August	Preparation and Adoption of IDP Process Plan	August 2025	August 2025
Analysis October	Community Meetings Preparation of IDP Analysis Report	September 2025 – October 2025	October 2025
Strategies March	Refinement of Objectives and Strategies	February 2026	February 2026
Projects March	Project confirmation Budget/IDP steering committee meeting	March 2026	March 2026
Integration April	Consultation with Sector Departments, Confirmation of budgets, Integration with Sector plans	April – May 2026	May 2026
Approval March	Preparation of IDP/Budget for Council Approval Community Engagements Publication of Notices	May 2026	May 2026
Adoption of amendments to the IDP and Budget	Publication of Notices Final Approval of IDP and Budget	May - June 2026	June 2026

2.5. STRATEGIC OVERVIEW

2.5.1. Key Statistics

Thembelesile Hani Local Municipality has an estimated population of 431 248 based on the stats that was conducted in 2022 by Statistic South Africa and 110 653 households as of 2022. The tables below provide 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 2022	Average annual population growth: 2022	Projected 2030 Number
333 331	431 248	3,19%	447 250

Source: Census Report, 2022

Table 2.5.b: Unemployment rate

Local Area	Unemployment rate: 2017 Census	Unemployment rate. 2022	Trend
THLM	39,7	62.2%	Deterioration of employment

Source: Stats SA Report 2022

Table 2.5.c: Poverty rate

Local Area	Poverty Rate: 2017(Lower	Poverty Rate: 2022(Lower	Actual Poverty numbers (2022)
THLM	52,7%	52.7%	180 981

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

Table 2.5d: Tourism spend

Local Area	Tourism spends %: 2020	Tourism spends %: 2020	Tourism spend (R- million) 2015
THLM	1.6	1.6%	R122.4

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

2.5.2. Key Service Delivery Gaps and Backlogs

Thembisile 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 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, Thembeisile 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	%
2011 Statistics						
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%
New additional households that emanated after 2011 statistics and from 2014 general households survey						
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%
Additional households are 33 648						

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:

12 600 Jobs Created

**R15 000 000 Spent
On creating Jobs**

**More than 23
Cooperatives &
SMMEs supported**

**R4.7B secured for
Moloto Road Upgrade**

- 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 Bronkhorstspruit (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 Minreral 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; Zakhani 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

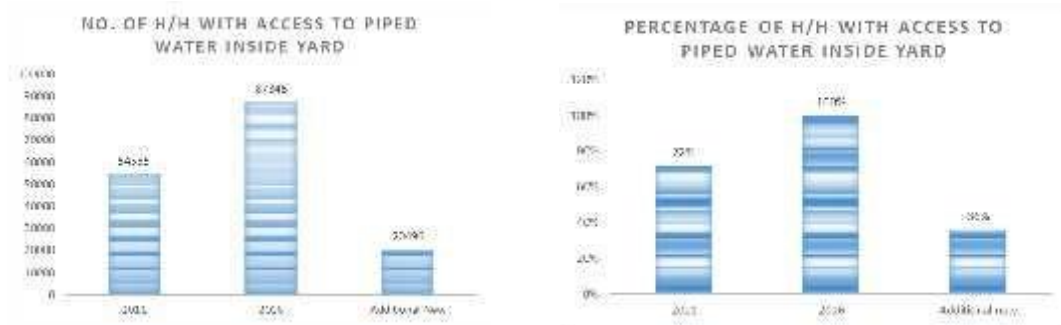
**Over R500 000 000
Spent on water**

**Over 40% of Municipal
Budget set for water**

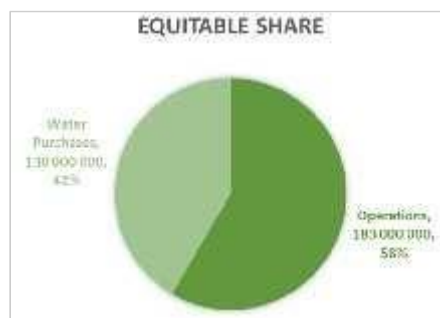
**87345 HH with
access to portable
water**

**116% achievement
for water Supply**

- 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 wastewater 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.

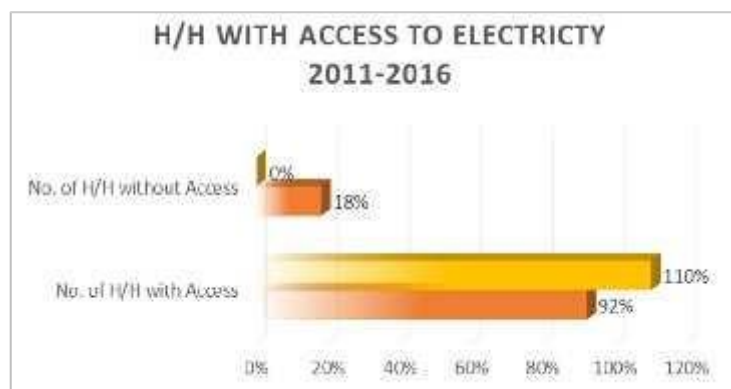
Roads and Storm Water

- 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, Vezubuhle 0.8km, Mathys-Zen-Loop 0.5km, Tweefontein G 0.5km, Kwaggafontein A 0.5km, Tweefontein E 0.5km, Thembalethu 0.3km, Luthuli 0.2km

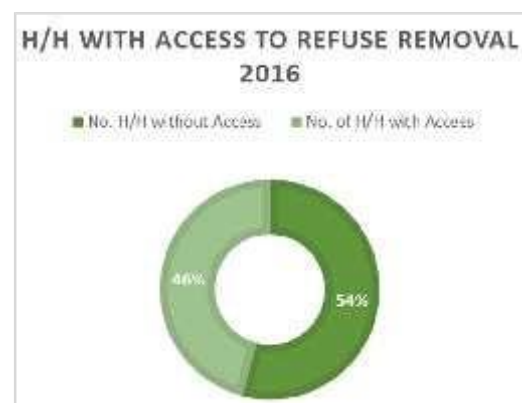
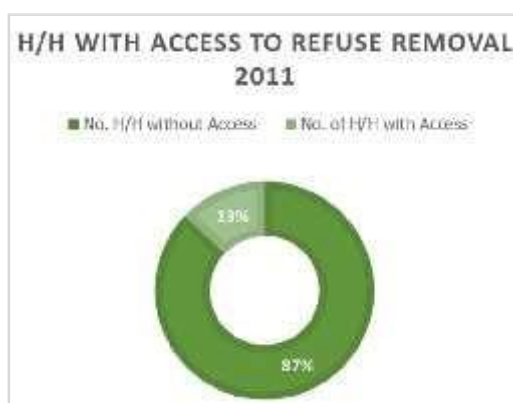
Electricity

- 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.

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 daily.
- 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 2023 and 2024
- 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 -2024 except for 2020/21
- A total of 56 zonal IDP/Budget consultative meetings were held annually to consult on the IDP/Budget since 2016/2024
- The municipality produces quarterly newsletters and monthly internal newsletters
- Quarterly radio slots on Ikwewezi 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 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.

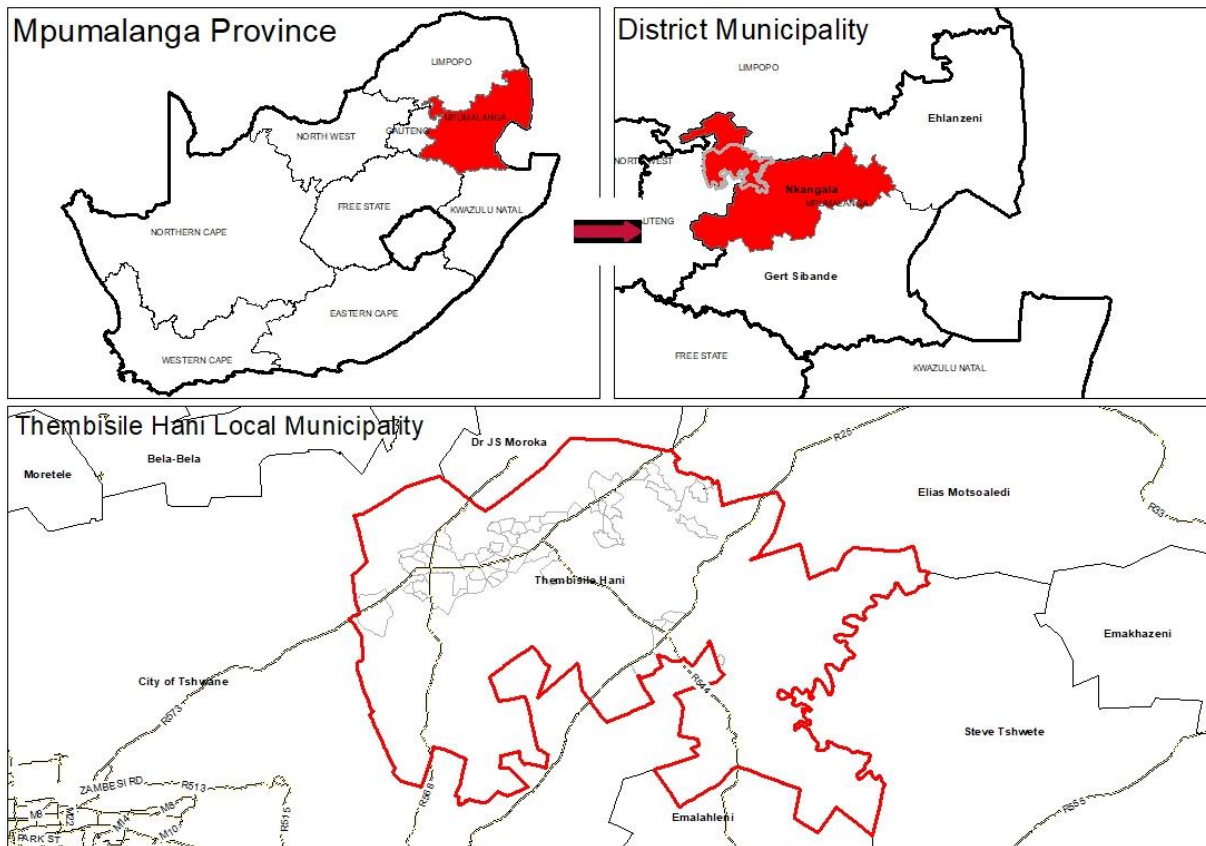
In the past five years Thembisile Hani Local Municipality has ensured more effective, accountable, and clean local government that works together with national and provincial government in that:

- 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 and 2024.
- We have filled 6 critical positions during the 2018/2019 and 2020/2022 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 programs aimed at enhancing work competency and performance.
- 128 mayoral outreach meetings were held annually to educate communities amongst other things about the importance of paying for municipal services.

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 km² in the Nkangala district and has a population size of 431 248 with 110 563 households (Census 2022). Thembisile Hani is the second largest municipality after Emalahleni and the 4th largest municipality in Mpumalanga Province together with Emalahleni as per statistics published by Census 2022. 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.

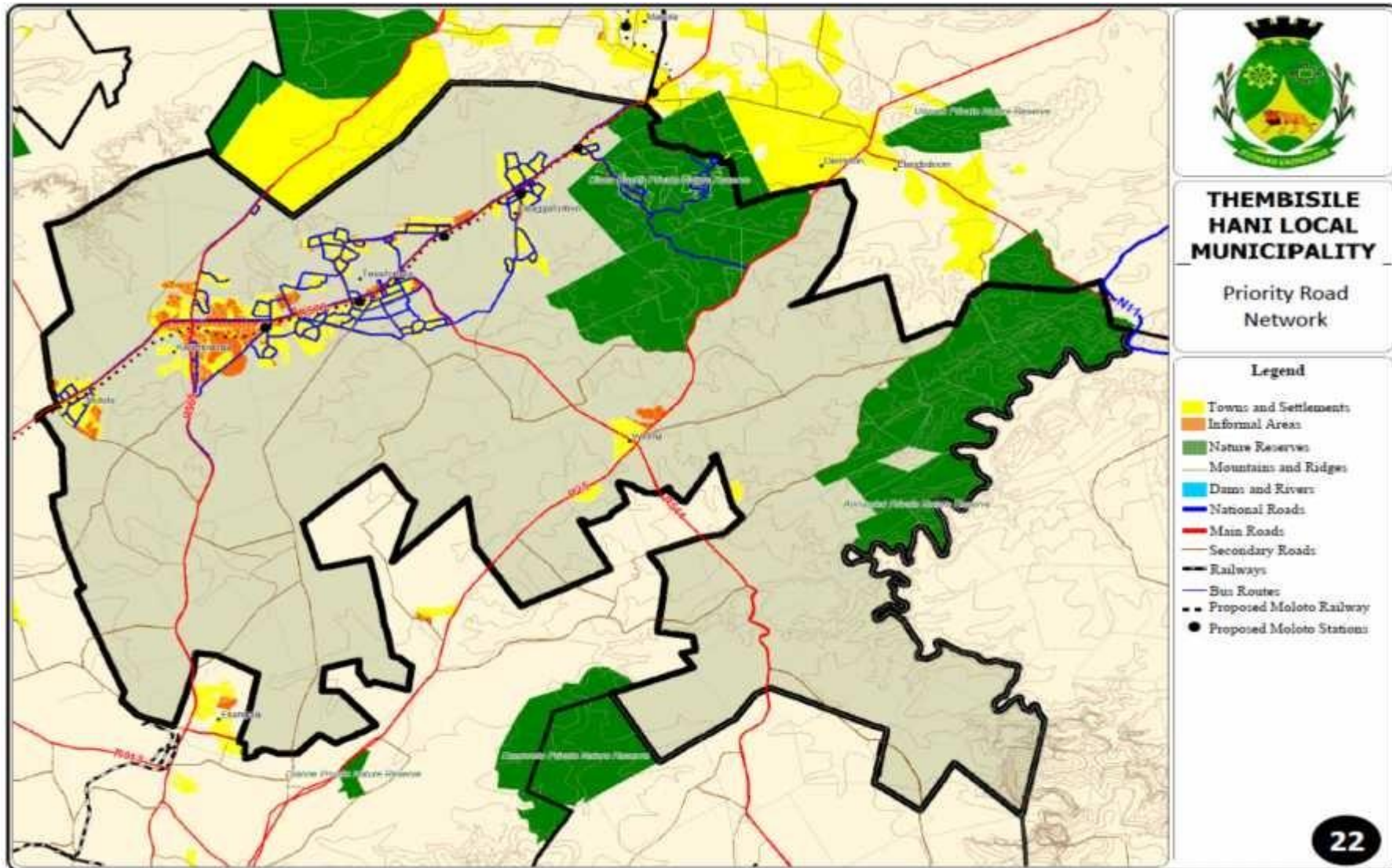


Source: Own Diagram

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: Thembisile 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.

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 consists of Enkeldoornoog, Tweefontein and Vlaklaagte 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 near 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 Emalahleni. 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

THEMBISILE HANI LOCAL MUNICIPALITY						
WARD BASE ESTIMATES						
Wards	Black African	Coloured	Indian or Asian	White	Other	Total
1	14988	61	30	14	0	15094
2	15714	114	58	56	1	15942
3	11585	37	28	14	0	11663
4	12761	42	19	11	0	12832
5	14369	38	35	24	0	14465
6	17479	65	63	29	3	17639
7	6623	16	9	4	1	6653
8	19064	47	73	101	1	19285
9	29873	82	87	62	2	30105
10	15802	46	48	13	2	15911
11	15846	28	82	11	2	15969
12	9910	35	23	9	0	9978
13	9459	23	17	14	0	9513
14	14880	33	18	0	8	14940
15	10705	16	60	7	0	10788
16	12150	43	30	9	3	12235
17	10032	32	29	14	5	10111
18	14204	34	78	16	19	14352
19	17971	31	66	12	0	18079
20	17246	37	52	22	0	17357
21	15355	32	22	10	1	15419
22	12953	11	20	20	6	13010
23	14486	34	30	14	2	14567
24	10035	16	22	8	2	10083
25	8607	16	34	8	0	8666
26	8551	30	51	15	2	8649
27	10276	18	12	6	1	10313
28	8786	22	38	7	0	8852
29	10638	66	63	0	5	10771
30	14578	45	30	16	1	14671
31	12317	35	30	15	2	12400
32	10821	31	64	8	15	10938
Total	428064	1213	1318	568	85	431248

Source: Stats SA: Population Estimates

Table 1: Key Statistics for Thembisile Hani Local Municipality, Census 2011-2022.

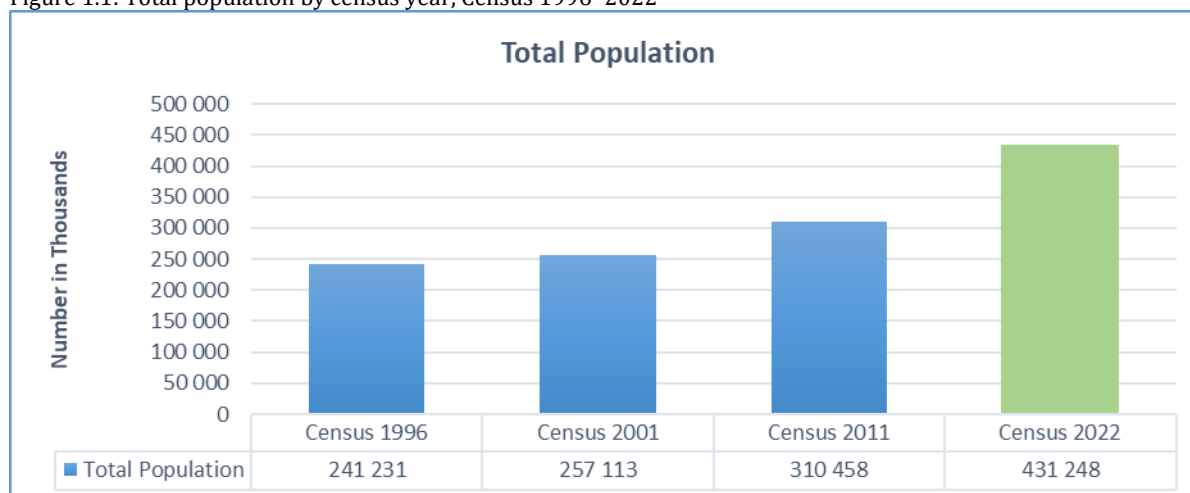
Name	2022	2011
Total population	431 248	310 458
Young children (0-14 years)	28,30%	32,10%
Working age population (15-64 years)	65,60%	62,90%
Elderly (65+ years)	6,10%	4,90%
Dependency ratio	52,3	58,9

Sex ratio	91,6	90,7
No schooling (20+ years)	13,10%	18,00%
Higher education (20+ years)	5,40%	5,10%
Number of households	110 563	75 633
Average household size	3,9	4,1
Formal dwellings	95,20%	85,60%
Flush toilets connected to sewerage	27,70%	8,40%
Weekly refuse disposal service	37,70%	4,60%
Access to piped water in the dwelling	29,50%	16,30%
Electricity for lighting	96,90%	92,30%

3.2.1. Population Size

According to Stats SA (2022 census), 431 248 people were recorded in 2022 which accounts for 27.1% of Nkangala's population. The population grew by 39% between 2011 & 2022. Of the total population 52.2% are female and 47.8% are male and approximately 99.3% are Africans. Youth up to 34 years of age is estimated at 34.1% of the population and the number of households is 110 563 which amounts to 3.9 people per household and 22.8% 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. We are still awaiting 2022 with regards to other aspects such as Female and child Headed household.

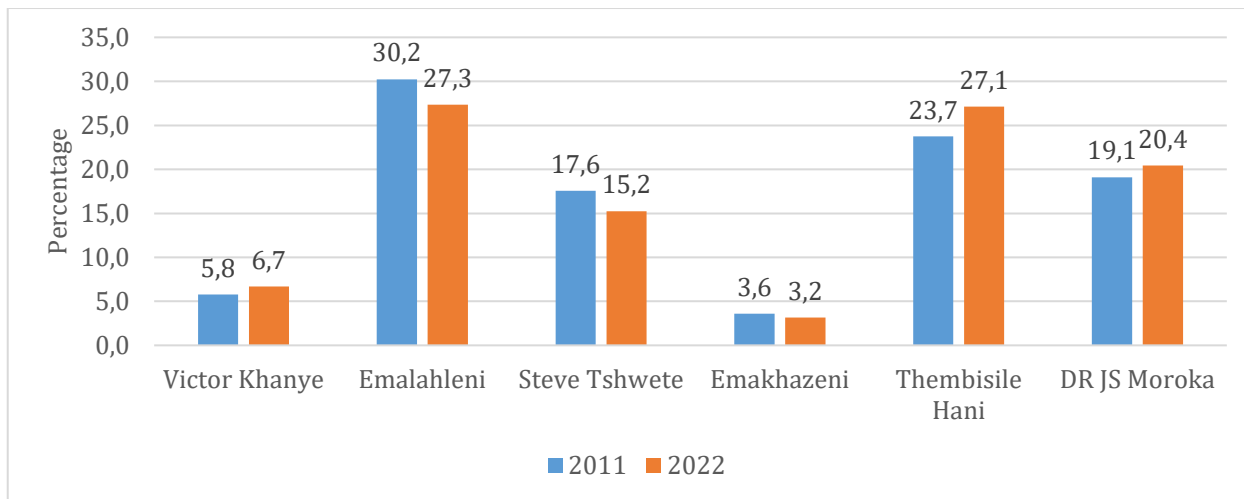
Figure 1.1: Total population by census year, Census 1996–2022



Ranking of municipalities by population size, 2022

Local Municipality	Population Size	Ranking
Emalahleni	434 238	1
Thembisile Hani	431 248	2
Dr JS Moroka	324 855	3
Steve Tshwete	242 031	4
Victor Khanye	106 149	5
Emakhazeni	50 165	6

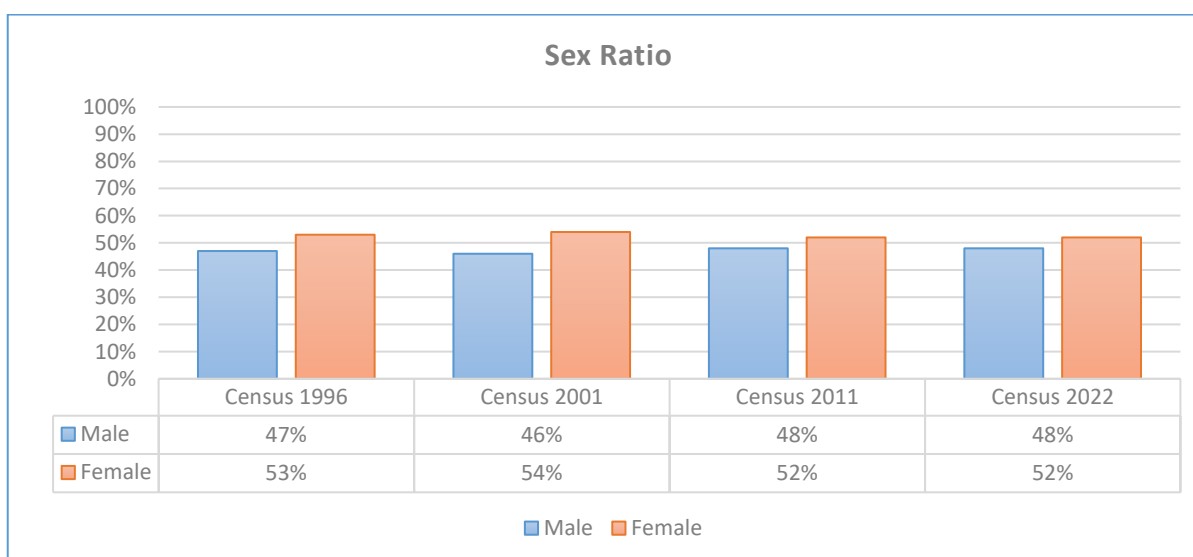
Municipal Share to District Population, 2011 & 2022



3.2.2.1. The gender composition

This section provides the results on population composition recorded in Census 2022 by population group and sex between 1996 and 2022.

Table.3.2.2.1: Demography by gender



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 3.2.2.2a: geography by gender

Geography	Year	Male	Female	Total
Thembisile	2011	147 659	162 775	310 434
	2022	206 136.6	225 111.4	431 248
Nkangala	2011	656 247	651 882	1 308 129
	2022	778 455.2	810 228.8	1 588 684
Mpumalanga	2011	1 974 055	2 065 883	4 039 938
	2022	2 468 795,52	2 674 528.48	5 143 325

Source: statistic South Africa, 2022.

Table 3.2.2.2.b: Geography by gender (percentages)

Geography	Year	Male	Female	Total
Thembisile	2011	47.6%	52.4%	100.0%
	2022	47.8%	52.2%	100.0%
Nkangala	2011	50.2%	49.8%	100.0%
	2022	49.0%	51.0%	100.0%
Mpumalanga	2011	48.9%	51.1%	100.0%
	2022	48.0%	52.0%	100.0%

Source: Statistic South Africa, 2022.

3.2.2.3. The age distribution

The age and sex subsection deals with distribution of the population over time based on 5-year age groups. It compares the age and sex structures of 1996, 2001, 2011, with that of 2022 to show shifts that occurred over time.

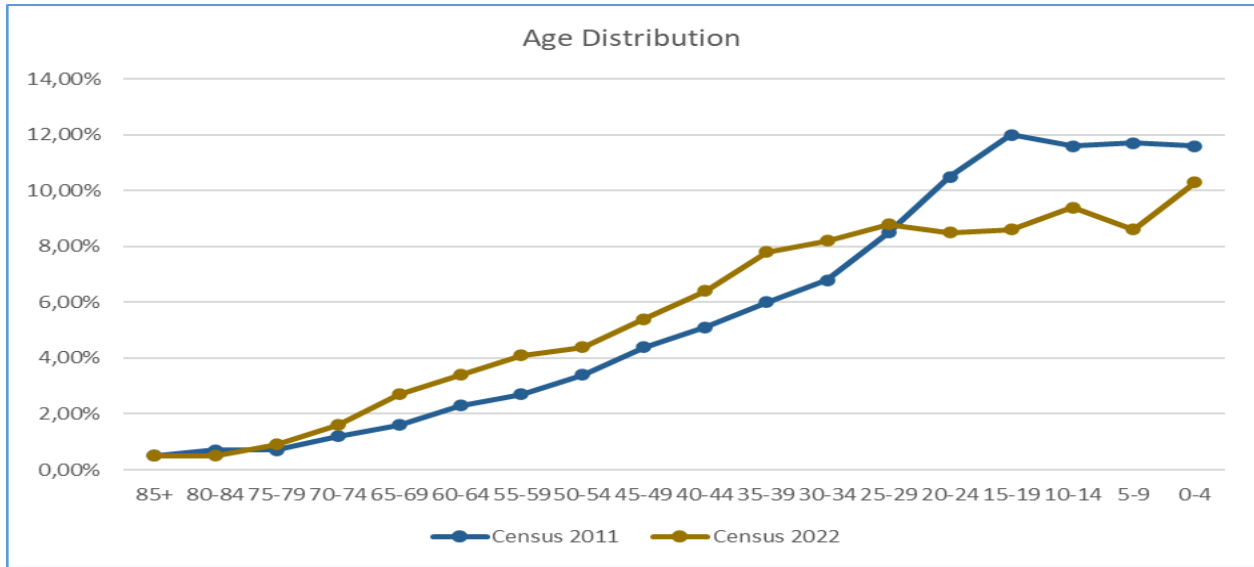
Age distribution within the population significantly impacts the social, economic and health systems. The younger population can lead to high dependency ratios, putting pressure on the working age population, meanwhile the aging population can increase demand for healthcare and social security. These shifts in age structures can also affect Labour market, education systems and overall economic growth.

The Economic Impact that age distribution has is inclusive of high dependency ratio as children and elderly depends on the working age, Labour market can experience an influx from the younger population, can also influence economic growth whereby the younger have low productivity, lacks experience and the aging population productivity declines as they retire.

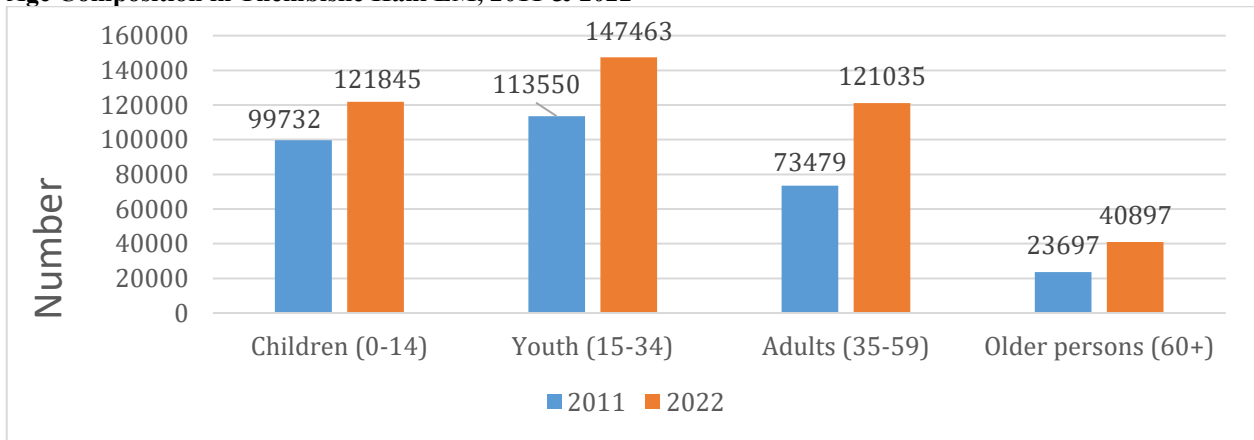
The Social Impacts are inclusive of that the aging population increase a burden on the government social grants and welfares, as they retire, they depend on pension and other old age welfare grants. The strain is that the older population is more likely to have chronic diseases that require more healthcare services affecting the healthcare services. As age distribution takes place it affects family structures whereby there is an increase in the number of families caring for elderly parents or grandchildren.

The health impact is inclusive of the aging population prompted by a high burden of chronic diseases, such as cardiovascular diseases and diabetics. Ensuring equitable access to healthcare services for all age groups is crucial, particularly for older adults who may have multiple health needs, also age distribution influences the public health programs, such as vaccination campaigns and diseases control/presentation efforts.

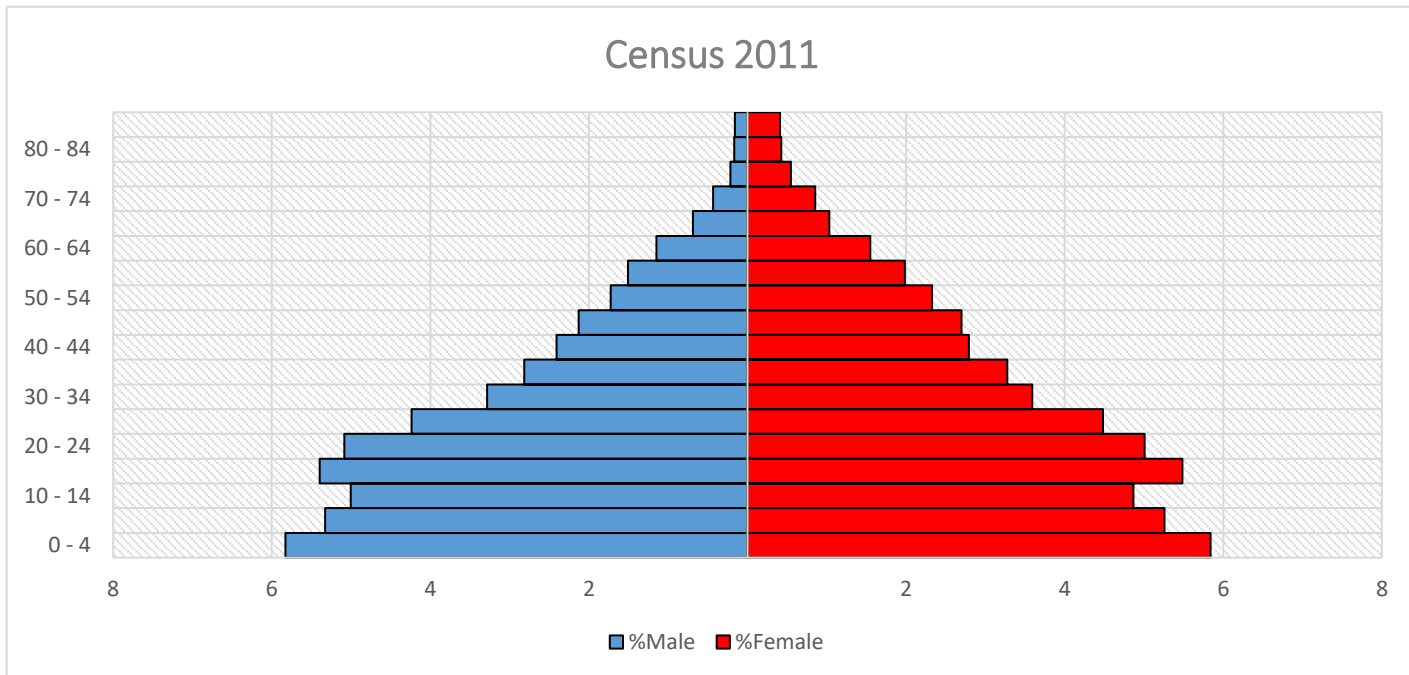
Figure 1.3: Distribution patterns of the population by 5-year age groups, Census 2011 and 2022.



Age Composition in Thembisile Hani LM, 2011 & 2022



Population Pyramids for Thembisile Hani LM, 2011 & 2022



Census 2022

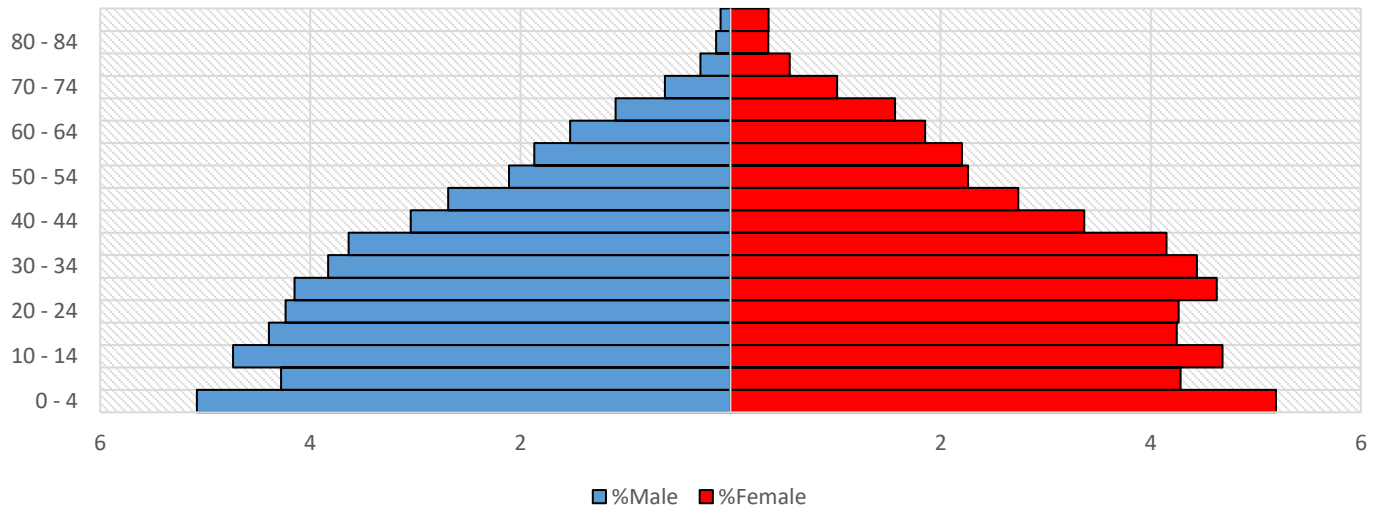


Figure 1.3 shows the distribution of the population by 5-year age groups between Census 2011 and 2022. The results show a dip in the age groups 5–9 and 15–19 years in 2022. The results also show lower proportions of the population among those in the age groups 10–14 and 25–29, and higher proportions for the age groups 30–34 to 45–49 years in 2022 compared to 2011. Additionally, there is higher proportion of the population among those in the age cohorts 50–54 to 75–79 years in 2022 compared to 2011.

3.2.2.4. Population Group

Figure 1.4: Percentage distribution by population group, Census 1996–2022

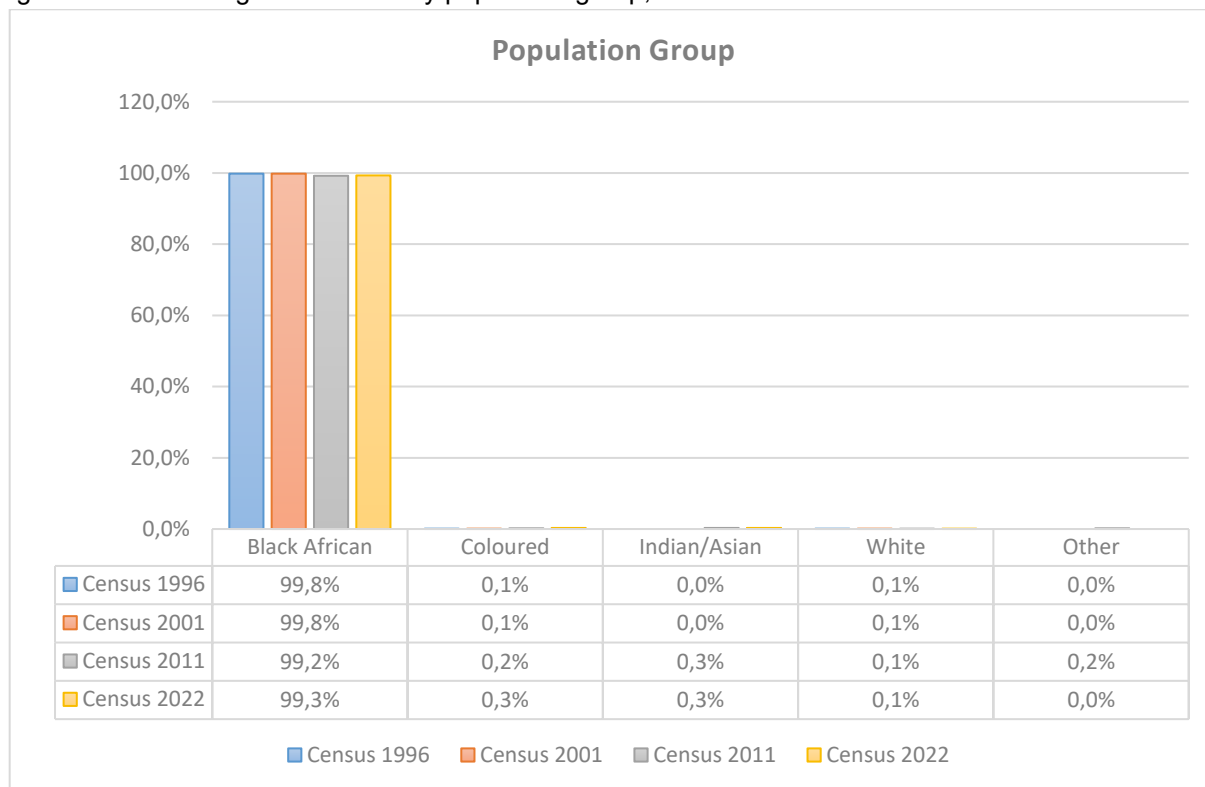
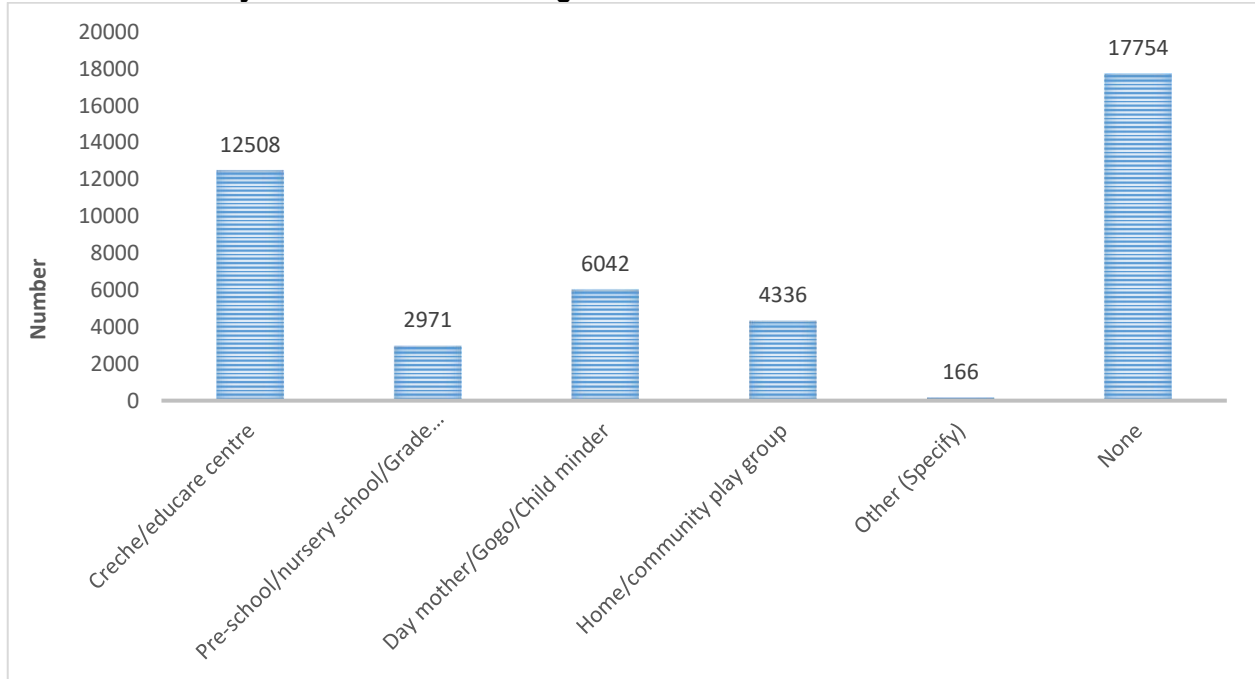


Figure 1.4 presents the percentage distribution of population groups in the municipality for Census 1996 to 2022. The results show that 99.3% South Africans were black African, and less than 0.1% were white in 2022. The black Africans remained the highest population group, however decreasing from 99.8% recorded in 1996 to 99.3% in 2022. On the other hand, the white population group has remained relatively unchanged between 1996 and 2022. The Indian/Asian population group grew from a negligible 0.0% in 1996 and 2002 to 0.3% in 2011 and 2022, while the coloured population also constituted 0.3% of the population in 2022.

3.2.2.5. Education

Access to educational institutions is an important step to universal education, but the ultimate goal would be to keep children at school until completion of their education. Considering the relatively high children and youth population due to the demographic dividends of the country, concerted efforts have been made to expand the education system through establishing more institutions, especially in the ECD sector, giving much-required attention to remote and rural areas, introducing new and skill-based programmes in institutions and providing funding such as the National Student Financial Aid Scheme (NSFAS) for disadvantaged learners planning to undertake higher education. This section presents attendance in education and educational phases, which include primary, secondary and tertiary education.

ECD Attendance by Children 0-4 Years of Age



(Statistics SA: Census 2022 -Thembisile Hani Municipality)

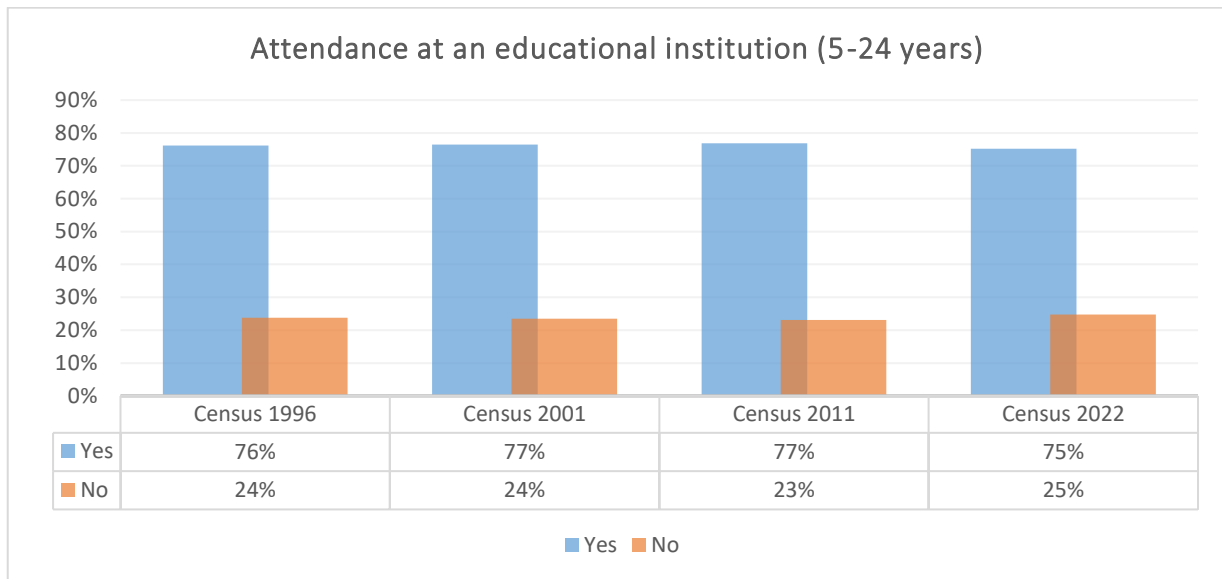


Figure 1.5: Percentage distribution of population aged 5–24 years attending an educational institution, Census 1996-2022.

Figure 1.5 depicts individuals aged 5–24 years attending educational institutions by between 1996 and 2022. Overall, the percentage of individuals attending educational institutions increased from 76% in 1996 to 77% in 2001, but remained steady at 77% between 2001 and 2011. However, there was a marked decline of 2% to 75% attendance in 2022 and this may be attributed to the impact of covid-19.

Figure 1.6: Percentage distribution for persons aged 20 years and older by educational attainment, Census 2011- 2022.

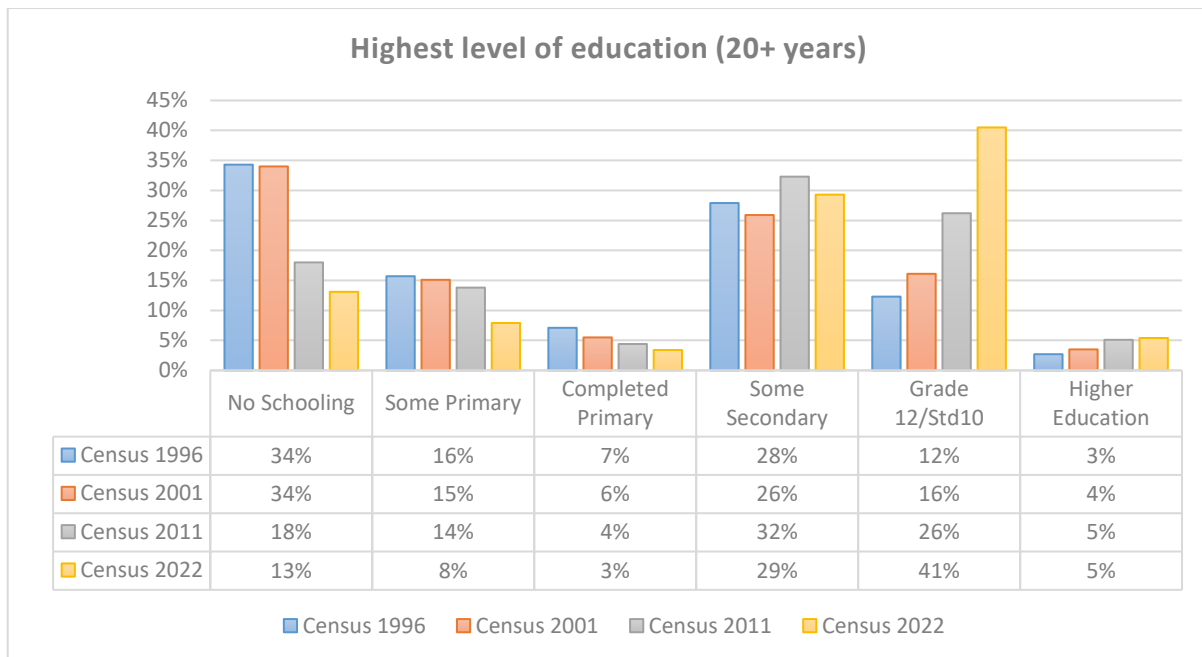


Figure 1.6 presents the distribution of persons aged 20 years and older by educational attainment. South Africa has geared up to intensify its measures through policy reforms to tackle school dropouts and increase completion of secondary schooling. The municipality has experienced an expansion in the completion of secondary schooling from 12% in 1996 to 41% in 2022. Higher education is still lagging behind and has remained at 5% between 2011 and 2022. However, race disparity in educational attainment intersects with other forms of disadvantage, including poverty and the urban-rural divide.

Matric Education Pass Rate Statistical Information

Mpumalanga as Province has marked an improvement in the passing rate from the year 2022 to 2025, **76,8%** in 2022, **76,95%** in 2023, **84,9%** 2024 and **86,5%** in 2025. The pass rate has been consistently increasing without any decline between the years.

In 2022 Nkangala District vs the other 3 Mpumalanga Province districts (Enhlanzeni, Gert Nsibande and Bohlabela) rated the **last lowest by 74,5%**, in **2023** rated **2nd lowest by 76,4%**, in **2024 2nd lowest by 85,2%** and in 2025 Nkangala District was the second District with highest matric rate of 87,4% following Enhlanzeni District. An increase from year 2022 of 74,5% to year 2025 of 87,4% an improvement of 13%. Under Nkangala, Emalahleni and Steve Tshwete are the best performing local municipalities in the province of Mpumalanga.

Thembisile Hani Local Municipality vs all Mpumalanga local municipalities have rated the lowest in pass rate from the year **2022, at 67,7 %**, the was Emalahleni Local Municipality. In the year **2023, rated second lowest at 69,9%** the top was Steve Tshwete. In **2024 Pass rate, THLM was the 3rd lowest at 79,2%** vs the highest Steve Tshwete and in **2025 the lowest at 86,5%** the top was Emalahleni. Thembisile vs other local municipalities within the Nkangala District rated the last lowest performing in year **2022, 2023, 2025 only in year 2024 it was the second lowest and the last lowest** was Emakhazeni. However, Thembisile Hani matric pass rate has been improving since the year **2022 of 67,7% to 81,6 % in year 2025 this is an increase of 18,8%**, of which is commendable and also Nkangala District has followed the same pattern of improvement.

The statistics data below reflect the national, provincial, district and local matric pass rate performances and above is the summary of the performance.

Grade 12 National Performance by Province from 2013 to 2025

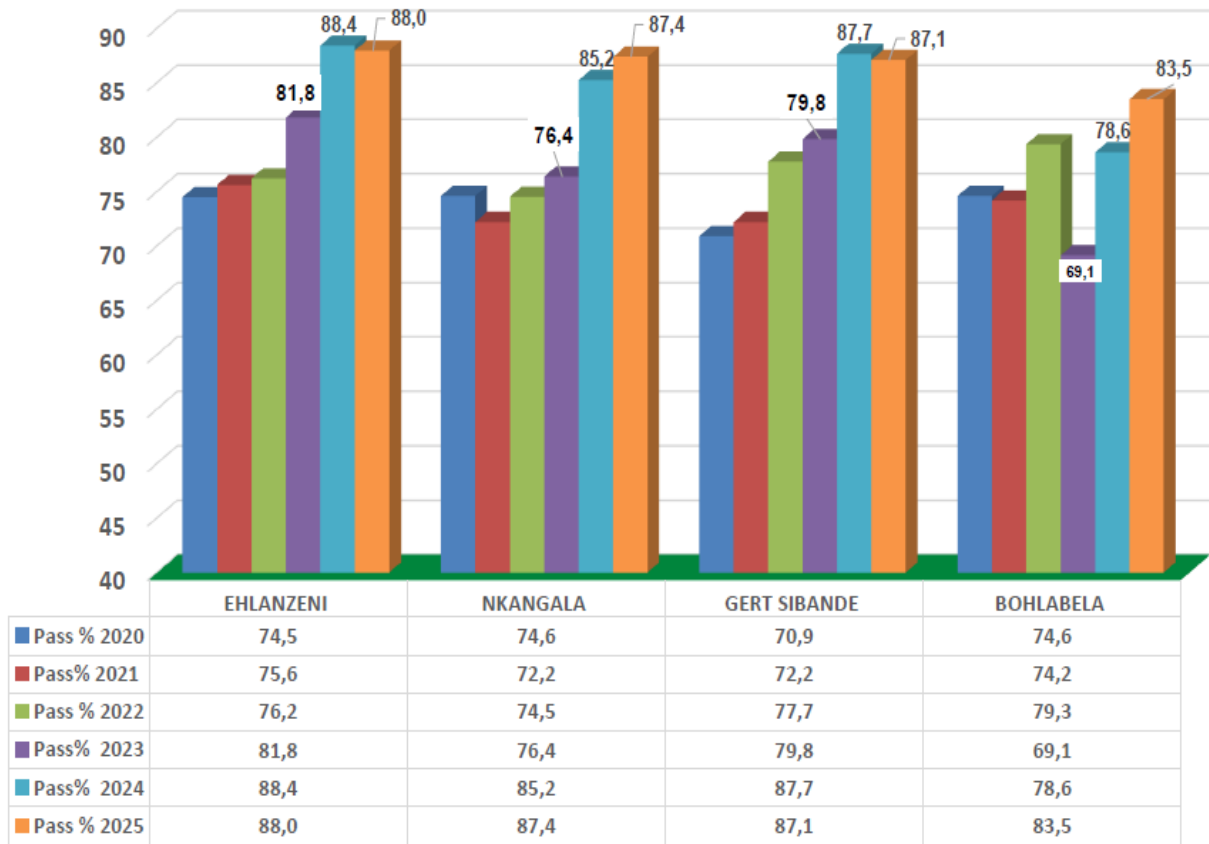
Provinces	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Free State	87,4	82,8	81,6	88,2	86,1	87,5	88,4	85,1	85,7	88,5	89,03	90,9	
KZN	77,4	69,7	60,7	66,4	72,9	76,2	81,3	77,6	76,8	83,0	86,36	89,5	
Gauteng	87	84,7	84,2	85,1	85,1	87,9	87,2	83,8	82,8	84,4	85,38	88,4	
N. West	87,2	84,6	81,5	82,5	79,4	81,1	86,8	76,2	81,2	79,8	81,63	87,5	
W. Cape	85,1	82,2	84,7	85,9	82,8	81,5	82,3	79,9	78,2	81,4	81,54	86,6	
N. Cape	74,5	76,4	69,4	78,7	75,6	73,3	76,5	66	71,4	74,2	75,84	84,1	
MPU	77,6	79	78,6	77,1	74,8	79	80,3	73,7	73,6	76,8	76,95	84,9	86,5
E. Cape	64,9	65,4	56,8	59,3	65	70,6	76,5	68,1	73,0	77,3	81,42	84,9	
Limpopo	71,8	72,9	65,9	62,5	65,6	69,4	73,2	68,2	66	72,1	79,54	85,0	
National	78,2	75,8	70,7	72,5	75,1	78,2	81,3	76,2	76,4	80,1	82,90	87,3	

Grade 12 Mpumalanga Province Performance by District Municipality from 2021 to 2025

YEAR Districts	Wrote 2021	Passed 2021	Pass % 2021	Wrote 2022	Passed 2022	Pass % 2022	Wrote 2023	Passed 2023	Pass % 2023	Entered 2024	Wrote 2024	Passed 2024	Pass % 2024	Entered 2025	Wrote 2025	Passed 2025	Pass % 2025	Variance
	Ehlanzeni	18 545	14 011	75,6	18 786	14 320	76,2	17421	14254	81,8	17612	16772	14832	88,4	18820	17742	15605	88,0
Nkangala	17 060	12 319	72,2	17 866	13 314	74,5	16915	12921	76,4	16352	15799	13467	85,2	17407	17051	14899	87,4	2,2
Gert Sibande	15 121	10 914	72,2	15 822	12 300	77,7	15747	12571	79,8	16008	15512	13600	87,7	17047	16515	14383	87,1	-0,6
Bohlabela	16 030	11 889	74,2	14 893	11 817	79,3	15451	10683	69,1	16964	16118	12668	78,6	16236	15806	13197	83,5	4,9
Province	66 756	49 133	73,6	67 367	51 751	76,8	65534	50429	76,95	66936	64201	54567	84,99	69510	67114	58084	86,55	1,5

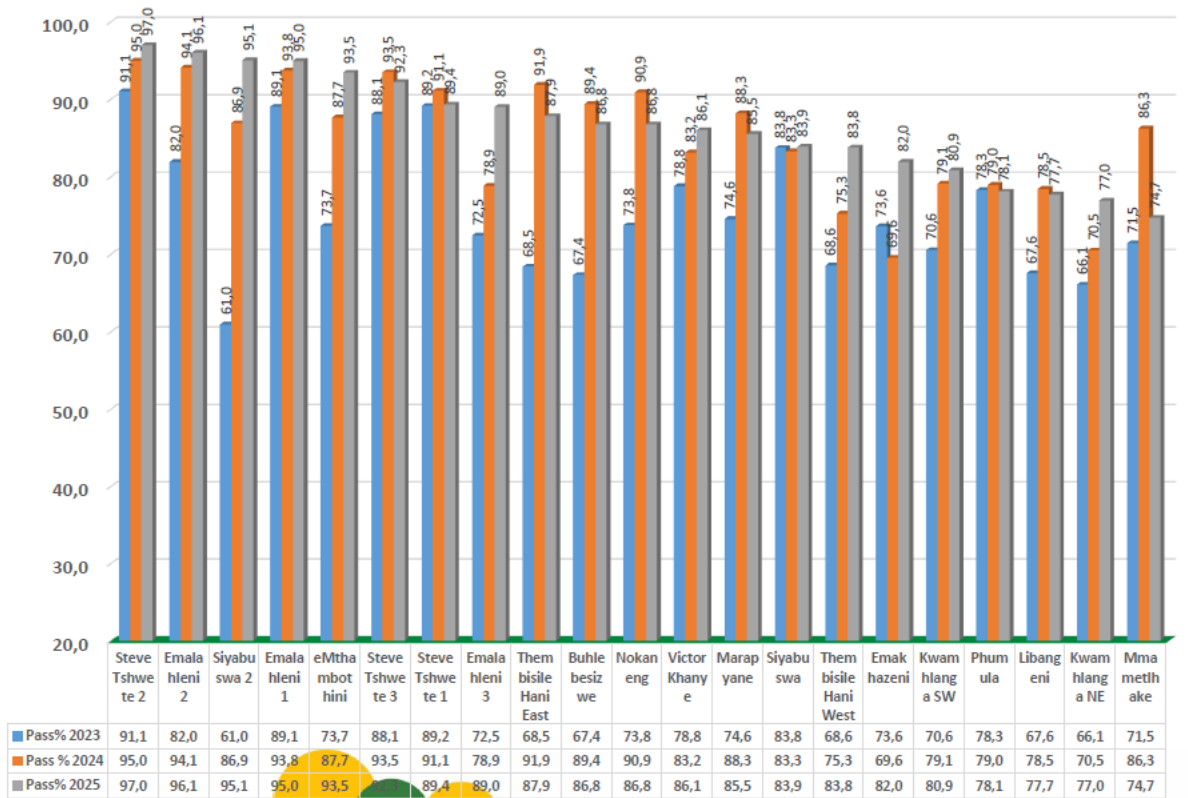
(Statistical Report 2025, National Senior Certificate Examination: Department of Education Mpumalanga)

Grade 12 Performance by District Municipality from 2020 to 2025



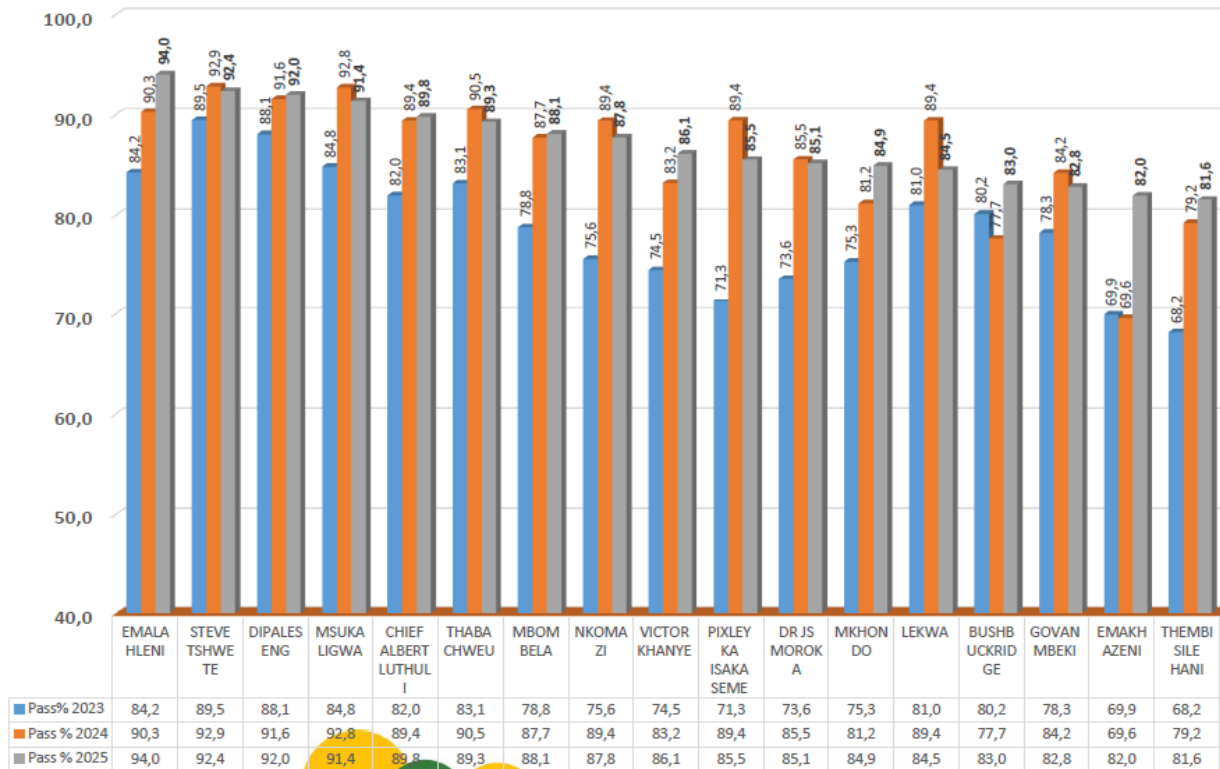
(Statistical Report 2025, National Senior Certificate Examination: Department of Education Mpumalanga)

Grade 12 Performance by Local Municipality from 2023 to 2025



(Statistical Report 2025, National Senior Certificate Examination: Department of Education Mpumalanga)

Grade 12 Mpumalanga Province Performance by Local Municipality from 2023 to 2025



(Statistical Report 2025, National Senior Certificate Examination: Department of Education Mpumalanga)

Grade 12 Performance by Mpumalanga Province Local Municipalities from 2022 to 2025

No	Municipality	Entered 2022	Wrote 2022	Achieved 2022	Pass % 2022	Entered 2023	Wrote 2023	Achieved 2023	Pass% 2023	Entered 2024	Wrote 2024	Achieved 2024	Pass% 2024	Entered 2025	Wrote 2025	Achieved 2025	Pass % 2025
1	EMALAHLENI	3992	3894	3226	82,8	4050	3959	3246	82	3960	3804	3434	90,3	4053	4015	3776	94,0
2	STEVE TSHWETE	2526	2479	2150	86,7	2469	2425	2170	89,5	2672	2637	2449	92,9	3026	2973	2748	92,4
3	DIPALESING	453	447	375	83,9	429	427	376	88,1	440	439	402	91,6	490	487	448	92,0
4	MSUKALIGWA	1766	1661	1388	83,6	1900	1820	1543	84,8	1875	1826	1694	92,8	2076	1978	1807	91,4
5	CHIEF ALBERT LUTHULI	5319	5151	4229	82,1	5332	5140	4328	84,2	5690	5413	4840	89,4	5725	5541	4976	89,8
6	THABA CHWEU	1227	1199	986	82,2	1197	1176	953	81	1141	1132	1025	90,5	1175	1167	1042	89,3
7	MBOMBELA	10818	10120	7951	78,6	10528	9798	8144	83,1	10394	9729	8536	87,7	11234	10493	9244	88,1
8	NKOMAZI	8876	8666	6369	73,5	7764	7623	6110	80,2	7218	7043	6296	89,4	7586	7249	6361	87,8
9	VICTOR KHANYE	851	745	540	72,5	802	760	599	78,8	896	826	687	83,2	927	882	759	86,1
10	PIXLEY KA ISAKA SEME	1693	1659	1157	69,7	1425	1399	1095	78,3	1386	1364	1220	89,4	1611	1520	1299	85,5
11	DR JS MOROKA	4486	4250	2988	70,3	4128	3898	2779	71,3	3293	3163	2704	85,5	3586	3520	2996	85,1
12	MKHONDO	2276	2167	1575	72,7	2253	2168	1615	74,5	2170	2100	1705	81,2	2190	2114	1794	84,9
13	LEKWA	1355	1337	1076	80,5	1476	1454	1099	75,6	1174	1163	1040	89,4	1391	1359	1148	84,5
14	BUSHBUCKRIDGE	15517	13694	10831	79,1	14827	14275	9730	68,2	15823	14986	11643	77,7	15061	14639	12155	83,0
15	GOVAN MBEKI	3475	3400	2500	73,5	3405	3339	2515	75,3	3273	3207	2699	84,2	3564	3516	2911	82,8
16	EMAKHAZENI	710	669	463	69,2	572	550	405	73,6	682	638	444	69,6	649	599	491	82,0
17	THEMBISILE HANI	6029	5829	3947	67,7	5438	5323	3722	69,9	4849	4731	3749	79,2	5166	5062	4129	81,6
	Province	71369	67367	51751	76,8	67995	65534	50429	76,95	66936	64201	54567	84,99	69510	67114	58084	86,5

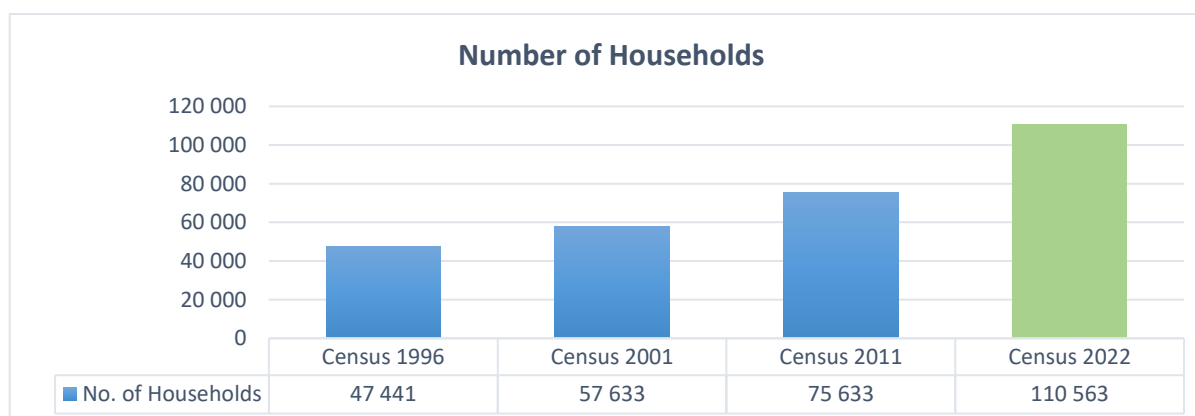
(Statistical Report 2025, National Senior Certificate Examination: Department of Education Mpumalanga)

3.2.2.6. Households

It is critical for government to ensure that its citizens have access to basic services, including housing, clean water, sanitation, electricity and refuse removal. Government efforts to track progress require setting of targets and monitoring progress. A number of questions were included in the census to enable the provision of statistics that are critical for monitoring progress in households' access to basic services.

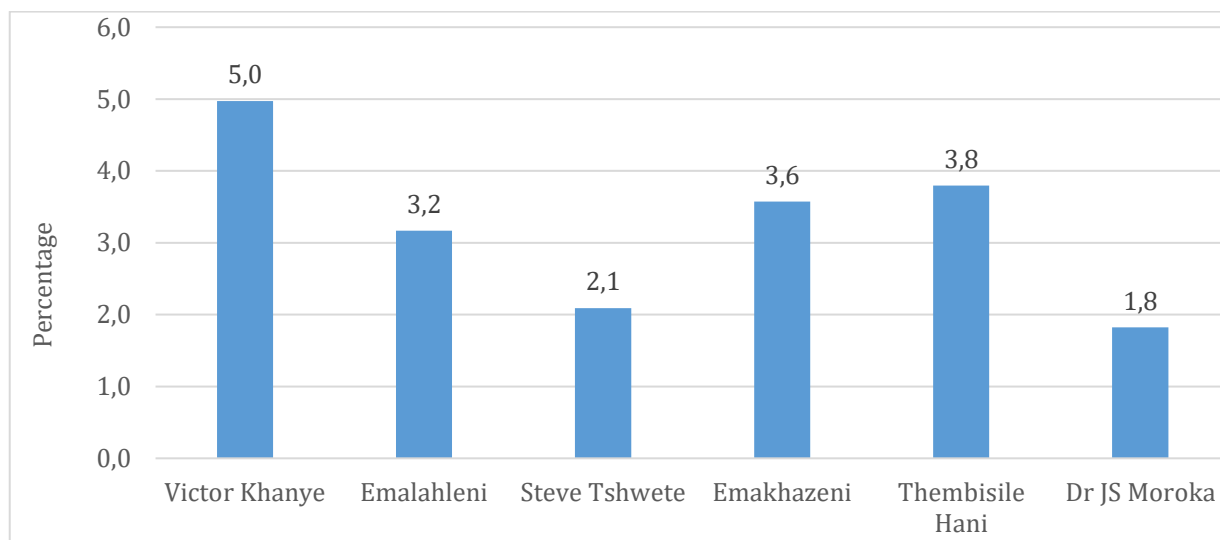
3.2.2.6.a. Number of Households

Figure 1.7: Number of Households in the Municipality, Census 1996-2022.



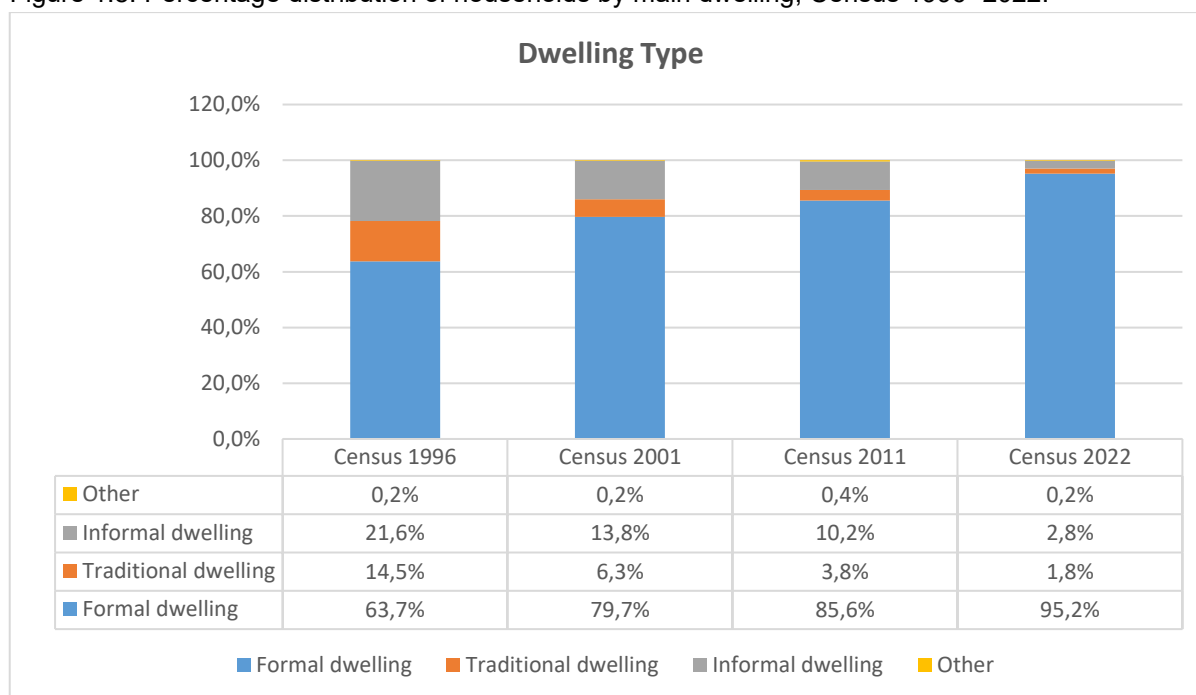
The results in Figure 1.7 show an upward trend in the number of households over the period 1996 to 2022. The increase depicts an increase in household formation. Census 2022 recorded a total of 110 563 households within the Municipality, which represents a 46% percent increase between 2011 and 2022.

Annual Growth Rate of Households by Local Municipality in Nkangala District, 2011 & 2022



3.2.2.4. Dwelling Type

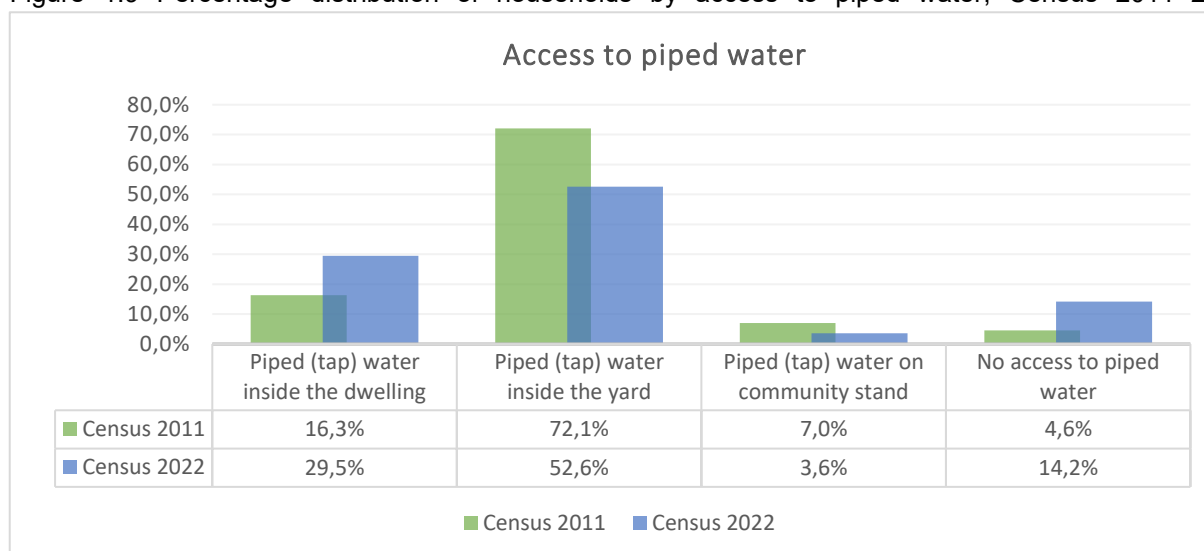
Figure 1.8: Percentage distribution of households by main dwelling, Census 1996–2022.



Results presented in Figure 1.8 compare the type of main dwelling for Census 1996–2022. It is noted that there has been an upward trend in households residing in formal dwellings, an increase from 64% in 1996 to 95% in Census 2022. Formal dwellings include formal house with a brick/concrete structure, flats and apartments, cluster houses, townhouses, semi-detached houses or any formal dwelling situated in a backyard, such as a room or garden cottage where a household or single person resides. The proportion of households that resided in informal dwellings drastically changed from 22% in 1996 to 3% in 2022.

3.2.2.5. Access to piped water

Figure 1.9 Percentage distribution of households by access to piped water, Census 2011–2022.



In 2022, over 82% of households in the municipality had access to piped water either inside their dwelling or inside their yard. Figure 1.9 shows an increase in the proportion of households that had access to piped water inside their dwelling, from 16.3% in 2011 to 29.5% in 2022. The proportion of households that accessed piped water off-site (from a water source outside the yard such as a neighbour or from a community stand) declined from 7% in 2011 to 3.6% in 2022. There are however still 14.2% of households without access to piped water. This figure has increased from 4.6% in 2011.

3.2.2.6. Main Sanitation Facilities

Figure 1.10: Percentage distribution of households by main type of toilet facility, Census 1996–2022.

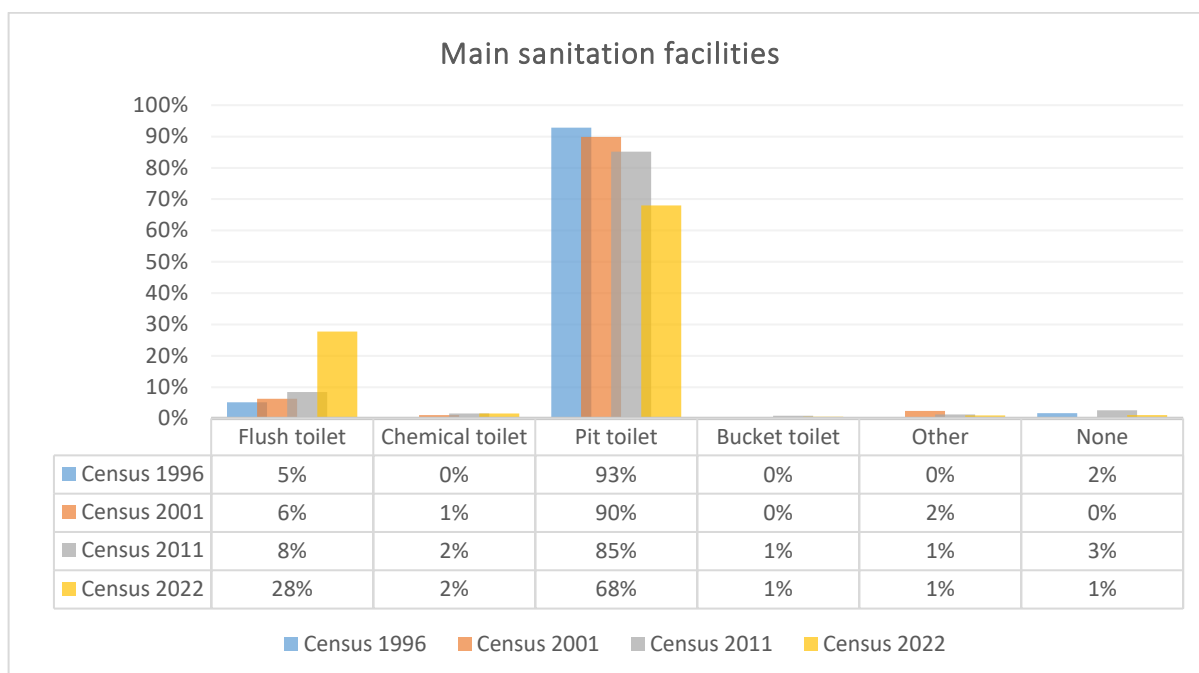
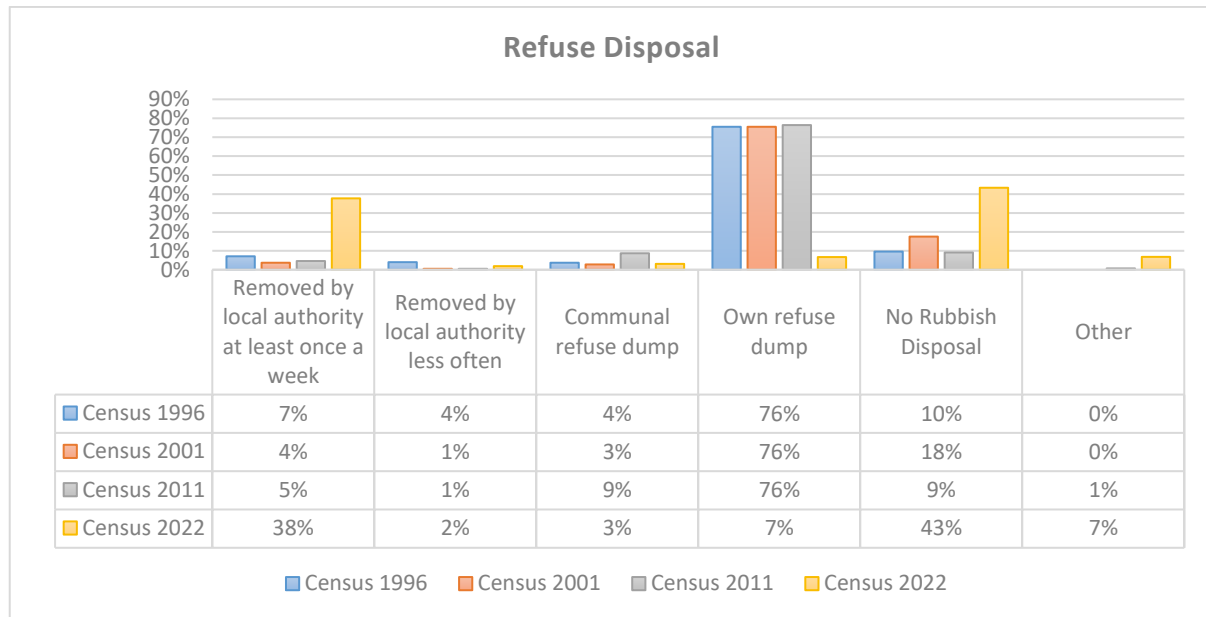


Figure 1.10 shows the percentage distribution of households by main type of toilet facility used for the period between 1996 and 2022. There has been an increase in the percentage of households that used a flush toilet as their main type of toilet facility during this period. However, the percentage of households that used a pit toilet and households with no form of toilet facility declined during the same period, from 93% to 68% and from 2% to 1% respectively.

3.2.2.7. Refuse Disposal

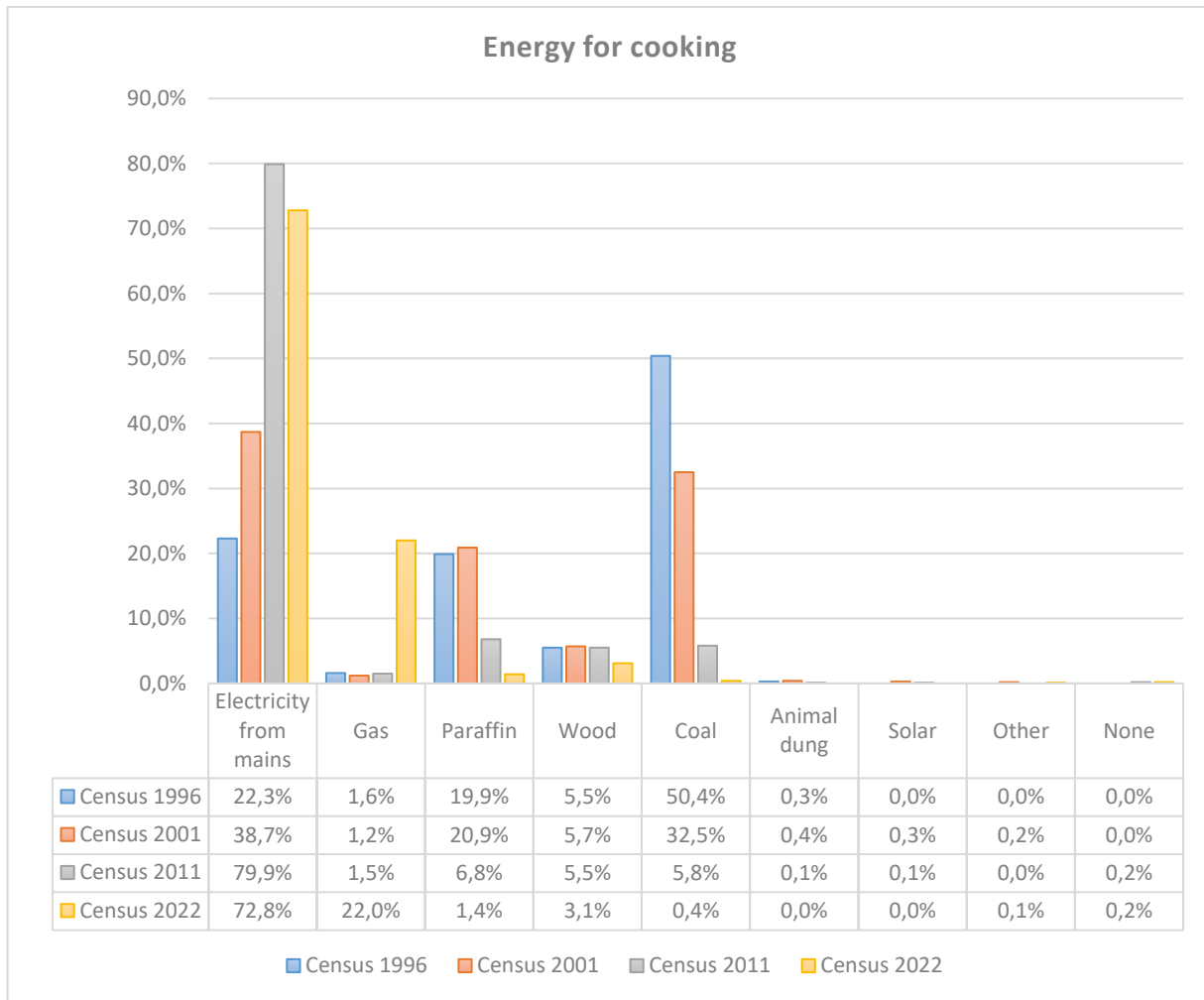
Figure 1.11: Percentage distribution of households by type of refuse disposal mainly utilised, Census 1996–2022.



The results on refuse removal services over the period 1996–2022 are presented in Figure 1.11. It is noted that the municipality recorded an upward trend in refuse removed by a local authority regularly, an increase from 11% in 1996 to 40% in 2022. Approximately 38% of households in the municipality had their refuse removed by the local authority once a week whilst 7% households used their own refuse dump, a sharp decline from 76% in 1996, 2001 and 2011. The percentage of households with no refuse removal however has increased from 9% in 2011 to 43% in 2022.

3.2.2.8. Energy for cooking

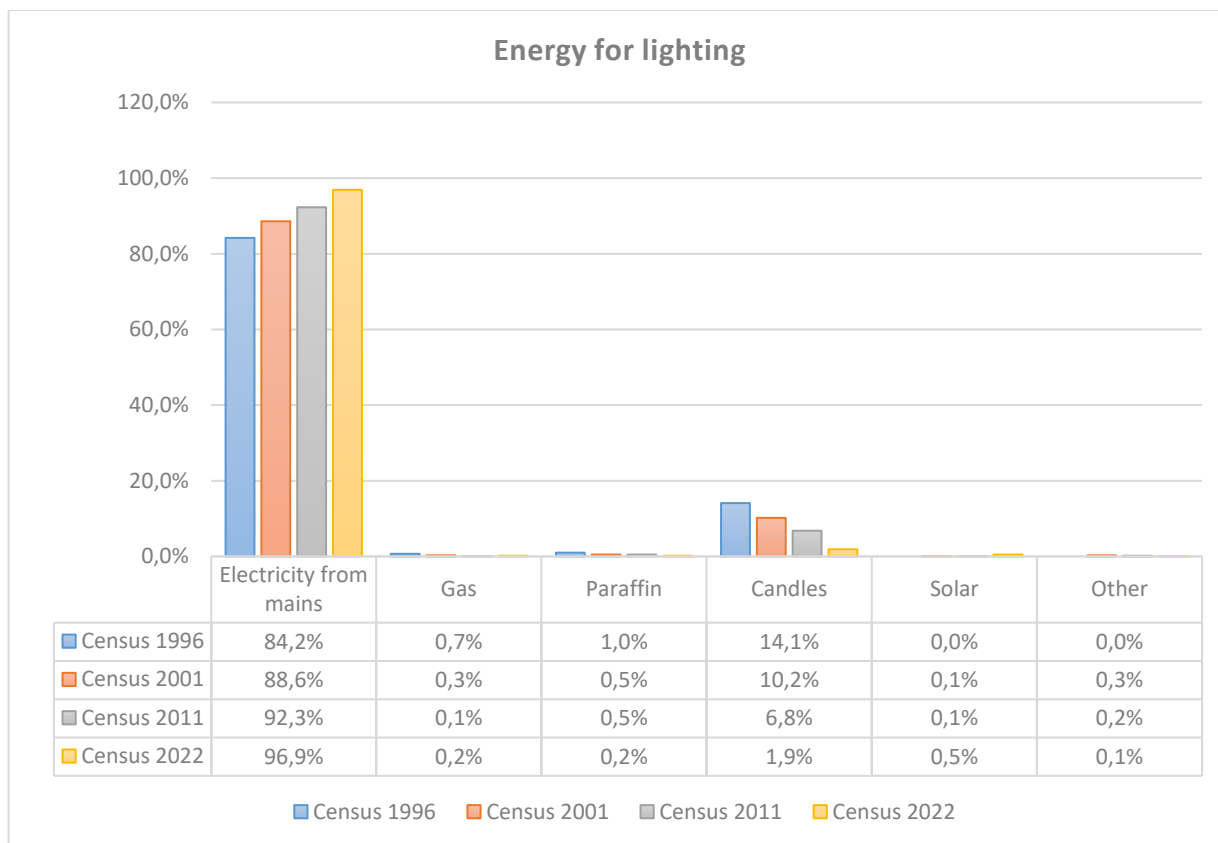
Figure 1.12 Percentage distribution of households by main source of energy used for cooking, Census 1996–2022.



The main sources of energy used for cooking from Census 1996 to 2022 are presented in Figure 1.12. The percentage of households using electricity for cooking increased from 22,3% in 1996 to 72,8% in 2022. The use of wood, coal, paraffin and animal dung for cooking decreased, with a significant decrease in the use of paraffin from 19,9% in 1996 to 1,4% in 2022. A much smaller proportion of households used wood for cooking in 2022 at 3,1% compared to 5,5% in 1996. The use of gas for cooking increased sharply between the last two censuses, with just over 22% of the municipality using gas for cooking compared to the 1,5% in 2011. The upward trend in households using gas is noticeable. The magnitude of the percentage increase may be attributed to load shedding challenges the country has been facing during the intercensal census period 2011–2022.

3.2.2.9. Energy for lighting

Figure 1.13: Percentage distribution of households by main source of energy used for lighting, Census 1996–2022.



The proportion of households using electricity as the main source of energy for lighting increased significantly from 84.1% in 1996 to 96.7% in 2022; conversely, the use of paraffin and candles as the main source of energy for lighting decreased. In 1996, 14.1% of households utilised candles for lighting compared to the 1.9% in 2022. The use of paraffin declined, with only 0.2% of households using it for lighting compared to the 0.7% in 1996.

3.2.2.7. Socio-Economic Impact

The Municipality has seen exponential growth in the population and the number of households between 1996 and 2022. The growth is driven by a range of factors including migration and the general growth of the population due to fertility, mortality and improved health outcomes. This has as a result place increased pressure on the ability of the municipality to provide services given the current funding gap and challenges. Revenue enhancement and innovation is required in order to ensure the provision of efficient and affordable services. There is generally a notable improvement in the access of services and education levels.

Proportion of Migrants to Total Population

Migrants	Total Population Proportion to Total Population	Proportion to Total Population
20 811	431 249	4,8

(Statistics SA: Census 2022 -Thembisile Hani Municipality)

Migration Status by Province/Area of Previous Residence,

Western Cape	Eastern Cape	Northern Cape	Free State	KwaZulu-Natal	Northwest	Gauteng	MP	Limpopo
93	218	45	222	667	365	13527	399984	3315

Outside South Africa	Do not know	3.2.2.8.	N/A	Unspecified
2359	11	2971		7472

(Statistics SA: Census 2022 -Thembisile Hani Municipality)

Age of Migrants

Source of Migration	0 - 14	15 - 34	35 - 59	60 +
Western Cape	20	29	42	2
Eastern Cape	43	102	69	4
Northern Cape	5	25	14	2
Free State	30	99	79	14
KwaZulu-Natal	96	338	211	22
North West	85	156	103	21
Gauteng	2607	4887	5250	783
Limpopo	611	1432	1125	147
Outside South Africa	168	1633	522	37
Do not know	3	5	3	-
Not applicable	1131	867	684	281
Unspecified	6261	487	588	136

(Statistics SA: Census 2022 -Thembisile Hani Municipality)

3.2.2.9. Disability Status

A person is regarded as having a disability if they reported any of the following degrees of difficulty in the six functional domains, namely seeing, hearing, communicating, walking/climbing stairs, remembering or concentrating and self-care:

- ❖ A person who reported “some difficulty” in at least two domains of functioning.
- ❖ A person who reported “a lot of difficulty” in any of the six domains of functioning.
- ❖ A person who reported “cannot do at all” in any of the six domains of functioning.

People living with disabilities face many challenges, due to their limited utilization of either their physical bodies or mental capacity some of these challenges includes the following:

- Social and Attitude Barriers that include stigma, discrimination, social isolation, and lack of presentation.
- Physical and Environmental Barriers include lack of accessibility, limited access to assistive technologies, inadequate support services.
- Educational Barriers that include- inadequate accommodation, bullying and harassment, lack of opportunities for higher education.
- Healthcare and Wellbeing Barriers that include limited access to healthcare, mental health challenges, health inequalities.
- Employment and Economic Challenges that include job discrimination, lack of opportunities, financial strain.
- Communication Barriers that include difficulties with communication, lack of training and awareness.
- Transportation Challenges that include inaccessible transportation, lack of financial resources

Type and Extent of Disability

Type of Disability	Some difficulty	A lot of difficulty	Cannot do at all	Total
Seeing	26 870	5 360	432	32 662
Hearing	9 595	1 806	243	11 644
Communication	5 223	947	416	6 586
Walking	10 496	3 850	791	15 137
Remembering	10 257	2 204	371	12 832

Self-care	5 129	1 455	913	7 497
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(Statistics SA: Census 2022 -Thembisile Hani Municipality)

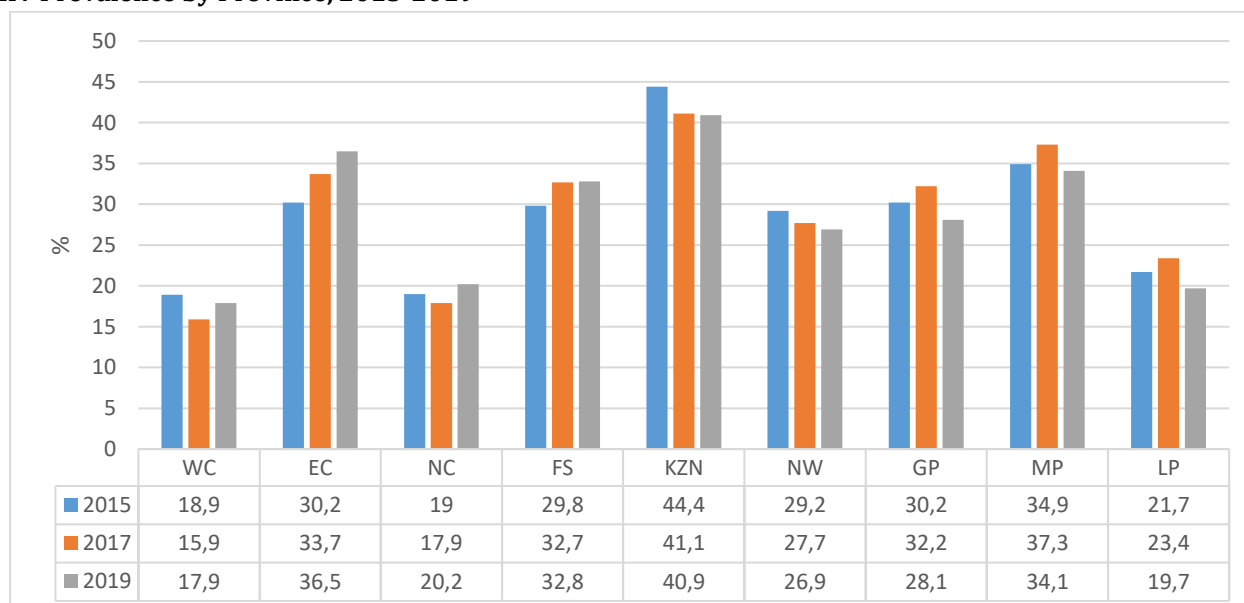
Use of Assistive Devices by People with Disabilities	
Eyeglasses	18936
Hearing aid	3040
Walking stick or frame	7394
A wheelchair	2948
Prosthesis/artificial limb	2772
Other assistive devices	3071

(Statistics SA: Census 2022 -Thembisile Hani Municipality)

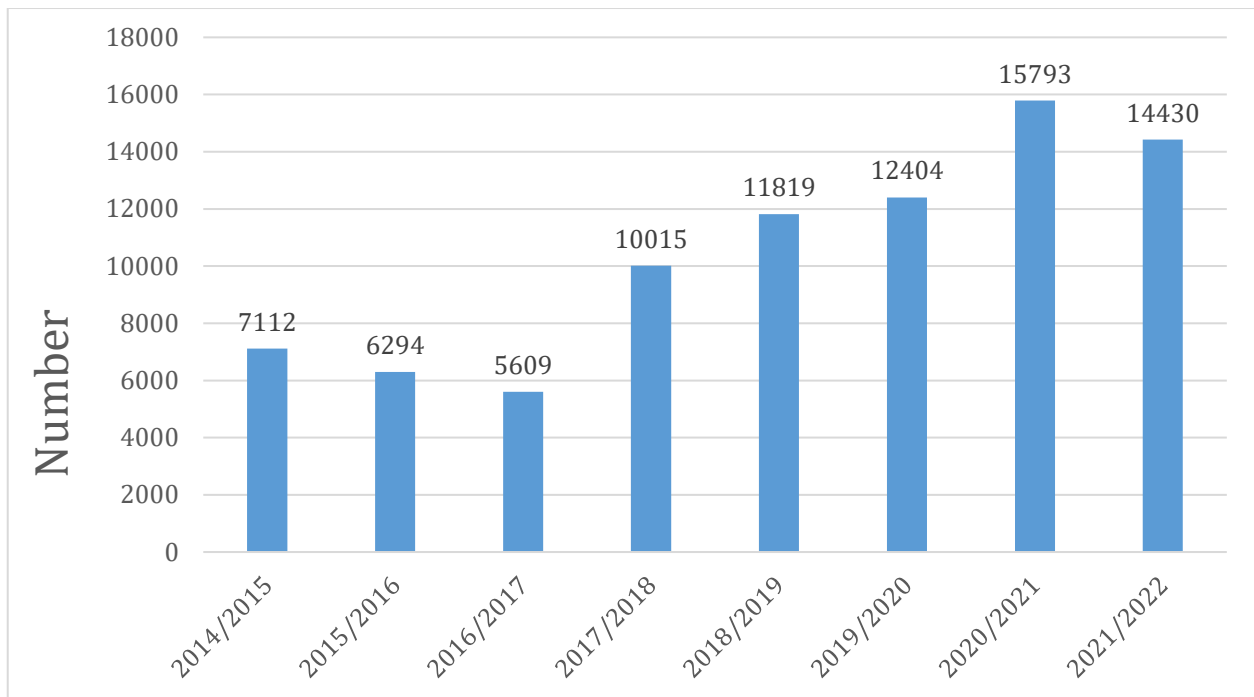
The municipality has the following projects and programmes for people living with disabilities:-

No.	Name of the program/project	Project/programmes outcome	Budget
1.	Youth with disabilities empowerment	Providing youth with disabilities with opportunities to develop skills	R50 000
2.	Round table women with disability information sharing session	Discuss and sharing information	R70 000
3.	World sight day	Assist blind people to have more access to our community libraries and the importance of eye care	R100 000
4.	Special Olympics games	Promoting physical fitness and development of skills in individuals with intellectual disabilities through sports	R50 000

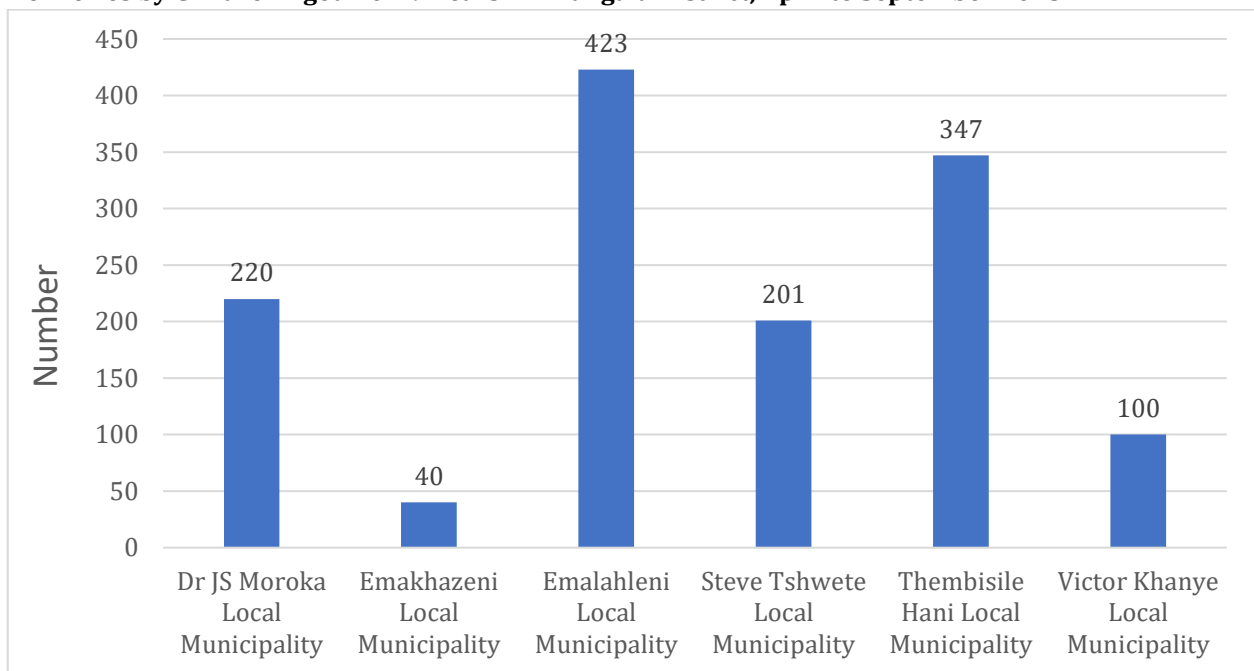
HIV Prevalence by Province, 2015-2019



Teenage Deliveries in MP Health Facilities, 2014/15 – 2020/21



Deliveries by Children Aged 10-19 Years in Nkangala District, April to September 2023



3.2.2.10. Employment and unemployment indicators

About 97 744 people are economically active (employed or unemployed but looking for work), and of, 62.2% are unemployed. Of the 48 741 economically active youth (15 – 34 years) in the area, (79.2 %) 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 62.2% (strict definition) in 2022
- Unemployment rate for females 61.7% in 2022

Figure 3: Labour Indicators

62.2%	61.7%	79.2%
<ul style="list-style-type: none"> • Official/strict unemployment rate (2nd highest in Nkangala) • Deteriorated from 52.8% in 2019 	<ul style="list-style-type: none"> • Official female unemployment rate • Deteriorated from 52.1% in 2019 	<ul style="list-style-type: none"> • Official youth (15-34 yr) unemployment rate (2nd highest in the District) • Deteriorated from 69.9% in 2019
-6.8%	1.6%	2 096
<ul style="list-style-type: none"> • Average annual employment decline 2019-22 • Worse than 1.1% p.a. decline 2014-19 	<ul style="list-style-type: none"> • Share of Mpumalanga's employment • Decline from 1.8% share of Mpumalanga's employment in 2019 	<ul style="list-style-type: none"> • Number of job gains in 2022 • 1 521 job losses in 2021 & 1 625 in 2020

Source: Socio-Economic Report and Outlook for Mpumalanga, 2023

The SERO report further illustrated that the leading employment industries within the municipality are community services at 30.2% and trade at 29.2%. Prevailing trends have also shown a decreasing role/share of manufacturing and trade and increasing role/share of community services & finance as the main employers.

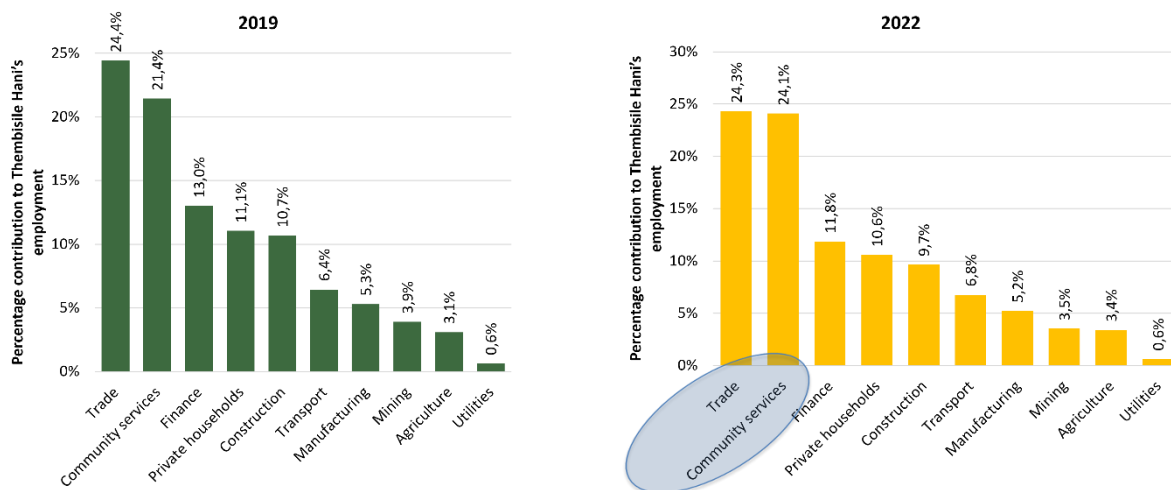
Figure 4: Key Economic Indicators

1.9%	0.9%	0.2%
<ul style="list-style-type: none"> • Contribution to provincial economy in 2022 (constant prices) – 4th smallest in MP • 5.0% contribution to district economy 	<ul style="list-style-type: none"> • Average annual economic growth 1996-2022 • 2nd lowest growth in the district 	<ul style="list-style-type: none"> • Average annual economic expansion 2019-22 • 2nd lowest expansion amongst the municipalities in the district.
1.7%	Almost 70%	4.2%
<ul style="list-style-type: none"> • Estimated average annual growth 2023-27 	<ul style="list-style-type: none"> • Contribution by 3 largest industries in 2022 (constant prices) – dominance of community services 	<ul style="list-style-type: none"> • Total tourism spend as % of GDP in 2022 (R405 million spend) • Decreased from 5.3% in 2019

Source: Socio-Economic Report and Outlook for Mpumalanga, 2023

Ceteris paribus, using the Global insights statistics. In Thembeisile Hani Local Municipality the economic sectors that recorded the largest number of employments in 2014 were the trade sector with a total of 6 200 employed people or 26.1% of total employment in the local municipality. The community services sector with a total of 5 190 (21.8%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 149 (0.6%) is the sector that employs the least number of people in Thembeisile Hani Local Municipality, followed by the mining sector with 332 (1.4%) people employed.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - THEMBISILE HANI LOCAL MUNICIPALITY, 2014 [PERCENTAGE]



3.2.2.11. Formal and Informal employment

The number of formally employed people in Thembisile Hani Local Municipality counted 16 900 in 2014, which is about 70.98% of total employment, while the number of people employed in the informal sector counted 6 900 or 29.02% of the total employment. Informal employment in Thembisile Hani increased from 3 520 in 2004 to an estimated 6 900 in 2014.

FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - THEMBISILE HANI LOCAL MUNICIPALITY, 2023

Industry	Economic Growth		Forecasted Economic Growth
	2019	2022	2023
Agriculture	-9.2%	6.4%	1.0%
Mining	0.9%	-3.2%	-2.9%
Manufacturing	-2.0%	4.3%	-1.2%
Utilities	-8.8%	5.5%	-8.8%
Construction	-4.7%	4.5%	-3.3%
Trade	-2.4%	10.6%	0.8%
Transport	-2.7%	19.0%	-2.0%
Finance	0.5%	7.6%	-1.0%
Community Services	-0.4%	8.8%	-1.1%
Total	-1.1%	4.4%	-1.4%

Note: For the period 2023 – 2027, THLM's economic growth is forecasted to increase by the 1.7%, while that of the District is forecasted at 1.56%.

In 2023 the Trade sector recorded the highest number of informally employed, with a total of 3 300 employees or 47.79% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 288 and only contributes 4.18% to total informal employment.

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

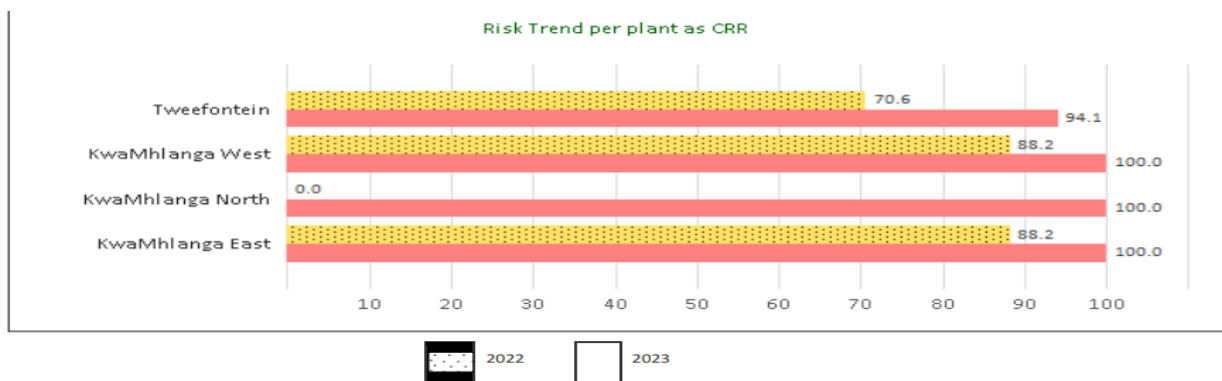
MUNICIPAL AREA	2010	2011	2012	Ranking: best (1) - worst (18)
Steve Tshwete	92.2	96.5	97.4	1
Dr JS Moroka	95.7	84.4	92.6	2
Mbombela	80.9	74.9	87.7	3
Victor Khanye		18.2	80.0	4
Emakhazeni	71.2	83.7	79.4	5
Thembisile Hani	37.8	27.7	78.3	6
Govan Mbeki	78.9	77.5	77.5	7
Umjindi	52.5	60.5	75.5	8
Dr Pixley Ka 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.

THEMBISILE LOCAL MUNICIPALITY					
Municipal CRR%					
CRR 2023 (%CRR/CRRmax)		%	96.8%		
Risk Assessment Areas	Weight	KwaMhlanga East	KwaMhlanga North	KwaMhlanga West	Tweefontein
Class of Works		E : Approved	E : Approved	E : Approved	C : Incomplete
Treatment Technology		Oxidation ponds	Oxidation ponds	Oxidation ponds	Activated Sludge
A: Total Design Capacity	kl/d	500	250	500	1500
B: Operational Capacity (% inflow/design)	%	0.0%	0.0%	0.0%	0.0%
C: Effluent Quality Non-compliance	#	6	6	6	8
% Microbiological Compliance	%	0.0%	0.0%	0.0%	0.0%
% Physical Compliance	%	0.0%	0.0%	0.0%	0.0%
% Chemical Compliance	%	0.0%	0.0%	0.0%	0.0%
D: Technical Skills Compliance	%	0.0%	0.0%	0.0%	33.3%
Process Controller Compliance	%	0%	0%	0%	100%
Supervisor Compliance	%	0.0%	0.0%	0.0%	0.0%
Maintenance Team Compliance	%	0.0%	0.0%	0.0%	0.0%
CRR 2023 (%CRR/CRRmax)	%	100.0%	100.0%	100.0%	94.1%
CRR 2022	%	88.2%	-	88.2%	70.6%
CRR 2013	%	76.5%	-	76.5%	52.9%
CRR 2011	%	47.1%	-	70.6%	70.6%
W2RAP Status: 2022 Green Drop Report		No Proof	No Proof	No Proof	No Proof
W2RAP Status: 2023 Green Drop PAT		No Proof	No Proof	No Proof	No Proof
Capital & Refurbishment Projects (Rand in millions)		NI	NI	NI	NI
Description of Capital & Refurbishment Projects		No information.	Capital Projects not submitted.	No information.	No information.
2022 GD Score	%	44.0%	-	43.0%	48.0%
GD Improvement Plan (GDIP)	Y/N	No	No	No	No
Corrective Action Plan (CAP)	Y/N	No	No	No	No

Source: Department of Water and Sanitation, 2023 Report



Source: Department of Water and Sanitation, 2023 Report

4.1. SPATIAL RATIONALE AND DEVELOPMENT

The Thembisile Hani Draft SDF was approved on the month of April 2025, the final SDF will be approved by June 2025.

Section 12 of SPLUMA requires all spheres of government (National, Provincial and Local) to develop Spatial Development Frameworks (SDFs). Section 20 of SPLUMA, 2013 read together with Section 26 of the Municipal Systems Act (32 of 2000) requires that the Municipal Council after consultation with relevant stakeholders must prepare and adopt the Spatial Development Frameworks (SDF) as a core component of their Integrated Development Plans (IDPs).

The Thembisile Hani Local Municipality's SDF was developed in 2014 with the 5-year cycle linked to the IDP ending in 2019. Section 20(2) of the Spatial Planning and Land Use Management Act, Act No. of 16 2013 (hereinafter referred to as SPLUMA) requires SDFs to be prepared every five years to reflect the development and policy changes, opportunities and challenges in alignment with the Municipal Integrated Development Plan (IDP) cycle. It is for this reason that the municipality requested the Development Bank of South Africa to assist in preparing their SDF in the 2024/2025 Financial Year

The long-term vision of the Thembisile Hani LM is to be 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.

SPATIAL DEVELOPMENT PROPOSALS

The sections below describe the various development proposals for the Thembisile Hani LM, as per the Six Strategic Objectives.

Spatial Proposals: Objective 1

Promote sustainability and responsible environmental management. The environmental wellbeing of the Thembisile LM is a key requirement towards long term economic sustainability and diversity of the economy of the LM. The following actions are part of the strategy aimed at achieving the objectives above.

- ❖ Action 1.1: Manage Urban and Rural Development through appropriate application of Nkangala Bioregional Plan Guidelines
- ❖ Action 1.2: Create GIS based Bioregional Plan Overlay Zones and use BGIS LUDS Tool to inform Land Use Decisions
- ❖ Action 1.3: Implement Flood Control Measures
- ❖ Action 1.4: Implement Climate Change Strategic Objectives and Mitigation Measures
- ❖ Action 1.5: Mining Rehabilitation
- ❖ Action 1.6: Manage Sand Mining Activities

Spatial Proposals: Objective 2

Establish a Functional and Structured Hierarchy of Interconnected Nodes.

- ❖ Action 2.1: Promote Development and Investment in accordance with the Thembisile Hani LM Settlement Hierarchy
- ❖ Action 2.2: Implement a Municipal Growth Management Strategy
- ❖ Action 2.3: Demarcate an Urban Edge around each of the Urban Nodes
- ❖ Action 2.4: Manage Development in Rural Areas in line with Rural Development Guidelines

Spatial Proposals: Objective 3

Enhance the Regional Movement System to improve accessibility and support economic and social integration. The R573 plays a pivotal role in the functionality of the Thembisile Hani LM and is the main link to economic livelihoods for the residents of the area.

- ❖ Action 3.1: Maintain the Mobility of the R573 and Ensure Road Safety
- ❖ Action 3.2: Facilitate the Establishment of a public Transport Network serving Local and Regional Movement Needs

Spatial Proposals: Objective 4

Plan and Establish Sustainable and Resilient Human Settlements

- ❖ Action 4.1: Actively Promote Development aligned to Smart Growth Principles in all Settlements
- ❖ Action 4.2: Identify Strategically Located Land as Strategic Development Areas
- ❖ Activity 4.3: Promote the Development of a Diverse Range of Housing Typologies offering multiple choices in terms of Affordability, Density and Tenure Options
- ❖ Activity 4.4: Prioritise Land Acquisition within SDA's
- ❖ Action 4.5: Consolidate Community Facilities at Urban and Rural Nodal Points

Spatial Proposals: Objective 5

Promote Economic Development by Leveraging Local Resources, Supporting Small Businesses and Attracting Investment.

- ❖ Action 5.1: Implement a "Township Economy Support Programme" to Promote Economic Empowerment of Emerging Entrepreneurs
- ❖ Action 5.2: Align Tertiary Education and skills Development Programmes to Priority Economic Sectors.
- ❖ Action 5.3: Facilitate Development of Industrial and Commercial Uses at Designated Strategic Location.
- ❖ Action 5.4: Facilitate Mining Activity strictly in line with Mining and Biodiversity Guidelines.
- ❖ Action 5.5: Promote Tourism in the Area
- ❖ Action 5.6: Promote Agriculture focusing on Priority Commodities in Functional Areas and Optimally Exploiting the entire Value Chain associated with these commodities
- ❖ Action 5.7: Incrementally Implement the Agri Park Initiative and Support Land Reform and Upscaling of Emerging Farmers in Priority Rural Intervention Area
- ❖ Action 5.8: Utilise precision farming to minimise the impact of agriculture on natural resources.

Spatial Proposals: Objective 6

Facilitate infrastructure development by improving access to essential services, upgrading existing facilities, and investing in sustainable and resilient infrastructure.

- ❖ Action 6.1: Align infrastructure Implementation and Upgrading Programmes with Land Use Development Programmes
- ❖ Action 5.2: Promote the Transition towards "Green Technology/Energy" and Incrementally Implement the Smart City Concept.

CURRENT POPULATION AND COMMUNITY FACILITIES NEED

Current Population and Dwelling Units In 2022, Nkangala DM had a total population of 1,588 970 people, with the Ehlanzeni DM having the highest population of 2,270 897 people. In the context of the province, Mpumalanga's population contribution to South Africa increased from 7,5% in 2001 to 8,3% in 2022, showing major growth trends in the province. The total population for the Thembisile Hani LM was 431 248 people in 2022, which grew from 256 583 people in 2001.

In 2001 Emalahleni LM recorded the highest population contribution in the province (27%), followed by Thembisile Hani (25%). In 2022 the highest contribution was shared by both Emalahleni (27%) and Thembisile Hani (27%). While the largest population growth for the period 2001-2011 took place in, the highest growth for the period 2011-2022 was recorder for the Thembisile Hani LM, with a growth of 120,790 people for that period.

The dwelling units and population for the functional areas within the Thembisile Hani LM for the periods 2011, 2022, and 2024. In 2011, the highest population was found in KwaMhlanga (53,493 people), followed by Kwaggafontein (46,957 people) and Kameelpoortnek (46,814 people). In 2024 KwaMhlanga still had the highest population, with a population that grew to 80,023 people, followed by Tweefontein (69,484 people) and Kameelpoortnek (67,001 people). In terms of the dwelling unit increment, the largest growth of dwelling units took place in KwaMhlanga, which accounted or 21% of the growth in the LM. The household size in the LM decreased from 4,1 in 2011 to 3,9 people per household in 2024. Its projected that by 2030 will be 395 831.

The Traditional Authorities cover most of the northern extent of the Local Municipality with limited coverage in the southern extents over the farming areas. The four main Traditional Authorities who are active in Thembisile Hani.

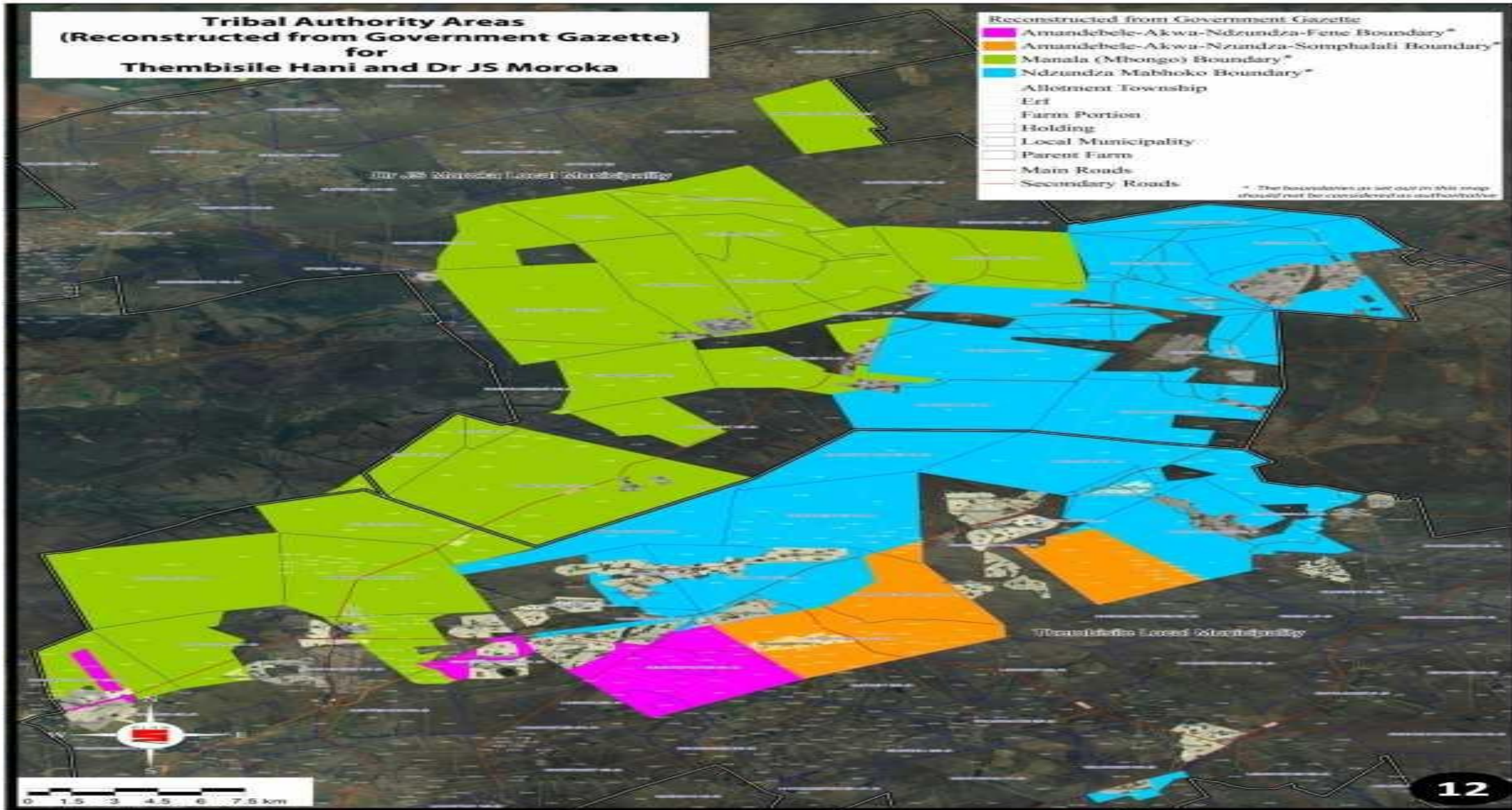
Local Municipality include the following:

- ❖ Amandebele-Akwa-Ndzundza-Fene TA (6 426 ha);
- ❖ Amandebele-Akwa-Nzundza-Somphalali TA (5 499 ha);
- ❖ Manala (Mbongo) TA (5 499 ha); and
- ❖ Ndzundza TA (5 499 ha).

The implications of the Traditional Authority areas for the Municipality are as follows:

- ❖ Traditional Leaders allocate land to individual without following the appropriate land transfer procedures. This could lead to land being allocated in road and power line servitudes which poses a challenge when the areas need to be formalised.
- ❖ Land is allocated for business or residential purposes without consultation with the Local Municipality which puts a strain on the existing engineering infrastructure, often in areas that do not have planned projects for upgrading or expanding the engineering infrastructure.
- ❖ The Traditional Authorities furthermore do not reserve land for community facilities (schools, clinics) and therefore the residents must travel to adjacent areas to access the services.
- ❖ The impact on the environment by the growing informal settlements are also taken into consideration.

Figure 4.1.5 below represents the jurisdiction area for traditional authorities



4.1.7. 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 4.1.7: 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 JR	58.64 ha	Vacant	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 2 of the Farm Enkeldoorn 217 JR	28.06 ha	Vacant	Government of KwaNdebele (National Government of South Africa)
Kwamhlanga D & E (Mountain View 746 JR)	276.516 ha	Informal	Mpumalanga Provincial Government
Ptn 46 of the Farm Hartbeestpruit 235 JR	20.16 ha	Informal	National Government of South Africa

Ptn 45 of the Farm Hartbeestspruit 235 JR	25.94 ha	Informal	National Government of South Africa
A Portion Ptn 17 of the Farm Sybrandskraal 244 JR	165.03 ha	Informal / Incomplete Planning	National Government of South Africa
Ptn 14 of the Farm Prins Anna 234 JR	22.09 ha	Vacant	National Government of South Africa
Ptn of Ptn 13 of the Farm Prins Anna 234 JR	20.55 ha	Vacant	National Government of South Africa
Ptn of Ptn 12 of the Farm Prins Anna 234 JR	20.92 ha	Vacant / Slight encroachment	National Government of South Africa
Ptn of Ptn 11 of the Farm Prins Anna 234 JR	22.34 ha		National Government of South Africa
Ptn 10 of the Farm Prins Anna 234 JR	21.95 ha	Vacant	National Government of South Africa
Ptn 9 of the Farm Prins Anna 234 JR	22.89 ha	Vacant	National Government of South Africa
Ptn 8 of the Farm Prins Anna 234 JR	22.15 ha	Vacant	National Government of South Africa
Ptn 5 of the Farm Prins Anna 234 JR	88.69 ha	Vacant	National Government of South Africa
Ptn 4 of the Farm Prins Anna 234 JR	98.56 ha	Vacant	National Government of South Africa
Ptn 26 of the Hatebeestspruit 235 JR	500.79 ha	Vacant	National Government of South Africa
Ptn of Ptn 4 of the Farm Enkeldoorn 217 JR	89.94 ha	Vacant	National Government of South Africa
Portion of Erf 6830 - Moloto South (A portion of the farm Sybrandskraal 244 JR)	61.99 ha	Informal	National Government of South Africa
Various Portions of Remainder the Farm Kwamhlanga 617 JR	386.796 ha	Informal	National Government of South Africa
Ptn of the Remainder of the Farm Enkeldoorn 217 JR	164.175 ha	Informal / Vacant	National Government of South Africa
Ptn 7 of the Farm Enkeldoorn 217 JR	277.594 ha	Informal / Vacant	National Government of South Africa
Ptn of Ptn 4 of the Farm Kameelpoortnek 218 JR	76.85 ha	Informal	National Government of South Africa

Ptn 19 of the Farm Enkeldoornoog 219 JR	45.68 ha	Informal / Vacant	National Government of South Africa
Ptn 10 of the Farm Enkeldoornoog 219 JR	43.05 ha	Informal	National Government of South Africa
Ptn 41 of the Farm Enkeldoornoog 219 JR	38.74 ha	Vacant / Agricultural	National Government of South Africa
Ptn 43 of the Farm Enkeldoornoog 219 JR	41.22 ha	Informal	National Government of South Africa
Ptn 31 of the Farm Enkeldoornoog 219 JR	43.77 ha	Informal	National Government of South Africa
Ptn 30 of the Farm Enkeldoornoog 219 JR	41.35 ha	Informal	National Government of South Africa
Ptn 25 of the Farm Enkeldoornoog 219 JR	46.72 ha	Informal	National Government of South Africa
Ptn 33 of the Farm Enkeldoornoog 219 JR	43.06 ha	Informal	National Government of South Africa
Ptn 22 of the Farm Enkeldoornoog 219 JR	55.35 ha	Vacant / Agricultural/slight encroachment	National Government of South Africa
Ptn 45 of the Farm Enkeldoornoog 219 JR	48.02 ha	Vacant / Agricultural	National Government of South Africa
Ptn 23 of the Farm Enkeldoornoog 219 JR	45.47 ha	Vacant / Agricultural	National Government of South Africa
Ptn of Ptn 54 a Remainder of the Farm Tweefontein 220 JR	245.866 ha	Informal (Recent) / Vacant	National Government of South Africa
Ptn 1 of the Farm Vlaklaagte 221 JR	296.922 ha	Vacant / Agricultural	National Government of South Africa
Various Ptn of Ptn 4 of the Farm Vlaklaagte 221 JR	107.865 ha	Informal (Recent)/ Vacant	National Government of South Africa
Ptn of Ptn 2 of the Farm Gembokspruit 229 JR	45.10 ha	Informal (Recent)/ Vacant	National Government of South Africa
Ptn of Ptn 1 of the Farm Hartebeestfontein 224 JR	22.33 ha	Informal / Vacant (Recent)	National Government of South Africa
Ptn of Ptn 1 of the Farm Gembokspruit 199 JR	61.71 ha	Informal / Vacant (Recent)	National Government of South Africa
Ptn of Remainder of the Farm Kwaggafontein 216 JR	651.539 ha	Vacant	National Government of South Africa
Ptn of Ptn 18 of the Farm Bulfontein 94 JS	95.36 ha	Informal	National Government of South Africa

Ptn of Ptn 34 of the Farm Bulfontein 94 JS	233.802 ha	Informal	National Government of South Africa
Ptn of Ptn 12 of the Farm Wolvenkop 227 JS	75.29 ha	Vacant / Agricultural	National Government of South Africa
Ptn of Remainder of the Farm Wolvenkop 640 JR	139.271 ha	Vacant / Agricultural	National Government of South Africa
Ptn of Ptn 182 of the Farm Goederede 60 JS	159.884 ha	Informal	National Government of South Africa
Remainder 7 of the Farm Zustershoek 246 JR	212.554 ha	Informal	National Government of South Africa
Ptn of Ptn 5 of the Farm Kameelpoortnek 218 JR	197.178 ha	Informal / Vacant	Provincial Government of Mpumalanga
Ptn of Ptn 18 of the Farm Enkeldoornog 219 JR	29.47 ha	Informal / Vacant	Provincial Government of Mpumalanga
Ptn of Ptn 16 of the Farm Enkeldoornog 219 JR	31.86 ha	Informal	Provincial Government of Mpumalanga
Ptn 12 of the Farm Enkeldoornog 219 JR	41.75 ha	Informal	Provincial Government of Mpumalanga
Ptn of Ptn 13 of the Farm Enkeldoornog 219 JR	32.93 ha	Informal	Provincial Government of Mpumalanga
Various Ptn of Ptn 5 of the Farm Vlaklaagte 221 JR	1276.45 ha	Informal / Vacant	Provincial Government of Mpumalanga
Ptn of Remainder of the Farm Enkeldoornog 651 JR	73.67 ha	Informal	To be reconstructed by Land Surveyor
Ptn 27 of the Farm Enkeldoornog 219 JR	41.54 ha	Informal	Under Investigation
Ptn of Remainder of the Farm Tweefontein 675 JR	1484.69 ha	Informal / Vacant / Agricultural	Under Investigation
Portion 20 of the farm Enkeldoornog 219 JR	42ha	Vacant	National Government of South Africa

4.1.8. 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 several 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	No	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	Tweefontein M	Layout	Yes	No
35	Tweefontein N	Layout	Yes	No
36	Moloto South	Layout	Yes	No
37	Moloto North	Layout	Yes	No
38	Kameelpoortnek S1	No	No	No
39	Kameelpoortnek S2	No	No	No
40	Kameelpoortnek S3	No	No	No
41	Enkeldoornoog S1	No	No	No
42	Zakheni	Yes	Yes	No
43	Phola Park	No	No	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

Thembisile Hani Standardized names

New Name	Previous Name	Feature	Status and Date if gazetted	Gazette No
Bhundu	Goederede B	Settlement	Gazetted 18/09/2009	32567
Buhlebesizwe	Vlaklaagte No 2	Village	Gazetted 30/06/2006	28946
Dipasana	Goederede A	Settlement	Gazetted 18/09/2009	27295
Ekukhanyeni	Kwaggafontein A	Settlement	Gazetted 11/09/2015	39201
Elandsdoorn	-	Post Office	Gazetted 22/09/2000	21566
eMpumelweni	Nooitgedacht	Suburb	Gazetted 18/09/2009	32567
Engwenyameni	Klipfontein	Settlement	Gazetted 30/06/2006	28946
Entokozweni	Matheyzensloop	Settlement	Gazetted 11/09/2015	39201
Entuthukweni	Kwaggafontein B	Settlement	Gazetted 09/02/2016	39669
eThembalethu	Buhlebesizwe	Village	Gazetted 18/09/2009	32567
KwaMusi	Enkeldoorn	Settlement	Gazetted 11/09/2015	39201
KwaMusi	Enkeldoorn	Settlement	Gazetted 11/09/2015	39201
Leratong	Enkeldoorn	Village	Gazetted 18/09/2009	32567
Lithuli Village	Kameelpoortnek	Village	Gazetted 18/09/2009	32567
Mandlethu	Vlaklaagte No 1	Village	Gazetted 18/09/2009	32567
Moloto North	Hartebeestspruit	Settlement	Gazetted 01/04/2005	27408
Moloto South	Sybranskraal	Settlement	Gazetted 11/09/2015	39201
Mthombomuhle	Kwaggafontein C	Settlement	Gazetted 11/09/2015	39201
Mthunjwa	Kwaggafontein E	Settlement	Gazetted 09/02/2016	39669
Mzimuhle	Gemsbokspruit	Settlement	Gazetted 11/09/2015	39201
Ntwane	Kwaarielaagte	Village	Gazetted 01/04/2005	27408

Phola Village	New	Settlement	Gazetted 11/09/2015	39201
Phumula	Twefontein A1, B1,B2,C1,G1	Village	Gazetted 16/10/2009	32632
Rekhuditse	Mandela	Settlement	Gazetted 09/02/2016	39669
Sesakhile	Twefontein (portion 540 220- JR)	Settlement	Gazetted 09/02/2016	39669
Somaroboro	Twefontein E, F,G,H&J	Village	Misspelled its called Somaroborho Gazetted 18/09/2009	32567
Somphalali	Kwaggafontein D	Settlement	Gazetted 07/01/2005	27146
Thokozani	Twefontein M	Settlement	Gazetted 09/02/2016	39669
Zithabiseni	Boekenhouthoek	Settlement	Gazetted 11/09/2015	39201

KWAMHLANGA GOVERNMENT STANDARDISED NAMES

FEATURE	APPROVED NAME
KwaMhlanga Government Complex	KwaMhlanga Government Complex
Building no 1 (SAPS and COGTA)	S.S. Skhosana
Building no 2 (DCSR, DEDET and DCSSL)	Nostokana Esther Mahlangu
Building no 3 & 4 (COGTA,SASSA, DSD and Health)	Kgabo
Building no 5 (Education)	Ikhwezi
Building no 6 (Home affairs, Human Settlement, and Labour)	Morula
Building no 7&8 (Public Works, Roads, and Transport)	Isiqalaba
Building no 9 (Legislature building)	King Nyabela
Building no 10 (Conference Rooms)	Entumbeni
Building no 11 (Library)	King Mbongo
Building no 12 (Provincial Treasury)	Ibhalabhala
Building no 13 (Canteen)	Princess Mthise
Building no 15 (Services and Maintenance)	KwaMadlayi
Building no 16 (Agriculture)	Ebhudlweni
Square/circle	Solomon Mahlangu Square

4.1.9. 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 Emalahleni 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, Enkeldoornoog B, Kwaggafontein, Mathys Zyn Loop and Verena.

4.1.10. 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, most of the growth and development initiatives should be focused on the western portion of the Moloto route, which includes the settlements of Moloto, Kwa Mhlanga, Enkeldoring, 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 announced in the SOPA by president of South Africa and the tune of 30 billion.

4.1.11. Identification of Development 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 (Kwa Mhlanga)**
Kwa Mhlanga 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 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 Kwa Mhlanga (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

4.1.12. 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- General Plan	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
Emlanjeni	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
Emlanjeni	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 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
Kwa Mhlanga	Remainder of the farm Kwa Mhlanga 617 JR
King's Park	Portion 15 and 16 of the farm Witpoortjies 245 JR

4.1.13. THE STATUS ON THE LEGISLATIONS, BY-LAWS AND POLICIES UNDER SPATIAL RATIONALE

Legislations/By-Laws/Policies/Strategy	Status
Land Use Scheme	- Adopted in 2020 and to be reviewed in 2025
Bulk Contribution Policy	- The municipality is busy developing the policy assisted by Nkangala District Municipality
Land Use Enforcement	- The municipality has one Land Use Inspector
Naming of Streets and Townships Policy	- The municipality has a policy in place
Provision for law enforcement officers and administrative staff Implement SPLUMA	- The municipality still needs to have law enforcement officers. - The Town Planning Section needs to have more administrative staff to implement SPLUMA. Currently the section urgently needs Land Surveyor to assist with land use matters.
Development of an electronic record-keeping system	A service provider has been appointed to assist the municipality with the system that will be record all the Land Use and Land Development applications
Policy on Land Invasion	- The municipal council must adopt the final Land Invasion By-Law. - The municipality was assisted by Nkangala District Municipality, SALGA and COGTA to develop the Land Invasion By-Law. The Draft was adopted by Council, and it was published for public comments and now the council must adopt the Final Land Invasion By-Law.
Policy on Informal Settlement	- The municipality does not have a policy on Informal Settlement
Illegal Land Use Strategy	- For now, we make use of the SPLUMA By-Law and the Land Use Scheme to deal with illegal land use. - The land use inspector issue notices every week
Proactive Land Acquisition	- The municipal council recently adopted the Disposal and Acquisition of Municipal Immovable Properties.
Recent Land Audit	- The Land Audit was done in July 2023
Plans to acquire land for integrated human settlement	- As most of the land within Thembisile Hani Local Municipality is under the custodian of the traditional leaders, the municipality has written letters to the Department of Agriculture, Land Reform and Rural Development to donate or transfer the land to the municipality.

4.2. ENVIRONMENTAL MANAGEMENT

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

4.2.5. Waste Management

4. On Waste Management within the Municipality:

- a) Pursuant to Section 152(d) of the Constitution, which details one of the objects of local government as the “promotion of a safe and healthy environment”, whereby everyone has the right to an environment that is not harmful to their health or wellbeing.
- b) THLM’s Waste Management Unit’s function is to provide an acceptable, affordable and sustainable waste collection to all the residents of THLM, and the activities are summarized as:
 - Refuse removal,
 - Cleaning of our streets and/ or road reserves,
 - Clearing of illegal dumping sites and/ or areas, and
 - Cleaning of our Cemeteries.
- c) A waste management (refuse removal) plan is in place and progress reports on operational work done are submitted to Council on a regular basis accordingly. Our waste collection program is sub-divided into two weeks (bi-weekly basis), and it is summarised as follows:

Week One:	Week Two:
<p>Monday: Verena A and B, Mzimkhulu RDP, Buhlebesizwe and Buhlebesizwe RDP, Sun City AA, Mandela and Mandela Extension, and Moloto North.</p> <p>Tuesday: Verena D, Tweefontein A1, A2 and B1, Sun City D, Moloto South (Ward 1), Sun City C and Engwenyameni.</p> <p>Wednesday: Verena C, Tweefontein B2, Mzimuhle, Vezubuhle, Moloto South (Ward 3), and Sun City A and B.</p> <p>Thursday: Woolvenkop, Langkloof, Tweefontein C and D, Vlaklaagte No. 1, Vezubuhle, and KwaMhlanga A, BA and Bank View.</p> <p>Friday: Kwaggafontein E, Tweefontein K, Mabhoko, Chris Hani, and Kwamhlanga B.</p>	<p>Monday: Kwaggafontein B, Kwaggafontein A (Ward 27), Thokoza, Tweefontein H, Moloto RDP and Sheldon.</p> <p>Tuesday: Kwaggafontein D, Kwaggafontein A (Ward 29), Tweefontein N, Thokoza, Tweefontein J, Phola Extension, Zakheni and Mountain View.</p> <p>Wednesday: Mathysensloop, Kwaggafontein A (Ward 28), Vezubuhle, Buhlebuzile, Zenzele, Belfast, Tweefontein E, Phola Park, Zakheni Extension, Mahlabathini and Luthuli.</p> <p>Thursday: Bokenhouthoek, Tweefontein F, Kwaggafontein C, Thembaletu, and KwaMhlanga A, BA and Bank View.</p> <p>Friday: Bundu, Machipe, Kwaggafontein C, Tweefonein K, Tweefontein G and KwaMhlanga B.</p>

The program is only subject to change in the event of unforeseen circumstances, which is effectively communicated to our community members should such occur.

- d) When it comes to the Municipal Integrated Waste Management Plan (IWMP), its primary objective hereto an IWMP is to integrate and optimise waste management so that the efficiency of the waste management system is maximised, and the impacts and financial costs associated with waste management are minimised, thereby improving quality of life.
- e) The objective of the status quo, or gap analysis, as the first phase in the development of an IWMP for THLM, is to qualify and quantify all aspects related to current waste management services and practices carried out by the Municipality, with a view to using this information as a basis for future waste management planning.
- f) Following the launch of Operation Keep Thembisile Hani Clean in October 2022, THLM conducts clean-up operations on a monthly basis, and the main objective of these operations is to eradicate illegal dumping sites for the sole benefit of keeping our Municipality clean and the overall protection of our environment.

- g) This is not just a Municipal program, but a program that is aimed at being a community-based one, thus inspiring our community to clean up, protect and conserve our environment, hence we went a step further in urging our citizens to always strive for a clean Municipality and never promote/ allow illegal dumping in any form or format within the Municipality.
- h) The street cleaning and clearing of illegal dumping services is conducted in all streets of our areas, main entrances and open areas where illegal dumping sites having been unfortunately formed, and this is conducted through a dedicated cleaning program.
- i) Currently, there is one Class B permitted Landfill Site in Kwaggafontein, which is the first Landfill Site to be constructed in Thembisile Hani. The scope of works completed included, inter alia, Six Cells, Offices, Leachate Pond, Weight Bridge and Sorting and Recycling Facility.
- j) Kwaggafontein Landfill Site has since been licensed and completed and is operational, while the Department of Forestry, Fisheries and Environment (DFFE) is supporting the Municipality with the licensing of the KwaMhlanga and Verena Landfill Sites. The waste collection and separation at sources to be practiced at schools, and the Municipality has provided 56 schools with recyptables to assist the schools with waste management.
- k) There is only one Buy-Back Centre in KwaMhlanga, and reclamation activities are taking place at the Landfill Site in Kwaggafontein. The Municipality has initiated the Waste Pickers Database in order to support Waste Pickers in all the 32 Wards. Currently the Municipality has assisted over 100 Waste Pickers with relief funding and Personal Protective Equipment (PPE) through the Department of Forestry, Fisheries and Environmental Affairs. The Municipality is in the process of implementing a recycling project in all its facilities by placing separation at source bins that will have different colours for all types of waste.
- l) A number of awareness campaigns were conducted and will be conducted during the course of the financial year. Environmental Educators were appointed through the Expanded Public Works Programme (EPWP) called 'Green Good Deeds' for a duration of 24 months. This project had a positive impact on the successful implementation of environmental awareness campaigns and other environmental programmes. The Municipality will be conducting capacity building about environmental management every quarter.
- m) The Municipality has managed to repair 4 refuse removal trucks and further budgeted to acquired additional two Compactor Trucks anticipated to be delivered in August 2024, Two Skip Loader Trucks and 40 Skip Bins in order to enhance waste collection services in the Community, Businesses and Schools, which goes a long way in assisting the Municipality collect waste effectively and efficiently as per our waste collection schedule.
- n) Further to the above lies the following operational interventions:
- Cleaning Campaigns in all Wards commence in October 2022,
 - Quarterly Waste Management Awareness Campaigns,
 - Implementation of Landfill Site Operational Plan, and
 - Refuse Removal in All Wards (where feasible on a weekly basis, but bi-weekly and monthly).
- o) The Department of Cooperative Governance and Traditional Affairs has entered into a partnership with the Municipality to implement youth in waste program which is meant to address environmental challenges by focusing on the illegal dumping sites, street cleaning and clean up campaigns, whilst creating much needed jobs in the environmental sector, under the auspice of the Extended Public Works Programme (EPWP).
- p) A total of 25 (youth) Expanded Public Works Programme (EPWP) participants were recruited throughout of the Municipality, covering all 32 Wards, and will be on the programme for a period of 12 months, and the programme has since commenced on the 1st of April 2023 and was extended with 12 months and will end on 31 May 2024 which is ongoing.
- q) Currently the participants are utilized on the cleaning maintenance of cemeteries and on an ad hoc basis on they assist on waste management programs like cleaning of illegal dumping site and street cleaning programme. The program of cleaning cemeteries has commenced at Buhlebesizwe regional cemeteries and will soon be extended to sub regional cemeteries and those cemeteries that are constantly utilized by the community which are Mountainview. Suncity , Thokoza Tweefontein N, Verena khalanyoni.
- r) Principles of Co-Operative Government and Inter-Governmental Relations (IGR) go on to indicate that all spheres of government and all organs of state within each sphere must—

co-operate with one another in mutual trust and good faith by—

- fostering friendly relations,
 - assisting and supporting one another,
 - informing one another of, and consulting one another on, matters of common interest,
 - coordinating their actions and legislation with one another,
 - adhering to agreed procedures, and
 - avoiding legal proceedings against one another.
- s) The Municipality has further procured earth moving plant for its internal operations, and with the above-mentioned and pursuant to the illegal dumping, inter alia, challenges that the Municipality is facing, The procured dozer is being utilized at Kwaggafontein landfill site for the compaction and maintenance of cell on a daily basis, furthermore the dozer is being utilized to close unwanted pits within the villages and clearing of cemeteries space as and when is needed.
- t) The following areas in the Municipality have since been covered, in addition to the works that commenced in October 2023 until 30 April 2024:

No.	Ward	Area(s)
1	Ward 01	Best sports ground, block 20 ZCC, Block 20 outline, Moloto Block 20 Cemetery, Moloto Next to Matimba, and Moloto Dumelani Corner, Block 20 Malebe, next to Marikana,
2	Ward 02	Next to kwaNgoma, egwareni, Channel O Sports ground, next tp cosmo sports ground, next to muzi , LSK restaurant Papanyana sport ground, Moloto next to Dunloop, Moloto next to RFS Tombstones, Moloto Block 20 Next to Makhosonke, Mafishane Quarry, and Next to Amangwane Funerals.
3	Ward 03	Magodongo, next to kwahleziphi, next to Hakim, Next to kunjani clinic, next to Usave, next chili aports ground, Behind Old age, next to Emadamini, Moloto Block 3 Entrance, Moloto Block 1, Magodongo Next to Rambau Shop, Mafishane, and Next to Muzi RDP.
4	Ward 04	Around kwamhlanga complex, next to Sisonke guest house next to Thulani primary school, Pangu Pangu, Next to peta Hardware, Zakheni, Zakheni Along R573, Zakheni Four Way, Zakheni to Msholozhi along R573, Next to Sibanyoni Hardware, and Mahlabathini (Edamini), Next to Astra.
5	Ward 05	Thembaletu (Back Opposite of Phola Mall), and Thembaletu (Next to Einel Filling Station).
6	Ward 06	Phola PG Metals, Opposite Phola Funerals, Opposite Kunanjani Clinic, Phola Next to Yellow House, and Phola Next to Bonankulu Butchery. Next to HP, Jordan Bridge, Phola outline, next ZCC church, opposite emabhoko. Outline next to Matayereni, next to feed my lamb tuckshop, next Ekanana Tuckshop, Behind GMF Church, Next to M Sizwe Tuckshop, next Maleka Daycare, next to Sibayeni Tuckshop,
7	Ward 07	Mathysensloop Next to Phaphamani School.
8	Ward 08	Next to Datch reform church, Next to refilewe lerato Educare, Access Road Next to the Farm, Next to Mralaweni Tavern, Verena Entrance Next to Clinic, Napo Construction, and Next to the Reservoir. Next to Global Garage. Next to ZCC and Tebogo church, Next to ematayereni. Old community hall.Next to Mgibe manala Tribal office next to Mohamed, next cell phone tower. Langkloof entrance. Next to kwakwari primary, via police station.
9	Ward 09	Next to Nronza Lodge, Thembaletu Next to KwaBhova, Thembaletu Next to Ekosini, Next to Panagela, and Next to Tweefontein G Clinic. Thembaletu next to new stands
10	Ward 10	Mzimuhle Next to Main Road, Mzimuhle Next to Old Cemetery, Next to Vumabesala, Next to Ekujabuleni, and Next to Sun Set Shop
11	Ward 11	Opposite Cluster, Verena Next to Cluster Hall, Next to Reservoir, Wolvenkop Cemetery, Verena Cash and Carry, and Verena along R25, next to Marhagi school, next to St Jonh. Street cleaning R544, next to Sarah Tuck shops, next t Rainbow in R25, next to water palace, opposite kunjani clinic.
12	Ward 12	Next to winters shop, next to vukuzame secondary. Next to kwasofuye, next to rosters sports ground, next hlobisa primary, next to sphiwe high school, next to pavement, opposite street bash, next st john, next to Aphane tuck shop. Next to khulangolwazi primary school, Mawelege scrapyard, next to lamula store.

13	Ward 13	Opposite volcano tuckshop, open space next to cemetery, Tweefontein K access road from R573, Tweefontein k next to sanitation, next to kwabues tavern, Tweefontein K, Phumula Entrance, and Tweefontein K Reservoir Road, next to vulamehlo.
14	Ward 14	Mountain View, and Mountain View R568 Bus Stop.Zone 5 R568 road, R568 Bus stop to Kangala, Mountain view power station, Near the bridge, Zone 5 cemetery R568 road, Pavement Road zone 1, next to vulamehlo, entrance tweefontien B2.
15	Ward 15	Tweefintein E Next to Mfiyo Shop, and Next to Jiyane Construction.
16	Ward 16	Buhlebesizwe 2 Royal Access Road, Next to Roman Catholic Church, and Buhlebesizwe Outline and Clinic, next to Mnandzi chicken, next to mbalenhle high school, next to kwandongolozzi, next to Gugulethu school, next to Bangiswani bottle store.
17	Ward 17	Access road to Tweefontein N, next to police station, next to Lokgoa tavern
18	Ward 18	Thokoza Ematankeni, Thokoza Bus Stop along R573, Vezubuhle along R573, and Vezubuhle Next to Dr. Mahlangu.
19	Ward 19	Next to Sisonke guesthouse, Sun City D R568 Main Road, Sun City D Before Mosima Pub, Thokoza Bus Stop Next to R573, Sun City AA Sports Grounds, Next to Tennis Courts, and KwaMhlanga Cross Roads. Next to Silamba
20	Ward 20	Next to Vezubuhle High, Next to Dr. Mahlangu, Opposite Hlonipha High School, and Next to Mnyamane Primary School.
21	Ward 21	Mabhoko Opposite Hardware, Mabhoko Along R573, and Mabhoko Next to Skero Taxi Skero. Opposite Dr sibanyoni, next ZCC. Next to the cemetery, next to phumzile
22	Ward 22	Mahlabathini Edamini, Mandela Next to KwaNjinga, and Next to Nomaziyane Pub. Sun city A next to clinic. Next to cemetery Suncity
23	Ward 23	Next to fire station, next to the Phumula library, next to milival garage, road towards Dinagwe , open soace next to Jabulani.
24	Ward 24	Next to Khayelabo Crech, Next to Jane Society, Next to TO Kwa Mabaso, PNR Four Way, Behind PNR, Next to Kwa Vera, Next to ZCC and St. John Churches, Kwaggafontein C Next to Entokozweni School, Boekenhouhoek and Bundu T-Junction, Next to Lelengaye, Behind Boekenhouthoek Library, Next to Chief Yazo, Next to Lucky 7, Next to Corner Café, and Next to Bantwabentu.
22	Ward 25	Kwaggafontein B R573 Road, Next to Water Steel Tank, Next to Hlomani and Somjwongweni Schools, and Next to Sindawonye.
23	Ward 26	Kwaggafontein C Next to Mkhophula, Next to Clinic, Mafesi Intersection, Around Kwaggafontein Stadium, Next to Kwaggafontein Police Station, Next to Department of Agriculture, and Ikutani Access Road and St. John Church.
24	Ward 27	Kwaggafontein Emthini Omude, Along Matjeni Pavement, Sokapo Road, Ema 10, and Magivc Borehole.
25	Ward 28	Kwaggafontein A Ratsunyane Road, Next to Kwa Nkwane, Spar Section, and Sokapho and Sfikile Schools.
26	Ward 29	Next to Emthunzini School, Next to Chibiliza School, Next to Emasimini and Cemetery, and Mabhoko Next to Corner Hardware.
27	Ward 30	Tweefontein H Next to Vukuzenzele School, Next to Phanegela School, Next to Mzimhlophe, Next to Brick Construction, and Next to Somarobogo.
28	Ward 31	Vreis Mabena Outline, Vreis Next to Ndlelehle, T-Junction (Next to Katiba Tavern), Next to Sinetjhudu, and Makhulongwe Sports Ground.
29	Ward 32	Via court and Hall, stadium road, Leratong R568 road , section B next church , Bankview entrance road, Back opposite court, KwaMhlanga Stella Park, Next to KwaMhlanga Hospital, KwaMhlanga Section B, and KwaMhlanga Show Grounds via Police Station.

- u) The Municipality has since made submissions to the DFFE, hereby requesting for assistance in the licensing [inclusive of the holistic (Environmental Impact Assessment) studies] of both KwaMhlanga and Verena Landfill Sites.
- v) ESCON Consulting (Pty) Ltd was then appointed by the DFFE to conduct the EIA for KwaMhlanga and Verena license applications, and the project is inclusive of the following scope (phases):

Phase	Activity	Deliverables
1	Ground Truthing	<ul style="list-style-type: none"> Kick –off meeting with local municipality.

		<ul style="list-style-type: none"> • Conduct initial site visit to validate scope of work
2	Identification and Notification of Interested and Affected Parties (I&APs)	<ul style="list-style-type: none"> • Compilation and maintenance of I&APs database. • I&APs notification through: publication of newspaper advert, display of posters, and Distribution of Background Information Document (BID)
3	Submission of Application Form and Scoping Report	<ul style="list-style-type: none"> • Draft scoping report will be made available to the public for review for 30 days. • Registered I&APs will be notified of the availability of the report. • Any comments received will be recorded in a comments and response report and submitted to provincial and National departments.
4	Environmental Impact Assessment (EIA) and Environmental Management Plan (EMP)	<ul style="list-style-type: none"> • Draft EIA and EMP will be made available to the public for review for 30 days. • Registered I&APs will be notified of the availability of the report. • A public meeting will be conducted for the purpose of feedback to I&APs on the completed impact studies • Any comments received will be documented in a comments response report (CRR), which will be submitted to the DFFE and the competent Authority along with the final EIA report.
5	Notification of Decision	<ul style="list-style-type: none"> • Once the competent Authority has reached a decision on the application, and notified ESCON of the decision, I&APs will be notified on the decision within 14 days via all communication channels available.

The was a meeting with Department of Rural Development Land Environmental Affairs on the 16 May 2024 at Mandela Community Hall as a pre community resolution which is the consultation process to introduce the proposed establishment of a landfill site at Luthuli ward 22. Then the community will be notified about the date for the final community resolution as soon as its being confirmed. The next process will be an advertisement first to let the community know about the final community resolution. On the establishment of the landfill site at Verena they will be a consultation with the farmers by the municipality and DRDLEA to get the by in from the farmers and then DRDLEA can be able to donate the land to the municipality.

- w) The municipality has a joint project with Waste Aid and the Mpumalanga Department of Agriculture, Rural Development, Land and Environment Affairs (DARDLEA) to implement a 12 months recycling initiative which is a waste pickers projects in the areas of Ekukhanyeni, Entuthukweni, Mthombomuhle, Ekuthuleni and Phumula. The project aims to directly support and economically empower 100 marginalized young people selected from vulnerable and porverty3-stricken groups, of which trainings has since commence, while 50% odd youth are targeted for recycling programs and waste related business within the municipality as part of economic growth, skills development and poverty alleviations.

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)

Thembisile Hani 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 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

4.2.8. 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.

4.2.9. 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

Thembelesile 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 km² 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 Thembelesile 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

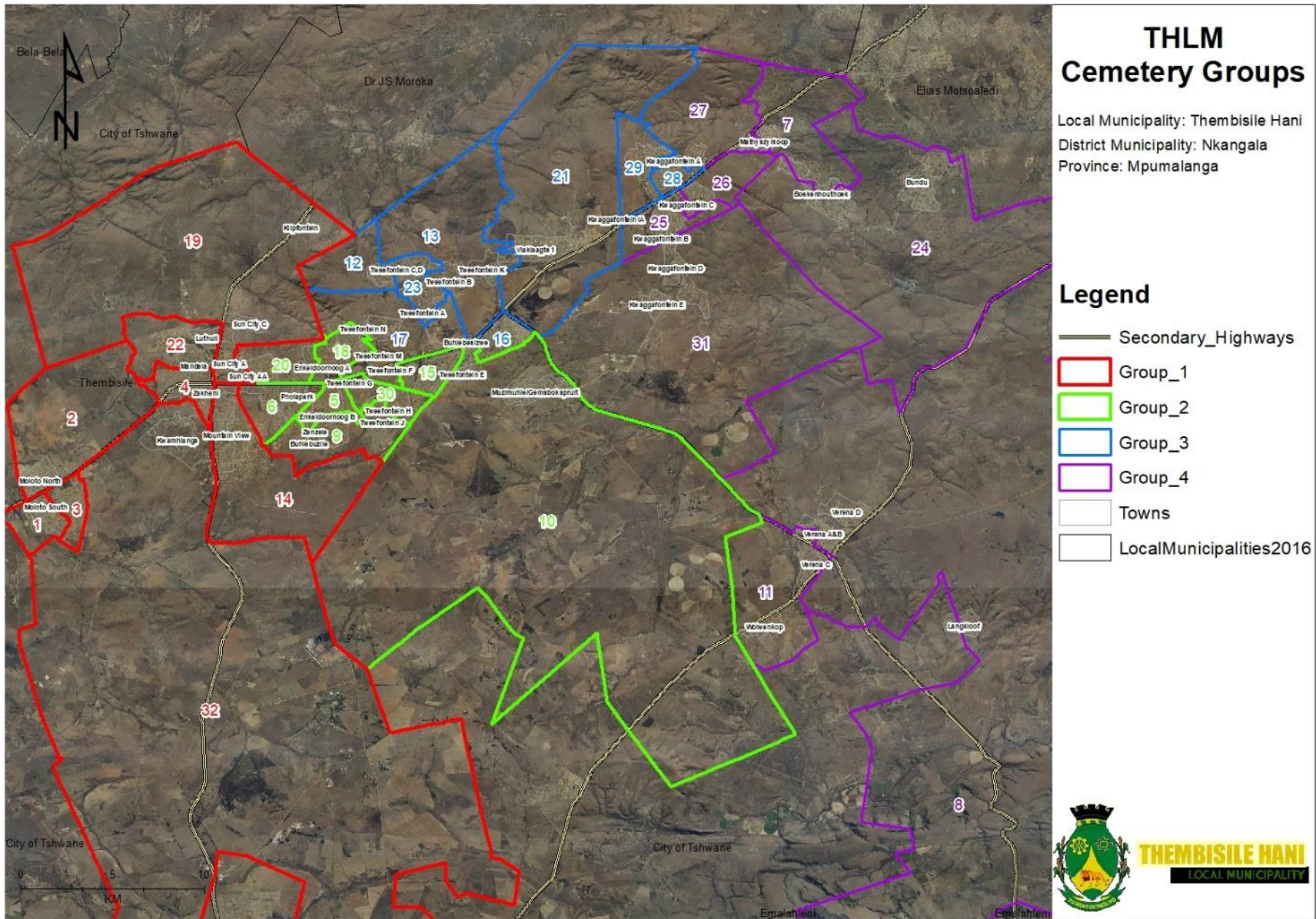
According to our GIS Information, in **Group 1**, most of the cemeteries are more than 50 per cent full in terms of their capacity. It is worth-noting that majority of cemeteries under the above-mentioned cluster are above 50 per cent of their utilized space. In Moloto-South (Ward 1) and Zakheni (Ward 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 Thembelesile 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 perio



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
Kwamhlanga	Kwamhlanga	1
Community Health Centre	Buhlebesizwe / Vlaklaagte 2, Kwaggafontein, Moloto, Verena, Kwamhlanga, Thembalethu	6
Clinics (8 Hour Service)	Empilweni, Gembokspruit / Mzimuhle, Goederede, Vlaklaagte 1, Kameelpoortnek, Tweefontein C, Tweefontein D, Tweefontein A, Tweefontein M, Vriesgewacht,, Tweefontein H, Boekenhouhoek/ Zithabiseni and Kwagga A, Tweefontein G	15
Mobile Clinics	Verena CHC Mobile, Thembalethu 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 age.

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

4.3.8. 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.

4.3.8.1. 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.

4.3.8.2. 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.

4.3.8.3. Moloto Road upgrading

The Moloto road or R573 was officially handed over to the National Department of Transport and its entity SANRAL on the 31st 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 upgrfade (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 entailsl 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 rounabouts will be butterfly rounabouts. 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.

5.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.1.1. Water

The municipality struggles with inconsistent water supply due to operational failures, vandalism, and outdated infrastructure. This section assesses these issues and their water demand impact on the community. The supply of water is not always consistent and does not always reach the target supply of 52 Ml/day. This shortfall is primarily due to operational failures of pumps and incidents of vandalism. When there are shortages in water supply from the City of Tshwane Metropolitan Municipality, most areas within the municipality are affected, particularly the Kwamhlanga scheme. Additionally, the bulk water supply from Dr JS Moroka is unreliable, affecting regions such as Matshipe/Goederede and Bundu. Since 2019, there has been no water supply from Dr JS Moroka, and this situation is anticipated to continue due to persistent water shortages within that area.

The Water supply shortages are most severe during the summer months when demand peaks. Significant water losses are experienced in the bulk supply lines, mainly because many of these pipelines are made from asbestos material, which has outlived its useful life. Other challenges include vandalism of water infrastructure, air valve leakages, theft of manhole chamber covers, and a general lack of public awareness about water usage and conservation. The daily water supply is insufficient to meet the daily requirements. The municipality spends approximately R11 million per month to purchase water from the water services authority, which is at a rate higher than the cost of providing the same service to the community.

The water assessment and municipal reports, the following conclusions can be drawn about the bulk infrastructure:

- Water losses significantly contribute to the shortfall in supply from the three main service providers.
- There is a widespread public perception that erratic water supply is a regular occurrence.
- This perception contradicts the water supply figures provided by the municipality and service providers.
- The primary reason for the erratic supply in certain areas is the large volume of unaccounted-for water lost through leaks.
- While some areas have well-maintained infrastructure, older areas with outdated infrastructure face more significant issues. Maintenance of pipelines and related infrastructure is limited.
- Some pipeline infrastructure has reached the end of its lifespan and needs to be replaced to prevent further losses.
- The water distribution infrastructure is functional but not efficient. Significant improvements in water demand management and conservation can be achieved by addressing high water losses.
- Although these measures are time-consuming and costly, they are necessary to enhance the efficiency of the water supply system.

Access to Basic Services – Short to Long-Term Bulk Water Interventions

No.	Short term- Medium intervention	Progress/Status
1.	Completed to increasing the capacity of supply in Bundu Weir from 5 Ml/ day to 10 Ml/ day with current average supply of 7 Ml/day.	Completed
2.	Repairs to the Moloto Groundwater Supply Scheme (Boreholes) that will supplement the current shortfall by 2 Ml/ day.	Ongoing
3.	Completed the drilling and/ or Refurbishment of Boreholes in various areas (King Magodongo, Verena, Langkloof and Engwenyameni) that is supplement the current shortfall by 2 Ml/ day. Phase 2 involves refurbishment of boreholes in Moloto, Mahlabathini and Loopspruit.	Ongoing
4.	Construction of Storage Reservoirs for additional storage, and Bulk Pipeline in Various Villages, e.g., Moloto, Sun City, Mathysensloop, Vreischgewaagd, Boekenhouthoek and Tweefontein A Reservoirs, New Reservoir and Pipeline at KwaMhlanga, Kwaggafontein to Boekenhouthoek Bulk Pipeline, etc.	Ongoing
5.	Completed the Construction of Mathysensloop Booster Pump Station.	Completed
6.	Replacement of Asbestos Pipes within THLM (Phase 1 and Phase 2), including WC/ WDM to reduce water losses in the system from 34% to below 20%. Project completed	Ongoing
7.	Construction of Water Reticulation in various areas that will complement Loskop with delivery of water at household level, e.g. Sheldon, Mahlabathini, Verena A,	Ongoing

	Tweefontein C and DK, Entokozweni, Mabhoko, Moloto, Mzimuhle and Thembalethu Water Infrastructure.	
8.	Construction of the Bulk water line from Mzimuhle Reservoirs to Somarobogo D.	Ongoing

No.	Long intervention	Progress/Status
1.	Construction of the 20 Ml/ Day Loskop Regional Bulk Water Supply Scheme that will supplement the Municipality with 20 Ml/ Day.	Ongoing
2.	Increased the capacity of supply in Bundu Weir from 7.5 Ml/ Day to 10 Ml/ Day.	Ongoing
3.	Feasibility studies to explore alternative catchment areas for alternative water supply schemes, including ground water (sub-soil) systems (and small package plants).	Planning
4.	Increasing the capacity of from the supply from Rand with additional 30 Ml/ Day to secure water security	Planning

Summary of Future Water Demand

2040 Summary of future water demand grouped per supply scheme and reservoir supply zone

Scheme	Supply Zone	AADD [KL] 2040	GAADD [KL] 2040	AADD [L/s] 2040	GAADD [L/s] 2040
Kwamhlanga	Moloto Reservoir Supply Zone	9 447	15 587	109	180
Kwamhlanga	Kwamhlanga R1 Reservoir Supply Zone	340	561	4	6
Kwamhlanga	Kwamhlanga R4 Reservoir Supply Zone	2 565	4 232	30	49
Kwamhlanga	Enkeldoornoog C Reservoir Supply Zone	2 153	3 552	25	41
Kwamhlanga	Enkeldoornoog C 10ML Reservoir Supply Zone	12 435	20 517	144	237
Kwamhlanga	Enkeldoornoog B Tower Supply Zone	3 418	5 640	40	65
Kwamhlanga	Enkeldoornoog B Reservoir Supply Zone	5 102	8 419	59	97
Kwamhlanga	Kameelpoortnek Reservoir Supply Zone	9 855	16 261	114	188
Loskop	Tweefontein A Reservoir Supply Zone	917	1 512	11	18
Loskop	Tweefontein D Reservoir Supply Zone	10 013	16 522	116	191
Loskop	Vlaklaagte Reservoir Supply Zone	4 217	6 959	49	81
Loskop	Vrischgewaagd Reservoir Supply Zone	597	985	7	11
Bundu	Mathys Zyn Loop Reservoir Supply Zone	1 817	2 998	21	35
Bundu	Boekenhouthoek A Reservoir Supply Zone	654	1 079	8	12
Bundu	Boekenhouthoek B Reservoir Supply Zone	1 331	2 197	15	25
Bundu	Goederede Reservoir Supply Zone	900	1 485	10	17
Bundu	Matshipe Reservoir Supply Zone	363	599	4	7
Loskop	Gemsbokspruit Reservoir Supply Zone	4 585	7 565	53	88
Loskop	Verena A Reservoir Supply Zone	3 062	5 053	35	58
Loskop	Verena D Reservoir Supply Zone	1 632	2 693	19	31
Loskop	Wolvenkop Reservoir Supply Zone	1 402	2 313	16	27
Bundu	Kwaggafontein Reservoir Supply Zone	8 703	14 360	101	166
Langkloof	Langkloof Reservoir BH Supply Zone	763	1 259	9	15

Summary of supply schemes required for future water demand

Scheme	AADD [KL] 2040	GAADD [KL] 2040	AADD [L/s] 2040	GAADD [L/s] 2040
Kwamhlanga	45 315	74 770	524	865

Loskop	26 426	43 603	306	505
Bundu	13 768	22 717	159	263
Langkloof	763	1 259	9	15
Total	86 272	142 349	999	1 648

Source: THLM _Water Conservation and Water Demand Management Plan

5.1.1.1. Bulk Water Supply

The Municipality has 1 water source, Bundu WTW which produces 7 ML/day and mainly depend on other Water Service Authorities for the supply of bulk water. Approximately 38.1 ML/day is sourced from various sources namely:

No.	Water Source	ML Supplied
1.	Rand water	32.2 ML, (the most dependable even though not always consistent)
2.	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.
3.	Dr JS Moroka	0ML, the municipality used to supply us with 5ML.
4.	Bunduware	4ML, the newly constructed municipal water source supplies the municipality with 4ML of water. The source mainly supplies the Bomandu area Boekenhouthoek, Mathyzenloop and Bundu (wards 7 and 24).
5.	Boreholes	4ML per day, there are 199 boreholes within the municipality, but only 59 are functional.
6.	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.

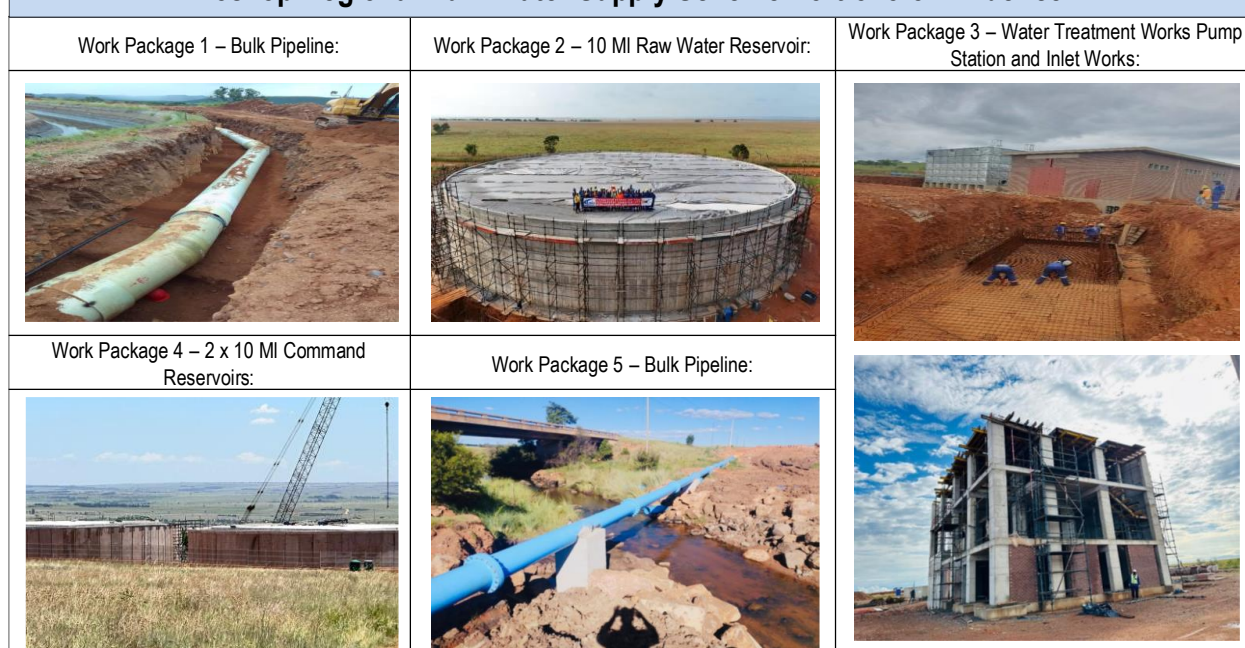
5.1.1.2 Loskop Dam Water scheme

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.

The total number of households with access to water over and above the estimated number by Statistics South Africa. THLM is 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.

Loskop Regional Bulk Water Supply Scheme Portfolio of Evidence



5.1.1.3. 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	Total No of HH un-serviced	Intervention		Number of HH to benefit from the intervention	Shortfall on beneficiaries	Intervention Implementation Cost (R)
		Short-term*as	QqAa			
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	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	184	Boreholes	Boreholes	184	0	1 467 180
Ward	0	None	None	0	0	0

Ward 12	0	Water reticulation 500 HH	None	0	0	0
Ward	0	None	None	0	0	0
Ward 14	0	Water reticulation Sheldon and Empumelelweni	None	0	0	0
Ward15	0	None	None	0	0	0
Ward 16	600	None	Water reticulation in	503	47	9 064 672
Ward 17	1550	Water Reticulation in Tweefontein F	Water reticulation in Ekethu park and	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	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

Ward 23	0	Water reticulation 400 HH in Tweefontein a1 and a3 and 500 a2	Bore holes Tweefontein A	0	0	0
Ward	0	None	Reservoir	0	0	0
Ward	0	None	Water bone	0	0	0
Ward 26	0	Replacement of valve next 17 taverns kwa Sangweni and steel tank not complete	None	0	0	0
Ward	0	None	None	0	0	0
Ward28	0	None	None	0	0	0
Ward 29	610	Water Reticulation and bore hole s Khalanyoni and Mkholo street	Water Reticulation	0	610	0
Ward	0	None	None	0	0	0
Ward	10	Borehole	None	10	0	1 067
Ward	294	Borehole	None	294	0	1 665

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

5.1.1.4. 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

Access to Basic Services (Status of Sanitation)				
Sources	Total Measured Capacity (MI/ Day)	Total Demand (MI/ Day)	Shortfall or Surplus (MI/ Day)	Compliance with Discharge Standards
Twefontein K WWTW, and KwaMhlanga Oxidation Ponds	2.5	3.0	0	Compliant
<p><u>Short to Long-Term Bulk Sanitation Projects:</u></p> <ul style="list-style-type: none"> • Construction of Alternative Sanitation Systems in Wards 10, 20 and 29. • Refurbishment of KwaMhlanga Sewer Oxidation Ponds, Phase 1 and Phase 2. • Construction of a 20 MI/ Day Luthuli WWTW for the KwaMhlanga Sanitation Scheme. • Upgrading of Twefontein WWTW from 1.5 MI/ Day to 4.5 MI/ Day. 				

5.1.2.2. Waste Water Treatment Plants

There are two wastewater treatment plants in Thembisile Hani Local Municipality. One is located in Twefontein 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 Wastewater 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 Twefontein K (serviced by 0.75 ML/day Waste Water Treatment Plant). The Twefontein 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 Twefontein 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 such as:-

- Line from Twefontein RDP connecting to the Twefontein K treatment plant pump station
- An outfall line from Mzimuhle until the pump house which still needs to be completed up to Twefontein 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 Twefontein K which will connect both Twefontein 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.

5.1.2.1. 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 wastewater 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.

5.1.2.3. Current Sanitation Service Backlogs

Table 5.1.2.3: Current Sanitation Service Backlogs per ward

Ward No	Total No of HH un-serviced	Intervention		Number of HH to benefit from the intervention	Shortfall on Beneficiaries	Intervention Implementation Cost
		Short-term	Long-term			
Ward 1	1373	None	Water Borne	0	1373	0
Ward 2	2299	None	Water Borne	0	2299	0
Ward 3	2046	None	Water Borne	0	2046	0
Ward 4	3587	None	Water Borne	0	3587	0
Ward 5	653	None	Water Borne	0	653	0
Ward 6	1544	None	Water Borne	0	1544	0
Ward 7	2395	None	Water Borne	0	2395	0
Ward 8	1779	VIP	None	0	1779	0
Ward 9	2004	None	Water Borne	0	2004	0
Ward 10	1848	VIP	Water Borne	0	1848	0
Ward 11	2717	None	Water Borne	0	2717	0
Ward 12	1476	None	Water Borne	0	1476	0
Ward 13	1193	None	Water Borne	0	1193	0
Ward 14	1769	None	Water Borne	0	1769	0

Ward15	2222	None	Water Borne	0	2222	0
Ward 16	2833	None	Water Borne	0	2833	0
Ward 17	1731	None	Water Borne	0	1731	0
Ward 18	2084	None	Water Borne	0	2084	0
Ward 19	1732	None	Water Borne	0	1732	0
Ward 20	2947	None	Water Borne	0	2947	0
Ward 21	1896	None	Water Borne	0	1896	0
Ward 22	2121	None	Water Borne	0	2121	0
Ward 23	2040	None	Water Borne	0	2040	0
Ward 24	2265	None	Water Borne	0	2265	0
Ward 25	2040	None	Water Borne	0	2040	0
Ward 26	1784	None	Water Borne	0	1784	0
Ward 27	1934	None	Water Borne	0	1934	0
Ward28	2325	None	Water Borne	0	2325	0
Ward 29	2638	None	Water Borne	0	2638	0
Ward 30	2605	None	Water Borne	0	2605	0
Ward 31	2312	VIP	None	0	2312	0
Ward 32	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 the responsibility of the municipality. The municipality has high mast lights, midblock lights and streetlights 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 streetlights, 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 measures.

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	Kwaggafontein A Ward 29 (Emasimini Ext)	500
2	Empumelweni Section D& E Ward 09	800
3	KwaMhlanga B Ward 32	150
4	Thembaletu Ward 05 Extension	150

5	Phola Park Ward 06	100
6	Kings Park Ward 32	1584
7	Maphanga Ward 18	200
8	Mzimuhle Ext Ward 10	382
	Total	3866

Table 5.1.3.1b: Infill backlogs with the municipality

No	Name Of Village	Number Of Households
1	Bundu and Machipe	40
2	Mathyzensloop Ward 7	42
	Total	82

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	Modderfontein	10
10	Skoengesig/Khwezi	28
11	Nooitgedacht / Brondcmine	49
12	Rooiport	13
13	Sybiendskraal	09
14	Kwaarspruit	35

5.1.3.2. Public Lighting

Status of Public Lighting				
High Mast Lights				
Total No. of Lights	Functional	Non-Functional	Challenges	Remedial Measures with Target (Implementation) Dates
373	370	03	Cable theft and vandalism of the infrastructure within the Municipal area.	<ul style="list-style-type: none"> Replacement of copper cables from underground with aerial conductor made with aluminium. Refurbishment of dilapidated and vandalised lines and High Mast Lights.
Street Lights				
Total No. of Lights	Functional	Non-Functional	Challenges	Remedial Measures with Target (Implementation) Dates
930	930	0	None	<ul style="list-style-type: none"> Not Applicable.
Short to Long-Term Public Lighting Interventions:				
<ul style="list-style-type: none"> Continuous Maintenance of High Mast Lights and Street Lights. Short to medium-term Installation of 15 x Energy Saving High Mast Lights is in the 2024/ 2025 to 2025/ 2026 Financial Year and covers Wards 1, 2, 12, 13, 15, 17, 18, 21, 23, 28, 29 and 32 all these were completed. Long-term Installation of Energy Saving High Mast Lights is in the 2025/ 2026 FY and beyond, and covers Wards 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 16, 19, 20, 22, 24, 25, 26, 27, 30 and 31. 				
Note: High Mast Lights have a greater reach (250 meters coverage) than Street Lights, hence the programme on public lighting includes only them.				

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 are 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

Thembisile Hani Local Municipality Surfaced and unsurfaced roads

The roads network is composed of the following (May 2025):

Surfaced		Unsurfaced
Flexible Pavement	Rigid Pavement	
428,6 Km	20,4 Km	2584 Km

Thembisile Hani Local Municipality has a Unit of Roads and Storm Water under the Department of Technical Services. The Unit is responsible for the maintenance of the 3033 Km of local routes and stormwater network, which mostly are class 5b, other roads that belong to the Provincial road network and the R573 (Moloto road) national road under SANRAL (Soc).

Overview Of Road and Stormwater Under Technical Services

RESPONSIBILITIES	OBJECTIVES	CHALLENGES	INITIATIVES/INTERVENTION
Road Maintenance: Maintaining and repairing roads, including pothole patching, resurfacing, re-gravelling and grading	Safe and efficient transportation: Providing safe and efficient transportation infrastructure for all motorist, pedestrian and cyclists.	Infrastructure backlog: Addressing the backlog of infrastructure maintenance and upgrades.	Road maintenance programs: Implementing Road maintenance programs such as Letsema Service Delivery Friday and Routine Road Maintenance program to ensure sustainability of roads.
Stormwater Management: Managing stormwater infrastructure including drains, culverts and stormwater pipes	Flood prevention: Preventing flooding and ensuring public safety through effective stormwater management.	Funding constraints: Managing funding constraints to deliver effective road and stormwater services.	Stormwater management projects: Implementing efficient stormwater management projects to prevent flooding and ensure public safety
Road furniture and Marking: Maintaining and replacement of road furniture including road signs, guardrails and marking the roads.	Infrastructure sustainability: Ensuring the sustainability of road and stormwater infrastructure.	Insufficient Plant and equipment: Addressing the shortage of maintenance plant and equipment to ensure efficiency and quality is realized.	
Subsoil drainage and road reserve Management: Managing the road reserve which includes grass cutting, tree removal and subsoil drainage system.		Framework reviewal: reviewing of masterplans and other relevant applicable guidelines to ensure effectiveness.	

Basic Services Provision at Ward Level – Roads and Stormwater

Programme/project	Challenge	Remedial action	Responsibility
Construction, upgrading and maintenance of Roads and Stormwater	Poor condition of Roads and Stormwater, and lack of maintenance thereof.	Refurbishment, Repairs and Maintenance of Road Infrastructure Projects, and this Re-gravelling of Roads: Re-gravelling of Roads at Ekukhanyeni – Ward 29 and Ward 28	THLM, NDM and Cogta.

	Note: RRM is not a fixed program and can be implemented on a flexible basis, as and when the need arises, subject to the condition of road infrastructure.	Re-gravelling of Roads at Verena – Wards 8 and 11 Re-gravelling of Roads at Mthombomuhle – Ward 26 Re-gravelling of Gravel Roads at Enthuthukweni – Ward 25 Re-gravelling of Roads at Mandlethu - Ward 21 and 13 Re-gravelling of Roads at Phumala C and D – Ward 12 Re-gravelling of Roads at Zakheni – Ward 04.	
Construction, upgrading and maintenance of Roads and Stormwater	Poor condition of Roads and Stormwater, and lack of maintenance thereof. Note: RRM is not a fixed program and can be implemented on a flexible basis, as and when the need arises, subject to the condition of road infrastructure.	<u>Patching of Potholes and Surfaced Roads Maintenance:</u> Patching of potholes at Phumula – Ward 12 and 23 Patching of potholes at Bundu and Somarobogo G – Ward 24 and Ward 30 Patching of potholes at Mandela – Ward 04 Patching of Potholes at Somarobogo E and F – Ward 9 and 15 Patching of potholes at Verena – Ward 8 and 11 Patching of potholes at Suncity D and Thokoza – Ward 19 and Ward 18 Resealing of Larry Mamaboloville (Tweefontein K) - Ward 13 Asphalt Overlay at Langkloof – Ward 08	THLM, NDM and Cogta
Construction, upgrading and maintenance of Roads and Stormwater.	Poor condition of Roads and Stormwater, and lack of maintenance thereof. Note: RRM is not a fixed program and can be implemented on a flexible basis, as and when the need arises, subject to the condition of road infrastructure.	<u>Construction and Maintenance of Stormwater Channels:</u> Construction of stormwater channel at Vezubuhle – Ward 18, Cleaning of storm water channels at Buhlebesizwe (Ward 16) and Mthunjwa (Ward 31), Construction of 1.7 km Verena A-D Bus and Taxi Route – Ward 08, Construction of 2.5 km Verena C Bus and Taxi Route – Ward 11, Construction of 0.96 km Sun City A Bus Route – Ward 19, Cleaning of stormwater drainage channels at Moloto and KwaMhlanga – Ward 32 and 02, Refurbishment of stormwater drainage channel at Mandlethu – Ward 21,	THLM, NDM and Cogta

		<p>Refurbishment of River crossing culverts at Somarobogo F – Ward 15,</p> <p>Refurbishment of river crossing culverts at Ekuthuleni – Ward 17,</p> <p>Refurbishment of stormwater drainage channel at Ekukhanyeni – Ward 28, and</p> <p>Refurbishment of stormwater drainage channel at Mandela – Ward 04</p>	
<p>Construction, upgrading and maintenance of Roads and Stormwater.</p>	<p>Poor condition of Roads and Stormwater, and lack of maintenance thereof</p>	<p>Projects completed in the 2023/ 24 FY:</p> <p>Construction of 1.7 km Mountain View (Mandela Drive) Bus Route – Ward 14,</p> <p>Construction of 1.1 km Zakheni Bus Route – Ward 4 and 32, and</p> <p>Pedestrian Bridges in Various Wards – Ward 20 and 4/ 32.</p> <p>Projects on for construction in the 2024/ 25 FY:</p> <p>Construction of 1.0 km Phola Park to Sheldon Bus Route Bus and Taxi Route – Ward 6 and 14,</p> <p>Construction of 1 km Verena C Bus and Taxi Route – Ward 11,</p> <p>Construction of 1 km Tweefontein E Bus Route – Ward 15,</p> <p>Rehabilitation of 2.1 km Roads – Wards 21 and 32, and</p> <p>Construction of 0.96 km Sun City A Bus Route – Ward 19.</p> <p>Planning and design projects for the 2024/ 25 FY:</p> <p>Construction of Kwaggafontein C Link Road – Ward 26,</p> <p>Construction of 1.7 km Verena A-D Bus and Taxi Route – Ward 08,</p> <p>Construction of Moloto South Bus Road – Ward 1,</p> <p>Construction of Msholoji Bus Road – Ward 04,</p> <p>Construction of Boekenhouthoek (Mohlamonyane) – Ward 07,</p> <p>Construction of Empumelelweni Road – Ward 09, and</p> <p>Construction of Buhlebesizwe Bus Road – Ward 16.</p>	<p>THLM, NDM and Cogta</p>

Roads and Stormwater Portfolio of Evidence



5.2. LOCAL ECONOMIC DEVELOPMENT

5.2.1. Economic Analysis

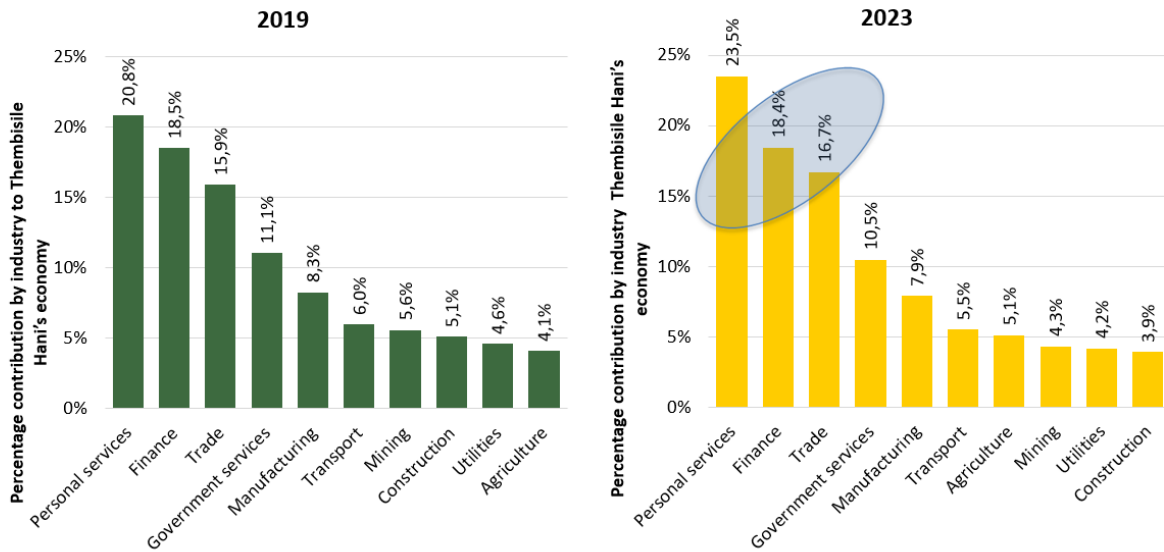
The city of Pretoria and areas such as Bronkhorstspuit and Witbank provide a regional function to areas in Thembisile (e.g. trade services, banking, manufacturing, storage, transport, etc.), because of its size and level of sophistication. The economy in Thembisile Hani Local Municipality is unable to generate a significant number of direct employment opportunities for the local communities. The economy 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.

Structure of Thembisile Hani's economy (in constant 2015-prices) - [government & personal services (education, health etc) = community services]



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:

- 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 14th 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.

Following a rigorous process and months of consultation, the LED strategy has finally been approved by council on the 27th of August 2024.

5.2.3.1 Industrial Activities

Table 5.2.3.1(a): 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	Creation of jobs To act as a centre of new investment attraction								
2.	Packaging of Tourism product offering	Packaging will enhance tourism products in the area. Will promote tourists and create jobs in the municipality	Still to be quantified	Still to be quantified	MTPA & THLM					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	Enhance tourist visits Strengthen cultural brand Creation of jobs Enhance circulation of money	R 13m	200 jobs	Private sector/lkageng	X				
5.	Industrial development Zone	To improve business environment Increase products offering 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	Enhance farmers productivity Maximize local products and local purchase for local money circulation	Still to be quantified	Still to be quantified	DARDLEA					
7.	Establish A Flea Market	Establish market place for local traders. Maximize market demand	R3m	20 jobs opportunities to be created	NDM	X				
8.	Establish Poultry abattoir	Abattoir for poultry	Still be quantified	Still to be quantified	DARDLEA	X		X	X	X
9..	SMME's Development manufacturing of uniform	Increase local employment Develop specific brand Increase circulation of money in the local economy.	Not applicable	40	None	X				
10.	Moloto Rail Corridor	<ul style="list-style-type: none"> Create safety route for commuters Improve transportation of goods 	R5 Billion	An estimation of 10 000 direct and indirect jobs are forecast	DOT		X	X	X	X
11.	Construction of 20 houses on farms	<ul style="list-style-type: none"> Improve living conditions of farm dwellers 	R3.5 m	To be quantified	HCI (Palesa mine)				X	X
12	SMME's assistance	<ul style="list-style-type: none"> Improvement of SMME's 	R5m P/A	Benefits of 50 SMME's P/A	THLM					
13	Vergenoeg Mine Company	<ul style="list-style-type: none"> Improving schools and water situation 	R8.1M	40 jobs	VMC & in partnership THLM			X	X	X

Table 5.2.3.1(b): Projected Projects

Projects	Rationale for the project	Estimated Budget	Estimated no of jobs to be created	Main Stakeholder	Timeline				
Development of Business incubators	<ul style="list-style-type: none"> Generate revenue for the municipality Formalize the non- formal trading 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	2022	2023	2024	2025	
Fresh produce market	<ul style="list-style-type: none"> Enhance farmers productivity 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> To coordinate mining activities with local forums 	In house	N/A	Palesa, THLM and Business forums	By the 30 th of September		X	X
Establishment of Tourism Information Centers	<ul style="list-style-type: none"> Creating Tourism Information Centres at the Malls 	To be quantified	N/A	PED /THLM /MTPA & Malls	By the 31 st 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				Better (+) or worse (-) than Nkangala	Better (+) or worse (-) than province	Ranking: best (1) - worst (18)
	Trend					
	2001	2004	2009	2013		
GDP growth (%)	2.4%		3.3%	(+) (3.1%)	(+) (3.1%)	8
Contribution to Mpumalanga GVA (%)	2.2%	2.2%	2.2%	2.2%		10

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

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

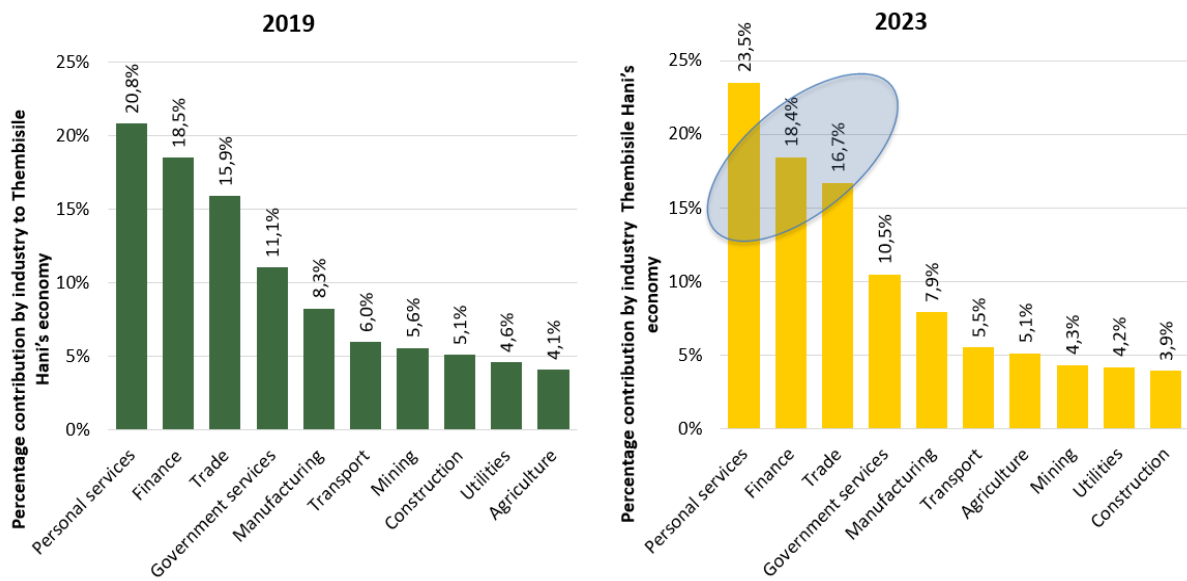
Community services	2.4%	1.9%	2.2%	3.1%	2.4%	Medium
<ul style="list-style-type: none"> • Low=less than2% • Medium =between 2% & 3.9% • High=4.0 % and higher 						

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

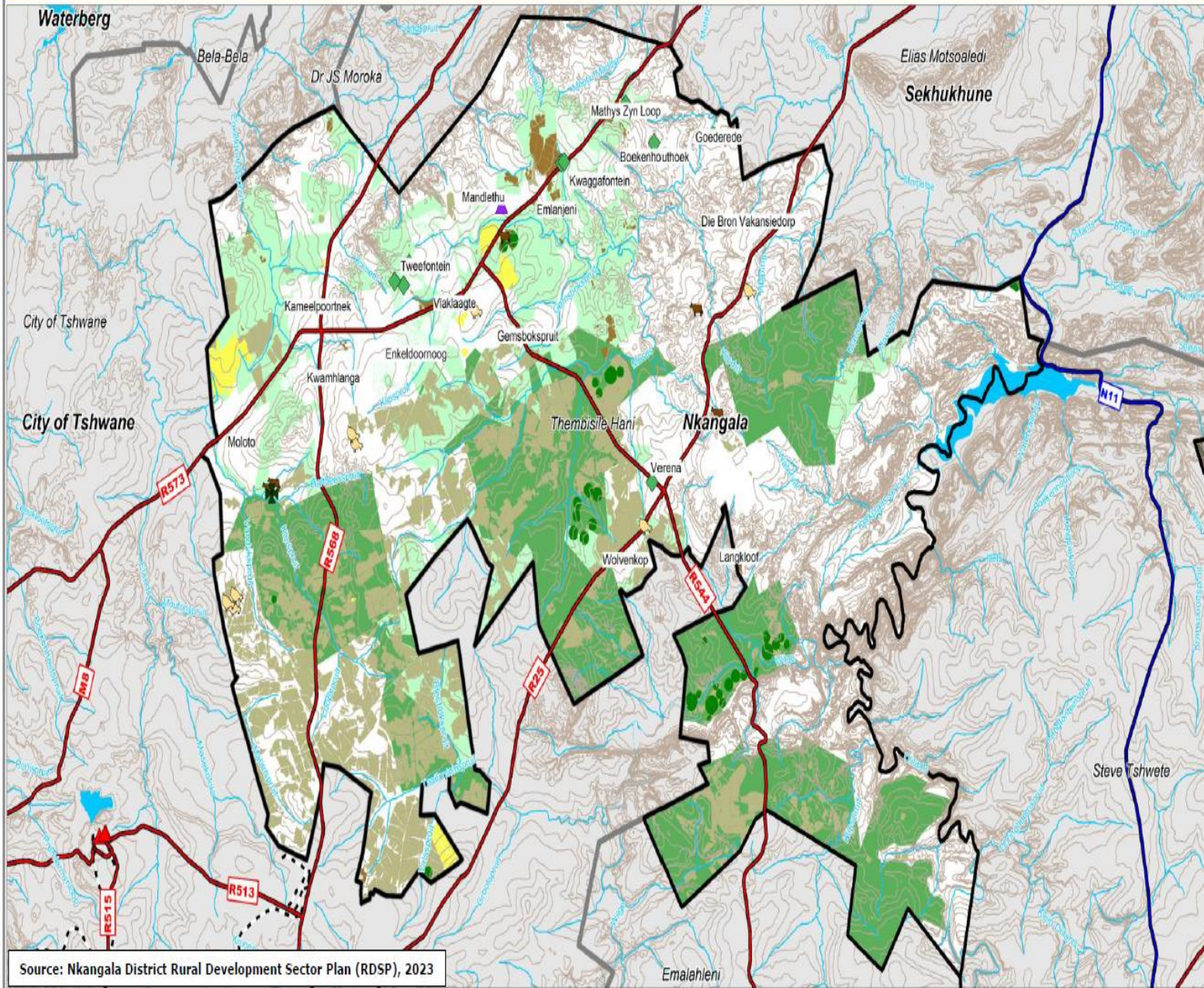
Leading industries in terms of % contribution to Thembisile Hani’s economy include community services (27.3%), trade (20.9%) & finance (20.6%). Finance increased its contribution to the local economy between 2014 and 2017.

Figure 5.2.3: Economic Indicators

Structure of Thembisile Hani’s economy (in constant 2015-prices) - [government & personal services (education, health etc) = community services]



ECONOMIC ACTIVITY: Agriculture and Forestry



Source: Nkangala District Rural Development Sector Plan (RDSP), 2023

Thembisile Hani LM Boundary	Contours	Agriculture:	Small Scale Farming
Local Municipality		Extensive Agriculture	DAFF: Millers
District Municipality		Active Agricultural Land	Red Meat Abattoirs
National Roads		Cultivated land	FPSU
Provincial Roads		Old Fields	Cattle Feedlot
Railway		Pivot Irrigation	Poultry Farm
Dams and Rivers		Subsistence Farming	Community Garden

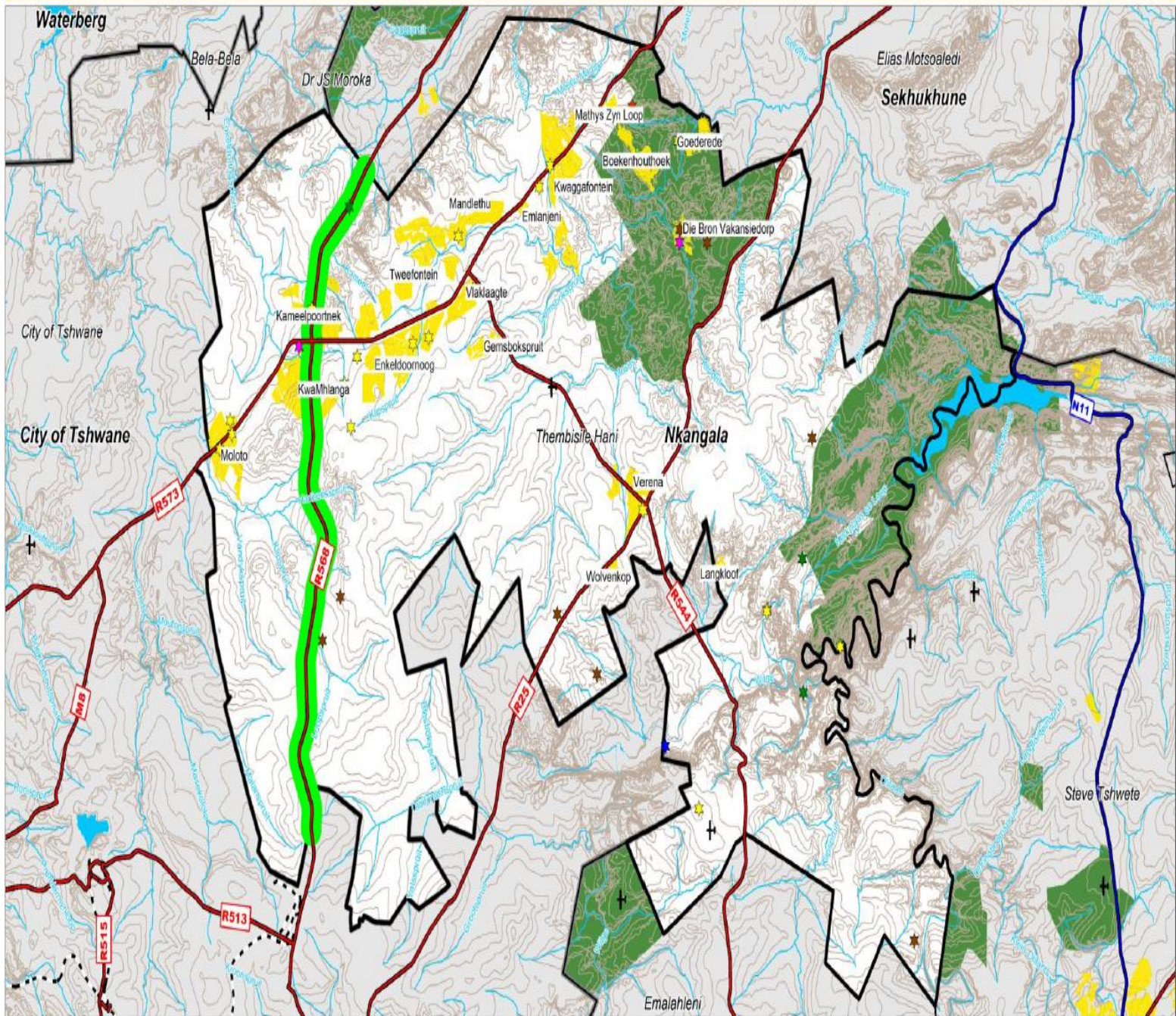
0 1,5 3 6 9 12 15 km

Thembisile Hani SDF

2024

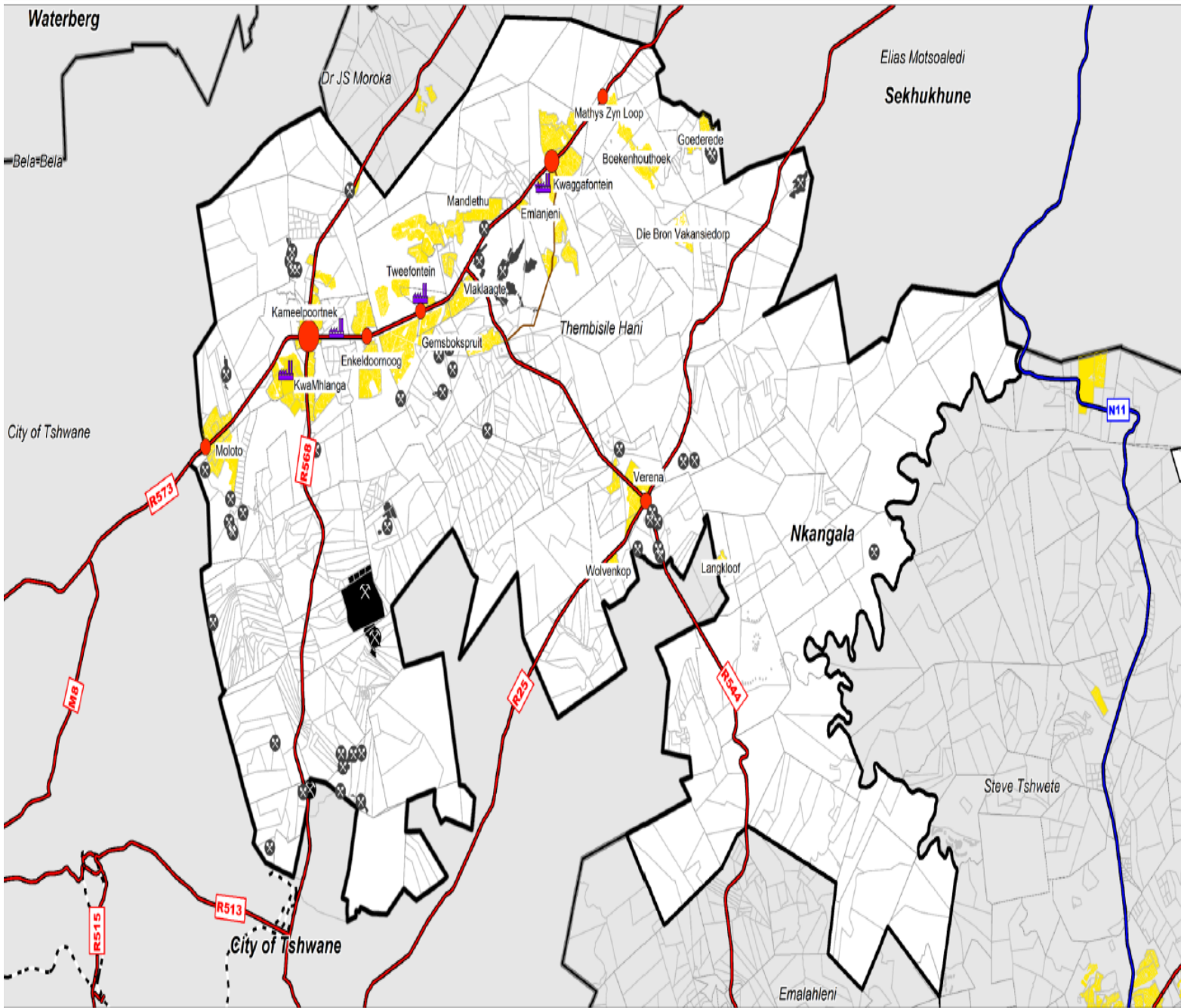
27

ECONOMIC ACTIVITY: Tourism



<ul style="list-style-type: none"> □ Emakhazeni LM Boundary ▭ Local Municipality ▭ District Municipality — National Roads — Provincial Roads ⋯ Railway ✈ Airfield 	<ul style="list-style-type: none"> ■ Towns and Settlements — Contours — Dams and Rivers <u>Tourism:</u> ■ Protected Areas ■ Tourism Corridor 	<ul style="list-style-type: none"> ★ Accommodation ★ Historical Sites ★ Accommodation / Sport and Outdoor Activities ★ Accommodation / Services and Facilities ★ Accommodation / Activity Based Tourism ★ Sport and Outdoor Activities 	<p>0 1,5 3 6 9 12 15 km</p> <p>Thembisile Hani SDF</p> <p>2024</p> <p>28</p>
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ECONOMIC ACTIVITY: Business, Industrial and Mining



- Thembisile Hani LM Boundary
- Towns and Settlements
- Cadastral (Farms / Parent Farms)
- Local Municipality
- District Municipality
- National Roads
- Provincial Roads
- Railway

- Economic Activity:
- Business Nodes
 - Industrial
 - Mining Area
 - ⊗ Mining Activities
 - Sand Mining Area
 - ⊗ Sand Mining Activities



Thembisile Hani SDF

2024

26

5.2.4.1. Industrial Activities

There are four industrial areas within the Municipality, one in the vicinity of Kwa Mhlanga, a second in the vicinity of Vlaklaagte 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 Vlaklaagte 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.

5.2.4.2. 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.

5.2.4.3. 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.

5.2.4.4 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.

Construction of 20 houses for farm dwellers at the cost of R 3m. The beneficiaries have already been identified through the mine and the municipality. The tender for the construction of the houses has been issued

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 foregone 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 either built or renovated by the mine. Further, the mine will construct boreholes at Sun City. The finer details for the SLP are still being worked.

Projects to be implemented in 2020/24 By VMC will be to the cost of R8.1m (projects were delayed because of Covid 19)

- **Water reticulation Sun City A-AA** Infrastructure improvement (ward 19) financial contribution R2623 845.
- **Silamba Senior Secondary School.** Renovations and refurbishment of 27 Classrooms Suncity A ward 19. R1 500 000.00
- **Kwa Mhlanga secondary School** Refurbishment of Science Laboratory Kwa Mhlanga section BA (R100 000.00)
- **Hlomani Secondary School** Upgrading and renovation of Science Laboratory Kwaggafontein D. R1 500 000.00
- **Mkhephuli Secondary School** .Upgrading and renovation of Science Laboratory Kwaggafontein C. R1 500 000.00

Total R8 123 845.

5.2.5 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.

5.2.5.1 Local Tourism Organization (LTO)

Thembisile 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 to participate in and assist them with.

5.2.5.2 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 centres within the complexes. The idea is to allow accessibility for ordinary citizens to know more about tourism and therefore promote it.

5.2.5.3. Tourism

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), Graded Accommodations Establishments, Tshisa Nyama, Event Organizer, Tour Guide 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. Assist in the formulation of policies, policy review, and procurement. LM must advise the LTO on Plans of action where matters affecting tourism programs. Market local tourism aggressively to promote and strengthens the local economy to reduce poverty and inequality and create jobs. Facilitate sustainable development of tourism product and investment in the tourism industry as a whole to encourage Export. Help to conserve the natural environment and cultural assets and traditions. Tourism contribute to LM infrastructure development, safety and security and hospitality training. LM needs to development a support system to fund tourism SMME's.

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 Enkeldoornoog 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
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
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
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	35 jobs created
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
Upgrading of Kwaggafontein Stadium	36 jobs created
Loskop Dam water project	40 jobs created

5.3. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Thembisile Hani Local Municipality like any 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.

5.3.2. Governance Structures

5.3.2.1. 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, middle management, the Municipal Manager, as well as other assurance providers and the Audit Committee.

5.3.2.2. 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.

5.3.2.3 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. The public participation unit uses a "Public Participation Policy" as a guide for the activities of public meetings. The policy contains all strategies used in the convening of public meetings and Mayoral outreach activities.

5.3.2.4. Complaints Management System

The Municipality utilizes a WhatsApp Portal, known as Bika Sirhelebhane, to accept complaints from the public on service delivery and municipal accounts. Individuals from the public submit their grievances on the system, from which they receive a unique reference number. The system thereafter forwards the Complaints to the appropriate divisions via email. The appropriate sections can thereafter access data from the system to initiate further communication with the individuals who filed complaints. The response time for each submitted complaint is 48 hours. Once the issue has been handled, it will be marked as closed in the system.

5.3.2.4. Petition Process flow

The municipality's petition process flows in the following manner: The individual or individuals filing petitions file them with the municipality's records office. Once the filing has been done, the record will forward the petition to the relevant office of the speaker. The office of the speaker will then distribute the petition to the relevant functionary/office depending on the nature of the petition.

5.3.2.4. 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.

5.3.2.5. 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.

5.3.2.6. 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 have over is fully compliant with its SCM which is aligned to national legislation interms of the Municipal Finance Management Act 56 of 2003. Th 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.

5.3.3. Participation Structures

5.3.3.1. Communication and Public Participation Strategy

The following means are the channels of 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

5.3.3.2. ICT Strategy

The Municipal ICT Strategy is valid from the month of July 2025 to the month June 2030, it's a 5-year strategy.

The strategic adoption of Information and Communication Technology (ICT) is fundamental to enhancing municipal efficiency, economic development, and public service accessibility. ICT enables real-time data management, online service delivery, e-learning platforms, digital business support, and smart water management solutions.

By embracing digital transformation, Thembisile Hani Local Municipality is positioning itself as a future-ready institution, committed to sustainable growth, innovation, and enhanced service delivery.

Vision

To create a digitally empowered municipality that delivers efficient, innovative, and citizen-centric services.

Strategic Objectives

To drive a more efficient, secure, and citizen-centric municipality, Thembisile Hani Local Municipality has outlined key strategic objectives aimed at leveraging technology for enhanced governance and service delivery: -

- Improve service delivery through digital innovation.
- Enhance data management and security.
- Modernize municipal operations through automation and ICT integration.
- Promote digital inclusion and e-governance.
- Strengthen ICT infrastructure and support systems.

By achieving these objectives, the municipality will create a resilient, technology-driven environment that enhances operational efficiency, fosters transparency, and improves the overall quality of services for its residents.

ICT Strategy Implementation Plan (2025-2028) *Strategic Implementation Phases*

The strategy will be implemented in three key phases:

- **Phase 1 (2025-2026): Foundational Development**
 - Conduct a full ICT infrastructure audit and upgrade outdated systems.
 - Expand broadband and network infrastructure for improved connectivity.
 - Develop and launch the municipality's digital service portal.
 - Implement cybersecurity measures, including firewalls and data encryption.
 - Initiate ICT training programs for municipal staff.
- **Phase 2 (2026-2027): Service Automation and E-Governance**
 - Deploy an integrated e-governance platform for municipal services.
 - Roll out an online billing and payment system for municipal services.
 - Strengthen electronic records management and workflow automation.
 - Expand digital literacy programs for the community.
 - Establish a dedicated municipal call centre to enhance citizen engagement.
- **Phase 3 (2027-2028): Smart Municipality and AI Integration**
 - Implement AI and IoT solutions for smart service delivery.
 - Optimize data analytics for decision-making and resource planning.
 - Enhance smart city initiatives, including intelligent traffic and waste management systems.
 - Strengthen cybersecurity frameworks to ensure data integrity and security.
 - Develop partnerships with private and academic institutions for continuous innovation.

Key ICT Projects and Timeline (2025-2028)

Each project is designed to address specific municipal challenges, aligning with the digital transformation phases.

Project Name	Description	Challenge Addressed	Impact Areas	Phase	Budget
ICT Infrastructure Upgrade	Improve network infrastructure, expand broadband, and replace outdated hardware.	Limited ICT infrastructure, poor connectivity	Municipal operations, service delivery	Phase 2	R10 million
Digital Service Portal	Develop an online portal for accessing municipal services and information.	Lack of digital services, inefficient communication	Citizen engagement, governance	Phase 2	R5 million
Cybersecurity Enhancement	Implement security protocols, firewalls, and data protection measures.	Cyber threats, data security risks	Municipal data security, compliance	Phase 1-2	R8 million
Online Billing & Payment System	Introduce an online platform for bill payments and municipal revenue collection.	Poor revenue collection, inefficiency	Financial governance, revenue collection	Phase 1	R7 million
E-Governance Platform	Deploy an integrated system for digital governance and public service automation.	Lack of efficiency, poor transparency	Public service delivery, governance	Phase 2	R10 million
ICT Skills Training	Provide training programs for municipal employees and community digital literacy.	Low ICT skills, digital divide	Workforce development, citizen empowerment	Phase 1-3	R3 million
Municipal Call Centre	Establish a dedicated support centre to handle citizen queries and service requests.	Poor communication, lack of engagement	Customer service, transparency	Phase 3	R6 million
Smart Waste Management	Use IoT-enabled systems to optimize waste collection and disposal.	Inefficient waste management	Public health, environmental management	Phase 3	R5 million
AI-Based Analytics for Decision-Making	Implement AI-driven analytics to improve municipal planning and operations.	Poor data-driven decision-making	Municipal efficiency, planning	Phase 3	R7 million

5.3.3.4. 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 Ikwekwezi 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.

5.3.3.5. Summary Public Participation and Good Governance

Governance Structures Table 5.3.4a	
Item	Status
Internal Audit Unit	available and functional
Audit Committee	available and functional
Municipal Public Accounts Committee	available and functional
Ward Committees	available and functional
Supply Chain Committee	available and functional
Management and Operational Systems Table 5.3.4b	
Fraud Prevention Plan	Available
Communication and Public Participation Strategy	Available

5.4. INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

THE FILLING OF CRITICAL POSTS BY SUITABLY CANDIDATES: HEAD OF THE DEPARTMENTS (EXECUTIVE MANAGERS)

No.	Position	Position Requirements	Employee Credentials
1.	Municipal Manager	<ol style="list-style-type: none"> 1. Bachelor's degree in public administration/ political sciences/social sciences/ law or equivalent At least five 5 years relevant 2. Experience at a senior management level preferably at local government level; and have proven successful institutional transformation within public or private sector 3. Certificate in MFMP/ CPMD/ELMDP in line with minimum regulation on competency Level (or commit to attain such minimum competency within 18 months from the date appointment) 	<ol style="list-style-type: none"> 1. Matric 2. Master of Business Administration 3. Postgraduate Diploma in Business Administration 4. Certificate of Competence: Municipal Finance Management 5. B-Tech: Civil Engineering 6. National Diploma: Civil Engineering 7. Registered as Candidate Engineering Technologist with Engineering Council of South Africa
2.	Executive Manager Planning and Economic Development	<ol style="list-style-type: none"> 1. Bachelor's degree in building science/ Architect/ bachelor's degree in Town and Regional Planning or Development Studies; or equivalent. 2. Minimum of five (5) years' experience at middle management level. 3. Must have completed a certificate in MFMP/ CPMD in line with minimum regulation on competency level (or commit to attain such within 18 months of appointment). 	<ol style="list-style-type: none"> 1. Matric 2. Master of Town and Regional Planning 3. B-Tech: Town and Regional Planning 4. National Diploma: Town and Regional Planning 5. Registration Certificate: Professional Planner 6. National Certificate: MFMP 7. Certificate of Attendance: Integration of Migration, Human Rights Sustainable Integrated Development Plans
3.	Executive Manager Technical Services	<ol style="list-style-type: none"> 1. Bachelor of Science Degree in Engineering/BTech engineering or equivalent qualification. 2. Must have five (5) years' experience at middle management level or programme/project manager, three 	<ol style="list-style-type: none"> 1. Matric 2. Master of Business Administration 3. B-Tech: Engineering: Civil (Construction Management) 4. National Diploma: Civil Engineering

		<p>to four years must be at professional /management level engineering management experience. - Must be computer Literate,</p> <ol style="list-style-type: none"> Certificate in MFMP or CPMD in line with minimum regulation on competency Level (or commit to attain such within 18 months of appointment). 	<ol style="list-style-type: none"> Certificate: Municipal Finance Management Programme Certificate: Infrastructure Asset Management Training Course Certificate: Registration with Engineering Council of South Africa
4.	Executive Manager Community Development Services	<ol style="list-style-type: none"> Bachelor's degree in social science/public administration/ law or equivalent. Minimum of five (5) years' experience at middle management level. Proven successful institutional transformation within public or private sector, experience in local government. Must have completed a certificate in MFMP/CPMD in line with minimum regulation on competency level (or commit to attain such within 18 months of appointment). 	<ol style="list-style-type: none"> Matric Masters Bachelor of Arts Postgraduate Diploma in Public Management National Diploma: Public Management Certificate of Attendance: Risk Management for Risk Champions National Certificate: Municipal Finance Management
5.	Executive Manager Corporate Services	<ol style="list-style-type: none"> Bachelor's degree in public administration/management sciences/law; or equivalent Minimum of five (5) years' experience at middle management level have proven successful management experience in administration Must have completed a Certificate in MFMP/ CPMD/ELMDP in line with minimum regulation on competency Level (or commit to attain such minimum competency within 18 months from the date appointment). 	<ol style="list-style-type: none"> Matric Bachelor of Laws Degree Postgraduate Higher Education. MFMP in progress.
	Chief Financial Officer	<ol style="list-style-type: none"> Bachelor's degree/ NQF Level 7 in Accounting/ Finance or Economics. Minimum of seven (7) years' experience at middle management level preferably in a municipal environment. 	<ol style="list-style-type: none"> Matric Bachelor of Commerce Ms Excel Level 2 and 3 Certificate Programme in Leadership Development (CPMD) National Certificate: Municipal Governance

		2. Must have completed a certificate in MFMP/ CPMD in line with minimum regulation on competency level (or commit to attain such within 18 months of appointment).	6. Advanced Certificate: Municipal Governance
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5.4.1. 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.

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.

The following positions are budgeted for the 2026/2027 financial year.

No.	NEW POSITION	DEPARTMENT
1.	Communication Officer :Content Graphic Disgner Officer	Municipal Manager's Office
2.	Deputy Chief Financial Officer	Finance
3.	Chief Accountant SCM	Finance
4.	Meter Readers	Finance
5.	Human Resource Officer: Employee Benefits	Corporate Services
6.	Chief Traffic Officer	Community Development Services
7.	VIP & Protocol Officer	Community Development Services
8.	General Workers	Community Development Services
9.	General Workers	Technical Services

5.4.1.1 Vacancy rate

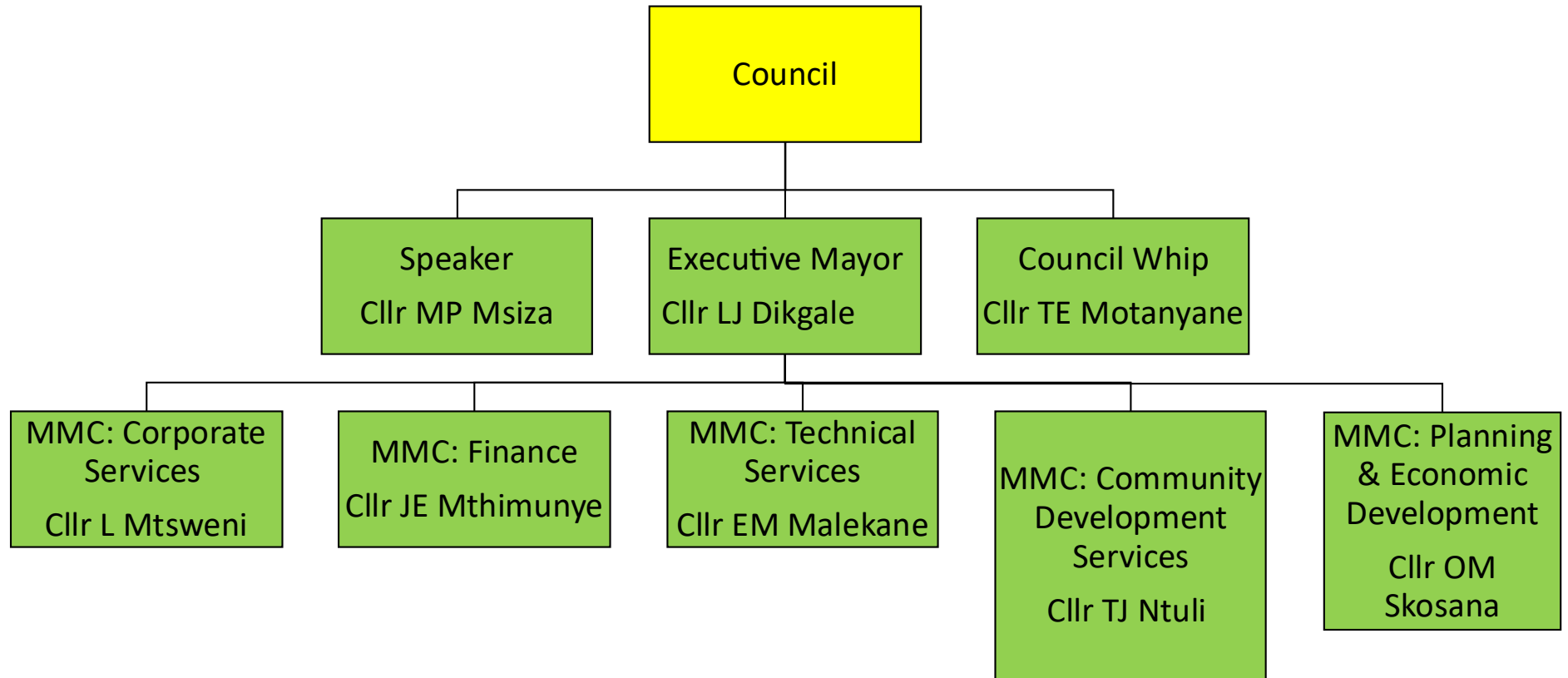
As per the current financial year to the new financial year the municipality has a 4,2 % very low vacancy rates. The municipality ensures to fill all positions immediately after they become vacant to ensure that the municipality has capacity to render and deliver an effective delivery service. All critical positions have been filled.

No.	Directorate/ Department	Total Positions	Filled Positions	Vacant	Vacancy rate%
1.	Municipal Manager & Political Office	43	42	1	
2.	Planning & Economic Development	16	16	0	
3.	Corporate Services	22	21	1	
4.	Finance	50	47	3	
5.	Community Development Services	118	110	8	
6.	Technical Services	170	165	5	
Total		419	401	18	

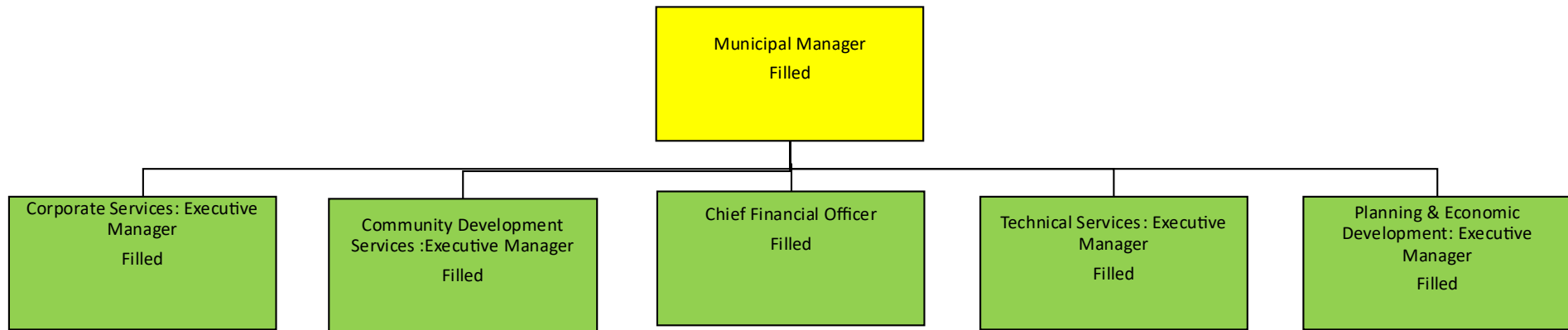
THLM APPROVED ORGANISATIONAL STRUCTURE 2025/26 2028/29



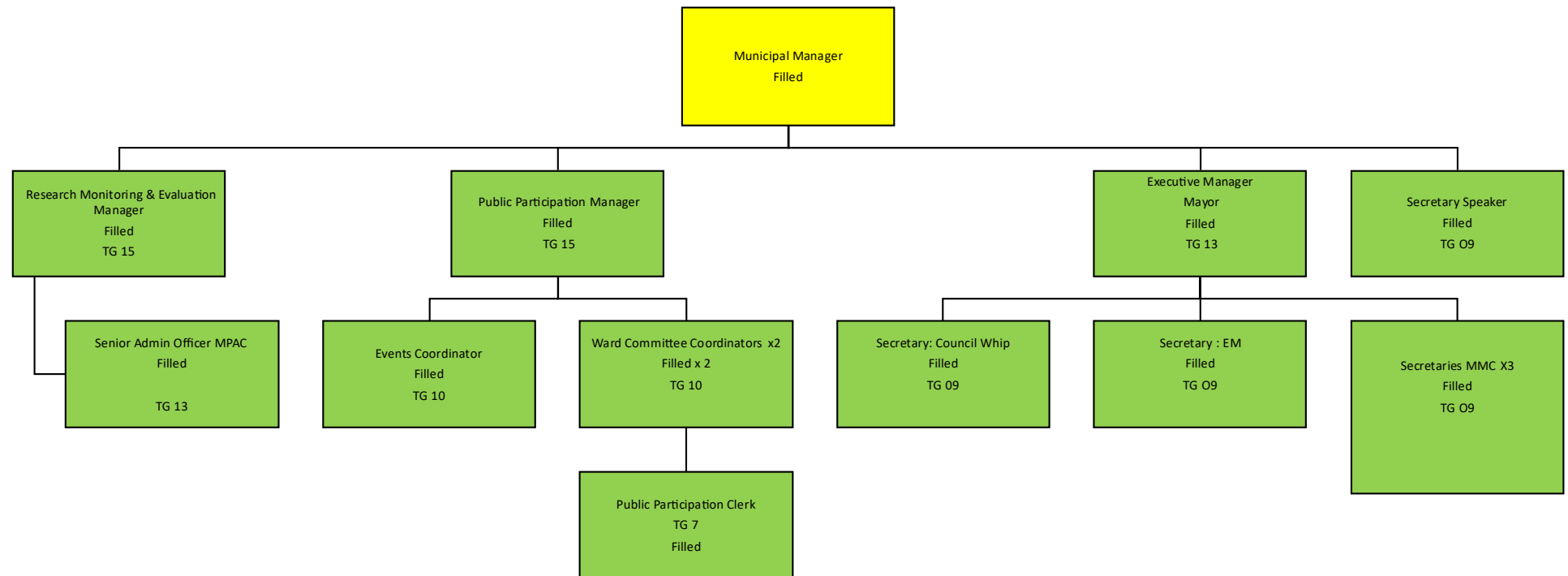
EXECUTIVE OVERVEIW



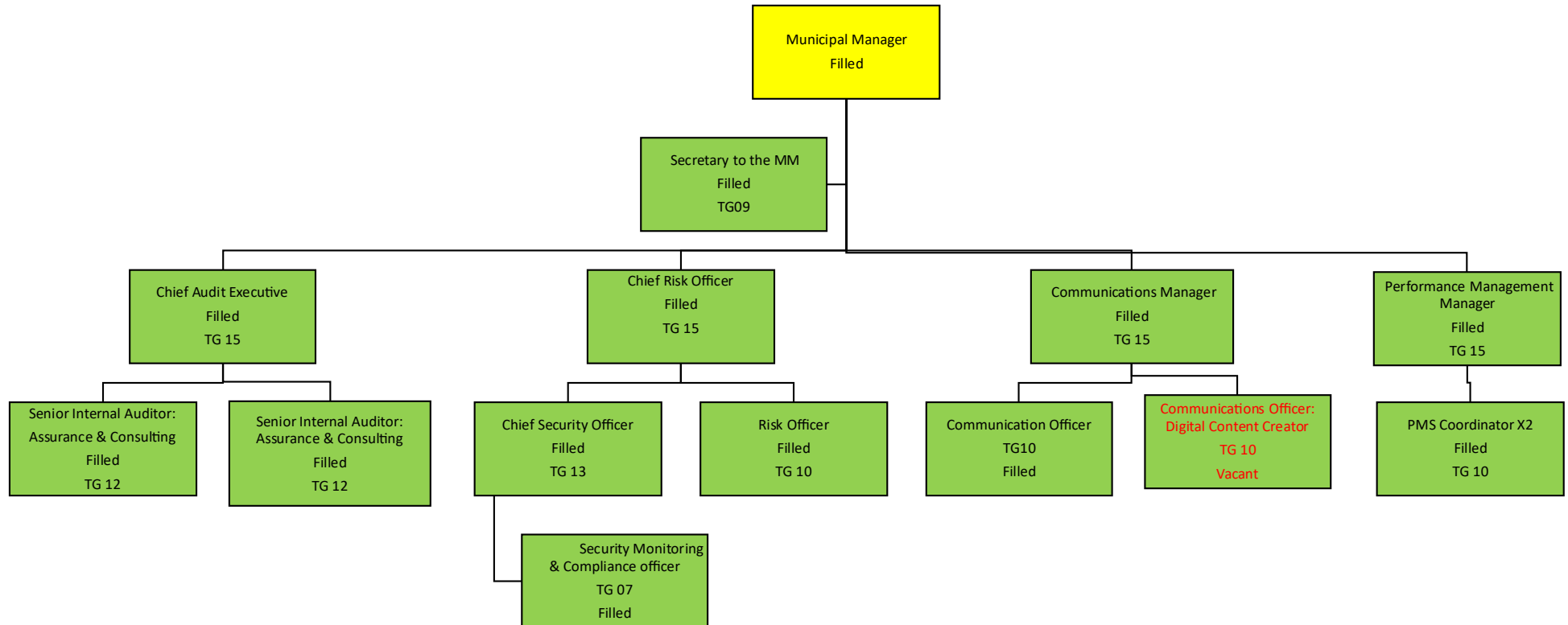
SENIOR MANAGEMENT: STRATEGIC TEAM



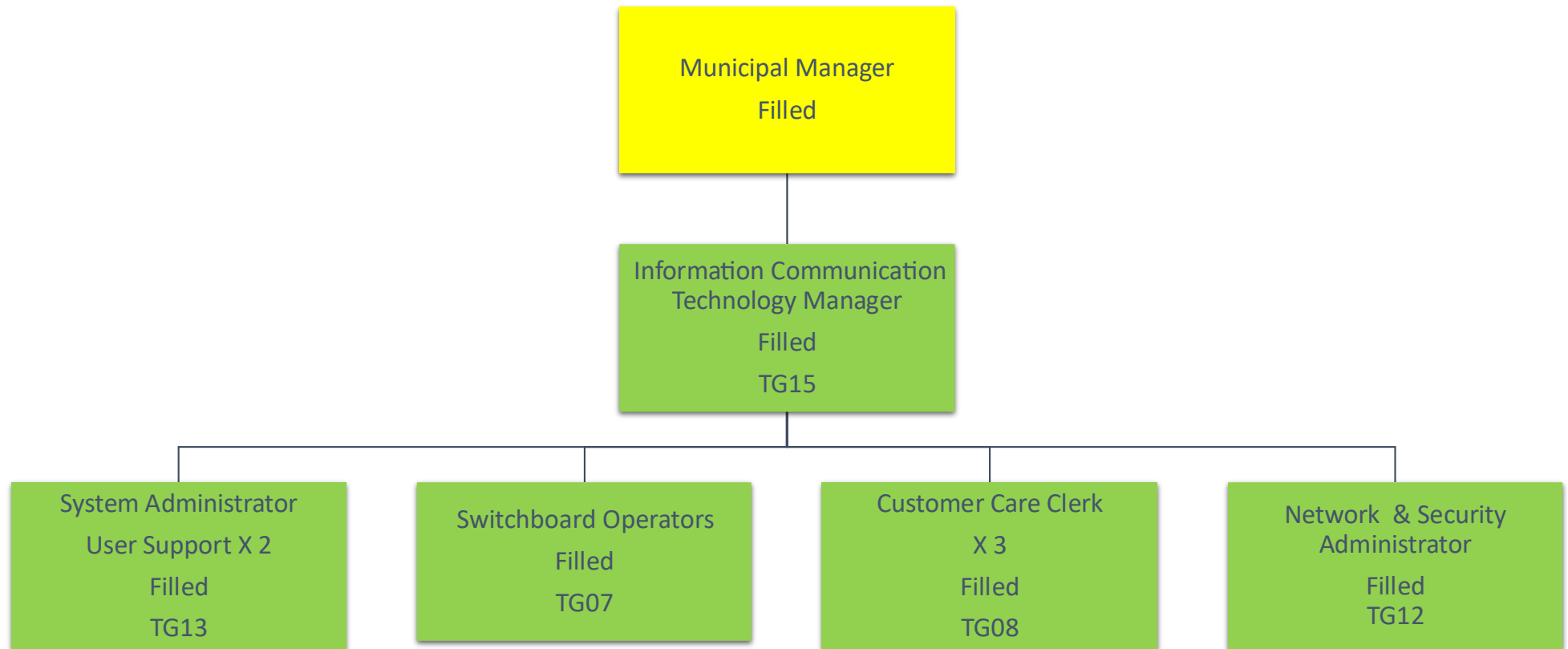
OFFICE OF MUNICIPAL MANAGER: POLITICAL SUPPORT OFFICE



MUNICIPAL MANAGER DIRECT SUPPORTIVE REPORTS

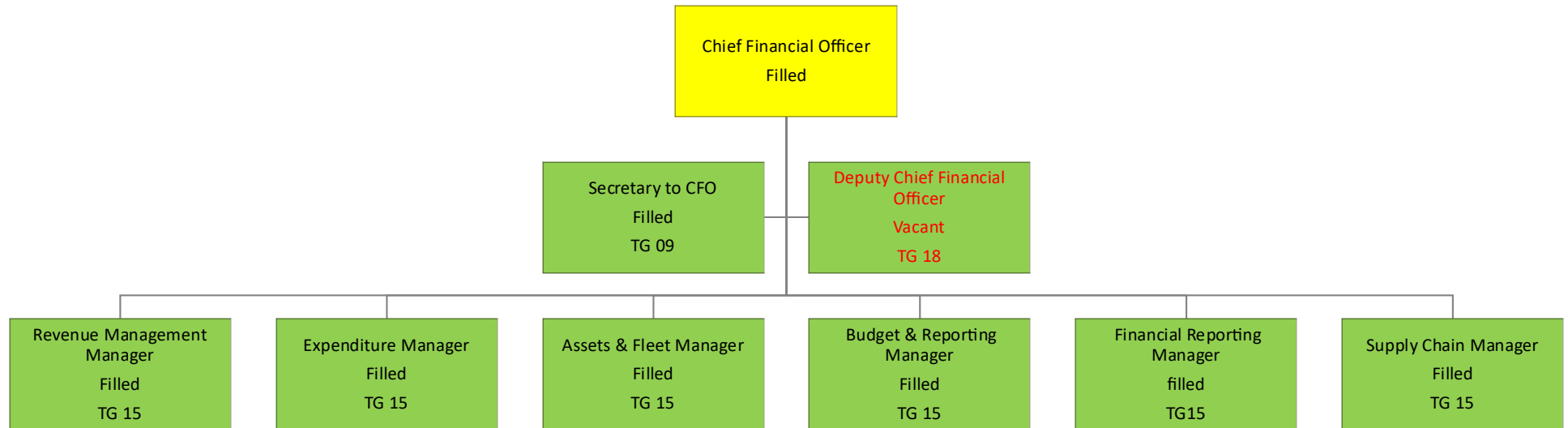


MUNICIPAL MANAGER DIRECT SUPPORTIVE REPORTS

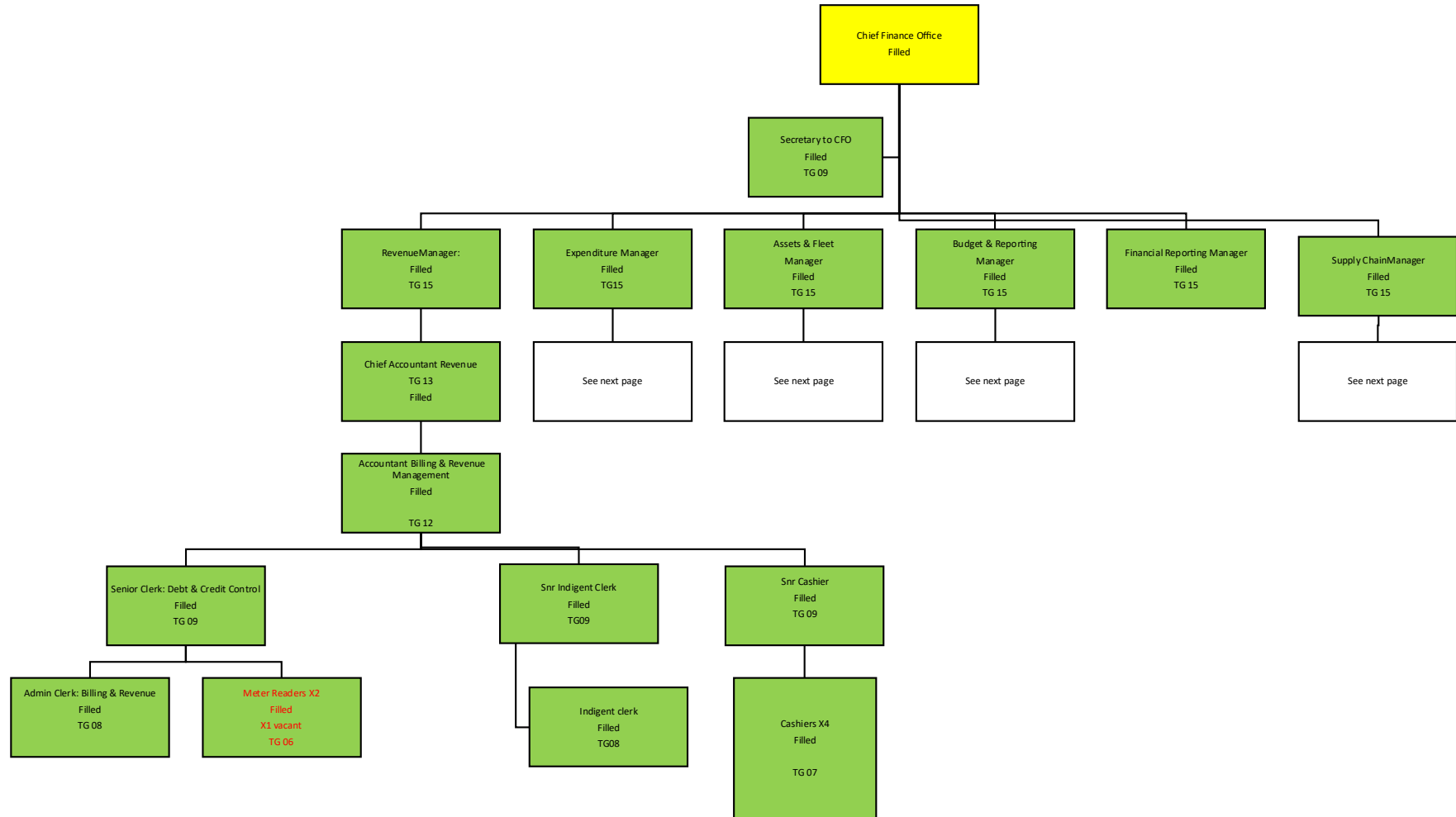


DEPARTMENT OF FINANCE

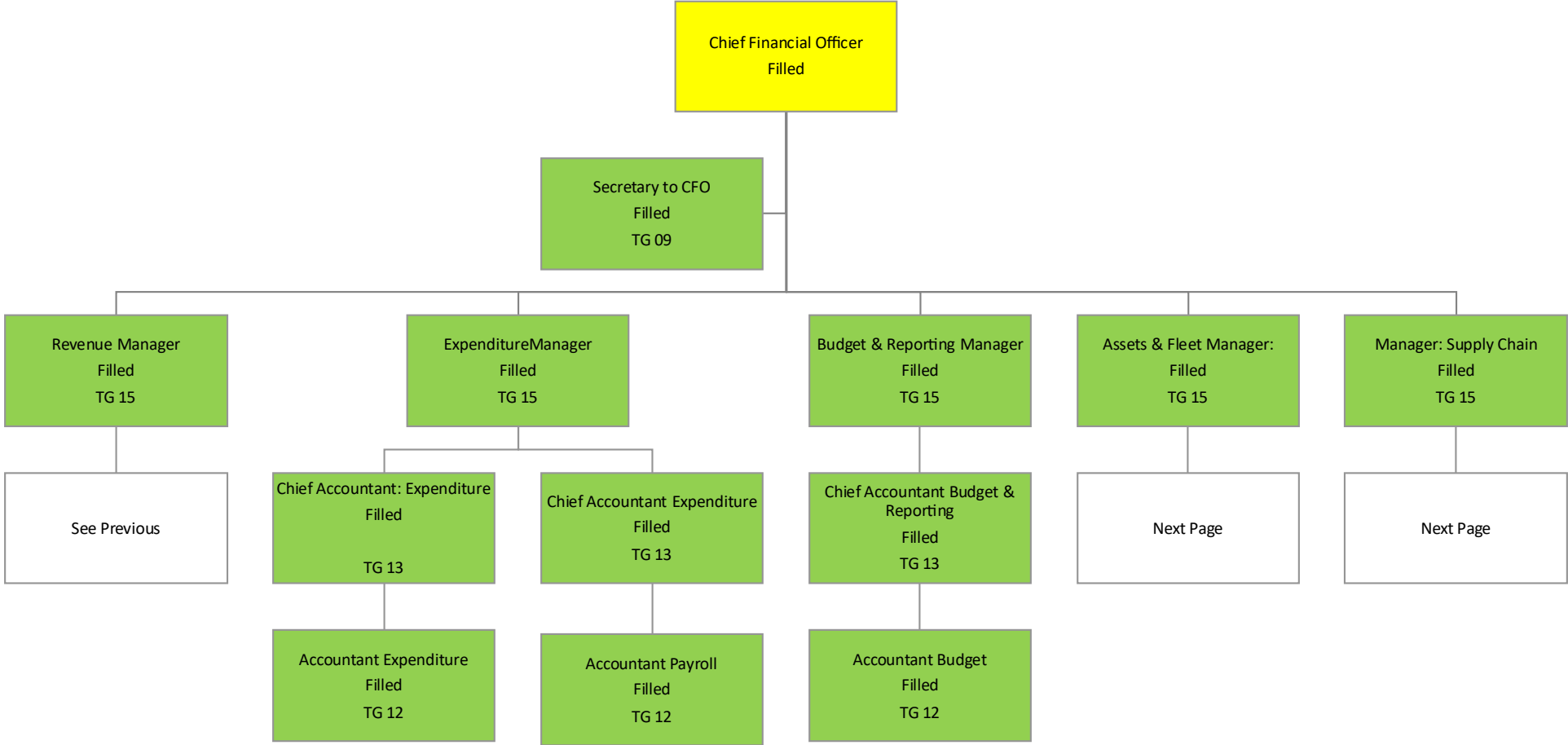
DEPARTMENT OF FINANCE EXECUTIVE STRUCTURE



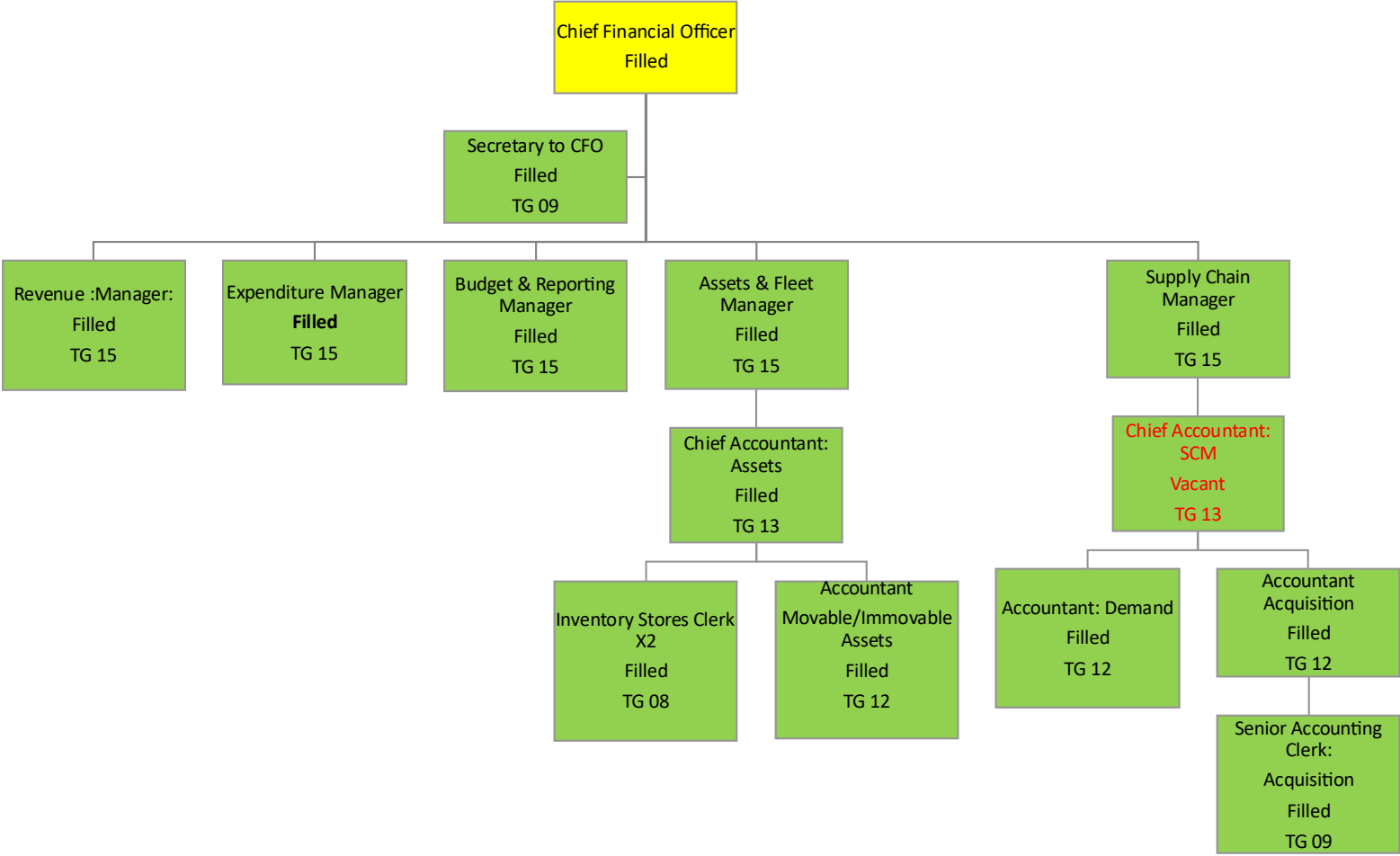
DEPARTMENT OF FINANCE REVENUE SECTION



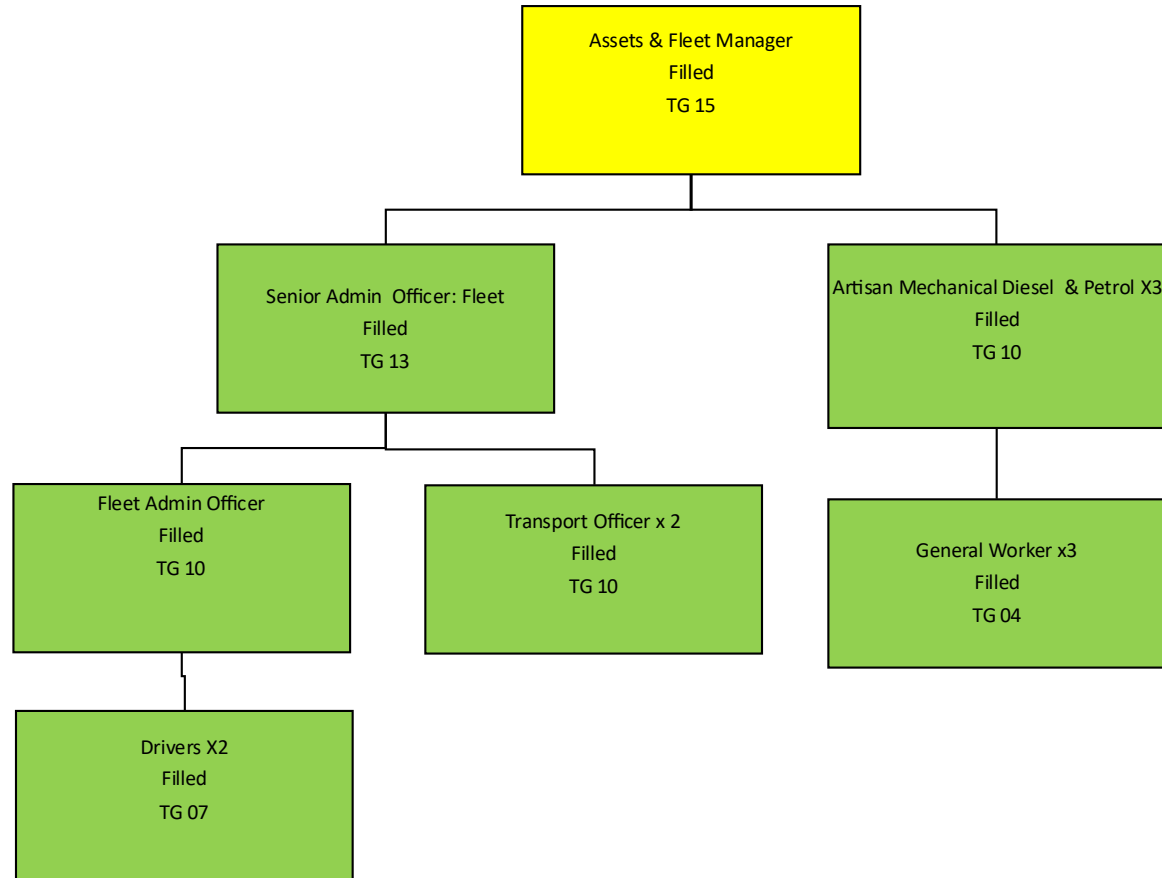
DEPARTMENT OF FINANCE BUDGET & REPORTING SECTIONS



DEPARTMENT OF FINANCE ASSETS & SUPPLY CHAIN SECTIONS

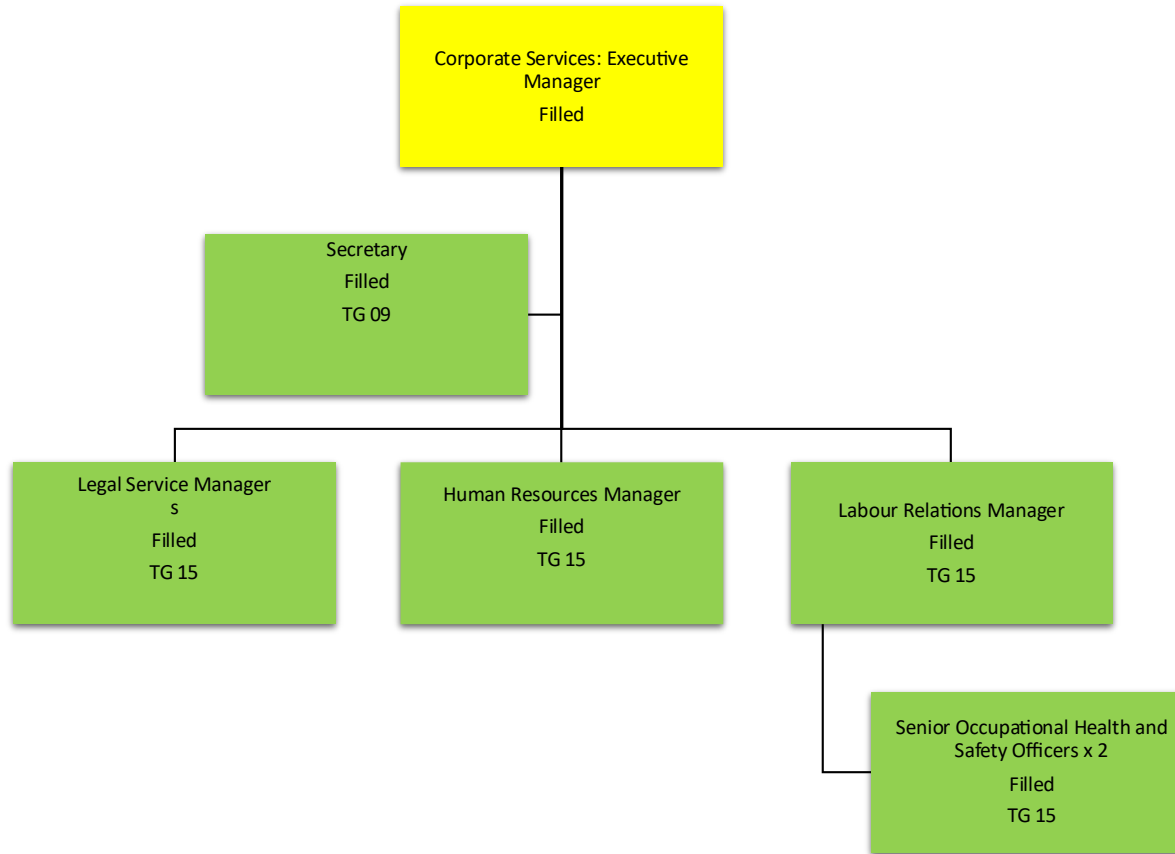


ASSETS SECTION OFFICE OF FLEET MANAGEMENT

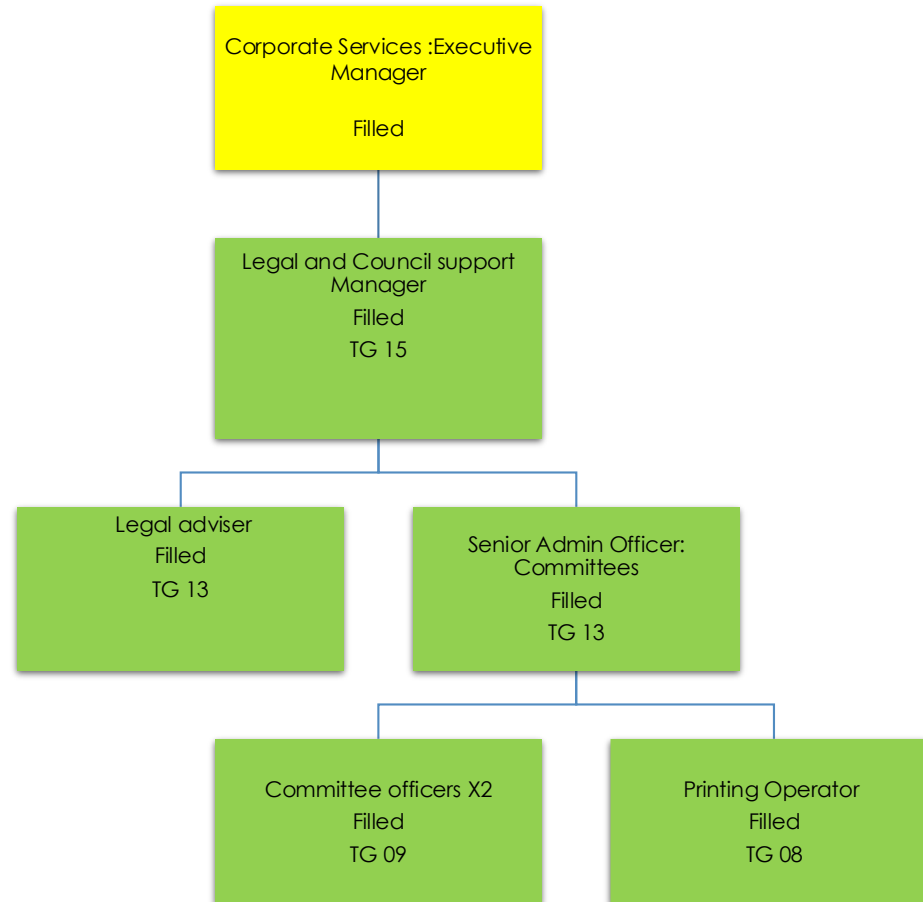


CORPORATE SERVICES

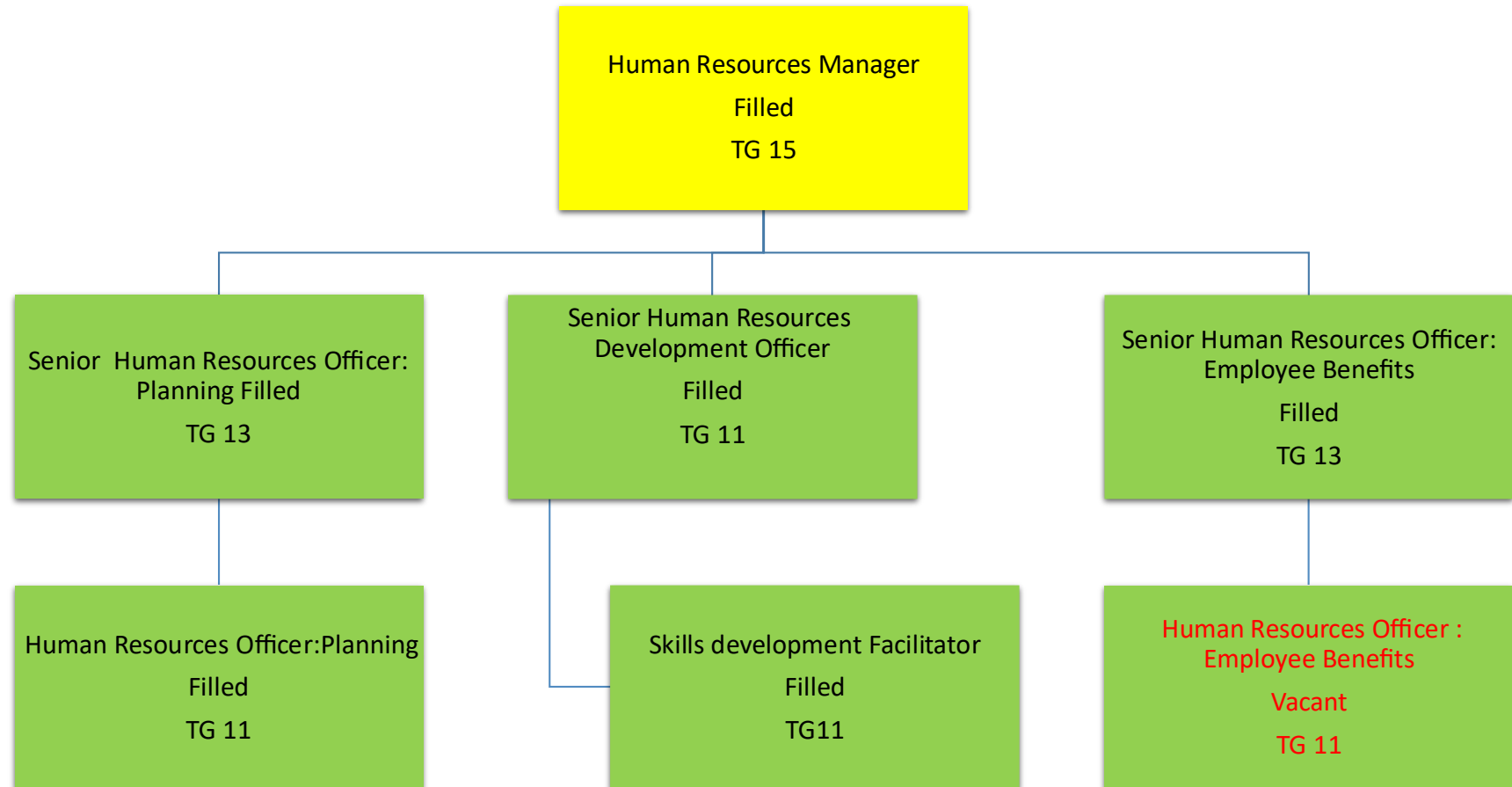
CORPORATE SERVICES
OFFICE OF MANAGER CORPORATE SERVICES



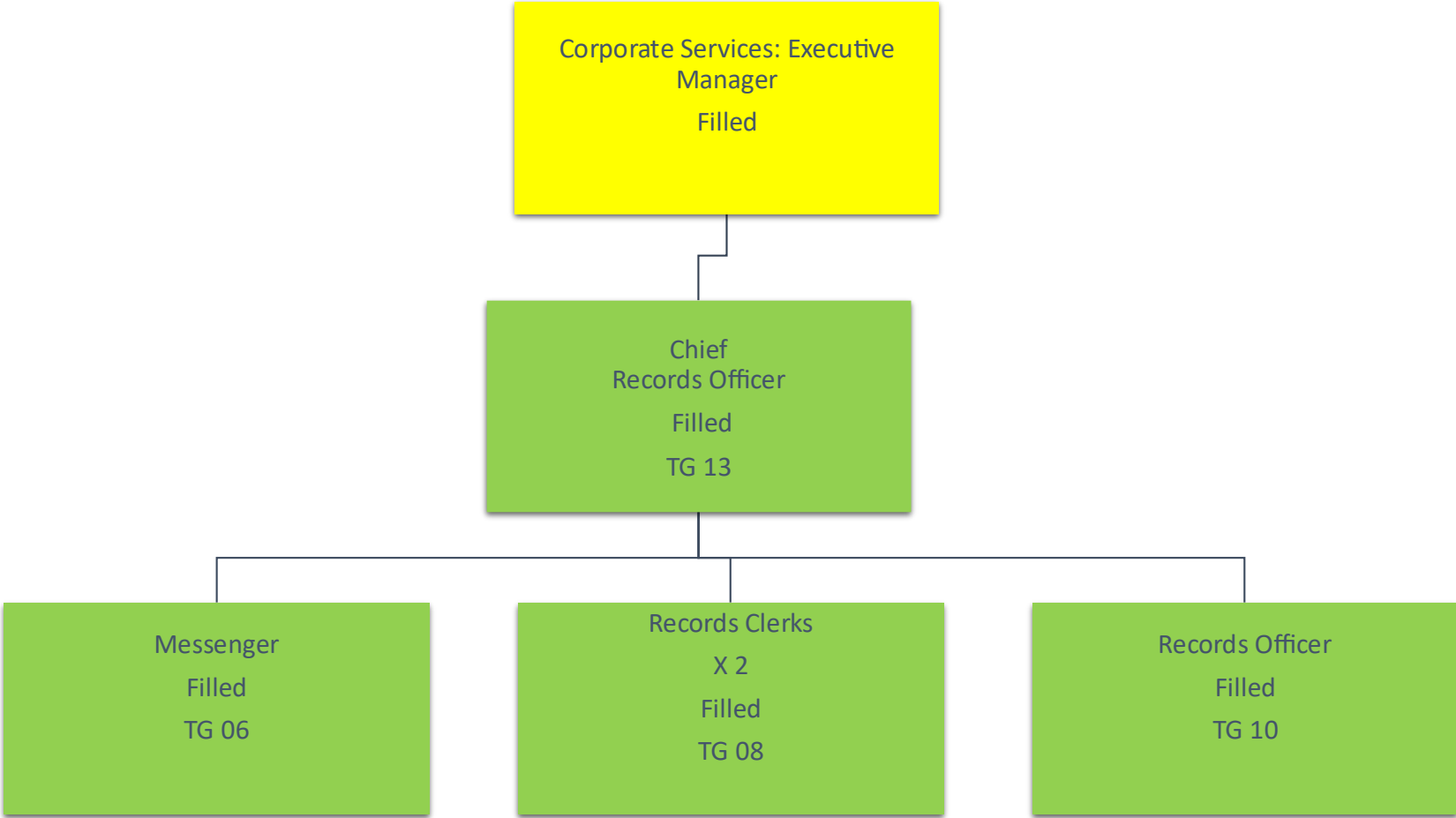
CORPORATE SERVICES
OFFICE OF LEGAL SERVICES AND SECRETARIAT



CORPORATE SERVICES
HUMAN RESOURCES

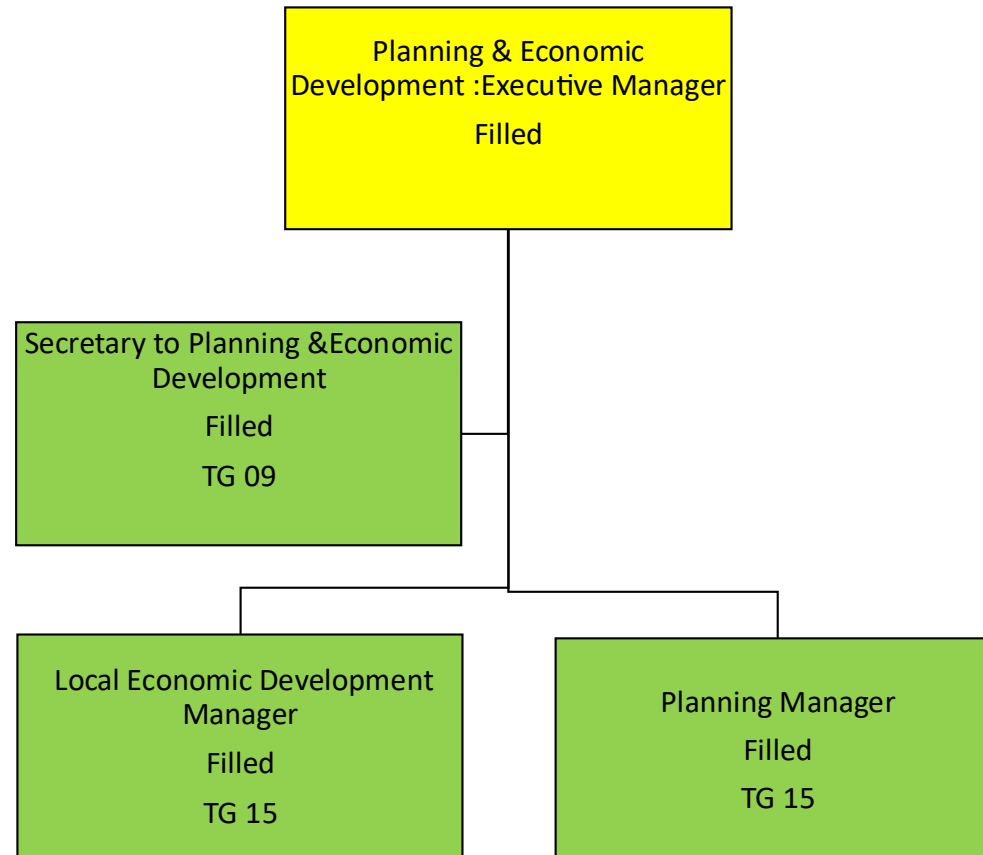


CORPORATE SERVICES
RECORDS SECTION

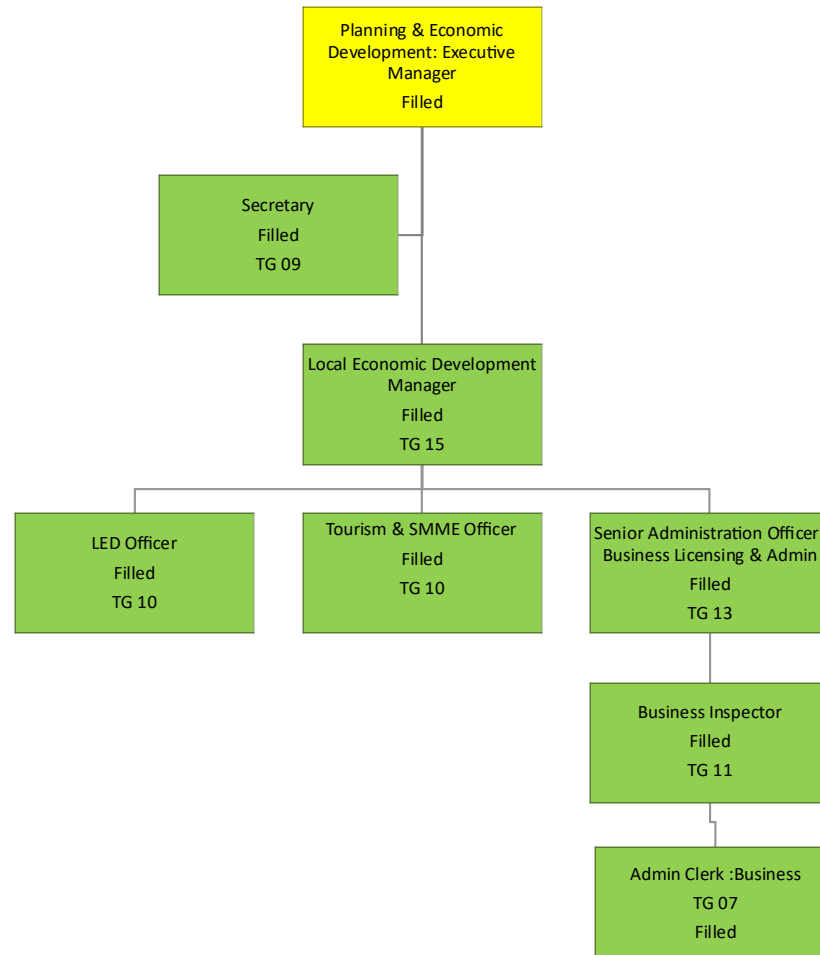


**DEPARTMENT OF PLANNING AND ECONOMIC
DEVELOPMENT SERVICES**

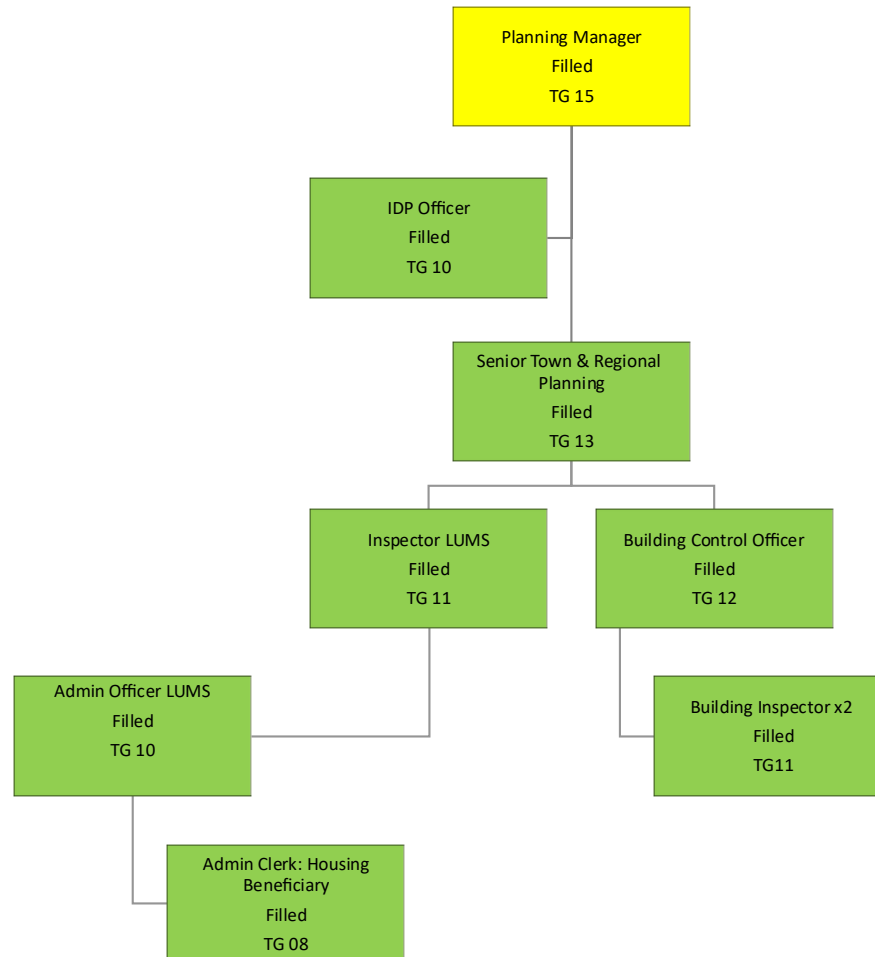
PLANNING AND ECONOMIC DEVELOPMENT SERVICES EXECUTIVE MANAGEMENT



PLANNING AND ECONOMIC DEVELOPMENT SERVICES

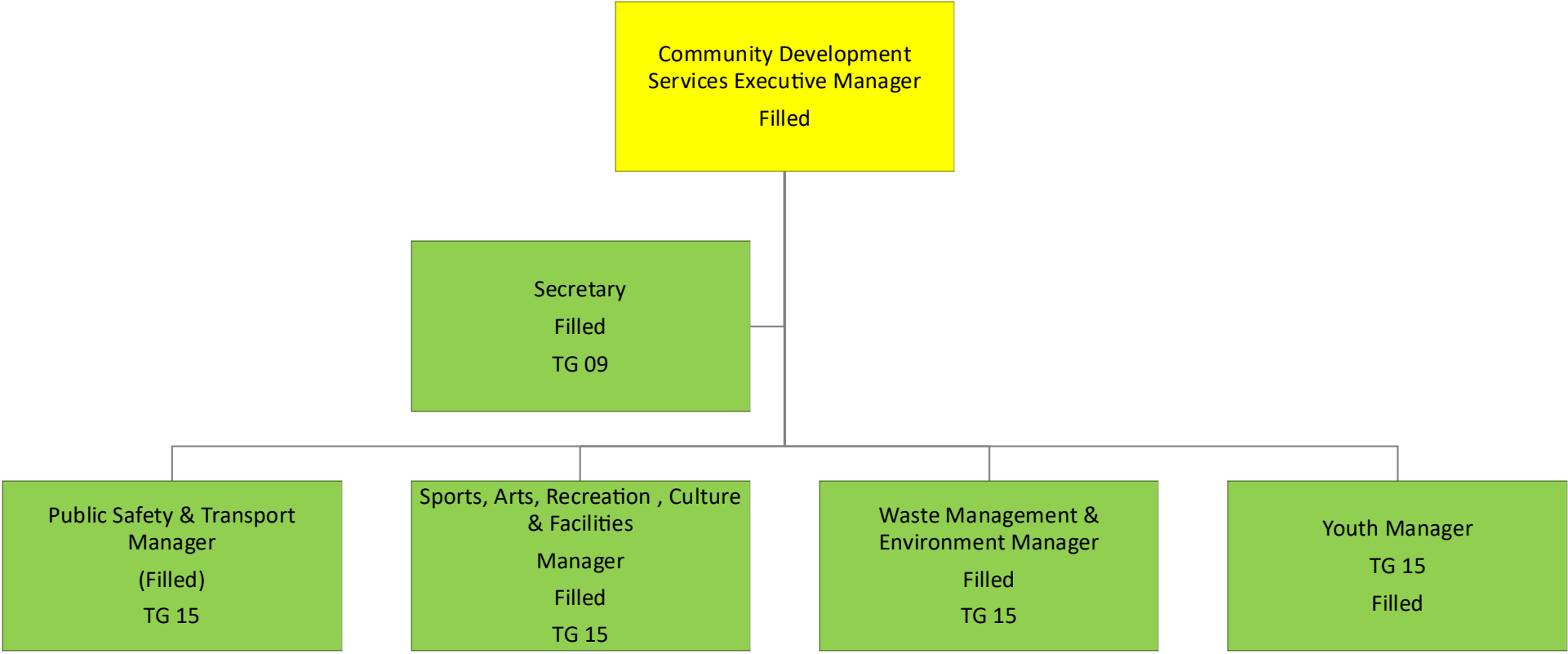


PLANNING AND ECONOMIC DEVELOPMENT SERVICES



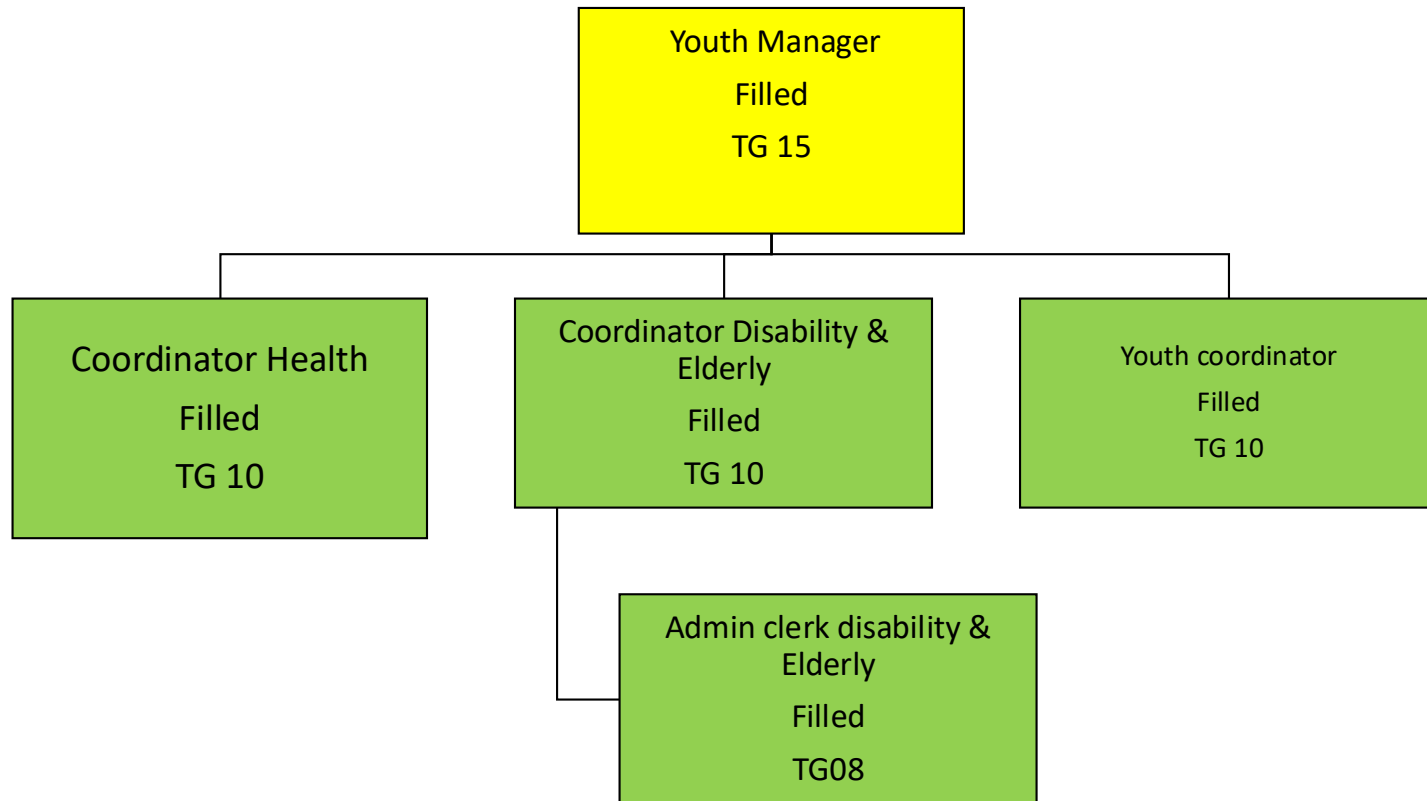
**DEPARTMENT OF COMMUNITY
DEVELOPMENT SERVICES**

COMMUNITY DEVELOPMENT SERVICES: SENIOR MANAGEMENT



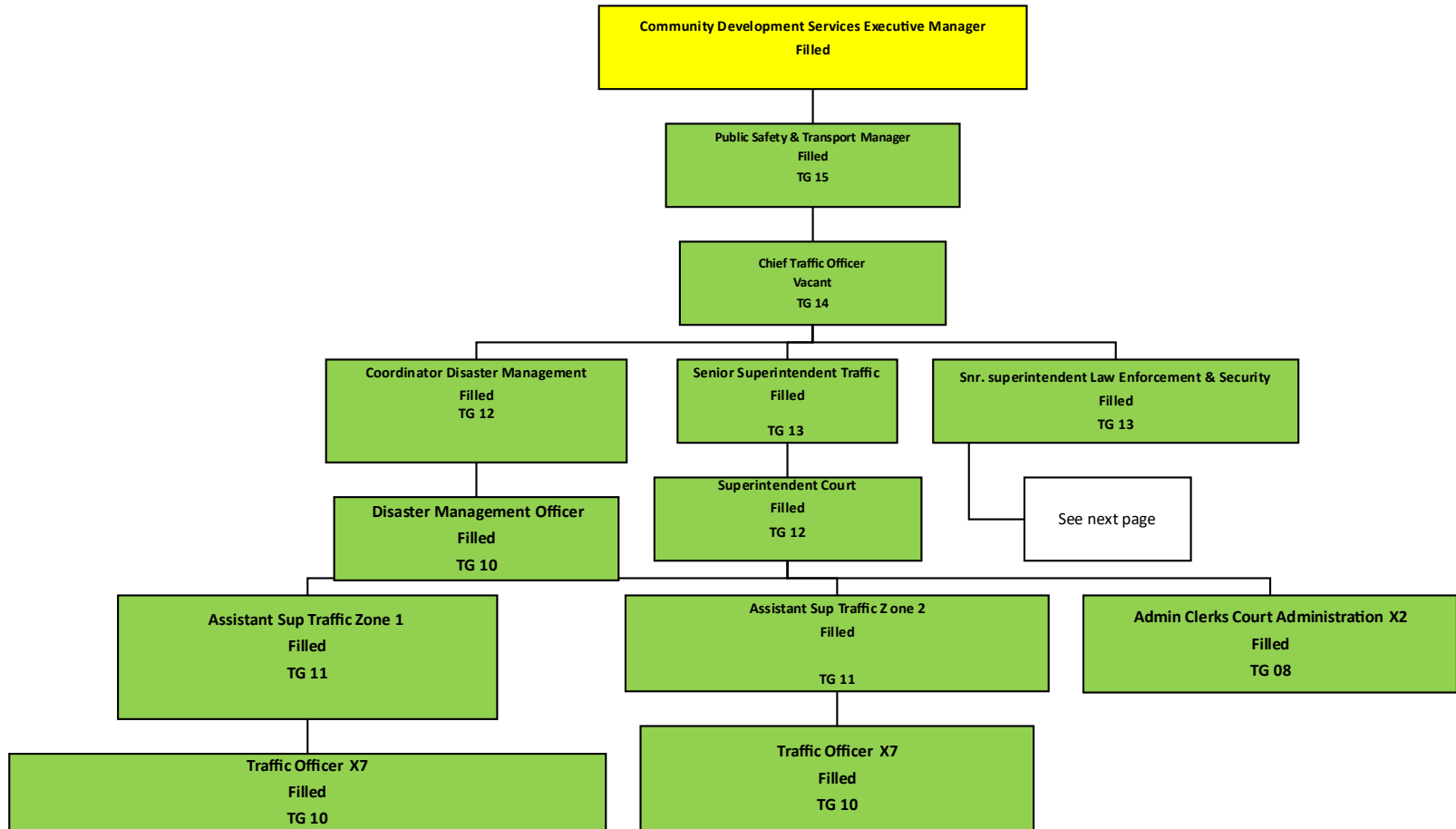
COMMUNITY DEVELOPMENT SERVICES:

Youth Development & Transversal Services



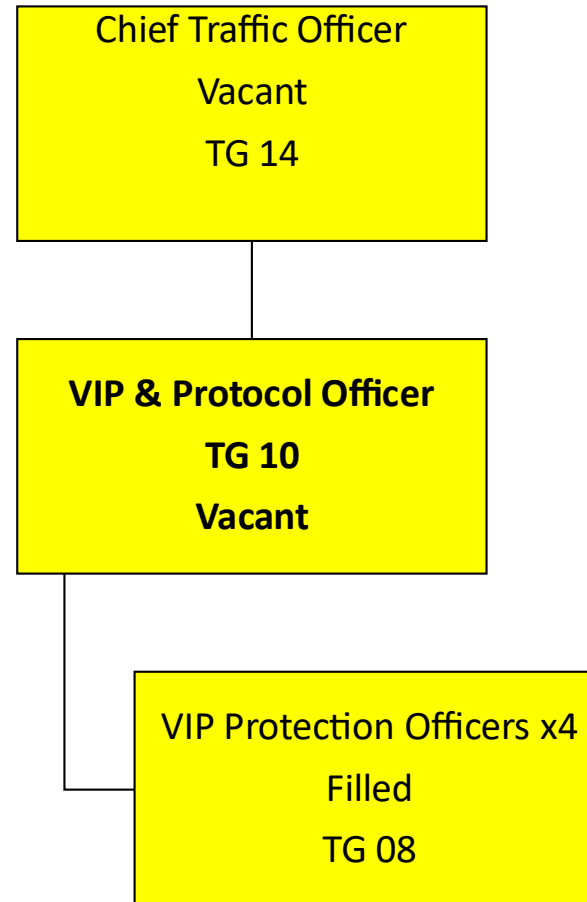
COMMUNITY DEVELOPMENT SERVICES:

DISASTER & PUBLIC SAFETY & TRANSPORTATION

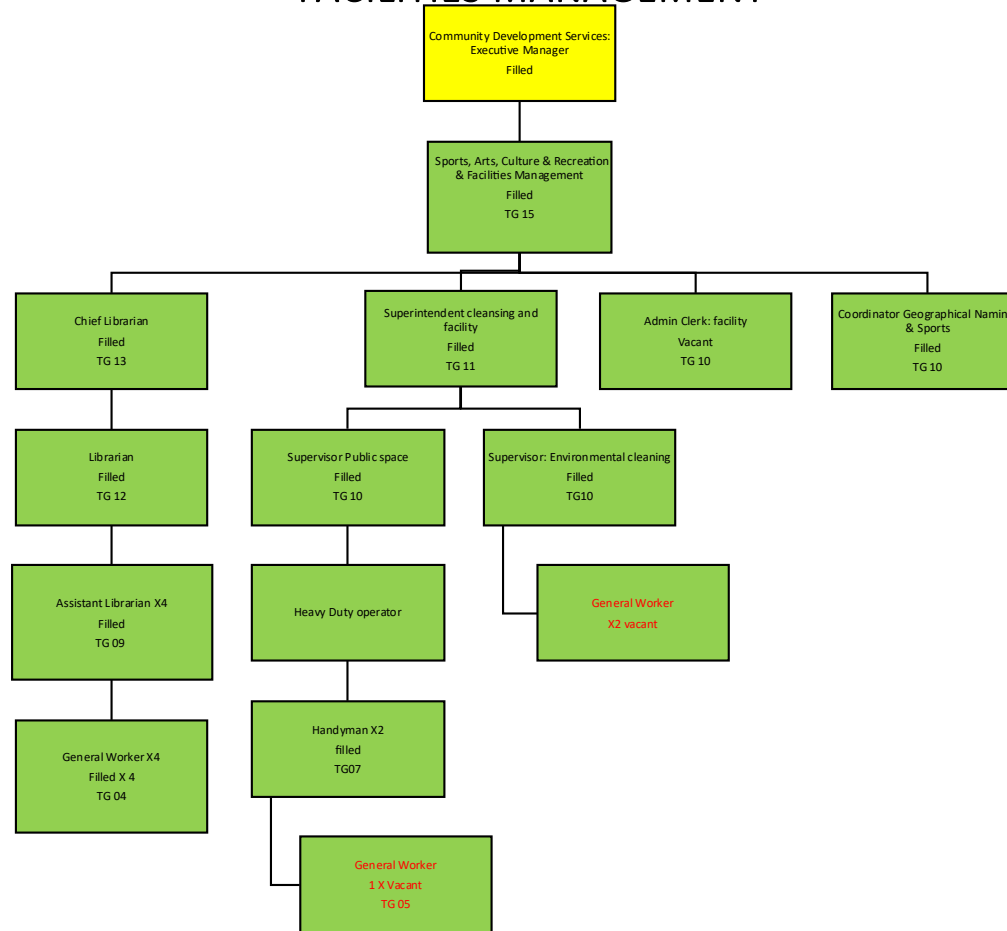


COMMUNITY DEVELOPMENT SERVICES

By-Law Enforcement & Security Section

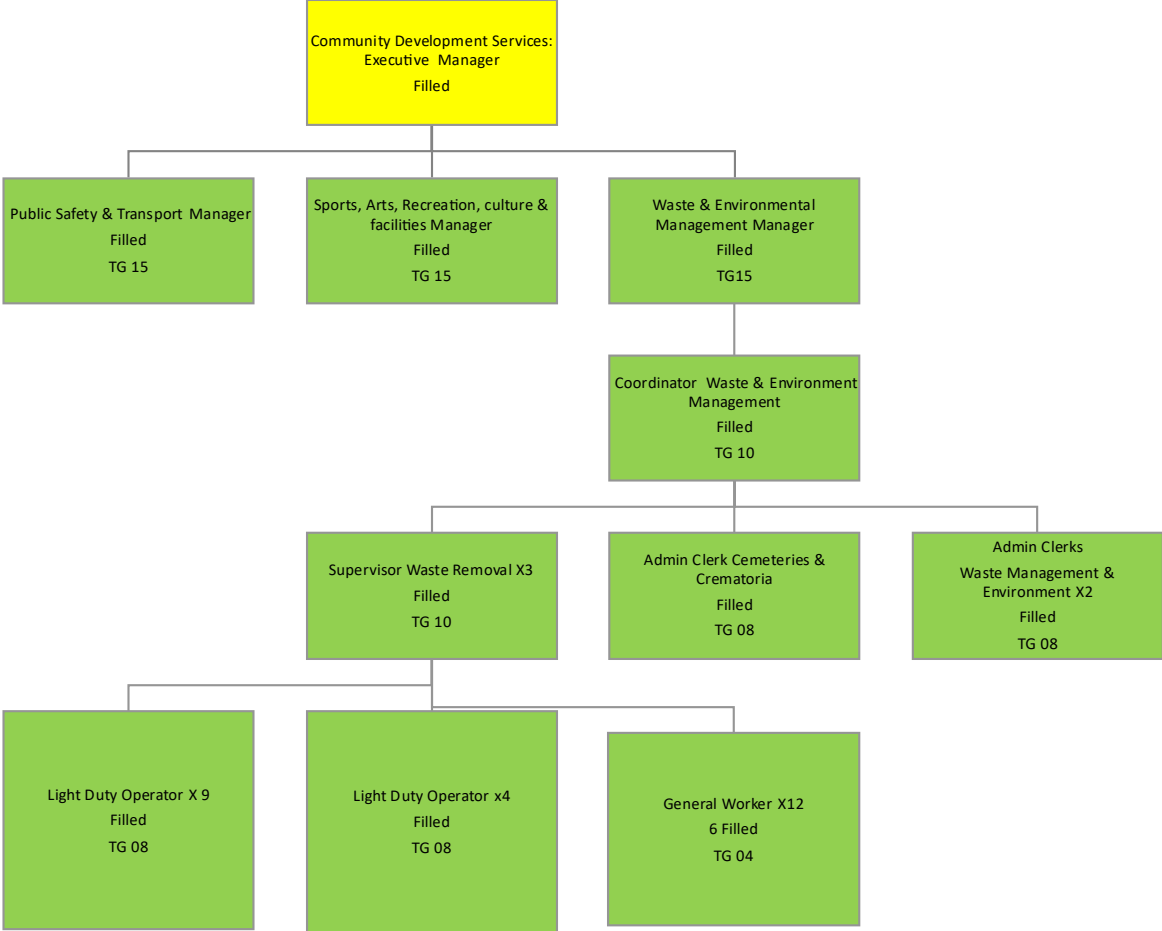


COMMUNITY DEVELOPMENT SERVICES: FACILITIES MANAGEMENT



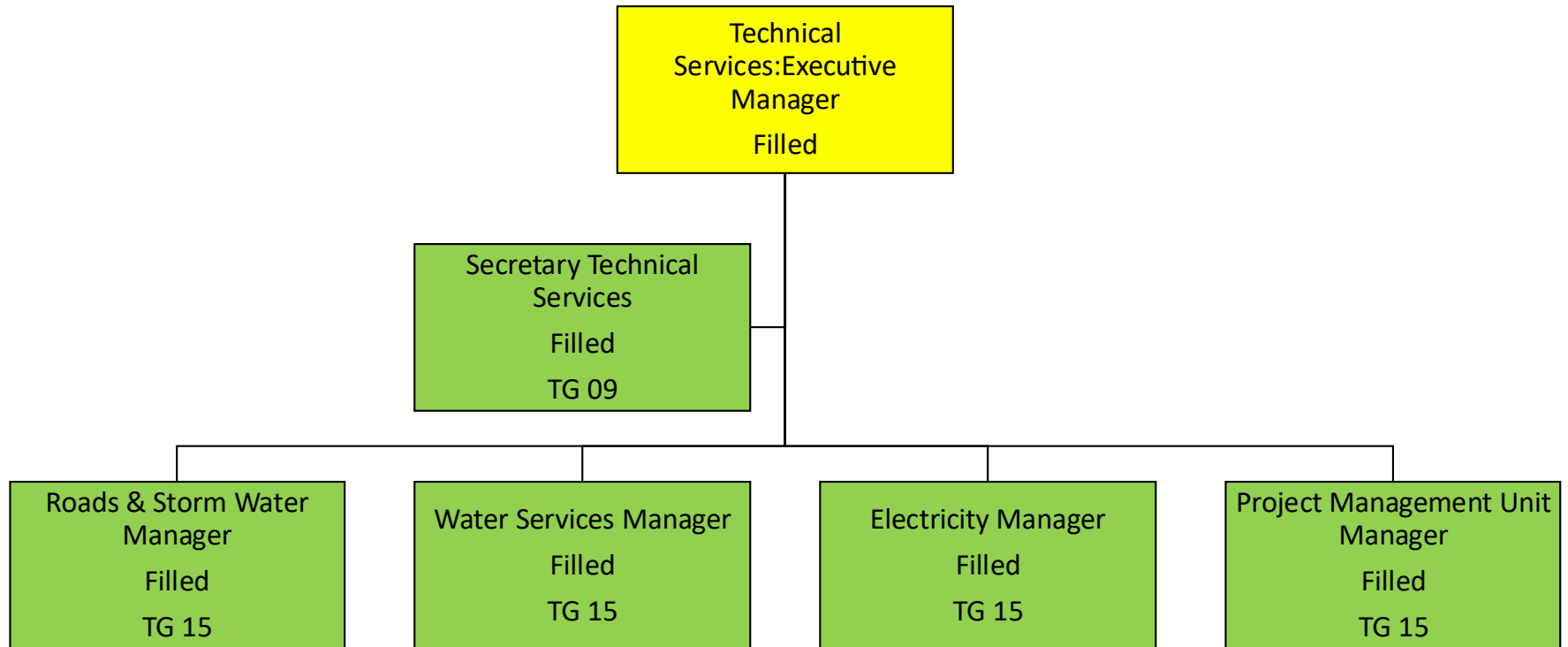
COMMUNITY DEVELOPMENT SERVICES:

Waste Management Services

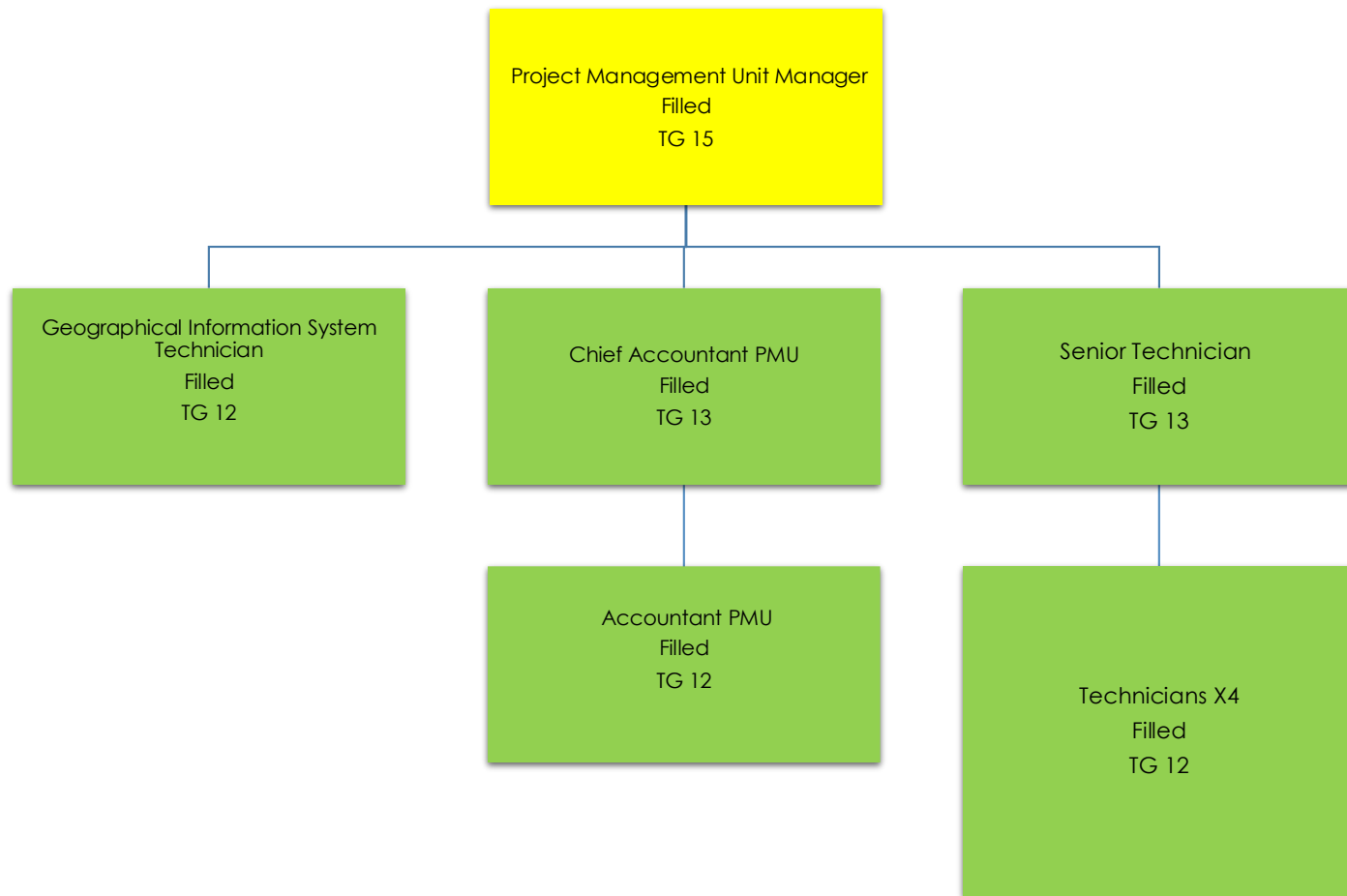


TECHNICAL SERVICES DEPARTMENT

Technical Services

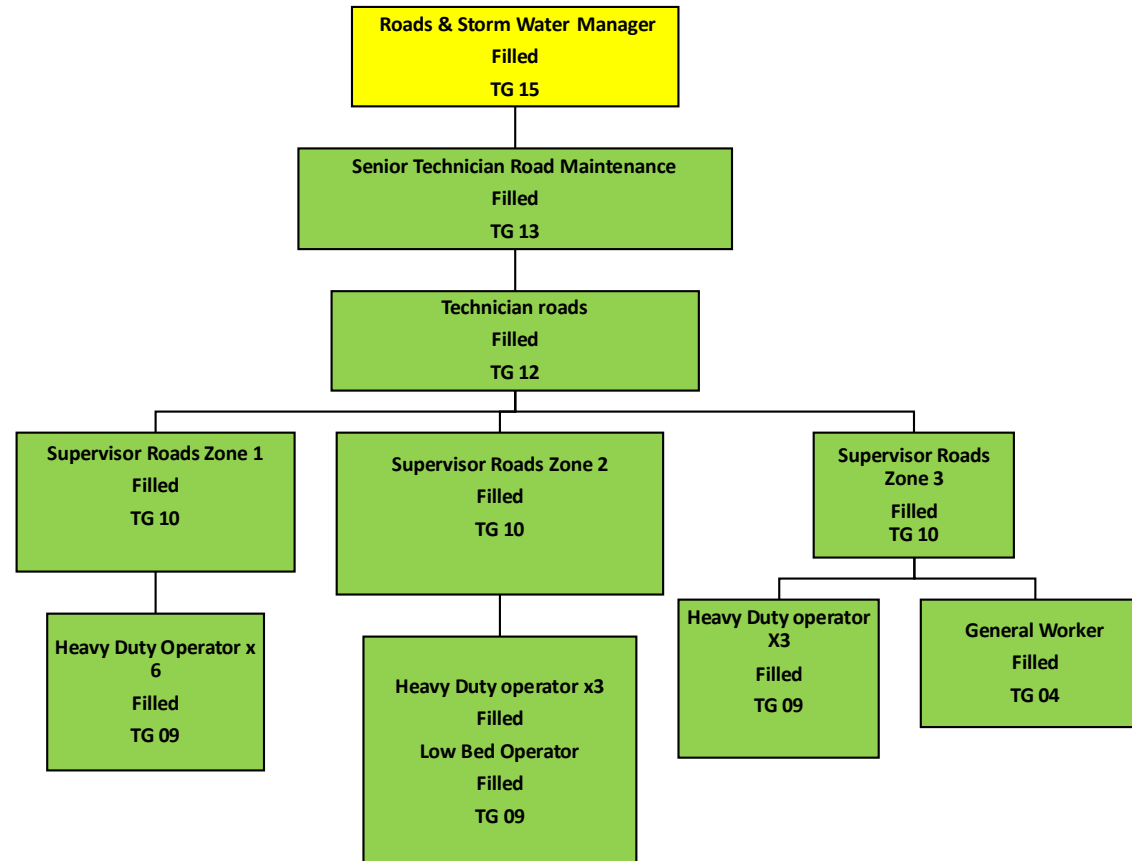


TECHNICAL SERVICES: PROJECT MANAGEMENT UNIT



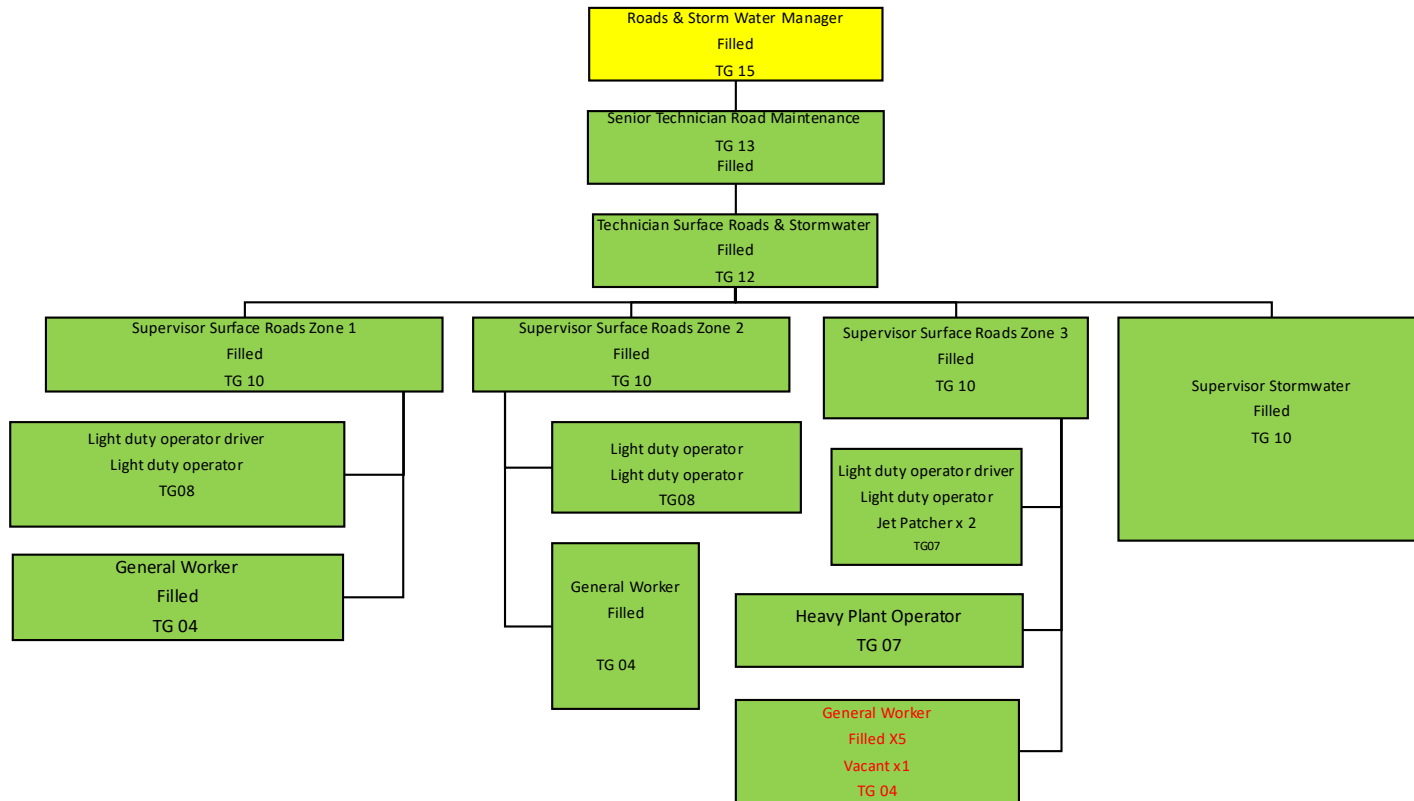
TECHNICAL SERVICES: ROADS & STORMWATER

Road Maintenance: Gravel Roads



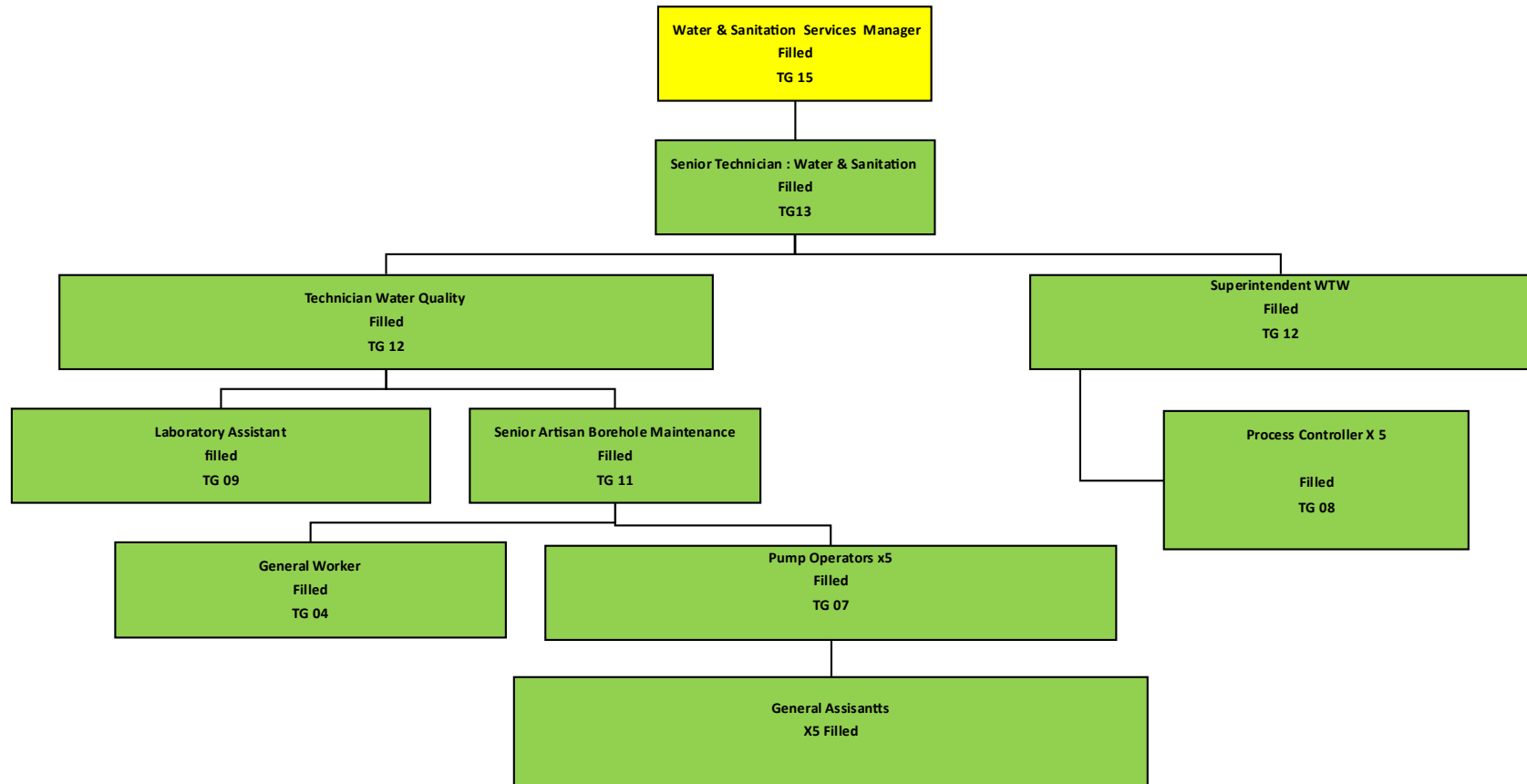
TECHNICAL SERVICES: ROADS & STORMWATER

Road Maintenance Surface Roads

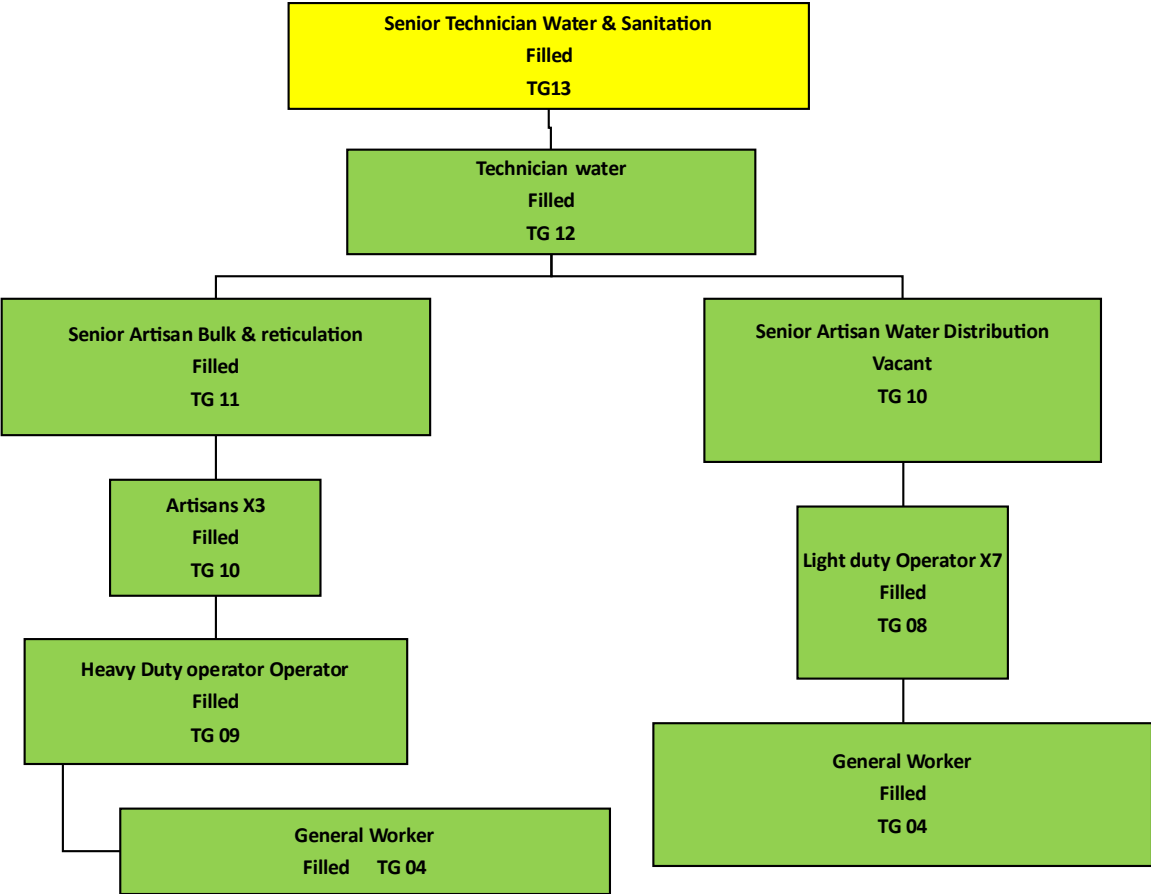


WATER SERVICES

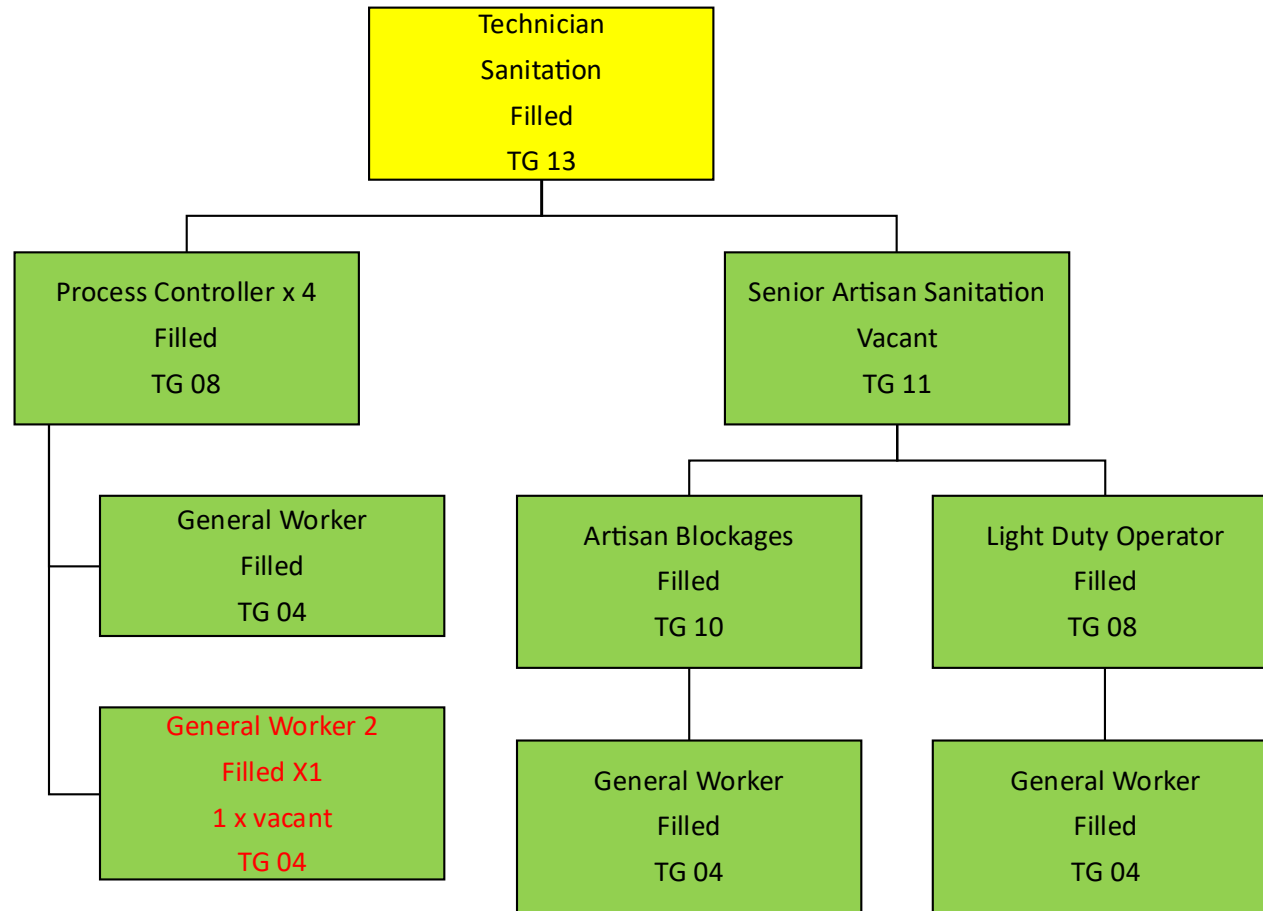
Water Quality



TECHNICAL SERVICES: WATER RETICULATION

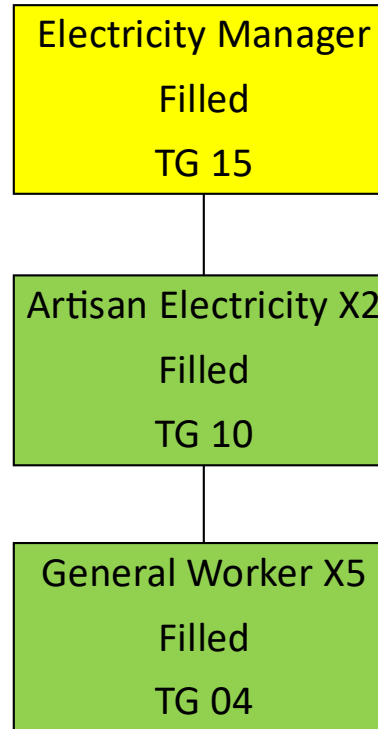


TECHNICAL SERVICES: WATER & SANITATION



Technical Services

Electrical Engineering Services



5.4.2. Institutional Capacity

5.4.2.1. 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)**

5.4.2.2. 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 Community 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 stipulated requirements.

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

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

Department Functions:

- Office of the Municipal Manager
- 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 Planning and Economic Development Services is composed of three divisions, namely,

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

Departmental Functions:

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

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,
- 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,

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

Departmental Functions:

- 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
Executive Manager Community Development Services	Filled
Executive Manager Corporate Services	Filled
Executive Manager Technical Services	Filled
Executive 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

5.4.3. Human Resources Management

5.4.3.1. Human Resource Strategy

This HR Strategy or Plan was approved by Municipal Council on the 23rd of May 2024 and signed by the Municipal Manager.

Municipalities are tasked with the responsibility to fulfil the constitutional mandates delegated to them in accordance with Local Government prescripts. The Human Resource (HR) office is responsible for compliance with such legislations; and to ensure that human resources are utilized to achieve organisational objectives as well as to ensure that its human resource capacity is developed to a level where responsibilities are performed in an economic, effective and efficient manner.

The Human Resource function is to support the entire organisation to achieve its strategic objectives and facilitate human resource management practices. The purpose of the HR Plan shall be to ensure that we have adequate human resources to meet the strategic goals and operational plans of our organization, which is having the right people with the right skills at the right time. Secondly, to keep up with social, economic, legislative and technological trends that impact on human resources. Thirdly, to ensure that there is a balance between demands and supply of human resources to perform. Lastly, the plan needs to ensure that all Human Resource issues are carried according to relevant acts, regulations and policies.

In terms of section 51 of the Municipal systems act, Human Resources in municipalities should organise its administration to:

- Be responsive to the needs of the local communities
- Facilitate a culture of Public Service and accountability amongst staff
- Be Performance orientated and focused on the objectives of local government
- Align roles and responsibilities with priorities and objectives reflected in the Integrated Development Plan (IDP)
- Organise structures and administration in a flexible way to respond to changing priorities and circumstances
- Perform functions through Operationally effective and appropriate administrative units
- Assign clear responsibilities
- Maximise efficiency of communication & decision - making
- Delegate responsibility to the most effective level within the administration
- Involve staff in management decisions as far as is practical
- Provide an equitable, fair, open and non-discriminatory working environment

Objectives of the strategy

- Recruitment, selection and placement of suitable staff
- Training and Development of staff
- Performance Management and Assessments of all staff
- Enhanced relations between staff and employer through effective and transparent labour relations.
- Ensure wellness of employees through Employee assistance programme.

KPA No. 1: Recruitment And Selection and Retention

The plan and actual staffing is monitored on an ongoing basis. The heads of division shall contact HR for any critical posts that they need to fill and to whether funds are available for possible appointments.

The revision of staffing plan becomes applicable when the span of control expands. This activity becomes the responsibility of the Executive Management Team through Job Evaluation process

KPA No. 2: Education, Training and Development

Due to rapid global changes every employee should be given a chance for personal development to keep abreast with changes and equip them with the necessary skills that will enable them to deliver a reputable service to the community. The main focus of training is to ensure that both Councillors and employees have the necessary skills to meet performance and quality standards in their respective positions, and also to be updated in what is happening globally. Training interventions should also consider the employees' career and personal abilities to meet their needs and that of the organisation. The development can take place in these formats: by In-service training, workshops, seminars and skills training.

KPA No. 3: Enhanced relations between staff and employer through effective and transparent labour relations.

The mechanism and procedures to handle this are:

Labour forum – is established to have management and unions discussing issues of common interest to avoid unnecessary disputes. Facilitation of Local Labour Forum ensures that all the resolutions are implemented in line with the provisions of the Labour Relations Act, Collective Agreements etc.

Currently shop stewards are allowed their planned as well as adhoc meetings.

The Municipality will workshop employees and managers to understand and apply grievance procedures in terms of SALGBC Disciplinary code and Procedure. Managers who report directly to the Municipal Manager should be well equip

KPA No. 4: Individual Performance Management

In terms of Section 67(1) and specifically Section 67(1)(d) of the Local Government Municipal Systems Act (Act 32 of 2000), the Municipality is compelled to “develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including (d) “the monitoring, measuring and evaluating of performance of staff.” The development of such an Individual Performance Management System in essence enables municipalities to give effect to the legislative requirement of being “performance-oriented” and ensures the achievement of the strategic and operational objectives of the organisation.

KPA No. 5: Occupational Health And Safety

Occupational Health and Safety function is to primarily focus on Creating and maintaining a safe working environment and optimally preventing workplace accidents.

The Occupational Health and Safety programme is implemented in line with the Occupational Health and Safety policy of the Municipality. Safety committee is in place to do awareness and capacitate members of staff to fulfil the responsibilities of Safety Representatives.

The Health and Safety unit has records of injuries on duty which are processed accordingly. Accidents needs to be reported no matter how small they are and receive first aid attention.

KPA No. 6 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 must be proactive by being 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.

KPA No. 7 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.

5.4.3.2 Recruitment and Selection Appointment Policy

This Policy was approved by Municipal Council on the 23rd of May 2024 and signed by the Municipal Manager.

Thembisile Hani Local Municipality endeavours to match the human resources to its strategic and operational needs whilst ensuring the full utilisation and continued development of the employees. All aspects of the employment – structures, recruitment, selection, interviewing and appointment of employees - shall be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions, except where explicitly provided for affirmative action and employment equity.

The purpose of the policy is to ensure that its employment policies, practices and procedures comply with the principle of the rule of law. The principle of the rule of law includes the principle of legality, which requires the Municipal Council and its employees to comply at all times and without exception with the relevant legal prescripts governing the situation concerned.

This policy is further based on the principles of best practice human resource management that ensures that Thembisile Hani Local Municipality must –

- be characterised by a high standard of professional ethics;
- promote the efficient, economic and effective utilisation of employees;
- conduct human resources in an accountable manner;
- be transparent;
- promote good human resource management and career development practices, to maximise human potential; and
- ensure that its administration is broadly representative of the people of South Africa, with human resources management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation

To ensure a fair and equitable employment process, this policy shall apply to all permanent, fixed-term contract appointments, casual employees, temporary appointments, and fixed-term secondments made within Thembisile Hani Local Municipality. This policy will not apply to appointments arising out of a procurement process, acting appointments or rotation of portfolios.

5.4.3.3. 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.

Workforce Analysis as in the Employment Equity Current Status Quo

The municipality in terms of its organisational structure has a total of four hundred and thirteen(413) positions, out of which three hundred and seventy seven (377) are filled and seven (7) are individuals living with disabilities. The total number of vacant positions is thirty six (36).The estimated number of posts to fill in the financial year 2023/2024 is thirty six (36), as well as replacement posts and any other posts as recommended by Council and Management.

Our organisational structure is aligned to the municipal IDP which is reviewed annually. Identified Posts to be filled are those which will enable the municipality to achieve its priorities in line with the IDP as well as good governance matters

5.4.3.4. 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.

5.4.3.5. 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.

5.4.3.4. 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.

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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.

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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.

5.4.6. 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 contained in the IDP. The council has adopted the Human Resource Strategy. The strategy has been reviewed Performance Agreements have now been cascaded to all levels of employment from the municipal manager, sections 56 managers and the middlemen management down to the lowest level employees. The lowest levels were reached in July 2024.

5.5. FINANCIAL VIABILITY

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

5.5.1. Audit Outcomes

The municipality has been audited as below for the past financial years:

2024/2025	2023/2024	2022/2023	2021/2022
Unqualified with matter	Unqualified with 1 matter	Unqualified with 4 matters (2 cleared)	Unqualified with 7 matters

The Municipality’s has developed a UIFW reduction strategy that has been approved by the Council, which aims to reduce and eradicate all Unauthorized Irregular Fruitless Wasteful expenditures.

5.5.2. 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. The Municipality uses Munsoft and VIP Payroll as key financial system

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.

5.5.3. Expenditure Management

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

5.5.4. Revenue Enhancement Strategy

The municipality is facing a challenge when it comes to revenue collection there is a very low revenue collection. 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 in relation to the activities required to enhance revenue generation.

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 advise 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

5.5.5. 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):

- Specification Committee
- Evaluation Committee
- Adjudication Committee

5.5.6. Municipal Financial Plan

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.

Covid -19 Pandemic

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 were 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 because 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

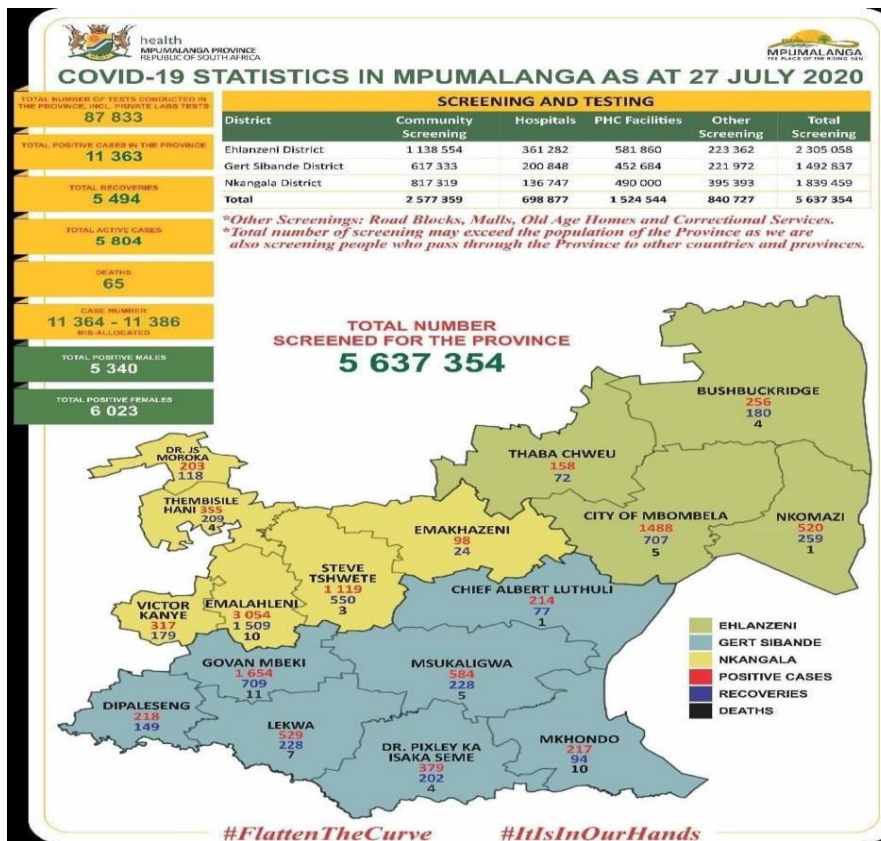
Three quarantine venues have been identified in the municipal area,

- Zithabiseni
- SS Skosana and
- DE villas

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

- Support Food parcels are being distributed to poorer communities. This is done with the support of businesses within the municipal area and mines.
- 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 realize its strategic objectives.

CHILD CARE; AGED CARE; SOCIAL COHESION PROGRAMMES

The Constitution of the Republic of South Africa, 1996 give a set of broad objectives that each Municipality must strive to achieve within its financial and administrative capacity, amongst them is to promote social and economic development.

Thembisile Hani Local Municipality in the IDP under issue health and welfare indicates the challenges faced by the vulnerable persons in our communities which includes the elderly and children.

It integrates the needs of marginalised groups while striving for better integration of services across sectors and stakeholders ensuring that all parties take responsibility and ownership of relevant community programmes and projects. Through the coordination provided by SPU Intersectoral planning enhances service delivery:

- Children's Rights.
- People with Disabilities.
- HIV/AIDS Response.
- The Older Person Rights.
- Women Empowerment and Gender Development.
- Gender Based Violence and Femicide
- Mandela Month Community programme;

The municipality's has to that extend planned to implement the priority programmes as follows:

- Conducting of HIV/AIDS campaigns and dialogues within the communities in partnership with social compact partners;
- Conduct at least four (4) Local Aids Council Meetings per annum;
- Budget for the implementation of the HIV/AIDS; childcare; aged care; social cohesion programmes.

CHILDREN'S MONTH

Child Protection Month is commemorated in the country annually to raise awareness of the rights of children as articulated in the Constitution of the Republic of South Africa and Children's Act (Act No. 38 of 2005).

The programme is led by the Department of Social Development in partnership with key government departments and civil society organisations rendering child protection services ensuring a multi-sectoral response to issues concerning children.

The municipality's has to that extend planned to implement the priority programmes as follows:

- Conducting of children's rights campaigns and dialogues within the communities in partnership with social compact partners;
- Budget for the implementation of the HIV/AIDS; childcare; aged care; social cohesion programmes.

PEOPLE WITH DISABILITY RIGHTS

The Persons with Disabilities Programme offers empowerment programs, advocacy and rights, community development, educational support and health and wellbeing and skills development programs that provide opportunities to people with disabilities from the local community to develop and improve their skills.

The municipalities has to that extend planned to implement the priority programmes as follows:

- Conducting of people with disability rights campaigns and dialogues within the communities in partnership with social compact partners;
- Budget for the implementation of the People with Disabilities Rights and other social cohesion programmes.

HIV/AIDS RESPONSE

The aim of the HIV/AIDS Awareness Programme is to empower and increase the awareness to participants of HIV/AIDS, its impact, management and availability of support systems. This is to encourage early testing and lifestyle changes that will thereby reduce and prevent further infection.

The municipality's has to that extend planned to implement the priority programmes as follows:

- Conducting of the HIV/AIDS Awareness Campaigns and dialogues within the communities in partnership with social compact partners;
- Budget for the implementation of the HIV/AIDS and other social cohesion programmes

WOMEN EMPOWERMENT AND GENDER DEVELOPMENT

Every year, in August, our country marks Women's Month. The focus for the 2023 Women's Month programme was on acceleration of socio-economic programmes and activities that are undertaken across the different sectors to

fast-track gender mainstreaming across these initiatives; create more opportunities for women's inclusion and empowerment; enable women to either take up employment in these sectors or develop their entrepreneurship or businesses.

The 2024 Women's Month will be commemorated under the theme "Accelerating Socio- Economic Opportunities for Women Empowerment"

The municipality's has to that extend planned to implement the priority programmes as follows:

- Conducting of the Women Month and Gender Development Awareness Campaigns and dialogues within the communities in partnership with social compact partners;
- Budget for the implementation of the Women Month and Gender Development and other social cohesion programmes

GENDER BASED VIOLENCE (GBV) AWARENESS CAMPAIGN

The National Strategic Plan on Gender Based Violence and Femicide was launched on the background of a spike in cases during Covid-19 lockdown wherein there was a pronouncement by the President Cyril Ramaphosa declaring a state of emergency on the response to Gender Based Violence and Femicide in South Africa committing government to fight such crimes guided by six pillars namely;

Pillar 1 – Accountable, coordination and Leadership

Pillar 2 – Prevention and rebuilding social cohesion

Pillar 3 – Justice, safety and protection

Pillar 4 – Response, care, support and healing

Pillar 5 – Economic power

Pillar 6 – Research and information management

The municipality's has to that extend planned to implement the priority programmes as follows:

- Conducting of the Gender Based Violence and Femicide (GBVF) Awareness Campaigns and dialogues within the communities in partnership with social compact partners;
- Budget for the implementation of the Gender Based Violence and Femicide (GBVF) and other social cohesion programmes

MEN SECTOR

The Takuwani Riime Programme of Action 2023-2025 aims to promote a vital step in our ongoing commitment to fostering positive masculinity in our society and addressing an issue of great importance: the role of men in shaping the future of our nation. It is equally crucial to recognize the pivotal role that men play in achieving the goals of gender justice and the importance of addressing the unique concerns of men in the broader context of gender equality.

The municipality's has to that extend planned to implement the priority programmes as follows:

- Conducting of the Men Sector and Gender Development Awareness Campaigns and dialogues within the communities in partnership with social compact partners;
- Budget for the implementation of the Men Sector and Gender Development and other social cohesion programmes.

OLDER PERSON RIGHT'S

The Older Person Programme focuses on initiating and promoting programs aimed at advancing the status, well-being, safety, and security of vulnerable and needy older persons

The municipality's has to that extend planned to implement the priority programmes as follows:

- Conducting of the Older Persons Awareness Campaigns and dialogues within the communities in partnership with social compact partners;
- Budget for the implementation of the Older Persons and other social cohesion programmes.

MANDELA MONTH COMMUNITY PROGRAMME

Nelson Mandela Month was celebrated for the poor, vulnerable and marginalised, in addressing the scourge of poverty, suffering and deprivation under the theme: "It is in Your Hands." The programmes included the distribution of blankets, school schools, food parcels, dignitary packs, cleaning and painting materials.

The municipality's has to that extend planned to implement the priority programmes as follows:

Conducting of the Nelson Mandela Month programmes within the communities in partnership with social compact partners;

Budget for the implementation of the Nelson Mandela Month and other social cohesion programmes.

9.2.1. Legislative Background

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.

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

5.5.7. Municipal Budget 2025/2026 – 2026/2027

Operational Budget.

Description	Original Budget 2025/26	Proposed Adjustment	Adjustment Budget 2025/26	Draft Budget 2026/27
Operational Expenditure				
Employee Cost	219.179.000	10.676.000	229.855.000	236.479.486
Remuneration Of Councilors	30.036.000	3.934.558	33.970.558	31.004.199
Depreciation Asset Impairment	91.000.000	-	91.000.000	91.000.000
Finance Charges	-	-	-	-
Inventory Consumed & Bulk Purchase Water	200.142.000	-	200.142.000	203.695.014
Transfer & Subsidies	99.487.000	5.000.000	104.487.000	5.600.000
Other Expenditure	625.744.350	122.166.930	743.082.019	753.919.864
Total Expenditure on Accrual Basis	1.265.588.350	136.947.768	1.402.536.118	1.321.698.563
Less Impairment				
Impairment of Debtors	344.713.760.00	52.329.499.00	397.043.259.00	(418.228.302.00)
Total Expenditure on Cash Basis	920.874.590	84.618.269	1.005.492.859	903.470.261

Summary Budget of Various Functions/ Department and Sub – functions/ Department

Functions/ Sub - Function	Original Budget	Proposed Adjustments	Adjustment Budget 2025/26	Draft Budget 2026/27
Corporate Services	28.124.118.00	(100.000.00)	28.024.118.00	28.260.903.00
Legal Services	7.156.781.00	1.498.744.00	8.655.525.00	8.280.375.25
	35.280.899.00	1.398.744.00	36.679.643.00	36.541.278.25
Community Services	5.245.611.00	326.289.00	5.571.900.00	5.734.036.35
Cemeteries	178.379.00	182.226.00	360.605.00	360.605.00
Disaster Management	300.000.00	1.500.000.00	1.800.000.00	1.000.000.00
Halls and Facilities	9.579.864.00	(319.151.36)	9.163.486.64	9.398.539.73
Libraries and Archives	2.952.830.00	-	2.952.830.00	3.081.256.82
Sports Facilities	12.681.282.00	916.000.00	13.597.282.00	14.083.574.59
Community Traffic Services	19.330.326.00	203.000.00	19.533.326.00	20.256.658.69
Waste Collection	24.862.557.00	5.053.313.84	29.915.870.84	30.240.897.69
	75.130.849.00	7.861.677.48	82.895.300.48	84.155.568.87
Impairment of Traffic Fines	4.866.171.00	(975.671.00)	3.890.500.00	4.063.627.25
Total	4.866.171.00	(975.671.00)	3.890.500.00	4.063.627.25
	79.997.020.00	6.886.006.48	86.785.800.48	88.219.196.12
Technical Services	1.203.477.00	442.755.00	1.646.232.00	1.711.705.01
PMU	9.033.900.00	(1.400.000.00)	7.633.900.00	7.895.272.75
Electricity Services	50.526.956.00	4.003.000.00	54.529.956.00	74.972.523.61
Water Services	341.354.035.00	3.248.641.00	344.802.676.00	250.732.946.60
Roads and Stormwater	48.315.413.00	14.210.506.00	62.325.919.00	60.587.464.06
Sanitation Services	13.661.832.00	-	13.661.832.00	14.023.583.33
	464.095.613.00	20.504.902.00	484.600.515.00	409.923.495.35
Total Budget for Operational Expenditure (Accrual Basis)	1.265.588.350.00	136.947.768.00	1.402.536.118.00	1.321.648.563.28

Capital Expenditure

Functions/ Sub - Function	Original Budget	Proposed Adjustments	Adjustment Budget	Draft Budget 2026/27
Own Funding	32.029.705.00	13.842.867.08	45.872.572.08	6.250.000.00
MIG	141.644.100.00	1.400.000.00	143.044.100.00	151.169.727.42
WSIG	82.526.000.00	-	82.526.000.00	80.482.000.00
Total	256.199.805.00	15.242.867.08	271.442.672.08	237.901.727.42

MUNICIPAL ASSEST VALUE

The total value of Municipal Assets is R 2 3 000 000.00.

DISASTER MANAGEMENT

Thembisile Hani Local Municipality, in terms of the Disaster Management Act, 2002 (Act 57 of 2002), is required to compile a Municipal Disaster Management Plan. This document fulfils the legal requirement as set out in the Disaster Management Act, the National Disaster Management Framework and confirms the arrangements for managing disaster risk, preparing, and responding to disasters within the MP 315 area. The intended result of the plan is the integration of disaster risk management into the strategic and operational planning and project implementation of all line functions and role players within

The development of Thembisile Hani Local Municipality Draft Disaster Management Plan presented an opportunity for the Municipality to assess its position in relation to the capacity and resources it has in dealing with hazards that could results in disasters, key to the development of Thembisile Hani Local Municipality emphasized place on prevention measure to the occurrence of disasters.

The purpose of this document is to provide insight of the municipality and the type of hazards that are susceptible to by way of risk profile and map place on preventative measure to the occurrences of disasters.

The development of a Draft Disaster Management Plan is in itself not an end but a means to the promotion of a safe and healthy environment as spelled out by Section 152 (d) of the South African Constitution 1996. In line with Section 26 (g) of the Municipal Systems Act a Draft Disaster Management Plan is amongst a few pieces of strategic documents that are considered core to the Integrated Development status without which the IDP of the municipality.

The Systems Act accords the disaster management plan a core component status without which the IDP could be declared not credible. Thembisile Hani Local Municipality remains committed to the continuous process of planning and implementation of measures aimed at preventing or reducing the risk of disasters as well as mitigating the severity or consequences of disasters.

Institutional Capacity Building

A disaster is a catastrophic situation in which suddenly, people are plunged into helplessness and suffering and, as a result, need protection, clothing, shelter, medical and social care and other necessities of life. Thembisile Hani Local Municipality is not immune to emergencies and disasters, annually the municipality suffer the impact of various human-made and natural hazards that have the potential to kill, injure, destroy and disrupt.

The Disaster Management Unit has two permanent Disaster Management Officers appointed by the municipality.

The Unit taking its responsibilities in developing and implementing: -

- Draft Disaster Management Plan,
- Draft Disaster Management Policy.
- Draft Disaster Management by Law and,
- Other contingency plan.

SWOT ANALYSIS

STRENGTHS

- Two Dedicated Disaster Management Officials.
- Highly support for the Sectional Head
- Support at political level.

- Involvement of the Municipal Manager in Disaster Management.

WEAKNESSES

- Not all senior staff realize the value and importance of Disaster Management.
- Reluctance by some Senior Staff at Departmental levels to support or get involved in Disaster Management
- Political structures and structures at community level not yet established, or not operating to satisfaction, to sustain and regularly promote Disaster implementation.
- All Departments not yet having formally adopted Disaster Management as applicable to their functions.
- Budgeting for Disaster Management currently only limited to provisions of procuring materials.
- No budget for capital projects
- Only two dedicated vehicles
- No Offices for Disaster Management Activities
- No storing facilities for Disaster Management relief materials
- All identified role players and stakeholders not yet understanding what Disaster Management
- Possible Information Communication Technology (ICT) crisis.

OPPORTUNITIES

- To establish structures at all levels within the municipality and communities to promote and sustain Disaster Management implementation.
- To mitigate the effects of disasters or major emergencies, through active participation and involvement of Departments in identified Disaster Management projects.
- To orientate the political level towards a better understanding of Disaster Management and thereby helping to ensure greater support when decisions have to be taken.
- To orientate community structures (such as ward communities, youth groups, churches and other social groups) towards a better understanding of the value of Disaster Management.
- To initiate and sustain projects that will promote awareness and preparedness amongst those most at risk.
- To make all municipal employees realize how important Disaster Management is and why they must support its implementation within municipal activities, where such activities can and will make a difference in ensuring a reduction in risks and vulnerability levels.
- Awareness programs.
- Human and material resources.

THREATS

- Departments not incorporating or reflecting Disaster Management as part of Integrated Development Plans (IDP's) as required in terms of the Municipal Systems Act (section 26(g)) and Disaster Management legislation.
- Drought and water shortage
- Veld fires and domestic fires
- Unwillingness by some Heads of Departments to fully cooperate with Disaster Management activities. • Ownership of roles/responsibilities by Departments not yet confirmed.
- Not recognizing the importance of disaster management and the key role it can play towards sustainable development and thus helping to inter alia, reduce poverty levels.

Disaster Risk Reduction Table 1:

Disaster Prevention, Mitigation for Specific Known Risk

HAZARDS	DISASTER PREVENTION, MITIGATION FOR SPECIFIC KNOWN RISK
Veld and domestic fires	<ul style="list-style-type: none"> • Implementation of veld and forest regulation. • Implementation of veld and domestic fire campaigns. • Implementation of veld fire management training and awareness campaigns.

	<ul style="list-style-type: none"> • Provision of adequate fire hydrant infrastructure in all rural and farm arrears. • Ensure compatibility of veld fire equipment within the Local Municipality and the landowners.
Floods	<ul style="list-style-type: none"> • Implementation of flood awareness campaigns. • Adequate provision for maintenance of storm water systems. • Development and implementation of evacuation plans. 469 The Number One African City in Service Delivery, Innovation and Good Governance • Relocation of residents located close to flood line to safer areas. • Building capacity within Rescue Services to enable adequate water rescue operations. • Ensure adequate response. • Implementation of land use regulations. • Ensure early warning arrangements – Municipal communications department and SA weather service.
Severe storms and Strong winds	<ul style="list-style-type: none"> • Ensure effective early warning systems – Municipal communications department and SA weather. • Identify critical facilities. • Ensure adequate response capabilities of Emergency Services. • Implement education and awareness campaigns. • Implement building regulations.
Informal and structural fires	<ul style="list-style-type: none"> • Implement education and awareness campaigns. • Provision of adequate fire hydrants and water supplies. • Ensure sufficient personnel and firefighting equipment. • Provide access roads to informal and rural areas
Water and Air pollution	<ul style="list-style-type: none"> • Ensure continuous monitoring of water and air quality within the Local Municipality. • Ensure continuous flushing of reservoirs and infrastructure. • implement training and awareness campaigns
Hazardous Material Incidents	<ul style="list-style-type: none"> • Ensure the registration of vehicles transporting hazardous material. • Continuous monitoring of premises handling storage and distribution of hazardous material. • Awareness campaigns and training in the handling storage and distribution of hazardous material. • Ensure competently trained personnel.
Illegal Dumping	<ul style="list-style-type: none"> • Ensure the maintenance and provision of mini dumping sites. • Removal of waste material on a daily basis (Refuse bags etc.) • Implementation of by – laws relating to illegal dumping. • Implement awareness campaigns.
Droughts	<ul style="list-style-type: none"> • Record keeping of the location of bore holes. • Controlling of dam water supply. • Maintain infrastructure-supplying water between Ekungwini Local Municipality, Rand Water and Tshwane City Council. • Ensure effective early warning arrangements – SA weather Services, Municipal Communications Section. • Implement education and awareness campaigns.

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.

Key Sector Plans

Sector/master plan	In place Yes/No	Updated Yes/No
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Water Services Development Plan	Yes	Reviewed in 2023
Sanitation Plan	Draft is in place	
Electricity Master Plan	No	
Integrated Waste Management Plan	Yes	Yes
Roads and Storm Master Plan	Yes	Review date is 2025
Comprehensive Infrastructure Plan	No	
Spatial Development Framework	Yes	The SDF is currently under review
Land Use Scheme	Yes	Review date is 2025
Environmental Management Plan	No	
Human Settlements Plan (Housing Chapter)	Yes	Yes
Local Economic Development Strategy	Yes	Yes
Disaster Management Plan	Yes	
Performance Management System	Yes	
Other		

Table 6.3: Institutional Policies

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

6.3. 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.

6.3.1. 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 conceptualized 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] localized] procurement and job creation, that promotes and supports local businesses, and that involves communities...” The President is cognizant 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).

6.3.1.1. 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

6.3.1.2. 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

6.3.1.3. Road Map for the Development of Nkangala District One Plan (District Development Model)

- ❖ On the 17th 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"> ➤ bulk infrastructure (external and internal engineering services) that support: ➤ Transforming spatial pattern and form. ➤ Meet the needs of a competitive local economy. ➤ Needs of integrated human settlements. ➤ ensure demand for housing and ➤ ensure demand for housing and services is met in a sustainable way over the long-term ➤ Functional, Efficient Infrastructure Network to Facilitate Growth
Governance, administration, and ICT	Manager (Assistant Manager ICT): Corporates services	<ul style="list-style-type: none"> ➤ coordinating the activities of governance related activities; ➤ To ensure an integrated approach in the development of institutional capacity ➤ To ensure that institutional transformation takes place ➤ To engage and coordinate different sectors concerned with good governance issues
Spatial Transformation and Sustainable Human Settlements	Manager: Planning and Economic Development	<ul style="list-style-type: none"> ➤ Land use management ➤ Spatial planning ➤ Managing urbanisation, growth and development ➤ Determining and managing spatial form, land release and land development ➤ Dealing with land invasion and informal Settlement ➤ Deal with acquisition of land for human settlement and economic development
Security and Social Services: Environmental and Disaster management	Manager: Social Services	<ul style="list-style-type: none"> ➤ Waste management ➤ Disaster management ➤ Safer, Caring Communities ➤ Dealing with District Covid 19 response plan/Strategy ➤ Fire services ➤ Environmental health ➤ Special programmes (youth, women, aged, people living with disabilities) ➤ Sports, Arts and culture ➤ Safety and security ➤ Education ➤ Health

DDM WORK STREAM	LEADER of the Stream	AREAS OF FOCUS
Economic Growth and development, job creation	Manager: Planning and Economic Development	<ul style="list-style-type: none"> ➤ Promote Vibrant Rural Communities, an Inclusive Rural Economy and Food Security ➤ Local Economic Development (LED) supported by cooperatives, township and rural economies ➤ Competitive edge must be created ➤ Economic Development, poverty, job creation and infrastructural development ➤ Attract Regional Investment opportunities and these must be distributed within the Municipal area as within the NDM.
Research and Development Stream	PED: Trade and Investment Specialist	<ul style="list-style-type: none"> ➤ Innovations ➤ Research on how we can use the fourth industrial revolution (4IR) to develop and implement the DDM ➤ Research on different method and creative way of funding the implantation of DDM programmes and projects. ➤ Work with educational institutions and research institutions ➤ Identify new partnerships ➤ Identify area where we need further research and National and International case studies

- 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.

6.3.1.4. 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"> ▪ Loss of employment and economic opportunities in the tourism sector ▪ Amidst the slowing down of the District economy with interruptions to production ▪ Impact on municipal revenue 	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"> ▪ The finalisation of the District Post Covid 19 Economic Recovery Plan, and ensure that there is adequate funding to implement the plan. ▪ Ensure the operation of NEDA and budget to implement NEDA programmes and projects in 2021/22 and beyond
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

CHALLENGES	PROPOSED INTERVENTIONS
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
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

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
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.	Eskom: improving access to the Ash resources for small business, repurposing the infrastructure at the power stations for Ash-beneficiation. Public Works, Human Settlements: 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

6.3.2. 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, Vlaklaagte, Mathys Zyn Loop, Makola, Senotlelo, Marapyane, Seabe, Majaneng, Mmametlake and Mosobe.

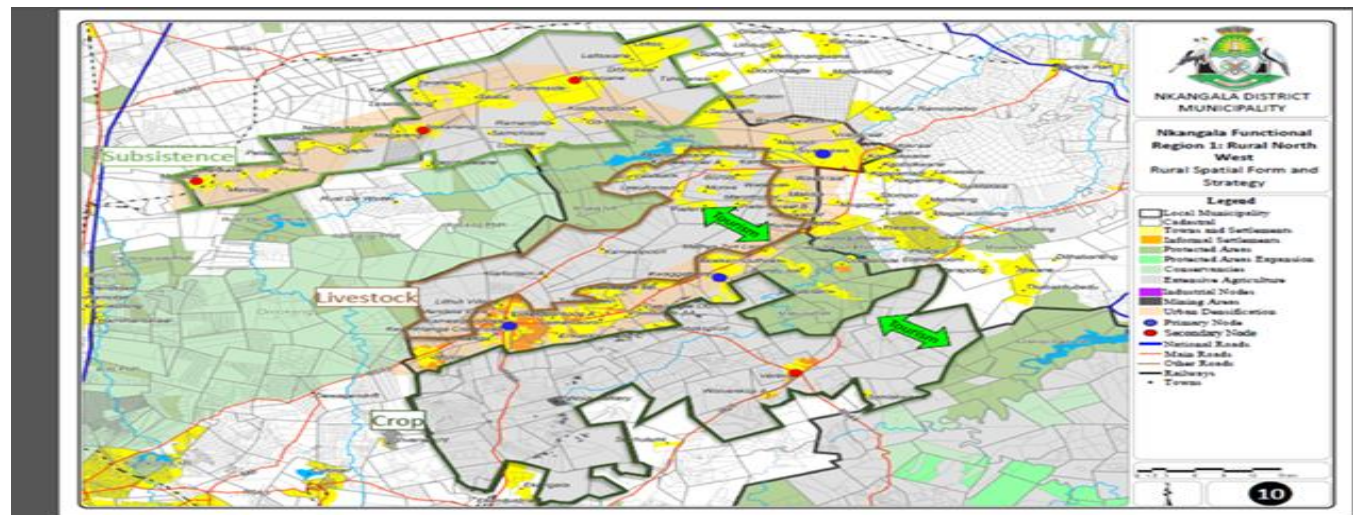


Figure 48: Desired Rural Spatial Form and Strategy (Functional Region 2: Middelburg North)



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.

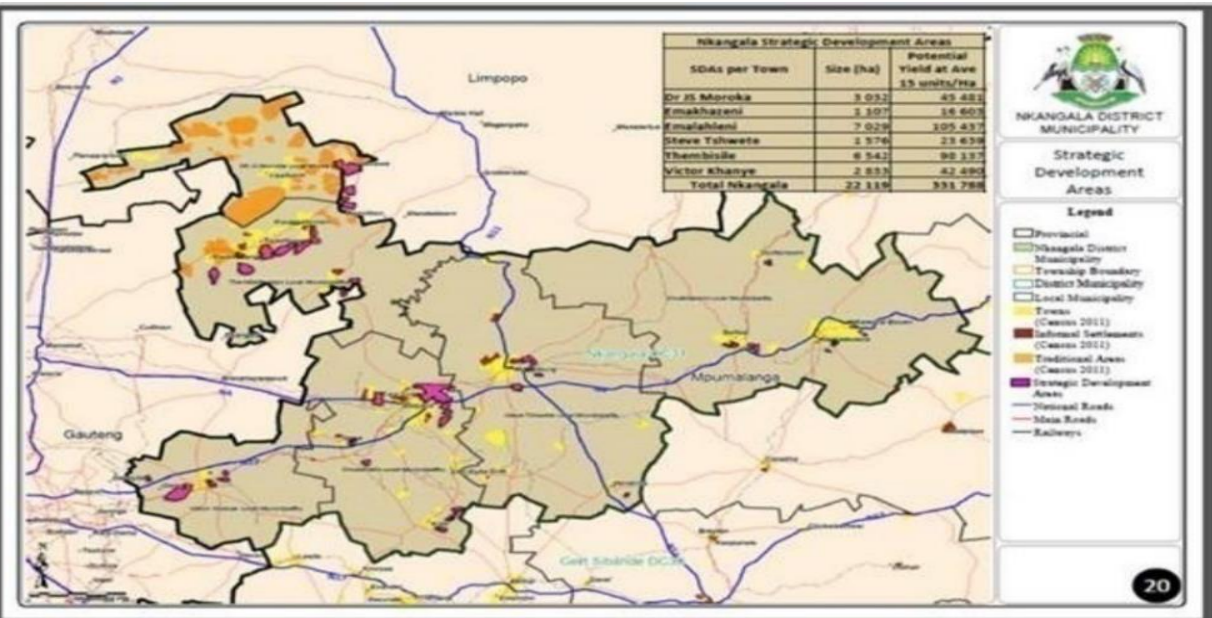


Figure 49: Twelve Rural Intervention Areas

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.

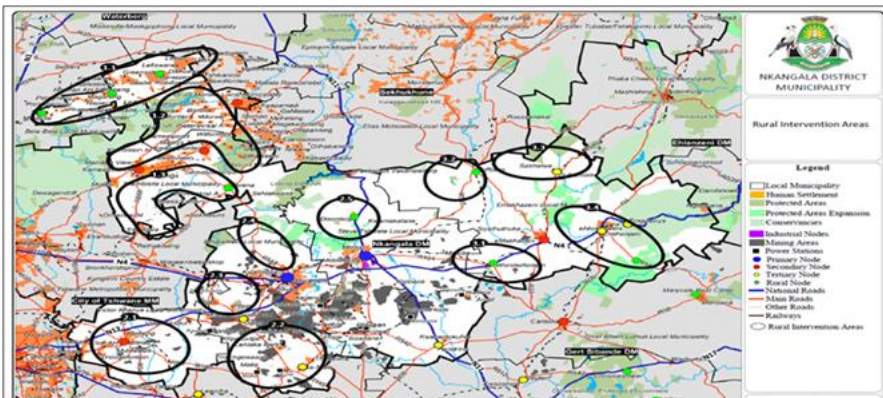
Highveld Region

- **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 Emalaheni 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 (Waterval Boven) and Ngodwana along route N4.

Figure 50: NDM Rural intervention areas



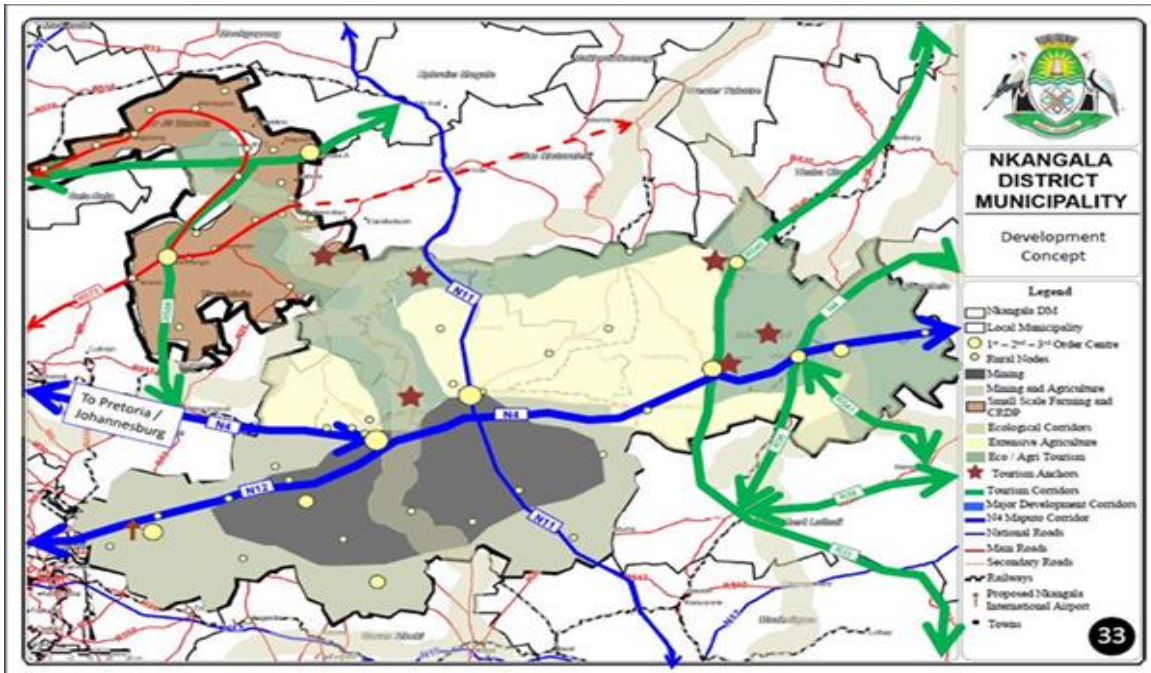
This Rural Development Plan will furthermore enhance the impact of intensified and targeted government and private investments in these areas through an assessment of current developmental realities and potential in these areas. It will then come up with interventions that will bring change in the livelihoods 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.

4.3.3. Programmes and Projects: Sector Department

To Be added

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 A

1.1.1. 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
Lack of water source and inconsistent water supply to households within THLM Only 5 wards (5, 13, 15, 17 and 23) out of 32 receive a consistent supply of water, which is	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

15.6%. The rest of the 27 (84.4%) wards receive water on a rationed basis, in many instances only once per week.					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)
Based on the SERO 4 768 h/h do not have access to water and according to	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)

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>calculations conducted by THLM 20 966 currently have no access to piped water.</p>		Basic Service Delivery	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)
<p>Ageing Bulk Infrastructure that causes water leaks which the municipality cannot afford to have at all given the current supply challenges.</p> <p>Losses are currently recorded to be at</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	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 41Ml 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 Enkeldoornoog 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
High green drop risk rating of 84.3%, which increased from 68.6% in 2013 which poses serious health hazards.	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 K WWTW,	Green drop programme
					Appointment of three additional process controllers	Green drop programme
A substantial quantity of the population is without adequate sanitation infrastructure and serviced below RDP standards.	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 borne 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, Mathyzensloop, 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
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.	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
Road maintenance problems occur throughout the entire municipal area and it is virtually impossible to address all of these simultaneously.	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
The current backlog in terms of unpaved roads is 1 893.7 km	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)
Obe 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/Enkeldoornog, Vlaklaagte/Gemsbokspruit, Vlaklaagte/Kwaggafontein, Mathys-Zyn-Loop, Boekenhouthoek, Goederede, Verena / Wolvenkop

Obe 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
					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), Gemsbokfontein (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

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

Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
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

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
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 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	Municipal Billing database
					Compile a credible valuation roll	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

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
	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.

Problem statement	Priority	KPA	Strategic Objective	Objective	Strategies	Programmes/ Projects
					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

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
					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

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
					opportunities relating to youth programmes	
					Reserve 40% of all procurement opportunities for youth owned enterprises and companies were possible.	Procurement Opportunities
					Identify and collaborate with local industry and businesses to award 5 mayoral bursaries annually to deserving learners for higher education and training.	Mayoral Busaries Scheme
					Train and skill learners falling within the youth category in collaboration with MRTT and other SETA's	Training programmes for the youth
					Identify funding support models for youth and facilitate the enrolment of youth and woman owned enterprises on the funding models.	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>						

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

Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
<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>	<p>Institutional development (Issue 9)</p>	<p>Institutional Transformation and Organizational Development</p>	<p>To improve organizational efficiency and promote a culture of professional conduct in order to render quality services</p>	<p>Improve human resource capacity and efficiency in order to achieve value for money</p>	<p>Development of a policy and a procedure manual to evaluate the municipal staff for notch progression and enforce submission of job descriptions by departments</p>	<p>Human Resource Policy</p>
					<p>Monitoring the attendance and punctuality of all staff members</p>	<p>Procurement of an Electronic clocking system</p>
					<p>Development of an IPMS policy framework and cascading of Performance Management to all staff levels</p>	<p>Individual Performance Management System</p>
					<p>Filling key positions within 3 months from the date of the vacancy</p>	<p>Filling of Vacancies</p>
					<p>Review organizational structure in line with organizational re-engineering and appoint competent and qualified people in positions</p>	<p>Filling of Vacancies</p>
					<p>Identify training needs through the Skills Audit Programme and compile a Work Skills Plan</p>	<p>Training</p>
					<p>Over expenditure incurred as a result of Aging Fleet</p> <p>Aging ICT Equipment (server) and</p>	<p>Institutional development (Issue 9)</p>
<p>Auctioning of aging fleet and finance leasing</p>	<p>Fleet Management</p>					

SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
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

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

Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
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	
					Strive towards achieving a clean audit outcome through achieving through stringent financial management and compliance with	None

7.1.2. Strategic Planning Observations

As part of the strategic planning session that was held on the 8th to the 10th 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"> • NDM resolution to align the adoption of IDPs with MSA which is what THLM has been doing over the past 5 years • Township establishment challenges with regard to obtaining community resolution • Motivation for state land release for free • Letter to NDM to redirect Moloto Township Establishment to Verena • Appointment of GIS specialist • Prioritizing development Along R573 in terms of SDF • Investment Framework of NDM has prioritized THLM and Dr JS Moroka • State Land Ownership is still a challenge for billing purposes • Municipality to form part of the planning and monitoring meetings on GIS at NDM • The District has prioritized roads projects and the municipality mainly has water challenges and the Province has prioritized water • Projects for the next 5 years not reflected, NDM needs to give indicative figures of budgets for the next 5 years • The municipality needs to deal with the issue of sub-contracting and supply of plant and equipment. • Issue of Standardizing Projects Steering Committees
Technical Services Department	<ul style="list-style-type: none"> • Inclusion of the Senior Technician post for Bulk Services in the new financial year • The creation of the operations team for the operations of Bundu Weir, which is now operational • 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 1st 12 months and start the process of identifying and training the internal team • Budget for either of the two options needs to be set aside immediately • Speed up the process of purchasing of new fleet so that the fleet can be delivered at the beginning of the new financial year. • Prioritize the development of the master plan for development of roads and storm water. • Prioritize the construction of storm water channels and graveling. • There is a need to completely recapitalize new yellow and white plant purely because the current fleet has long reached its useful life. • 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. • The issue of requesting of municipal account be clarified once and for all in relation to those households that cannot produce municipal accounts. • Management must commit to the development and monitoring of the PMU implementation plan that includes the procurement plan,

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"> • Elevation of revenue collection • The draft detailed program needs to be popularized via all the communication platforms that the municipality has with immediate effect. • MOU sign off has become more than urgent now • Affirm the proposal on the reduction of tariffs to 100 per household that receives all the basket of services • Reversal of the MPRA charge • Indigent amount threshold has been decreased(is this figure not mandatory) • Capacitating the office of SCM with Chief Accountant and two personnel at clerk level. • Development and submission of a procurement plan by departments • Procuring of the relevant system to produce own AFS's • Skills transfer to form part of SLA and contract management, it must be monitored monthly • Payroll issues needs to be dealt with • It is important to understand the cash and accrual basis budgeting • Understanding of Grasp standards • Taking on of new owners on the billing system • Issue of Councillors and officials that owe the municipality must be dealt with in terms amnesty etc. • Consider the sale of Proof of Residence (65 Rands) complete the total placement of current staff before we employ more people • Data cleansing in terms of stand numbers, names of owners and bills per household (greatest risk in terms of AG's focus this year. • Place the current officials and make sure that they perform their tasks appropriately • Conduct a thorough audit in this regard
Department of Corporate Services	<ul style="list-style-type: none"> • Council to resolve that the 3.5 set aside for FML be converted to Capital Expenditure • Budget in relation to Municipal Grading • Implications of rejection of the Facilitators proposal. • Work of managers and supervisors • Job descriptions from requesting departments • Answer the question in relation to putting unfunded posts to the Organogram • Participation of Senior
Local Economic Development/Town Planning	<ul style="list-style-type: none"> • Establishment of an incubation program for the development of youth companies • The 60/40 supply chain local beneficiation model should include youth companies and co-operatives • Decisive and prompt action in regard to the Klipfontein farm • Prioritize the budget of the youth unit • Resuscitation of the Mayoral cup

Presentation	Observations
	<ul style="list-style-type: none"> • Mayoral Bursary scheme to be juxtaposed against the Free Tertiary Education Program of Government • Submit the social enterprise plan • The municipality to start driving the program of SANRAL as it is a ticking time bomb
Social development services	<ul style="list-style-type: none"> • Top up 600k for EPWP(allowance scale in relation to minimum wage decision) • Manage the issue of interruption of services during the lapsing of EPWP contract • Yellow Plant Capitalization • Increasing of Community Halls Tariffs • Grounds man responsible for plumbing • Billing people for waste collection where the municipality provides such a service • Issue of management of traffic fines(AG's focus) • Maintenance of key facilities(Tweefontein K Waste water treatment works) • Additional machinery is required to cut grass • Critical post of Chief Traffic officer to be re-instated • Management of Physical Security Service Provider • Contract Management Program • Biometry System • Are the social programs presented, supported by Budget
Office of the Municipal Managers	<ul style="list-style-type: none"> • Ward committee coordinators needed, Public Participation to look at distributing work amongst available staff, e.g. Events coordinator • Performance Management Unit • Two coordinators required for PMS • Too much work load • Electronic performance management system needed • Insufficient budget and shortage of staff for communications unit

Audit Committee Presentation	<ul style="list-style-type: none"> • Development of Standard Operations Procedures and practical steps to monitor them • Simplifying Risk Management processes on a daily basis
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7.1.3. Key Strategic 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 during the IDP Strategic Planning session held on the 18^h to the 20th of February 2026 for the 2026/2027 Financial year:

No.	Commission One: Governance, Administration, Information and Communication Technology (ICT)	Timeframes
1.	Re-skilling of current employees to ensure upgrading of their skill level (capacity building).	30 June 2026
2.	Conduct age analysis and make proposal for early retirement	31 July 2026
3.	Transitioning from compliance based, re-active process to a proactive risk aware culture, where risk management become their daily work	28 February 2026
4.	Retain scarce skills by reallocating budget for competitive counter-offers.	31 July 2026
5.	Establishing public private partnerships with relevant Sector Education Training Authorities (SETAs) to address capacity deficiencies and continuous development and training.	31 January 2027
6.	Upholding a professional environment that embodies the Batho Pele in service delivery to clients and communities.	Daily
7.	Provide refresher training on the usage of the e-records system	30 June 2026
8.	Approval of revised file plan - Operational	30 July 2026
9.	Continuous deductions on all employees and councillors residing within the municipality on their salaries to tenure that their accounts are up to date.	Immediately
10.	Increase the media slots budget.	30 June 2026
11.	Development of technical indicators descriptions and standard operation procedure manuals	30 January 2026
12.	Continuous utilization of revenue enhancement strategy and promotion of revenue programs by publicizing them through different communication channels, revenue awareness campaigns (social media campaigns with the use of local influencers, and mall activations). Revenue Bill Board Advertising, Municipal Vehicle Branding and/ or Advertising, Radio Revenue Advertisements on Ikwekwezi FM, Flare FM, and Kutani FM, Internal Podcast of the Executive Mayor, Wall Mural advertising in all Municipal facilities, Revenue activations, PPE branding.	30 June 2026
13.	All outstanding prior year UIFW cases be cleared for the prior years investigations conducted by Corporate Services.	31 July 2026

14.	That the following positions be funded and filled: ICT Network and Security Administrator, Researcher in the Office of the Speaker and Labour Relations Officer.	28 February 2026
15.	Addressing our culture and striving towards achieving a minimum of “doing the basics” as a Municipality.	31 July 2026
No.	Commission Two: Planning, Spatial Transformation, Sustainable Human Settlements, Qualitative Economic Growth and Job Creation	Timeframes
1.	Leveraging from the Initiation Season and encouraging local communities to purchase items, goods and services to stimulate local economic growth.	01 May - 31 July 2026
2.	Formalise a tripartite agreement for the hosting of Zikhakzise Ngesikhenu with Ikwewezi FM and the Mpumalanga Department of Culture, Sport and Recreation, and hosting the event in a bigger format on the 11 th of April 2026.	30 March 2026
3.	Training of SMMEs (40 per quarter)	Quarterly
4.	Family Street Market in into a Picnic market through partnership with other stakeholders	Once a Year
5.	Hosting Farmers Market through partnership with other stakeholders (DEDT, SEDA, Mines)	Quarterly
6.	Hosting Imbizo for the revitalization of township economy (Spaza shops and General Dealers initiative)	30 June 2026
7.	SMME Support Programme (for tools of trade)	30 June 2027
8.	Development of a container market in partnership with NEDA in sourcing of funds.	30 June 2027
9.	Allocation of 2M for agriculture (reserve a portion of tools of trade funding to Agriculture)	30 June 2027
10.	Finalise of township registration and reselling of Larry Mamabolo (Tweefontein K) sites to willing buyers	30 June 2027
11.	Regular reporting to Council (Monthly) on the progress of the application of state land release of 54 land parcels with Department of Rural Development and Land Reform (with priority being Mashiloville and Emthonjeni).	Monthly
12.	Development of a Tariff for releasing impounded goods.	30 June 2027
13.	develop a tariff for leasing municipal servitude (Telecommunication infrastructure/Wayleave) (application for wayleave moving from ICT to PEDS) any services install on municipal servitude.	30 June 2026
14.	Development of a Tariff for contravention of land use scheme.	30 June 2026
15.	Filling of Land Use Inspector Position (Strengthen land development enforcement unit)	30 June 2027
16.	Subdivision of Erf 55 KwaMhlanga B for the purposes for public parking (Clinic, SAPS and Department of Justice) and municipal fleet.	30 June 2027
17.	Subdivision of the Erf 976 KwaMhlanga for the purposes commercial and light industrial development, request for budget to be allocated in 2026/ 27FY	30 June 2027
18.	Addressing our culture and striving towards achieving a minimum of “doing the basics” as a Municipality.	30 November 2026
19.	Implementation of Thembisile Hani Community Connexions	Quarterly
No.	Commission Three: Sound Municipal Financial Viability	Timeframes
1.	Ensuring that the Speaker’s Office has adequate budget in the 2026/ 2027 financial year to aggressively tackle voter related activities and education for the coming Local Government Elections.	01 July 2026
2.	Purchasing of three vehicles for the TROIKA of the 7 th Administration, and keeping the existing ones as pool cars.	31 October 2026
3.	Provision of Operational Full Maintenance Vehicle Lease to be utilised as first entry bakkies to reduce the monthly cost.	15 November 2026

4.	Regulating speed limits of Operational Full Maintenance Vehicle Lease.	15 November 2026
5.	Installing cameras on Operational Full Maintenance Vehicle Lease.	15 November 2026
6.	Implementing telematics and fuel monitoring in 2026/ 2027.	01 July 2026
7.	Conduct full asset condition assessment by end of the 2026/ 27 FY.	01 July 2026
8.	Adopt 5-Year Asset Renewal and Fleet Optimisation Strategy.	01 July 2026
9.	Install cameras on Municipal Yellow plant to eliminate abuse of Municipal Fleet.	01 July 2026
10.	Appointment of a cash management accountant and chief accountant to assist in reconciliation of all cash registers including Bank Reconciliations and support the AFS submission	01 July 2026
11.	Partake in Data Cleansing every five years after adoption of the new valuation roll.	01 August 2026
12.	Procurement of a Grader and Refuse Compactor Truck.	31 December 2026
13.	Develop fleet optimisation plan by user department to reduce overutilisation of fleet	30 June 2026
14.	Develop Standard Operating Procedure on Tariff implementation.	31 March 2026
15.	Reduce our operational budget (which translates to expenditure) by 5% per department.	31 May 2026
16.	Development of Cost Reflective Tariff for the use of stadium to accommodate rental requirements.	31 May 2026
17.	Recovery of fruitless and wasteful expenditure through	30 April 2026
18.	Non occurrence of Unauthorised Expenditure (Non-Cash)	31 May 2026
19.	Strengthening of Revenue Unit to further enhance its strategic obligation and objective of increasing the revenue collection of the Municipality to 60% minimum consistently by adding 2 x Revenue Accountant Positions, with specialisation in Cash Management and Valuations.	31 August 2026
20.	Working with PEDS to compile a credible sale of stands register	28 February 2026
21.	Reducing on outsourcing – Internalising the events coordination (Communications)	23 February 2026
22.	Reducing on outsourcing – Internalise Water Quality Sampling through Technical Services.	23 February 2026
23.	Reducing on outsourcing – Internalise maintenance/ minor repairs through Technical Services.	23 February 2026
24.	Reducing on outsourcing – Internalise patching of potholes through Technical Services	23 February 2026
25.	Reducing on outsourcing – Gradually internalise water tankering and conduct it internally.	01 September 2027
26.	Addressing our culture and striving towards achieving a minimum of “doing the basics” as a Municipality.	30 November 2026
No.	Commission Four: Social Cohesion, Nation Building and Security	Timeframes
1.	Successful hosting of the Premier’s Cup to be held for the first time at Solomon Mahlangu in the 1 st quarter of the 2026/ 27 FY.	30 September 2026
2.	Procurement of an Additional Compactor Truck	30 September 2026
3.	Conversion of a waste collection programme to a shift system, sub-divided into three Clusters.	30 April 2026
4.	Establishing a function to issue licence discs to enhance revenue	31 December 2026
5.	Having a formal agreement in place for the Establishment of TVET College in the Municipality.	30 June 2027
6.	Establishment of By Law Enforcement Unit and ensure its phased in approach commencing in the 2 nd quarter of the new financial year..	31 December 2026

7.	Strengthen revenue collection from tenants leasing municipality's facilities	On-Going
8.	Digitise billing and booking systems	31 December 2026
9.	Strengthen facility management systems and review underutilised facilities	30 August 2026
10.	Bursary allocation increment	31 July 2026
11.	Procurement of temporary structures for disaster risk occurrence	30 June 2026
12.	Revamping the Community Parks at Ward 11, 13 and 32 in partnership with Department of Culture, Sports and Recreation.	30 November 2026
13.	Development of a Solomon Mahlangu Stadium precinct plan	30 June 2026
14.	Budget for the construction of KwaMhlanga and Verena Landfill site	30 June 2026
15.	Install Security Systems at municipal facilities and reduce Security budget and personnel	31 December 2026
16.	Secure funding for the Upgrading of Solomon Mahlangu Stadium Phase 3, with emphasis on additional stands with designated singular seats (and not concrete) and roof covering.	30 June 2026
17.	Enter into a formal arrangement/ agreement with TS Galaxy FC to play a minimum of five top flight at Solomon Mahlangu Stadium during the 2026/ 2027 PSL Season.	30 July 2026
18.	Addressing our culture and striving towards achieving a minimum of "doing the basics" as a Municipality.	30 November 2026
No.	Commission Five: Basic Services and Infrastructure Development	Timeframes
1.	Submitting a report to Council on the Magalies 14 Ml/ Day Bulk Water project for Council to resolve on it in line with Section 33 of the Municipal Finance Management Act (MFMA) and formally informing Magalies Water of the resolution through a formal letter.	31 March 2026
2.	Finalise the Municipal Disaster Relief Grant (MDRG) projects implementation list with COGHSTA for tabling of a special adjustment item to Council for the March 2024 R 20 million MDRG, and commencing with works in March for completion by the end of June 2026.	30 June 2026
3.	Monthly review, monitoring and reporting of strategic lekgotla resolutions (monthly at Mayoral Committee, and quarterly at Council).	Monthly
4.	Monthly review, monitoring and reporting of revenue indaba resolutions (monthly at Mayoral Committee, and quarterly at Council).	Monthly
5.	Construction of roads to prioritise the completion of remaining be-muda roads in the Municipality - Identifying four roads to implement in the financial year 2026/ 27, starting at Mathysensloop Bemuda roads	30 June 2027
6.	Protection and registration of borrow-pits with the Department of Minerals compliance - Identify one borrow pit, focus must be borrow pits within the communities (e.g. Empumelelweni).	31 December 2026
7.	Operations and Maintenance (O&M) ring-fencing of budget due to the increase of water revenue collection	30 June 2027
8.	Conducting a feasibility study for the possible bulk water supply 14 Ml/ Day from Magalies Water to Thembisile Hani through the Western Region and/ or Scheme.	30 June 2027
9.	Preparation of the readiness for the personnel in-line with the Loskop Bulk Water Supply Scheme requirements (Financial and Human Resources)	November 2026
10.	Installation of new 2 Ml steel tank to improve water supply and repurposing of the unutilised steel tanks within THLM to improve water supply.	31 March 2027
11.	Support revenue enhancement interventions – enforce account numbers for reporting interventions, new tariffs for sewer connection and new tariffs for supply of water through tankers	31 May 2026

12.	Restructuring of Water and Sanitation organogram i.e. two vacant Senior Artisan positions under water be consolidated into one to improve efficiency	31 March 2026
13.	Proper alignment of customer care office, to reduce workload on water and sanitation senior artisan to improve productivity in service delivery	30 June 2026
14.	Capacitation of Technical Services teams to focus on infrastructure maintenance to reduce dependence on outsourced contracted services.	30 December 2027
15.	Concluding the installation of Telemetry system for water levels, pressure management and meter readings with proper dashboard that is easy to use – date is far out, must be pulled back	31 December 2026
16.	Refurbishment and improvement of automated vula-vala system at the Gantry to eradicate water losses	30 August 2026
17.	Compulsory installation of the meter gauges in all the municipal owned and contracted service providers	15 July 2026
18.	Equip the assessment teams with Go-Pro cameras for Routine and Periodic assessments.	30 July 2026
19.	Provide trade-test training and certification for general workers within the department who have been identified as having the skills and capacity.	30 June 2027
20.	Procurement of 4 x 15 000 litre Water Tankers	31 October 2026
21.	Establish formalized stakeholder relations between THLM, Mpumalanga Department of Public Works, Roads and Transport, Eskom and traditional authorities for enhance provision of basic services.	30 May 2026
22.	Expediting the development of master plans with DBSA and the align MTREF budget the recommendation of the developed master plan	30 May 2027
23.	Conversion of the vacant Jet Patcher Operator to be the multi-skilled operator (TLB and others)	30 June 2026
24.	Addressing our culture and striving towards achieving a minimum of “doing the basics” as a Municipality.	30 November 2026

8.1. CAPITAL AND OPERATIONAL ACTION PLANS

8.1.1. Basic Service Delivery and Infrastructure Development Programmes

The purpose of this section is to outline annual capital and operational implementation plans aimed at achieving the identified performance objectives. These implementation plans are aimed at aligning strategy with operations and annual budgets. The implementation plans are divided according to the key performance areas and are further aligned to the 7 municipal strategic goals as identified and approved by Council.

In terms of linking Service Delivery and Budget Implementation Plan of the municipality to the Integrated Development Plan, operational plans, capital plans, budget implementation plans, institutional plans were developed take the IDP forward. The budget allocated for the various functional areas of the Municipality together with measurable key performance indicators and targets are identified for annual implementation and these will be further divided into quarterly and

monthly indicators, targets and budgets in the SDBIP. The operational planning process undertaken at department levels yields objectives with indicators, targets and resource allocation (includes budgets) at this various level.

8.1.2. Capex Projects

Municipal Infrastructure Grand (MIG) MIG Implementation Plan 2026/2027								
No.	Project name	Location	Project Type	Total planned for 2026/2027	Total planned for 2027/2028	Total planned for 2028/2029	Project Status	Backlogs planned to be eradicated in 2026/27
1.	Upgrading of Mahlabathini Water Infrastructure (Multi-Year Project)	Ward 22	Water	R15 000 000,00	R15 000 000,00	R0,00	Project at Procurement Stage and to be implemented in a Multi year approach	150
2.	Upgrading of Verena A Water Infrastructure (Multi-Year Project)	Ward 8	Water	R8 000 000,00	R0,00	R0,00	Project on Construction	800
3.	Upgrading of Thembaletu Water Infrastructure	Water	R0,00	R0,00	R0,00	R0,00	Project on Construction	0
4.	Water Conservation and Water Demand Management Plan. Upgrade of the Telemetry System.	THLM	Water	R3 000 000,00	R3 000 000,00	R2 000 000,00	Project at Designs	Whole THLM
5.	Tweefontein K Water Reticulation	Ward 13	Water	R0,00	R0,00	R0,00	Project Completed	470
6.	Upgrading of Tweefontein K Waste Water Treatment Works, Phase 2 (Multi-Year Project)	Ward 13	Sanitation	R0,00	R0,00	R0,00	Project Completed	470
7.	Alternative Sanitation System	THLM	Sanitation	R5 000 000,00	R10 000 000,00	R10 000 000,00	Project on Construction	150
8.	Construction of Mathyzensloop Bus Route Bus and Taxi route	Ward 7	Roads and Storm Water	R13 000 000,00	R5 000 000,00	R10 000 000,00	Designs Completed.	1km
9.	Construction of Kwaggafontein C Link Road	Ward 26	Roads and Storm Water	R0,00	R4 000 000,00	R7 500 000,00	Project at Designs, Project	1km

							implemented internally	
10.	Construction of Verena C Bus and Taxi Route	Ward 11	Roads and Storm Water	R10 000 000,00	R7 069 996,00	R10 000 000,00	Project on Construction	1km
11.	Construction of Verena A-D Bus and Taxi Route	Ward 08	Roads and Storm Water	R0,00	R10 000 000,00	R13 000 000,00	Project on construction	1km
12.	Construction of Moloto South Bus Route	Ward 1	Roads and Storm Water	R13 000 000,00	R10 000 000,00	R8 000 000,00	Designs completed	0
13.	Construction of Buhlebesizwe Stormwater and Bus Route	Ward 16	Roads and Storm Water	R0,00	R7 492 176,00	R12 210 849,98	Designs completed	1km
14.	Rehabilitation of Roads- All Wards	All Wards	Roads and Storm Water	R15 000 000,00	R7 800 000,00	R10 000 000,00	Project at Registration Stage	2km
15.	Construction of Suncity A Bus route	Ward 19	Roads and Storm Water	R0,00	R0,00	R0,00	Project at Designs	1km
16.	Upgrade Tweefontein E Bus Route from gravel to paved	Ward 15	Roads & stormwater	R0,00	R0,00	R0,00	Project on Construction	1,2km
17.	Construction of Empumelweni Road	Ward 09	Roads and Storm Water	R10 000 000,00	R15 000 000,00	R15 000 000,00	Designs Only For This FY	0
18.	Construction of Msholozhi Road Ward	Ward 04	Roads and Storm Water	R12 000 000,00	R15 000 000,00	R15 000 000,00	Project at Construction	1km
19.	Construction of Boekenhouthoek (Mohlamonyane Road)	Ward 07	Roads and Storm Water	R15 000 000,00	R10 000 000,00	R14 000 000,00	Designs Only For This FY	1
20.	Installation of High mast lights in Various Areas	Various Wards	Electricity	R5 000 000,00	R5 000 000,00	R5 000 000,00	Project at construction	300
21.	Construction of Multi-Purpose Centre in Phumula (Multi-Year Project)	Ward 23	Public Facilities	R3 500 000,00	R5 000 000,00	R10 000 000,00	Project at Designs Stage	10000
22.	Upgrading of KwaMhlanga Stadium (Multi-Year Project) - Phase 2 (MG Ringfenced Project)	Ward 32	Public Facilities	R7 000 000,00	R0,00	R0,00	Project completed	Whole THLM
23.	Upgrading of Kwaggafontein Stadium (Multi-Year Project)	Ward 26	Public Facilities	R0,00	R6 000 000,00	R4 000 000,00	Project completed	Whole THLM
24.	Verena Multipurpose Centre (Sports, Arts and culture recreational centre)	Verena Wards	Public Facilities	R0,00	R9 289 828,00	R10 000 000,00	Planning	0
25.	Kwaggafontein Sports, Arts and culture centre	Ward 31	Public Facilities	R13 000 000,00	R20 000 000,00	R5 000 000,00	Project at Design Stage	0

26.	Purchase of the specialised waste management vehicles through Municipal Infrastructure Grant (MIG)	THLM	Special vehicles	R3 611 750,00	R5 471 000,00	R6 000 000,00	Project to be implemented through the transversal Arrangement	5000
27.	PMU Management	THLM	Local amenities	R7 953 250,00	R8 500 414,00	R8 969 150,02	PMU Business Plan to be appraised for at a date to be determined by COGHSTA	None

WATER INFRASTRUCTURE GRANT (WSIG)

No.	Project Name	Planned WSIG Expenditure for 2026/27	Planned WSIG Expenditure for 2027/28	Planned WSIG Expenditure for 2028/29
1.	Upgrading of Tweefontein K Waste Water Treatment Works.	R 15 000 000,00	R 0,00	R 0,00
2.	Refurbishment of Oxidation Ponds (Phase 2)	R 0,00	R 0,00	R 0,00
3.	Replacement of Asbestos Pipes in BOMANDU (Bundu, Machipe, Mathysensloop and Bookenhouhoek)	R 0,00	R 0,00	R 0,00
4.	Construction of Luthuli Waste Water Treatment Works (Phase 1).	R 0,00	R 7 000 000,00	R 70 329 000,00
5.	Gembokspruit to Tweefontein D Bulk Water Supply	R 17 000 000,00	R 17 000 000,00	R 0,00
6.	Kwamhlanga B Sewer Reticulation	R 7 000 000,00	R 0,00	R 0,00
7.	Kwamhlanga B Water Reticulation	R 7 000 000,00	R 0,00	R 0,00
8.	Construction of Mzimuhle Water infrastructure.	R 0,00	R 0,00	R 0,00
9.	Tweefontein D Bulk Reservoirs (10MI)	R 18 000 000,00	R 25 000 000,00	R 7 000 000,00
10.	Construction of Langkloof Bulkline Form Verena D Reservoir	R 16 482 000,00	R 21 482 000,00	R 0,00

INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)

No.	Project Name	Expenditure for 2026/27	Expenditure for 2027/28	Expenditure for 2028/29
1.	Electrification Households - Suncity C	3 100 000,00	4 000 000,00	0.00
2.	Electrification Households - Empumelelweni	13 325 000,00	0.00	4 000 000,00

**SECTOR PLANS
PROJECTS AND PROGRAMMES 2026/2027**

DEPARTMENT OF ENERGY AND ELECTRICITY (DEE)

No.	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual)	Total project cost	District Area
1.	Ekukhanyeni extension (pre-Eng)500HH	Thembisile Hani	Pre-Engineering	2026/27	R870 000,00	R870 000,00	Ekukhanyeni extension (pre-Eng)500HH
2.	Empumelelweni Phase 2	Thembisile Hani	450 Connections	2026/27	R10 860 000,00	R10 860 000,00	Empumelelweni Phase 2
3.	Suncity C &D (Pre-eng)150HH	Thembisile Hani	Pre-Engineering	2026/27	R528 000,00	R528 000,00	Suncity C &D (Pre-eng)150HH

DEPARTMENT OF SOCIAL DEVELOPMENT (DSD)

No.	Catalytic Project/Programme (name/description)	Budget allocation 2026/27 (R'000)	Total estimated cost (R'000)	Project completion date	Benefitting local municipalities/ Ward/Location/ GPS Coordinate Longitudes (East/ West /+X)
1.	Verena Branch Office Construction of new 19x office block	7 000	19 969	31-Mar-2026	Thembisile Hani 29.0166° E 25.4819° S Ward 11

DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT (DLRRD)

No.	Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Occupational Certificate in Automotive Motor Mechanic	Thembisile Hani and Steve Tshwete Local Municipality	(10) young people trained through the NARYSEC Programme	2023/2024 2024/2025 2025/2026	R1 600	R1 600

				2026/2027		
2.	Review of Provincial SDF	All District and Local Municipalities	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2025/2026 2026/2027	R2 000	R2 000
3.	Review of Land Use Schemes for Dr JS Moroka, Thembisile Hani, Victor Khanye, Emalahleni and Emakhazeni Local Municipality	Dr JS Moroka, Thembisile Hani, Victor Khanye, Emalahleni and Emakhazeni Local Municipality	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2025/2026 2026/2027	R3 000	R3 000

**DEPARTMENT OF COOPARATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS
(COGHSTA)**

No.	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Integrated Residential Development Programme (IRDP) Phase 1	Thembisile Hani, Bultfontein 94-JS	Township Establishment	2026/27	500	5 946
2.	Integrated Residential Development Programme (IRDP) Phase 1	Thembisile Hani, Kwamhlanga 617-JR	Township Establishment	2026/27	500	8 188
3.	Integrated Residential Development Programme (IRDP) Phase 1	Thembisile Hani, Wolvenkop 640JR Prt 7,9,10,24,25,26,28 of Farm Bultfontein 94-JS	Township Establishment	2026/27	1 450	5 000
4.	Rural Housing Units	Thembisile Hani, Various areas	10 Housing units	2026/27	1 410	10 181
5.	Rural Housing Units	Thembisile Hani, Various areas	40 Housing units	2026/27	7 329	7 330
6.	Security of Tenure	Thembisile Hani, Various areas	400 Title Deeds	2026/27	692	5 726

**DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS
(DARDLEA)**

No.	Catalytic Projects/Programme Description	Benefiting Municipality	Short to medium term target	Implementation period (Duration)	2026/27 Budget Project (Allocation Annual) R'000	Total Project Cost R'000
1.	TCM Squared Limited Enterprise	Thembisile Hani	Water development (2boreholes), borehole registration and Water Use Licence	01 April 2026- 31 December 2026	1 160	1 160
2.	Yaqhuba Trading Enterprise	Thembisile Hani	Sitting and drilling of borehole, equipping, water reticulation with 2 of 5000ltr Water Use Licence Borehole Registration	01 April 2026- 31 December 2026	1 160	1 160

MPUMALANGA DEPARTMENT OF CULTURE, SPORT AND RECREATION (DCSR)

No.	Project/Programme Name/Description	Project Beneficiary/Ward/Location/ GPS Coordinate	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
1.	8745 electronic book accessible to 44 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	Nkangala District All Municipalities	8745 electronic book accessible to 44 public libraries	500	500
2.	15 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Emalahleni (-25,8722800 29,2169083), Emthonjeni (- 25,6911 30,2456), Klarinet (-25,8218 29,2197), Siyabuswa (- 25,1181588 29,0602802),	15 libraries offering services to the blind	583	583
3.	1 National and Commemorative Days celebrations Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	Nkangala District All Municipalities	1 National and Commemorative Days celebrations	500	500

4.	All Municipalities	6 initiatives implemented to raise awareness on the National symbols Project that seeks to foster Constitutional values, raise awareness and promote social cohesion	Nkangala District All Municipalities	6 initiatives implemented to raise awareness on the National symbols	70
5.	All Municipalities	18 Arts and Craft cooperatives Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Nkangala District All Municipalities	18 Arts and Craft Cooperatives supported	477
6.	All Municipalities	12 Arts and Culture EPWP jobs opportunities created Project implemented to increase scope of implementing Arts and Culture projects	Nkangala District All Municipalities	12 Arts and Culture EPWP jobs opportunities created	536
7.	2 Geographic Name Change through LGNC and PGNC Standardization of the geographical land scape through name change programme	Nkangala District	2 Geographic Name Change through LGNC and PGNC	233	233
8.	2 Heritage resources assessed for grading through MHRA	Nkangala District	2 Heritage resources assessed for grading through MHRA	133	133
9.	Isiyalo writers' association Provincial language structure developing and supporting the promotion of language in the Province	Kwamhlanga	Isiyalo writers' association	150	150
10.	2 terminology list launched in Isindebele Translate documents received, Editing documents received and Provide inter-printing services	Nkangala District	2 terminology list launched in Isindebele	225	225

11.	1 Project implemented to promote literature Development of reading materials in designated languages of the province through literature project	Nkangala District	1 Project implemented to promote literature	200	200
12.	4 Cultural structures supported Structure supported to promote moral values, restoration of humanity and fights GBV through Religion and Culture	Nkangala District	4 Cultural structures supported	2,205	2,205
13.	Dikoma Cultural projects to develop, promote and preserve living culture programmes in partnership with amaKhosi	Thembisile Hani LM Dr JS Moroka LM	1 Cultural project to develop, promote and preserve living culture programme in partnership with amaKhosi	135	135
14.	6 Sport and active Recreation Events Events organized in sport and active recreation	Nkangala District	16 Sport and active Recreation Events	1,442	1,442
15.	7 local leagues supported Local leagues which are organized by federations or associations in communities where club development program is established.	Nkangala District	7 local leagues supported	537	537
16.	1 athletes development programs supported by the sport academies Athletes that are supported through a sports academy programme. Support	Nkangala District	1 athletes development programs supported by the sport academies	764	764

	includes the holistic support documented in the Academy Framework Support can vary from scientific support				
17.	6 School Sports programs supported at a district and local level Provide learners with opportunities to excel in school sport seasons hosted	Nkangala District	6 School Sports programs supported at a district and local level	1,300	1,300
18.	106 learners competing at the national school sport championship	Nkangala District	106 learner competing at the national school sport championship	1,500	1,500
19.	Sport equipment and Attire 50 Schools, 9 hubs and 20 clubs provided with sport equipment	Nkangala District	50 Schools, 9 hubs and 20 clubs provided with sport equipment	7,141	7,141

DEPARTMENT OF HEALTH (DOH)					
No.	Project/Programme Name/Description	Project Beneficiary/Ward/Location/ GPS Coordinate	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Kwamhlanga Hospital Maternity	Kwamhlanga	70%	R153 534	R535 623
2.	Langkloof Clinic	Langkloof clinic	100%	R15 000	R24 072
3.	Vezubuhle Clinic	Vezubuhle	100%	R15 000	R23,608
4.	Verena Clinic: Repairing of the Palisade fence	Patients, staff, and visitors,	1 st Q	2 000	TBC
5.	Pieterskraal Clinic: General Building Maintenance	Patients, staff, and visitors,	1 st Q	2 000	TBC
6.	Tweefontein M Clinic: General Building Maintenance	Patients, staff, and visitors,	1 st Q	2 000	TBC

7.	Kameelportnek Clinic: General Building Maintenance	Patients, staff, and visitors,	2 nd Q	2 000	TBC
8.	Doornkop Clinic: General Building Maintenance	Patients, staff, and visitors,		2 000	TBC

DEPARTMENT OF WATER AND SANITATION (DWS)

No.	FUND	Project/Programme Name/Description	Project Beneficiary/Ward/Location	2026/27 Target	2026/27 Bud Allo (Annual) R'000	Total project cost R'000
1.	WSIG	Gembokspruit/Tweefontein D Water Infrastructure (Schedule 5B)	Gembokspruit	On-going	R80 482,00	R50 172 875,00
2.	WSIG	Upgrading of Tweefontein K WWTW (Schedule 5B)	Tweefontein	On-going		R38 609 313,00
3.	WSIG	Development of Kwa Mhlanga B Water Reticulation (Schedule 5B)	Kwa Mhlanga B	On-going		R7 633 999,01
4.	WSIG	Development of Kwa Mhlanga B Wastewater Reticulation (Schedule 5B)	Kwa Mhlanga B	New		R11 487 582,66
5.	WSIG	Construction of Tweefontein D 10MI reservoir (Schedule 5B)	Tweefontein	New		R42 192 054,54
6.	WSIG	Construction of bulk pipeline from Verena D to Langkloof Reservoir (Schedule 5B)	Langkloof	New		R33 290 659,71
7.	RBIG	Thembisile Water Scheme (Loskop) (Schedule 6B)	Loskop		R220 000,00	

ESKOM

No	Project Name	Project Type	Reason For Variance (Project Progress)	TOTAL Planned CAPEX - DoE (Incl VAT)	TOTAL Planned Connection	YTD Actual CAPEX (Incl VAT)	YTD Planned CAPEX - DoE (Incl VAT)	YTD Actual Connection
1.	Buhlebesizwe Extension Ward 16, portion 1 & 2	Households	Complete-1 t-off requires concrete poles, MV line crossing the 132kv line-New route indentified, Survey to re-survey the new scope, Update ENS with new scope	R6 924 682.00	152	R2 497 762.05	R6 924 682.00	-
2.	Bundu e ward 24 0911	Pre-Engineering	28 Conn & 31 Stands-Pegging, Finalise Design	R226 232.55		R78 324.72	R0.00	-

3.	Electrification of Magodongo (Schedule 5B)	Pre-Engineering	In construction, busy with service connections	R161 336.95	-	R48 031.39	R161 336.95	-
4.	Electrification of Mahlabathini ext portion 1& 2 ward 22 3030-21	Households	Complete	-R3 567.02	-	-R3 567.02	-R3 567.02	-
5.	Kings Park ward 32 0	Pre-Engineering	Design Complete	R1 620 414.75	-	R1 627 506.66	R1 620 414.75	-
6.	Kwaggafontein/Dennilton 132kV Feedere Bay	Pre-Engineering	Finalizing the process of servitude registration	R664 567.75	-	R0.00	R634 304.66	-
7.	Kwaggafontein/Dennilton 132kV Line	Pre-Engineering	Finalizing the process of servitude registration	R516 232.10	-	R0.00	R408 199.29	-
8.	KwaMhlanga - 132/22kV 2 x 20MVA Sub	Infrastructure - Sub	Contractor appointed in Jan'26 and busy with safety file compilation. Expected to be submitted by end Feb'26.	R14 514 917.68	-	R242 282.59	R14 514 917.68	-
9.	KwaMhlanga - Gemsbok KwaMhlanga 132kV 15km Kingbird line	Infrastructure - Line	Contractors' SHE file approved in Dec'25. Started with soil nominations and site establishment in Jan'26. Eskom and Contractor engaging with SMME's to avoid interruptions.	R18 200 911.41	-	R460 560.18	R16 636 604.86	-
10.	KwaMhlanga L & R	Infrastructure - Line	Servitude registration in progress.	R606 255.85	-	R566 537.15	R606 255.85	-
11.	L&R-Dennilton Substation and lines Land	Pre-Engineering	Finalizing the process of servitude registration. Deceased estate and paying of consideration.	R183 776.90	-	R39 120.72	R183 776.90	-
12.	Mabhoko (ward 21) Portion 1,2,3,4,5- Vlaklaagte 1	Households	Project Complete	R3 697 728.47	238	R3 697 728.47	R3 697 728.47	238
13.	Machipe ward 24 port	Pre-Engineering	28 Conn & 40 Stands-Pegging, Finalise Design	R211 526.12	-	R87 213.83	R0.00	-
14.	Magondongo [Self Build] Thambisile Hani	Pre-Engineering	In construction, busy with service connections	R212 226.75	-	R0.00	R212 226.75	-
15.	Maphanga (Ward 18) 2	Pre-Engineering	134 Stands	R492 684.66	-	R1 450.66	R492 684.66	-

16.	Moloto (Self Build) Thembisile Hani Schedule 5B Eskom Incurred	Pre-Engineering	Complete, awaiting PCS file and HOC's	R191 036.85		R0.00	R191 036.85	-
17.	MOU Microgrids	Households	All units manufactured and 41 delivered. Delivery of PV structure and installation of fire suppression in progress	R7 929 223.91	-	R3 366 214.35	R7 929 223.91	-
18.	Msholoji Farm Ward 04	Households	Project Complete	R3 907.47	2	R3 907.47	R3 907.47	2
19.	Mzimuhle EXT Ward 10 (0311-895473)	Pre-Engineering	Design Complete	R379 255.89	-	R379 255.89	R379 255.89	-
20.	Savanna Zenzele Ward 09	Households	Project Complete	R883 934.98	74	R687 745.66	R883 934.98	64
21.	Thembaletu Ward 5 E	Pre-Engineering	25 stands	R392 904.85		R129 784.85	R392 904.85	-
22.	Thembisile Hani infills 2024-25	Infills	Complete	R91 456.98	3	R91 456.98	R91 456.98	3
23.	Thembisile Hani infills 2025-26	Infills	324 issued, 106 connected	R4 370 000.00	400	R4 088 511.57	R2 921 178.58	474
24.	Thembisile Hani LV ext 2025-26	Households	51 conns reported, Need additional funds to complete 29 outstanding connections	R1 656 000.00	80	R1 124 431.72	R1 094 163.05	66
25.	Twefontein DK (Mana	Pre-Engineering	18 Conn & 25 Stands- To finalise design	R314 560.91		R131 152.62	R314 560.91	-
26.	Twefontein G (ward 30) 2023-2024FY	Households	Busy with safety file verification.	R4 543 114.10	20	R0.00	R4 543 114.10	-
27.	Twefontein K	Households	Complete	R17 537.50	-	R17 537.50	R17 537.50	-
28.	Twefontein N	Households	Complete	R459 281.34	-	R459 281.34	R459 281.34	-
29.	Vezubuhle	Households	Complete	-R14 664.43	-	-R14 664.43	-R14 664.43	-
30.	Wolwenkop supporting infrastructure	Infrastructure - Line	Project delayed due to vandalism on the existing line. Line construction completed, awaiting outage to do the closing span and commissioning.	R655 139.61	-	R118 890.31	R655 139.61	-

31.	Wolwenkop Ward 11 Extension, portion 1 &2	Households	MV and LV poles planted and strung. Only portion that require an outage outstanding, Busy with ENS uodate to enable the outage	R6 084 027.75	118	R2 724 330.06	R6 084 027.75	-
32.	Tweefontein A1&A2 (Emzimkhulu) ward 23 E	Pre-Engineering	Design Complete	R57 017.63	-	R57 017.63	R57 017.63	-
33.	Empumelelweni schedule 5B	Pre-Engineering	Kickoff meeting in Aug	R196 880.00	-	R65 723.12	R0.00	-
34.	Kwagga A	Pre-Engineering	20 Stands, Mapping & Prelim Design	R80 500.00	-	R0.00	R0.00	-
35.	Tweefontein G	Pre-Engineering	23 Stands, Mapping & Prelim Design	R86 250.00	-	R0.00	R86 250.00	-
36.	Watervaal farm (2026-27)	Pre-Engineering	17 Stands- Line deviation due to wayleaves approval	R294 995.70	-	R0.00	R294 995.70	-
37.	Gemsbok-Kwamhlanga 132kV feederbay	Infrastructure - Sub	(blank)	R0.00		R24 119.57	R0.00	-
TOTAL				R20 168 936.92	695	R9 705 318.50	R17 880 898.56	607

SASSA					
No.	Project/Programme Name/Description	Project Beneficiary/Ward/Location/ GPS Coordinate	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
1.	Social Grants payment	All local municipalities Nkangala District	479,209	R0	R0
2.	School Uniform (SRD)	All local municipalities	1, 856	R0	R0

SOCIAL LABOUR PLANS PROJECTS

**1.VERGENOEG MINING COMPANY
Moloto Water Project**

PROJECT:	Refurbishment/ Improve of Pump Station and Reticulation system	CLASSIFICATION	Infrastructure Development	FY of Project Sheet 2025 to 2029	R8 713 000
Project Background:	<p>Vergenoeg Mining Company through its consultation with the Thembisile Hani Local I Municipality and affected stakeholders as per the labour sending areas of the mine have identified water as need of the community and Moloto being one of the labour sending areas of the mine specifically in wards.</p> <p>With Thembisile Hani Local Municipality (THLM) facing a persistent challenge in providing adequate potable water supply to the Moloto area, there are currently three pump stations supplying water to the treatment plant; however, the plant currently operates at 40% capacity due to insufficient raw water supply. There are areas in the community that only receives water once a week and there are areas who receives water through the water tankers because there is no reticulation, which is inadequate to meet household, health, and social needs. To address this, the project entails the upgrading of the existing pumps to increase the pumping lines, refurbishment of the Pumping line from the boreholes to the Pump Station 2, Construction of reticulation of 200 additional households in Moloto to increase the access to water.</p> <p>The increased water supply will enable the treatment plant to function to full capacity, thus improving water delivery to two times per week. Currently, three pump stations supply water to the main treatment plant, but the plant operates at only 40% capacity due to insufficient raw water inflows. This results in limited water distribution to the community restricted to once a week. This project seeks to provide sustainable water solution that will bring a positive impact to the affected areas in Moloto.</p> <p>This project forms part of Vergenoeg Mining Company's Social and Labour Plan (SLP) Local Economic Development (LED) commitments, aimed at enhancing community wellbeing and being impactful in the labour sending areas of the mine.</p> <p>Project Objectives:</p> <ul style="list-style-type: none"> • Increase raw water supply to the Moloto treatment plant through upgrading/improving pump stations and pipeline provide water access through the Reticulation system in affected areas of Moloto. • Strengthen water infrastructure to ensure long-term sustainability. 				
Project Partners / Role Players	<p>The Project Plan for implementation of Refurbishment/Improve of Pump Station and Reticulation system: Vergenoeg Mining Company (VMC) – SLP sponsor and implementing partner. Thembisile Hani Local Municipality (THLM) – Project owner and operator.</p>			Project start date	FY2025
				Project End Date	FY2029
				Information valid as at:	20/08/2025
Project Incorporated into which IDP & IDP Reference Number	2025 – 2029 IDP			Beneficiaries (Community Specific)	Moloto Village (wards 1 and 3)
Number and classification of jobs for the duration of the project:	Male	Female	Youth (out of Male and Female)	Disabled (out of Male)	Geographical Location of Project
					Moloto

1.VERGENOEG MINING COMPANY
Moloto Water Project

PROJECT:	Refurbishment/ Improve of Pump Station and Reticulation system	CLASSIFICATION		Infrastructure Development		FY of Project Sheet 2025 to 2029		R8 713 000
					and Female and Youth)			
		12	5	5 Males 3 Female	0			
Total Expected Number of Jobs to be Created:								
		Short Term	Medium Term	Long Term				
		17	0	0				
Spend per Annum:	Year:	2025		2026		2027	2028	2029
	Budget:	R200 000		R200 000		R2 000 000	R2 000 000	R4 313 000
Project Activities and Deliverables								
Broad Project Plans:	ACTIVITIES/ DELIVERABLES/ KPA	KPI	ROLE/ RESPONSIBILITY	START DATE	END DATE	STATUS	BUDGET	
	Hydro-geological surveys & technical studies	Effective and Reliability of groundwater resource	VMC & THLM	01-Nov-25	30-Nov-26	Not Started	R200 000	
	Scope development and projects Plans finalization	Design aligned to municipal water plan received	VMC & THLM	01-Nov-25	30-Nov-26	Not Started	R200 000	
	Project Implementation Steps	Successful appointment of contractors and project timeframe delivery in Moloto	VMC & THLM	01-Nov-26	30-Nov-28	Not Started	R8 313 000	
	Project completion and handover	Pump station, refurbished asbestos pipe and reticulation system constructed and handed over	VMC & THLM	01 Jan 2029	30 November 2029	Not Started	R0	

1.VERGENOEG MINING COMPANY Moloto Water Project					
PROJECT:	Refurbishment/ Improve of Pump Station and Reticulation system	CLASSIFICATION	Infrastructure Development	FY of Project Sheet 2025 to 2029	R8 713 000
Handover and Exit Strategy:	VMC intends on having an MOU / A with the beneficiary Thembisile Hani Local Municipality to have a maintenance plan budget allocated upon completion of the projects when it is handed over. Handover Ceremony: Legal hand-over documentation where assets and responsibility are transferred to Thembisile Hani Local Municipality.			PROJECT TOTAL:	R8 713 000

VERGENOEG MINING COMPANY -CSI PROJECTS PLANNED FOR THEMBISILE HANI

Project Name	Target Locations	Target No of Beneficiaries	Total Spend
Back to School initiative-shoes and bags	Moloto and <u>KwaMhlanga</u>	50	R 65 000,00
Winter blankets	Various wards	65	R 20 000,00
School support Programme • Teacher training • Online learning tutors	Thembisile Hani education Circuits	60	R 250 000,00
Christmas Food Hampers	Various Wards	55	R 80 000,00
Arbor day in <u>KwaMhlanga</u> Schools	<u>KwaMhlanga</u> (4 schools)	4 schools	R 10 000,00
Sanitary Pads Vending Machine	Moloto	320	R 56 000,00
Total		554	R 481 000

2.PALESA COAL MINE

LED Project financial commitments 2024 - 2028

Project	5YR SLP Commitment Section 102 (R's)	Total Expenditure to Date (R's)	Progress / Status	Comments
Loopspruit solar powered borehole	187 000	235 993.00	In progress	<ul style="list-style-type: none"> ❖ Complete ❖ The solar powered borehole at Loopspruit will benefit 24 families with an estimate of 60+ community members
THLM boreholes (Hokae, Valspruit, Motorsfontein, Pupkuil and Vandykspruit)	1 600 000.00	0	In Progress	<ul style="list-style-type: none"> ❖ The SLP project planned for implementation in CY 2025 is the Hokae solar-powered borehole, with the draft motivation currently in progress

8.1.3. 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:

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 high mast 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

Outline of The 2022-2027 Integrated Development Plan

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.

1.1. Unfunded Projects/Wishlist

UNFUNDED PROJECTS		
No.	Project description	Beneficiary words/Location
1.	Installation of 2MI Steel tank (SBS tanks)	Mabhoko Village
2.	1km 250mm bulk pipeline	Mabhoko Village
3.	Installation of 2MI Steel Tank	Tweefontein D
4.	Installation of 2MI Steel Tank	Moloto RO Plant
5.	Installation of the function of renewing issue license disk and renewal of vehicle	Various wards
6.	Fencing of cemetery	Various wards
7.	Early warning system for disaster hazard	Various wards
8.	Establishment of Tourism Exhibition Centre	Thembisile Hani
9.	Procurement of yellow fleet: Roads 2x Graders 2x 20ton Excavators 3x 4x4 TLB's 5x 10 cube Tipper trucks	Thembisile Hani
10.	Fixing of access roads	Various wards
11.	Water and Sanitation	Various wards
12.	Installation of high mass lights	Various wards
13.	Community Library	Various wards
14.	Formalization of Informal Trading Stalls (Street Vendors)	Various Wards
15.	Bus routes	Various wards
16.	Formalization of townships	Various wards
17.	Stormwater drainage system	Various wards
18.	Underground water system	Various Wards
19.	Community Park	Various wards
20.	Community hall	Various wards
21.	Borehole	Various wards
22.	Bridge	Various wards
23.	Youth Centre	Various wards

Department of Community Development Services
Waste Management Unit

No.	Project Description	Project beneficiary (Wards/Locations)	Estimated Project Value	Project Duration	Projected Employment Opportunities.
1.	Clean Energy Transition and Green Infrastructure	THLM	R 5 million	5 years	Employing 55% of Women, 60% of Youth and 2% of People living with disability
2.	Sustainable waste management & circular economy	THLM	R 300 000	5 years	Employing 55% of Women, 60% of Youth and 2% of People living with disability
3.	Natural ecosystem protection, biodiversity & carbon sequestration	THLM	R 1.2 million	5 years	Employing 55% of Women, 60% of Youth and 2% of People living with disability
4.	Management of the landfill sites	Kwaggafontein landfill site (ward 25)	R 36 million	5 years	Employing 55% of Women, 60% of Youth and 2% of People living with disability
5.	Establishment of buy back center and Establishment of transfer stations	TwEEfontein E (Ward 15)	R 6 million	5 years	Employing 55% of Women, 60% of Youth and 2% of People living with disability