

**THEMBISILE HANI LOCAL
MUNICIPALITY**



**INTEGRATED DEVELOPMENT PLAN
(2022-2027)**

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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

CHAPTER ONE

1.1. INTRODUCTION AND OVERVIEW

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

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

<ul style="list-style-type: none">• 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 strategic
- Develop the appropriate organizational structure and systems to realize the vision and mission; and align resources with the development priorities

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

1.2. GUIDING PARAMETER

1.2.1. National Development Plan

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

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

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

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

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

1.2.2. Mpumalanga Vision 2030 (Provincial Development Plan)

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

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

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

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

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

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

1.2.3. The 2021 Local Government Manifesto

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

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 Thembeisile working in collaboration with the Department of Water and Sanitation
- Conducting feasibility and implementing the new Thembeisile Water Scheme (Loskop dam) project working together with the department of water and sanitation.
- Refurbishing of water infrastructure and drilling of boreholes within Thembeisile Hani through the
- WSIG.
- Upgrading and maintaining all existing water infrastructure in Kwamhlanga, 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 settlement

- 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 Thembeisile 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.

Road and Storm Water

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

Transportation

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

Outsourcing

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

Good Governance

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

- Ensuring that all ward committees sit monthly and that ward councillors hold the 6 mandatory meetings per annum.
- Holding at least 12 Zonal Imbizo meetings twice per annum within the municipal area.

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

Sound Financial Management

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

Building a Capable Institution and Administration

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

Local Economy and Job Creation

- Actively participating in the expanded public works programme of the National, provincial and local government in order to promote job creation and skill transfer.
- Reserving 40% of all procurement opportunities for youth owned enterprises and companies.

- Annually targeting the recruitment of more than 2500 local people through the community works programme (CWP), and expanded public works programme (EPWP).
- 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 Smme'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

- 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 in Kwamhlanga 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

- 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

- Policies, Legislation and guidelines that regulate the promotion of women empowerment across the spectrum
- In this policies and guide line offices of women are more paramount and person living with Disability, the right of Children and Elderly
- High level of illiteracy, shortage of skills to people with disabilities
- Single parenthood and sign languages personnel
- Reduction of violence against women, children and elderly
- Support victim empowerment and poverty alleviation
- Children and childhood early development
- Sport, leisure, recreation care and culture should be envisage all the time

1.2.4. Government Outcomes

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

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

1.2.5. Integrated Support Plan for accelerated Municipal Services Delivery

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

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

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

The Executive council instructed CoGTA to prepare an integrated support plan which had to include all relevant stakeholders including Local Government. On the 10th of September the Integrated Municipal support plan (IMSP) was tabled to the executive council and approved. The Key output of the IMSP is 21 Functional Municipalities that provide services to local communities in a sustainable manner both now and in the future.

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

1.2.5.1. Task for the next phase of transformation

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

1.2.5.2. Back to basics

Governance

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

Administration

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

Sound Financial Management

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

Community engagements and participation

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

Basic Service Delivery

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

1.3. MUNICIPAL VISION AND MISSION

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

1.3.1. Vision Statement

“TO BUILD A TRULY AFRICAN CITY THAT IS CITIZEN CENTRED AND CITIZEN 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.”

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 centre • 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 • Mining opportunities • 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 , 2021	• Strategic Planning Report 2021
<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

1.7. STRATEGIC OBJECTIVES

The Municipality remains committed to the Strategic Objectives as was approved by Council in 2022-20126

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

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

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

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

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

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

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

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

CHAPTER TWO

2.1. LEGAL FRAMEWORK

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

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

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

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

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

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

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

2.1.2. Municipal Systems Act (Act 32 of 2000)

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

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

- The municipal council’s vision for the long term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The council’s development priorities and objectives for its elected term;
- The council’s development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of the legislations;
- The council’s development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of the legislations;
- A spatial development framework which must include the provision of basic guidelines for a land use management system of the municipality;
- The council’s operational strategies; Applicable disaster management plan; A financial plan, which must include budgeted projects for at least the next three years, and;
- The key performance indicators and performance targets determined in terms of the Act.

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

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

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

2.1.4. White Paper on Local Government (1998)

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

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

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

2.1.5. Performance Management Systems

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

- Plan for performance by clarifying objectives and outputs to be achieved;
- Clarify performance expectations by setting standards and targets for each indicator to assess and evaluate performance in practice;
- Monitor, measure, assess and evaluate performance, and

- Link strategic priorities, goals and objectives agreed in the IDP by:
- Enabling staff to understand how their job contributes to the aforementioned;
- Ensuring resources are directed and used in efficient, effective and economic ways by each person in the municipality;
- Including communities and other stakeholders; decision – making, monitoring and evaluation;
- Learning from experience and using it to continuously to improve what is achieved, and maintaining transparency and accountability and promoting good governance as articulated in the Batho- Pele principles.

2.2. ESTABLISHMENT IN TERMS OF LEGISLATION

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

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

2.3. POWERS AND FUNCTIONS

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

Local Government matters listed under Schedule 4 Part B

Local Government Matters	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 B

Local Government Matters	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 2022/2023 IDP For the Thembisile Hani Local Municipality. The IDP is also developed for a period of 5 years (2022-2027)

2.4.1. IDP Organizational Arrangements

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

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

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

2.4.2. IDP and Budget Time Table

The following table represents the IDP/Budget Timetable with key planning milestones and phases for the development of the 2022/2023 Integrated Development Plan and Budget. The IDP/ Budget Timetable was complied with in Drafting the IDP and Budget.

Table 2.4.2.1 IDP and Budget Timetable.

IDP Phase	Activity	IDP Steering committee	Mayoral IDP/Budget Steering Committee	Strategic Planning Workshops	IDP/Budget Indaba	Mayoral Comm. Sitting	Council Sitting	Community Meetings	Public Notice Date	Due date for Completion of Process
Preparation 01 July-30 August 2022	Preparation and Adoption of IDP Process Plan	11 Aug 2022	N/A	N/A	N/A	25 August 2022	28 August 2022	N/A	By 08 September 2022	30 August 2022
Analysis 01 August-30 October 2022	Preparation of IDP Analysis Report	21 October 2022	N/A	N/A	N/A	N/A	N/A	September-October 2022	N/A	31 October 2022
Strategies 01-30 November 2022	Refinement of Objectives and Strategies	17 November 2022	N/A	14/15 January 2022	N/A	N/A	N/A	N/A	N/A	30 November 2022
Projects 01December- 30 January 2023	Project confirmation Budget/IDP steering committee meeting	29 January 2023	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2023
Integration 01-28 February 2023	Consultation with Sector Departments, Confirmation of budgets, Integration with Sector plans	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28 February 2023
Approval/Tabling 01- February to 28 April 2023	Preparation of IDP/Budget for Council Approval	22 February 2023	N/A	N/A	N/A	23 March 2023	31 March 2023	04-12 April 2023	By 14 April 2023	30 April 2023
Adoption of amendments to the IDP and Budget 31 May 2023	Publication of Notices Final Approval of IDP and Budget	22 April 2023	25 April 2023	N/A	06/ May 2023	18 May 2023	31 May 2023	N/A	By 14 June 2023	30 June 2023

2.5. STRATEGIC OVERVIEW

2.5.1. Key Statistics

Thembisile Hani Local Municipality has an estimated population of 378 481 based on the community survey that was conducted in 2021 by Statistic South Africa and around 109 282 households as of 2015. The tables below provides a high level overview of the population demographics, unemployment rate, poverty rate and the local tourism spend within the municipality.

Table 2.5.1 a: Demographics

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

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

Table 2.5.1 b: Unemployment rate

Local Area	Unemployment rate: 2014 Census	Unemployment rate; 2017	Trend
THLM	36,1	39.7	Deterioration of employment rate

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

Table 2.5.1 c: Poverty rate

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

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

Table 2.5.1 d: Tourism spend

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

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

2.5.2. Key Service Delivery Gaps and Backlogs

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 however this is also still a challenges.

Based on the estimates that the municipality has derived using Technical reports as well as GIS information, the number of households within the municipality has increased from 75 634 in 2011 to about 109 282 in

2015. The figure provided under THLM in the table below is higher than that of Stats SA, but however the

Municipality acknowledges that the official figures are those provided by Stats SA.

Table 2.5.2 a: Service Delivery backlogs

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

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

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

Services	Total No of HH	No of HH with Access	%	No of HH without	%
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					
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					

2.5.3. Audit Outcomes

This section provides an overview of the Municipality's audit outcome and actions taken to respond to findings that led to the Auditor General's opinion. The Auditor General expressed qualified audit opinions for the 2012/2013, 2013/2014, 2014/2015 and 2015/2016 financial years and unqualified audit opinion for 2016/2017 financial year and qualified audit opinion for 2017/2018, 2018/2019/, 2019/2 and unqualified audit opinion for, 2020/2021 financial year. The findings leading to the opinion mostly relate to financial matters and the lack of adequate internal controls. The list of actions responding to these findings are listed in the Audit Action Plan attached

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:



- A total of 6,200 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
- The ANC led government in 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) in 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. (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 process of renewing the SLP for the next five years
- As mentioned in the above mentioned 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 4roundabouts (traffic circles) have already been constructed (Buhlebesizwe –Verena Cross, Vlaklaagte , 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 the programme to energize and commission high mast lights in Vezubuhle; Phumula B1 & B2; Vlaklaagte 1 (Malekelekeni); Mandela Extension; Zakheni Extension; Sun City AA; Kwamhlanga BA; Verena A, B, C & D.

- 8 learner contractors participated in water reticulation projects in Luthuli; Mandela; Kwaggafontein A (Khalanyoni); Phola Park
- 40 young MRTT learners were capacitated with skills such as bricklaying, plumbing and carpentry as part of their development programme.
- 158 SMME's were given training and supported on business skills.

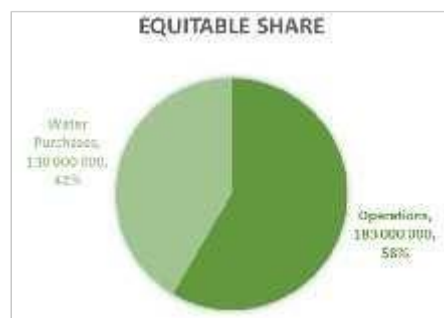
In the past five years the municipality has improved local public services and broadened access to them in that:

Water and sanitation

- Over 87 345 households were provided with access to potable water at household level, which is an increase of about 23% more households with access to potable water at household level, as compared to 2011. This figure surpassed the targeted 75 634 households recorded in 2011 and amounts to 116% achievement for water supply.



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



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

Roads and Storm Water

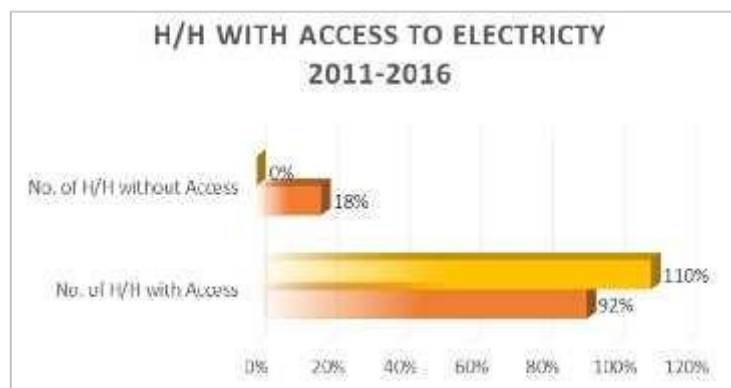
- 96 Kilometers of new surfaced roads and the associated infrastructure such as culvert bridges and storm water drainage systems were constructed in the following areas:

Mzimuhle 1km, Sun City B 2.7km, Thokoza 2.5km, Phola Park 3km, Tweefontein J 1km, Mandela 2km, Lankloof 3.7km, Kwamhlanga B 6.3km, Kwaggafontein B 3.4km, Zakheni 1.1km, Mountain view 4km, Buhlebesizwe 2.6km, Tweefontein F 1.7km, Kwamhlanga BA 0.9km, Tweefontein A 3km, Tweefontein B2 1.3km, Tweefontein N 2km, Kwaggafontein C 0.8km, Buhlebuzile (Belfast) 0.8km, Boekenhouthoek

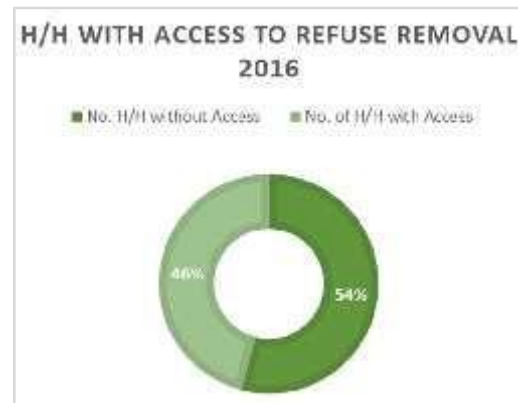
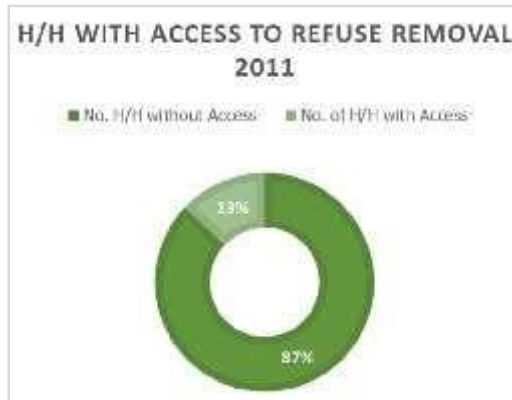
0.3km, Vezubuhle 0.8km, Mathys-Zen-Loop 0.5km, Tweefontein G 0.5km, Kwaggafontein A 0.5km, Tweefontein E 0.5km, Themba lethu 0.3km, Luthuli 0.2km

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

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 2021 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 2011, The stadium is still being upgraded to meet PSL standard, 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 on a daily basis.
- 12 Ward committee meetings were successfully held per ward per annum in all 32 wards.
- 384 Ward Committee meetings were held per annum.
- 128 Mayoral Izimbizo meetings were held per annum.
- 576 Mayoral outreach meetings were held between 2016 and 2021.
- 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 2011/2016/2021 except for 2020/21.
- A total of 56 zonal IDP/Budget consultative meetings were held annually to consult on the IDP/Budget since 2016/2021
- The municipality produces quarterly newsletters and monthly internal newsletters
- Media Statements issued as and when the need arises.
- The municipality actively participates in the Nkangala district IDP/LED forum and also sits on the technical committee meetings where alignment is discussed and monitored.

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

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

- Sections 79 and 80 committees sit according to the approved schedule of meetings.
- We have conducted 2 media breakfast sessions and 3 media conferences in 2016/2021.
- 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.
- 576 Mayoral outreach meetings were held between 2016 and 2021.
- We have filled 6 critical positions during the 2016/2017 and 2017/2018 financial years. The Municipality has a recruitment policy, work skills plan, employment equity plan and an organizational performance management system in place.

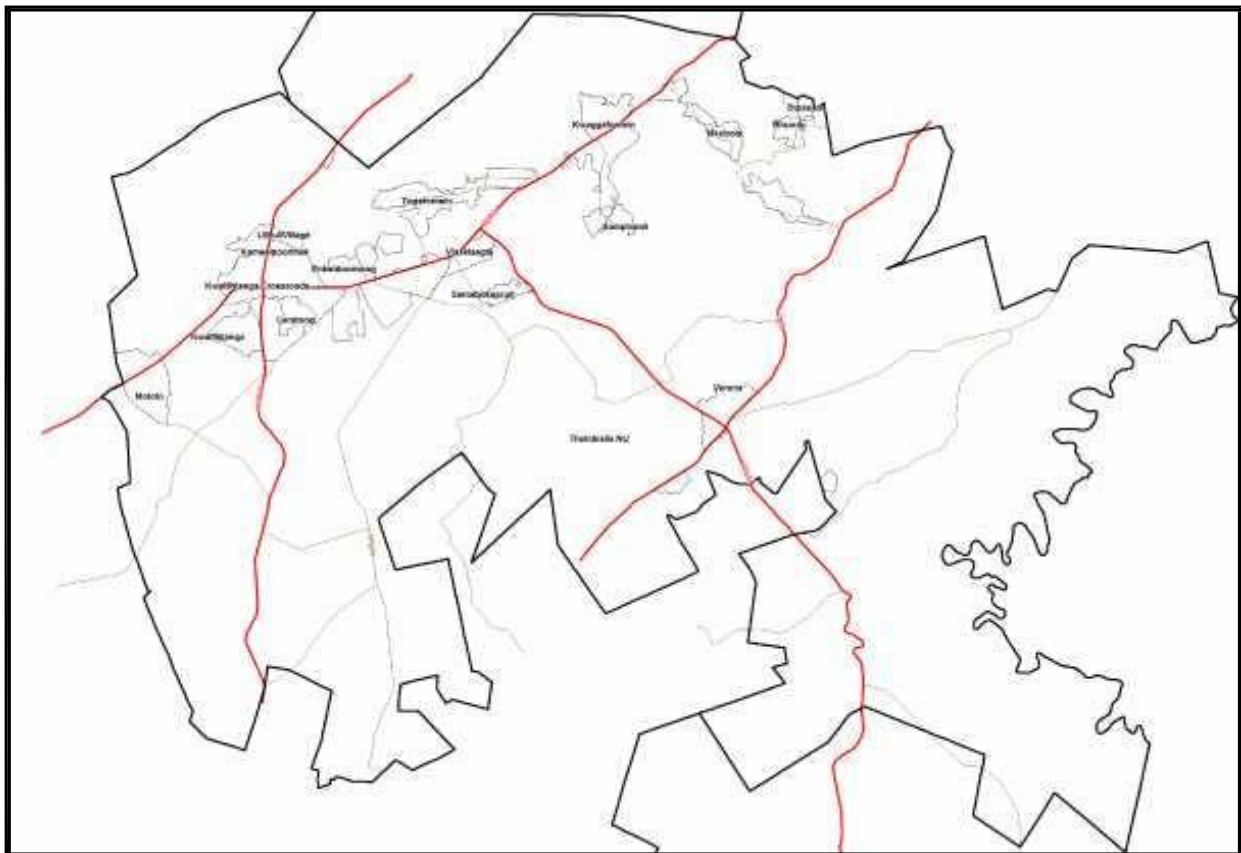
- The municipality has a low vacancy rate of about 4%. The municipality also provides training to staff and councilors annually through programmes aimed at enhancing work competency and performance.
- 128 mayoral outreach meetings were held annually to educate communities amongst other things about the importance of paying for municipal services

CHAPTER THREE

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 378 481 people (SERO Report 2021). This is the second largest in the District and the 7th largest in the province. The Municipality is predominately rural in nature and its main economic sectors include public services, retail, business services and agriculture.

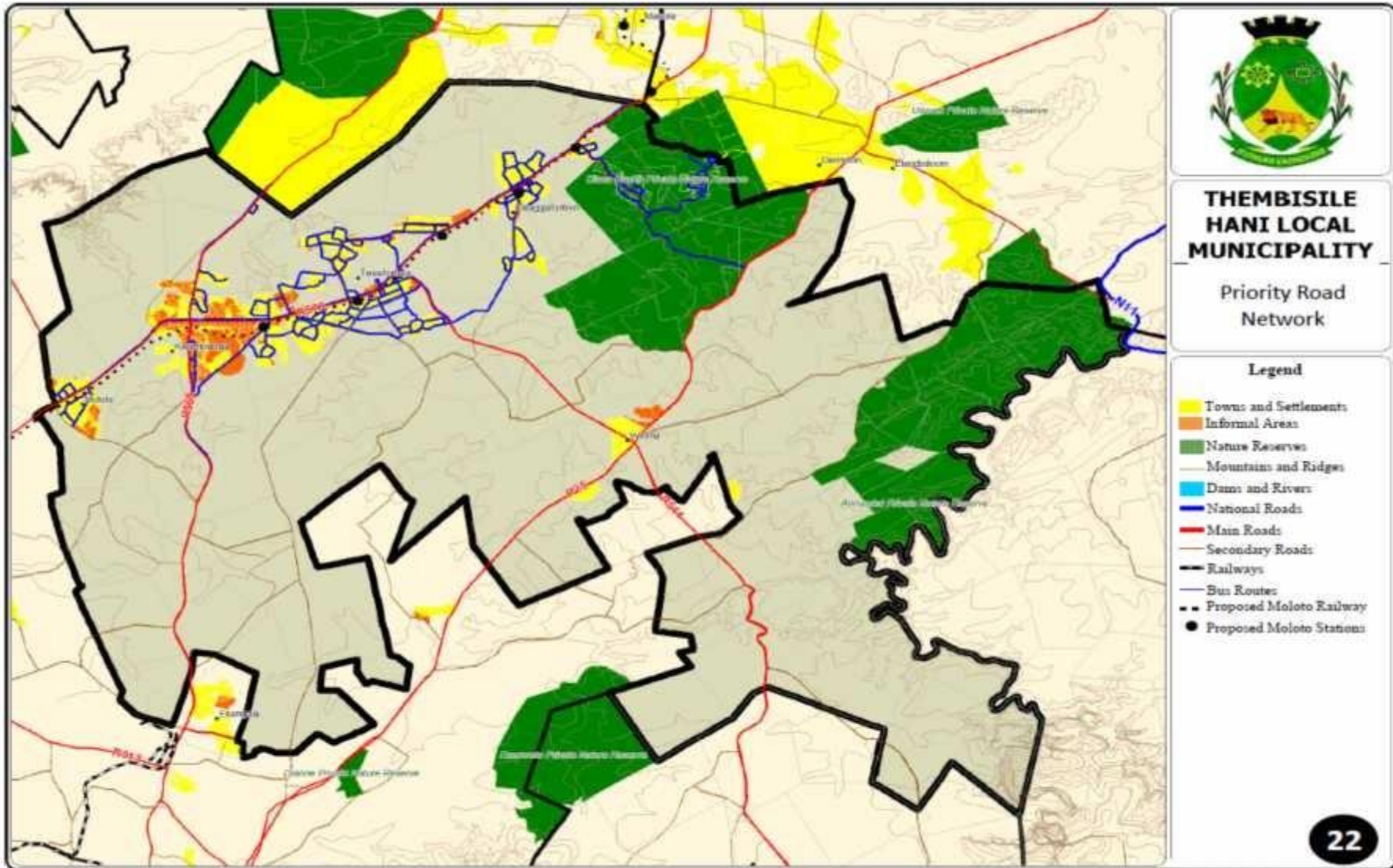
Figure 1: Spatial location of Thembisile Hani Local Municipality from a provincial perspective.



Source: Own Diagram

3.1.1. Main Roads

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



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 consist 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 in close proximity to the R 573 emphasizing the important role of the road in the area.

Kwaggafontein Areas

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

Verena Areas

Verena is the most southern node in the Municipality and is classified as a tertiary node. The node is located at the intersection of the R25 which is an east west route connecting Bronkhorstspuit and Groblersdal and the R544 which connects Verena to Emalaheni. Verena is one of the focal CRDP sites with crop farming initiatives taking place in the area. The node has a limited amount of economic activities at the Intersection of the R 25 and R544 and a MPCC is also

located at this intersection. Wolvenkop is located west of Verena along the R25 and consist of a small residential component and two school site

3.2. DEMOGRAPHIC PROFILE

3.2.1. Population Size

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

3.2.1.1 Implication of the population growth

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

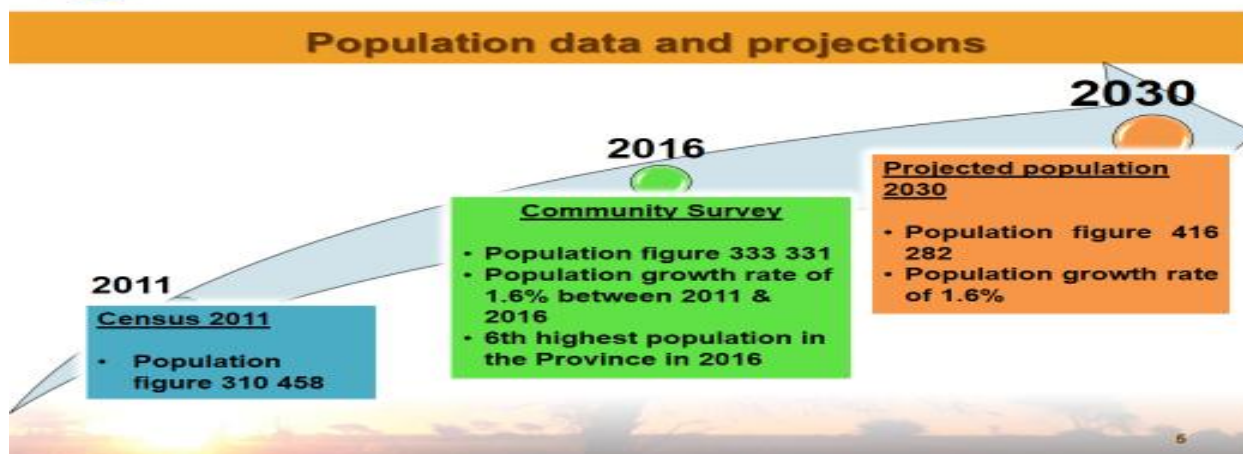
Table: 3.2.1: Population Size

DEMOGRAPHIC INDICATORS	Stats SA Census	Stats Census	Share of Nkangala's figure	Share of Mpumalanga's figure	Ranking: highest (1) – lowest (18)
	2016	2021	2016	2016	
Population number	333 331	378 581	23%	7.7%	5
Number of households	75 634	82 740	21.2%	7.0%	6
Area size – km ²		2 385	14.2%	3.1%	15
Population per km ²		130			

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

3.2.2. Population Composition

Schematic representation of population growth



3.2.2.1. The gender composition

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

Table.3.2.2.1a: Demography by gender

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

Source: Statistic South Africa, 2011.

Table 3.2.2.1b: Geography by gender (percentages)

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

Source: Statistic South Africa, 2011.

3.2.2.2. The age structure

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

Table 3.2.2.2: Age Structure

Geography	Year	00 - 04	05 - 09	10 - 14	15 - 19	20 – 24	25-64	65+	Total
Thembisile	2001	29611	32806	33817	33671	26242	90929	11775	258851
	2011	36232	32859	30643	33778	31337	131333	14124	310306
Nkanqala	2001	108079	114044	118592	118038	98433	418671	44597	1020454
	2011	140505	119150	113132	124098	136115	609710	65419	1308129
Mpumalanqa	2001	348681	364704	379895	370283	295409	1231135	132662	3122769
	2011	461559	402772	396348	424278	427541	1737728	189714	4039940

3.2.3. Socio-Economic Development

3.2.3.1. Employment and unemployment indicators

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

- Unemployment rate of 37.0% (strict definition) in 2011 amounted 36 139 unemployed as a percentage of the EAP of 97 744 - decreasing trend (estimated 2013 unemployment figure by IHS Global Insight 36.4%).

- Unemployment rate for females 39.9% and males 34.1% - youth unemployment rate of 49.4% in 2011.
- Highest unemployment in Ward 30 (50.1%) & lowest unemployment in Ward 1 (29.0%).
- Employment number 17.3% of Nkangala's employed.
- Employment increased by 27 468 between 2001 & 2011 according to the Census – almost 3 000 new jobs per annum – 4% of provincial job creation target.
- Formal employment 54.3% & informal employment 22.5%.

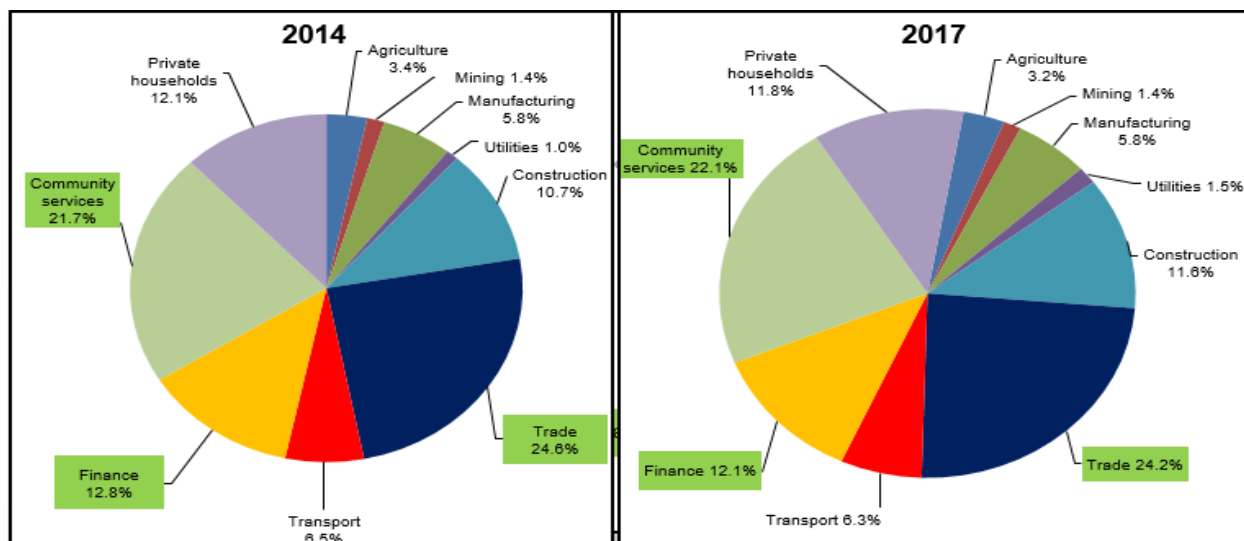
Table 3.2.3.1: Thembisile Hani labour indicators

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

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

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

Figure 3.2.3.1: Thembisile Hani labour indicators



Source: Socio-Economic Report and Outlook for Mpumalanga

3.2.3.2. Poverty aspects

The share of population in Thembisile Hani below the so-called lower-bound poverty line (of Stats) declined/improved to 48.3% in 2016. In 2016, Thembisile Hani's share of population below the lower-bound poverty line was however the 6th highest (unfavourable) among the municipal areas. The number of people below the lower bound poverty line was high at almost 163 029 in 2016.

According to the 2016 Community Survey of Stats, the so-called poverty headcount (multi-dimensionally) of Thembisile Hani deteriorated from 5.6% in 2011 to 6.1% in 2016 and 7th lowest in the Province – the so-called poverty intensity however decreased slightly from 42.2% to 42.4% in the same period. Improved Human Development Index (HDI) from 0.49 in 2011 to 0.55 in 2016. Poverty drivers according to the 2016 CS of Stats especially unemployment and also factors such as the level of education.

Table 3.2.3a Poverty and inequality

INDICATORS	Trend			Latest figure	Better (+) or worse (-) than	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
	2001	2004	2009				
Poverty rate	53.3%	52.8%	47.7%	40.8%	(-)	(-)	15
Number of people in poverty	145 068	145 708	142 877	128 890			15

Poverty gap (R million)	R176	R240	R339	R346			14
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Source: Mpumalanga Socio-Economic Outlook Report, Mpumalanga Department of Finance, 2014

3.2.3.3. Individual Income

Table 3.2.3b: Geography by individual income

		No income	R 1 - R 400	R 401 - R 800	R 801 - R 1 600	R 1 601 - R 3 200	R 3 201 - R 6 400	R 6 401 - R 12 800	R 12 801 - R 25 600	R 25 601 - R 51 200	R 51 201 +	Total	Average
Thembisile	2001	880	4498	9169	11259	5132	2254	747	210	0	0	34149	R 1 589
	2011	131799	85110	8946	39693	19563	8613	4344	2025	429	225	300747	R 907
Nkangala	2001	4137	2204	4057	4919	4128	2461	1273	5272	0	0	19985	R 2 644
	2011	401493	44643	29014	96955	80664	62900	48168	33747	12323	4826	814733	R 3 182
Mpumalanga	2001	12619	1347	1398	1311	1004	6422	3206	1483			62997	R 2 239
	2011	1243674	159802	103097	310187	211586	150589	122607	84152	30239	12436	2428369	R 2 720

Source: Statistic South Africa, 2011.

3.2.3.4 Implications of the poverty rate

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

3.2.3.4. Education Indicators

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

Local municipal area	Grade 12 Pass Rate			Trend	Admission to B degree studies
	2014	2020	2021	2020-2021	2021
Steve Tshwete	85.6%	84.7%	82.2%		41.4%
Thaba Chweu	81.1%	81.9%	80.9%		39.0%
Emalahleni	81.9%	78.9%	79.6%		34.5%
Chief Albert Luthuli	80.1%	71.4%	78.0%		35.1%
Dipaleseng	81.4%	75.3%	76.6%		29.9%
Lekwa	84.7%	74.8%	75.9%		27.9%
City of Mbombela	80.5%	75.0%	75.6%		34.1%
Nkomazi	86.0%	74.1%	75.5%		30.3%
Govan Mbeki	76.3%	71.9%	73.7%		32.1%
Bushbuckridge	76.4%	74.0%	73.7%		30.9%
Thembisile Hani	77.1%	73.7%	71.6%		30.8%
Msakaligwa	80.6%	76.4%	71.1%		32.6%
Dr JS Moroka	73.8%	66.0%	66.4%		26.2%
Mkhondo	70.9%	63.5%	64.3%		29.3%
Emakhazeni	85.7%	88.0%	63.9%		17.9%
Dr Pixley Ka Isaka Seme	68.1%	65.9%	59.9%		21.4%
Victor Khanye	74.6%	62.9%	52.8%		19.7%

Local municipal area	Age 15yr+ & completed gr 7 or higher		Trend	Age 15yr+ & completed gr 7 or higher		Trend
	2011	2015	2011-2015	2016	2020	2016-2020
Emalahleni	86.4%	87.8%		88.2%	90.9%	
Steve Tshwete	85.3%	87.0%		87.5%	90.4%	
Govan Mbeki	83.6%	84.9%		85.4%	88.7%	
Thaba Chweu	80.7%	83.7%		84.4%	87.7%	
City of Mbombela	80.5%	81.5%		81.9%	86.2%	
Msukaligwa	79.0%	80.8%		81.4%	85.6%	
Victor Khanye	77.6%	79.5%		80.0%	84.3%	
Lekwa	77.2%	79.0%		79.5%	83.7%	
Emakhazeni	77.0%	78.3%		78.8%	83.4%	
Bushbuckridge	74.6%	76.1%		76.6%	81.9%	
Dipaleseng	74.2%	76.3%		76.9%	81.6%	
Thembisile Hani	72.7%	75.3%		76.1%	81.4%	
Chief Albert Luthuli	72.9%	74.9%		75.6%	81.0%	
Dr JS Moroka	72.3%	74.8%		75.6%	80.9%	
Mkhondo	70.4%	72.3%		73.0%	78.6%	
Dr Pixley Ka Isaka Seme	71.0%	72.3%		72.8%	78.2%	
Nkomazi	68.5%	71.2%		72.1%	78.1%	

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

3.2.3.5. Blue Drop and Green Drop Performance

Thembisile Hani Local Municipality ranked number 6 in terms of the Blue Drop performance and number 7 in terms of the Green Drop performance out of the 18 municipalities in Mpumalanga Province.

Table: 3.2.3.5a: Blue Drop Performance for Mpumalanga Province

MUNICIPAL AREA	2010	2011	2012	Ranking: best (1) –
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
Umiindi	52.5	60.5	75.5	8
Dr Pixlev 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
Msukaliqwa		10.5	21.2	14
Thaba Chweu	45.1	59.4	19.0	15
Chief Albert Luthuli	8.2	9.7	18.4	16
Nkomazi	17.5	59.4	17.2	17
Mkhondo	28.6	5.0	11.3	18

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

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

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

Source: Socio-Economic Report and Outlook for Mpumalanga

CHAPTER FOUR

4.1. SPATIAL RATIONALE AND DEVELOPMENT

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

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

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

4.1.1. Legislative and Policy Context

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

Spatial Planning and Land Use Management Act 16 of 2013

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

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

National Development Plan (NDP)

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

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

The National Spatial Development Perspective (NSDP)

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

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), would therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.
- In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Community region to create regional gateways to the global economy

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

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

The Comprehensive Rural Development Programme (2009)

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

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

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

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

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

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

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

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

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

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

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

Thembisile Hani Spatial Development Framework (2015)

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

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

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

4.1.2. Spatial Location and Description

Thembisile Hani local municipality is located in the western region of the Nkangala District Municipality, in the vicinity of Siyabuswa, and covers a geographical area of approximately 2,384 square kilometers. Townships and settlements within the municipal boundaries include: Boekenhouthoek, Bundu, Ekangala, Ekandustria, Enkeldoornoog, Goederede,

Kwamhlanga, Kwaggafontein, Moloto Phola Park, Seringkop, Sybrandskraal, Tweefontein, Vlakfontein, Verena, and Witnek (see Figure 4.1.2).

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

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

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

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

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

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

4.1.3. Settlement Pattern

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

complex to the north and south of route R573, followed by Vlaklaagte 1 and Buhlebesizwe around it. It is then followed by the Kwaggafontein settlement further towards the northeast and then the Zithabiseni, Goederede and Bundu settlements further towards the east.

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

4.1.4. Land Ownership and Land Use Composition

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

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

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

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

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

4.1.5. Land Ownership in Traditional Areas

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

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

- Manala Makerana Tribal Authority and

4.5.1 Areas of jurisdiction

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

4.5.2 Land Invasion and Informal Settlements

Land invasion is one of the growing trends within the municipality. This phenomenon has the potential to destabilize whatever the municipality plans. Once land has been invaded, the municipality, if it does not succeed in challenging the matter in court, it may be forced to start planning for services for the invaded area. This is a disruption to the municipal plans and it also encourages other would be illegal occupants to start invading land.

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

The allocation of land for development and residential purposes is not regulated correctly. Land is usually allocated by traditional authorities and the municipality. Traditional authorities allocate land without due consideration for the long term impact the development will have on the environment and service infrastructure, and vice versa, the impact the environment will have on development and consequently people. Proper planning and the related studies are not conducted by these authorities before land can be subdivided and allocated. This results in the allocation of land in environmentally sensitive areas such as

stream and wetlands. People also have the inclination of building structures along road reserves, particularly along the R573 (Moloto) road. The Municipality also has a number of un-proclaimed Settlements without survey diagrams and the formalization process for these settlements has not been concluded.

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

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
Goedereede C	Upgrading Plan

Dobhabantu	Upgrading Plan
Verena D	Upgrading Plan

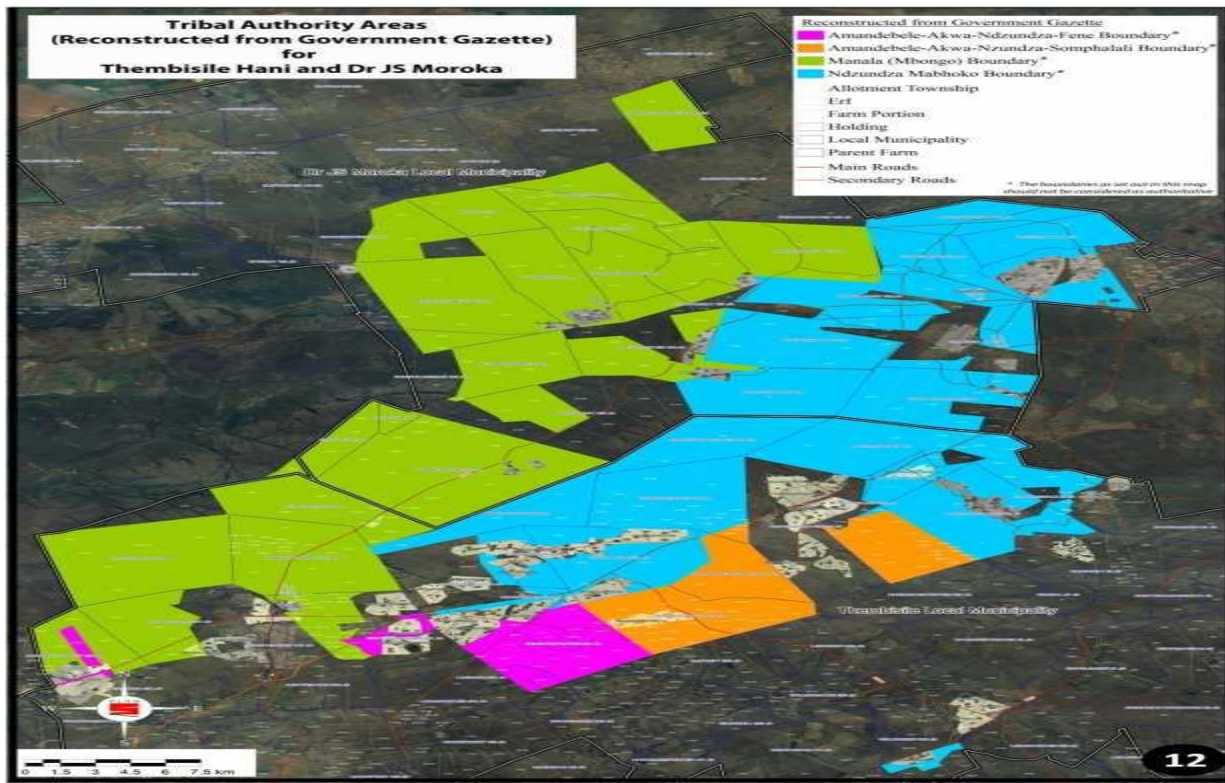
4.5.3 Memorandum of Understanding (MOU)

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

To Involve the Traditional Council in the development and reviews of Municipal Spatial Development Frameworks to ensure effective land management and proper utilization of land i.e. protection of environmentally sensitive areas, proper utilization of high potential agricultural land, good management of disaster prone areas etc.

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

Figure 4.1.5 below represents the jurisdiction area for traditional authorities



4.1.6. Land Claims

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

Table 4.1.5: Land Claims

Property Description	Approximate Area	Existing Land Use	Ownership
Ptn 11 of the Farm Enkeldoornoo	42.45 ha	Informal / Vacant	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 21 of the Farm Enkeldoornoo	13.13 ha	Informal / Vacant	Government of KwaNdebele (National Government of South Africa)
210 ID Ptn of Ptn 2 of the Farm Enkeldoornoo	312.665 ha	Informal	Government of KwaNdebele (National Government of South Africa)
210 ID Ptn 42 of the Farm Enkeldoornoo	45.01 ha	Vacant / Agricultural	Government of KwaNdebele (National Government of South Africa)
Ptn 29 of the Farm Enkeldoornoo	40.38 ha	Informal / Vacant / Agricultural	Government of KwaNdebele (National Government of South Africa)
Ptn 44 of the Farm Enkeldoornoo	45.60 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn 28 of the Farm Enkeldoornoo	44.88 ha	Informal	Government of KwaNdebele (National Government of South Africa)

Ptn 32 of the Farm Enkeldoornoo	40.18 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 13 of the Farm Buffelshoek	83.86 ha	Informal	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 8 of the Farm Wolvenkop	49.59 ha	Vacant / Agricultural	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 3 of the Farm Enkeldoorn	58.64 ha	Vacant	Government of KwaNdebele (National Government of South Africa)
Ptn of Ptn 2 of the Farm Enkeldoorn	28.06 ha	Vacant	Government of KwaNdebele (National Government of South Africa)
Kwamhlanga D & E (Mountain View	276.516 ha	Informal	Mpumalanga Provincial Government
Ptn 46 of the Farm Hartbeestspruit	20.16 ha	Informal	National Government of South Africa
Ptn 45 of the Farm Hartbeestspruit	25.94 ha	Informal	National Government of South Africa

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

Ptn of the Remainder of the Farm Enkeldoorn217 JR	164.175 ha	Informal / Vacant	National Government of South Africa
Ptn 7 of the Farm Enkeldoornoo	277.594 ha	Informal / Vacant	National Government of South Africa
Ptn of Ptn 4 of the Farm Kameelpoortnek 218 IR	76.85 ha	Informal	National Government of South Africa
Ptn 19 of the Farm Enkeldoornoo	45.68 ha	Informal / Vacant	National Government of South Africa
Ptn 10 of the Farm Enkeldoornoo	43.05 ha	Informal	National Government of South Africa
Ptn 41 of the Farm Enkeldoornoo	38.74 ha	Vacant / Agricultural	National Government of South Africa

Ptn 43 of the Farm Enkeldoornoo	41.22 ha	Informal	National Government of South Africa
Ptn 31 of the Farm Enkeldoornoo	43.77 ha	Informal	National Government of South Africa
Ptn 30 of the Farm Enkeldoornoo	41.35 ha	Informal	National Government of South Africa
Ptn 25 of the Farm Enkeldoornoo	46.72 ha	Informal	National Government of South Africa
Ptn 33 of the Farm Enkeldoornoo	43.06 ha	Informal	National Government of South Africa
Ptn 22 of the Farm Enkeldoornoo	55.35 ha	Vacant / Agricultural/slight	National Government of South Africa
Ptn 45 of the Farm Enkeldoornoo	48.02 ha	Vacant / Agricultural	National Government of South Africa
Ptn 23 of the Farm Enkeldoornoo	45.47 ha	Vacant / Agricultural	National Government of South Africa
Ptn of Ptn 54 a Remainder of the Farm Tweefontein	245.866 ha	Informal (Recent) / Vacant	National Government of South Africa
Ptn 1 of the Farm	296.922 ha	Vacant / Agricultural	National Government of South Africa
Various Ptn of Ptn 4 of the Farm	107.865 ha	Informal (Recent) / Vacant	National Government of South Africa
Ptn of Ptn 2 of the Farm Gemsbokspruit 220 IR	45.10 ha	Informal (Recent) / Vacant	National Government of South Africa
Ptn of Ptn 1 of the Farm Hartebeestfontein	22.33 ha	Informal / Vacant (Recent)	National Government of South Africa
Ptn of Ptn 1 of the Farm Gemsbokspruit 100 IR	61.71 ha	Informal / Vacant (Recent)	National Government of South Africa

Ptn of Remainder of the Farm Kwaggafontein	651.539 ha	Vacant	National Government of South Africa
Ptn of Ptn 18 of the Farm Bulfontein	95.36 ha	Informal	National Government of South Africa
Ptn of Ptn 34 of the Farm Bulfontein	233.802 ha	Informal	National Government of South Africa
Ptn of Ptn 12 of the Farm Wolvenkop	75.29 ha	Vacant / Agricultural	National Government of South Africa
Ptn of Remainder of the Farm Wolvenkop	139.271 ha	Vacant / Agricultural	National Government of South Africa

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

Table 4.1.6. The legal status of townships within the Municipality

No.	Villages	SG-plans	Approved General	Proclaimed
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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.	Kwaqaafontein A	10787/1995	Yes	No
5.	Kwaqaafontein A Ext 1	A10707/1993	Yes	No
6.	Kwaqaafontein A Ext 2	A2688/1994	Yes	No
7.	Kwaqaafontein B	11456/1995	Yes	No
8.	Kwaqaafontein C	5246/1995	Yes	No
9.	Somphalali	10373/1993-10376/1995	Yes	No
10.	Kwaqaafontein E	7897/1997	Yes	No
11.	Kwaqaafontein AI	7302/1995	Yes	No
12.	Entokozweni A	8715/1997	Yes	No
13.	Verena A	A3321/1993	Yes	No
14.	Verena B	A3318/1993	Yes	No
15.	Verena C	A7495/1993	Yes	No
16.	Verena D	No	Yes	No
17.	Vlaklaaate AA (2)	11578/1997 & 11563/1997	Yes	No
18.	Vlaklaaate BB (1)	A8287/1994	Yes	No
19.	Vlaklaaate CC(2)	1365/1998	Yes	No
20.	Wolvenkop A	A3254/1993	Yes	No
21.	Enkeldoornooq A	LAYOUT	Yes	No
22.	Enkeldoornooq B	LAYOUT	Yes	No
23.	EnkeldoornooqC	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	LAYOUT	Yes	No
39.	Kameelpoortnek S2	LAYOUT	Yes	No
40.	Kameelpoortnek S3	LAYOUT	Yes	No
41.	Enkeldoornooq S1	LAYOUT	Yes	No
42.	Zakheni	LAYOUT	Yes	No
43.	Phola Park	LAYOUT	Yes	No
44.	Mountain View	LAYOUT	Yes	No

4.1.8. Transport Networks

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

4.1.9. Strategic Areas

The existing spatial pattern and trends in Thembisile Hani must be consolidated as far as possible, and infill development must be done on vacant portions of land between different settlements in order to create one consolidated urban structure around the Moloto Corridor. In future, the bulk of residential and economic development in the municipal area must be promoted along the Moloto corridor seeing as the road is strategically located and there is a trend for people to settle in this area rather than further towards the east. The intention is that the Moloto corridor (which includes the Moloto road and railway line) should serve as a local activity spine for Thembisile Hani Municipality.

Furthermore the majority of growth and development initiatives should be focused towards the western portion of the Moloto route, which includes the settlements of Moloto, Kwamhlanga, Enkeldoornoog, Vlaklaagte and Tweefontein. The main reason for this is that, these parts of Thembisile Hani are the nearest to the economic activities of Gauteng and in so doing the travelling time and costs will be reduced for residents. The eastern conglomerate of settlements which includes Kwaggafontein, Mathyzenloop, 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 secured funding from India and it was announce in the SOPA by president of South Africa and the tune of 30 billion.

4.10 IDENTIFICATION OF STRATEGIC DEVELOPMENT AREAS

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).

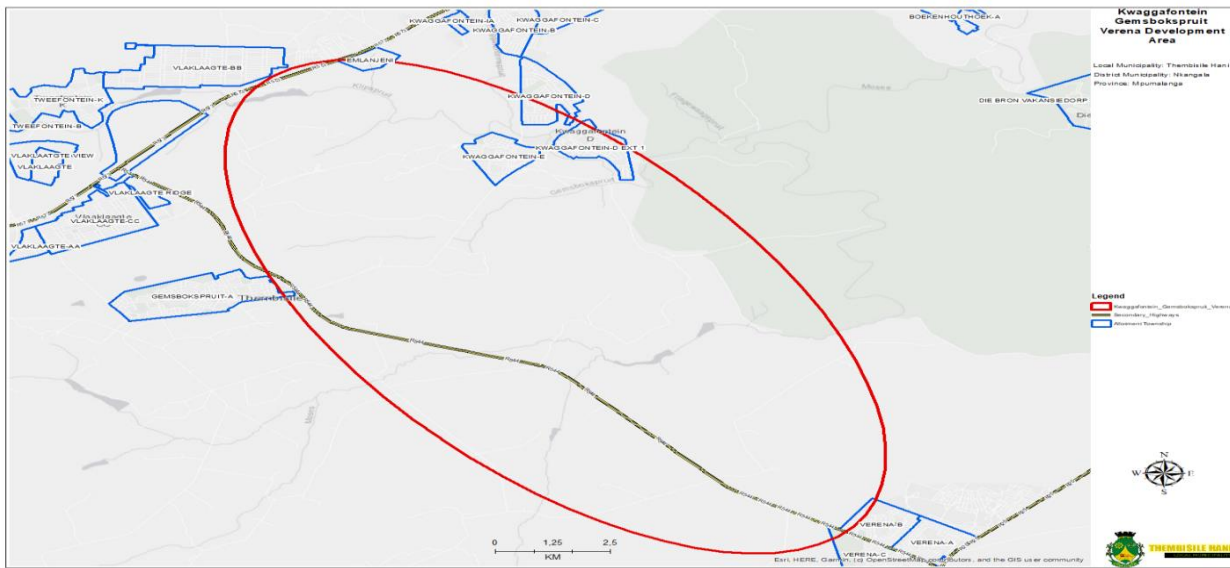
Thembisile Hani Local Municipality is home to the majority of settlements in the former KwaNdebele homelands created under the apartheid regime. The municipality is characterized by townships and villages in a leaner pattern along the R573 (Moloto Road). The majority of the areas have taken a spontaneous type of a development where settlements are sparsely distributed along the R573. In a broad overview, the municipality consists of 2 proclaimed townships (Tweefontein-K and Kwamhlanga) with proper grid layout designs while the remaining townships are yet to be surveyed and proclaimed. To summarize, the

municipality is largely rural in nature, with much subsistence agriculture and a small economic base. However, the municipality does have some unlocked potential due to its strategic location between the City of Tshwane in Gauteng Province and Sekhukhune in Limpopo Province. The key to unlocking this potential is through R573/ Moloto Road that poses much needed potential as an economic activity corridor that traverses the northern parts of the municipality.

The municipality's high level of dependency on Tshwane etc for job opportunities is of great concern, due to the distances that have to be travelled on a daily basis. The commuting is time consuming as well as expensive, despite subsidies. Emphasis has to be on local resources, and strengthening the local economy. This vision must also start with providing proper education to the youth, and equipping them with the knowledge and skills to not only live sustainability lives, but to be able to uplift themselves out of (often) chronic poverty.

Although the current Spatial Development Framework has identified seven Strategic Development Areas (SDAs), the following have been identified to be municipal strategic growth points and development area in which they will be properly outlined during the review of the framework; ‘

Kwaggafontein- Gemsbok- Verena Development area



Mandela- Zakheni-Moloto Development area

4.1.10. Areas of Consolidation and In-suite Development

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

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

Furthermore the majority of growth and development initiatives should be focused towards the western portion of the Moloto route, which includes the settlements of Moloto, Kwamhlanga, Enkeldoornoo, Vlakraagte 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, Mathyzenloop, 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.

Integrated Human Settlements Projects

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

Table: 4444. List of areas identified for Integrated Human Settlements Projects (IHSP)

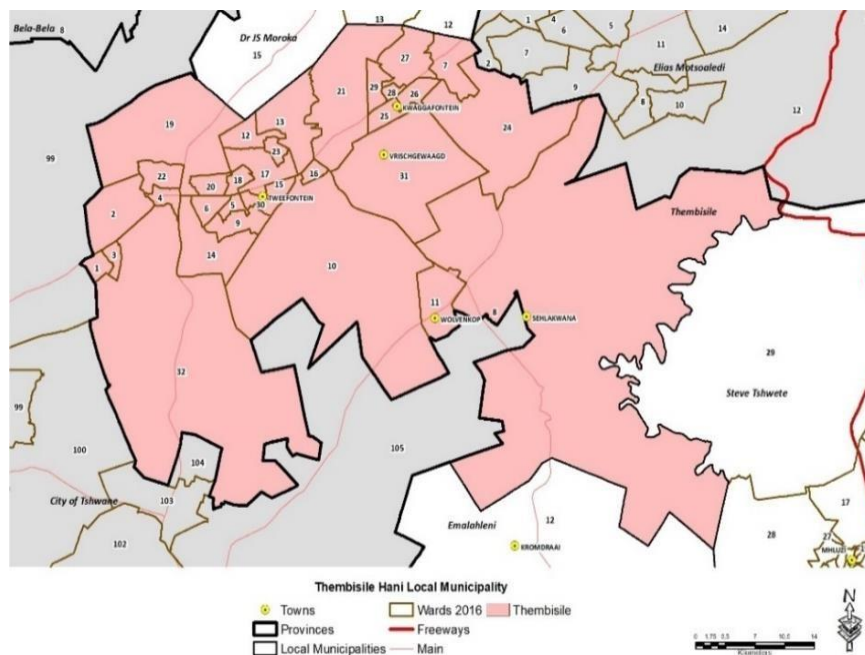
Area	Farm description
Verena	Portion 9 and 31 of the farm Bultfontein 94
Kwamhlanga	Remainder of the farm Kwamhlanga 617 JR
King's Park	Portion 15 and 16 of the farm Witpoortjies 245 JR

The Thembisile Hani Local Municipality Housing Sector Plan (HSP) is a five- year strategic plan that will guide transformation of the existing settlements and development of new sustainable human settlements in accordance with the Constitution of the Republic of South Africa, national policy on human settlement and development agenda of the Municipality. The municipality will review the HSP annually considering changes in development trends, progress made in the implementation of the plan and emerging (new) human settlement needs within its area of jurisdiction.

4.2 Thembisile Hani Local Municipality

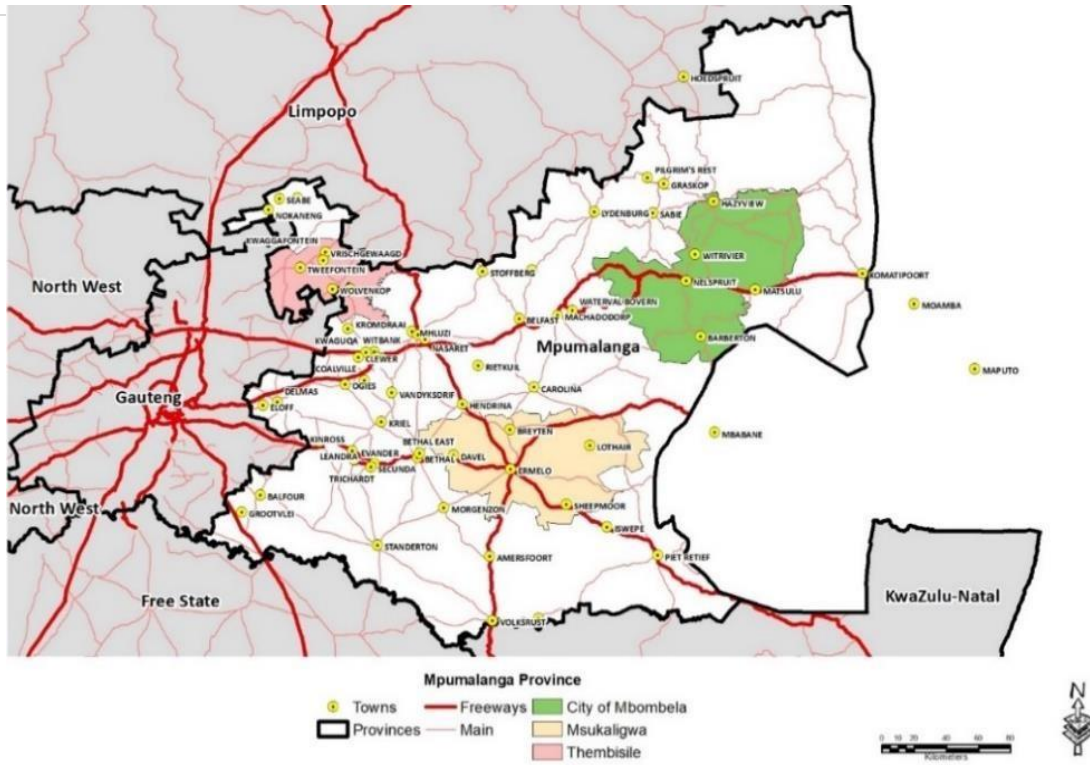
The Thembisile Hani Local Municipality is a Category B municipality situated within the Nkangala District in the Mpumalanga Province. The municipality is bordered by Dr JS Moroka in the north, Elias Motsoaledi in the north-east, Steve Tshwete in the east, Emalaheni in the south, and City of Tshwane Metro in the west. It is one of the six municipalities that make up the Nkangala district, accounting for 14% of its geographical area. The municipality covers an area of approximately 2 384km² and has a population of about 333 331 people spread unevenly among the 32 electoral wards as shown in Maps below.

Map 1.1: Thembisile Hani Local Municipality

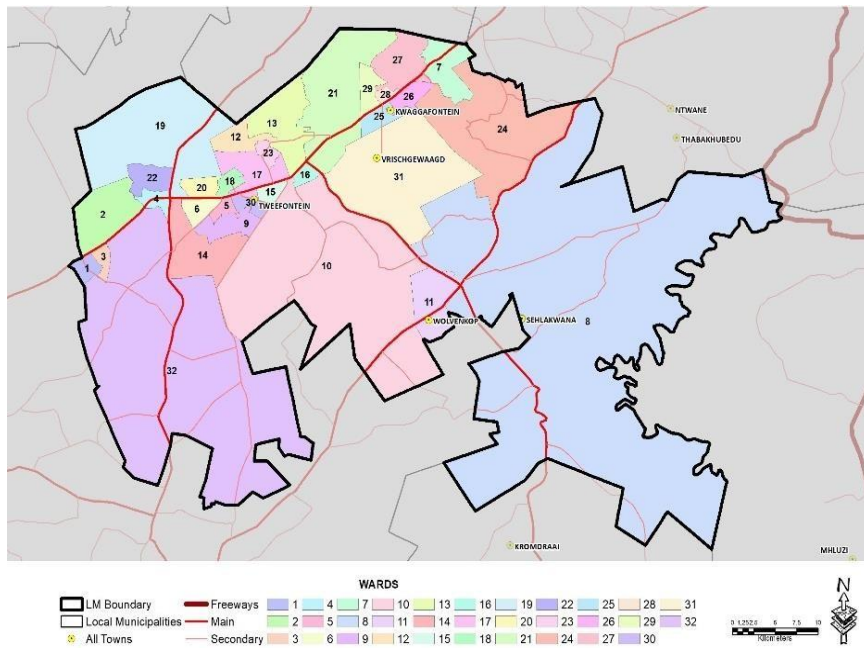


The R573 provincial road, also known as the Moloto Road, serves as a major communication and transportation route for the Municipality, linking it with Marble Hall and Groblersdal to the east and Gauteng to the south-west.

Map 1.2: THLM within Mpumalanga Province



Map 1.3: THLM Municipal Wards

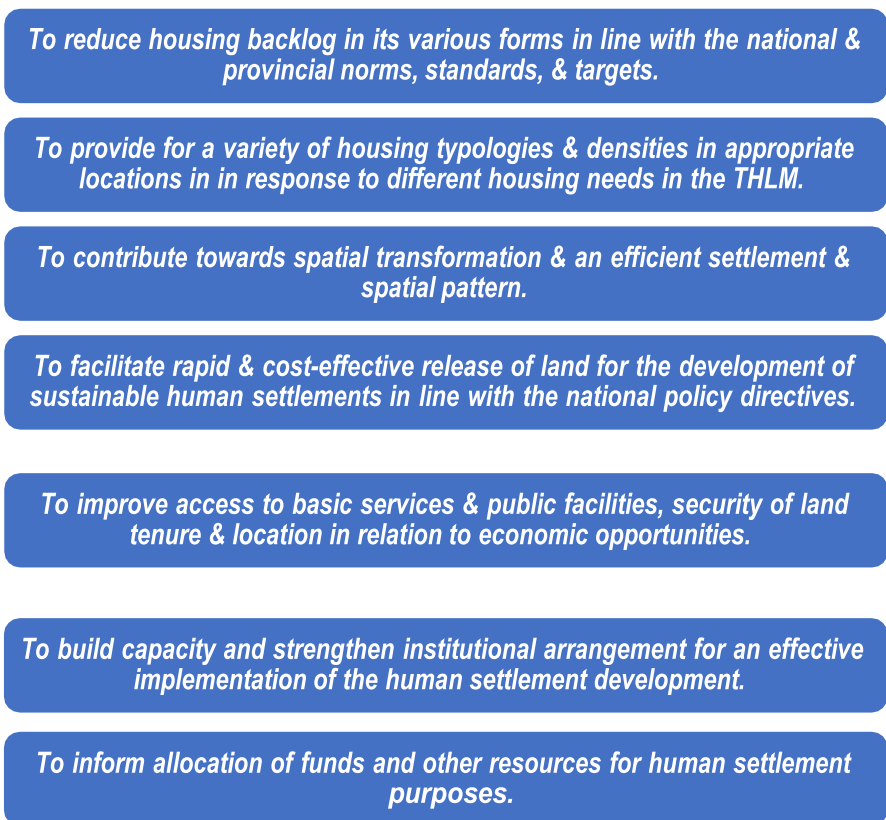


According to the THLM, residence is dependent on subsistence farming and therefore proposed that residential properties should not be too small to allow for subsistence farming. The majority of the municipal area falls under various houses of traditional leaders. There are currently 6 recognized tribal authorities in the municipality namely: Ndzundza-Fene, Ndzundza-Somphalali, Ndzundza-Mabhoko, Manala-Mgibe, Manala- Mbongo and Manala-Makerana.

4.2.1 Objectives of the THLM Housing Sector Plan

The Thembisile Hani Local Municipality Housing Sector Plan is a component of the Integrated Development Plan. It provides a strategic framework for addressing housing backlog and coordination of service delivery programs towards the ideal of sustainable human settlements. This includes unlocking economic opportunities, improving access to basic services and public facilities, and securing land tenure rights. Its objectives are summarized by the figure below.

Figure 1.1: Project objectives



4.2.2 Scope of the THLM Human Settlements Sector Plan

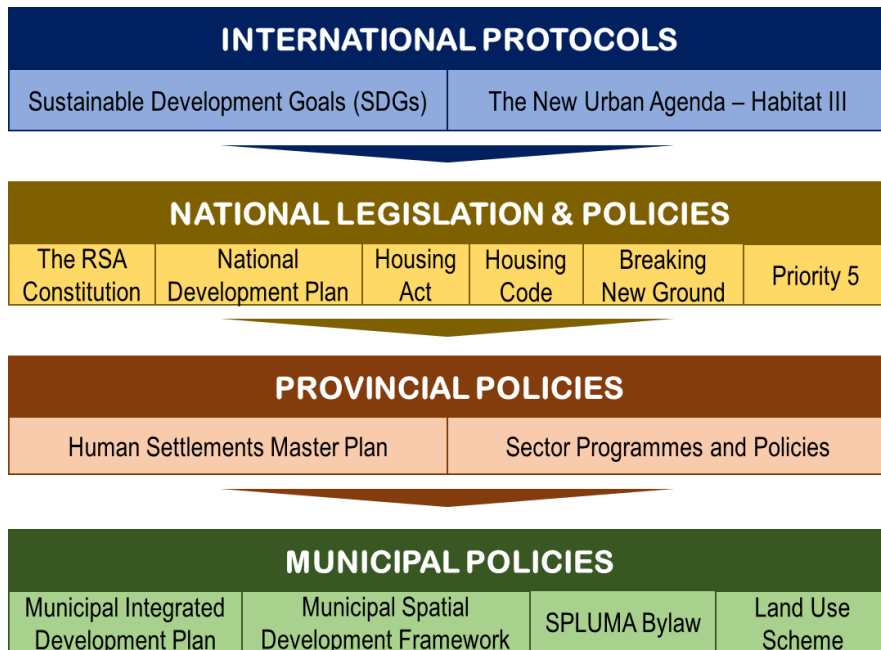
The Thembisile Hani Municipality HSP presents a human settlement (housing) development programme for the Thembisile Hani Local Municipality. It responds to the human settlement issues facing the municipality while also enabling the municipality to perform its human settlement duties and functions. These are prescribed in the Constitution and the National Housing Act, No. 107 of 1997. It covers the following:

- Review of national and provincial human settlement policy and its implications for the development of sustainable human settlement in the Thembisile Hani Local Municipality.
- Analysis of the current state of state/situation of the human settlement to ascertain the sustainability of the existing human settlement.
- Establishing current housing backlog and demand (numerical extent and number of potential beneficiaries per subsidy instrument/ priority issue).

- o Formulation of a human settlement strategy and alignment with the municipal development strategy in the IDP and other associated sector plans.
- o Land identification of strategically located land for the future development and implementation of sustainable human settlement projects.
- o Developing a pipeline of human settlement projects to inform allocation of funds and other resources at a provincial and national level; and
- o Developing an appropriate institutional framework for an effective management of the human settlement development programme in Thembisile Hani Municipality.

4.2.3 Policy Framework

The THLM will implement its human settlement programme within the framework of the Constitution of the Republic of South Africa, and in accordance with the relevant human settlement policy across the spheres of government. These include national human settlement policy, provincial human settlement program and delivery strategies and the municipality’s integrated development plan (IDP). Integrational protocols to which South Africa has committed will serve as best practice benchmarks.



4.2.4 International Protocol

4.2.4.1 Sustainable Development Goals

The Sustainable Development Goals (SDGs) otherwise known as agenda 2030 is a set of 17 Goals, 169 Targets and 231 Indicators. Of particular importance is Goal 11 which calls for sustainable communities and the core of any human settlement development plan and thus applies to Thembisile Hani Local Municipality. The attainment of the other goals is critical for long-term sustainability and the ideal of sustainable human settlements.

4.2.4.2 The New Urban Agenda (Habitat III)

The New Urban Agenda reaffirms global commitment to sustainable development globally, nationally, regionally, and locally. The implementation of the New Urban Agenda will contribute to the implementation and localization of the 2030 Agenda for Sustainable Development, especially SDG 11 - making cities inclusive, safe, resilient, and sustainable. It presents a shared vision of cities (urban settlements) for all. Therefore, the Thembisile Hani Local Municipality HSP embraces the New Urban Agenda and commits the municipality to manage and steer development within its area of jurisdiction towards the attainment of sustainable human settlements.

4.2.5 National Legislative Frameworks

Pieces of legislation governing the development of human settlements in South Africa and the Thembisile Hani municipality in particular, cuts across various sectors including housing delivery; planning and development; and local government with the constitution being the overarching framework.

4.2.5.1 The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa Act 108 of 1996 is the supreme law of the country. It establishes housing as a right and identifies its delivery as a concurrent function between national and provincial spheres of government. Section 26(1) of the Constitution guarantees every South African a right to have access to adequate housing thus making human settlement a right based program. Sub-section (2) encourages the State to take all reasonable legislative and other measures, within its available resources, to achieve the progressive realization of the right the right to adequate housing.

Although housing is a concurrent function between national and provincial government, Schedules 4 and 5 of the Constitution allocates to local government several functions (including the provision of basic services such as water, and sanitation; municipal planning; etc.) which are critical components of sustainable human settlement. Therefore, Thembisile Hani Municipality has a responsibility to deliver basic services in a manner consistent with the Constitution and contributes to the development of sustainable human settlements. The Constitution requires the municipality to do this within the principle of cooperative government framework set-out in The Intergovernmental Relations Framework Act of 2005.

4.2.5.2 National Housing Legislation

Housing Act (Act No. 107 of 1997) provides the legislative vehicle for the implementation of the national housing programme. It provides for the facilitation of a sustainable housing development process and lays down general principles applicable to housing development in all spheres of government. It also defines the functions of national, provincial, and local governments in respect of housing development.

Section 7(1) of the Housing Act (Act No. 107 of 1997) entrusts the Mpumalanga Provincial Government with a responsibility to do everything in its power to promote and facilitate the provision of adequate housing in its province within the framework of national housing policy. Section 9(1) requires the municipality, as part of Integrated Development Planning, to take all reasonable and necessary steps within the framework of National and Provincial legislation and policy to plan for housing and meeting the housing needs of the communities within its area of jurisdiction.

Other national pieces of legislation that deals directly with the human settlement mandate and have serious implications for the municipal human settlement programme include the following:

- Rental Housing Act, 1999 which defines the responsibilities of government, landlords and tenants in terms of the rental housing market.
- The Housing Development Agency Act No 23 of 2008 which defines the HDA's mandate roles and functions. It also makes provision for the HDA to expedite the processes of housing development by overcoming delivery challenges across all spheres of government.
- Home Loan and Mortgage Disclosure Act, 2000 which provides for the monitoring of financial institutions servicing the housing-credit needs of communities.
- Housing Consumer Protection Measures Act, 1998 which ensures quality management of the houses built.
- Prevention of Illegal Eviction and Unlawful Occupation of Land Act, 1998 which prohibits unlawful eviction and sets out procedures related to evictions.
- Social Housing Act No. 16 of 2008 which governs the provision of social housing.

4.2.5.3 Development Planning and Environmental Management Legislation

The following pieces of legislation provides a framework for coordinated development, harmonious land use and sustainable development (human settlement) within the Thembisile Hani Municipality.

- The Spatial Planning and Land Use Management Act (SPLUMA) No. 16 of 2013 prescribes, among others, principles, and processes of land development; spatial planning and township establishments processes; and institutional structures for an effective land use management regime.
- The National Environment Management Act of 1998 (NEMA) seeks protects ecologically sensitive areas and biological diversity while promoting sustainable development. It provides for the assessment of potential environmental impact for all development activities (including human settlement projects) above a certain threshold through Environmental Impact Assessment (EIA) process.
- The National Water Act of 1998 which requires development projects located closer to water resources to obtain Water Use License to manage potential impact on the water sources.

4.2.6 National Human Settlements Policies

4.2.6.1 National Development Plan, 2011

The National Development Plan (2011) outlines the national development agenda for South Africa. Chapter 8 of the National Development Plan (NDP) presents the national strategy for the development of sustainable human settlements. It notes the impact of apartheid in human settlement patterns and commits the government to address the challenge of apartheid geography, reshape settlement patterns and create spatially integrated and environmentally sustainable human settlements. It adopts a medium to long-term approach and states that by 2030 human settlement pattern should have changed for the better so that by 2050 South Africa should have eliminated all poverty traps. The HSP commits the Thembisile Hani Local Municipality to the attainment of these goals within the set timeframes.

4.2.6.2 Medium-Term Strategic Framework (MTSF)

The MTSF 2019-2024 is both a five-year implementation plan and an integrated monitoring framework. The plan focuses on the seven priorities and related interventions of the sixth administration of government monitoring outcomes, indicators, and targets towards the achievement of the priorities. Priority 5 deals with Spatial Integration, Human Settlement and Local Government and has the following key outcomes that relate to human settlement development:

- Adequate housing and improved quality living environments.
- Security of tenure Eradicate backlog and issuing of title deeds.
- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services.

4.2.7 Breaking New Ground, 2004

The National Housing Code (March 2000) sets out clearly the National Housing Policy of South Africa. It identifies the primary role of the municipality as taking all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis.

This entails the following:

Initiating, planning, facilitating, and coordinating housing development. This can be undertaken by the municipality itself or by the appointment of implementing agents.

- o Preparing a housing delivery strategy and setting up housing development goals.
- o Setting aside, planning, and managing land for housing.
- o Creating a financially and socially viable environment for housing delivery.
- o Facilitating the resolution of conflicts arising from housing delivery initiatives.
- o Facilitating the provision of bulk services.
- o Administering national housing programmes.
- o Expropriating land for housing development.

The aim of this plan is to assist the municipality in fulfilling the abovementioned role assigned to it in terms of the National Housing Code.

4.2.8 Integrated Urban Development Framework

The Integrated Urban Development Framework (IUDF) responds to the Sustainable Development Goals (SDGs), in particular to Goal 11. Building on the National Development Plan (NDP), it commits the national government to making cities and human settlements inclusive, safe, resilient, and sustainable. Policy Lever 3 of the IUDF relates the creation of Integrated and sustainable human settlements that are key to redressing the prevailing apartheid geography, restructuring cities, shifting ownership profiles and choices, and creating more humane (and environment- friendly) and safe living and working conditions. Through this Policy Lever, the IUDF advocates for the creation of cities and towns that are liveable, integrated, and multi-functional, in which all settlements are well connected to essential and social services, as well as to areas of work opportunities. The Thembisile Hani HSP should therefore aim to address this IUDF goal for the creation of sustainable human settlements.

4.2.9 Priority Human Settlements and Housing Development Areas

In cognisance of Section 3 of the Housing Act (No.107 of 1997) read in conjunction with Section 7 (3) of the Housing Development Agency Act, 2008 (No. 23 of 2008), the Spatial Planning and Land Use Management Act (SPLUMA) (No. 16 of 2013), and the Infrastructure Development Act (No. 23 of 2014), National Government identified and declared 136 Priority Human Settlements and Housing Development Areas (PHSHDAs) in identified municipalities in all the 9 provinces of the country. In Mpumalanga province a total of 16 PHSHDAs in ten (10) municipalities including the Thembisile Hani Municipality have areas declared and gazetted as PHSHDAs. Out of the 16 PHSHDAs, (2) are in the Thembisile Hani Municipality.

The PHSHDAs intend to advance Human Settlements Spatial Transformation and Consolidation by ensuring that the delivery of housing is used to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms. It is therefore important that the Thembisile Hani HSP recognizes these areas as prime areas for housing development and delivery.

4.2.10 Provincial Policy

4.2.10.1 Mpumalanga Provincial Vision 2030

The Mpumalanga Provincial Government introduced the Mpumalanga Vision 2030 Strategic Implementation Framework (2013-2030) as a means to localise and facilitate the implementation of the National Development Plan within the Province. The framework describes the Province's approach to realizing the objectives of the NDP and provides a provincial expression

of the key priorities, objectives, and targets. It identifies nine drivers for development with drivers 7 and 8 focusing on human settlement in and around the key economic centres and development nodes. The latter refers to areas where the provincial government will put more focus in terms of stimulating economic development. The Thembisile Hani Local Municipality with over 45 Informal Settlements becomes a key focus area for human settlement and economic development in the province.

4.2.10.2 Mpumalanga Human Settlements Master Plan

The primary objective of Mpumalanga Province Sustainable Human Settlement Master Plan is to facilitate the eradication of the existing housing backlogs and to contribute towards improved sustainability and restructuring of the urban and rural parts of Mpumalanga Province. It outlines the programmes of the Mpumalanga Department of Human Settlement and aligns them with the national and provincial development policies. It acknowledges the changing rural character of the Thembisile Hani Municipality marked by outward expansion and/or increase in population density in some settlements. It also highlights the impact of circular migration and rural/urban linkages in the development of human and the impact of this on housing need and delivery in all municipal areas. It uses the Municipal Spatial Development Frameworks (MSDF) to identify different Strategic Development Areas (SDAs) for the creation of sustainable human settlements. In the case of Thembisile Hani Municipality seven (7) Strategic Development Areas (SDAs) and Implementation Priority Areas have been identified and they indicate the direction of expansion for the various urban complexes of Thembisile Hani Municipality.

Further to the notion of sustainable human settlement, the Mpumalanga Sustainable Human Settlement Master Plan, outlines 15 strategic objectives and presents a programme of action based on the department's products and services. It advocates, inter alia, for the location of human settlement projects in strategic areas where they facilitate spatial restructuring and unlock economic development opportunities, introduction of a variety of housing typologies to change the character of settlements, subjecting projects to a thorough feasibility analysis and town planning processes, using human settlement as a catalyst for development including delivery of bulk infrastructure and basic services and aligning the programme with upgrading and security of land tenure rights. The attainment of these objectives depends, in part, on the level of cooperation among the different spheres of government, involvement of a range of stakeholders and alignment in the allocation of resources.

4.2.10.3 Mpumalanga Infrastructure Master Plan

The MIMP is based on a multi-disciplinary study dealing with the full spectrum of infrastructure including amongst others, basic infrastructure, social infrastructure, and economic infrastructure intended to unlock economic development potential within the province. It cuts across a wide range of development sectors and represents a key element towards the future sustainable development of Mpumalanga Province.

4.2.10.4 Mpumalanga Provincial Spatial Development Framework

The Mpumalanga Provincial Spatial Development Framework (PSDF) responds to the requirements of the SPLUMA and the spatial development challenges facing the Province. The latter includes spatial fragmentation, poor rural/urban functional linkages, unmanaged urbanisation which gives rise to the development and growth of informal settlements in urban centres, and unsustainable harvesting of natural resources. It presents a provincial spatial development vision and the supporting goals with the latter being the following and all relevant to the development of sustainable human settlements:

- more inclusivity, productivity, competitiveness, and opportunities in urban and rural space-economies.
- protection of resources and strengthen resilience of natural and built environments; and
- Improved effectiveness of governance.

Strategic objective 2 deals with the development of sustainable human settlements. This includes need to consolidate settlement development and growth by way of infill development and densification in the designated Strategic Development Areas; and formalisation (upgrading) of informal settlements.

4.2.11 Mpumalanga Climate Change Adaptation Strategy

The Province of Mpumalanga, like others, is vulnerable to current and projected climate changes. As such Mpumalanga Provincial Government, in line with policy prescripts of the National Climate Change Response Policy, developed the

Mpumalanga Climate Change Adaptation Strategy for the province. The strategy recognises climate change as a key developmental issue, particularly with regards to climate change related disasters which continually pose a threat to the lives of communities residing in informal settlements, increasing their vulnerability. The strategy further acknowledges that one of the factors influencing the environmental sensitivity and social vulnerability of human settlements to climate change hazards is settlement typology. Over 50% of the people in Thembisile Hani Municipality live in conditions of poverty in rural areas including informal settlements characterized by backlogs in social facilities such as schools, clinics, hospitals, and police stations which significantly increases their vulnerability to the effects brought about by climate change.

With the current climate-induced migration and urbanization set to continue, the demand for housing will continue to rise also. Thembisile Hani is not an exception to this kind of migration which means that the problems of providing more housing is likely to be experienced in the municipality.

4.2.12 Mpumalanga Biodiversity Sector Plan

The Mpumalanga Biodiversity Sector Plan (MBSP) updates and replaces the old Mpumalanga Biodiversity Conservation Plan. The MBSP comprises two spatial components: maps of terrestrial and freshwater critical biodiversity areas (CBAs); and a set of land-use guidelines that are important for maintaining and supporting the inherent biodiversity values of these critical biodiversity areas. The latter component plays a vital role with regards to location of land uses, the spatial location of informal settlements. Unplanned settlements result in the fragmentation of species habitats and has been identified as one of the greatest threats to biodiversity. Improved connectivity amongst spaces is believed to reduce the effects of fragmentation and landscape connectivity should be enhanced by the identification of linkages between areas of high conservation value. The MBSP recognises this crucial element and proposes the development of Bioregional Plans which identify Critical Biodiversity Areas and Ecological Support Areas, as well as the inclusion of Critically Endangered Ecosystems as gazetted in terms of the National Environmental Management: Biodiversity Act, No. 10 of 2004. Bioregional Plans have been developed for each of the 3 District Areas of Gert Sibande, Nkangala, and Ehlanzeni in Mpumalanga. These plans will assist with the planning for human settlements ensuring that development does not occur in serious biodiversity sensitive areas. The Bio-regional Plan for Nkangala District is thus an important informant to the THLM Housing Sector Plan.

4.2.13 Nkangala Rural Development Plan

The Department of Rural Development and Land Reform developed Rural Development Plans for each of the 3 Districts in Mpumalanga Province. The Nkangala District Rural Development Plan identifies the issue of housing as one of the key issues in the district and acknowledges that an estimated 41

502 households live in informal settlements excluding those living in backyards and overcrowded households (23 336 units) while about 8645 households live in informal structures in Traditional Areas. The total informal backlog hence stands at 73 490 units with most of the settlements in Thembisile Hani and Dr JS Moroka municipalities not formalised and lacking services. The plan further acknowledges that there is also a significant need for housing in farm areas for farm workers. The prime goal of the plan is to achieve sustainable development and livelihoods through agricultural opportunities identified in Thembisile Hani Municipality. The THLM HSP should therefore identify suitable housing typologies that are suitable for farm workers in identified farm areas.

4.2.13 Thembisile Hani Municipal Policies

4.2.13.1 THLM Integrated Development Plan: 2017- 2022

The THLM has developed an Integrated Development Plan (IDP) indicating, among others, the long-term desired situation, short-to-medium term strategic guide for public and private sector investment, and the spatial location of critical infrastructure development projects. The IDP is based

on the five local governments Key Performance Areas (KPA), with the development of human settlements being part of the basic service delivery and infrastructure development KPA. The organisational strategic objectives in this regard include reducing housing backlog in line with the national and provincial norms and standards, meeting the national targets for housing development and identification of strategic areas for the development of new sustainable human settlements in line with the national human settlement policy.

The Integrated Development Plan (IDP) is a mandatory legislative requirement introduced in terms of Section 25(1) of the Municipal Systems Act, (Act No. 117 of 2000) to give effect to the intentions of the Constitution in respect of local governance, and White Paper on Local Government which introduces a developmentally oriented local government structure. THLM follows from this and have developed an IDP which details the municipal strategic goals and objectives and projects. The THLM Integrated Development Plan presents a vision that guides the developmental strategies of the municipal, its vision embodies the following:

“To better the lives of our people through equitable and sustainable service delivery and economic development”

This vision is supported by a mission which aims to achieve 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 annual budgetary constraints

4.2.13.2 THLM Spatial Development Framework

The THLM Spatial Development Framework (SDF) is a component of the IDP and thus a legislated mandate. It is a principal spatial planning instrument, which guides and informs all planning, land management, development, and spatial decision-making in the municipality. It provides a spatial interpretation of the strategies and projects already contained within the IDP, such as human settlement development. The main purpose of the SDF is to guide the form and location of future spatial development within the Municipal area to address the imbalances of the past. The Thembisile Hani Local Municipality SDF (2014) supports the development of sustainable human settlements and proposes that:

- Existing spatial pattern and trends in the Thembisile Hani area be consolidated as far as possible, and that infill development be done on the vacant portions of land between different settlements to create one consolidated urban structure around the Moloto Corridor.

Most of the growth and development initiatives should be focused on the western portion of the Moloto route, which includes the settlements of Moloto, KwaMhlanga, Enkeldoornoog, Vlaklaagte and Tweefontein. The aim of development focus in these areas is the fact that the municipality is nearest to the economic activities of Gauteng which limits the travelling time and costs for residents from these areas.

-
- The development of planned residential townships in this area will also contribute towards increasing critical population masses along the proposed Moloto Rail Corridor and Transport Oriented Development centres (TOD).

4.2.14 Implications for the THLM Human Settlements Sector Plan

The Thembisile Hani Local Municipality has a Constitutional obligation to ensure that citizens within its jurisdiction have access to adequate housing. The realization of this right, which needs to be captured in the HSP, must be translated into human settlement programmes that are:

- Reflective of national and provincial policies and legislation.
- Aligned with the municipal bulk infrastructure planning and development programme. The same applies to other government departments responsible for educational, health, sports, and recreation facilities.
- Undertaken within the broader framework of socio-economic development and spatial transformation.
- Comprehensively capture and respond to the diverse range of housing needs of the Municipality.

Furthermore, the national, provincial, district and local municipality policies relating to the development of human settlements have far-reaching implications for the Thembisile Hani Local Municipality HSP. These can be summarized as follows:

- Access to adequate housing is one of the basic human needs and human rights enshrined in the Constitution. The Thembisile Hani Local Municipality has a responsibility to advance the housing (shelter) related human rights within its area of jurisdiction.
- The Thembisile Hani Local Municipality has a Constitutional obligation to ensure that all citizens within the municipal area have access to adequate housing or shelter.
- The delivery of housing and the development of human settlements should be undertaken within the broader framework of socio-economic development and spatial transformation.
- Planning and development of future human settlements should embrace and adopt norms and standards as articulated in various policy developments.
- Human settlement development projects should align with the Nkangala District Municipality and Provincial government bulk infrastructure planning and development programme. The same applies to other government departments responsible for educational, health, sports, and recreation facilities.

4.2.15 HOUSING NEED AND SUPPLY ANALYSIS

Housing need is one of the stubborn challenges facing the whole of South Africa, and the Thembisile Hani Municipality in particular. It arises from migration, changing population structure and increase in the number of smaller and nuclear families. It affects in the main, low-income earners, and with the dominance of this segment of the population in the Thembisile Hani Municipality, the enormity and depth of the housing crisis is profound. Although the target keeps shifting, the government has made substantial progress towards the realization of the right to adequate housing for all. A large number of households has received housing while several projects to address the existing backlog are also in the pipeline.

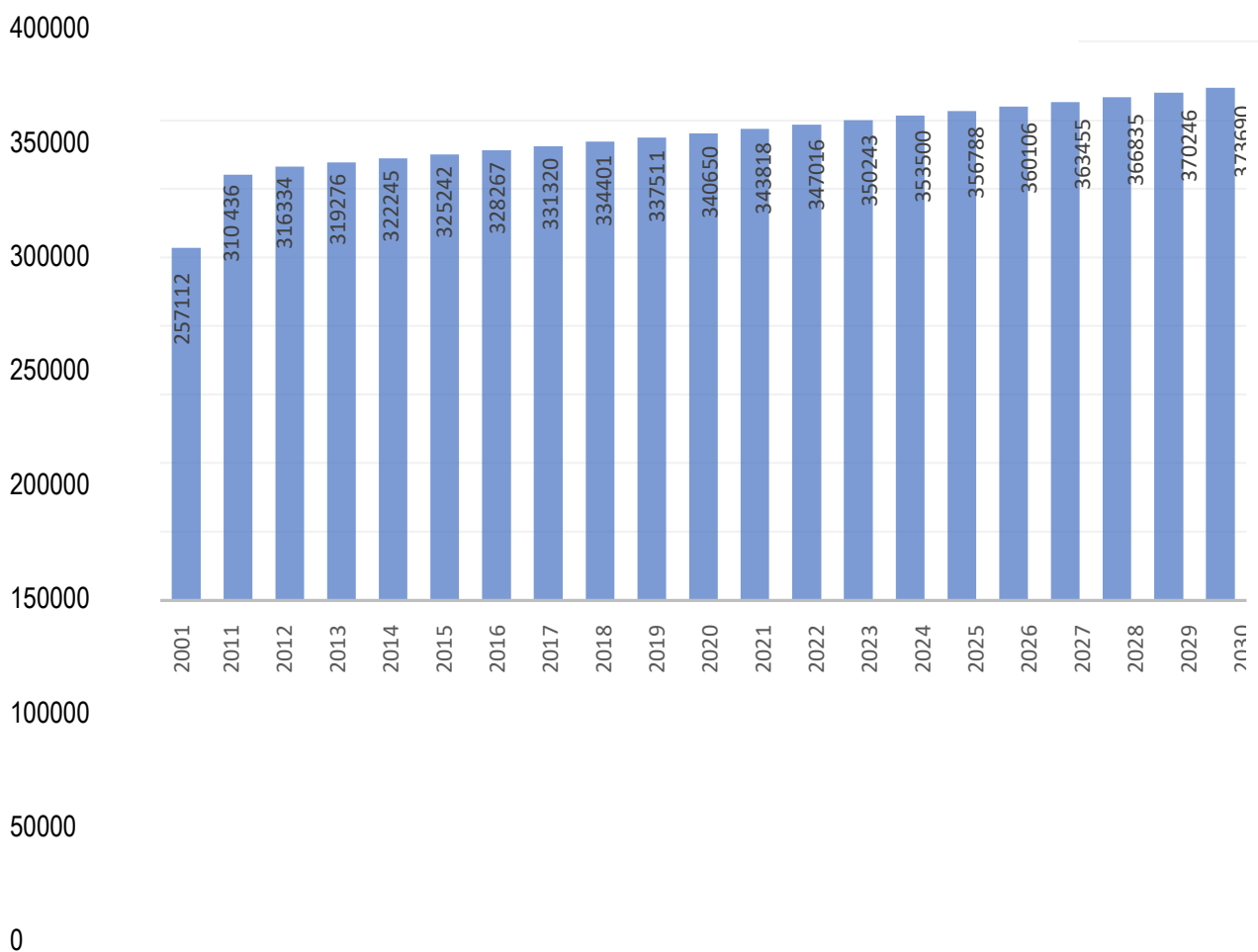
4.2.15.1 Population Dynamics

4.2.15.1.1 Population Size and Growth

According to Stats SA (2016 community survey), Thembisile Hani's population grew from 310 458 people in 2011 to 333 331 in 2016 which accounts for 23.7% of Nkangala's population. The population grew by 1.6% PA between 2011 & 2016. According to the community Survey conducted in 2016 the population has grown to 333 331, the 6th largest population in the province and the 2 in the district after Emalahleni Local Municipality.

The population number was estimated to be 349 588 in 2019 and in the region of 445 939 people by 2030 given the historic population growth rate per annum. Of the total population 52.4% are female and 47.6% are male and approximately 99.2% are Africans. Youth up to 34 years of age is estimated at 68.7% of the population and the number of households grew from 75 634 to 82 740 which amounts to 4.1 people per household and 23% of the total households in Nkangala.

Figure 3.1: THLM Population Growth Trend



SOURCE: STATSSA 2016

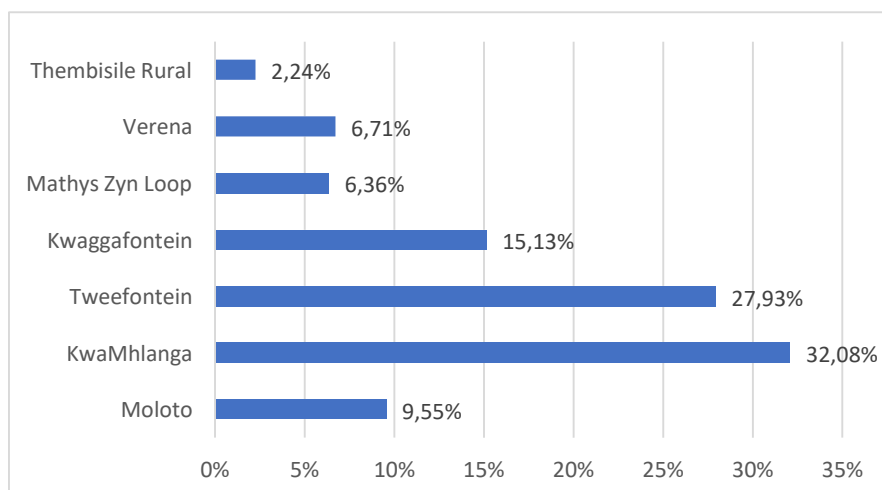
Female headed households are estimated at 46.1% and child headed (10- 17 years) households at 0.9 % in 2011.

The figure above illustrates the projected growth up to 2030, it shows that the municipal population will continue to grow at a rapid pace meaning that all development and infrastructure provision in the municipality will need to take into consideration the growth trend of the municipality.

4.2.15.1.2 Population Distribution and Density

The population of the THLM is distributed unevenly among the 32 electoral wards with major population concentrations located in KwaMhlanga which accounts for 32.08% and 27.93% in Tweefontein.

Figure 3.2: THLM Population Distribution



SOURCE: STATSSA 2011

Other areas with significant population concentrations include Kwaggafontein, Moloto and Verena. Population densities in THLM are highest in KwaMhlanga, followed by Kwaggafontein. The rural areas have the lowest densities. The figure reflects this population distribution in the main centres of Thembisile Hani Municipality.

4.2.15.2 Age / Gender Structure of the Population

The structure of THLM shows a youthful population with the highest numbers being in the younger age groups. The Municipal IDP suggests that there has been a steady decline in population in the age groups 0 - 14 reflected in both the 2001 and 2011 censuses. It attributes this to a decline in fertility levels in Thembisile Hani Local Municipality.

Table 3.1: Population by Age

AGE	MALE	FEMALE	TOTAL
Age: 0 – 4	14766	14732	29498
Age: 5 – 9	13253	13192	26445
Age: 10 – 14	13125	12381	25506
Age: 15 – 19	14197	13828	28025
Age: 20 – 24	12019	11776	23795
Age: 25 – 29	8991	10261	19252

Age: 30 – 34	6818	10261	17079
Age: 35 – 39	5858	7158	13016
Age: 40 – 44	5170	6576	11746
Age: 45- 49	4899	6257	11156
Age: 50 – 54	4269	5383	9652
Age: 55 – 59	3999	5056	9055
Age: 60 – 64	3425	4730	8155
Age: 65 - 69	2484	4040	6524
Age: 70 – 74	1793	3315	5108
Age: 75 – 79	966	2187	3153
Age: 80 – 84	749	1800	2549
Age: 85+	628	1746	2374

SOURCE: STATSSA 2011

Table 3.1 above also shows a noticeable larger female population over the males in the 25 to 85 age groups. In this cohort the females are 18 721 more than the men. From age 65 the women are almost twice as many as the men.

4.2.15.3 Socio-Economic Profile

The socio-economic profile of the population, particularly household income and employment rate are also important indicators of housing need in the Thembisile Hani Local Municipality.

4.2.15.4 Income Profile

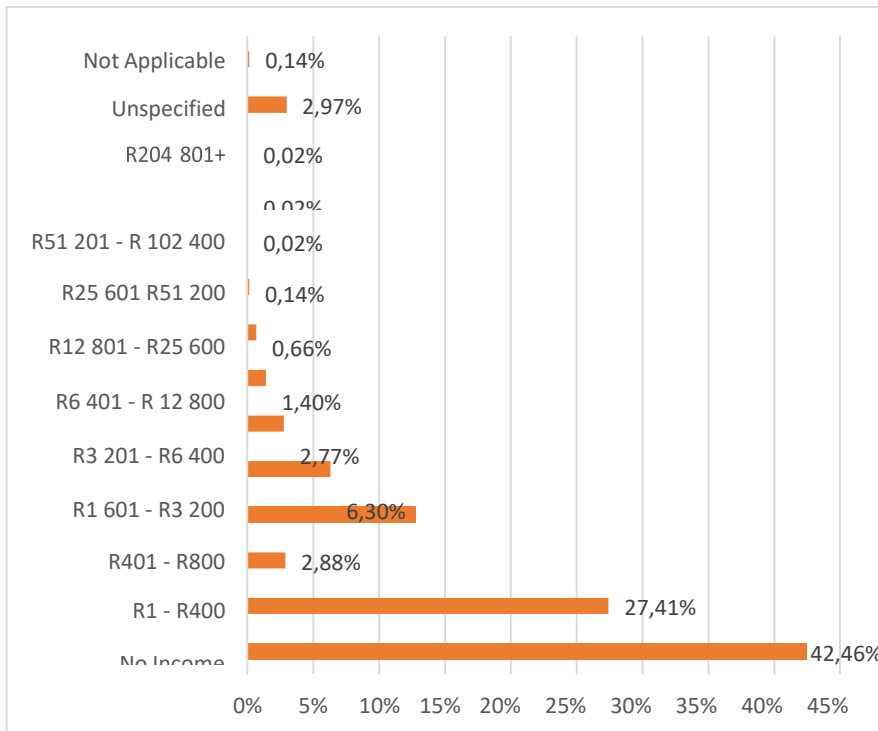
According to Stats SA, monthly incomes increased significantly between 2001 and 2011. The number of households earning no income decreased by 31.1% from 74.9% in 2001 to 43.8% in 2011. Households earning at least

R400 increased from 6.9% in 2001 to 28'3% in 2011, while those earning

between R801 and R1600 increased from 4.8% to 13.2% in 2011.

Overall, the income level is very low, and well below the minimum living level (MLL) as set by National Treasury at between R4000 and R4500. In short, 94.8% of households in THLM earned a monthly income below the MLL. This creates a high dependency on government grants and services including the provision of subsidized housing.

Figure 3.3: Individual Monthly Income



SOURCE: STATSSA 2011

4.2.15.4 Employment Profile and Dependency Ratio

According to the THLM SDF (2014), overall employment levels within the municipality are moderate, the total employment increased by 14.2% from 48.9% in 2001 to 63.0% in 2011 as shown in the figure below. According to the THLM IDP (2016-2017), about 97 744 people in the municipality are economically active and of these, 37% are unemployed.

The IDP also states that of the 48 741 economically active youth (15-34 years) in the area, almost half (49.4%) are unemployed. The municipal unemployment rate is currently standing at 37% with the female population accounting for most of the unemployment. The IDP also noted that the highest unemployment rate in the municipality is identified in Ward 30 (50.1%) while the lowest unemployment is in Ward 1 (29%).

The IDP also stated that employment rate in the municipality increased by 27 468 between 2001 and 2011. This can be interpreted as a deficit of almost 3 000 new jobs per annum (Stats SA Census, 2011). There has been a recorded decrease in unemployment from 51.1% in 2001 down to 37.0% in 2011.

Table 3.2: Employment and EAP Segment 2011

AREA	EMPLOYED SEGMENT	EAP SEGMENT
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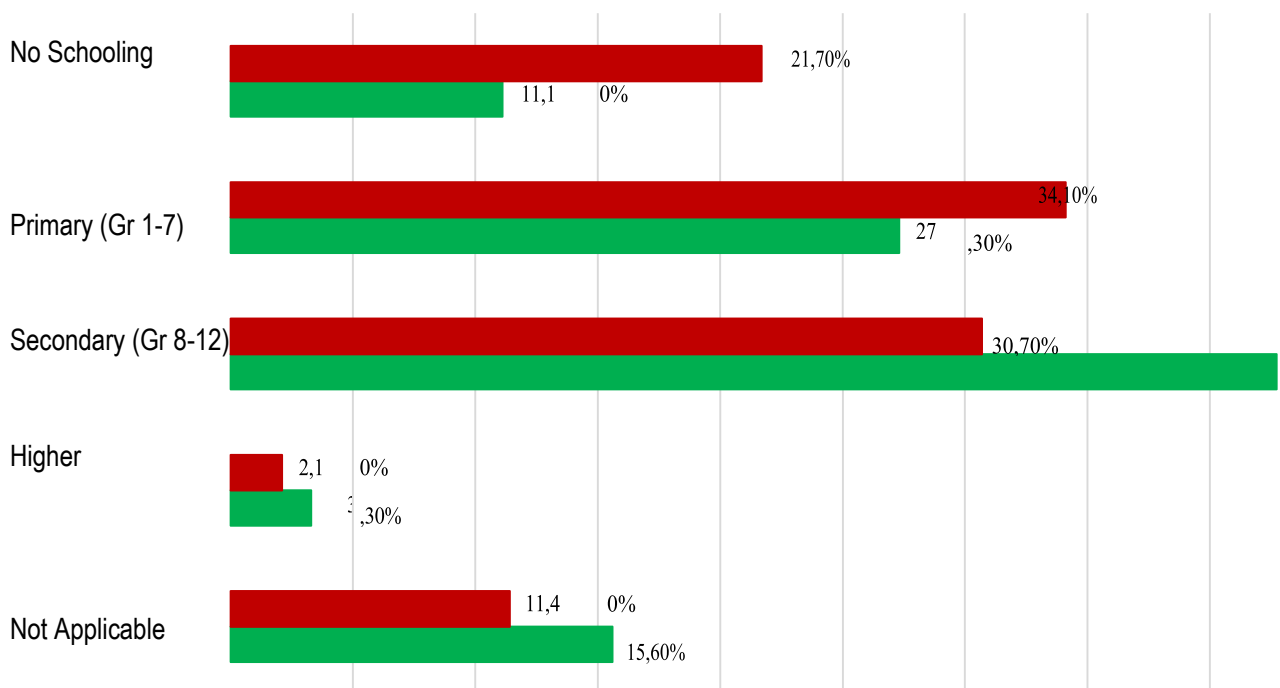
THLM	63.0%	68.5%
Moloto	66.8%	67.4%
KwaMhlanga	67.3%	65.6%
Tweefontein	59.3%	69.9%
Kwaggafontein	62.5%	68.1%
Mathys Zyn Loop	58.1%	72.8%
Verena	52.1%	75.1%
Thembisile Rural	65.1%	69.1%

SOURCE: THLM SDF 2014

Table 3.2 above indicates the employed segment and the economically active (EAP) segment in 2011. It shows that overall, the Municipality has an EAP of about 70%, of which 60% is employed. Verena has the highest EAP segment of approximately 75% and the lowest employment level of 52.1%.

4.2.16 Education

The education profile provides an indication of the literacy levels of the Local Municipality.

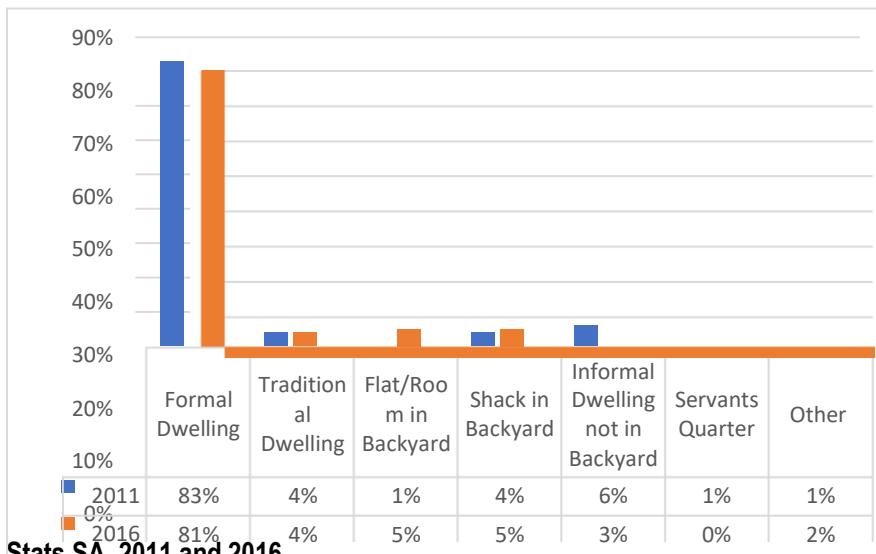


4.2.17 Access to Housing

The figure below indicates the types of dwellings that people within the municipality occupy. According to Stats SA, the population living in formal dwelling units (houses made up of bricks) decreased from 83% in 2011 to 81% in 2016. The percentage of people living in traditional dwellings remained constant at 4% during the same period. However, people occupying informal dwelling in backyard shacks increased by 1% from 4% to 5% in the same

period. People living in informal dwellings (shacks not in backyard) have decreased from 6% in 2011 to 3% in 2016.

Figure 3.6: THLM Housing Typologies



Source: Stats SA, 2011 and 2016

4.2.18 Housing Backlog

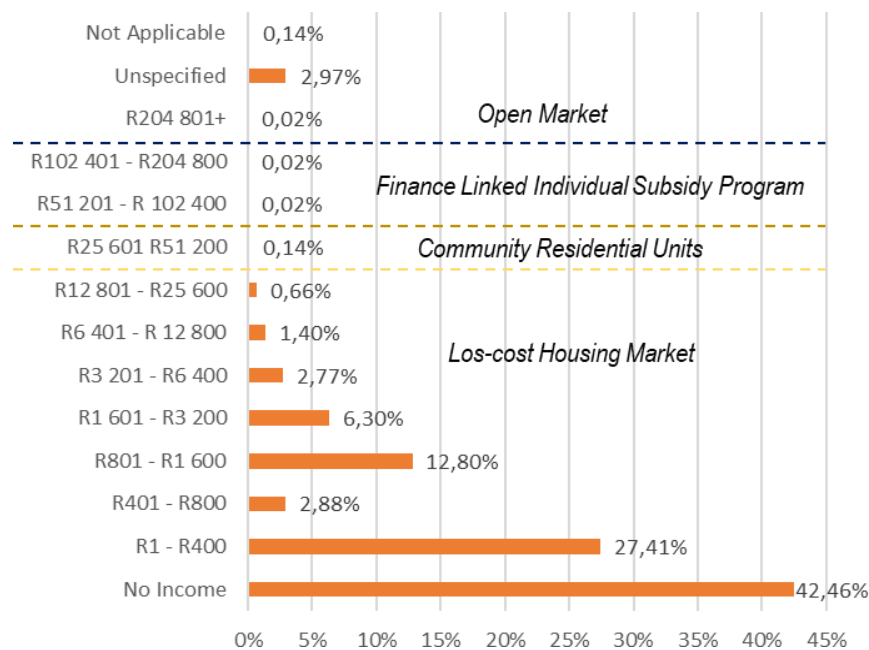
According to the Mpumalanga Sustainable Human Settlement Master Plan, the THLM had 63 296 formal houses and 12 334 informal houses in 2011,

the 12 334 informal houses consisting of 2 875 traditional structures, 3 807 backyard units, and 5 654 structures in informal settlements. One can assume that the 6 618 informal houses represent a shortfall in the housing supply and therefore represent housing need in the Municipality. The Master Plan also projected an incremental demand of 2 800 subsidized units and 32 200 bonded units by 2032.

4.2.19 Housing Market Segment

The income profile of the population residing in the THLM provides perspective into the extent of housing demand and need in the municipality within each of the housing programmes and products. The figure below indicates the income bands for individual and households that qualify for housing subsidies based on income criteria. The income bands do not correspond exactly with those stipulated in the official policies but provides a good indication of income bands that can qualify for subsidies.

Figure 3.7: Housing Market Segments



Source: Stats SA, Census 2011

There is a high proportion of households/individuals within the low-income categories that can qualify for subsidized housing (less than R3 500/month), as well as a fair amount earning below R7 500 that can qualify for Finance Linked Individual Subsidy Programme (FLISP) housing subsidies. It is also important to note that these housing segments are not static. They change in response to population growth and movement patterns, as well as changes in the economic fortunes of individuals. Job creation initiatives and economic growth may facilitate graduation of some individuals from one segment to the other, while job losses may force some individuals to lower market segments.

4.2.20 Housing need

The table below indicates the housing backlog/need, based on household income and current demand by housing type within each electoral ward. Table 3.3 illustrates the number of households in Thembisile Hani Municipality that qualifies for low-cost housing (55 603), Community Residential Units (CRUs) (33 326) and Finance Linked Subsidy Programme (17 209) within each ward. The table also presents the estimated housing backlog for each electorate ward (based 2011 census data) and estimates the housing backlog at 11 135 based on current housing type. It also stipulates that most of the demand based on current housing types stems from households that are currently residing in informal dwelling units (4 757). The second highest demand comes from the households which currently reside in informal shacks (2 918). The demand that comes from the households which currently reside in Traditional dwellings is currently at 2 873 while the lowest demand is from households residing in backyard rooms (587). The table also reveals that larger numbers of the population are in wards 14, 4, 24 and 20. It also reveals that most of the demand for housing stems from these wards. The municipality should thus prioritize these wards for housing projects.

Table 3.3: Housing Backlog

Wards	Total No. of Households Ward	Households earning less than R38196 p.a. / R3 183 p.m. (Qualifying for Low-Cost Housing)			Households earning between R800- R3500 p.a. / R9600- 42000 p.m. (Quality for CRU)		Households earning more than R153 802 p.a / R15 000 p.m. (Qualifying for FLISP)			Demand by Current Housing Type				
		Traditional Dwelling	Informal Shack	Informal Dwelling	Backyard Room	Total								
23	2109	1619	1030	429	73	23	55	0	151					
24	3124	2437	1502	609	206	23	40	4	273					
25	2274	1624	999	560	78	84	25	62	249					
26	1780	1284	861	438	48	17	40	9	114					
27	1515	1091	753	375	22	13	10	4	49					
28	1817	1261	892	481	34	17	23	27	101					
29	2162	1537	995	542	23	13	13	28	77					
30	2558	1994	1105	507	85	50	55	7	197					
31	1913	1377	886	480	116	26	6	3	151					
32	2614	908	527	693	152	69	68	6	295					
TOTALS	76171	55603	33326	17209	2873	2918	4757	587	11135					

4.2.21 Housing Supply

THLM has initiated a number of housing projects towards addressing the housing backlog that exist in the municipality. These housing projects includes Emlanjeni, Tweefontein K, Buhlebesizwe Ex 1, KwaMhlanga, Mashiloville, Vlaklaagte Township and Vlaklaagte View.

4.2.21.1 Integration of Housing Delivery and Other Services

The Thembisile Hani LM has been committed and dedicated in the provision of services and housing delivery. It has been active in the delivery of low-cost housing over the last few years. Housing delivery within the Thembisile Hani LM area mainly occurs in the form of state funded, low- cost housing in which the Department of Human Settlement serves as the developer. The municipality has identified additional housing projects to address the housing backlog and submitted them to the Department for packaging. Housing projects in Thembisile Hani Municipality are at different stages of development with the majority being either in planning or construction phases.

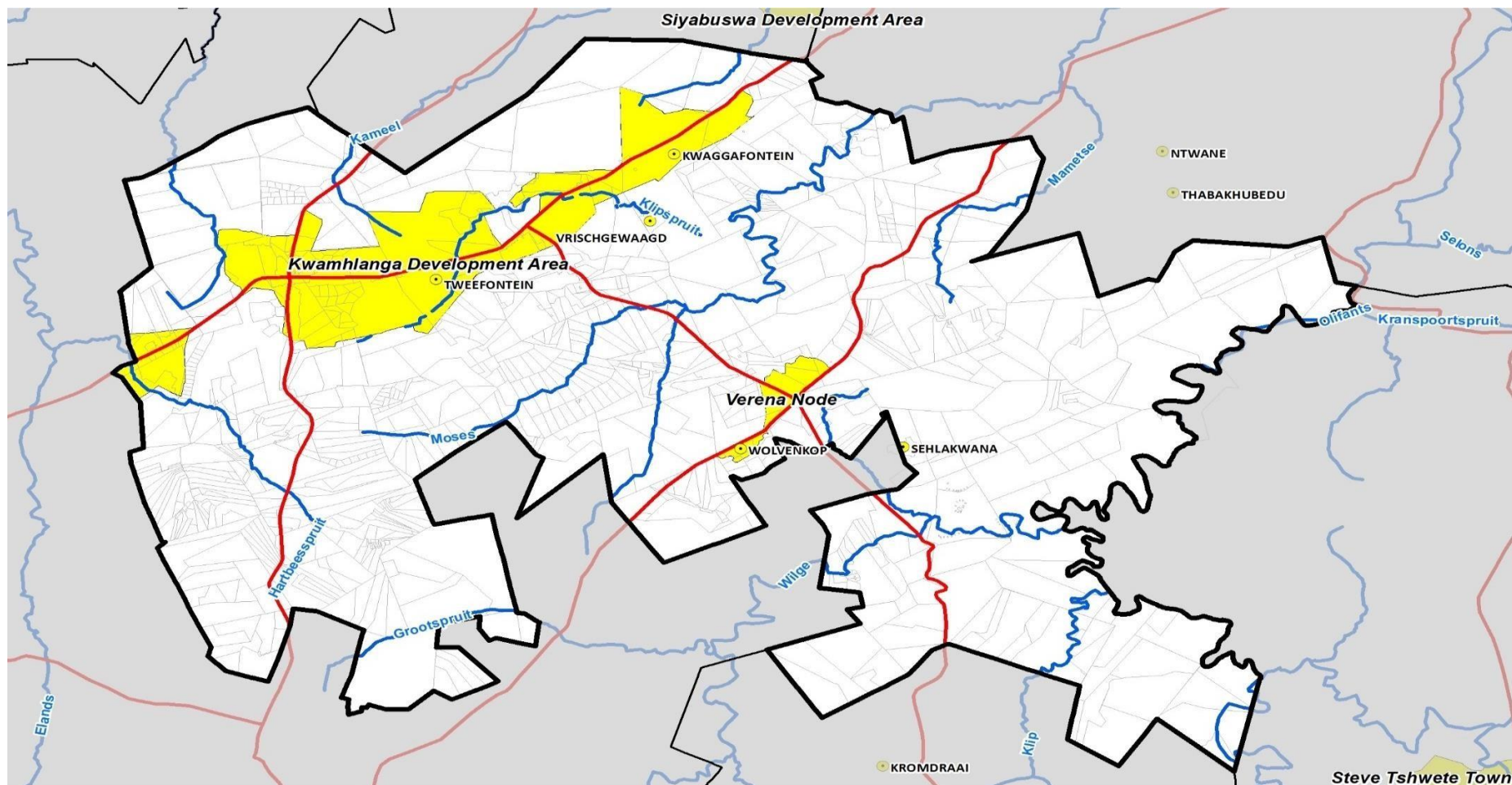
4.2.21.2 Gap Housing

“Gap housing” is a term used to describe the shortfall, in the housing market between residential units supplied by the state (which cost R100 000 and less) and houses delivered by the private sector (which are not less than R250 000). The gap housing market comprises people who typically earn between R3 500 and R22 000 per month, which is too little to enable them to participate in the private property market, yet too much to qualify for state assistance. It is difficult to estimate precisely how large the demand for the gap-housing product is, as it fluctuates with interest rate changes and employment levels. It also depends on the number of families who voluntarily choose to make longer-term financial commitments.

4.2.22 Priority Human Settlements and Housing Development Areas in Thembisile Hani Municipality

National Government identified and declared 136 Priority Human Settlements and Housing Development Areas (PHSHDAs) in identified municipalities in all the 9 provinces of the country. In the Thembisile Hani Local Municipality, two (2) PHSHDAs have been identified and declared. These are listed in the table above. The map below depicts the location of the 2 PHSHDAs in Thembisile Hani Local Municipality

Map 3.1: PHSADAs Location in THLM



PRIORITY HUMAN SETTLEMENTS AND HOUSING DEVELOPMENT AREAS (PHASDAs)

- LM Boundary
 Freeways
 NFEPA Rivers
 PHSADAs
- Local Municipalities
 Main
 Farm Cadastral
- All Towns

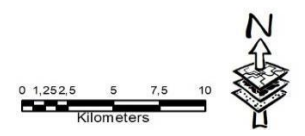


Table 3.4: THLM PHSAHDAs

PHSAHDA NAME	MAIN PLACES	WARD	
15	KwaMhlanga Development Area	Enkeldoornoog A, B, C Kameelpoortnek A, B, C, Crossing, Kwaggafontein A, B, C, D, KwaMhlanga Crossroads, KwaMhlanga C, IA, Mathys Zyn Loop-A, Moloto, Moloto North, Tweefontein, Tweefontein A, B, C, D, E, F, G, H, J, K, M, N, Tweefontein, Vlaklaagte Ridge, Vlaklaagte-AA, BB, CC	1,2,3,4,5,6,7,9, 10,12,13,14,15, 16,17,18,19,20, 21,22,23,25,26, 27,28, 29, 30
16	Verena Node	Verena A, B, C, Wolvenkop-A	8, 11

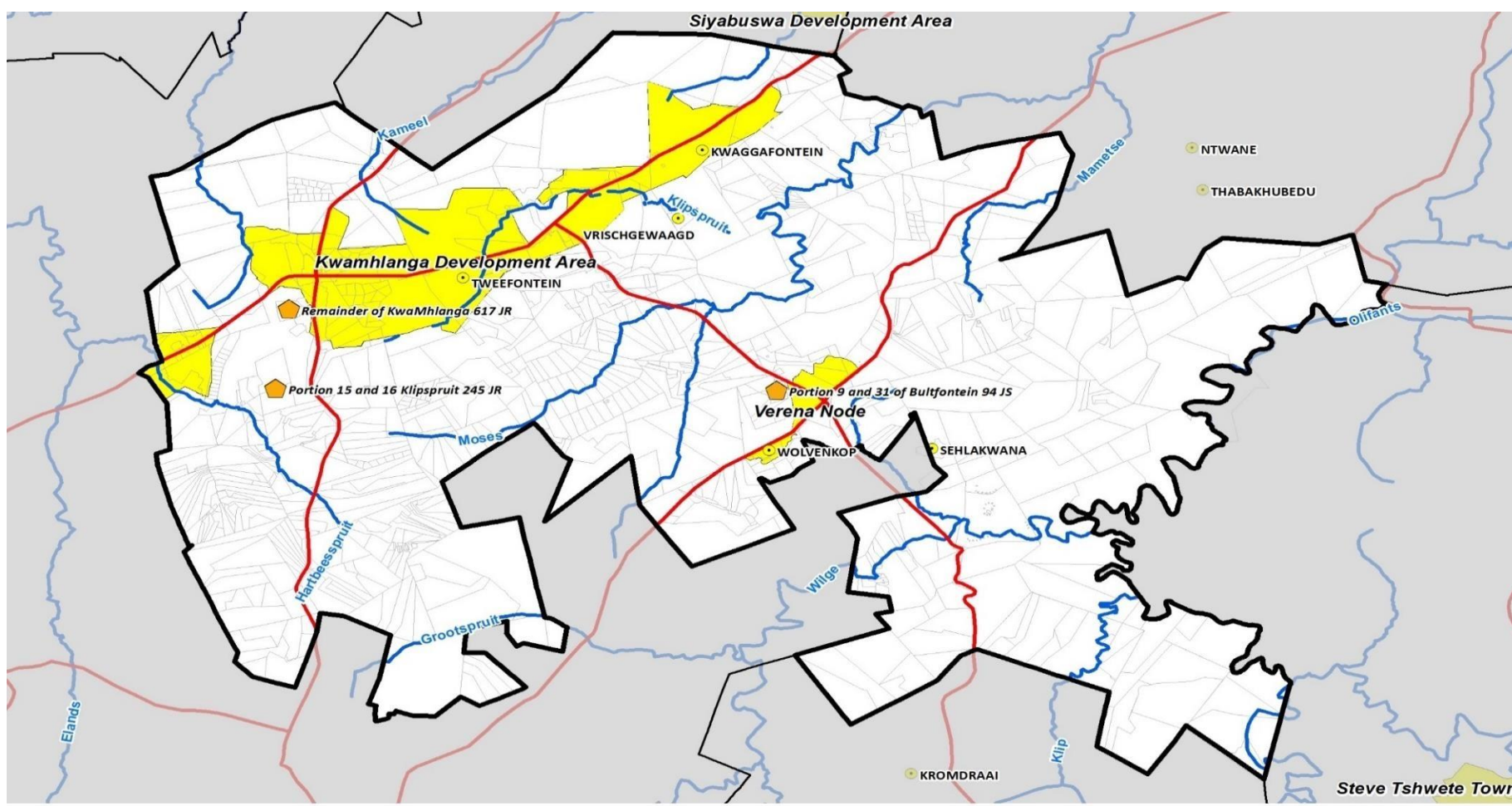
SOURCE: GOVERNMENT GAZETTE NOTICE NO 526 OF MAY 2020

4.2.23 Current Housing Projects

The Department of Human Settlement has implemented several projects in the Thembisile Hani Municipality over the last few years. These occurred in the form of isolated small projects on areas that did not have township establishment. Some were even spread thinly among several electoral wards. As a result, the housing programme has not had a meaningful impact in transforming the existing settlements into sustainable human settlements in line with the national policy. Realizing the above as a shortfall with regards to the implementation of housing projects in THLM and the province, the Department of Human settlements, Mpumalanga Province appointed service providers to:

- o develop a pipeline of human settlement projects for implementation within the short to medium term, and
- o undertake or complete township establishment for housing projects in all local municipalities in the Nkangala District.

Map 3.2: DHS Housing Projects and PHSADAs



DHS Housing Projects and PHSADAs

LM Boundary	Freeways	NFEPA Rivers	DHS Housing Projects
Local Municipalities	Main	Farm Cadastral	PSHDAs
All Towns			

0 1.25 2.5 5 7.5 10
Kilometers

Table 3.5: DHS Housing Projects

NO.	PROJECT AREAS	NO. OF SITES
1	Portion 9 and 31 of Bultfontein 94 JS	2018
2	Remainder of KwaMhlanga 617 JR	2826
3	Portion 15 and 16 Klipspruit 245 JR	1167
TOTAL		6011

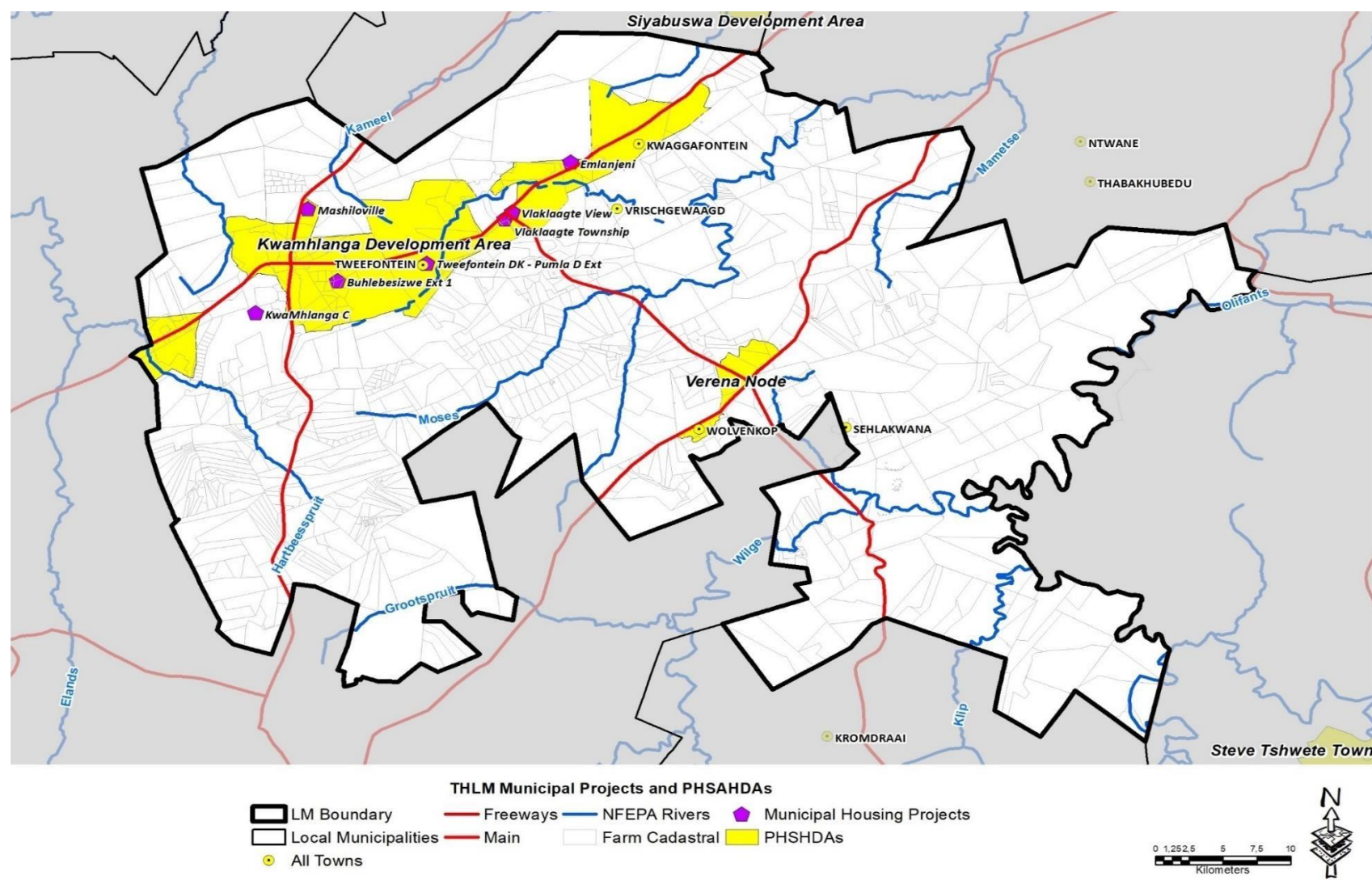
The table above depicts the human settlements projects that the Department of Human Settlements through the IHSP is currently busy with and are reflected in the DHS Business Plan. Map 5 shows the location of these projects relative to the PSHDAs. Evident from the table is the fact that all the three projects that the DHS is implementing do not fall within the demarcated PSHDAs. The projects are however not far from the PSHDAs and lie more or less adjacent to the PSHDA boundaries.

Table 3.6: THLM Municipal Housing Projects

NO.	PROJECT AREAS	NO. OF SITES
1.	Emlanjeni	500
2.	Tweefontein-K	1079
3.	Buhlebesizwe extension 1	2682
4.	KwaMhlanga c	1245
5.	Mashiloville	525
6.	Vlaklaagte Township	500
7.	Vlaklaagte View	1167
TOTAL		7698

The table above indicates the municipal housing projects currently being undertaken by the Thembisile Hani Local Municipality. Map 6 indicates the project locations relative to the PSHDAs. All the projects, but one, that the municipality is currently implementing fall within the PSHDAs.

Map 3.3: THLM Municipal Housing Projects and PHSADAs



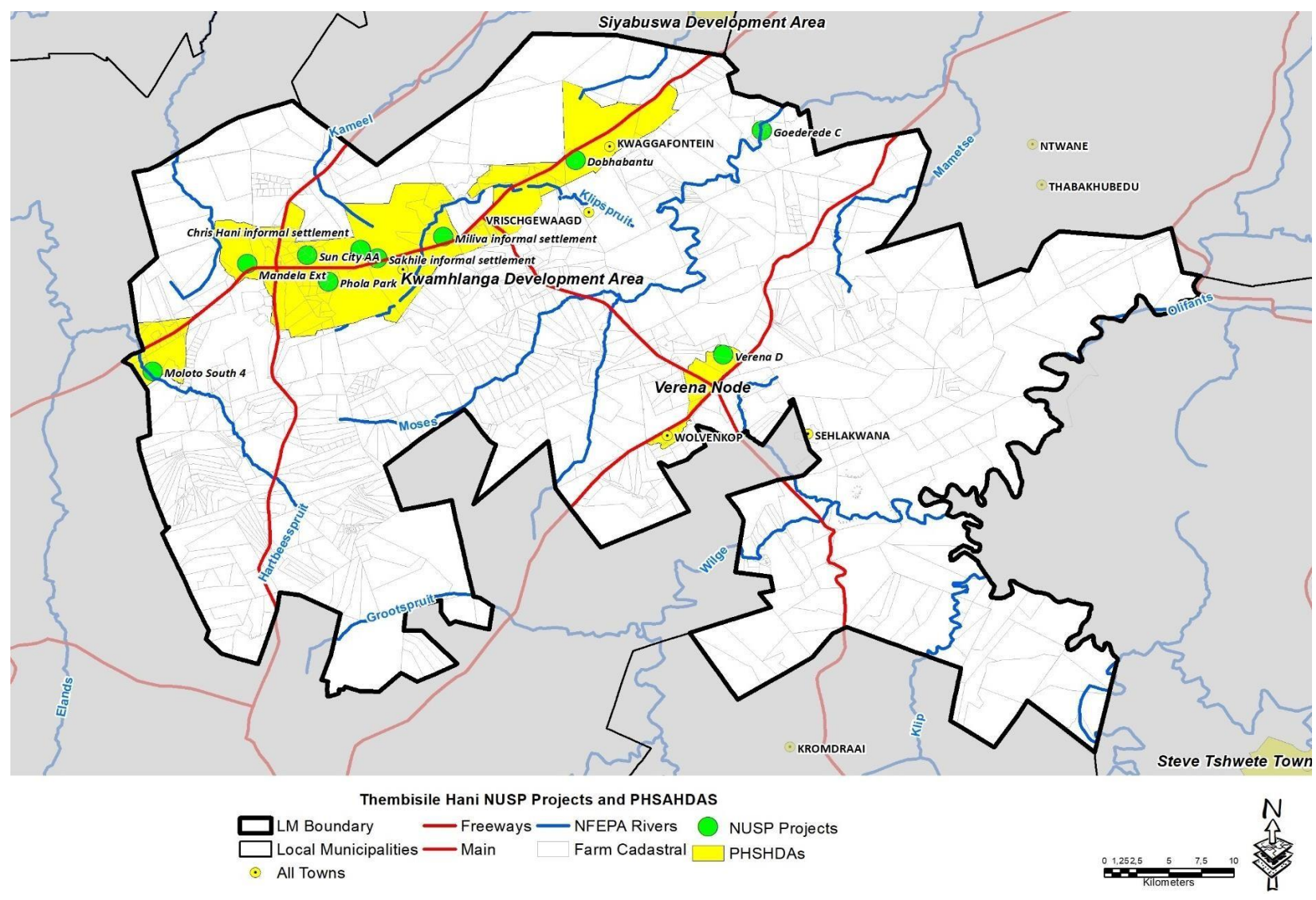
The National Department of Human Settlements, in conjunction with the Thembisile Hani Local Municipality and in line with the departments strategic goals commissioned the “Participatory Based Planning Support for Informal Settlement Upgrading” in THLM to address informal dwelling. This project is undertaken in terms of the National Upgrading Support Programme (NUSP) which is driven by the National Department of Human Settlements (NDOHs). THLM is part of selected local municipalities with a high number of informal areas that needs to be addressed and hence the municipality forms part of this programme.

Table 3.7: NUSP Priority Projects in THLM

NO.	SETTLEMENT LOCATION	NUMBER UNITS	OFNUSP CATEGORY
1	Moloto South 4	885	B1
2	Mandela Extension	1073	B1
3	Sun City AA Ext	1752	B1
4	Phola Park	3248	B1
5	Chris Hani	710	B1
6	Sakhile	197	B1
7	Malliva	1500	B1
8	Dobhabantu	345	B1
9	Goederede C	713	B1
10	Verena D	1122	B1
TOTAL NUMBNER OF UNITS		12273	

The table above indicates priority informal settlement upgrading that has been mapped out for the pilot project in Thembisile Hani Local Municipality. These projects are currently under implementation. Map 3.7 shows their location relative to the PSHDA boundaries. Nine projects except one (Goederede C) are located within the PSHDA boundaries.

Map 3.4: NUSP Priority Projects and PSHDAs



As per National Upgrading Support Programme Rapid Assessment and Categorization Framework 2015, a total of 45 informal settlements were categorised into two main categories (those that are suitable for human settlement and those that are not and have to be relocated), within these two categories are sub-categories (A, B1, B2 and C) as indicated below. This figure of 45 includes the 10 informal settlements that the Municipality and DHS are currently implementing under NUSP.

Table 3.8: Categories of Informal Settlements

CATEGORY	DESCRIPTION
A	Conventional formal full upgrading
B1	Interim arrangements with basic services
B2	Emergency basic services
C	Relocations (immediate)

SOURCE: NUSP, 2015

The table below lists the other 35 informal settlements that NUSP has categorised but has not yet been implemented by the Department or Municipality. Thirty-four (34) settlements have been categorised as Category B1 (Interim Arrangements with basic services) whilst only one (Luthuli Mahlabathini) is in category A for conventional formal full upgrading.

Table 3.9: Categorised Settlements not yet Implemented in THLM

NO	SETTLEMENT AREA	NUMBER OF UNITS	NUSP CATEGORY
1	Hartbeesspruit	417	B1
2	Mafushane	292	B1
3	Moloto North – Opposite RDP	200	B1
4	Moloto South 1	426	B1
5	Moloto South 2	655	B1
6	Moloto South 3	231	B1
7	Moloto South 5	200	B1
8	KwaThomas	790	B1
9	Luthuli	968	B1
10	Luthuli Mahlabathini	1020	B1
11	Msholozhi	1618	B1
12	Enkanini – Sun City AA Industrial Area	1198	B1
13	Vezubuhle New Stands	301	B1
14	ZAkheni Ext	838	B1

15	ZAkheni Extension 2	715	B1
16	Mountain View Ext	1586	B1
17	Thembaletu Ext	183	B1
18	Sheldon	1822	B1
19	Graslaagte	1233	B1
20	KwaFene	43	B1
21	Buhlebuzile	339	B1
22	Thokoza Ext	104	B1
23	Twefontein Police Station	240	B1
24	Twefontein DK – Phumula D Extension	189	B1
25	Twefontein Ext	131	B1
26	Buhlebesizwe Ext	425	B1
27	Vlaklaagte No. 2 Ext	79	B1
28	Gemsbok New Stands	106	B1
29	Vlaklaagte No. 1 Ext	181	B1
30	Mabhoko Village	867	B1
31	Kwagga A Ext	20	B1
32	Verena B Ext	19	B1
33	Verena A Ext	308	B1
34	Verena A Ext 2	143	B1
35	Wolvenkop Ext	418	B1
	TOTAL	16084	

4.3 ENVIRONMENTAL ANALYSIS

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.

This prescription should however be seen in the broader context of what information should be at the disposal of the municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

4.3.1 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 in order to be attended.

4.3.1.1 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.

4.3.1.2 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.

4.3.1.3 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.

The paper suggests that climate change considerations and constraints will be integrated into Municipal development planning tools such as Integrated Development Plans (IDPs) and Municipal service delivery programmes.

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.

4.3.1.4 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).

Adaptation (adapting to life in a changing climate) involves adjusting to actual or expected future climate. The goal is to reduce our vulnerability to the harmful effects of climate change, like sea-level encroachment, more intense extreme weather events or food insecurity. It also encompasses making the most of any potential beneficial opportunities associated with climate change, for example, longer growing seasons or increased yields in some regions. While climate change is a global issue, it is felt on a local scale. Cities and municipalities are therefore at the frontline of adaptation.

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:
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.		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.		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:	
Economic development Social Development Political sphere Planning Public safety Disaster management	Agriculture Tourism Housing Infrastructure Transport Health	Waste management Energy / electricity Biodiversity conservation Current and Future mining Water management	Fire Drought Floods Snow	Shift in Seasons Storm events (including lightening and wind) Increased number and extent of heat days

4.3.1.5 Waste Management

The Objectives of Waste Management

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

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

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

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

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

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

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

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

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

Objective: To ensure compliance with national legislation/ policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate waste minimization strategies. The promulgation of the Waste Act (Act No. 59 of 2008), shifts the approach to waste management hence municipalities must embrace the principles of waste minimization, reuse, recycling and energy recovery as the preferred options to waste management over treatment and disposal to landfill. The municipality will ensure the introduction of waste minimization projects and encourage separation of waste at source and recycling where possible.

Constitutional and Legal Framework

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

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

management hierarchy provides a systematic and hierarchical approach to integrated waste management, addressing in turn waste avoidance, reduction, re-use, recycling, recovery, treatment, and safe disposal as a last resort.

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

Legislative Requirements

National Environmental Management Act 107 of 1998

National Environmental Management Waste Act 59 of 2008

National Waste Management Strategy of 2020

National Environment Management: Air Quality Act 39 of 2004

Occupational Health & Safety Act

Constitution of Republic of South Africa

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

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

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

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

There is one private owned buy back centre. More waste diversion and waste processing facilities are required to divert waste from the landfill site. The Integrated Waste Management Plan will be reviewed in 2022/2023 financial year. The solid waste management by-laws will be reviewed in 2022/2023 financial year. Waste Minimization, Recovery and Recycling Strategy will be developed in 2022/2023 financial year.

In order to meet the demand for waste removal/collection and disposal, sufficient fleet such as trucks, skip bins, bull dozers etc. should be provided. This provision can be budgeted by the municipality or where there are budgetary challenges the municipality can apply funding through MIG Grant to procure or purchase those asserts. There is still a challenge with the increasing rate of illegal dumping. Resources must be provided for management of illegal dumping in the Municipal area. Community engagement, awareness and by-Law enforcement should be enhanced to keep environment clean.

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

Planned Waste Management Projects

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

4.3.1.6 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 minimize 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

4.3.1.7 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 (or) 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

4.4. SOCIO-ECONOMIC ANALYSIS

4.4.1. 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 9 764 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

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
Kwamhlanqa Hospital	Kwamhlanqa	1
Community Health Centre	Buhlebesizwe / Vlaklaagte 2, Kwaggafontein, Moloto, Verena, Kwamhlanqa, Thembalethu	6
Clinics (8 Hour Service)	Empilweni, Gembokspruit / Mzimuhle, Goederede, Vlaklaagte 1, Kameelpoortnek, Tweefontein C, Tweefontein D, Tweefontein A, Tweefontein M, Vriesgewacht,, Tweefontein H, Boekenhouthoek/	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 the aged

4.3.5. Sports, Arts and Culture

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

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

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

4.3.6. Municipal Libraries

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

4.3.7. Telecommunication and Postal Services

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

The following problems have been raised by the community:

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

4.3.7.1. Public Transport and Traffic Services

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

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

The municipality does not have a chief traffic officer and lacks law enforcement vehicles and equipment. There are also ineffective mechanisms to follow up on traffic fines issued. Appointment of joint venture companies with the traffic units tries to uplift the work of traffic officers in their activeness and the should developed programmed on how are they going to collect in this Easter holidays

4.3.7.2. Moloto Development Corridor

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

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

4.3.7.3. Moloto rail corridor proposed route

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

4.3.7.4. Moloto Road upgrading

The Moloto road or R573 was officially handed over to the National Department of Transport and its entity SANRAL on the 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 upgrade (package A) has commenced. This entails widening the road from Km 24.7 to km 36 .20 (from Buhlebesizwe cemetery to Kwaggafontein dam. This also entails a roundabout at Buhlebesizwe cemetery, a roundabout at Vlaklaagte 1 just next to the bridge as the second entrance to Vlaklaagte 1, a roundabout at Mabhoko entrance, a roundabout, at Kwaggafontein B cemetery (Emagezini) and the upgrade of the bridge at Vlaklaagte 1. All the mentioned roundabouts will be butterfly roundabouts. All the above mentioned traffic circles and the upgrade of the bridge (package A) will cost about R500m including VAT.

CHAPTER FIVE

5.1. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.1.1. Water

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

(a) Rand water

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

(b) City of Tshwane

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

(c) Dr JS Moroka

0ML. The municipality was supplying us 5ML

(d) Bunduware

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

(e) Boreholes

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

(f) Moloto water source

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

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

- 2010/2011 Financial Year, 4064 households provided with water.

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

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

5.1.1.2. Current Water Service Backlogs

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

Table 5.1.1.2: Water Backlogs per ward.

Ward No	Total No of HH un-serviced	Intervention		Number of HH to benefit from the intervention	Shortfall on beneficiaries	Intervention Implementation Cost (R)
		Short-term	Long-term			
Ward1	0	Marikina water reticulation	Water reservoir and changing of asbestos pipe	0	0	0
Ward 2	0	Water reticulation block DD, H,F,K,R	RDP waterborne	0	0	0
Ward 3	0	Water reticulation block 1,4,5	Waterborne and reservoir	0	0	0
Ward 4	1730	Borehole	Water reticulation	154	1576	3 625 368
Ward 5	0	None	None	0	0	0
Ward 6	0	None	None	0	0	0
Ward 7	0	None	None	0	0	0
Ward8	12	Borehole, Water reticulation Langkloof	Water reticulation in Verena D	12	0	711 000
Ward 9	0	Bore holes in Tweefontein J, water reticulation Khavelisha	None	None	0	0
Ward 10	184	Boreholes	Boreholes	184	0	1 467 180
Ward 11	0	None	None	0	0	0
Ward 12	0	Water reticulation 500 HH	None	0	0	0
Ward 13	0	None	None	0	0	0
Ward 14	0	Water reticulation Sheldon and Empumelel weni	None	0	0	0
Ward15	0	None	None	0	0	0
Ward 16	600	None	Water reticulation in new side	503	47	9 064 672
Ward 17	1550	Water Reticulation in Tweefontein F	Water reticulation in Ekethu park and Entokozweni	400	1 150	8 979 224
Ward 18	0	Water reticulation in Thokozweni	None	0	0	0
Ward 19	980	Water reticulation	Water Reticulation	150	830	3 192 000
Ward 20	0	None	None	0	0	0
Ward 21	3772	Water reticulation	Water Reticulation	59	3713	2 000 000.00

Ward 22	280	Water reticulation	Water Reticulation and reservoir	280	0	3 000 000.00
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Ward 23	0	Water reticulation 400 HH in Tweefontein a1 and a3 and	Bore holes Tweefontein A	0	0	0
Ward 24	0	None	Reservoir	0	0	0
Ward 25	0	None	Water bone	0	0	0
Ward 26	0	Replacement of valve next 17 taverns kwa Sangweni and steel	None	0	0	0
Ward 27	0	None	None	0	0	0
Ward 28	0	None	None	0	0	0
Ward 29	610	Water Reticulation and bore holes Khalanyoni and Mkholo	Water Reticulation	0	610	0
Ward 30	0	None	None	0	0	0
Ward 31	10	Borehole	None	10	0	1 067 179
Ward 32	294	Borehole	None	294	0	1 665 060

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

5.1.1.3. Ground Water

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

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

5.1.2. Sanitation

5.1.2.1. Current Sanitation Service Levels

Currently, a substantial quantity of the population is without adequate sanitation infrastructure and serviced below RDP standards. Most areas in the municipal area are served with pit latrines. Only Kwamhlanga and Tweefontein K have water borne sewerage systems. The remainder of the population is provided with VIP toilets. In the past there were considerations to provide a number of settlements with flush toilets. These settlements include Vlaklaagte 1, Buhlebesizwe, Mzimuhle, Tweefontein IA and Tweefontein RDP. These settlements could share the oxidation ponds serving Tweefontein K; and Kameelpoortnek A, B, C, Zakheni, Mandela, Luthuli and Sun City, and utilize the unused sewerage pipe running through this area. Other areas such as Kwaggafontein, Bundu, Machipe,

Mathyzenloop, Boekenhouthoek, Moloto and Verena also do not have a waterborne sanitation system, however the municipality intends on initiating plans to progressively address the challenge.

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

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

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

5.1.2.2. Waste Water Treatment Plants

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

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

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Ward 4	1730	Borehole	Water reticulation	154	1576	3 625 368
Ward 5	0	None	None	0	0	0
Ward 6	0	None	None	0	0	0
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Ward 12	0	Water reticulation	None	0	0	0
Ward 13	0	None	None	0	0	0
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Ward 25	0	None	Water bone	0	0	0
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Ward 27	0	None	None	0	0	0
Ward 28	0	None	None	0	0	0
Ward 29	610	Water Reticulation and bore holes Mkhallyoni	Water Reticulation	0	610	0
Ward 30	0	None	None	0	0	0
Ward 31	10	Borehole	None	10	0	1 067 179
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Source: Thembisile Hani Local Municipality, Department of Technical Services, 2015

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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.

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

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

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

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

5.1.2.3. Current Sanitation Service Backlogs

Table 5.1.2.3: Current Sanitation Service Backlogs per ward

Ward No	Total No of HH un-	Intervention		Number of HH to	Shortfall on Beneficiaries	Intervention Implementation Cost
		Short-term	Long-term			
Ward 1	1373	None	Water	0	1373	0
Ward 2	2299	None	Water	0	2299	0
Ward 3	2046	None	Water	0	2046	0
Ward 4	3587	None	Water	0	3587	0
Ward 5	653	None	Water	0	653	0
Ward 6	1544	None	Water	0	1544	0
Ward 7	2395	None	Water	0	2395	0
Ward 8	1779	VIP	None	0	1779	0
Ward 9	2004	None	Water	0	2004	0
Ward 10	1848	VIP	Water	0	1848	0
Ward 11	2717	None	Water	0	2717	0
Ward 12	1476	None	Water	0	1476	0
Ward 13	1193	None	Water	0	1193	0
Ward 14	1769	None	Water	0	1769	0
Ward 15	2222	None	Water	0	2222	0
Ward 16	2833	None	Water	0	2833	0
Ward 17	1731	None	Water	0	1731	0
Ward 18	2084	None	Water	0	2084	0

Ward 19	1732	None	Water	0	1732	0
Ward 20	2947	None	Water	0	2947	0
Ward 21	1896	None	Water	0	1896	0
Ward 22	2121	None	Water	0	2121	0
Ward 23	2040	None	Water	0	2040	0
Ward 24	2265	None	Water	0	2265	0
Ward 25	2040	None	Water	0	2040	0
Ward 26	1784	None	Water	0	1784	0
Ward 27	1934	None	Water	0	1934	0
Ward 28	2325	None	Water	0	2325	0
Ward 29	2638	None	Water	0	2638	0
Ward 30	2605	None	Water	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 a responsibility of the municipality. The municipality has high mast lights, midblock lights and street lights at different villages. These have proven to be insufficient as there is still a huge backlog in different villages. There is a huge backlog for the repair and maintenance of existing high mast lights and street lights, but this is nonetheless manageable and there is continuous improvement. Currently about 4230 households need to be connected around the Kwamhlanga substation. The municipality requires an energy efficiency plan for energy saving measure.

5.1.3.1. Household Electrification Backlog

Table 5.1.3.1a: Electricity reticulation backlogs within the Municipality

No	Name Of Village	Number Of Households
1	Sun City AA Phase 3	514
2	Moloto	1000
3	Mountain View	1000
4	Zakheni	400
5	Phola Park	160

6	Tweefontein K Extension	400
7	Luthuli (Mahlabathini)	700
8	Mandela Ext (Msholzi)	400
	Total	4669

Table 5.1.3.1b: Infill backlogs with the municipality

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

Table 5.1.3.1c: Farm reticulation backlogs within the municipality

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

5.1.4. Roads and Storm Water

The Municipality recently compiled a database on the state of all routes in the municipality as part of the Pavement Management System funded by the NDM. This is a very powerful decision-making tool which should be used to determine the location, nature and extent of road maintenance and construction projects that should be conducted in the municipal area in future. Road maintenance problems occur throughout the municipal area and it is virtually impossible to address all of these simultaneously. There is also poor maintenance of existing surfaced roads due to the lack of a maintenance budget.

Poor storm water management is a key contributor to the bad state of Municipal roads and streets. This therefore implies that storm water management should be given priority in order for the constructed roads to be sustainable. Apart from the Municipality, the Nkangala District Municipality and the Provincial Department of Roads and Transport also have responsibilities regarding the provision and maintenance of road infrastructure in the municipal area. The Municipality will upgrade and maintain roads and storm water management systems in their area of jurisdiction, to improve accessibility and road safety, including routine maintenance of internal streets and the

intensification of the Programme. The municipality does not have a roads and storm water master plan and pavement management system to address the backlogs.

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

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

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

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

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

Table 5.1.4: Road and storm water management backlogs.

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

5.1.5. Waste Management and Environmental Health

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

Integrated Waste Management Plan (IWMP)

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

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

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

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

Establishment of legal landfill site

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

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

5.1.5.1. Cemeteries

The municipality has 40 cemeteries in 32 Wards. It is very difficult to manage and maintain such a large number of cemeteries and as a result, all 40 cemeteries do not have a proper burial register being kept. Out of the 40 cemeteries, only 31 cemeteries are fenced but do not have lighting, water and maintenance. Bylaws and policies are in place to regulate the utilization of cemeteries, tariff charges and burial registers. At present the council has established one regional cemetery at Buhlebesizwe. The existing regional cemetery needs further development that includes ablution facilities, lighting, pegging and the provision of water. The council intends to establish six sub –regional cemeteries one in each zone. The feasibility study to fence the 9 remaining should be made with the aim of avoiding further expansion and encourage the use of regional and sub-regional cemeteries.

5.1.6. Service Delivery and Infrastructure Development

Item	Status
National Target for Service	
Status of WSDP	☐ The Water Service Development Plan is under review.
Number of households with access	☐ 70 546 of households are above RDP standards.
Number of Households without access	☐ 5072 of households are below RDP standards
Status of Provision of free basic services	☐ All households receive free basic services
Status of policy for the provision of free basic services	☐ The policy was developed and adopted by council in 2019/2020 financial year.
Authority Status of Municipality in terms of the Service	☐ The Municipality is a water service authority.
Status of Operations and Maintenance in terms of the Service	☐ The plan has been developed and will be considered by council in the 2020/2021 financial year
Status of bulk supply and storage	☐ Bulk water supply is sourced from City of Tshwane, Dr J.S Moroka
Resources Available for rendering service	

5.2. LOCAL ECONOMIC DEVELOPMENT

5.2.1. Economic Analysis

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

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

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

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

5.2.2 LED/IDP forum

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

(a. Industrialization, mining and manufacturing, b. SMME`s and Cooperatives, c. Rural Development, Agriculture and Tourism, d. Transport and logistics, e. Infrastructure and Spatial Development, f. Skills Development). These working groups are aimed at developing research and reporting their recommendations to the broader LED forum which will in turn report to council.

5.2.3 LED strategy

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

5.2.3.1 Industrial Activities

No	Projects	Rationale for the project	Estimated Budget	Estimated no of jobs to be created	Main Stakeholder	Timeline				
						2019	2020	2021	2022	2023
1.	Steel Recycling plant	a. Creation of jobs b. To act as a centre of new investment attraction	R 300m- R550m	300- 1800 jobs	Osho/Yugaset					
2.	Packaging of Tourism product offering	a. packaging will enhance tourism products in the area. b. will promote tourists and create jobs in the municipality	Still to be quantified	Still to be quantified	MTPA					x

3.	Business development Hub	It has been established that there is skills shortage in the area	R 3.5m	20-200 jobs	Private sector	X	X	x	X	x
4.	Establishment of Cultural centre	a. enhance tourist visits b. strengthen cultural brand c. Creation of jobs d. enhance circulation of money	R 13m	200 jobs	Private sector/Ika geng	X				
5.	Industrial development Zone	a. To improve business environment b. Increase products offering c. offer space for trading for SMME's	Still to be quantified	Still to be quantified	MEGA/facilitation by THLM	X				X
6.	Fresh produce market	a) Enhance farmers productivity b. Maximize local products and local purchase for local money circulation	Still to be quantified	Still to be quantified	DARDLE A					
7.	Establish A Flea Market	a. Establish market place for local traders. b. maximize market demand	R3m	20 jobs opportunities to be created	NDM	X				
8.	Establish Poultry abattoir	a. Abattoir for poultry	Still be quantified	Still to be quantified	DARDLE A	X	X	x	X	X
9..	SMME's Development manufacturing of uniform	a. Increase local employment b. Develop specific brand c. Increase circulation of money in the local economy.	Not applicable	40	None	X				
10.	Moloto Rail Corridor	a. create safety route for commuters b. Improve transportation of goods	R5 Billion	Still to be quantified	DOT		X	x	X	X
11.	Construction of 20 houses on farms	Improve living conditions of farm dwellers	R3.5 m	To be quantified	HCI (Palesa mine)				X	X

Proposed projects

Projects	Rationale for the project	Estimated Budget	Estimated no of jobs to be created	Main Stakeholder	Timeline

Development of Business incubators	a. Generate revenue for the municipality b. Formalize the non- formal trading c. create job opportunities for the locals who were not operating due to lack of operating space	Still to be quantified	Still to be quantified	THLM	2020 X	2021 X	2022	2023
Fresh produce market	a.Enhance farmers productivity b. Maximise local products and local purchase for local money circulation	Still to be quantified	Still to be quantified	THLM	X	X		
Capacitation of the SMME' s	To capacitate local SMME' s and enable them to participate in the local and national economy on an equal footing with their opposite numbers	Still to be quantified	N/A	THLM &Sector departments	X	X	X	X
Development of Tourism sites	Identify and develop spots that will entice tourists and ultimately create jobs	Still to be quantified	N/A	MTPA & THLM		X	X	X
Development of Mining forum	To coordinate mining activities with local forums	In house	N/A	Palesa, THLM and Business forums	By the 30 th of September		X	X
Installation of water pipes/Infrastructure	Vergenoeg Mine	R 8m	N/A	VMC & THLM			X	

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.

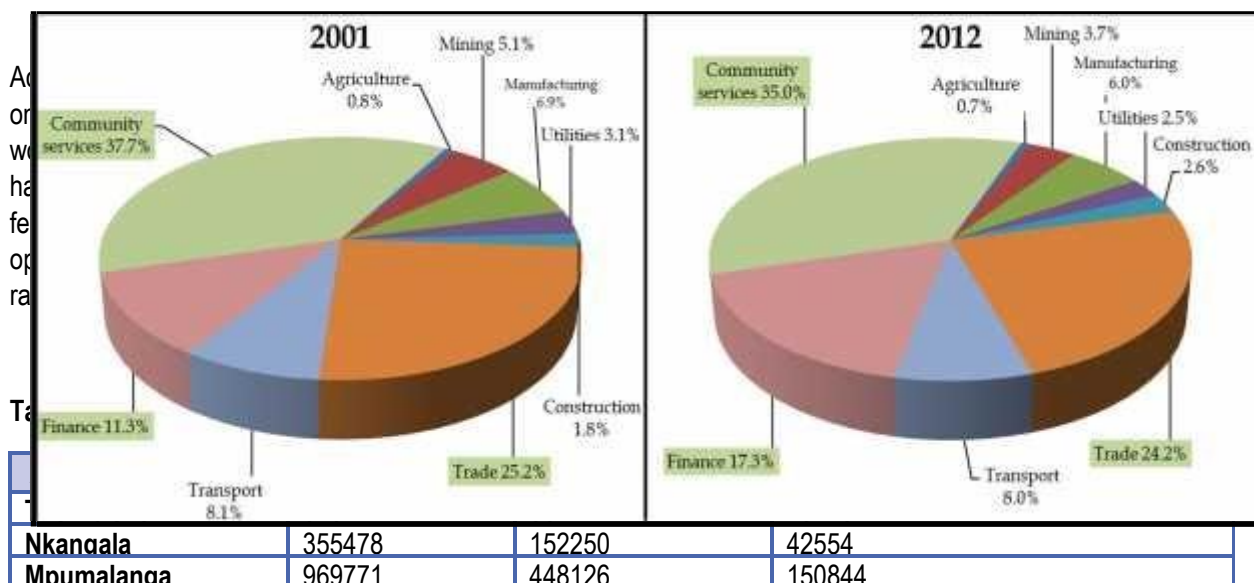
Table 5.2.1a: Economic Indicators

ECONOMIC INDICATORS	Trend 1996-2013	Forecast 2013-2018	Better (+) or worse (-)	Better (+) or worse (-) than	Ranking: best (1) – worst (18)
GDP growth (%)	2.4%	3.3%	(+) (3.1%)	(+) (3.1%)	8
	Trend		Latest figure		Ranking:

	2001	2004	2009	2013	best (1) –
Contribution to	2.2%	2.2%	2.2%	2.2%	10

Source: Source: Socio-Economic Report and Outlook for Mpumalanga, 201

5.2.3. Employment Status



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

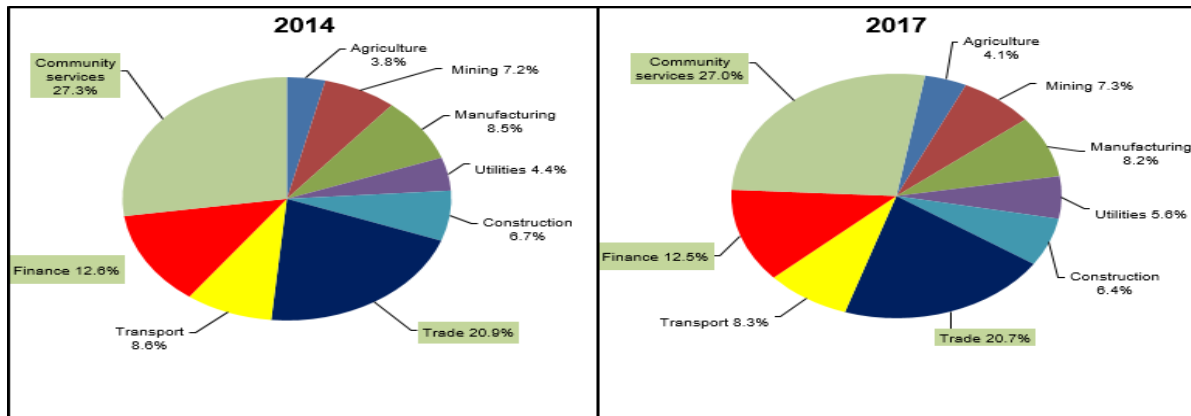
Economic Sector	1995-2012	1995-1999	1999-2004	2004-2009	2009-2012	2013-2018
Agriculture	3.1%	11.0%	1.3%	0.8%	-0.1%	Low
Mining	1.0%	2.1%	1.4%	-1.1%	2.6%	Low
Manufacturing	3.3%	2.6%	4.2%	2.9%	3.1%	Medium
Utilities	1.9%	1.3%	3.2%	1.8%	0.9%	High
Construction	4.0%	2.0%	0.7%	10.9%	1.0%	Medium
Trade	3.2%	3.5%	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

- 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



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

5.2.3.1. Industrial Activities

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

5.2.3.2. Agriculture

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

5.2.3.3. Mining

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

5.2.3.4 Mines

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

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

Palesa mine

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

Emery mine.

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

Nokeng mine (Sepfluor)

Situated in Gauteng, in the most western part of the municipal area. The mine deals with Fluorite. The mine serves four (4) municipalities in three provinces. THLM, City of Tshwane, Dr JS Moroka and Bela Bela. As part of their SLP, the mine constructed the skills centre for the municipalities mentioned in the 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 related project. The finer details of the SLP are still being finalized.

5.2.3.4. 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) and the main tourism node: the Kgodwana Village and Loopspruit Winery at Schoongezicht, just east of the R568 between Kwamhlanga and Ekangala in the south. The Municipality has a Local Tourism Organization (LTO) whose duty is to advocate for the advancement of tourism. (More info needs to be given here) is it in line with the LM's vision & mission) also to be included in the maps! Categorization of the centres

Table: 5.2.3.4a: Tourism indicators in Mpumalanga Province

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2015	2020	2015	2020
<i>Gert Sibande</i>	3 470.3	1 343.1	4.0%	1.2%
Chief Albert Luthuli	659.9	311.4	8.9%	3.2%
Msukaligwa	756.9	284.3	5.7%	1.6%
Mkhondo	397.6	145.1	5.0%	1.5%
Dr Pixley Ka Isaka Seme	262.4	99.9	7.5%	1.9%
Lekwa	356.3	136.5	3.4%	0.9%
Dipaleseng	138.4	58.7	5.4%	1.5%
Govan Mbeki	898.9	307.3	2.2%	0.6%
<i>Nkangala</i>	4 574.7	1 612.4	3.9%	1.0%
Victor Khanye	278.6	97.8	4.3%	1.1%
Emalahleni	1 633.5	604.5	3.0%	0.8%
Steve Tshwete	1 694.7	513.4	4.1%	1.0%
Emakhazeni	379.5	198.4	12.5%	4.6%
Thembisile Hani	387.7	122.4	6.5%	1.6%
Dr JS Moroka	200.6	75.8	2.9%	0.8%
<i>Ehlanzeni</i>	9 071.2	4 573.0	8.1%	3.4%
Thaba Chweu	1 218.3	592.2	11.8%	4.9%

Nkomazi	911.2	489.3	8.1%	3.3%
Bushbuckridge	1 122.2	594.0	7.7%	2.9%
City of Mbombela	5 819.4	2 897.5	7.7%	3.4%
Mpumalanga	17 116.3	7 528.5	5.4%	1.9%

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 Mathyzenloop to the north, and the fifth at Verena around the intersection between routes R25 and R544 in the southern parts of the Thembisile Municipality. These are all smaller nodes (second order) that are still in the process of development, and comprise a mixture of formal and informal retail, commercial and service industry activities. Public Participation is very effective in the municipal area where the executive mayor interacts with members of the public twice per annum.

5.2.4. Job Creation Initiatives

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

Development Intervention/Programme	Opportunities	Budget
Local textile manufacturing project being considered	40 Full time Jobs	
Identify, organize, encourage and formalize of local farming cooperatives to supply department of Education for nutrition programs	30 full time jobs	
Community Works Programme (CWP)	1 200 jobs per annum	R15 667 783
Extend Public Works Programme	200 jobs per annum	
Resuscitating small industrial parks	60 projected jobs	
Moloto Road and Rail Construction	10 000 projected jobs over duration	R5bn
Construction of a 600MW Coal Base load Power	500 potential jobs over duration of project	
Resuscitating SS Skosana nature reserve Bundu Inn and other nature reserves and cultural heritage	20 full time jobs	
Renovation & upgrade of Kgodwana cultural centre into a proper cultural village	12 fulltime jobs	
Upgrading of Loopspruit winery for Agriculture and Tourism purposes	35 jobs	

Coordination of the compilation of feasibility studies for Zithabiseni Resort and Loskop Tourism belt	30 jobs	
Reviving the Kwamhlanga annual show	75 jobs plus 100 SMME's	

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.2.5. Background

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

5.2.6. Governance Structures

5.2.6.1. Internal Audit Function

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

The Unit is mandated, through its charter, to provide independent, objective assurance and consulting services geared towards adding value and improving the Municipality's operations. It assists the organization to accomplish its objectives through a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audit plans, which are aligned with Municipal strategies and most pertinent risks, are supported by senior management and approved by the independent Audit Committee. It communicates audit results to the various levels of management, including Senior Management, the Municipal Manager, as well as to other assurance providers and the Audit Committee.

5.2.6.2. Audit Committee

Thembisile Hani Local Municipality has an Audit Committee which 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.

5.2.6.3. 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.

5.2.6.4. Ward Committees

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. In compliance with this legislative

requirement the Municipality has established 32 Ward Committees which are functional. The ward committee has since their establishment added much value to municipal processes by providing inputs from a community perspective. They play a major role in the IDP process both in terms of highlighting community priorities but also in maintaining constant communication between the Council and the communities. A number of training opportunities have also been made available for ward committee members to augment their capacity. Proportional Representative Councillors are deployed in wards to strengthen participation and communication.

5.2.6.5. 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.

5.2.7. Participation Structures

5.2.7.1. Communication and Public Participation Strategy

The following are central to the Communication 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 Izimbizo to report on progress and interact with communities

5.2.7.2. Mayoral Outreach Programme and IDP Participation

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

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

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

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
01	Moloto	<ul style="list-style-type: none"> Requesting for Tower Light Malebe road must be completed to the plot Compliments for Water Project on Pg 2 2019-2021 Kgotso Mokone Project of water was fruitless expenditure Who must account for the Project that is unfinished Requesting for Storm Water Main Contractor is not Employing our Sub – Contractor for (9 m) 	Technical
		<ul style="list-style-type: none"> Requesting for PHP House since 1990 Requesting for High must light Requesting for fencing at our grave yards Requesting for V- Drain 	
		<ul style="list-style-type: none"> RDP houses 	SDS
02	Moloto	<ul style="list-style-type: none"> Paving is not in good conditioning Projects of Electricity must cover all wards Requesting of fencing of graveyards of Ward requesting for Storm Water Regravelling of graveyard road at Mafishane Mafishane 	Technical SDS
		<ul style="list-style-type: none"> Sport facilities Police station community hall clinics nav point shelter 	SDS Finance
		<ul style="list-style-type: none"> Compliments for the Community Hall Complain about the Sports Facilities at School that are not functioning 	
03	Moloto	<ul style="list-style-type: none"> Requesting for food parcels Requesting for the TVET College Old age Centres is not conducive 	PMU
		<ul style="list-style-type: none"> Foreigners are taking our economy Requesting for Tertiary Institution Requesting for a flat rate Complaining about the Ward Committees election was not fair CWP workers must assist at the Clinic Complaining about the deep hole that must be filled to be a ground 	SDS
		<ul style="list-style-type: none"> township establishment 	Planning unit
		<ul style="list-style-type: none"> Compliments for African City Requesting for Water Requesting for Regravelling of roads Regravelling of Cemetery Street Requesting for the Municipality to a Dam at Moloto because there are three streams. Water Project install by the Contractor is leaking Siyatantela must be hired Permanent not Contract Paving road is not in good condition Ward Committees elections are not elected fair Compliments for the installation in Ward 3 and (Ward 1 few houses no electricity) Requesting for the Regravelling at Moloto graveyard 	Technical

04		<ul style="list-style-type: none"> • Requesting for the tap water at Msholozhi and is 5 yrs. now the taps are not working • Requesting for the Regravelling of internal streets • Requesting for the Regravelling of Sports grounds • Requesting for High must lights • Complain about Electricity at Zakheni next to Mokhanyo is Dangerous 	
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
	•	<ul style="list-style-type: none"> • Requesting for Storm Water at Msholozhi • Requesting for High must light • complaining about Sport and Recreation is dead • Regravelling of roads (Zakheni) • Bridge at Zakheni & Regravelling of roads • Compliments for the Reservoir <ul style="list-style-type: none"> ▫ bus road paving/tar of Msholozhi ▫ Requesting maintenance of Apollo & asking for more H mast light ▫ Requesting electricity ▫ electricity reticulation of Msholozo extension 	Technical
05		<ul style="list-style-type: none"> ▫ road maintenance and pot holes ▫ Sinah and Mpumelelo roads ▫ paving of roads in Thembaletu bar lounge and 	Technical
		<ul style="list-style-type: none"> ▫ increase employment opportunities for young people ▫ creation of business space at Phola Mall for young people and entrepreneurs 	LED
		<ul style="list-style-type: none"> • Compliments for the IDP and vision of African City ▫ Multipurpose centre ▫ library • Needs to Pay our Services • Requesting for second chance for indemnity • Requesting that Buhlebesizwe 2 Clinic to be upgraded to Hospital 	SDS
06		<ul style="list-style-type: none"> ▫ 4 x high mast light in Phola Park ▫ tarred of bus roads ▫ Regravelling of road to the cemetery and Phola Park extension ▫ removing electricity from shacks to RDP houses ▫ internal road need extensive re- gravelling ▫ storm water maintenance ▫ monitoring bore holes when installed 	Technical
		<ul style="list-style-type: none"> ▫ Villages that are more developed than others ▫ municipality should look at its own affairs rather looking for other assistance from District and Public works ▫ employments assistance 	MM
		▫ progress of toilets at Ziphakamiseni is at 90%	Education
		▫ Cooperatives assistant	LED
		▫ business forum recognized their friends	
		▫ since registered nothing is happening	Finance

	<ul style="list-style-type: none"> ☐ Land invasion in Jordan and cemeteries ☐ complain about mobile clinic needed ☐ food parcel still issue ☐ suspicious grave found • Requesting for Institution • Requesting for Containers with internet or Wi – Fi • Research for Mandulo Construction that produce 4m crops 	SDS
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
07		☐ bridge at Jane Shop to stop 3 section	Technical
		☐ tar extension at Witpoor to main road	
		☐ extension of bus roads in Mathyzenloop to the main tar road	
		☐ high mast light in B/hoek	
		☐ high mast light in Mathyzenloop	
		☐ extension of toilets in B/Hoek and Mathyzenloop	
		☐ paving of bus road from vuka to St John church	Mayor's office
		☐ report that are misleading are of concern of projects	
		☐ non respond about projects by municipality is a concern	LED
		Compliments for the Ex May Reverend are Public Servants and Cllr's must work Thembisile Religious Forum request for office at the Municipality	
• Hire qualified people for Quality Service e.g. Contractors Request for suggestion box			
☐ Proper hand over of projects	MM		
• Requesting for new road • Requesting for tyre road 1 at Cllr Makatoe street	Town planning		
☐ Community hall B/hoek	SDS		
☐ community park in B/Hoek			
☐ community hall in Mathyzenloop			
☐ fencing of cemetery all cemetery in B/Hoek and			
08		☐ high mast light X 3 Verena D	Technical
		☐ Regravelling of roads at Verena A.B.C and also in farms areas	
		☐ improvement of water supply in the form of reticulation Verena A.B.D	
		☐ electrification of 87 houses in Verena	
		Regravelling internal roads in Langkloof	
		☐ improvement of water reticulation in Langkloof	
		☐ Regravelling of roads from Verena to Rietfontein	
		☐ pit latrines for two families in Rietfontein	
		☐ MTN and Vodacom high mast aerial in Rietfontein	
		☐ Electrification of 18 house hold in DJIANE farm	
☐ electrification of 35 houses hold in Kwarrielaote farm	MM		
☐ Concern about the inclusion of Verena C I in IDP			
☐ get two bill in one house	Finance		

		<ul style="list-style-type: none"> ☐ RDP houses and Madisha to get one ☐ community stands ☐ request 3 ground to be blade ☐ crime is the issue 	SDS
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> • Fix the bridge • Scholar transport needed • Bly n bitjie school closed what was the cause • Requesting for the network ➤ Requesting for the key to plant at the school 	
09		<ul style="list-style-type: none"> ☐ Mzimhlophe storm drainage ☐ maintenance of route ☐ water reticulation at khayalitsha Sheldon ☐ tar link road to ward 09 ☐ bore hole at Tweefontein J ☐ renovation high mast light Tweefontein J ☐ Regravelling of internal roads ☐ bore holes and water reticulation in new areas 	Technical
		☐ Community Park	SDS
10		<ul style="list-style-type: none"> ☐ High mast light x 3 and other one next Ngazana is not energies and other light whole day ☐ Speed humps ☐ Tarred of road to clinic, Ekhuleni Vriesgewacht ☐ Job opportunity for young people ☐ maintenance of high mast light ☐ internal street to be gravel ☐ road to be farm to be Regravelling ☐ clarity needed with Public works to assist the area ☐ solar system that was stolen ☐ vandalism know the culprit ☐ water reticulation ☐ gravelling of internal street 	Technical
		☐ Small enterprises funding	LED
		☐ not operating in Gemsbok	
		☐ vehicle do not have tracker	Corporate
		☐ tipper truck deliver sand in the wrong spot	

		<ul style="list-style-type: none"> ☐ Requesting to know that what is the Municipality planning about hawkers ☐ community hall ☐ PHP houses(Mzimuhle disaster) ☐ PHP Houses ☐ RDP houses ☐ satellite municipal office ☐ waste collection is not done the whole of the village ☐ street committee should be put in place ☐ NPO need opportunities ☐ cleaning project needed back 	SDS
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> • Youth Summit great initiative • Leaders are not capable enough to lead • No Skills for training people • New Stands no water • Vision 2050 is good initiative Recreational Park • needs maintenance • Fundamlimi is a dessert not functional • Requesting for Community Hall 	
		<ul style="list-style-type: none"> • Compliments for the IDP • Flood water comes in my house • Storm water needs maintenance is full of sand 	Mayor's Office
11		<ul style="list-style-type: none"> • Compliments for 2050 vision • Manufacture bricks for pavement • Requesting for Bus road (Magda –Somlingo to Clinic • Requesting for PHP Houses • Phakama New Stands Wolvenkop since 1989 has no water and there's is illegal dumping 	Technical
		<ul style="list-style-type: none"> ☐ fencing of cemetery IN Verena C ☐ community hall Wolvenkop ☐ multipurpose centre ☐ blading sport ground 	SDS
12		<ul style="list-style-type: none"> ☐ Peace valley bus route paving /tar ☐ 20 high mast light ☐ 500 HH electrifying <ul style="list-style-type: none"> • Requesting for Sotho Language for our children ☐ 500 HH reticulation 	Technical
		☐ mayors cup tournaments	Mayor's office
		☐ Grave yard must be in order for burials Requesting for the Committee to work at B3 grave yard	SDS
		☐ multipurpose centre	
		☐ person who make price list for tender documents cause they sell tender at highest price	FINANCE

13		<ul style="list-style-type: none"> ▫ pavement of cemetery roads in Tweefontein B2 ▫ Regravelling of internal roads ▫ Karabo street need Regravelling and cutting of grass ▫ storm water controlled ▫ Tweefontein K tar road and pot holes patch ▫ High mast light in Tweefontein K ▫ Vlaklaagte no 1 Regravelling of roads ▫ 60 HH need electrification ▫ requesting water while closed get infected and contaminated ▫ next to Oedurlame primary school a high mast light that is not 	Technical
		<ul style="list-style-type: none"> • Gogo Ngoma's B2 road are not in good condition • Requesting for high mast light at B2 	
		<ul style="list-style-type: none"> • Requesting for Community Hall at EXT K • Request for Community Hall at Tweefontein B2 	

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> ▫ Community hall in B2 ▫ RDP HOUSES x 120 ▫ community clinics ▫ sport complex in Tweefontein K ▫ title deeds in Tweefontein K ▫ RDP houses ▫ upgrading of Vulamehlo school and new classes ▫ clinic is too Small ▫ mobile library with WIFI ▫ Learner ship do not come to people ▫ since 1982 no clinic ▫ mall between B1 and B2 ▫ Masango driving school building a crèche without our concern ▫ PUTCO problem in the area 	SDS
14		<ul style="list-style-type: none"> ▫ Bus roads in zone 2- 6 need paving or tarring ▫ maintenance of bus route Mountain View ▫ water reticulation Sheldon and Empumelelweni ▫ storm water drainage ▫ VIP toilets ▫ high mast light x 3 and other one needs energizing ▫ foot bridge between zone 3 and 4 for school children ▫ Regravelling of internal roads in tidimalo school in zone 6 	Technical
		<ul style="list-style-type: none"> ▫ Request for high mast light at least 3 	SDS
		<ul style="list-style-type: none"> • Requesting for Storm Water drainage at Mandela Drive • Requesting for Electricity of 160 Houses • Requesting for PHP Houses ▫ Primary School Empumelelweni ▫ formalization 	

15		<ul style="list-style-type: none"> ▫ Makalanyane completion of road ▫ storm water control in Sinamuva street and Shabangu ▫ high mast light X 8 	Technical
		<ul style="list-style-type: none"> ▫ Clinic ▫ fencing of cemetery ▫ RDP houses ▫ community hall with time frame ▫ compactor track its speed 	SDS

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> • Requesting for the PHP Houses • Requesting for the fencing of the grave yard 	
		▫ Requesting for Community Hall	Tech
		<ul style="list-style-type: none"> • Requesting for the Multi-Purpose Centre 	Tech
		<ul style="list-style-type: none"> • Complain about the Green side there is Flood line 	Tech
		▫ R 50.00 flat rate	Finance
16		<ul style="list-style-type: none"> ▫ street light extension in RDP ▫ Regravelling of internal roads ▫ water reticulation in new site ▫ energies street lights and maintenance ▫ water leakage that is non-attendance by technical department ▫ Regravelling of internal route ▫ workers should community concern 	Technical
		▫ Community hall	SDS
		▫ multipurpose centre	
		▫ closing time of tavern	
		▫ requesting office at satellite office	
		▫ requesting maintenance at regional cemetery and the fence	
		▫ RDP houses and additional RDP IN section of RDP	
		▫ maintenance of office in RDP sites and be hired to structures	
		▫ soccer field in RDP, Sikhulisiwe, New stand and Mbalenhle	
		▫ payment of services should be enforced	FINANCE
		▫ Assist municipal to collect refuse	
		<ul style="list-style-type: none"> • vegetable markets 	LED
		▫ plough back by contractors	
▫ requesting office of Agriculture			
<ul style="list-style-type: none"> • Compliments for the Regravelling of roads • Check that the company that they have enough money in their 	MM		
▫ areas demarcated for living next proposed electrification sites	TOWN PLANNING		

17		<ul style="list-style-type: none"> ▫ ZCC road pavement ▫ tar Thokozani Primary school road ▫ high mast light x 3 ▫ water reticulation in Tweefontein F ▫ tar of bus road Tweefontein N(Manana) ▫ electrification of HH ▫ Regravelling UMzimkhulu road ▫ requesting road emzimdala and link road <li style="text-align: center;">T/ F E&F ▫ Ekothu park water reticulation 	Technical
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WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> • Requesting for Regravelling of road 	
		▫ Requesting to be recognize as Abogogo	Office of the
		▫ complement to the executive mayor	Executive Mayor
		▫ Employment opportunities	MM
		▫ R 50.00 flat rate	Finance
		School & Employment	TECH & ED
		▫ Empty side that cause crime	SDS
		▫ sport centre	
		▫ RDP houses for elderly	
		▫ illegal occupation of land issue by headman	
		▫ TVET College	
		▫ wetlands in a ward	
		▫ COMMUNITY HALL IN Tweefontein F	
		▫ recreational park in Tweefontein N	
		▫ School in Miliva /uMzimkhulu	
		▫ land invasion is a problem	
18		<ul style="list-style-type: none"> ▫ storm water access roads in Chris Hani ▫ Regravelling in Chris Hani ▫ high mast light in Chris Hani ▫ high mast light to be energies ▫ paving of road in H & H Vezubuhle ▫ high mast light x 2 ▫ 2.5 km of bus road paving and storm water drainage in Thokoza ▫ Regravelling of internal roads in Thokoza and <li style="text-align: center;">Tweefontein M (H mast light at Mnyamane School ▫ road not in good condition in Thokoza 	Technical

		<ul style="list-style-type: none"> ☐ Requesting sewerage toilet ☐ clinic Vezubuhle ☐ Community hall in Tweefontein M ☐ traffic warden ☐ sport revivals and facilities 	SDS
		<ul style="list-style-type: none"> ☐ Request foreigners shop must pay Revenue ☐ Requesting skills for women's in terms of creating job opportunity 	LED
		<ul style="list-style-type: none"> ☐ ESKOM office to be nearer 	Finance
		<ul style="list-style-type: none"> ☐ Employment opportunities 	MM
19		<ul style="list-style-type: none"> ☐ Requesting Municipality to create job opportunity for youth <ul style="list-style-type: none"> • Regravelling of bus road 	MM/LED

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> ☐ Requesting storm water to be maintained ☐ Bridge Sun City B - c ☐ Requesting Apollo 	Technical
		<ul style="list-style-type: none"> ☐ Compliments for the developments of City to City Compliments for the water that is coming out thrice a week ☐ Requesting extension of Apollo 	
20		<ul style="list-style-type: none"> ☐ Requesting for the Yellow Bin at Public Works Skosana road(Passage) (Teaching communities about indigence) ☐ extension of paving route Sun City AA ☐ infill house 30 need electricity ☐ stone pitching ☐ bridge between Vezubuhle and Sun City 	Technical Finance
		<ul style="list-style-type: none"> ☐ Sport complex 	SDS
21		<ul style="list-style-type: none"> ☐ water reticulation at Mabhoko Village ☐ Storm water Control at Mabhoko & Vlak 1 ☐ Port hole s ☐ Regravelling of internal road in the ward ☐ Requesting for Community Hall ☐ street need sand for them to sustain the pressure 	Tech
		<ul style="list-style-type: none"> ☐ Speed Humps 	Tech
		<ul style="list-style-type: none"> ☐ Pavements ☐ Clinic is too small ☐ request community hall 	SDS

22		<ul style="list-style-type: none"> ▫ completion of bus route at Mahlabathini and Mandela – Luthuli bridge ▫ reservoir at Mahlabathini ▫ high mast light at Mandela extension Mahlabathini ▫ 200 HH at Mandela need electricity ▫ 600 HH Mahlabathini need electricity ▫ 50 HH Luthuli need electricity 	Technical
		<ul style="list-style-type: none"> ▫ library at Luthuli ▫ community gardens at Luthuli ▫ street name <p>Water plan at Luthuli</p> <ul style="list-style-type: none"> • Request for bus road at Mahlabathini • Requesting for Siyatantela Programme not to be terminated it 	SDS
23		<ul style="list-style-type: none"> ▫ 700 km unfished route in Tweefontein A2 ▫ 200 km unfished route in Tweefontein B1 ▫ 500 HH need water reticulation Tweefontein A2 ▫ 400 HH need water reticulation in Tweefontein A1,A3 ▫ 10 high mast lights 	Technical

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> ∅ maintenance of street lights ∅ bore holes in Tweefontein A, B1,A2,C ∅ Request a gantry and 88mm pipes in Tweefontein 	
		<ul style="list-style-type: none"> ∅ Complain Bus road from B1 to Emabuyeni is Incomplete <ul style="list-style-type: none"> • Requesting for foot bridge at Ekuphumuleni • Requesting for School at UMzikhulu • Requesting for Regravelling of grounds at Bongumusa and Assemblies Church • Regravelling of the ground at B1 Mahlangu Tribal • Multi-Purpose Centre 	MM
		<ul style="list-style-type: none"> • Bridge to Ekuphumuleni ∅ PHP Houses 	Tech
24		<ul style="list-style-type: none"> ∅ Community Hall in Machipe ∅ community park in Machipe ∅ community park in Bundu ∅ Goederede youth centre renovation ∅ sign board Moses river ∅ community park B/hoek ∅ extension of clinic B/hoek ∅ community hall in Bundu ∅ renovation of Nyabela Mpumelelo Buhlebemfundo school ∅ community park in Bundu ∅ cemetery site ∅ pay points requested ∅ clinic at Bundu ∅ vula vala programme not understood ∅ ioio tank is leaking 	SDS SDS
		∅ indigent for poor	Finance
		<ul style="list-style-type: none"> ∅ mayors cup ∅ role of the land ∅ youth employment 	Mayor's office
		∅ Compliments for the water	
		∅ Minerals Zithabiseni, SSA Skhosana and Bundu	LED

		<ul style="list-style-type: none"> ▫ high mass light in Machipe 	Technical
		<ul style="list-style-type: none"> ▫ tar road to Moteti ▫ Jane Shop bridge B/hoek ▫ tar road in Wit poor and Mohlamonyane completion ▫ high mast light in B/hoek ▫ high mast light in Bundu ▫ tar Mpumelelo to be completed ▫ tar Witpoor and Stop 3 in Bundu ▫ paving of road at pay point in Bundu ▫ RDP Houses in Bundu ▫ extension of clinic in Bundu ▫ contamination of water when stored 	

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
25		<ul style="list-style-type: none"> ▫ Tar route link route to Mzimuhle start at complex Walter drive ▫ Emagezini road tar/pavement and the bridge building ▫ somtjhongweni road to Emagezini completed ▫ high mast light x 4 ▫ 50 RDP H houses units ▫ asbestos pipe removals ▫ waterborne sewer ▫ storm water control x 10 ▫ speed humps x 4 ▫ water reticulation Dobha section ▫ Walter Mtsweni road to use as bus and taxis route 	Technical
		Compliments for the - planning and have the Standard of City	SDS
		▫ fencing of Emagezini cemetery and closer	
		▫ town ship establishment	Town planning
		▫ bursaries	MM
		▫ job opportunities	
26	•	<ul style="list-style-type: none"> • ▫ Requesting Mayors cup and Office of the Executive Mayor to come with strategy or programmes for job opportunity 	Office of the Executive Mayor

		<ul style="list-style-type: none"> • high mast light in Mkhephuli and Thubelihle • Mafesi to municipality road construction • Regravelling of internal roads • storm water drainage in Manyika Matendeni and Bongwe • replacement of valve next 17 Taverns Sangweni • steel tank completion • Complain about the wet lands at the Stadium • Maintain the existing Storm Waters drainage • The Ward Committees request to work with Siyatantela • Compliments for the Ex-Mayor for City to City development • Maintain our Street lights • Requesting for the fencing of the graveyards • Suggested to pay for the graveyards for funerals Request for offices for compliance • Agriculture is not helping us • Monitor our resources 	Technical
		<ul style="list-style-type: none"> • Requesting that ABET to give us our results 	MM
		<ul style="list-style-type: none"> ▫ working together is appreciated 	TOWN PLANING
		<ul style="list-style-type: none"> ▫ tennis court needed 	SDS
		<ul style="list-style-type: none"> ▫ RDP houses needed 	
		<ul style="list-style-type: none"> ▫ Requesting Agriculture project 	LED
27		<ul style="list-style-type: none"> ▫ tar road at Sifikile to extension 10 ▫ Tar road at big tree to the cemetery and storm water drainage system ▫ completion of Bermuda road at section 10 ▫ high mast light x 06 ▫ storm water drainage at Sifikile school to extension 10 ▫ storm water drainage in Bermuda road ▫ Magadzuzela Mloyisani road need storm water drainage 	Technical
		<ul style="list-style-type: none"> ▫ Compliment to Executive Mayor to recognize community members 	Office of the Executive Mayor
		<ul style="list-style-type: none"> ▫ community hall 	SDS
		<ul style="list-style-type: none"> ▫ cleaning of cemeteries 	

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> ▫ Relocation should be done as chief as special in section 10 ▫ Relocation from section 10 to Mathyzensloop 	Town planning
28		<ul style="list-style-type: none"> ▫ RDP Houses x30 ▫ mobile library ▫ community park 	SDS
		<ul style="list-style-type: none"> ▫ high mast light x 04 ▫ Regravelling of internal roads ▫ storm water control in all bus and taxi roads ▫ paving of Bonginhlanhla road and storm water controlled ▫ maintenance of water reticulation at Lutheran Church 	Technical

		<ul style="list-style-type: none"> • Requesting for additional of Water Trucks • Industrial site to be work for job opportunities • Requesting for Ex-Mayor to go to the Community • Main road at W/28 from Nkosi to Sifikile needs paving or tyre road 	MM
29		<ul style="list-style-type: none"> ▫ pavement of Masofeni roads and storm water drainage ▫ storm water controlled at Mkholo street and Selekesi tavern ▫ water reticulation Magic section ▫ bore hole at Mhaleweni section and Mhaleweni 	Technical
		<ul style="list-style-type: none"> ▫ community hall ▫ multi-purpose centre ▫ recreation centre at Mafu dumping site 	SDS Technical
		<ul style="list-style-type: none"> ▫ Borehole was struck by a lightening ▫ Roads are not in good condition 	Tech
		<ul style="list-style-type: none"> • Requesting for PHP Houses and Toilets • Internship and inservice training 	SDS
		<ul style="list-style-type: none"> • Requesting for Storm Water drainage • Requesting for the Bursaries for the Youth 	Tech SDS
30		<ul style="list-style-type: none"> ▫ storm water control in Tweefontein H ▫ Regravelling of internal roads ▫ requesting road from Elnel to Tweefontein F&G ▫ speed humps Shisa Mpama Mzimhlophe ▫ pot holes patching ▫ pavement of roads in Tweefontein H ▫ bridge maintenance kwa Maria Jacobs ▫ storm water drainage from four way stop to Tweefontein G ▫ High mast light pole 	Technical
		<ul style="list-style-type: none"> ▫ Complain about women's who dump pumpers in a road ▫ Gym site ▫ Zamani still uses mobile class ▫ Community hall 	SDS

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		<ul style="list-style-type: none"> ▫ compactor do not come in the street ▫ BDB House are wealthy houses 	

31		<ul style="list-style-type: none"> ▫ gravelling and maintenance of internal roads ▫ paving of internal roads ▫ Regravelling of sports ground ▫ renovation of storm water drainages and bridges ▫ maintenance of steel water tank ▫ speed humps ▫ RDP houses ▫ bridge construction ▫ water reticulation ▫ Suggestions to promote sports federations ▫ vula vala in certain days <ul style="list-style-type: none"> • Requesting for Regravelling of grounds • Monitoring teams suggested ▫ Dee line storm water drainage 	Technical
		<ul style="list-style-type: none"> ▫ Fencing of cemetery and Kwagga D must be extended ▫ community park/gym ▫ community hall 	SDS
		<ul style="list-style-type: none"> ▫ figure requested 	FINANCE
		<ul style="list-style-type: none"> ▫ Recognition of Art in Kwaggafontein 	
32		<ul style="list-style-type: none"> ▫ maintenance of storm water ▫ Free usage of facilities for cultural events ▫ speed humps all internal roads ▫ renovation of storm water drainages ▫ VIP toilets in farm ▫ water seven day a week ▫ JOJO tank in farm area and bore holes ▫ farm area are not considered when making budget ▫ Regravelling of road in farms ▫ request for electricity in farms in vanderspruit and Kwaarspruit 	Technical SDS
		<ul style="list-style-type: none"> ▫ gym site next government complex and faith mission ▫ Regravelling sport ground ▫ RDP houses also in farms ▫ indoor basketball inside hall ▫ ▫ community park ▫ maintenance of graveyard sites building of toilets, water fencing and water and high mast light 	SDS

WARD NO	VILLAGE	COMMENT/INPUT	DEPARTMENT
		▫ RDP in Hokaai and Bronx mine	
		▫ Employment opportunities	MM
		▫ bid employment	

		▯ Tractor required	LED
		▯ Palesa blast for us	
		▯ land requisition	Town planning
		▯ bursaries	Finance
		▯ indigent in the farms	
		<ul style="list-style-type: none"> • Compliments for Ex-Mayor for presenting the IDP • Requesting for the youth to be removed from the streets • Request for Cutting of grass at the grave yards • Streets maintenance must be continuous. • Storm water at Leratong water coming from MT View. • Entrance to Mhlanga stadium full of potholes 	Tech
		<ul style="list-style-type: none"> • Swimming pool and parks at Kwa Mhlanga needs maintenance • Swimming pool & parks must be maintained 	
		<ul style="list-style-type: none"> • Hospital road is not in good condition since Heavy rains. • Lots of illegal dumping • Collapsed bridge Mhlanga -Zakheni 	

5.2.7.3. 2021-2022 Draft IDP and 2022/2023 Budget Consultation

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

A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose:

- i) Encourage, and create conditions for the local community to participate in the affairs of the municipality, including, the preparation, implementation and review of its integrated development plan in terms of Chapter 5;
- ii) the establishment, implementation and review of its performance management system in terms of Chapter
- iii) the monitoring and review of its performance, including the outcomes and impact of such performance
- iv) the preparation of its budget; and strategic decisions relating to the provision of municipal services

Therefore consultation on the draft IDP and Budget for 2022/23 was scheduled as follows:

Date	Time	Cluster	Wards/Structures	Venue
5 April 2022 (Tuesday)	09H00-12H00	All	All Hon. Councillors, Ward Committee Secretaries and CDW's	Kwaggafontein Community Hall
5 April 2022 (Tuesday)	14H00-16H00	All	Religious Organizations, Media Houses, Elderly and Disability	Kwaggafontein Community Hall
6 April 2022 (Wednesday)	09H00-12H00	All	Sector Departments Youth and sport Organizations	Kwaggafontein Community Hall
6 April 2022 (Wednesday)	14H00-16H00	All	Traditional Healers	Kwaggafontein Community Hall
7 April 2022 (Thursday)	09H00-12H00	All	Traditional Leaders	Kwaggafontein Community Hall
7 April 2022 (Thursday)	15H00-17H00	All	Businesses	Kwaggafontein Community Hall
20 APRIL 2022 (Wednesday)	09H00-12H00	Cluster 03	01,02 & 03	Moloto Old Age Centre (Moloto)
20 April 2022 (Wednesday)	14H00- 16H00	Cluster 04	04,06,14,19,20,22 & 32	Vezubuhle Community Hall (Vezubuhle)
21 April 2022 (Thursday)	09H00-12H00	Cluster 05	05,09,15,17,18,20 & 30	Zamani School Open Ground (Tweefontein F)
21 April 2022 (Thursday)	14H00-16H00	Cluster 06	12,13,16,17,21 & 23	Siphiwe School Open Ground (Tweefontein C)
22 April 2022 (Friday)	09H00-12H00	Cluster 07	8 (Farms)	Rietfontein (Bly n Bietjie) Farms
22 April 2022 (Friday)	14H00-16H00	Cluster 08	08,10 & 11	Bawokuhle Primary School Open Space (Mzimuhle)
26 April 2022 (Tuesday)	09H00-12H00	Cluster 01	07 & 24	Mabena Open Space (Bundu)
26 April 2022 (Tuesday)	14H00-16H00	Cluster 02	25, 26, 27, 28, 29 & 31	Kwaggafontein Community Hall (Kwaggafontein C)
29 April 2022 (Friday)	09H00-12H00	Cluster 09	32 (Farms)	Hokai School Open Ground (Hokai)

ANALYSIS REPORT

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

The issues raised at mayoral outreach meetings should serve as a guide assessing the general level of Development within the municipality including its service delivery gaps and challenges. It is therefore essential that ward priorities and projects at ward level be confirmed by ward councillors in consultation with ward committees as structured ward and community participation forums. Furthermore, in order to determine priority and confirm

ward projects for budget purposes, the municipality must assess project viability against a number of prioritization indicators such as policy considerations, impact analysis (social, economic, environmental and political) visibility, cost/benefit, urgency, essential services and employment output to mention a few. The findings and analysis of the above mentioned issues is provided here under as follows:

WATER SERVICES

The key issues raised relating to water are as follows:

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

High level findings and analysis

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

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

ROADS AND STORM WATER

The key issues raised relating to roads are as follows:

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

High level findings and analysis

The majority of the wards indicated that internal roads are not accessible and requested that the municipality should regard internal streets. The maintenance of tarred roads was also of concern to the community and community stakeholders. There were also submissions made regarding the completion of incomplete road projects. The

Municipality must identify key routes to be targeted for the road gravelling programme. Incomplete roads should be verified and prioritized according to need, urgency and the availability of funds. There were no major challenges and/or issues cited regarding the R573, however there was some dissatisfaction regarding employment opportunities relating to the upgrading of the road.

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

PUBLIC LIGHTING

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

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

High level findings and analysis

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

COMMUNITY FACILITIES

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

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

High level findings and analysis

A few wards indicated that they require multipurpose centres and community halls. It was indicated that these facilities are essential for community meetings, as pension pay points for the elderly and for recreational purposes. A number of issues were also raised regarding services offered by sector department including dissatisfaction regarding clinics and insufficient schools in wards. The municipality has a number of community halls identified in the IDP and these should be reviewed in line with the submissions made by the community and confirmed by ward structures (ward

committees). Sector departments should be informed and advised to carry out outreach meetings at least once per annum to identify service delivery challenges and gaps faced by communities in relation to the services offered by the departments. There were also requests made relating to the need for a drug rehabilitation centre and a technical college within the municipality.

YOUTH AND LOCAL ECONOMIC DEVELOPMENT

The key issues raised relating to youth and LED are as follows:

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

High level findings and analysis

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

OTHER MATTERS

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

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

5.2.7.4. Other Public Communication and Participation Mechanism

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

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

5.2.8. Summary Public Participation and Good Governance

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

5.3. INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

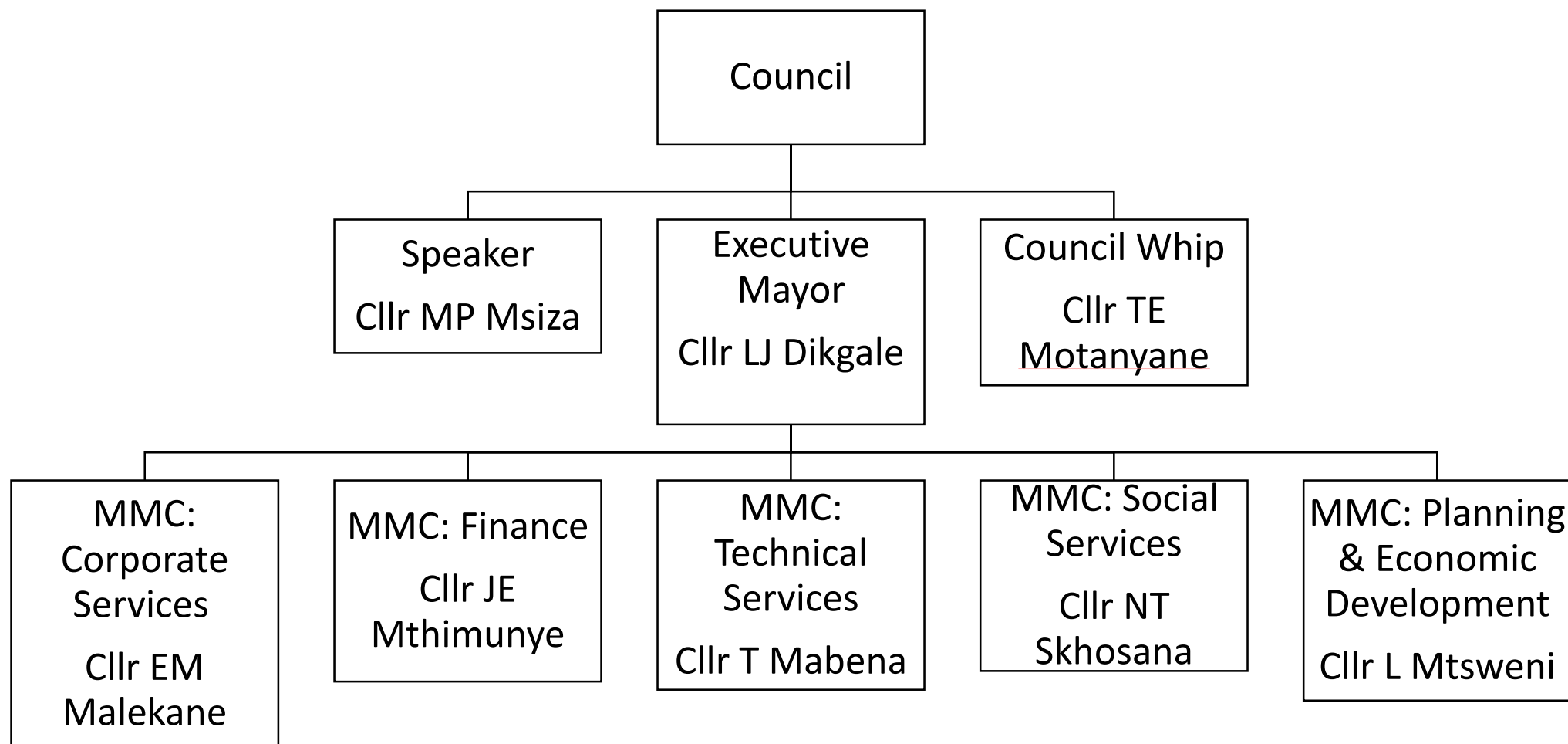
5.3.2.1. Council

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

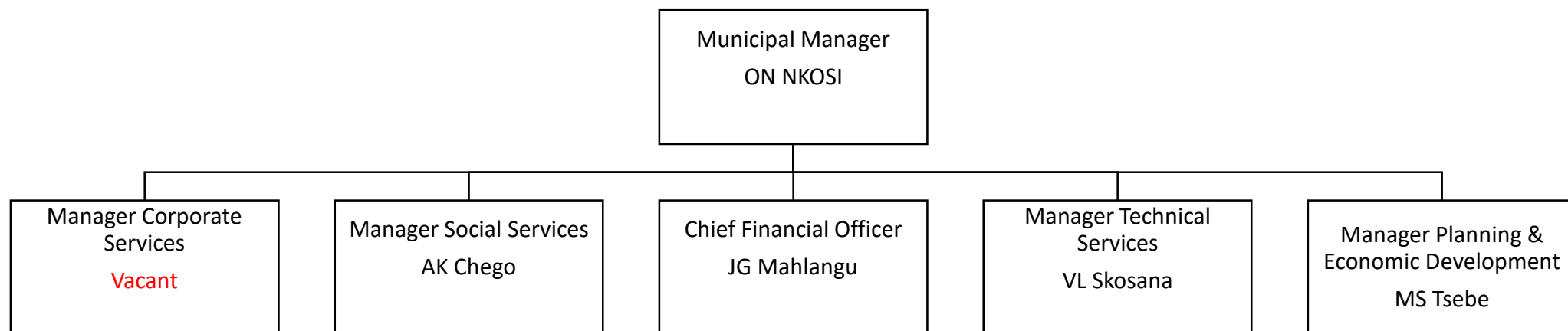
THLM APPROVED ORGANISATIONAL STRUCTURE 2022/23



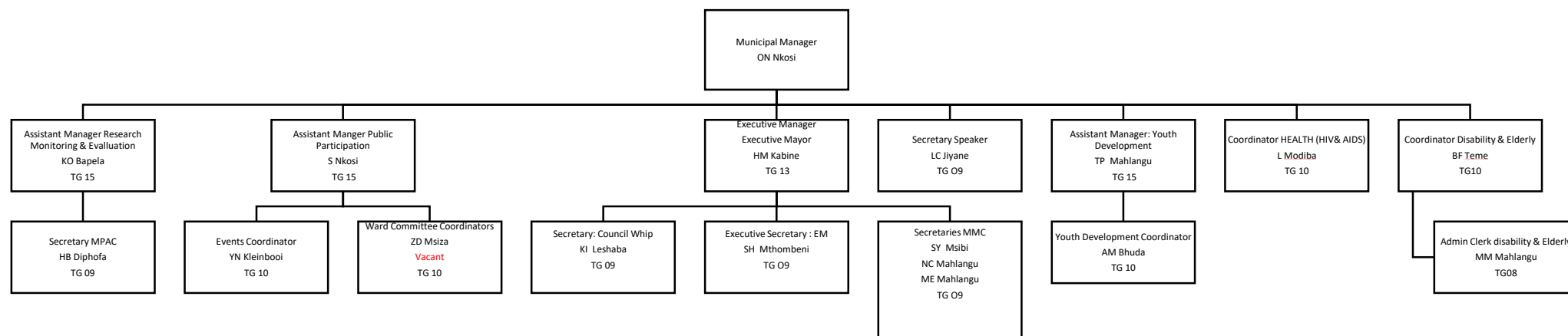
EXECUTIVE OVERVEIW



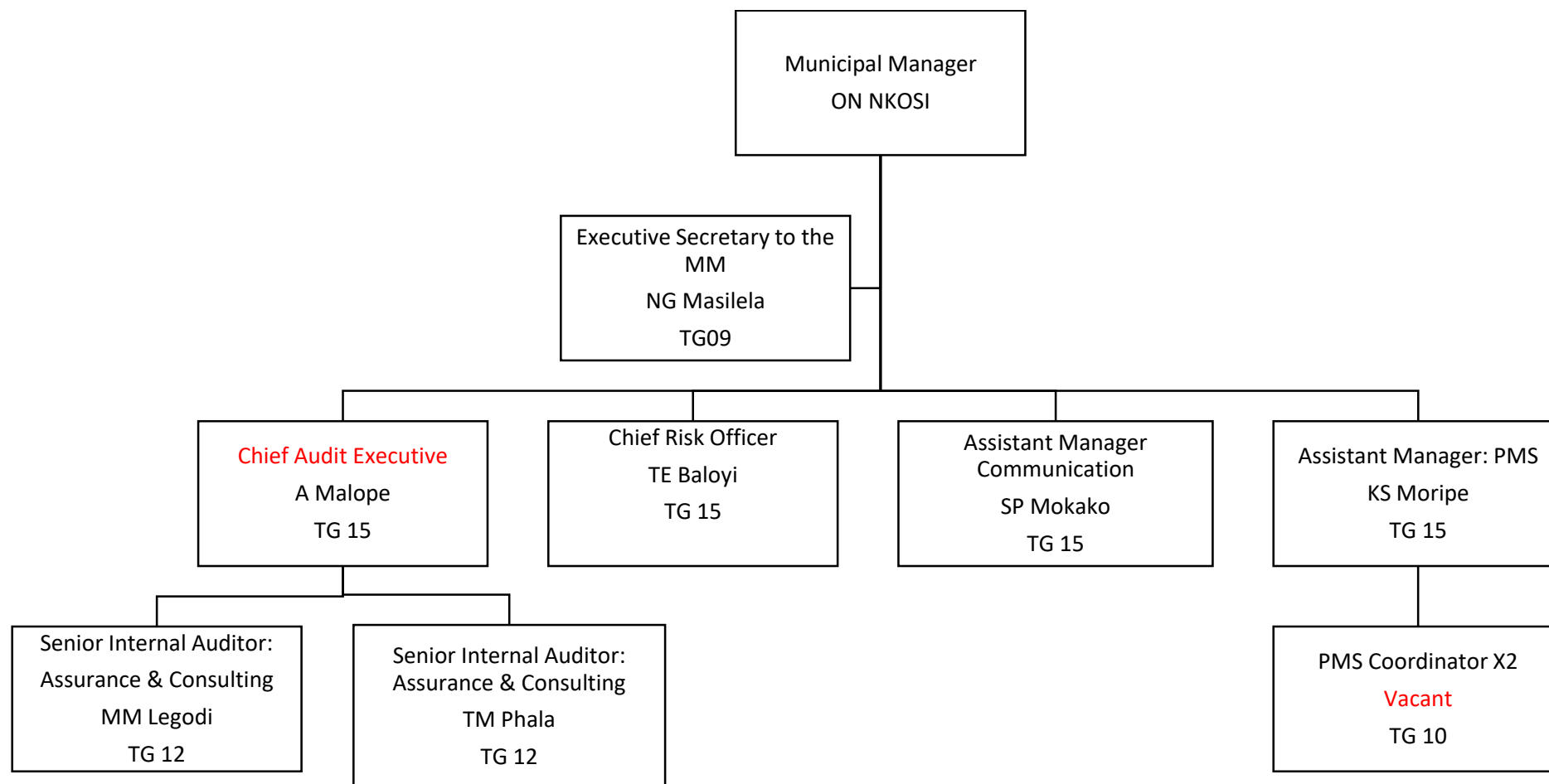
Senior Management: Strategic Team



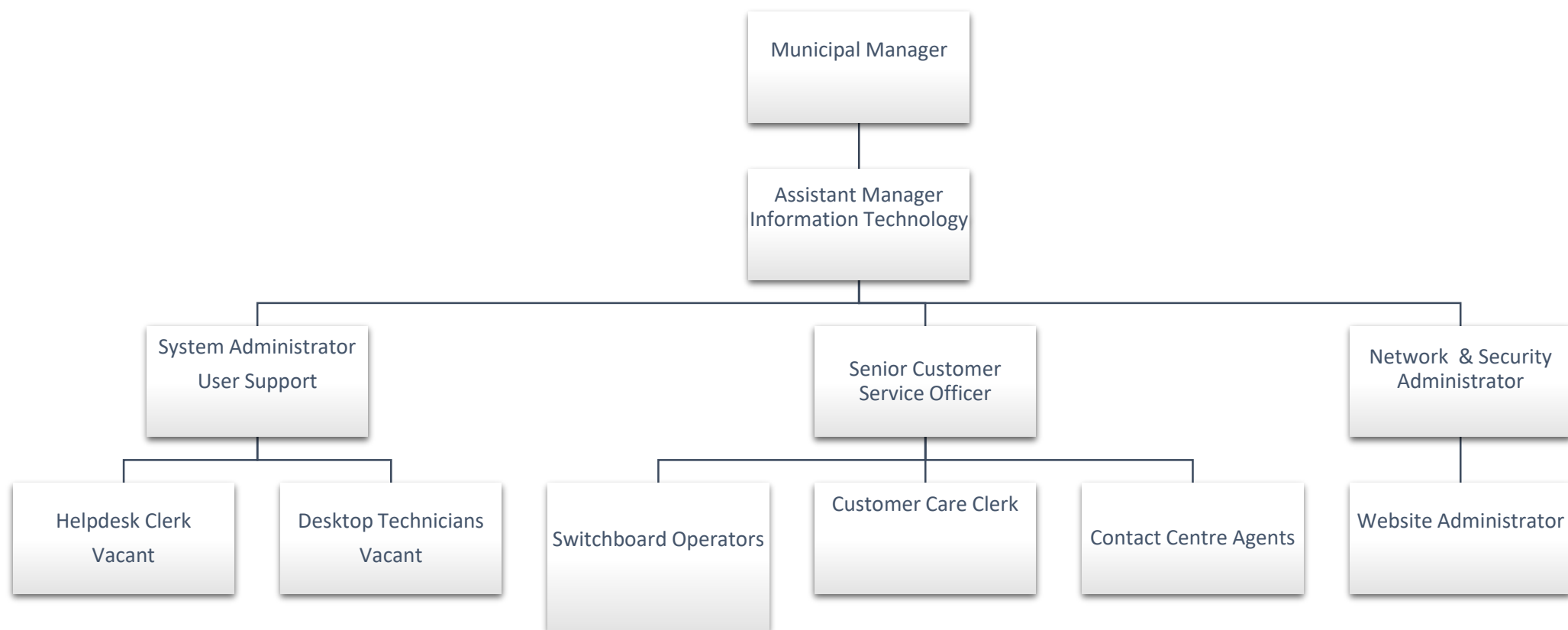
OFFICE OF MUNICIPAL MANAGER: POLITICAL SUPPORT OFFICE



MUNICIPAL MANAGER DIRECT SUPPORTIVE REPORTS



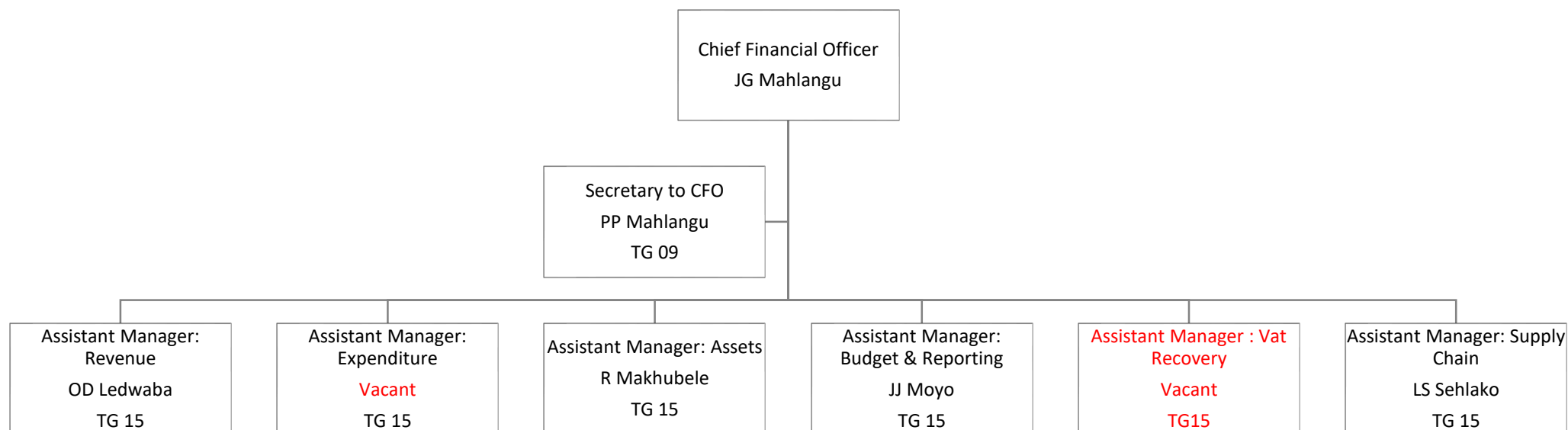
MUNICIPAL MANAGER DIRECT SUPPORTIVE REPORTS



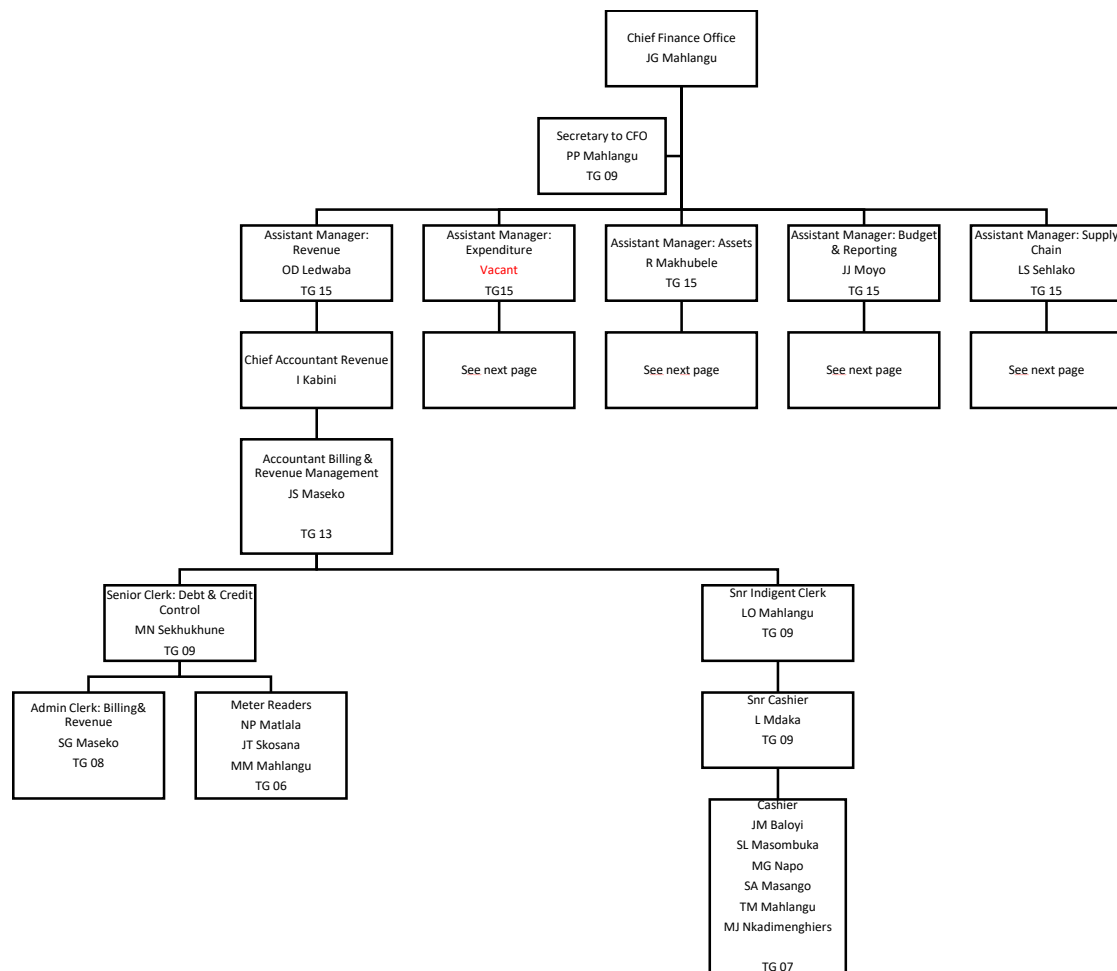
DEPARTMENT OF FINANCE

Structure 2020/2021

DEPARTMENT OF FINANCE: EXECUTIVE STRUCTURE



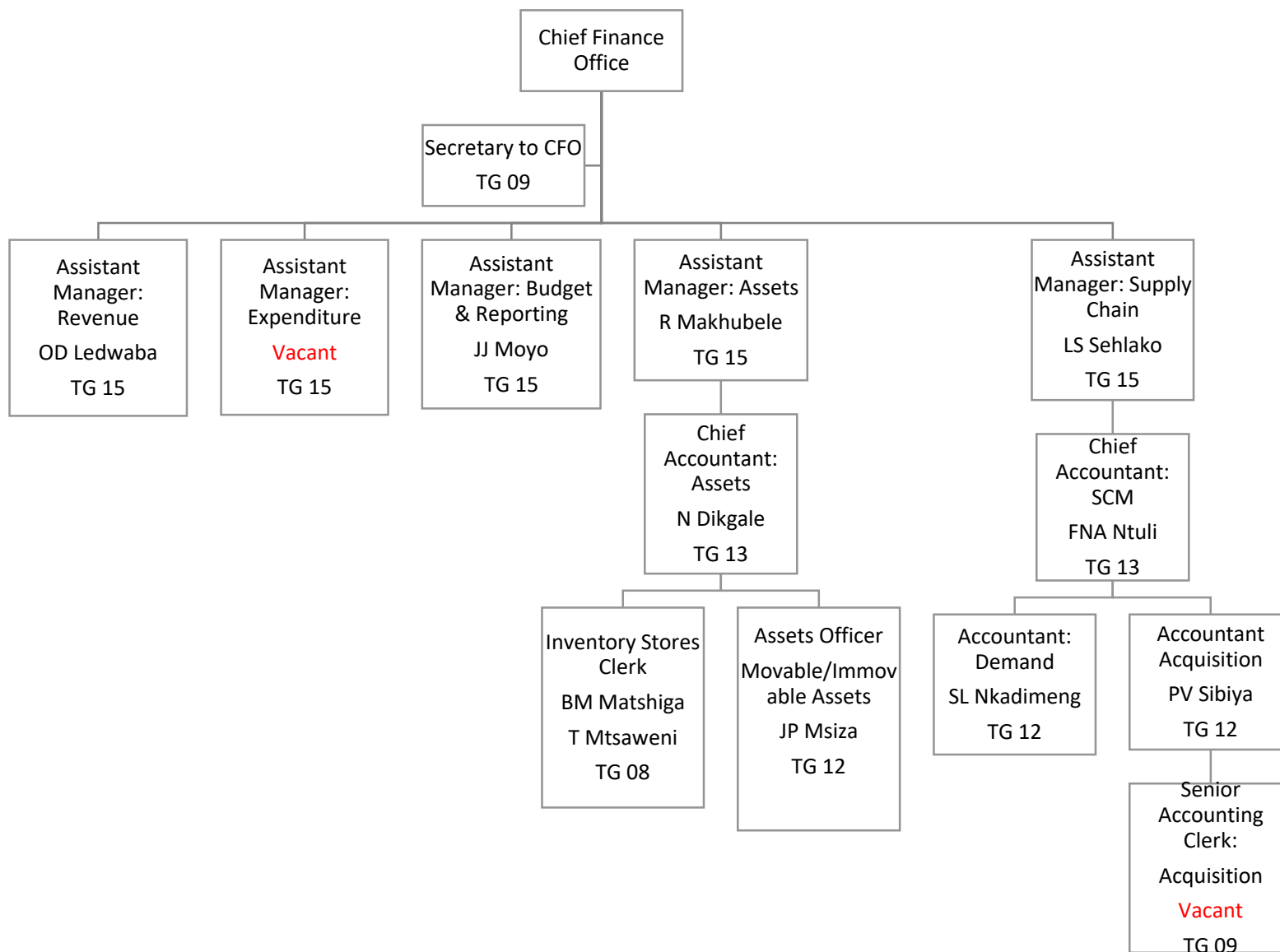
DEPARTMENT OF FINANCE: REVENUE SECTION



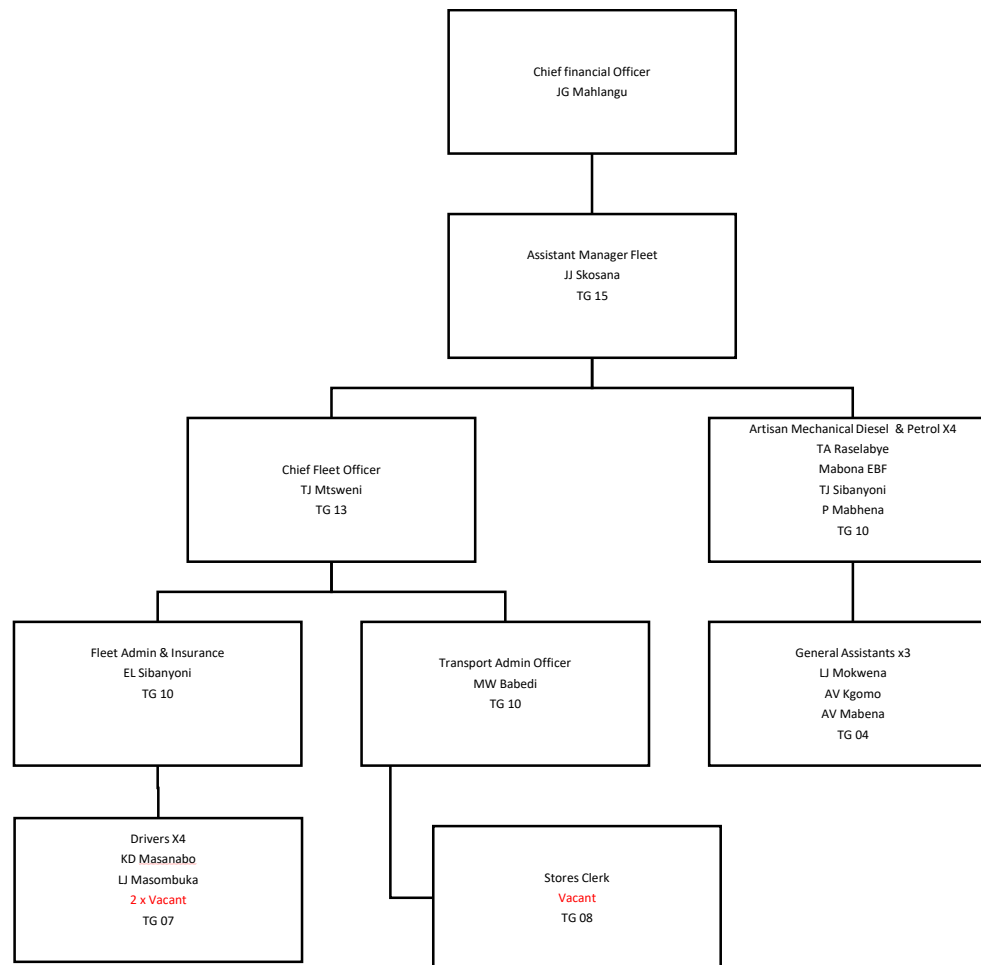
DEPARTMENT OF FINANCE BUDGET & REPORTING SECTIONS



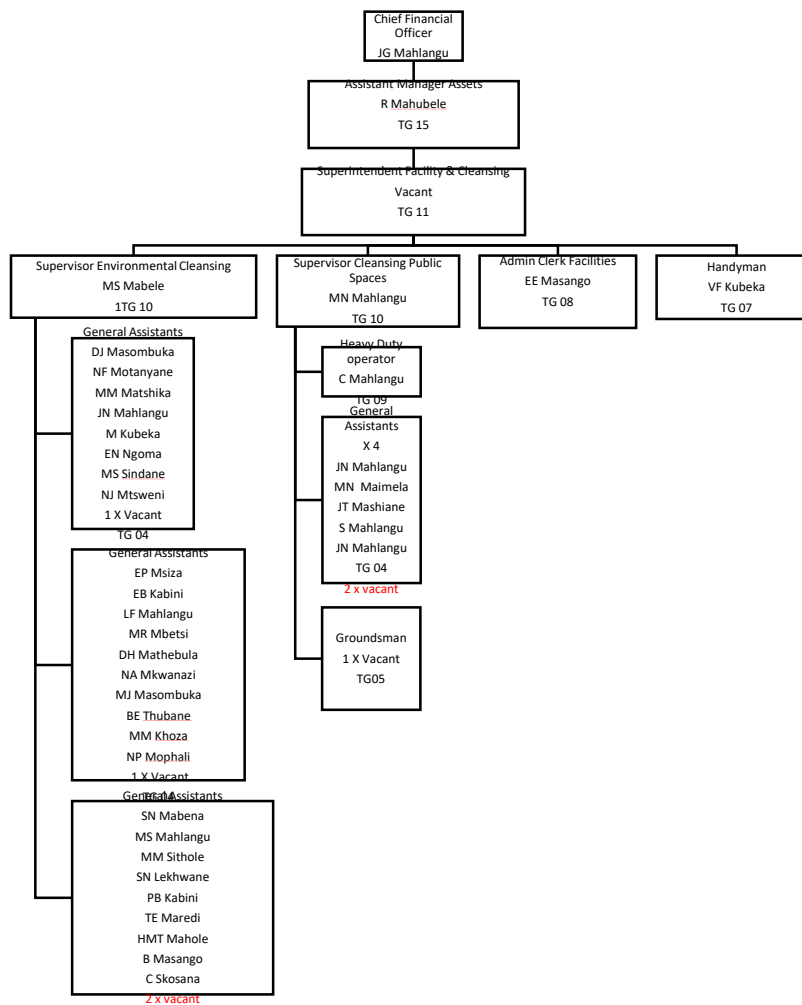
DEPARTMENT OF FINANCE: ASSETS & SUPPLY CHAIN SECTIONS



ASSETS SECTION OFFICE OF FLEET MANAGEMENT

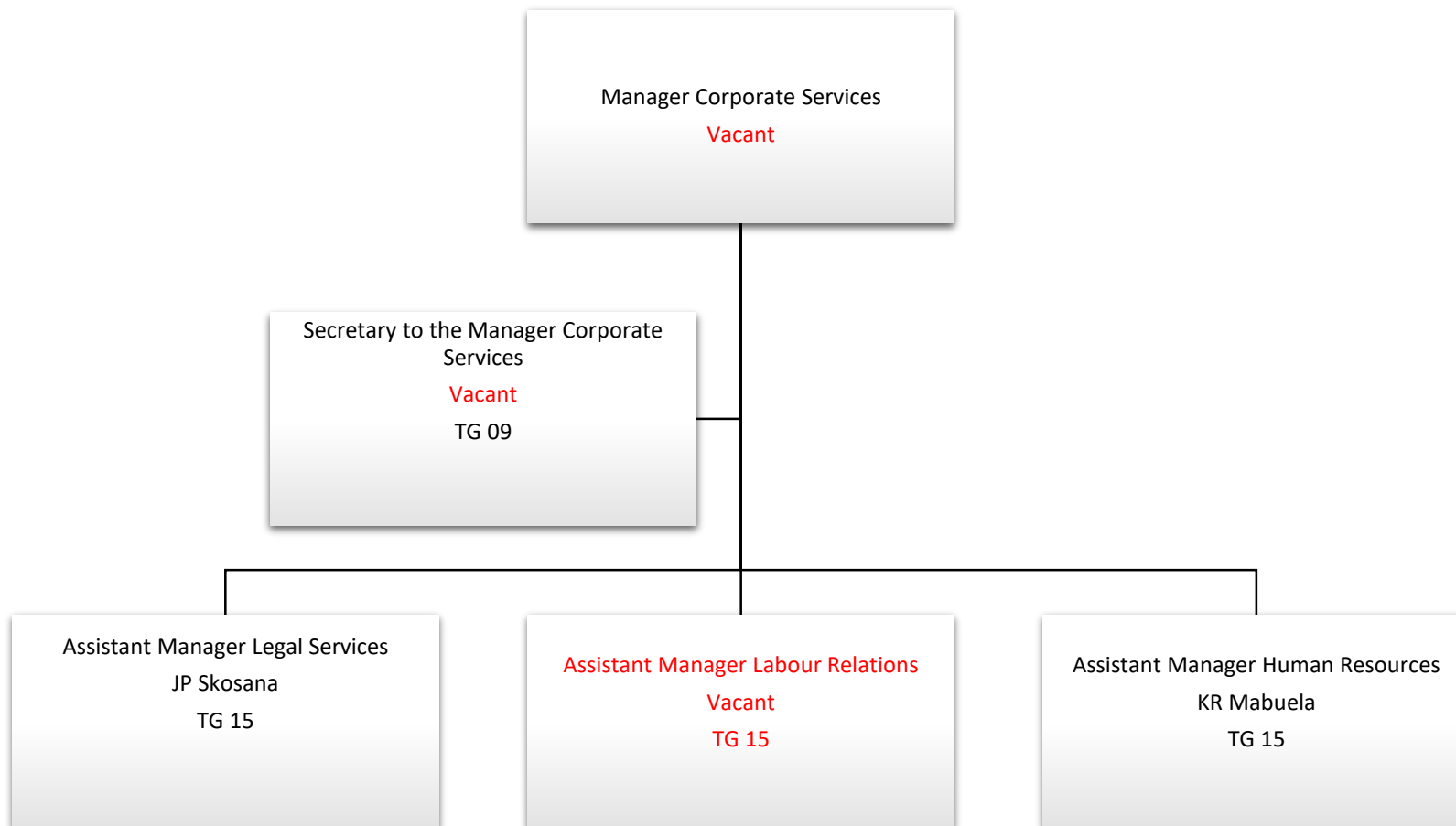


ASSET MANAGEMENT: FACILITIES MANAGEMENT

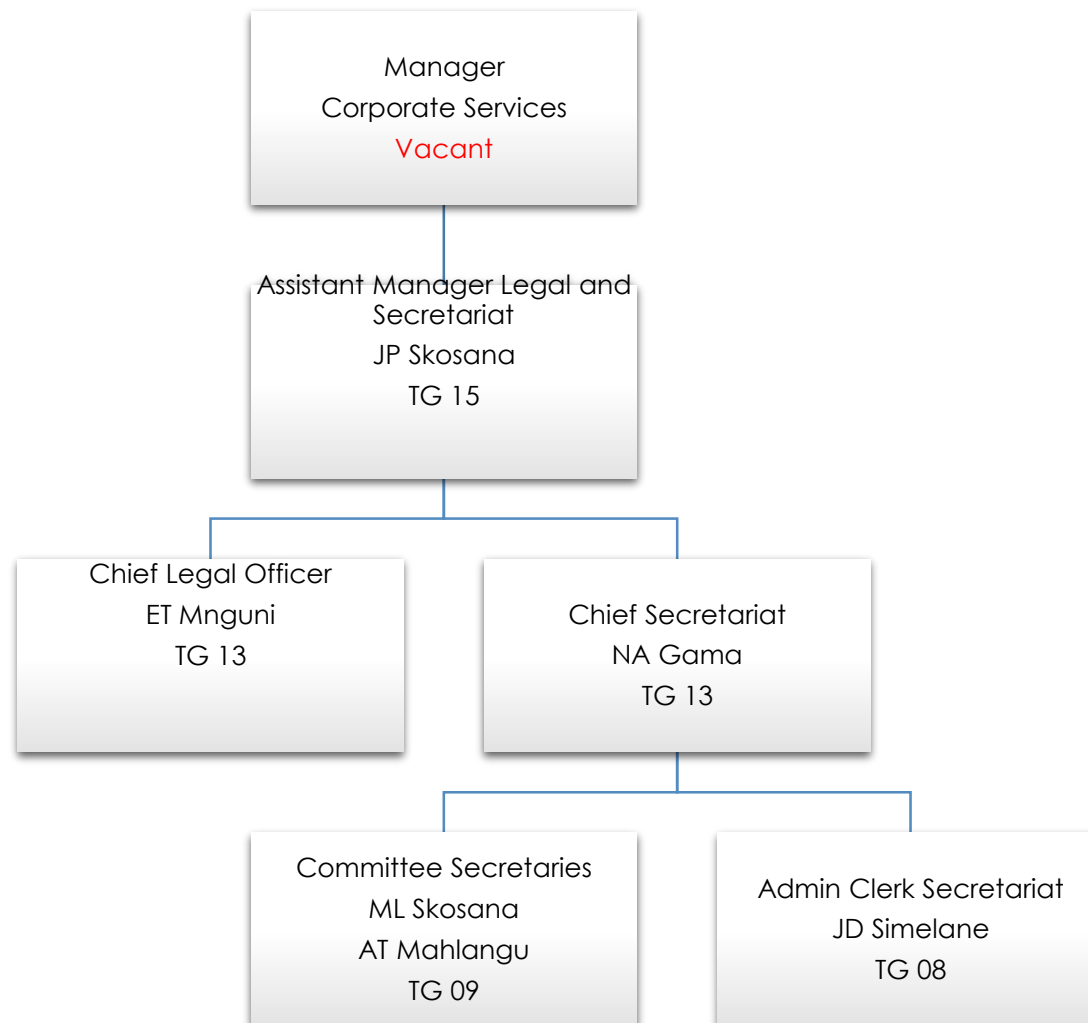


Corporate Services

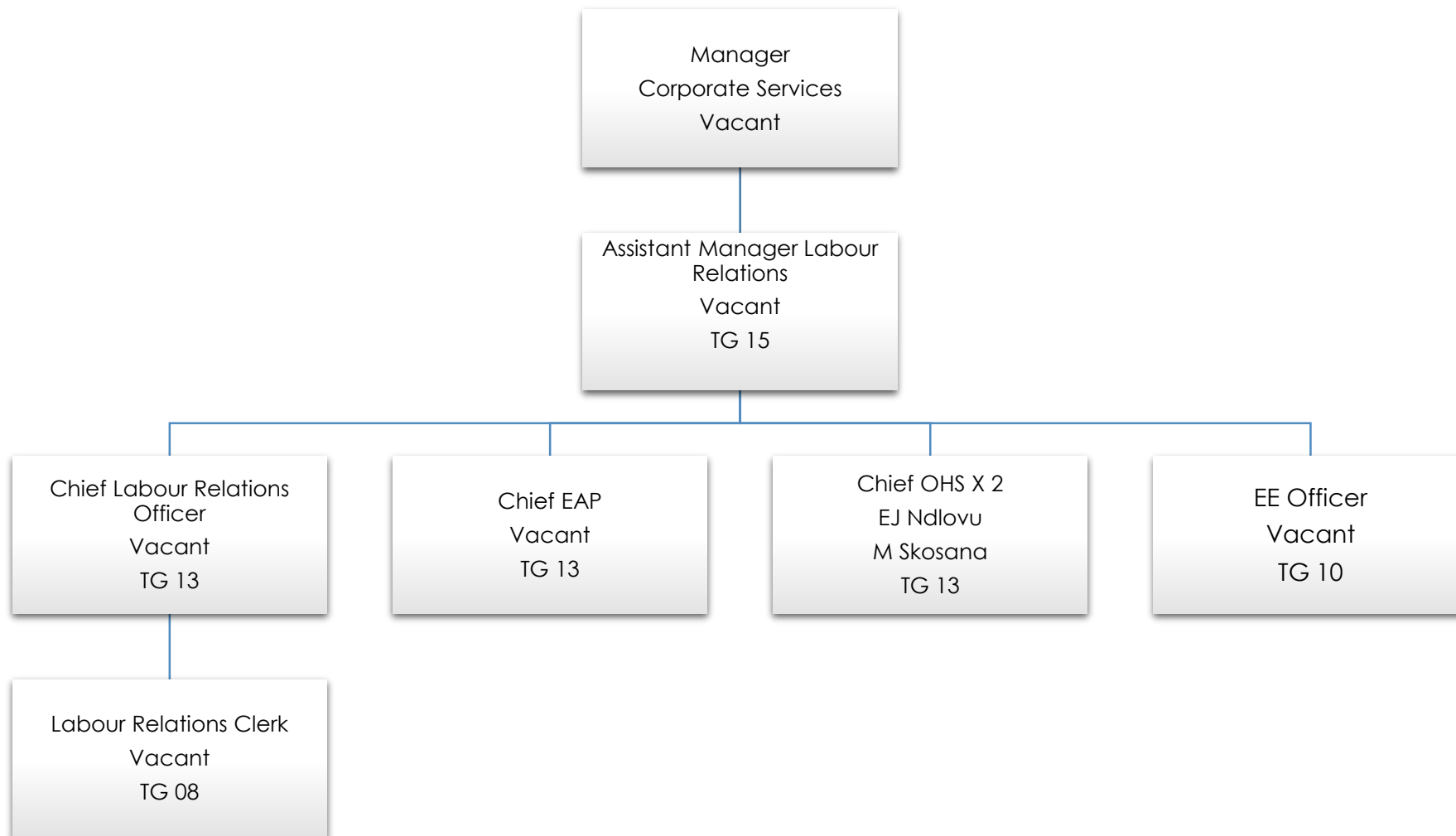
CORPORATE SERVICES OFFICE OF EXECUTIVE MANAGER CORPORATE SERVICES



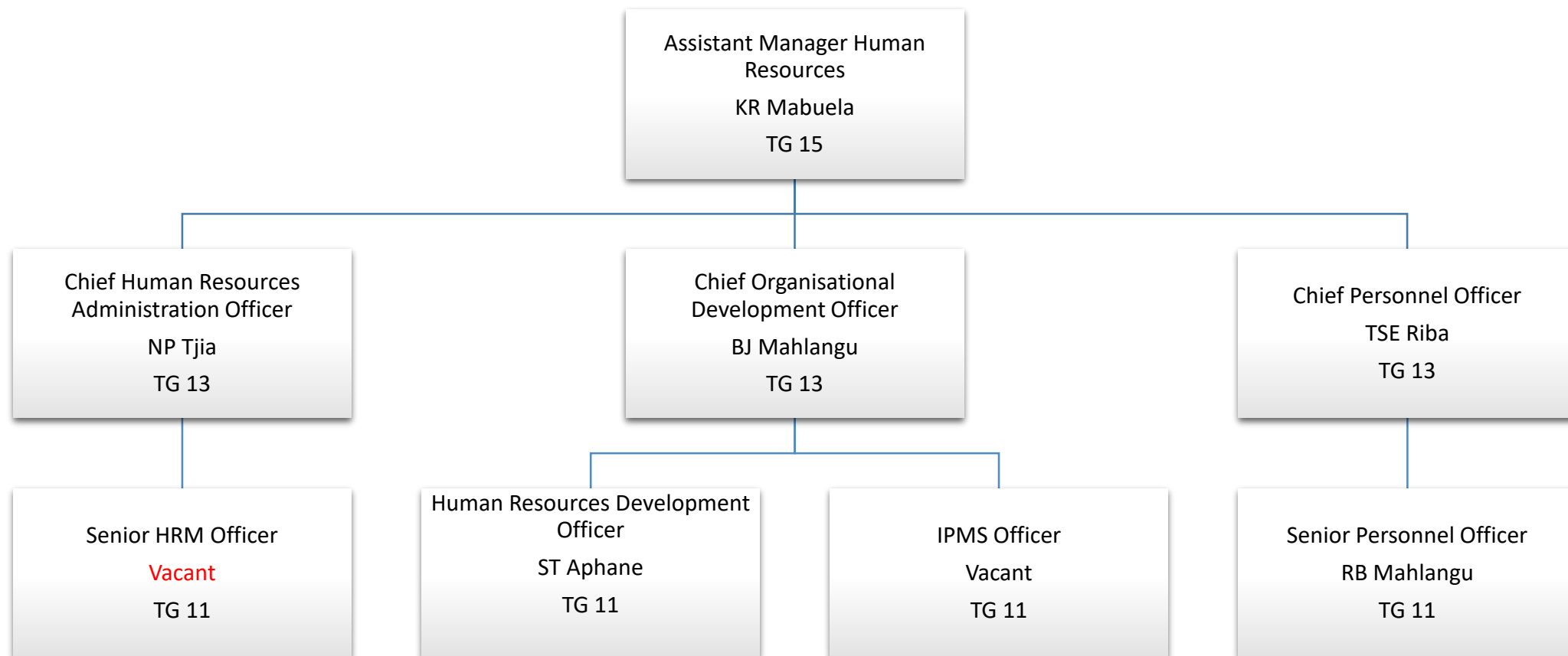
CORPORATE SERVICES OFFICE OF LEGAL SERVICES AND SECRETARIAT



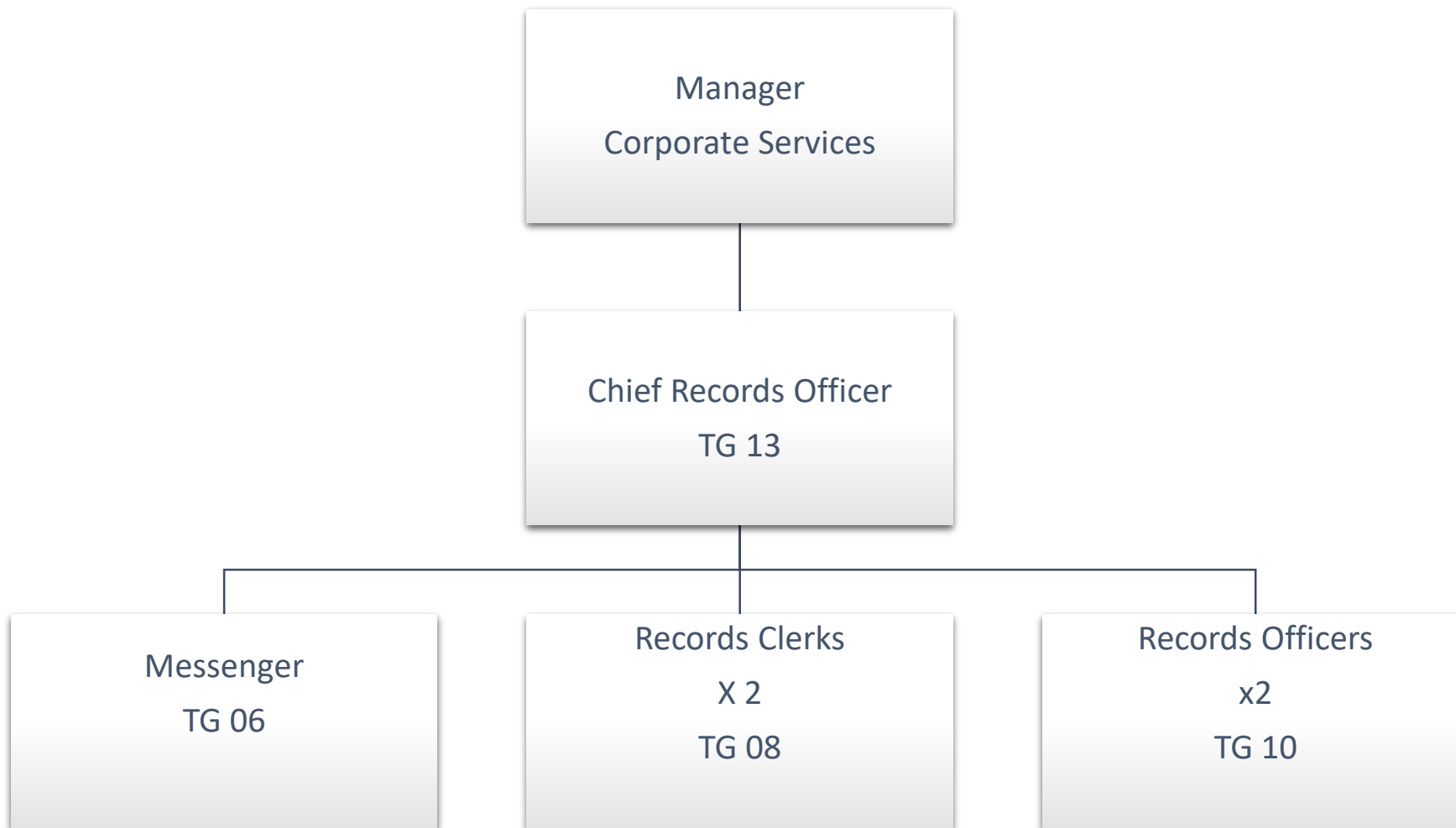
CORPORATE SERVICES OFFICE OF LABOUR REALATIONS



CORPORATE SERVICES HUMAN RESOURCES

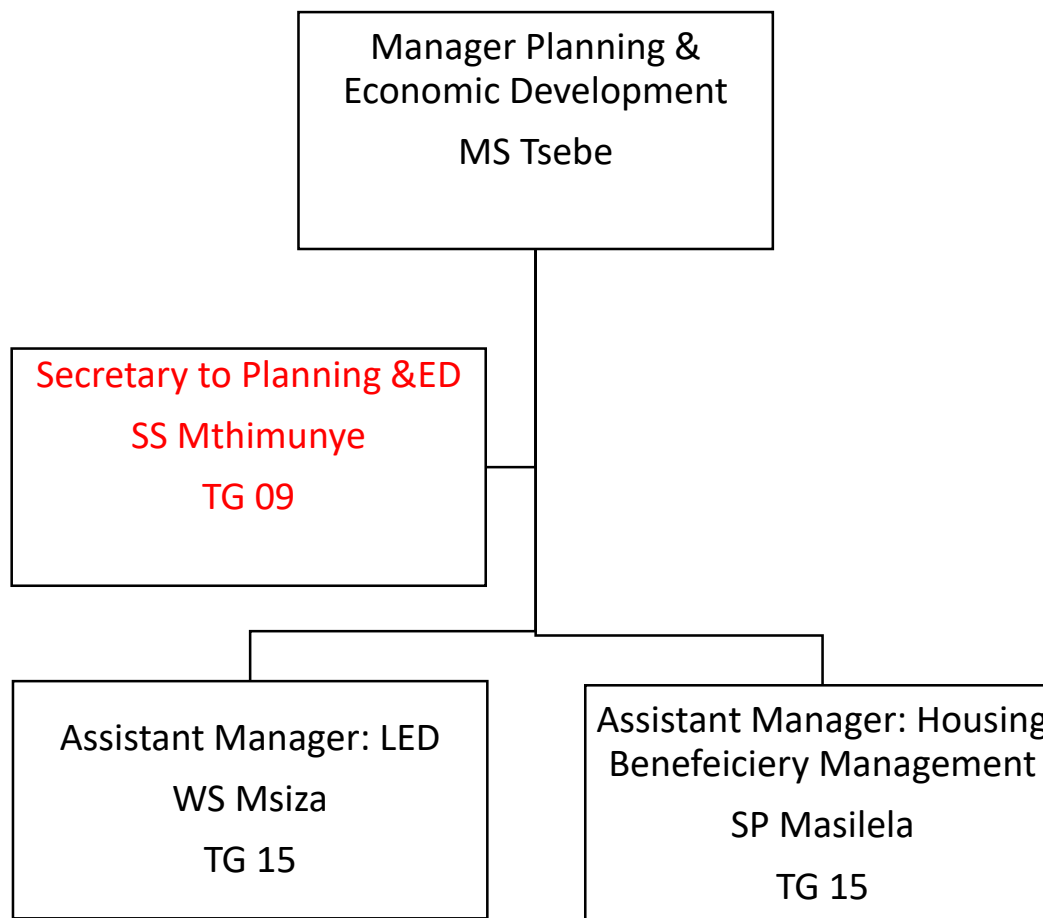


CORPORATE SERVICES
RECORDS SECTION

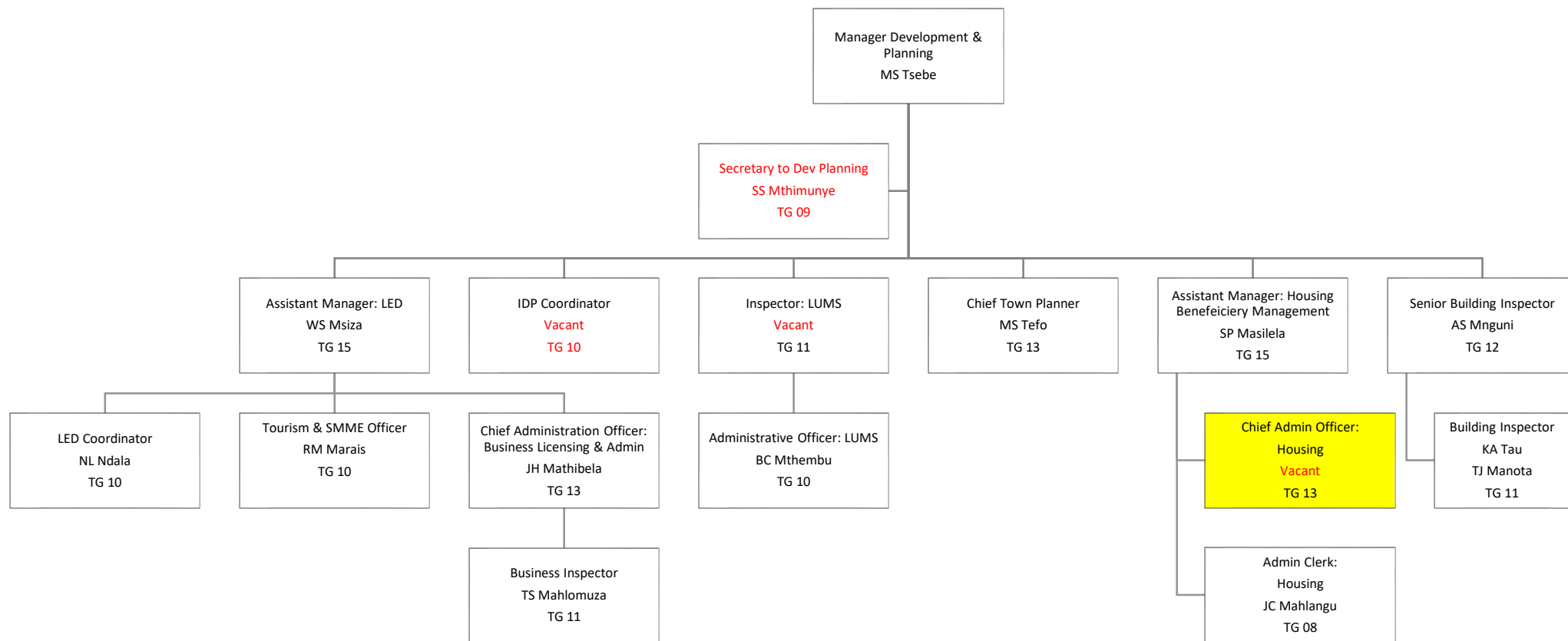


DEPARTMENT OF PLANNING AND ECONOMIC DEVELOPMENT

PLANNING AND ECONOMIC DEVELOPMENT SERVICES: EXECUTIVE MANAGEMENT

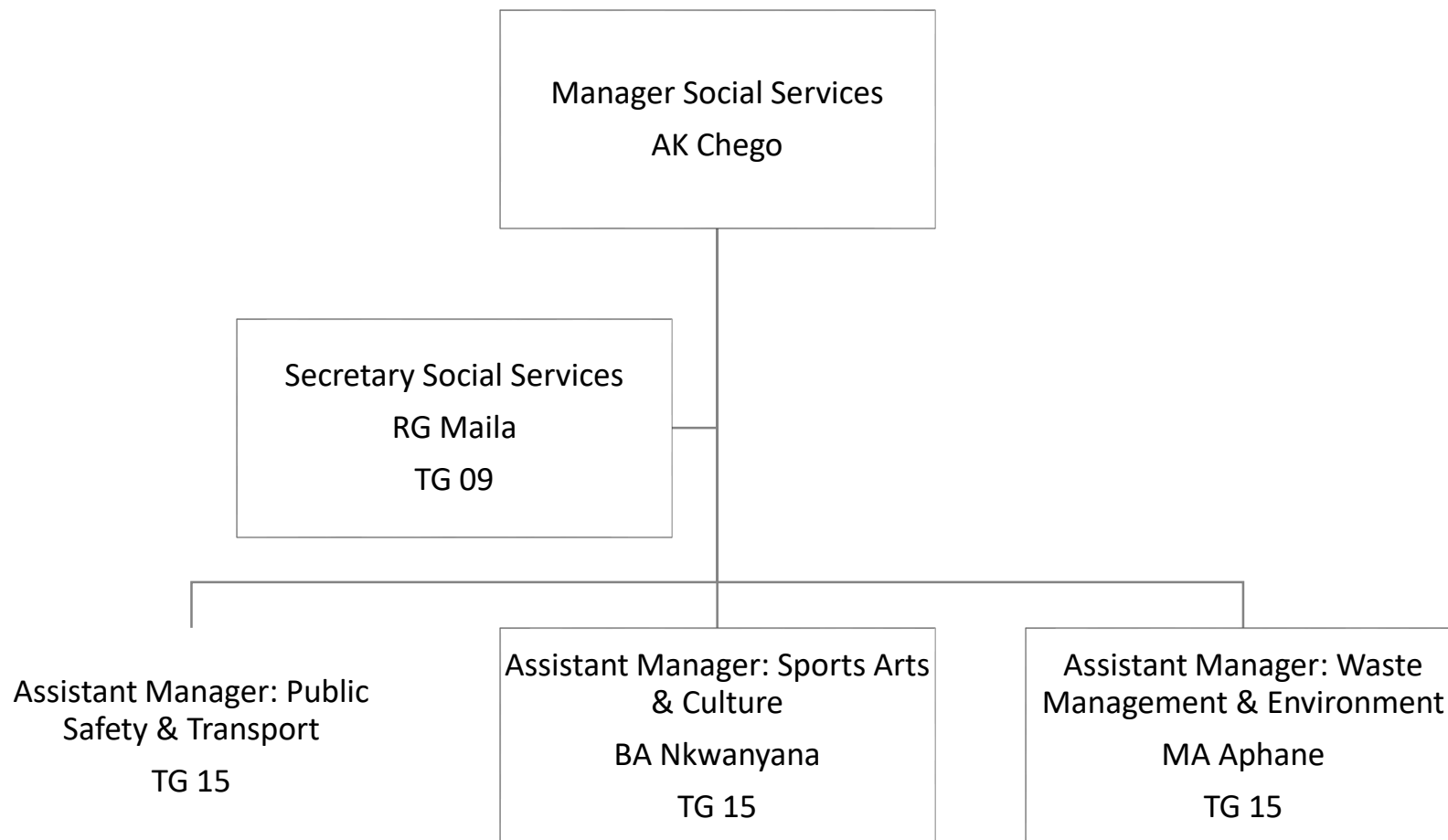


PLANNING AND ECONOMIC DEVELOPMENT SERVICE

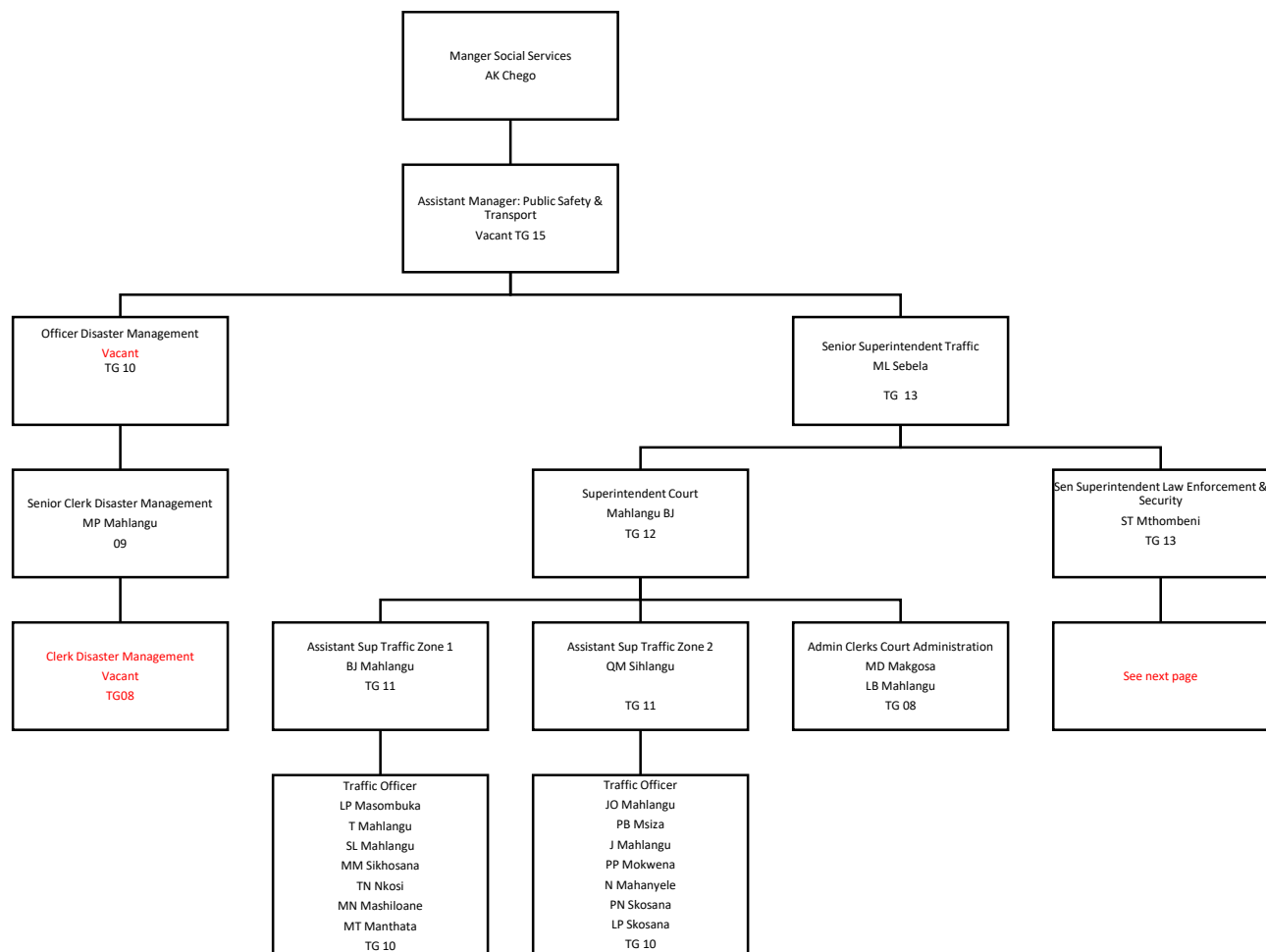


DEPARTMENT OF SOCIAL SERVICES

SOCIAL SERVICES: SENIOR MANAGEMENT

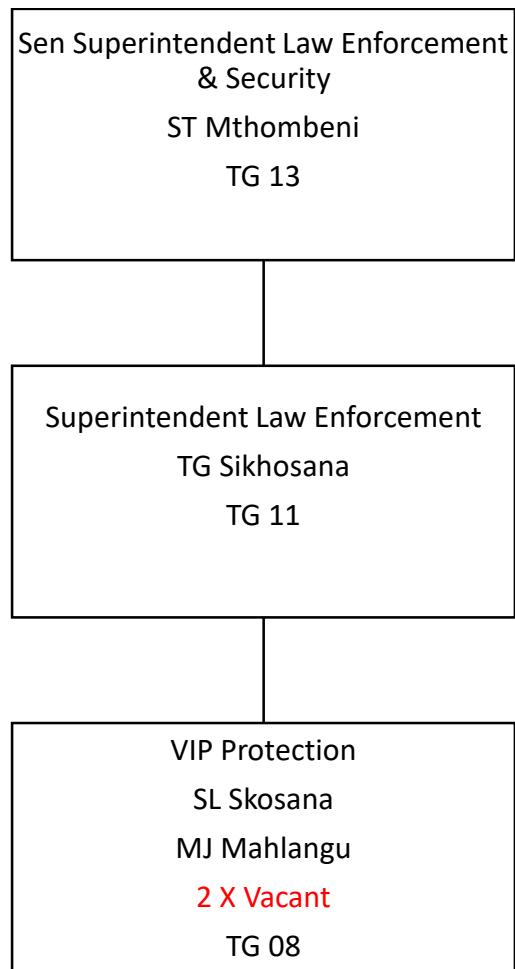


SOCIAL SERVICES: DISASTER & PUBLIC SAFETY & TRANSPORT SECTIONS

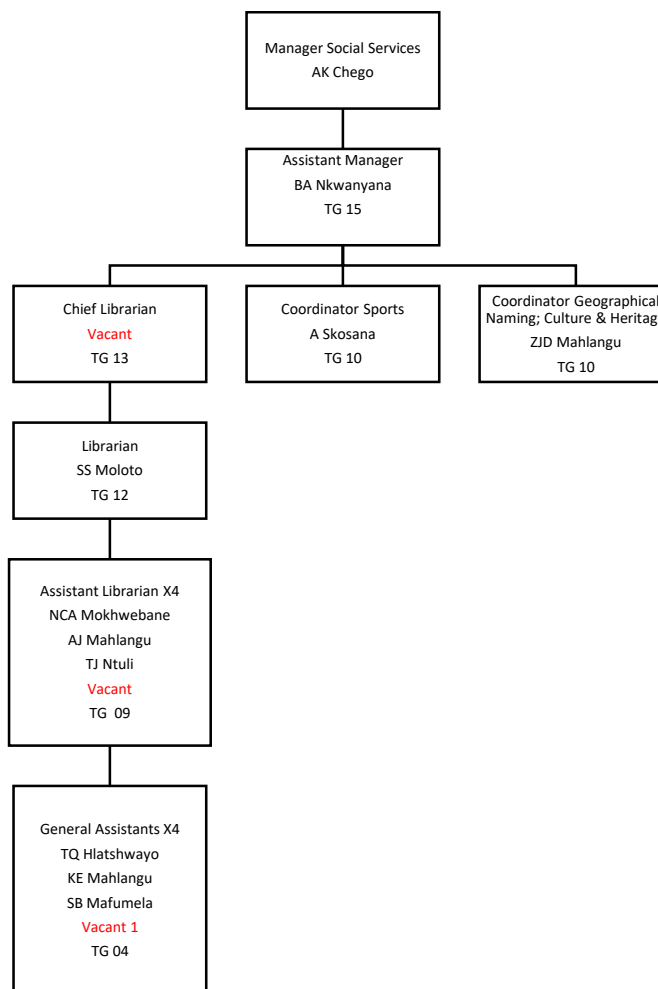


SOCIAL SERVICES:

By-Law Enforcement & Security Section

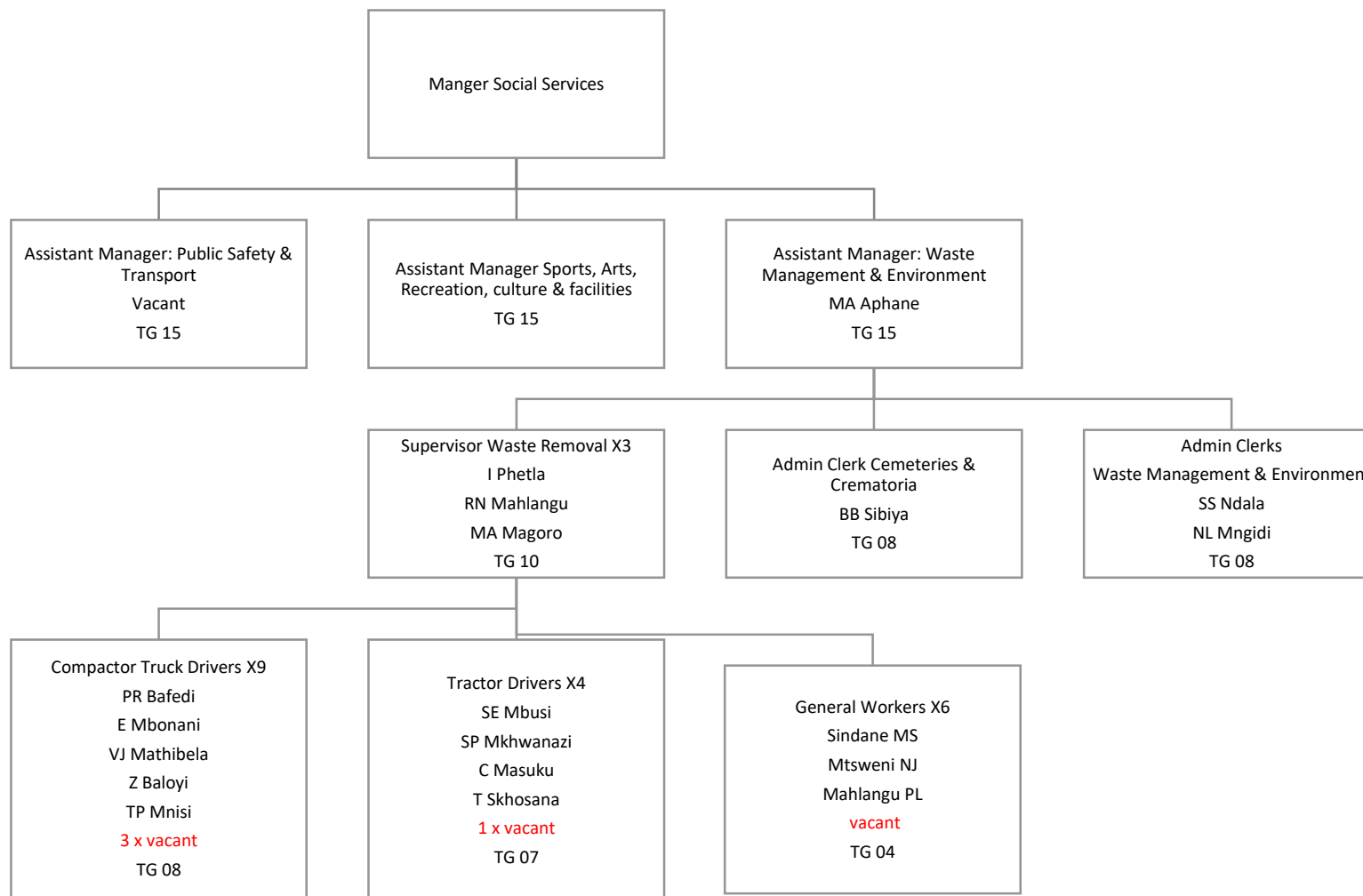


SOCIAL SERVICES: SPORTS ARTS & CULTURE



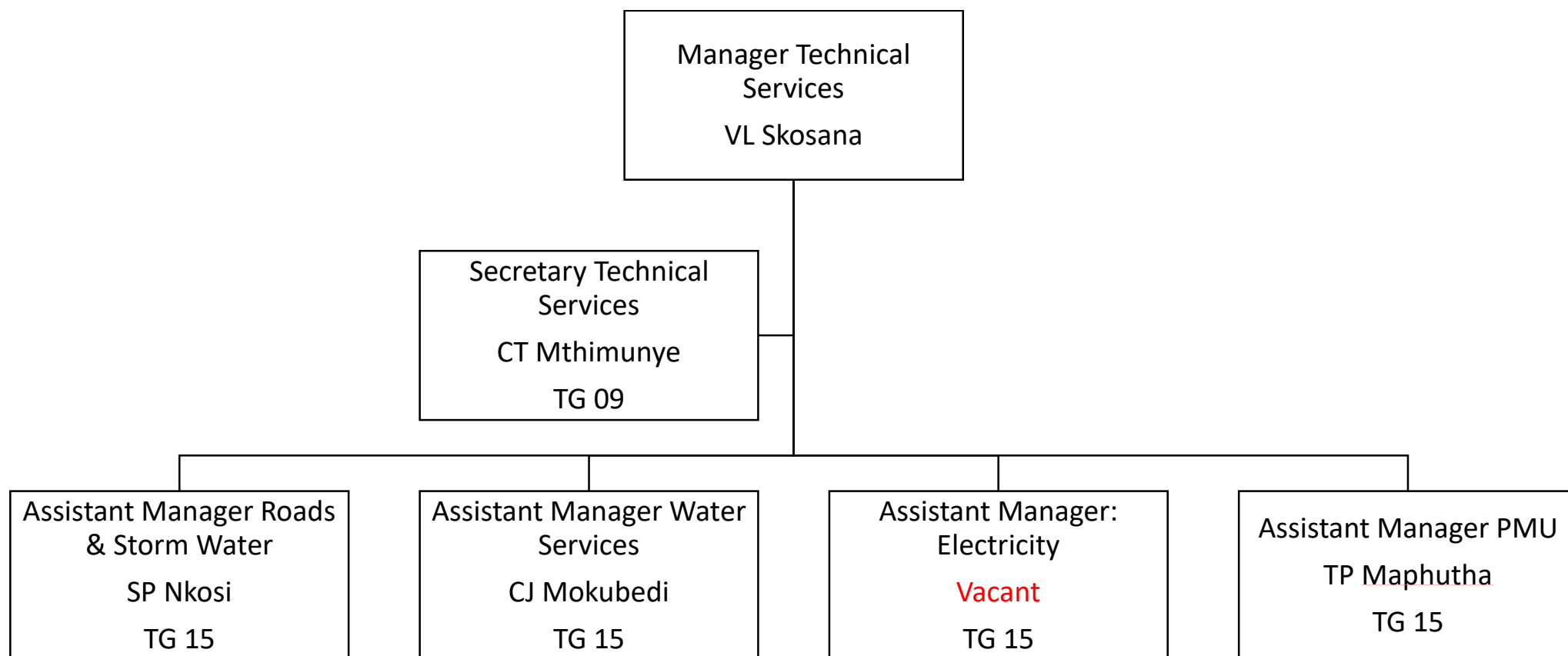
SOCIAL SERVICES:

Waste Management Services

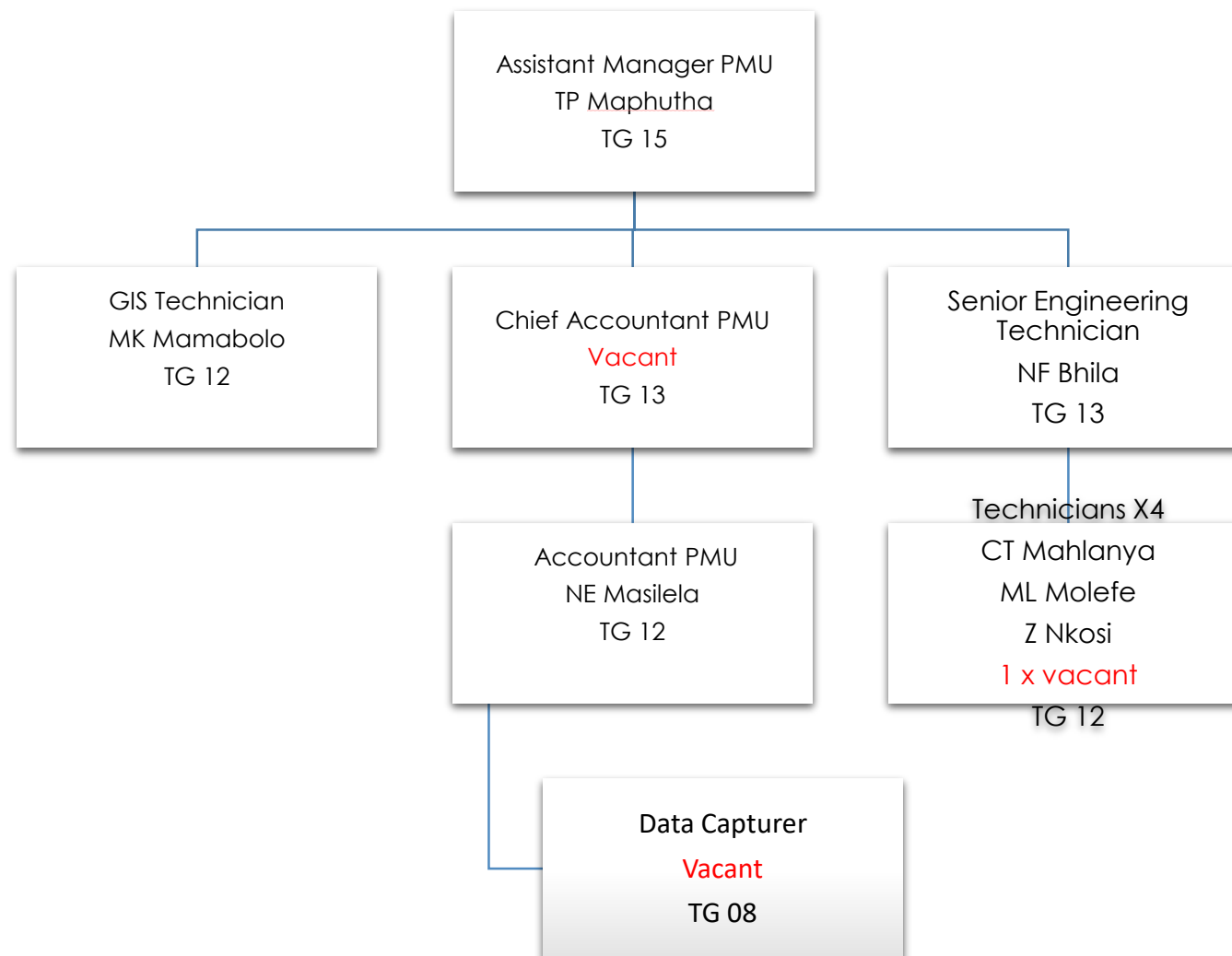


TECHNICAL SERVICES DEPARTMENT

Technical Services

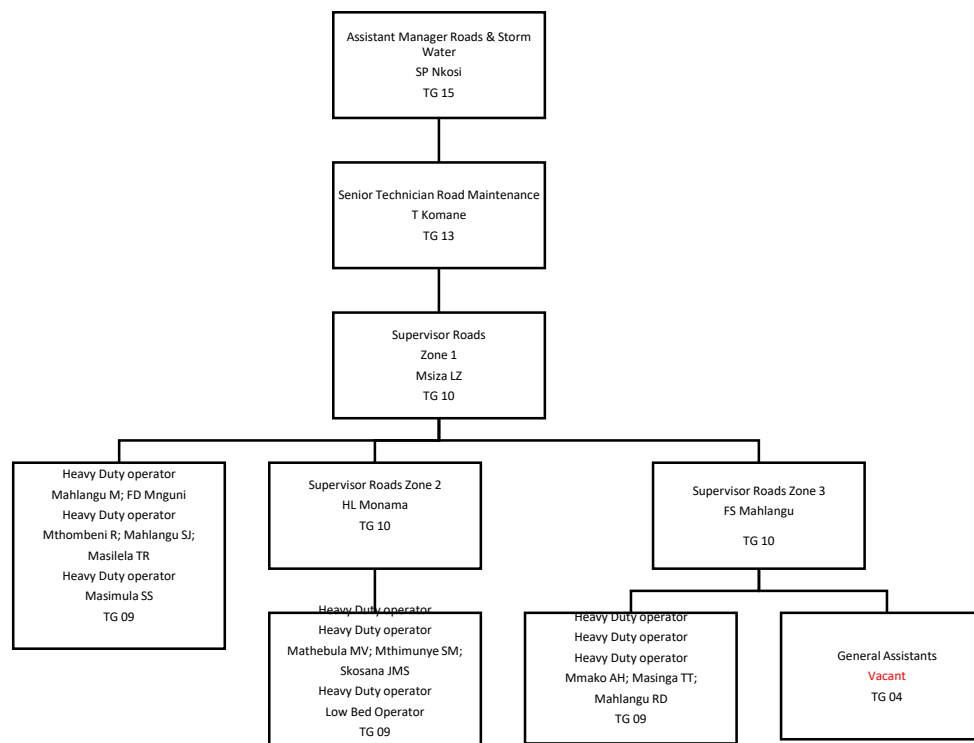


TECHNICAL SERVICES: PROJECT MANAGEMENT UNIT



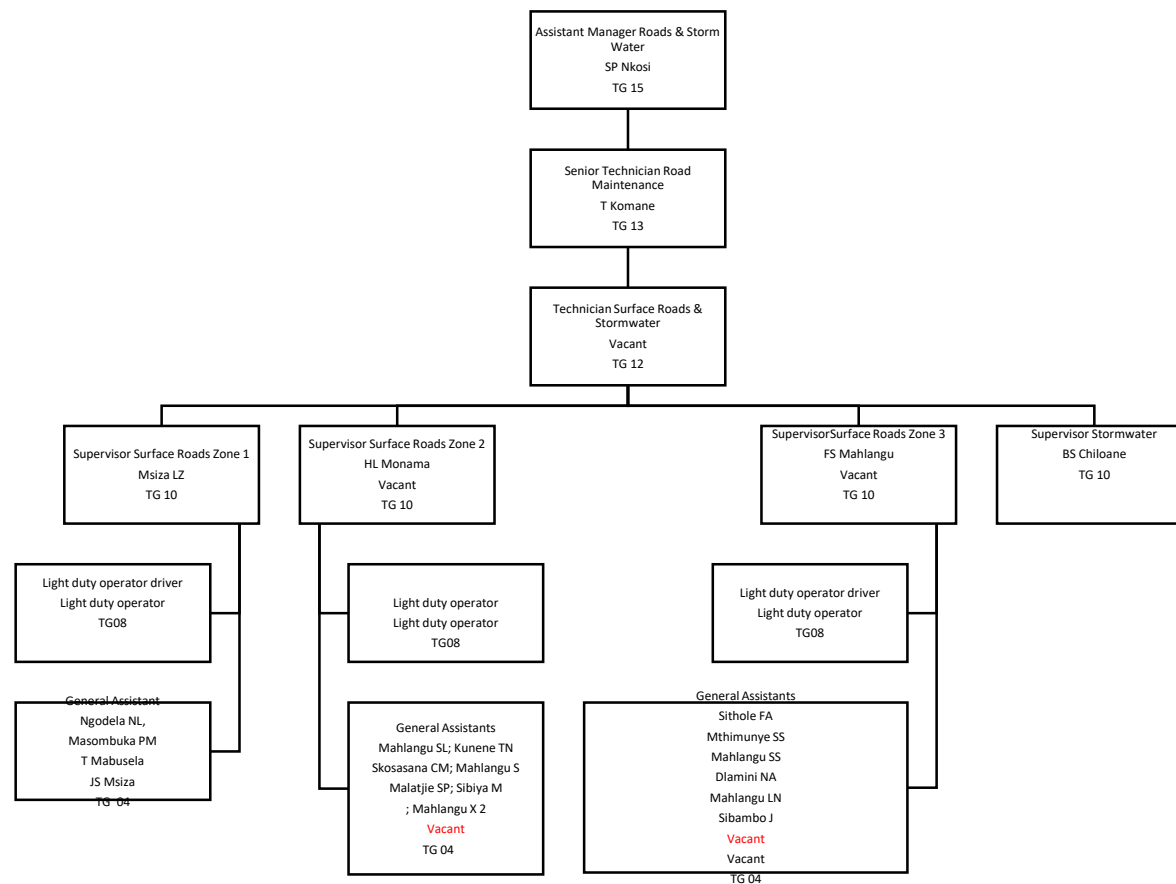
TECHNICAL SERVICES: ROADS & STORMWATER

Road Maintenance: Gravel Roads



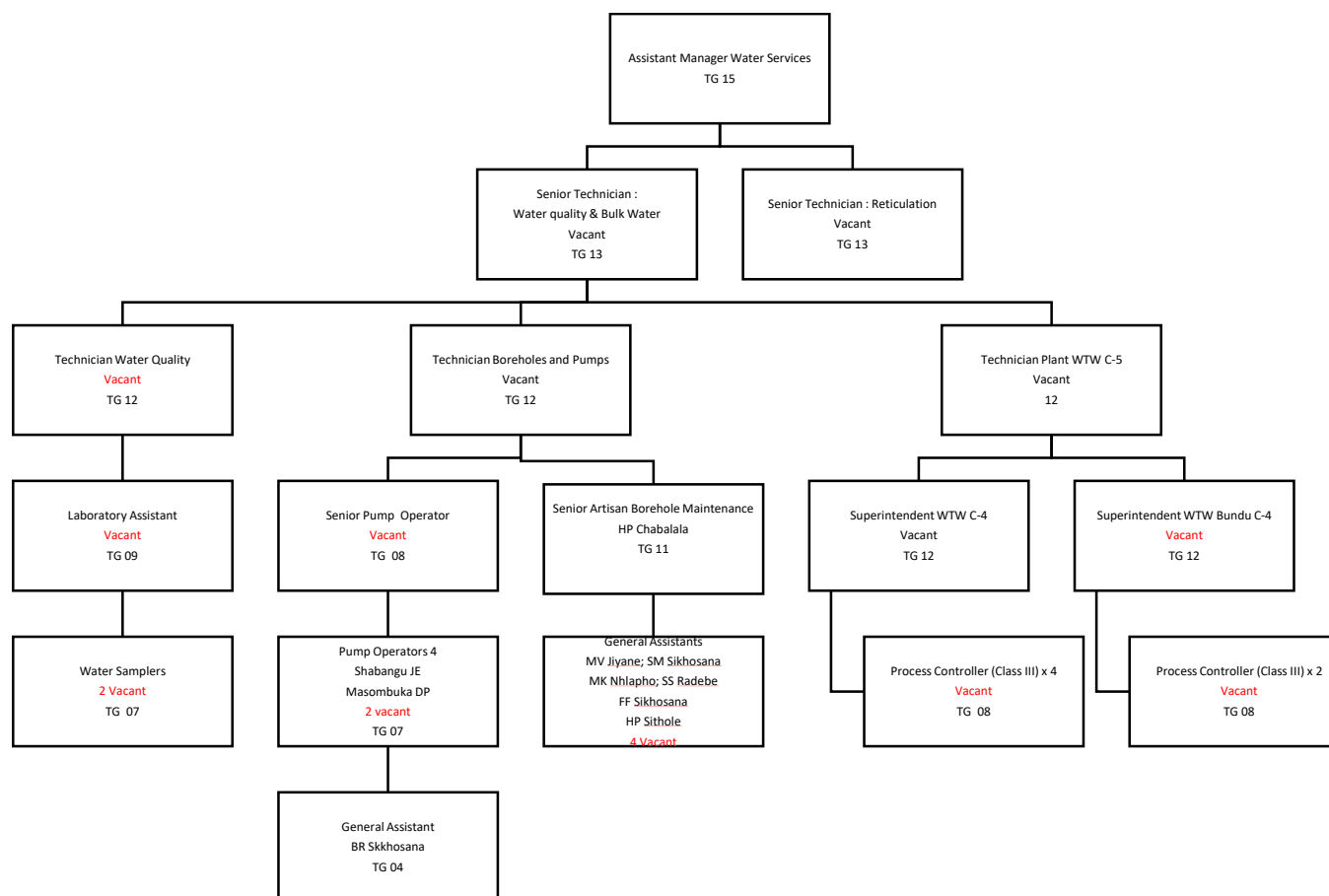
TECHNICAL SERVICES: ROADS & STORMWATER

Road Maintenance

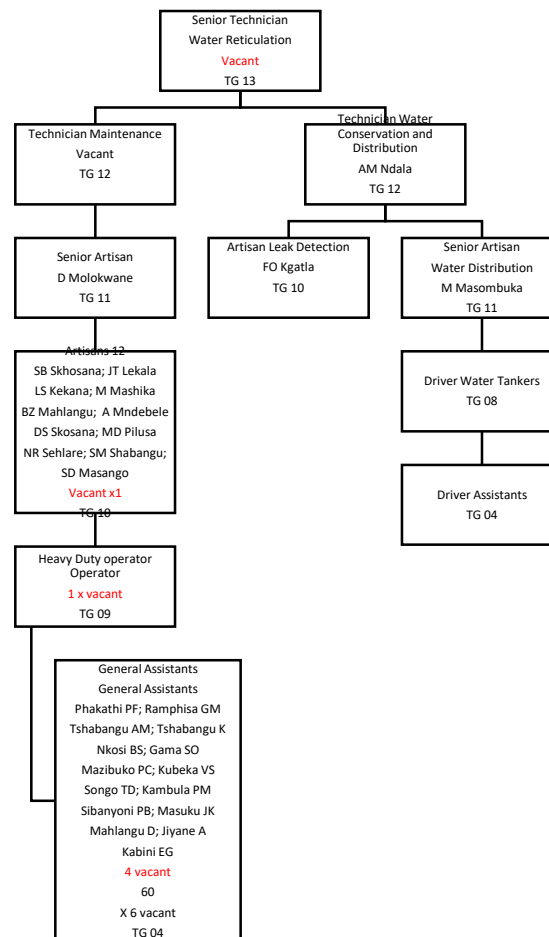


WATER SERVICES

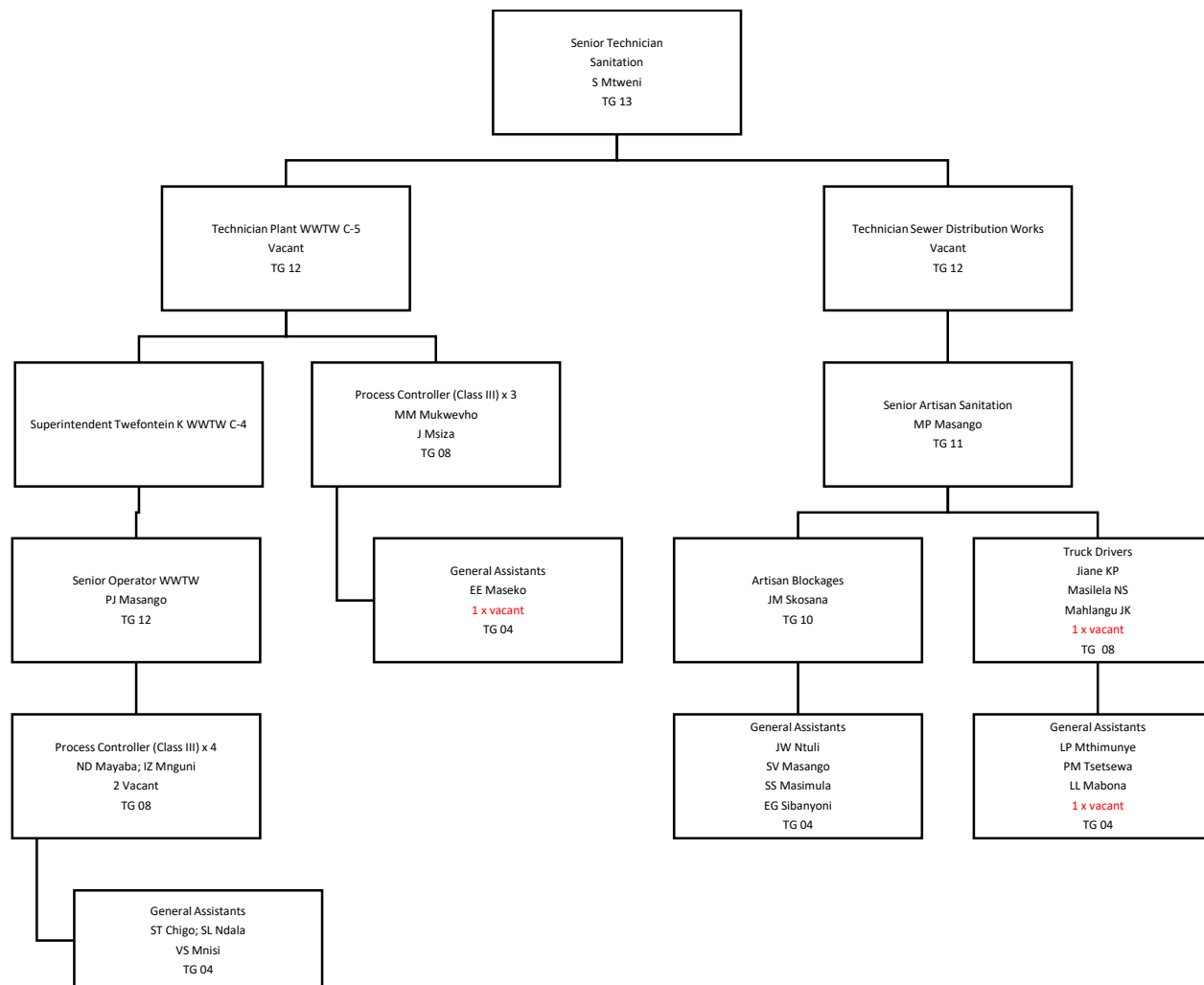
Water Quality



TECHNICAL SERVICES: WATER RETICULATION

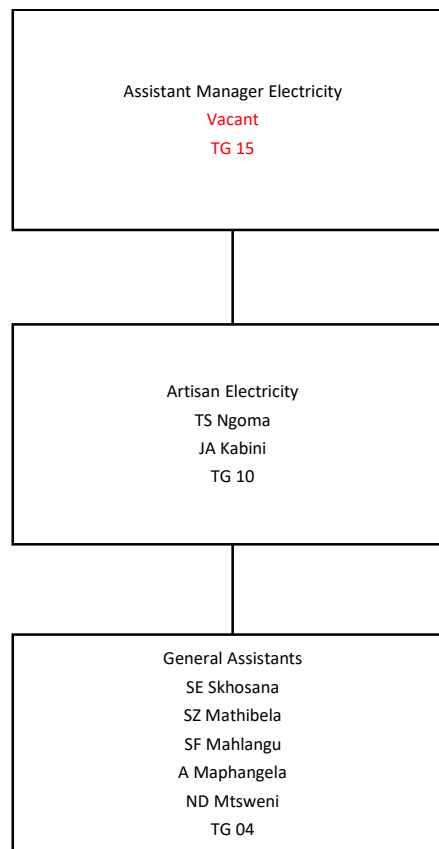


TECHNICAL SERVICES: WATER & SANITATION



Technical Services

Electrical Engineering Services



Mayoral Committee

Section 80 Committees

Section 80 Committee on Admin and Governance

Section 80 Committee on Local Economic Development (Planning and Economic Development)

Section 80 Committee on Social Development, Housing, Land Administration and Public Safety

Section 80 Committee on Finance

Section 80 Committee on Planning and Infrastructure Development

Section 79 Portfolio Committees

Section 79 Portfolio Committee on Admin and Governance

Section 79 Portfolio Committee on Local Economic Development (Planning and Economic Development)

Section 79 Portfolio Committee on Social Development, Housing, Land Administration & Public Safety

Section 79 Portfolio Committee on Finance

Section 79 Portfolio Committee on Planning and Infrastructure Development

Municipal Public Accounts Committee (MPAC)

5.3.2.2. Administration

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

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

- Office of the Municipal Manager
- Department of Financial Services
- Department of Corporate Services
- Department of Technical Services
- Department of Social Development Services
- Department of Planning and Economic Development
- ALL OF THESE BRANCHES) DEPARTMENTS HAVE APPOINTED FULLY QUALIFIED MANAGERS (s56 managers) IN TERMS OF THE REQUIREMENT OF THE LAW.

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

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

Department Functions:

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

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

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

Departmental Functions:

- Promote local economic development, rural development and tourism.
- Coordinate the development and implementation of integrated development plan (IDP)

- Manage Town Planning services
 - Manage business administration services.
-

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

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

Department function:

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

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

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

Department function:

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

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

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

Department function:

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

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

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

Departmental Functions:

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

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

Table 3.4.3.2b: Management Capacity.

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

Source: Thembisile Hani Municipality, Department of Corporate Services, 2019.

5.3.3. Human Resources Management

5.3.3.1. Employment Equity

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

5.3.3.2. Capacity Building and Skills Development

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

5.3.3.3. Recruitment and Filling of Vacancies

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

5.3.3.4. Occupational Health and Safety

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

5.3.4. Information Technology

The municipality has an established and functional ICT unit. In today's fast paced information age, it is critical that the ICT unit is able to render support to Council and all the departments of the municipality. The ICT unit must be able to give competitive advantage in terms of making it easier for all departments to execute their work much more efficiently and effectively through the use of ICT. During the forthcoming financial year an ICT Framework and a Business Continuity Plan will be implemented as well as the ongoing, needs basis purchase of software licenses, purchase of a backup server, and maintaining measures that will protect the ICT infrastructure both internally and externally.

5.3.5. Council Secretariat

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

5.3.6. Performance Management

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

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

5.4. FINANCIAL VIABILITY

5.4.1. Background

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

5.4.2. Financial Management System

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

These are the key financial Management policies of the Municipality

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

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

5.4.5. Revenue Management

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

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

5.4.6. Expenditure Management

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

5.4.7. Revenue Enhancement

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

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

- Businesses must be informed about the importance of paying for Municipal services and their relationship with the Municipality needs to be fast tracked.
- The community must be educated about the importance of paying for services
- A list of all businesses must be developed and the payment of services must be monitored
- A mechanism must be developed to compel all non-indigents including all government officials and councillors to pay for services.
- A communique must be forwarded to all government institutions to 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

5.4.8. Supply Chain Management and Procurement process

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

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

Summary Financial Viability

The Municipality had serious cash flow challenges between 2013 and June 2015, which severely affected the delivery of basic services. As of 2015 the Municipality had accruals that were above R80 Million. The Municipality has since stabilized and as a result cash flow is managed daily and weekly at management level and monthly budget statements are given to the mayor for monitoring. At the end of the 2015/2016 financial year the municipality ended the year with about R24 million accruals and the intention is to end the 2016/2017 financial year without any accruals. The Municipality has a major challenge relating to own revenue collection. The current collection rate is currently (as at 2 March 2022) at 6%. This matter requires urgent intervention. Some of the key challenges relating to the performance are include:

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

CHAPTER SIX

6.1. DISASTER MANAGEMENT

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

6.1.1. Background

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

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

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

The Disaster Management Act also requires Municipalities to:

Prepare a disaster management plan for its area according to the circumstances prevailing within that area;

Co-ordinate and align the implementation of its plan with those of other organs of state and institutional players;

Regularly review and update its plan.

The plan should further:

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

6.1.2. Disaster Management Policy Framework

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

6.1.2.1. Integrated Institutional Capacity

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

6.1.2.2. Disaster Risk Assessment

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

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

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

The purpose of disaster risk assessment is to:

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

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

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

Hazard	Element at Risk	Effects	Causes
Floods/Severe storm or rainfall	Communities building houses near river banks and within flood lines.	Loss of life, loss of homes, loss of stocks, increased risk of disease	Lack of proper maintenance of storm water drainage where these are available. The lack of storm water drainage systems in most villages.
Fires (Veld/Structural)	Farming areas, Industrial areas.	Loss of life, loss of homes, loss of stocks, loss of grazing land, severe injury	Lack of information about open fires by households. No fire protection association within farming communities.
Severe Storms	Communities Animals	Infrastructure damaged	Lack of proper planning for development. Poorly maintained storm water drainage system Poor development of infrastructure
Road Accidents	Pedestrians, animals and houses	Loss of lives	Congested R573 road. Inadequate patrol by traffic police at night. Liquor outlets along R573 road
Drought	Communities living in farming areas, animals	Loss of life, livestock, increase of diseases	

Epidemics	Communities	Loss of life, loss of employment due to absenteeism	
Major infrastructure failure	Communities	Loss of electrical power causing lack of heating, refrigeration, loss of communication	

6.1.2.3. Disaster Risk Reduction

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

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

Table 6.1.2.3: Disaster risk reduction strategies

Hazard	Element at	Effects	Prevention and mitigation strategies
Floods/Severe storm or rainfall	Communities building houses near river banks	Loss of life, loss of homes, loss of stocks, increase risk of disease	Establish proper maintenance programme. Conduct feasibility studies on mechanisms that can be applied to drain flood prone residential areas. Conduct awareness campaigns. Establish maintenance programmes for storm
Fires (Veld/Structural)	Farming areas, Industrial areas.	Loss of life, loss of homes, loss of stocks, loss of grazing land.	Conduct awareness campaigns to reduce fire breakouts. Establish fire protection associations.
Road accidents	Pedestrians, animals and houses	Loss of lives	Conduct road accident awareness campaigns Increase the number of traffic police to patrol roads. Develop By-laws to regulate trading hours along
Drought	Communities living in farming areas, animals	Loss of life, livestock, increase of diseases	Improve farming practices Storage of potable water
Epidemics	Communities	Loss of life, loss of employment due to absenteeism	Conduct awareness campaigns
Major infrastructure failure	Communities	Loss of electrical power causing lack of heating, refrigeration,	Upgrade the power supply systems

6.1.2.4. Disaster Response and Recovery

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

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

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

Table 6.1.2.4: Disaster Response teams within the Municipality

Hazards	Response Team	Primary	Relief	Funding
Structural Fires	Fire and rescue division, Disaster Management Housing, Traffic division, FPAs	Fire and Rescue, Medical Services and Disaster Management	Shelter, Blankets, food and parcels	The Municipality has set aside the budget for relief
Veld Fires	Fire and rescue division, Disaster Management Traffic division, FPAs, Social services, Water and Forestry	Fire and Rescue, Medical Services and Working for Fire		
Flooding/Severe Storm	Social services, Housing, Water and Forestry, Disaster	Fire and Rescue, Medical services and Disaster	Shelter, Blankets and food parcels	
Infrastructure Failure	Fire and Rescue division, Social services, Disaster	Fire and Rescue, Medical services and Disaster	Shelter, Blankets, food and parcels	

Declaration of a Local State of Disaster

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

Responsibilities in the event of the disaster

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

Funding

The Municipality does not have funds set aside for response and rehabilitation. However, the municipality has stockpiles of sponges and blankets, which are distributed to disaster victims when there are minor events. When a severe disaster strikes, the municipal Council will assign the responsibility for repairing or replacing of infrastructure affected by a disaster. The finance department will play a huge role in allocating necessary funds for disaster management activities. The municipality further has a responsibility of funding its own disaster management activities. Funding and financial assistance from the district can only be provided in the event when the Municipality is unable to adequately deal with the disaster. Funding from the provincial government would be provided only in

instance where the district municipality has exhausted its funds. The national centre will only assist when the province has depleted its funds. External donors may also be approached to assist in some instances. These arrangements can also be made prior to an emergency and disaster situation.

Capacity

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

Identification of Critical Facilities

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

Growth of informal settlements in the municipality

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

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

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

6.1.2.5 Cemeteries' Analysis for Covid -19 Pandemic

Thembisile Hani Local Municipality forms part of the Nkangala District Municipality. The municipality is bordered by Dr JS Moroka in the north, Elias Motsoaledi in the north-east, Steve Tshwete in the east, Emalahleni and Kungwini in the south (now City of Tshwane), and Dinokeng Tsa Taemane, now Tshwane Metro, in the west. The municipality covers an area of approximately 2 384 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 results Cemeteries, funeral parlours and crematoria are part of the functions bestowed on the municipality.

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

- Group 1 (red) comprises the following wards; ward 1, ward 2, ward 3, ward 4, , ward 14, ward 19, ward 22 and ward 32
- Group 2 (green) has the following wards; ward 5, ward 6, ward 9, ward 10, ward 15, ward 18, ward 20, and ward 30
- Group 3 (blue) comprises the following wards; ward 12, ward 13, ward 16, ward 17, ward 21, ward 23, ward 28, and ward 29
- Group 4 (purple) has the following wards; ward 7, ward 8, ward 11, ward 24, ward 25, ward 26, ward 27, and ward 31

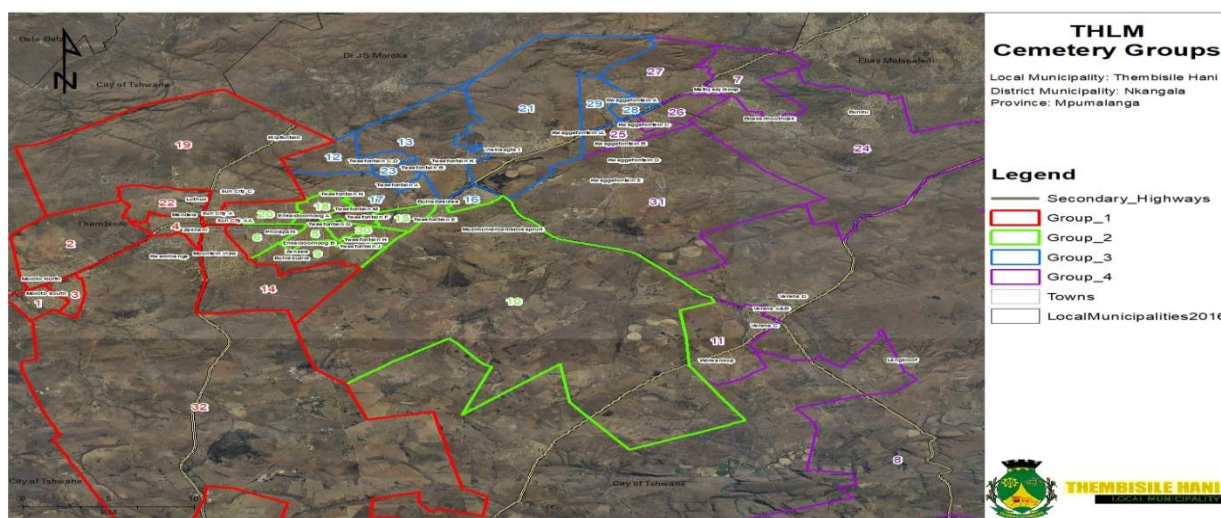
According to our GIS Information, **in Group 1**, most of the cemeteries are more than 50 per cent full in terms of their capacity. It is worth-noting that majority of cemeteries under the above-mentioned cluster are above 50 per cent of their utilized space. In Moloto-South (Ward 1) and Zakheni (Ward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

In Group 2, most of the cemeteries in their wards are almost 100 per cent full in terms of their capacity with the exception of villages in wards 06, 10 and 30 as they are showing low-levels of occupancy rate.

Under Group 3, most of the cemeteries that are falling under ward 17 are at 100 per cent level of space occupation whereas some of the cemeteries within ward 13 are demonstrating 70 per cent and above of space utilization.

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

Considering that majority of the cemeteries within Thembisile Hani Local Municipality are informal however, in most cemeteries where there is a possibility of 100 per cent full occupation, the municipality can possibly rise to the occasion by ensuring that the cemeteries are extended beyond their limited capacity/boundaries should there be any death casualties that may arise during the COVID_19 period.



6.2. SECTOR PLANS

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

Table 6.2: Key Sector Plans

Item	Name of sector plan	When adopted	Due date for review
1	Community Participation Strategy	Available	June 2022
2	Disaster Management Plan	Available	District function (being revised)

3	Employment Equity Plan	October	June 2023
4	Financial Strategy (MTEF)	Available	June 2022
5	HIV/AIDS Plan	Available	July 2022
6	Land Use Management Scheme	Draft	June 2022
7	Organizational PMS	July 2021	June 2022
8	Organogram	June 2021	June 2022
9	Risk Based Audit Plan	June 2021	June 2022
10	Risk Management Plan	June 2021	June 2022
11	Service Delivery And Budget	June 2021	June 2022
12	Spatial Development Framework	June 2015	June 2021
13	Workplace Skills Plan (WSP)	June 2019	June 2022
14	LED Strategy	June 2017	being reviewed
15	Water services Development Plan	June 2018	June 2021
16	Sanitation Plan	Draft	N/A
17	Electricity Master Plan	Not in place	Eskom Function
18	Integrated waste management Plan	In place	Awaiting comments rom MEC
19	Illegal Land Use Strategy	Not in Place	District Function
20	Integrated Waste Management Plan	In place	

Table 6.3: Institutional Policies

Item	Policy	Status	Date of Review	of Review
1	Workplace skills plan	Available	June 2019	June 2022
2	Workplace Smoking Policy	Available	July 2021	June 2022
3	Bursary Policy	Available		
4	Petty-Cash Policy	Available	July 2021	June 2022
5	Policy on Cellular phones	Available	July 2021	June 2022
6	Supply Chain Management Policy	Available	May 2021	May 2022
7	Recruitment and Selection Policy	Available	July 2021	July 2022
8	Dress-Code Policy	Not available	N/A	N/A
9	Sexual Harassment Policy	Available	July 2021	June 2022
10	Information Technology Security Policy	Available	July 2021	June 2022
11	Policy on Cash and Investment Management	Available	July 2021	June 2022
12	Policy on privileges and allowances in respect of	Available		
13	Risk Management Policy	Available	July 2021	June 2022
14	Induction Policy	Available	July 2021	June 2022
15	Internet and E-Mail Policy	Available	July 2021	June 2022
16	Cell Phone Allowance Policy	Available	July 2019	June 2020
17	Participation in the Motor Vehicle Scheme Policy	Available		
18	Payment Policy	Available	June 2021	June 2022
19	Approval of Tender Documents Policy	Available	June 2021	June 2022
20	Appointment of Professional Consultants Policy	Available		
21	Awarding of Tenders Policy	Available	June 2021	June 2022
22	Preferential Procurement Policy	Available	June 2021	June 2022
23	Tariff policy	Available	June 2021	June 2022
24	Customer care, indigent, credit control, debt collection policies	Available	July 2021	June 2022
25	Protest prevention and management strategy	Available		

CHAPTER SEVEN

7.1. DEVELOPMENT STRATEGY

The purpose of this section is to provide a synthesized strategy for the 2020-2021 Integrated Development Plan in line with the requirements of the Municipal Systems Act 32 of 2000 which requires all municipal councils to adopt a single and inclusive strategic plan for the development of the municipality. The draft strategy is also a product of the municipality's on going engagements with its stakeholders, including traditional leaders, businesses, traditional healers, religious organizations and the broader community of Thembisile Hani local Municipality.

The strategy further takes lineage from the ANC manifesto and a number of strategic instruments adopted nationally and provincially including the National Development Plan and Mpumalanga Vision 2030 to name a few. The strategy further aims to address key service delivery challenges faced by the residents of Thembisile Hani Local Municipality. These challenges are fully outlined in the analysis report of the IDP above Lastly this report is a product of the strategic planning session that was held by the Mayoral Committee and the Management of Thembisile Hani Local Municipality as required by the Municipal Structures Act.

7.1.1. Strategic Planning Observations

As part of the strategic planning session that was held on the 16th to the 18th of March 2022 by the Mayoral Committee, 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

<p>Technical Services Department</p>	<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
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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
<p>Social development services</p>	<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)

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
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

7.1.2. Key Resolutions and Actions

As part of the strategic planning session a number of key external and internal institutional and developmental issues were discussed and resolutions were taken on how to address some of the key development challenges identified through the analysis phase of the IDP and challenges identified by departments immediately. The following key resolutions were taken

Item	Resolutions	Responsibility
1.	Thembisile Hani Local Municipality to write a letter to NDM requesting that roads projects be redirected to water projects	Nkangala District Municipality and THLM
2.	GIS has been appointed	Thembisile/HR/SDS
3.	The Municipality must prioritize development Along R573 in terms of	THLM
4.	The Municipality must form part of the planning and monitoring meetings on GIS	SDS
5.	Municipality to look into challenges with regards to a group called	THLM Technical
6.	Technical services to develop strategies for the implementation of By- laws through enforcement	THLM Technical
7.	Corporate Services to conduct a cost benefit analysis on maintenance lease or outright purchases of new fleet given the frequent breakdown of white and yellow plant.	THLM Corporate Services
8.	Shortage of personnel must be looked at in order to determine if it's not about appropriate resource allocation and monitoring.	THLM Corporate
9.	Local ward councillors to continue with awareness campaigns around the issue of damages to valves by community members(issue of security Alison needs to be looked at albeit it will have huge financial operational implications)	THLM
10.	Upgrading of Enkeldoring B infrastructure to allow for the distribution of the rand water supply as it is currently more reliable.	Technical Services
11.	Licensing of borrow pits	Technical Services
12.	The municipality to develop a Standard Operations Procedures and practical steps to monitor them.	Corporate Services
13.	The municipality must ensure data cleansing in line with the applicable legislation in order to improve revenue collection.	THLM Finance

14.	Finance to ensure that the municipality complies with MSCOA Implementation	THLM Finance
15.	Corporate Services to standardize external and internal correspondence	THLM Corporate
16.	Feasibility studies on the implementation of an electronic clocking system for all staff	THLM Corporate
17.	Councilors skills development needed	THLM Corporate
18.	Challenge of over expenditure on Fleet must be looked at and managed accordingly	THLM corporate
19.	Management to decide training priorities for staff, Human Resource department to present training priorities to management prior to implementation	THLM Corporate Services
20.	The municipality must prepare local co-operatives to supply schools with food as part of the school nutrition programmes, the municipality must engage the department of Education in this regard	THLM local Economic Development
21.	Municipality to investigate the feasibility of establishing a central material supply and manufacturing centre for building materials	THLM local Economic
22.	THLM to coordinate activities to ensure maximum benefits out of the	THLM local Economic

23.	Feasibility for resuscitation of tourism products such as Loopspruit wine farm, Ben Marie and Zithabiseni, Kgodwana Cultural village.	THLM local Economic
24.	SDS to manage the development of Malls and other commercial centers	SDS
25.	Public participation to look at workload distribution to officials within the public participation unit (events management)	Public Participation
26.	Feasibility study for an electronic Performance management system	PMS
27.	The position of PMS coordinator to be filled	PMS
28.	Planning, LED and Business services have been joined together to form one department for purposes of synergies and the municipality to appoint a senior manager for Economic Development and Town Planning Services.	Municipal Manager

7.1.3. Service Delivery Priorities

This section provides a summary of key service delivery priorities for the 2017-2022 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
Issue 13	HIV/Aids

▮ **None municipal coordinated issues**

Issue 13	Public transport
Issue 14	Education
Issue 15	Health and welfare
Issue 16	Post telecommunication
Issue 17	Public safety, security and emergency service
Issue 18	Human settlements(housing)
Issue 19	Land use management
Issue 20	Transversal

7.1.4. Strategic Framework

In drafting the strategy and proposals for the development of the municipality the following key issues were discussed and form the framework for the 2022-2023 IDP:

- ▯ Community Issues (To be considered)
- ▯ Problem Statements (Where are we?)
- ▯ Vision (Where do we want to be?)
- ▯ Mission (What is it that we do?)
- ▯ Key priorities
- ▯ Strategies
- ▯ Objectives
- ▯ Organizational Structure
- ▯ Projects/Programmes
- ▯ Resource allocations

Vision

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

Mission

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

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

Value System

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

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

7.1.5 District Development Model (DDM)

(a) DDM Background

The President of the Republic of South Africa, His Excellency Cyril Ramaphosa in his 2019 Presidency Budget Speech (2019) identified the “pattern within the levels of government, of operating in silos” as a challenge, leading to “to lack of coherence in planning and implementation making government monitoring and oversight programme difficult”.

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] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...” The President is cognisant of the fact that such an approach will require that “National departments that have district-level delivery capacity together with the provinces provide implementation plans in line with priorities identified in the State of the Nation address”.

In keeping with the concept of DDM Thembisile Hani Local Municipality embarked and concluded on the concept of the formulation of the District Development Plan (One Plan).

(b) 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.

chapter 13 of South Africa’s National Development Plan (NDP) calls on parties in development to recognise that neither social nor economic transformation is possible without a capable and developmental state,” thereby entrenching this concept as a crucial aspect of our country’s growth strategy.

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 District Development Model (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 is focused 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

The DDM approach has been utilised successfully to coordinate intergovernmental management and response to **COVID-19** pandemic focusing on institutional arrangements, district/metro level coordination and monitoring

(c) Multiplicity and Duplication of Plans

Several concerns have been raised about introducing the “One Plan” as yet another plan in the system and that the One Plan may be a duplication of existing plans such as the Integrated Developments Plans (IDPs) or Spatial Development Frameworks (SDFs) of municipalities. A further concern is that the One Plan may replace existing plans be they IDPs or sector plans, etc.

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

(d) 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 will 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
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 can we 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.
- **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	<p>Fast track the Implementation of Loskop Regional Bulk Water Supply Scheme for Thembisile Hani Local Municipality by NDM.</p> <p>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.</p>

CHALLENGES	PROPOSED INTERVENTIONS
<p>impacts of Covid 19, beyond mortality (those who die) and morbidity (those who are unable to work for a period of time)</p> <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 	<p>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.</p> <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
<p>lack of municipal owned land for human settlements is also a big challenge, which lead to land invasion and informal settlement</p>	<p>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</p>
<p>Inadequate and poor road infrastructure especially local roads and connector roads for public transport</p>	<p>District Must monitor and support that 2021/22 IDPs of LMs have operational and maintenance plans (8 percent for O&M)</p>
<p>Since the pandemic especially Gender-Based Violence (GBVF) (against vulnerable groups, especially domestic violence has intensified in most communities</p>	<p>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.</p> <p>All programmes have also identified the GBVF “hotspots” such as rural communities, sexworkers and other illegal and illicit activities such as human trafficking</p>
<p>shutdown and repurposing of Eskom coal-fired power stations (Hendrina and Komati Power Stations)</p> <p>impact local, regional and national economies</p>	<p>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</p>

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
<p>Loskop Regional Bulk Water Supply Scheme for Thembisile Hani Local Municipality by NDM.</p>	<p>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.</p>	<p>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.</p>	<p>Department of Water and Sanitation</p>

KEY ISSUE	CHALLENGE	INTERVENTION REQUIRED	RESPONSIBLE DEPARTMENT
State Land Release applications for requesting land to be donated to Dr JS Moroka and Thembisile Hani LMs were submitted to Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga	The District has submitted applications (24 farm portions) to request the Department to donate land to Local Municipalities for human settlement from since 2016. To date there is no response from the Department.	We need the Department to be requested to respond to the submitted applications and expedite the process of donating the land to the Municipalities.	Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga
Loskop Regional Bulk Water Supply Scheme for Thembisile Hani Local Municipality by NDM.	Non approval of the WULA by the DWS, which is impacting on the approval of the IRS. Detailed Designs have been completed, but work can't proceed to construction stage without approval of the Implementation Readiness Study (IRS), and thus NDM can't spend.	Request the province to intervene in relation to the non approval of the WULA by the DWS, which is impacting on the approval of the IRS.	Department of Water and Sanitation
State Land Release applications for requesting land to be donated to Dr JS Moroka and Thembisile Hani LMs were submitted to Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga	The District has submitted applications (24 farm portions) to request the Department to donate land to Local Municipalities for human settlement from since 2016. To date there is no response from the Department.	We need the Department to be requested to respond to the submitted applications and expedite the process of donating the land to the Municipalities.	Department of Agriculture, Land Reform and Rural Development: Property Management base in Mpumalanga
Fly Ash Beneficiation Plant	The use of Ash products as building material is fairly new in South Africa, both government and the private sector need to introduce this innovation in their infrastructure development projects, thereby creating market access . Eskom to provide the Ash-Resource at minimal cost to SMMEs. The use infrastructure at the Eskom power stations is a key enabler for the project. Development Finance Institutions would need to provide funding for the project.	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, MEQA, 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

Strategic Objectives

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

Objective 1.1: Increase the current bulk water supply by sourcing 39 ML of water from new potential sources and supply 109 282 households with potable water.

Objective 1.2: Provide water reticulation networks in villages to connect 10 000 new households to piped water inside yard.

Objective 1.3: Upgrade and maintain existing bulk water infrastructure assets and eliminate all water losses.

Objective 1.4: Improve the green drop rating by ensuring compliance with green drop requirements.

Objective 1.5: Provide 20 000 households with access to adequate sanitation.

Objective 1.6: Provide public lighting to the community by installing high mast lights and streetlights

Objective 1.7: Provide accessible roads by re-gravelling 40 km of gravel roads, grading 50 km's and maintaining 20 km's of surfaced roads.

Objective 1.8: Provide 20kms of new surfaced roads and complete all incomplete road projects.

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

Objective 2.1: Establish and formalize priority settlements in line with national norms and standards.

Objective 2.2: Prevent the illegal occupation of land and enlighten traditional authorities and communities on land development and land use management issues.

Objective 2.3: Create a uniform approach to land development by adopting a uniform land use management scheme

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

Objective 3.1: Establish a fully functional regional land fill site

Objective 3.2: Extend the refuse removal service to 109 282 households within the municipality.

Objective: 3.3: Upgrade and install infrastructure in municipal cemeteries

Objective 3.4: Refurbish and maintain existing community amenities, including stadiums and community halls

Objective 3.5: Construct 6 community halls in key areas for optimal public access

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

Objective 4.1: Approve annual budgets that are compliant with the MFMA and Treasury standards annually

Objective 4.2: Progressively improve the Audit opinion of the municipality from qualified to unqualified and ultimately clean audit

Objective 4.3: Increase revenue collection from 5% to 60%

Objective 4.4: Hold 12 zonal community meetings annually to educate communities about the importance of paying for municipal Services

Objective 4.5: Decrease the number of inaccuracies in the billing system by 100%

Objective 4.6: Register new indigents annually in line with the indigents policy

Objective 4.7: Ensure that the municipality complies with financial legislation, policies, accounting principles and best practices

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

Objective 5.1: Reduce unemployment

Objective 5.2: Provide investors with sound investment incentives and opportunities

Objective 5.3: Facilitate the resuscitation of nature reserves and key tourist destination sites

Objective 5.4: Enhance the agricultural output of the municipality through local economic development initiatives

Objective 5.5: Enhance the participation of the youth in the economy through targeted programmes initiated by public, civic and private sector organizations and institutions.

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

Objective 6.1: Improve human resource capacity and efficiency in order to achieve value for money

Objective 6.2: Manage municipal resources optimally for effective service delivery

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

Objective 7.1: Hold 24 mayoral outreach meetings per annum

Objective 7.2: Ensure that 32 ward committee meetings are convened monthly

Objective 7.3: Ensure effective communication with the public and community through the various communication platforms

Objective 7.4: Ensure that ward councillors convene 6 mandatory community meetings annually

Objective 7.5: Promote good governance through compliance with legislation and adhering to universal local government best practice

Five year strategic Framework

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Problem statement	Priority	KPA	Strategic Objective	Performance Objective	Strategies	Programmes/Projects
<p>Lack of water source and inconsistent water supply to households within THLM</p> <p>Only 5 wards (5, 13, 15, 17 and 23) out of 32 receive a consistent supply of water, which is 15.6%. The rest of the 27 (84.4%) wards receive water on a rationed basis, in many instances only once per week.</p>	Water (issue1)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads	Increase the current bulk water supply by sourcing 39 ML of water from new potential sources and supply 109 282 households with potable water.	Upgrading of existing infrastructure from agricultural project to augment borehole	Abstraction of 4 Ml/ day from Bundu Weir (Moses River)(6480 h/h to benefit) – Bulk
					Conducting feasibility and implementing the new Thembisile Water Scheme (Loskop dam) project working together with the department of water and sanitation.	Abstraction of 20 Ml/ day from Loskop Dam. (29 496 h/h to benefit) – Bulk supply
					Conducting feasibility and implementing the Western Highveld (Rust da Winter) bulk water scheme project in Thembisile working in collaboration with the Department of Water and Sanitation	Abstraction of 15 Ml/ day from Rust de Winter Dam Scheme – Bulk supply
					Construction of reservoirs for bulk water storage	Reservoir and storage for Moloto Reservoir and Storage for Kameelpoortnek (Engwenyameni) Reservoir and Storage for Tweefontein D

<p>Based on the SERO 4</p> <p>768 h/h do not have access to water and according to</p>	<p>Water (issue1)</p>	<p>Basic Service Delivery and Infrastructure Development</p>	<p>To provide households with basic services including water, adequate sanitation, adequate</p>	<p>Provide water reticulation networks in villages to connect 10 000 new households</p>	<p>Reticulation of villages that are currently without a water reticulation network</p>	<p>Construction of Water Reticulation in Kwaggafontein A, Ward 29-(300 h/h)</p>
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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
calculations conducted by THLM 20 966 currently have no access to piped water.			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 Infra-Structure 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.	<p>Upgrading of Kwaggafontein Water Scheme</p> <p>(8 638 h/h to benefit) – Bulk pipeline</p> <p>New Reservoir and pipeline at Kwamhlanga (Multiyear project)</p>
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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	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	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 MI/ day to 20 MI/day	Upgrading of Tweefontein K WWTW from 1.5 MI/ day to 20
					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	Sanitation (issue2)	Basic Service Delivery and Infrastructure Development	To provide households with basic services including water, adequate sanitation,	Provide 20 000 households with access to adequate sanitation.	Tweefontein K WWTW Plant to be upgraded to a 16	Upgrading of Tweefontein K WWTW

<p>infrastructure and serviced below RDP standards.</p>			<p>adequate public lighting and accessible roads</p>	<p>+</p>	<p>Conduct feasibility studies to provide a water bourne sanitation system in Luthuli</p>	<p>Luthuli Waste Water Treatment Works (20</p>
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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 Verona	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	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)
					Sourcing of funds to complete incomplete road projects	Verena C Bus Road (2.7 km)
						Zakheni Bus Road Paving (1.8 km)
						Zakheni Link route
						Bus route Vezubuhle
						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 Boekenhouhoek
						Completion of bus route Sun City B (0.3 km)
SO 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

<p>The Municipality also has a number of un-proclaimed settlements with survey diagrams and the formalization process for these settlements has not been concluded.</p>	<p>Spatial Planning and Land Use Management (Issue 7)</p>	<p>Spatial Rationale and Development</p>	<p>To create integrated and sustainable human settlements through the proactive planning and development of land</p>	<p>Establish and formalize priority settlements in line with national norms and standards.</p>	<p>Source funding with the assistance of Nkangala District Municipality and the department of Cooperative Governance and Traditional Affairs for the establishment of townships.</p>	<p>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</p>
					<p>Source funding from the Department of Human Settlements to fund 10 key priority settlements identified as part of the National Upgrading Support Programme.</p>	<p>Formalization of Townships in Moloto, Kameelpoortnek/Sun City, Kwamhlanga/Phola Park, Tweefontein/Enkeldoornoo, Vlaklaagte/Gemsbokspruit, Vlaklaagte/Kwaggafontein, Mathys-Zyn-Loop.</p>

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	Land Invasion action plan
	Spatial Planning and Land Use Management	Spatial Rationale and Development	To create integrated and sustainable human settlements through	Create a uniform approach to land development by adopting a uniform land use	Engage Nkangala district municipality to assist Thembisile with the development of a Land Use Management	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	Strategies	Programmes/Projects
There is no landfill site for waste disposal There are two illegal	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 landfill 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	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 Develop a waste collection operational business plan for an Clearing of illegal dumping sites Increase the resources of the municipality in order to effectively collect waste in	Waste Collection Waste collection Programme Waste collection 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 Fencing, lighting, providing water and maintenance cemeteries in line with the cemetery	Cemetery Master Plan 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. Construct 6 community halls in key areas for optimal	Development of programme for the routine maintenance of existing facilities in Kwamhlanga, Kwaggafontein, Vosubule, Bhele Park Conduct feasibility studies and obtain funding for the construction of community	Routine Maintenance Programme 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	Construction of Community Hall in Tweefontein F
					1IDC (1 Rural Ward 1 Integrated Development Center) programme	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	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	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	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	Hold 12 zonal community meetings annually to educate communities about the importance of paying for municipal	Engage with stakeholders such as Amakhosi, Businesses, Religious Organizations, Traditional Healers and the broader community	Community Engagements meetings
Inaccuracies in billing. (Currently at 35%)	Financial management and sustainability (Issue 8)	Financial Viability	To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection	Decrease the number of inaccuracies in the billing system by 100%	Obtain a list of property owners within the municipality from the Deeds office	Municipal Billing database
					Consult with relevant stakeholders (National Treasury, Provincial Treasury and Audit Committee) in order to	
					Compile a credible valuation	Valuation Roll
					Reverse charges in relation to Rates and	Municipal Billing database
High level of indigents in the	Financial management	Financial Viability	To improve the financial status of	Register new indigents annually in	Establish the indigent committee	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</p> <p>Review the indigent register</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</p> <p>Updating of Commitments register</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	Fixed Asset Register
					Ensure that all completed projects are capitalized and added to	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	CWP EPWP (1200 jobs)
					Identify, organize, encourage and formalize of local farming cooperatives to supply department of Education for	Cooperatives Development (30 jobs)
					Resuscitate small industrial parks	Small industrial park
					Participate in the Moloto Road and Rail Construction	Moloto Road and Rail Construction
					Support HCI holdings for the Construction of a 600MW Coal Baseload	Construction of a 600MW Coal Baseload

					Resuscitating SS Skosana nature reserve Bundu Inn and other nature reserves and cultural heritage sites	Resuscitate SS Skosana nature reserve (20 Resuscitate Bundu Inn (20 jobs)
					Renovate & upgrade Kgodwana cultural centre into a proper	Kgodwana cultural centre (12 jobs)
					Upgrade Loopspruit winery for Agriculture and Tourism	Upgrading of Loopspruit (35 jobs)
					Coordination of the compilation of feasibility studies for Zithabiseni	Zithabiseni and Loskop Tourism belt (20 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	Investment strategy
					Identify and support strategic development partners	Construction of a 600MW Coal 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	Feasibility studies for Tourism
					Engage the Department of Economic Development and Tourism and the Mpumalanga Economic Development Agency to	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	Feasibility studies for Tourism
					Hold quarterly meetings with stakeholders	Feasibility studies for
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	Agricultural development

					Conduct feasibility studies for a local fresh produce market and local	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 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>	Institutional development (Issue 9)	Institutional Transformation and Organizational Development	To improve organizational efficiency and promote a culture of professional conduct in order to render quality services	Improve human resource capacity and efficiency in order to achieve value for money	Development of a policy and a procedure manual to evaluate the municipal staff for notch progression and enforce submission of job descriptions by	Human Resource Policy
					Monitoring the attendance and punctuality of all staff	Procurement of an Electronic clocking system
					Development of an IPMS policy framework and cascading of Performance Management to all staff	Individual Performance Management System
					Filling key positions within 3 months from the date	Filling of Vacancies
					Review organizational structure in line with organizational re-engineering and appoint competent and	Filling of Vacancies
					Identify training needs through the Skills Audit Programme and compile	Training
					Conduct a cost benefit analysis on maintenance and lease against purchase of new fleet	Fleet Management
Over expenditure incurred as a result of Aging Fleet	Institutional development (Issue 9)	Institutional Transformation and Organizational Development	To improve organizational efficiency and promote a culture of professional conduct in	Manage municipal resources optimally for effective service delivery	Auctioning of aging fleet and finance leasing	Fleet Management
Aging ICT Equipment					Fleet Management	

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	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	Provide technical support to ward committees	Ward committees	
				Ensure effective communication with the public and	Develop an internal and external	Communication Plan	
	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	community through the various communication platforms	Disseminate information to the community and the public through social media (Facebook), radio slots and newsletters as	Stakeholder communication
					Promote good governance through compliance with legislation and adhering to universal local government best practices	Ensure compilation of compliance registers and	None
					Promote good governance through compliance with legislation and adhering to universal local government best practices	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	None
					Conduct customer satisfaction	None
					Ensure that service delivery is conducted	None
					Ensure that municipal stakeholders informed	None

					about the affairs of the municipality for transparency and	
					Strive towards achieving a clean audit outcome through achieving through stringent financial management and	None

5 Year Performance Indicators and Performance Targets

SO 1 To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note

Basic Service Delivery and Infrastructure Development	1.1	Increase the current bulk water supply by sourcing 39 ML of water from new potential sources and supply 109 282 households with potable water.	1.1a	Number (#) of ml of water sourced from potential water sources.	39 ML by 30 June 2022	The purpose of the objective is to augment the current supply by sourcing 39ml of water from potential new sources and excludes the existing sources. The target is largely dependent on the implementation of projects by the department of Water and Sanitation and Human Settlements. However the municipality has the responsibility to lead these interventions. The
			1.1b	Number (#) of households supplied with potable water.	109 282 households annually by 30 June 2022	The indicator and target take into account the current water supply from
	1.2	Provide water reticulation networks in villages to connect 10 000 new households to piped	1.2a	Number (#) of new households connected to a water reticulation network.	10 000 households by 30 June 2022	None

SO 1 To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
	1.3	Upgrade and maintain existing bulk water infrastructure assets and eliminate all water losses.	1.3a	Number (#) of bulk water infrastructure assets upgraded and maintained	10 bulk water infrastructure assets upgraded and maintained by 30 June 2022	See strategic framework below for further details.
			1.3b	Percentage (%) of water losses eliminated	100% water losses eliminated	See strategic framework below for further details.
	1.4	Improve the green drop rating by ensuring compliance with green drop requirements.	1.4a	Green drop ranking achieved	Rank 1 achieved annually by 2022	See strategic framework below for further details.
			1.4b	Percentage (#) of green drop rating achieved	100% by 30 June 2022	See strategic framework below for further details.
	1.5	Provide 20 000 households with access to adequate sanitation.	1.5a	Number (#) of households provided with access to adequate sanitation	20 000 households by 30 June 2022	The indicator and target relate to existing households, potential new households and rural sanitation systems under consideration by the Municipality.
	1.6	Provide public lighting to the community by installing high mast lights and streetlights	1.6a	Number (#) of public lighting master plans developed	1 public lighting master plan developed by June 2019	See strategic framework below for further details.
			1.6b	Number (#) high mast lights installed, energized and are functional	As per public lighting master plan	The target will be informed by the public lighting master plan.
			1.6c	Number (#) streets lights installed, energized and are functional	As per public lighting master plan	Target will be informed by the public lighting master plan.
	1.7	Provide accessible roads by re-gravelling 40 km of gravel roads, grading 50 km's and maintaining 20 km's of surfaced roads	1.7a	Kilometers (km) of gravel roads regavelled	40 kilometers of roads regarded by 30 June 2022	See strategic framework below for further details.
			1.7b	Kilometers (km) of gravel roads graded	50 kilometers of roads graded by 30 June	See strategic framework below for further details.

SO 1 To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible roads						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
			1.7c	Kilometers (km) of preventative maintenance	20 kilometers of surfaced roads maintained by 30	See strategic framework below for further details.
	1.8	Provide 20kms of new surfaced roads and complete incomplete road projects.	1.8a	Kilometers (km) of new surfaced roads constructed	20 kilometers of new surfaced roads constructed by June 2017.	See strategic framework below for further details.
			1.8b	Percentage (%) incomplete roads projects completed	100% of incomplete roads projected completed by June 2022	Incomplete projects relate to projects suspended due to reprioritization of projects

SO 2: To create integrated and sustainable human settlements through the proactive planning and development of land						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
Spatial Rationale and Development	2.1	Establish and formalize priority settlements in line with national norms and standards.	2.1a	Number (#) of priority townships established in line with national norms and	18 priority settlements established by 30 June 2022	See strategic framework below for further details.
			2.1b	Number (#) of priority settlements formalized in line with the National Upgrading Support Programme	10 priority settlements upgraded by 30 June 2022	See strategic framework below for further details.
			2.1c	Number (#) of new township establishment processes completed	4 Townships established by 30 June 2018	See strategic framework below for further details.
	2.2	Prevent the illegal occupation of land and enlighten traditional authorities and communities on land	2.2a	Number (#) of land development committees established	1 land development committees established by June 2018	The land invasion committee to be chaired by the MMC responsible for land development and attended by permanent delegates from the RDDP

	development and land use management issues.	2.2b	Number (#) of land development committee sittings held	2 land development committee sittings held annually until June	See strategic framework below for further details.
		2.2c	Percentage (%) of land development committee resolutions implemented by the municipality	100% land development committee resolutions periodically by June 2017	See strategic framework below for further details.
		2.2d	Number (#) of memorandums of understanding entered into with traditional councils on land development principles.	5 MOU's signed with each traditional council by June 2019.	See strategic framework below for further details.

SO 2: To create integrated and sustainable human settlements through the proactive planning and development of land						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
			2.2e	Court orders obtained and implemented in relation to the illegal occupation of land in the municipality	All court orders obtained implemented.	The target and indicator are reactive and should operate as and when there is a dire need to institute action against the illegal occupation of land and
			2.2f	Number (#) of land invasion policies adopted, implemented and annual reports tabled before	1 land invasion policy adopted implemented annually and annual reports tabled before Council	See strategic framework below for further details.
	2.3	Create a uniform approach to land development by adopting a uniform land use management scheme	2.3a	Number (#) of wall to wall land use management schemes adopted by Council	1 wall-to-wall land use management scheme adopted by June 2019	See strategic framework below for further details.
			2.3b	Percentage (%) of land development applications processed in line with the approved land use scheme	100% land development applications approved in line with the approved land use scheme by June 2022	See strategic framework below for further details.

SO 3: To create a safe, clean and healthy environment conducive for social development and recreation						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
Basic Service Delivery and Infrastructure Development	3.1	Establish a fully functional regional land fill site	3.1a	Number (#) of land fill sites established and are fully operational.	1 landfill site established and is fully operational by 30 June	See strategic framework below for further details.
			3.1b	Proportion of illegal dumping	All forms of illegal dumping discontinued by June 2022	
	3.2	Extend the refuse removal service to 109 282 households within the municipality.	3.2a	Number(#) of households provided with access to refuse removal at household level fortnightly	As per the refuse removal programme (See SDBIP for annual targets)	See strategic framework below for further details.
			3.2b	Number(#) of households provided with refuse removal at least once per month	As per the refuse removal programme (See SDBIP for annual targets)	See strategic framework below for further details.
	3.3	Upgrade and install infrastructure in municipal	3.3a	Percentage (%) of cemeteries upgraded in line	100% by June 2022	See strategic framework below for further details.
	3.4	Refurbish and maintain existing community facilities, including stadiums and community halls.	3.4a	Number (#) of community halls refurbished	6 Community halls	See strategic framework below for further details.
			3.4b	Number (#) of stadiums upgraded	2 stadiums in Kwamblanga and	See strategic framework below for further details.
			3.4c	Number of public spaces including municipal facilities provided with landscaping and beautification	Municipal facilities to be provided with landscaping periodically in accordance with a landscaping programme by June 2022	See strategic framework below for further details.
			3.4d	Number of sport fields graded	32 sport fields annually	See strategic framework below for further details.
	3.5	Construct 6 community halls in key areas for optimal	3.5a	Number of community halls constructed	6 public hall constructed by June 2022	Public halls include multipurpose centers

SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
Financial Viability	4.1	Approve annual budgets that are compliant with the MFMA and Treasury standards annually	4.1a	Approved annual budget in line with MFMA and treasury standards	5 annual budgets	See strategic framework below for further details.
			4.1b	Number of budgets adjusted in line with MFMA	5 adjustment budgets	See strategic framework below for further details.
	4.2	Progressively improve the Audit opinion of the municipality from qualified to unqualified and ultimately clean audit	4.2a	Unqualified audit outcome achieved	Unqualified audit opinion achieved and maintained for the period 2017/2018 by June 2019	See strategic framework below for further details.
			4.2b	Clean audit opinion outcome achieved	Clean audit outcome achieved by June 2022	See strategic framework below for further details.
	4.3	Increase revenue collection from 5% to 60%	4.3a	Percentage (%) increase in revenue collection	60% increase in revenue collection by	See strategic framework below for further details.
			4.3b	Amount of total revenue generated annually	In line with the percentage of revenue targeted	None
	4.4	Hold 12 zonal community meetings annually to educate communities about the importance of paying for municipal Services	4.4a	Number (#) of community meetings held annually as part of the revenue enhancement strategy	12 zonal community meeting annually	See strategic framework below for further details.
	4.5	Decrease the number of inaccuracies in the billing system by 100%	4.5a	Percentage(%) decrease in the number of inaccuracies in the billing	100% decrease in the number of inaccuracies	See strategic framework below for further details.
4.6	Register new indigents annually in line with the indigents policy	4.6a	Number(#) of new indigents registered annually in accordance	A minimum 1000 annually	See strategic framework below for further details.	
4.7	Ensure that the municipality complies with financial legislation, policies,	4.7a	Number (#) of GRAP compliant FAR	1 GRAP compliant FAR	See strategic framework below for further details.	

SO 5: To create a conducive environment for economic development, investment attraction and job creation.						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
Local Economic Development	5.1	Reduce unemployment by 5% Annually	5.1a	Overall percentage (%) reduction in unemployment	5% per annum	Overall percentage reduction in unemployment as influenced by all
			5.1b	Number (#) of jobs created through the extended public works programme annually	120 jobs annually	See strategy Framework
			5.1c	Number (#) of jobs created through Community Works	1000 jobs annually	See strategy Framework
			5.1d	Number (#) of employment opportunities created through local economic development initiatives	40 full time jobs by June 2022	Local textile manufacturing project being considered
					10 full time jobs By June 2022	Identify, organize, encourage and formalize of local farming cooperatives to supply department of Education for nutrition
					60 jobs projected	Resuscitating small industrial
					10 000 projected jobs over duration of project	Moloto Road and Rail Construction
					500 potential jobs over duration of project	Construction of a 600MW Coal Base load
					20 full time jobs by June 2022	Resuscitating SS Skosana nature reserve Bundu Inn and other nature reserves and
					12 fulltime jobs by June	Renovation & upgrading of Kgodwana

SO 5: To create a conducive environment for economic development, investment attraction and job creation.						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
						centre into a proper cultural village
					35 jobs by June 2022	Upgrading of Loopspruit winery for Agriculture and Tourism
					30 jobs June 2022	Coordination of the compilation of feasibility studies for Zithabiseni Resort and Loskop
			5.1e	Number (#) of meetings organized on economic development initiatives for Small, Medium and Macro Enterprises and	4 meeting per annum	See strategic framework
	5.2	Provide investors with sound investment incentives and opportunities	5.2a	Number (#) of business startups and expansions	Based on the overall impact of the investment strategy	The targets for this indicator cannot be quantified but however achievements will be measured in line with positive performance
			5.2b	Increase in overall business productivity	Based on the overall impact of the investment strategy	The targets for this indicator cannot be quantified but however achievements will be measured in line with positive performance
			5.2c	Number (#) of full time jobs created	Based on the overall impact of the investment strategy	The targets for this indicator cannot be quantified but however achievements will be measured in line with positive performance

SO 5: To create a conducive environment for economic development, investment attraction and job creation.						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
			5.2d	Number (#) of new business investments attracted	Based on the overall impact of the investment strategy	The targets for this indicator cannot be quantified but however achievements will be measured in line with positive performance results
					Investigate the feasibility of establishing a central material supply and manufacturing centre for building materials by June 2022	See strategic Planning resolutions
			5.2e	Percentage (%) of strategic land parcels released to the municipality for development	5% of strategic land parcels released to the municipality for development by June 2022	See strategic framework for further details
			5.2f	Number (#) of meetings held to engage and support lucrative investors	2 meetings held to engage and support investor	See strategic framework for further details
	5.3	Facilitate the resuscitation of nature reserves and key tourist destination sites	5.3a	Number (#) of key tourist destination sites resuscitated	3 tourist destination sites resuscitated by June 2022	See strategic framework for further details
			5.3b	Tourism product offering packages within the Municipality identified	As per the feasibility studies to be conducted with	See strategic framework for further details
	5.4	Enhance the agricultural output of the municipality through local economic development initiatives	5.4a	Number (#) of SMME's and Cooperatives trained on Agricultural product offerings and business	50 annually	See strategic framework for further details
			5.4b	Number (#) of new SMME's and Cooperatives registered on the Municipal	50 annually	See strategic framework for further details

SO 5: To create a conducive environment for economic development, investment attraction and job creation.						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
			5.4c	Number (#) of rural smallholder farmers and community gardens supported	50 annually	See strategic framework for further details
	5.5	Enhance the participation of the youth in the economy through targeted programmes initiated by public, civic and private sector organizations and institutions.	5.5a	Percentage (%) decrease in youth unemployment	5% annually	See strategic framework.
			5.5b	Percentage (%) of people falling within the youth category appointed as part of the EPWP and CWP initiatives	At least 50% annually	See strategic framework for further details
			5.5c	Youth information desk created	1 youth desk established by June 2019	Youth desk to offer information regarding bursaries, employment opportunities, financial assistance for youth programmes
			5.5d	Percentage (%) of procurement jobs and tenders awarded to youth owned enterprises	40% of procurement jobs and tenders awarded to youth owned enterprises	Requires policy changes for procurement processes.
			5.5e	Number (#) of Mayoral bursaries awarded to eligible learners for higher education and training youth	5 bursaries per annum	The target takes into account bursaries awarded through working in collaboration with the
			5.5f	Percentage(%) of people falling with the youth category trained as part of the training programmes facilitated by the	At least 40% of trainings to be offered to the youth per annum	See strategic framework.
			5.5g	Number (#) of youth and women-owned enterprises identified for	As per actual support by government and private sector institutions and	The indicator relates to funding and information support from partners

SO 5: To create a conducive environment for economic development, investment attraction and job creation.						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
					Organizations through the municipality.	MEGA, DED, DSBE. The base line is presumed to be 0 and any achievement above the baseline is considered positive performance.

SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
Institutional Transformation and Organizational Development	6.1	Improve human resource capacity and efficiency in order to achieve value for money	6.1a	Developed notch progression policy	Development of a policy and a procedure manual to evaluate the municipal staff for notch progression By June	See strategic framework
			6.1b	Proportion of employees with approved job	All staff with approved job descriptions by June 2019	See strategic framework
			6.1c	Implementation of an individual performance management policy	Developed and approved Individual performance	See strategic framework
			6.1d	Proportion of employees excluding section 56 managers and the Municipal Manager with signed annual performance agreements	Level 3 employees as a proportion of the total staff compliment by July	The cascading of individual performance to be done in phases
					Level 4 and Level 5 employees as a proportion of the total staff compliment by July	The cascading of individual performance to be done in phases
					All other employees below level 5 as a proportion of the total staff compliment by July 2022 and annually thereafter	The cascading of individual performance to be done in phases
			6.1e	Percentage (%) of key positions filled within 3 months after a vacancy is recorded.	100% of all key positions as an when a vacancy is recorded	Key positions are those of the Municipal Manager and all Senior Managers
6.1f	Percentage of people appointed who meet atleast the minimum required criteria	100% of all new appoints to meet the minimum required criteria as an	See strategic framework			

SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
					when an appointment is made	
			6.1g	Number (#) of employees and councillors trained as part of the work skills	50 Employees and councillors annually	See strategic framework
			6.1h	Percentage (%) of budget actually spent on implementing the works skills plan	1% of budget annually	See strategic framework
			6.1i	Percentage of vacancies filled in line	As per EEP	
			6.1j	Percentage (%) reduction in litigations as a results	50% reduction in litigations as a result of municipal conduct,	None
	6.2	Manage municipal resources optimally for effective service delivery	6.2a	Municipal fleet management strategy	Municipal fleet strategy developed and implemented by June 2019.	The indicator is in relation with conducting cost benefit analysis on maintenance and lease against purchase of new fleet or auctioning of aging fleet and finance leasing
			6.2b	Business continuity	Develop a Business Continuity Plan by June	The indicator is in relation with ICT business continuity in case of a
			6.2c	Standardized internal procedures	Develop procedure manual for receiving and processing internal and external correspondence by	See strategic planning resolutions

SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
					Development of a Policy Development Framework Policy	
					Revised correspondence filling system by June	See strategic planning resolutions

SO 7: To deepen democracy and promote active community participation in the affairs of the institution						
Key Performance Area	Objective Number	Performance Objectives	Indicator Number	Key Performance Indicator	5 Year Performance Target	Explanatory Note
Good Governance and Public participation	7.1	Hold 24 mayoral outreach meetings per annum	7.1a	Number (#)of mayoral outreach meetings held	24 meetings per annually	None
	7.2	Ensure that 32 ward committee meetings are convened monthly	7.2a	Number of ward (#) committee meetings held	32 ward committee meetings monthly for the next five years	None
	7.3	Ensure effective communication with the public and community through the various communication platforms	7.3a	Rate of publication of external newsletters	Quarterly publication of municipal newsletter	None
			7.3b	Number (#) of media engagement sessions	Minimum of 2 media sessions and 4	None
			7.3c	Rate of municipal social media and website updates conducted	Monthly and as and when required	None
	7.4	Ensure that ward councillors convene 6 mandatory community meetings	7.4a	Number (#) of community meetings held by ward councilors	6 mandatory ward meetings per annum	None
	7.5	Promote good governance through compliance with legislation and adhering to	7.5a	Compliance with legislation	100%	Lag indicator
			7.5b	Implementation of resolutions and recommendations made by	100%	This is an outcome based indicator
			7.5c	Rate	0 Community protests	This is an outcome based

		universal local government best practices	7.5d	Overall customer satisfaction with municipal	None	This is an outcome based
			7.5e	Efficient service delivery programmes	None	This is an outcome based
			7.5f	Active community participation	None	This is an outcome based
			7.5g	Clean audit outcome	Clean audit outcome achieved	This is an outcome based

CHAPTER EIGHT

8. PROJECTS AND PROGRAMMES

8.1. CAPITAL AND OPERATIONAL ACTION PLANS

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 these various levels.

The following table provides an explanation of the abbreviations and annotations used in the capital and operational action plans below:

Annotation/ Abbreviation	Explanation
X	(In house) For activities that are to be undertaken but do not require capital funding or procurement of goods and services.
R0.00	No budget allocated for a particular financial year (No target)
None	No indicator and target for a particular financial year
OPEX	Operational Expenditure
MIG	Municipal Infrastructure Grant
WSIG	Water Service Improvement Grant
NDM	Nkangala District Municipality

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/204	2024/2025	2025/2026	2026/2027		
1.1	1.1a 1.1b	DTS001	Upgrading of Existing Infrastructure from Agricultural Project to Augment Borehole Water Supply in Bundu (Multi Year Project) - Ward 7 and 24	KPI	Number of boreholes completed	None	None	None	None	Bundu (Multi Year Project) - Ward 7 and 24	MIG
				Target	Completion of bore hole	None	None	None	None		
				Budget	R 10 000 000.00	R 000	R 0.00	R 0.00	R 0.00		
1.1	1.1a 1.1b	DTS002	Upgrading of Sheldon Water Infrastructure, - Ward 9 and 14	KPI	Km of pipeline completed	None	None	None	None	Sheldon (wards 9 & 14)	MIG
				Target	2.5km pipeline completed	None	None	None	None		
				Budget	R 15 000 000.00	R 15 000 000.	R 0.00	R 0.00	R 0.00		
1.1	1.1b	DTS003	Augmentation of Bulk Water Supply Cluster 1 - 10 (Boreholes) in Various Villages Electrification, Upgrading of Mahlabathini water infrastructure	KPI	pipeline constructed and electrification installed in submersible pump and reticulation	None	None	None	None	(Moloto South - Ward 1, Moloto South-East - Ward 3, Luthuli - Ward 22,	MIG Complete
				Target		None	None	None	None		
				Budget	R 0.00	R 5 000 000.0	R20 000 000 00.0	R 0.00	R 0.00		

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
					Complete					Mathyzensloop - Ward 7, Tweefontein C - Ward 12, Tweefontein D - Ward 12, Wolvenkop - Ward 11, Verena C - Ward 11, Kwaggafontein in B - Ward 25, Kwaggafontein in C - Ward 26, and	
1.1	1.1a	DTS004	Upgrading of Verena A Water Infrastructure (Multi-Year Project) - Ward 8	KPI	Km pipeline constructed	None	None	None	None	Verena A Ward 8	MIG
	1.1b			Target	1 km pipeline	None	None	None	None		
	Budget			R 0.00	R.00	R 10 000 000.00	00	00			
1.1	1.1a	DTS005	Upgrading of 12 Tweefontein C and DK water infrastructure	KPI	Water infrastructure upgrading	Number of plant modules constructed	None			Machipe Boekenhouthoek Bundu Mathyzensloop	MIG
	1.1b			Target	Water infrastructure upgraded	Construction of 1 7.5 ml per day plant module	None	None	None		
	Budget			R10 000 000.00	R15 000 000 .00	R00	R 0	R00			
1.1	1.1a	DTS006	Entokozweni water infrastructure W17	KPI	Water infrastructure constructed	R7 077 950.00	None	None	None	Ntokozweni	
	1.1b										

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	206/2027		
			Upgrading of Mabhoko Water Infrastructure (Multi-Year Project) - Ward 21	Target	Water infrastructure constructed	None	None	R0	R7000 000		
				Budget	R15 .000 000.00	R15 .000 000.00	R.0	R00.	,00		
1.1	1.1a 1.1b	DTS007	Drilling refurbishment 12	KPI	No. (#) of households provided with water	No. (#) of households provided with water	None	None	None	Tweefontein C and DK	OPEX
				Target							
				Budget	R0.00	R5000 000.00	R5000 000.0	R 00	R 00		
1.2	1.2a	DTS008	Replacement of Asbestos Wards 7 &24	KPI	Replacement of		None	None	None	Luthuli	WSIG
				Target			None	None	None		
				Budget	R0.00	R .0	R10 000 000.00	R 00			
1.2	1.2a	DTS009	Upgrading of Thembalethu Water Infrastructure Ward 5	KPI	Waste treatment			None	None	Thembalethu	
				Target	Waste treatment done			None	None		
				Budget	R500 000.00	R .0	R00	R .00	R.00		
1.2	1.2a	DTS010	Luthuli waste water works Phase 1ward 22	KPI	None			None	None	Luthuli	WSIG
				Target	None	250	150	None	None		
				Budget	R 0.00	R0.0	R 0.00	R 0.00	R 0.00		

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
			in Various Villages				Complete			Ward 4, Buhlebesizwe RDP - Ward 16, Kwaggafonte in A (Mgobeni) - Ward 27, Tweefontein J - Ward 9, Tweefontein J - Ward 30, Moloto (Section B7) - Ward 3, Loopsruit Farms - Ward 32, Bronxmine Farms - Ward 32, Thembalethu (Section 16) - Ward 5, Ntokozweni - Ward 17, Mzimuhle - Ward 10, Kwaggafonte in A (Spar Section) - Ward 28, Kwaggafonte in A (Corner Cafe) - Ward	

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
					Complete					Area) – Ward 21, Rietfontein Farms - Ward 8, Tweefontein G - Ward 30, Tweefontein H - Ward 30, Luthuli (Mahlabathini) - Ward 22, Tweefontein K - Ward 13, Kwamhlanga B - Ward 32, Doomek Farms - Ward 8, Swartkoppies Farms - Ward 10. and Tweefontein k	
1.2	1.2a	DTS011	Upgrading of Tweefontein K Water	KPI	None	Number of road regravelled	Number of road regravelled	None	None		WSIG
1.2	1.2a	DTS008	Phase 2 Ward 13	KPI	None	Number of road regravelled	Number of road regravelled	None	None		WSIG
				Target				None	None		
				Budget	R10 000 000.00	R 5000 000.0	R 10 000 000.00	R 0.00	R 0.00		

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
1.2	1.2a	DTS012	Refurbishment of Sewer Oxidation ward 32	KPI				None	None	Luthuli	WSIG
				Target	None	None	None	None	None		
				Budget	R7 500 000.						
1.2	1.2a	DTS013	Construction Zakheni bus Route ward 4	KPI	R7 500 000.	Construction of road	Construction of road	None	None	Sun City AA	WSIG
				Target	None	None	300	None	None		
				Budget	R 0.00	0			R 0.00		
1.3	1.3a	DTS014	Construction of Phola Park Bus & taxi Route – ward 6	KPI	Km of pipeline constructed	None	None	None	None	Chris Hani ward 18	MIG
				Target		None	None	None	None		
				Budget	R 7 500 000	R500 000.0	R 00	R.00	R 0.00		
1.3	1.3a	DTS015	Construction Kwaggafontein c Link Road - Ward 26	KPI	Link road constructed	Link road constructed	None	None	None	Kwagga c	MIG
				Target	None	None	None	None	None		
				Budget	R.00	R 500 000.00	R.0	R 500.00	R 0.00		
1.3	1.3a	DTS016	Construction of Verena A- D Bus & Taxi Route ward 8	KPI	Construction of bus road	Construction of bus road		KPI	KPI	Verena	MIG
				Target	None	None		Target	Target		
				Budget	R 500 000.00	R7000 000 0.0	R 5 000 000.00	R 0.00	Budget		
1.3	1.3a	DTS017	Construction of Verena A- D Bus & Taxi Route ward 11	KPI	None	Construction of bus road	Construction of bus road			Verena	MIG
				Target	None	Construction of bus road	Construction of bus road				
				Budget	R500 000.00	R7000 000.00	R 7 408 650.0	R00	R . 00		
1.3	1.3a	DTS018	Construction of Moloto South Bus Route - Ward 1	KPI	None	Construction of bus road	Construction of bus road	None	None	Moloto South	MIG
				Target	None	Construction of bus road	Construction of bus road	None	None		
				Budget	R 0.00	R 7 000 000.00	R0	R.0	R00		
1.3	1.3a	DTS019	Construction of Boekenhouthoek i Bus Route - Ward 24	KPI	None	Construction of bus road	Construction of bus road	None	None	Boekenhouthoek	WSIG

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
				Target	Construction of bus road	Construction of bus road	None	None	None		
				Budget	R 3000 000.00	R 0.00	R 618 750.0	R 7 000 000.0	R 0.00		
1.3	1.3a	DTS020	Construction of Buhlebesizwe Storm - Ward 16	KPI	None	None	None	None	KPI	mathyzensloop	WSIG
				Target	None	None	None	None	Target		
				Budget	R 0.00	R 0.00	R1000 000.0	R 2 000 000.00	R 0.00		
1.3	1.3a	DTS021	Construction of Mathyzensloop Route - Ward 7	KPI	None	None	None	None	None	Mountain View	WSIG
				Target	None	None	None	None	None		
				Budget	R 0.00	R 0.00	R 0.00	R	R .00		
1.3	1.3a	DTS022	Construction of Zenzele Bus Route - Ward 9	KPI	None	None	None	None	None	Zenzele	WSIG
				Target	None	None	None	None	None		
				Budget	R 0.00	R 0.00	R 0.00	R 0.00	R.00		
1.3	1.3a	DTS023	Construction of Sakhile Route - Ward 18	KPI	None	None	None	KPI	None	Zakhile	OPEX
				Target	None	None	None	Target	None		
				Budget	R 0.00	R 0.00	R 0.00	R0.00	R .00		
1.3	1.3a	DTS024	Construction of Multi-Purpose Centre in Phumula (Multi- Year Project) - Ward 23	KPI	None	Construction Multi-purpose centre	Construction Multi-purpose centre	None	None	PHUMULA	
				Target		Multi-purpose constructed	Multi-purpose constructed	None	None		
				Budget			R 5 000 000.0	R4 020 654.00	R		
1.3	1.3a	DTS25	Upgrading of Kwaggafontein Stadium - Ward	KIP	None	R00	R 10 000 000	R 10 000 000	R00	Kwaggafontein C	
				Target	None						
1.3	1.3a	DTS 26	Mandela Luthuli Bridge Road	KPI	R3 000 000.00			R.00	R 00		
				Target							
1.3	1.3 a	DTS 27	Madamini B Route					R 4000 000.00	R 2000 000.00		
1.3	1.3a	DTS028	Thembaletu Bus Route	KPI	None			None	None	Kwaggafontein in	
				Budget	None			R 9000 000.00	R 4000 000 .00		
1.3	1.3a	DTS29	R & storm water ward 12	KPI							
				Budget				R 3 000 000.00	R 2000 000.00		

			Target							
			Budget	R 0.00	R 1 351 250.0	R 2 930 631.5	R 00.	R 5 429 736 .65		

SO 1: To provide households with basic services including water, adequate sanitation, adequate public lighting and accessible road											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
1.3	1.3a	DTS026	Construction of Multi-Purpose Centre in Moloto North - Ward 2	KPI	None	Construction Multi-purpose centre	Construction Multi-purpose centre	Construction Multi-purpose centre	None	Moloto North	
				Target	None	Multi-purpose constructed	Multi-purpose constructed	Multi-purpose constructed	None		
				Budget	R 0.00	R 0.00	R 0.00	R 0.00	None		
1.3	1.3a	DTS027	Upgrading of Kwaggafontein Landfill Site (Multi-Year Project) - Ward 25	KPI	None	Upgrading of land fill site	Upgrading of land fill site	None	None	Kwaggafontein	
				Target	None	Land fill upgraded	Land fill upgraded	None	None		
				Budget	R 0.00	R 0.00	R 00	R 00	R 00		
13.	13.b	DTS 28	Drilling, Refurbishment of boreholes THLM	KPI	None					THLM	
				Target	None			R	R		
13.	13.c	DTS29	Refurbishment of Sewer oxidation	KPI	None						
				Target	None						

8.1.2. Spatial Rationale and Development Programmes

SO 2: To create integrated and sustainable human settlements through the proactive planning and development of land											
IDP Objective No.	IDP KPI No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
2.1	2.1a ¹ 2.1b 2.1c	0000	None	None	None	None	None	None	None	None	Nkangala District Municipality
2.2	2.2a	TPS001	Establishment of Land Development Committee	KPI	None	No. (#)of land development Committees established	None	None	None	Thembisile	OPEX
				Target	None	1	None	None	None		
				Budget	0.00	X	0.00	0.00	0.00		
2.2	2.2b	TPS002	Facilitation of Land Development Committee meetings	KPI	None	No. (#)of land development committee sittings held	No. (#)of land development committee sittings held	No. (#)of land development committee sittings held	No. (#)of land development committee sittings held	Thembisile	OPEX
				Target	None	2	2	2	2		
				Budget	0.00	X	X	X	X		
2.2	2.2c	TPS003	Implementation of Land Development Committee Resolutions	KPI	None	Percentage (%) of land development committee resolutions implemented	Percentage (%) of land development committee resolutions implemented	Percentage (%) of land development committee resolutions implemented	Percentage (%) of land development committee resolutions implemented	Thembisile	OPEX
				Target	None	100%	100%	100%	100%		
				Budget	0.00	X	X	X	X		
2.2	2.2d	TPS004	Signing MOU's with traditional councils on land	KPI	None	None	Number (#) of MOU's signed with traditional Councils	None	None	Thembisile	OPEX

SO 2: To create integrated and sustainable human settlements through the proactive planning and development of land											
IDP Objective No.	IDP KPI No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
			development matters	Target	None	None	5	None	None		
				Budget	0.00	0.00	X	0.00	0.00		
2.2	2.2e	TPS005	Implementation of Court orders in relation to the illegal occupation of land	KPI	None	Percentage (%) of court orders implemented	Percentage (%) of court orders implemented	Percentage (%) of court orders implemented	Percentage (%) of court orders implemented	Thembisile	OPEX
				Target	None	100%	100%	100%	100%		
				Budget	0.00	X	X	X	X		
2.2	2.2f	TPS006	Development and adoption and implementation of land invasion policy	KPI	None	No. (#) of Land invasion policies adopted by Council	None	None	None	Thembisile	OPEX
				Target	None	1	None	None	None		
				Budget	0.00	X	0.00	0.00	0.00		
2.2	2.2f	TPS007	Reports on the implementation of land invasion policy to Council	KPI	None	No. (#) of land invasion reports tabled in council	No. (#) of land invasion reports tabled in council	No. (#) of land invasion reports tabled in council	No. (#) of land invasion reports tabled in council	Thembisile	OPEX
				Target	None	2	2	2	2		
				Budget	0.00	X	X	X	X		
2.3	2.3a	TPS008	Development and adoption of wall to wall land use management scheme	KPI	None	None	No (#) of wall to wall land use management schemes developed	No. (#) of wall to wall land use management schemes adopted by Council	None	Thembisile	OPEX
				Target	None	None	1	1	None		
				Budget	0.00	0.00	R 500 000.00	X	0.00		
2.3	2.3b	TPS009	Approval of land development applications	KPI	None	None	None	Percentage (%) of land development applications processed in line with the approved land use scheme	Percentage (%) of land development applications processed in line with the approved land use scheme	Thembisile	OPEX
				Target	None	None	None	100%	100%		
				Budget	0.00	0.00	0.00	X	X		

8.1.3. Environment, Safety, Social Development, Arts and Recreation Programmes

SO 3: To create a safe, clean and healthy environment conducive for social development and recreation											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
3.1	3.1a	SDS001	Upgrading of Kwaggafontein Landfill Site	KPI	No. (#) of landfill sites upgraded	None	None	None	None	Kwaggafontein	
	3.1b			Target	1	None	None	None	None		
	Budget				R 0.00	R 0.00	R 0.00	R 0.00			
3.2	3.2a	SDS002	Refuse Removal Kwamhlanga and Tweefontein K	KPI	No. of (#) Households provided with refuse removal weeklv	No. of (#) Households provided with refuse removal weeklv	No. of (#) Households provided with refuse removal weeklv	No. of (#) Households provided with refuse removal weeklv	No. of (#) Households provided with refuse removal weeklv	Kwamhlanga Tweefontein K	OPEX
				Target	5 000	6 000	7 000	8 000	9 000		
				Budget	X	X	X	X	X		
3.2	3.2b	SDS003	Refuse Removal Thembisile Areas	KPI	No. of (#) Households provided with refuse removal once fortnightly	No. of (#) Households provided with refuse removal once fortnightly	No. of (#) Households provided with refuse removal once fortnightly	No. of (#) Households provided with refuse removal once fortnightly	No. of (#) Households provided with refuse removal once fortnightly	Thembisile	OPEX
				Target	104 282	104 282	104 282	104 282	104 282		
				Budget	X	X	X	X	X		
3.3	3.3a	SDS004	Development of Municipal Cemeteries	KPI	None	Number (#) of Regional Cemeteries fenced	Number (#) of Regional Cemeteries fenced	Number (#) of Regional Cemeteries fenced	Number (#) of Regional Cemeteries fenced	Thembisile	OPEX
				Target	None	2	2	2	3		
				Budget	R 0.00	R .00	R 0.00	R .00	R .00		
3.4	3.4a	SDS005	Refurbishment of Community Halls	KPI	Number (#) of community halls refurbished	Number (#) of community halls refurbished	Number (#) of community halls refurbished	Number (#) of community halls refurbished	Number (#) of community halls refurbished	Thembisile	
				Target	2 (Kwamhlanga & Kwaggafontein)	2 (Mandela & Phola Park)	2 (Verena Cluster & Vezubuhle)	2 (Kwamhlanga & Kwaggafontein)	2 (Mandela & Phola Park)		
				Budget	R .00	R 1 200 000.00	R 1 300 000.00	R.00	R.00		

SO 3: To create a safe, clean and healthy environment conducive for social development and recreation											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
3.4	3.4b	SDS006	Upgrading of Kwaggafontein Stadium	KPI	None	Number (#) of upgrading designs produced	Number (#) of stadiums upgraded	None	None	Kwaggafontein	
				Target	None	1	1	None	None		
				Budget	R 0.00	R 3 587 120.44	R 16 539 009.45	R 0.00	R5, 429, 736, 67		
3.4	3.4b	SDS007	Upgrading of Kwamhlanga Stadium	KPI	None	None	Number (#) of upgrading designs produced	Number (#) of stadiums upgraded	None	Kwamhlanga	
				Target	None	None	1	1	None		
				Budget	R 0.00	R 0.00	R 500 000.00	R 10 000 000	R 5 000 000		
3.4	3.4c	SDS008	Landscaping and beautification of Municipal facilities	KPI	Number (#) of Municipal facilities provided with landscaping	Number (#) of Municipal facilities provided with landscaping	Number (#) of Municipal facilities provided with landscaping	Number (#) of Municipal facilities provided with landscaping	Number (#) of Municipal facilities provided with landscaping	Kwaggafontein Municipal Offices Kwamhlanga Stadium Kwaggafontein stadium Tweefontein K satellite office Community halls	
				Target	1	5	5	5	5		
				Budget	R 100 000.00	R 105 700.00	R111 619.00	R.00	R.00		
3.4	3.4d	SDS009	Grading of Sport Fields	KPI	Number (#) of sport fields graded	Number (#) of sport fields graded	Number (#) of sport fields graded	Number (#) of sport fields graded	Number (#) of sport fields graded	Thembsile	OPEX
				Target	32	32	32	32	32		
				Budget	X	X	X	X	X		
3.5	3.5d	SDS010	Construction of Parking facilities at Municipal head office	KPI	Number of parking facilities constructed	None	None	None	None	Kwaggafontein	OPEX
				Target	1 parking facility	None	None	None	None		
				Budget	R 100 000.00	R 0.00	R 0.00	R 0.00	R 0.00		
3.5	3.5d	SDS011	Construction of multipurpose center in Phumula	KPI	Number (#) of multipurpose centers constructed	None	None	None	None	Phumula	MIG
				Target	1	None	None	None	None		

SO 3: To create a safe, clean and healthy environment conducive for social development and recreation											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2024/2025	2024/2025	2025/2026	2026/2027		
				Budget	R 5 904 000.00	R 0.00	R 0.00	R 0.00	R 0.00		
3.5	3.5d	SDS012	Construction of multipurpose center in Moloto North	KPI	None	Number (#) of desgn reports produced	Number (#)of multipurpose centers constructed	None	None	Moloto North	MIG
				Target	None	1	1	None	None		
				Budget	R 0.00	R 1 000 000.00	R 11 012 775.53	R 0.00	R 0.00		
3.5	3.5d	SDS013	Construction of Communy Hall Tweefontein F	KPI	None	None	Number (#) of desgn reports produced	Number (#)of Community Halls Constructed	None	Tweefontein F	
				Target	None	None	1	1	None		
				Budget	R 0.00	R 0.00	R 5 00 000.00	R .00	R 0.00		
3.5	3.5d	SDS014	Construction of Community Hall Boekenhouhoek	KPI	None	None	Number (#) of desgn reports produced	Number (#)of Community Halls Constructed	None	Boekenhouhoe k	
				Target	None	None	1	1	None		
				Budget	R 0.00	R 0.00	R 5 00 000.00	R .00	R 0.00		
3.5	3.5d	SDS015	Construction of Community Hall Vlaklaagte 2	KPI	None	None	None	Number (#) of desgn reports produced	Number (#)of Community Halls Constructed	Vlaklaagte 2	
				Target	None	None	None	1	1		
				Budget	R 0.00	R 0.00	R 0.00	R.00	R .00		
3.5	3.5d	SDS016	Construction of Tweefontein K WWTW	KPI	None	None	None	Number (#) of desgn reports produced	Number (#)of Community Halls Constructed	Tweefontein K	
				Target	None	None	None	1	1		
				Budget	R 0.00	R 0.00	R 0.00	R 500 000.00	R 5 000 000.00		
N/A	N/A	SDS017	Submission of quarterly status reports on Municipal Security Services	KPI	Number of status reports on Municipal security submitted to the Municipal Manager	Number of status reports on Municipal security submitted to the Municipal Manager	Number of status reports on Municipal security submitted to the Municipal Manager	Number of status reports on Municipal security submitted to the Municipal Manager	Number of status reports on Municipal security submitted to the Municipal Manager	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	R 13 000 000.00	R 13 500 000.00	R 14 000 000.00	R 18 383 000.00	R 19 329 000.00		

SO 3: To create a safe, clean and healthy environment conducive for social development and recreation											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
N/A	N/A	SDS018	Conducting of road blocks	KPI	Number of road blocks conducted	Number of road blocks conducted	Number of road blocks conducted	Number of road blocks conducted	Number of road blocks conducted	Thembisile	OPEX
				Target	24	24	36	36	36		
				Budget	X	X	X	X	X		
N/A	N/A	SDS019	Conducting of Literacy campaigns	KPI	Number of literacy campaigns conducted	Number of literacy campaigns conducted	Number of literacy campaigns conducted	Number of literacy campaigns conducted	Number of literacy campaigns conducted	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
N/A	N/A	SDS020	Conducting of Library campaign	KPI	Number of library campaigns conducted	Number of library campaigns conducted	Number of library campaigns conducted	Number of library campaigns conducted	Number of library campaigns conducted	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
N/A	N/A	SDS021	Conducting of HIV /AIDS campaigns	KPI	Number of HIV/Aids campaigns conducted	Number of HIV/Aids campaigns conducted	Number of HIV/Aids campaigns conducted	Number of HIV/Aids campaigns conducted	Number of HIV/Aids campaigns conducted	Thembisile	OPEX
				Target	6	6	8	8	8		
				Budget	X	X	R	R 86 000	R 90 000		

8.1.4. Financial Management and Viability Programmes ✓

SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
4.1	4.1a	DBT001	Approve annual budget that are compliant with the MFMA and treasury standards	KPI	Number of annual budgets approved in line with MFMA and treasury standards	Number of annual budgets approved in line with MFMA and treasury standards	Number of annual budgets approved in line with MFMA and treasury standards	Number of annual budgets approved in line with MFMA and treasury standards	Number of annual budgets approved in line with MFMA and treasury standards	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
4.1	4.1b	DBT002	Budget adjustment in line with MFMA and treasury standards	KPI	Number of budgets adjusted in line with MFMA and treasury standards	Number of budgets adjusted in line with MFMA and treasury standards	Number of budgets adjusted in line with MFMA and treasury standards	Number of budgets adjusted in line with MFMA and treasury standards	Number of budgets adjusted in line with MFMA and treasury standards	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
4.2	4.2a	DBT003	Development of Audit Action Plan	KPI	Number of audit action plans developed	Number of audit action plans developed	Number of audit action plans developed	Number of audit action plans developed	Number of audit action plans developed	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
4.2	4.2a 4.2b	DBT004	Progress Report on the Implementation of the audit action plan	KPI	Number of progress reports on the audit action plan submitted	Number of progress reports on the audit action plan	Number of progress reports on the audit action plan	Number of progress reports on the audit action plan	Number of progress reports on the audit action plan	Thembisile	OPEX
				Target	1 report quarterly	1 report quarterly	1 report quarterly	1 report quarterly	1 report quarterly		
				Budget	X	X	X	X	X		

SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
4.3	4.3a 4.3b	DBT005	Revenue collection in line with the budgeted financial performance	KPI	Amount of revenue collected including grants	Amount of revenue collected including grants	Amount of revenue collected including grants	Amount of revenue collected including grants	Amount of revenue collected including grants	Thembisile	OPEX
				Target	R556 858 000.00	R545 671 000.00	R578 366 000.00	None	None		
				Budget	X	X	X	X	X		
4.4	4.4a	DBT006	Revenue Enhancement outreach meetings	KPI	Number of outreach meeting conducted	Number of outreach meeting conducted	Number of outreach meeting conducted	Number of outreach meeting conducted	Number of outreach meeting conducted	Thembisile	OPEX
				Target	12	12	12	12	12		
				Budget	X	X	X	X	X		
4.5	4.5a	DBT007	Development of Data cleansing action plan	KPI	Number of data action plans developed	None	None	None	None	Thembisile	OPEX
				Target	1	None	None	None	None		
				Budget	X	R0.00	R0.00	R0.00	R0.00		
4.5	4.5a	DBT008	Implementation data cleansing process	KPI	Number of reports submitted to the municipal manager on data cleansing	Number of reports submitted to the municipal manager on data cleansing	Number of reports submitted to the municipal manager on data cleansing	None	None	Thembisile	OPEX
				Target	1 quarterly	1 quarterly	1 quarterly	None	None		
				Budget	R 600 000.00	R 450 000.00	R 350 000.00	R0.00	R0.00		
4.6	4.6a	DBT009	Registration of Indigents	KPI	Number of indigents registered on the indigent register	Number of indigents registered on the indigent register	Number of indigents registered on the indigent register	Number of indigents registered on the indigent register	Number of indigents registered on the indigent register	Thembisile	OPEX
				Target	1000	1000	1000	1000	1000		
				Budget	X	X	X	X	X		
4.6	4.6a	DBT010	Provision of services to indigent households	KPI	Percentage of households earning less than R1100 per month with access to free basic services	Percentage of households earning less than R1100 per month with access to free basic services	Percentage of households earning less than R1100 per month with access to free basic services	Percentage of households earning less than R1100 per month with access to free basic services	Percentage of households earning less than R1100 per month with access to free basic services	Thembisile	OPEX
				Target	100%	100%	100%	100%	100%		

SO 4: To improve the financial status of the municipality through prudent budget planning, stringent financial management and improved revenue collection											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
				Budget	X	X	X	X	X		
4.7	4.7a	DBT011	Fixed Asset Register compliance with GRAP	KPI	Number of action plans developed in line with FAR compliance with GRAP standards	None	None	None	None	Thembisile	OPEX
				Target	1	None	None	None	None		
				Budget	X	R0.00	R0.00	R0.00	R0.00		
4.7	4.7a	DBT012	Conduct asset verification	KPI	Number of asset verifications conducted	Number of asset verifications conducted	Number of asset verifications conducted	Number of asset verifications conducted	Number of asset verifications conducted	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
4.7	4.7a	DBT013	Updating of the Fixed Asset Register	KPI	Rate update of the Fixed Asset Register	Rate update of the Fixed Asset Register	Rate update of the Fixed Asset Register	Rate update of the Fixed Asset Register	Rate update of the Fixed Asset Register		
				Target	Daily	Daily	Daily	Daily	Daily		
				Budget	X	X	X	X	X		
4.7	N/A	DBT014	Submission of Section 71 monthly budget statements	KPI	Number of section 71 monthly budget statements submitted within 10 days after the end of each month to the Executive mayor and the provincial treasury	Number of section 71 monthly budget statements submitted within 10 days after the end of each month to the Executive mayor and the provincial treasury	Number of section 71 monthly budget statements submitted within 10 days after the end of each month to the Executive mayor and the provincial treasury	Number of section 71 monthly budget statements submitted within 10 days after the end of each month to the Executive mayor and the provincial treasury	Number of section 71 monthly budget statements submitted within 10 days after the end of each month to the Executive mayor and the provincial treasury	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
4.7	N/A	DBT015	Submission of Supply Chain Management Reports to Council	KPI	Number of Supply Chain Management Reports submitted to Council	Number of Supply Chain Management Reports submitted to Council	Number of Supply Chain Management Reports submitted to Council	Number of Supply Chain Management Reports submitted to Council	Number of Supply Chain Management Reports submitted to Council	Thembisile	OPEX
				Target	4	4	4	4	4		

SO 5: To create a conducive environment for economic development, investment attraction and job creation.											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Name	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
5.1	5.1a 5.1b	LED001	Expanded Public Works Programme	KPI	Number of jobs created through the Extended Public Works Programme	Number of jobs created through the Extended Public Works Programme	Number of jobs created through the Extended Public Works Programme	Number of jobs created through the Extended Public Works Programme	Number of jobs created through the Extended Public Works Programme	Thembisile	EPWP Grant
				Target	100	100	100	100	100		
				Budget	R 2 560 000.00	X	X	X	X		
5.1	5.1a 5.1c	LED002	Facilitation of the Community Works Programme	KPI	Number of jobs created through the Community Works Programme	Number of jobs created through the Community Works Programme	Number of jobs created through the Community Works Programme	Number of jobs created through the Community Works Programme	Number of jobs created through the Community Works Programme	Thembisile	OPEX
				Target	1200	1200	1200	1200	1200		
				Budget	X	X	X	X	X		
5.1	5.1d	LED003	Conduct LED Forum Meetings	KPI	Number of LED Forum meetings conducted	Number of LED Forum meetings conducted	Number of LED Forum meetings conducted	Number of LED Forum meetings conducted	Number of LED Forum meetings conducted	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
5.1	5.1d	LED004	Submit LED forum reports to the Executive Mayoral Committee	KPI	Number of LED Forum reports submitted to the Mayoral Committee	Number of LED Forum reports submitted to the Mayoral Committee	Number of LED Forum reports submitted to the Mayoral Committee	Number of LED Forum reports submitted to the Mayoral Committee	Number of LED Forum reports submitted to the Mayoral Committee	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
5.1	5.1d	LED 005	Conduct LED Outreach meetings on Mass Economic Opportunities	KPI	Number of LED outreach meetings conducted	Number of LED outreach meetings conducted	Number of LED outreach meetings conducted	Number of LED outreach meetings conducted	Number of LED outreach meetings conducted	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		

SO 5: To create a conducive environment for economic development, investment attraction and job creation.												
IDP Objective No.	IDP Indicator No.	IDP Code	Project Name	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds	
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027			
5.1	5.1e	LED 006	Engagement of stakeholders on Moloto road development	KPI	Number of stakeholder engagement meetings held Moloto Road Development	Number of stakeholder engagement meetings held Moloto Road Development	Number of stakeholder engagement meetings held Moloto Road Development	Number of stakeholder engagement meetings held Moloto Road Development	Number of stakeholder engagement meetings held Moloto Road Development	Thembisile	OPEX	
					Target	2	2	2	2			2
					Budget	X	X	X	X			X
5.1	5.1e	LED 007	Conduct Reference Committee meetings for Community Works Programme	KPI	Number of Local Reference Committee meetings held on Community Works Programme	Number of Local Reference Committee meetings held on Community Works Programme	Number of Local Reference Committee meetings held on Community Works Programme	Number of Local Reference Committee meetings held on Community Works Programme	Number of Local Reference Committee meetings held on Community Works Programme	Thembisile	OPEX	
					Target	4	4	4	4			4
					Budget	X	X	X	X			X
5.2	5.2a 5.2b 5.2c 5.2d	LED008	Development of Municipal Investment Strategy	KPI	None	Number of municipal investment strategies reviewed	Number of municipal investment strategies reviewed	None	None	Thembisile	OPEX	
					Target	None	1	None	None			None
					Budget	R 0.00	R 0.00	R 0.00	R 0.00			R 0.00
5.2	5.2e	LED009	Development of Programme for state land release for Economic Development	KPI	None	Number of state land release programmes developed	None	None	None	Thembisile	OPEX	
					Target	None	1	None	None			None
					Budget	R 0.00	X	R 0.00	R 0.00			R 0.00
5.2	5.2e	LED010	Submission of Applications for State land release	KPI	None	Number of applications submitted for the release of state land	Number of applications submitted for the release of state land	Number of applications submitted for the release of state land	Number of applications submitted for the release of state land			
					Target	None	1	1	1			1
					Budget	R 0.00	X	X	X			X

SO 5: To create a conducive environment for economic development, investment attraction and job creation.											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Name	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
5.2	5.2f	LED011	Consultation and support meetings for Lucrative Investors	KPI	Number of meetings held to engage and support lucrative investors	Number of meetings held to engage and support lucrative investors	Number of meetings held to engage and support lucrative investors	Number of meetings held to engage and support lucrative investors	Number of meetings held to engage and support lucrative investors	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
5.3	5.3a 5.3b	LED012	Identification of new tourist sites	KPI	Number of new tourist destination sites identified	None	None	None	None	Thembisile	OPEX
				Target	1	None	None	None	None		
				Budget	X	R 0.00	R 0.00	R 0.00	R 0.00		
5.4	5.4a	LED013	Training and Support for SMME's and Cooperatives	KPI	Number of SMME's and Cooperatives trained and supported	Number of SMME's and Cooperatives trained and supported	Number of SMME's and Cooperatives trained and supported	Number of SMME's and Cooperatives trained and supported	Number of SMME's and Cooperatives trained and supported	Thembisile	OPEX
				Target	40	40	40	40	40		
				Budget	X	X	X	X	X		
5.4	5.4a	LED014	Conduct Cooperative Project meetings	KPI	Number of Cooperative project meetings conducted	Number of Cooperative project meetings conducted	Number of Cooperative project meetings conducted	Number of Cooperative project meetings conducted	Number of Cooperative project meetings conducted	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
5.4	5.4b	LED015	Registration of SMME's and Cooperatives on municipal database	KPI	Number of cooperatives and SMME's registered on municipal database	Number of cooperatives and SMME's registered on municipal database	Number of cooperatives and SMME's registered on municipal database	Number of cooperatives and SMME's registered on municipal database	Number of cooperatives and SMME's registered on municipal database	Thembisile	OPEX
				Target	20	20	20	20	20		
				Budget	X	X	X	X	X		
5.4	5.4c	LED016	Identify and Support Rural Smallholder	KPI	Number of rural smallholder farmers and	Number of rural smallholder farmers and	Number of rural smallholder	Number of rural smallholder	Number of rural smallholder farmers and	Thembisile	OPEX

SO 5: To create a conducive environment for economic development, investment attraction and job creation.											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Name	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
			farmers and community Gardens		community gardens identified	community gardens supported	farmers and community gardens supported	farmers and community gardens supported	community gardens supported		
				Target	20	20	20	20	20		
				Budget	X	X	X	X	X		
5.5	5.5a	LED017	Development of an Integrated Youth Strategy	KPI	Number of integrated youth strategies developed	Number of integrated youth strategies reviewed	Number of integrated youth strategies reviewed	Number of integrated youth strategies reviewed	Number of integrated youth strategies reviewed	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
5.5	5.5a 5.5b	LED018	Appointment of youth on CWP and EPWP	KPI	Percentage of youth appointed on CWP and EPWP	Percentage of youth appointed on CWP and EPWP	Percentage of youth appointed on CWP and EPWP	Percentage of youth appointed on CWP and EPWP	Percentage of youth appointed on CWP and EPWP	Thembisile	OPEX
				Target	Atleast 50%	Atleast 50%	Atleast 50%	Atleast 50%	Atleast 50%		
				Budget	X	X	X	X	X		
5.5	5.5a 5.5c	LED020	Establishment of youth desk	KPI	None	Number of youth Desks	None	None	None	Thembisile	OPEX
				Target	None	1	None	None	None		
				Budget	R0.00	R 100 000.00	R0.00	R0.00	R0.00		
5.5	5.5a 5.5d	LED021	Submission of report on the appointment of youth owned enterprises to Mayor	KPI	Number of reports submitted to the Mayor on the appointment of youth owned enterprises for procurement jobs	Number of reports submitted to the Mayor on the appointment of youth owned enterprises for procurement jobs	Number of reports submitted to the Mayor on the appointment of youth owned enterprises for procurement jobs	Number of reports submitted to the Mayor on the appointment of youth owned enterprises for procurement jobs	Number of reports submitted to the Mayor on the appointment of youth owned enterprises for procurement jobs	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
5.5	5.5a	LED022	Awarding of procurement/	KPI	Percentage of procurement	Percentage of procurement	Percentage of procurement	Percentage of procurement	Percentage of procurement	Thembisile	OPEX

SO 5: To create a conducive environment for economic development, investment attraction and job creation.											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Name	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
			tender jobs to youth owned enterprises		jobs awarded to youth owned enterprises	jobs awarded to youth owned enterprises	jobs awarded to youth owned enterprises	jobs awarded to youth owned enterprises	jobs awarded to youth owned enterprises		
				Target	40%	40%	40%	40%	40%		
				Budget	X	X	X	X	X		
5.5	5.5e	LED023	Awarding of Mayoral Bursaries	KPI	Number of Mayoral bursaries awarded	Number of Mayoral bursaries awarded	Number of Mayoral bursaries awarded	Number of Mayoral bursaries awarded	Number of Mayoral bursaries awarded	Thembisile	OPEX
				Target	5	5	5	5	5		
				Budget	X	X	X	X	X		
5.5	5.5f	LED024	Youth participation in training and skills development	KPI	Percentage of youth participating in training and skills development programs facilitated by the municipality	Percentage of youth participating in training and skills development programs facilitated by the municipality	Percentage of youth participating in training and skills development programs facilitated by the municipality	Percentage of youth participating in training and skills development programs facilitated by the municipality	Percentage of youth participating in training and skills development programs facilitated by the municipality	Thembisile	OPEX
				Target	40%	40%	40%	40%	40%		
				Budget	X	X	X	X	X		
5.5	5.5f	LED025	Conducting of youth outreach meetings	KPI	Number of youth outreach meetings conducted	Number of youth outreach meetings conducted	Number of youth outreach meetings conducted	Number of youth outreach meetings conducted	Number of youth outreach meetings conducted	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
5.5	5.5f	LED026	Conducting of career guidance	KPI	Number of career guidance conducted	Number of career guidance conducted	Number of career guidance conducted	Number of career guidance conducted	Number of career guidance conducted	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		

8.1.6. Institutional Transformation and Organizational Development Programmes

SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
6.1	6.1a	DCS001	Development of notch progression policy	KPI	None	Number of notch progression policies developed	None	None	None	Thembisile	OPEX
				Target	None	1	None	None	None		
				Budget	R0.00	X	R0.00	R0.00	R0.00		
6.1	6.1b	DCS002	Development and approval employee job descriptions	KPI	None	Percentage of employees with signed job descriptions	Percentage of employees with signed job	Percentage of employees with signed job descriptions	Percentage of employees with signed job	Thembisile	OPEX
				Target	None	100%	100%	100%	100%		
				Budget	R0.00	X	X	X	X		
6.1	6.1c	DCS003	Development of Individual performance management Policy	KPI	Number of IPMS policies developed and approved	None	None	None	None	Thembisile	OPEX
				Target	1	None	None	None	None		
				Budget	X	R0.00	R0.00	R0.00	R0.00		
6.1	6.1d	DCS004	Signing of Annual performance agreements by municipal staff	KPI	None	Percentage of employees at level 3 with signed annual performance agreements	Percentage of employees between and including level 3 and 6 with signed annual performance	Percentage of employees between and including level 3 and 10 with signed annual performance agreements	Percentage of employees between and including level 3 and 15 with signed annual performance	Thembisile	OPEX
				Target	None	100%	100%	100%	100%		
				Budget	R0.00	X	X	X	X		
6.1	6.1e	DCS005	Filling of vacant positions	KPI	Number of vacant positions filled	Number of vacant positions filled	Number of vacant positions filled	Number of vacant positions filled	Number of vacant positions filled	Thembisile	OPEX
				Target	1 Municipal Manager	As and when vacancies arise	As and when vacancies arise	As and when vacancies arise	As and when vacancies arise		

SO 6: To improve organizational efficiency and promote a culture of professional conduct in order to render quality services											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
					1 PMU Technician 1 GIS Operator						
6.1	6.1g	DCS006	Development and submission of Works Skills Plan to LGSETA	KPI	Number of work skills plans developed and submitted to LGSETA	Number of work skills plans developed and submitted to LGSETA	Number of work skills plans developed and submitted to LGSETA	Number of work skills plans developed and submitted to LGSETA	Number of work skills plans developed and submitted to LGSETA	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
6.1	6.1g	DC007	Training of municipal employees	KPI	Number of employees trained as part of the work skills plan	Number of employees trained as part of the work skills plan	Number of employees trained as part of the work skills plan	Number of employees trained as part of the work skills plan	Number of employees trained as part of the work skills plan	Thembisile	OPEX
				Target	86	50	50	50	50		
				Budget	R 800 000.00	R 846 000.00	R 893 000.00	R 600 000.00	R 650 000.00		
6.1	6.1h	DC008	Implementation of works skills plan	KPI	Percentage of municipal budget actually spent on implementing workplace skills plan	Percentage of municipal budget actually spent on implementing workplace skills plan	Percentage of municipal budget actually spent on implementing workplace skills plan	Percentage of municipal budget actually spent on implementing workplace skills plan	Percentage of municipal budget actually spent on implementing workplace skills plan	Thembisile	OPEX
				Target	1%	1%	1%	1%	1%		
				Budget	X	X	X	X	X		
6.1	6.1i	DC009	Implementation of the Employment Equity Plan	KPI	Percentage of vacancies filled in line with employment equity targets	Percentage of vacancies filled in line with employment equity targets	Percentage of vacancies filled in line with employment equity targets	Percentage of vacancies filled in line with employment equity targets	Percentage of vacancies filled in line with employment equity targets	Thembisile	OPEX
				Target	100%	100%	100%	100%	100%		
				Budget	X	X	X	X	X		
6.1	6.1i	DC010	Submission of	KPI	Number of EER	Number of EER	Number of EER	Number of EER	Number of EER	Thembisile	OPEX

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IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
			Equity Reports to Department of Labour		Department of	Department of	Department of	Department of	Department of		
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
6.1	6.1j	DC011	Submission of litigation reports to the Municipal Manager	KPI	Number of litigation reports submitted to the municipal manager	Number of litigation reports submitted to the municipal manager	Number of litigation reports submitted to the municipal manager	Number of litigation reports submitted to the municipal manager	Number of litigation reports submitted to the municipal manager	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	R 2 754 492.00	R 2 917 007.00	R 3 086 193.00	R 1 784 000. 00	R 1 866 000.00		
6.1	N/A	DC012	Approval of Human Resource policies by Council	KPI	Number of Human Resource policies approved by Council	Number of Human Resource policies approved by Council	Number of Human Resource policies approved by Council	Number of Human Resource policies approved by Council	Number of Human Resource policies approved by Council	Thembisile	OPEX
				Target	6	6	6	6	6		
				Budget	X	X	X	X	X		
6.1	N/A	DC013	Issuing of audit reports on OHS inspection	KPI	Number audit reports issued on OHS inspection	Number audit reports issued on OHS inspection	Number audit reports issued on OHS inspection	Number audit reports issued on OHS inspection	Number audit reports issued on OHS inspection	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
6.1	N/A	DC014	Conducting Occupational Health and Safety committee meetings	KPI	Number of OHS committee meetings conducted	Number of OHS committee meetings conducted	Number of OHS committee meetings conducted	Number of OHS committee meetings conducted	Number of OHS committee meetings conducted	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
6.1	N/A	DCS015	Submission of Occupational Health and Safety return on	KPI	Number of OHS return on earnings submitted to the	Number of OHS return on earnings submitted to the	Number of OHS return on earnings submitted to	Number of OHS return on earnings submitted to the	Number of OHS return on earnings submitted to	Thembisile	OPEX

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IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
			earnings to the department of Labour		department of	department of	the department of Labour	department of	the department of Labour		
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
6.1	N/A	DCS016	Conducting of inductions for new and old employees	KPI	Number of inductions conducted for old and new employees	Number of inductions conducted for old and new employees	Number of inductions conducted for old and new employees	Number of inductions conducted for old and new employees	Number of inductions conducted for old and new employees	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
6.1	N/A	DCS017	Sitting of the Local Labour Forum meetings	KPI	Number of LLF meetings conducted	Number of LLF meetings conducted	Number of LLF meetings conducted	Number of LLF meetings conducted	Number of LLF meetings conducted	Thembisile	OPEX
				Target	6	6	6	6	6		
				Budget	X	X	X	X	X		
6.2	6.2a	DCS018	Rental of Municipal Fleet	KPI	Number of municipal fleet rented	Number of municipal fleet rented	Number of municipal fleet rented	Number of municipal fleet rented	Number of municipal fleet rented	Thembisile	CAPEX
				Target	30	30	30	30	30		
				Budget	R 3 600 000.00	R 3 800 000.00	R4 000 000 .00	R4 200 000 .00	R4 500 000 .00		
6.2	6.2a	DCS019	Development of operational plan for municipal fleet	KPI	Number of operational plans developed for municipal fleet	Number of operational plans developed for municipal fleet	Number of operational plans developed for municipal fleet	Number of operational plans developed for municipal fleet	Number of operational plans developed for municipal fleet	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
6.2	6.2a	DCS020	Repairs and maintenance of municipal fleet	KPI	Number of repairs and maintenance reports of municipal fleet produced and submitted to Head of Department	Number of repairs and maintenance reports of municipal fleet produced and submitted to Head of Department	Number of repairs and maintenance reports of municipal fleet produced and submitted to Head of Department	Number of repairs and maintenance reports of municipal fleet produced and submitted to Head of Department	Number of repairs and maintenance reports of municipal fleet produced and submitted to Head of Department	Thembisile	OPEX
				Target	12	12	12	12	12		
				Budget	R 7 963 736.00	R 8 407 855.67	R 7 870 212.28	R 7 072 19500	R 7 653 616.00		

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IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
6.2	6.2a	DCS021	Monitoring the usage of fuel	KPI	Number of reports produced and submitted to the Head of Department on the usage of fuel	Number of reports produced and submitted to the Head of Department on the usage of fuel	Number of reports produced and submitted to the Head of Department on the usage of fuel	Number of reports produced and submitted to the Head of Department on the usage of fuel	Number of reports produced and submitted to the Head of Department on the usage of fuel	Thembisile	OPEX
				Target	12	12	12	12	12		
				Budget	R 5 500 000.00	R 5 824 500.00	R 6 162 321.00	R 6 002 100.00	R6 298 196.00		
6.2	6.2a	DCS022	Licensing of Municipal Fleet	KPI	Number of vehicle licenses renewed	Number of vehicle licenses renewed	Number of vehicle licenses renewed	Number of vehicle licenses renewed	Number of vehicle licenses renewed	Thembisile	OPEX
				Target	114	114	114	114	114		
				Budget	R 514 950.00	R 544 302.15	R 574 783.07	R 910 792.00	R 952 688.43		
6.2	6.2b	DCS023	Development of ICT Business Continuity Plan	KPI	None	Number of Business continuity Plans Developed	None	None	None	Thembisile	OPEX
				Target	None	1	None	None	None		
				Budget	R 0.00	R 500 000.00	R 0.00	R 0.00	R 0.00		
6.2	6.2b	DCS024	Submission of Reports on the repair and maintenance of ICT Hardware	KPI	Number of reports submitted to the Head of Department on the repair and maintenance of ICT Hardware	Number of reports submitted to the Head of Department on the repair and maintenance of ICT Hardware	Number of reports submitted to the Head of Department on the repair and maintenance of ICT Hardware	Number of reports submitted to the Head of Department on the repair and maintenance of ICT Hardware	Number of reports submitted to the Head of Department on the repair and maintenance of ICT Hardware	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	R 453 689.00	R 480 457.00	R 508 324.00	R 520 000.00	R 550 000.00		
6.2	6.2b	DCS025	Renewal of software licenses	KPI	Number of software licenses renewed	Number of software licenses renewed	Number of software licenses renewed	Number of software licenses renewed	Number of software licenses renewed	Thembisile	OPEX
				Target	265	265	265	265	265		
				Budget	R 3 932 196.00	R 2 209 246.00	R 1 385 182.00	R 1 500 000.00	R 1 500 000.00		

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IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
6.2	6.2b	DCS026	Procurement of computer and equipment	KPI	Number of computers and equipment procured	Number of computers and equipment procured	None	None	None	Thembisile	OPEX
				Target	20 laptops 10 desktops	30	None	None	None		
				Budget	R 880 000.00	R 719 000.00	R 759 000.00	R 0.00	R 0.00		
6.2	6.2b	DCS027	Approval of ICT Policies	KPI	Number of ICT policies reviewed	Number of ICT policies reviewed	Number of ICT policies reviewed	Number of ICT policies reviewed	Number of ICT policies reviewed	Thembisile	OPEX
				Target	7	7	7	7	7		
				Budget	X	X	X	X	X		
6.2	6.2b	DCS028	Conducting of ICT Steering Committee meetings	KPI	Number of ICT Steering Committee meetings conducted	Number of ICT Steering Committee meetings conducted	Number of ICT Steering Committee meetings conducted	Number of ICT Steering Committee meetings conducted	Number of ICT Steering Committee meetings conducted	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
6.2	6.2c	DCS029	Formulation of Policy Development Framework Policy	KPI	Number of Policy Development Framework policies formulated and approved by Council	None	None	None	None	Thembisile	OPEX
				Target	1	None	None	None	None		
				Budget	X	R0.00	R0.00	R0.00	R0.00		
6.2	N/A	DCS030	Development of a standardized procedure for the processing of internal and external communication	KPI	Number of standardized procedure manuals developed for the processing of internal and external communication	Number of standardized procedure manuals developed for the processing of internal and external communication	Number of standardized procedure manuals developed for the processing of internal and external communication	Number of standardized procedure manuals developed for the processing of internal and external communication	Number of standardized procedure manuals developed for the processing of internal and external communication	Thembisile	OPEX

SO 7: To deepen democracy and promote active community participation in the affairs of the institution											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds
					Year 1	Year 2	Year 3	Year4	Year 5		
				Budget	R 3 990 000.00	R 3 840 000.00	R 3 840 000.00	R 3 840 000.00	R 3 840 000.00		
??		MM004	Workshop for councilors and ward committee members	KPI	Number of workshops conducted for councilors and ward committee members	Number of workshops conducted for councilors and ward committee members	Number of workshops conducted for councilors and ward committee members	Number of workshops conducted for councilors and ward committee members	Number of workshops conducted for councilors and ward committee members	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	R 1 000 000.00	R 1 000 000.00	R.00	R.00	R .00		
7.3	7.1a 7.1b 7.1c	MM005	Development and approval of Communication Strategy	KPI	Number of Communication Strategies developed and approved	Number of Communication Strategies reviewed and approved	Number of Communication Strategies reviewed and approved	Number of Communication n Strategies reviewed and approved	Number of Communication n Strategies reviewed and approved	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.3	7.3a	MM006	Conducting of media engagement sessions	KPI	Number of media engagement sessions conducted	Number of media engagement sessions conducted	Number of media engagement sessions conducted	Number of media engagement sessions conducted	Number of media engagement sessions conducted	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
7.3	7.3b	MM007	Issuing of media statements	KPI	Number of media statements Issued	Number of media statements issued	Number of media statements Issued	Number of media statements issued	Number of media statements issued	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.3	7.3c	MM008	Updating of official social media accounts	KPI	Rate of update of municipal social media accounts	Rate of update of municipal social media accounts	Rate of update of municipal social media accounts	Rate of update of municipal social media accounts	Rate of update of municipal social media accounts	Thembisile	OPEX

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IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds
					Year 1	Year 2	Year 3	Year4	Year 5		
				Target	Quarterly and as when required	Quarterly and as when required	Quarterly and as when required	Quarterly and as when required	Quarterly and as when required		
				Budget	X	X	X	X	X		
7.3	7.3c	MM009	Updating of Municipal website	KPI	Rate of updating of Municipal website to comply with section 75	Rate of updating of Municipal website	Rate of updating of Municipal website	Rate of updating of Municipal website	Rate of updating of Municipal website	Thembisile	OPEX
				Target	Quarterly and as and when Required	Quarterly and as and when required	Quarterly and as and when required	Quarterly and as and when required	Quarterly and as and when required		
				Budget	X	X	X	X	X		
7.3	7.3c	MM010	Submission of Report on the presidential hotline to the municipal manager	KPI	Number of reports on the presidential hotline submitted to the municipal manager	Number of reports on the presidential hotline submitted to the municipal manager	Number of reports on the presidential hotline submitted to the municipal manager	Number of reports on the presidential hotline submitted to the municipal manager	Number of reports on the presidential hotline submitted to the municipal manager	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.3	7.3c	MM011	Issuing of External News Letter	KPI	Rate of issuing of external news letter	Rate of issuing of external news letter	Rate of issuing of external news letter	Rate of issuing of external news letter	Rate of issuing of external news letter	Thembisile	OPEX
				Target	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly		
				Budget	X	X	X	X	X		
7.4	7.4a	MM012	Submission of community ward meeting report to the speaker	KPI	None	Number of community ward meeting reports submitted to the Speaker	Number of community ward meeting reports submitted to the Speaker	Number of community ward meeting reports submitted to the Speaker	Number of community ward meeting reports submitted to the Speaker	Thembisile	OPEX
				Target	None	32 quarterly	32 quarterly	32 quarterly	32 quarterly		
				Budget	None	X	X	X	X		

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IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds
					Year 1	Year 2	Year 3	Year 4	Year 5		
					approved by	approved by	approved by	approved by	approved by		
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5a-7.5g	MM018	Development and approval of the Integrated Development Plan	KPI	Number of IDP's reviewed and approved	Number of IDP's reviewed and approved	Number of IDP's reviewed and approved	Number of IDP's reviewed and approved	Number of IDP's reviewed and approved	Thembisile	OPEX
				Target	1						
				Budget	R 319 200.00	R 338 033.00	R357 639.00	R 360 000.00	R 380 000.00		
7.5	7.5c 7.5d 7.5f	MM019	Holding of the Annual IDP/Budget Indaba	KPI	Number of IDP/Budget Indaba meetings conducted	Number of IDP/Budget Indaba meetings conducted	Number of IDP/Budget Indaba meetings conducted	Number of IDP/Budget Indaba meetings conducted	Number of IDP/Budget Indaba meetings conducted		
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5e	MM020	Conducting of the Strategic Planning Workshop	KPI	Number of strategic planning workshops conducted	Number of strategic planning workshops conducted	Number of strategic planning workshops conducted	Number of strategic planning workshops conducted	Number of strategic planning workshops conducted	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	R 180 880.00	R 191 552.00	R 202 662.00	R 230 000.00	R 260 000.00		
7.5	7.5e	MM021	Conducting of IDP/Budget steering committee meetings	KPI	Number of IDP/Budget steering committee meetings conducted	Number of IDP/Budget steering committee meetings conducted	Number of IDP/Budget steering committee meetings conducted	Number of IDP/Budget steering committee meetings conducted	Number of IDP/Budget steering committee meetings conducted	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.5	7.5a	MM022	Submission of IDP to the MEC for Local Government	KPI	Number of IDP's submitted to the MEC for Local Government within 10 days after approval	Number of IDP's submitted to the MEC for Local Government within 10 days after approval	Number of IDP's submitted to the MEC for Local Government within 10 days after approval	Number of IDP's submitted to the MEC for Local Government within 10 days after approval	Number of IDP's submitted to the MEC for Local Government within 10 days after approval	Thembisile	OPEX

SO 7: To deepen democracy and promote active community participation in the affairs of the institution											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds
					Year 1	Year 2	Year 3	Year4	Year 5		
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5f	MM023	Conducting Community Consultative meetings on approved draft IDP/Budget	KPI	Number of community consultative meeting conducted on the approved draft IDP/Budget	Number of community consultative meeting conducted on the approved draft IDP/Budget	Number of community consultative meeting conducted on the approved draft IDP/Budget	Number of community consultative meeting conducted on the approved draft IDP/Budget	Number of community consultative meeting conducted on the approved draft IDP/Budget	Thembisile	OPEX
				Target	12 zonal meetings	12 zonal meetings	12 zonal meetings	12 zonal meetings	12 zonal meetings		
				Budget	X	X	X	X	X		
7.5	7.5a	MM024	Compilation and submission of the Annual Report to the office of the Auditor General	KPI	Number of Annual Reports compiled and submitted to the office of the AG	Number of Annual Reports compiled and submitted to the office of the AG	Number of Annual Reports compiled and submitted to the office of the AG	Number of Annual Reports compiled and submitted to the office of the	Number of Annual Reports compiled and submitted to the office of the	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5a	MM025	Tabling of Annual report before Council	KPI	Number of Annual reports tabled before Council	Number of Annual reports tabled before Council	Number of Annual reports tabled before Council	Number of Annual reports tabled before Council	Number of Annual reports tabled before Council	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		

SO 7: To deepen democracy and promote active community participation in the affairs of the institution												
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds	
					Year 1	Year 2	Year 3	Year4	Year 5			
7.5	7.5a	MM026	Development of and submission of Mid-year budget and performance assessment report	KPI	Number of Mid- year budget and performance assessment reports submitted to the Executive Mayor, National Treasury and Provincial Treasury	Number of Mid- year budget and performance assessment reports submitted to the Executive Mayor, National Treasury and Provincial Treasury	Number of Mid- year budget and performance assessment reports submitted to the Executive Mayor, National Treasury and Provincial Treasury	Number of Mid- year budget and performance assessment reports submitted to the Executive Mayor, National Treasury and Provincial Treasury	Number of Mid- year budget and performance assessment reports submitted to the Executive Mayor, National Treasury and Provincial Treasury	Thembisile	OPEX	
					Target	1	1	1	1			1
					Budget	X	X	X	X			X
7.5	7.5a	MM027	Tabling of Mid- year budget and performance assessment before Council	KPI	Number Mid- year budget and performance assessments tabled before Council	Number Mid- year budget and performance assessments tabled before Council	Number Mid- year budget and performance assessments tabled before Council	Number Mid- year budget and performance assessments tabled before Council	Number Mid- year budget and performance assessments tabled before Council	Thembisile	OPEX	
					Target	1	1	1	1			1
					Budget	X	X	X	X			X
7.5	7.5a	MM028	Review and approval of the PMS Policy Framework	KPI	Number of PMS Policy Framework reviewed and approved by Council	Number of PMS Policy Framework reviewed and approved by Council	Number of PMS Policy Framework reviewed and approved by Council	Number of PMS Policy Framework reviewed and approved by Council	Number of PMS Policy Framework reviewed and approved by Council	Thembisile	OPEX	
					Target	1	1	1	1			1
					Budget	X	X	X	X			X
7.5	7.5a	MM029	Submission of performance report to Executive Mayor	KPI	Number of performance reports submitted to Executive Mayor	Number of performance reports submitted to Executive Mayor	Number of performance reports submitted to Executive Mayor	Number of performance reports submitted to Executive Mayor	Number of performance reports submitted to Executive Mayor	Thembisile	OPEX	

SO 7: To deepen democracy and promote active community participation in the affairs of the institution											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds
					Year 1	Year 2	Year 3	Year 4	Year 5		
								Executive Mayor	Executive Mayor		
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.5	7.5a	MM030	Development and submission of the SDBIP to the Executive Mayor	KPI	Number of SDBIP's developed and submitted to the Executive Mayor within 14 days after the approval of the budget for consideration	Number of SDBIP's developed and submitted to the Executive Mayor within 14 days after the approval of the budget for consideration	Number of SDBIP's developed and submitted to the Executive Mayor within 14 days after the approval of the budget for consideration	Number of SDBIP's developed and submitted to the Executive Mayor within 14 days after the approval of the budget for	Number of SDBIP's developed and submitted to the Executive Mayor within 14 days after the approval of the budget for	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5a	MM031	Approval of SDBIP by the Executive Mayor	KPI	Number of SDBIP's approved by the Executive Mayor within 28 day after the approval of the budget	Number of SDBIP's approved by the Executive Mayor within 28 day after the approval of the budget	Number of SDBIP's approved by the Executive Mayor within 28 day after the approval of the budget	Number of SDBIP's approved by the Executive Mayor within 28 day after	Number of SDBIP's approved by the Executive Mayor within 28 day after	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5a	MM032	Signing of performance Agreements by Senior Managers	KPI	Number of senior managers including municipal manager with signed performance agreements	Number of senior managers including municipal manager with signed performance agreements	Number of senior managers including municipal manager with signed performance agreements	Number of senior managers including municipal manager with signed performance agreements	Number of senior managers including municipal manager with signed performance agreements	Thembisile	OPEX
				Target	5	5	5	5	5		
				Budget	X	X	X	X	X		

SO 7: To deepen democracy and promote active community participation in the affairs of the institution												
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	20142025	2025/2026	2026/2027	Location	Source of Funds	
					Year 1	Year 2	Year 3	Year4	Year 5			
7.5	7.5a	MM033	Conducting of performance assessments for Senior Managers	KPI	Number of performance assessments conducted for senior managers including Municipal Manager	Number of performance assessments conducted for senior managers including Municipal Manager	Number of performance assessments conducted for senior managers including Municipal Manager	Number of performance assessments conducted for senior managers including Municipal Manager	Number of performance assessments conducted for senior managers including Municipal Manager	Thembisile	OPEX	
					Target	5	5	5	5			5
					Budget	X	X	X	X			X
7.5	7.5a 7.5g	MM034	Submission of Audit Plan to Audit Committee for approval (3- year rolling and annual operational plan)	KPI	Number of Audit Plans submitted to the Audit Committee for approval	Number of Audit Plans submitted to the Audit Committee for approval	Number of Audit Plans submitted to the Audit Committee for approval	Number of Audit Plans submitted to the Audit Committee for approval	Number of Audit Plans submitted to the Audit Committee for approval	Thembisile	OPEX	
					Target	1	1	1	1			1
					Budget	X	X	X	X			X
7.5	7.5a 7.5g	MM035	Submission of internal audit reports to the Audit Committee	KPI	Number of internal audit reports submitted to the Audit Committee	Number of internal audit reports submitted to the Audit Committee	Number of internal audit reports submitted to the Audit Committee	Number of internal audit reports submitted to the Audit Committee	Number of internal audit reports submitted to the Audit Committee	Thembisile	OPEX	
					Target	4	4	4	4			4
					Budget	X	X	X	X			X
7.5	7.5a 7.5g	MM036	Conducting of Audit charter workshops	KPI	Number of Audit charter workshops conducted	Number of Audit charter workshops conducted	Number of Audit charter workshops conducted	Number of Audit charter workshops conducted	Number of Audit charter workshops conducted	Thembisile	OPEX	
					Target	2	2	2	2			2
					Budget	X	X	X	X			X
7.5	7.5a 7.5g	MM037	Holding of Audit Committee meetings	KPI	Number of Audit Committee meetings held	Number of Audit Committee meetings held	Number of Audit Committee meetings held	Number of Audit Committee meetings held	Number of Audit Committee meetings held	Thembisile	OPEX	
					Target	4	4	4	4			4

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IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2024/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds
					Year 1	Year 2	Year 3	Year4	Year 5		
				Budget	R 211 899.00	R 224 401.00	R 237 416.00	R 250 000.00	R 270 000.00		
7.5	7.5a 7.5g	MM038	Submission of Audit Committee reports to Council	KPI	Number of Audit Committee reports submitted to Council	Number of Audit Committee reports submitted to Council	Number of Audit Committee reports submitted to Council	Number of Audit Committee reports submitted to Council	Number of Audit Committee reports submitted to Council	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.5	7.5g	MM039	Submission of quarterly Risk Management reports to RMC and AC	KPI	Number of Risk Management reports submitted to RMC and AC	Number of Risk Management reports submitted to RMC and AC	Number of Risk Management reports submitted to RMC and AC	Number of Risk Management reports submitted to RMC and AC	Number of Risk Management reports submitted to RMC and AC	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.5	7.5g	MM040	Submission of compliance reports to Risk Management Committee	KPI	Number of compliance reports submitted to RMC	Number of compliance reports submitted to RMC	Number of compliance reports submitted to RMC	Number of compliance reports submitted to RMC	Number of compliance reports submitted to RMC	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.5	7.5g	MM041	Development and approval of risk registers	KPI	Number of Risk Registers developed and approved by Council	Number of Risk Registers developed and approved by Council	Number of Risk Registers developed and approved by Council	Number of Risk Registers developed and approved by Council	Number of Risk Registers developed and approved by Council	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5g	MM042	Conducting of Risk Management Committee meetings	KPI	Number of Risk Management Committee meetings conducted	Number of Risk Management Committee meetings conducted	Number of Risk Management Committee meetings conducted	Number of Risk Management Committee meetings conducted	Number of Risk Management Committee meetings conducted	Thembisile	OPEX

SO 7: To deepen democracy and promote active community participation in the affairs of the institution											
IDP Objective No.	IDP Indicator No.	IDP Code	Project Objective	Measure	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Location	Source of Funds
					Year 1	Year 2	Year 3	Year4	Year 5		
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.5	7.5g	MM043	Anti-fraud and corruption awareness campaignS	KPI	Number of anti-fraud and corruption awareness campaign conducted	Number of anti-fraud and corruption awareness campaign conducted	Number of anti-fraud and corruption awareness campaign conducted	Number of anti-fraud and corruption awareness campaign	Number of anti-fraud and corruption awareness campaign	Thembisile	OPEX
				Target	2	2	2	2	2		
				Budget	X	X	X	X	X		
7.5	7.5g	MM044	Sitting of Municipal Public Accounts Committee	KPI	Number of MPAC meetings conducted	Number of MPAC meetings conducted	Number of MPAC meetings conducted	Number of MPAC meetings conducted	Number of MPAC meetings conducted	Thembisile	OPEX
				Target	4	4	4	4	4		
				Budget	X	X	X	X	X		
7.5	7.5g	MM045	Development and approval of the oversight report on the Annual report	KPI	Number of oversight reports developed and approved on the probing of the annual report	Number of oversight reports developed and approved on the probing of the annual report	Number of oversight reports developed and approved on the probing of the annual report	Number of oversight reports developed and approved on the probing of the annual report	Number of oversight reports developed and approved on the probing of the annual report	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		
7.5	7.5g	MM046	Development and approval of the MPAC Annual Work Plan	KPI	Number of Annual Work Plans developed and approved by Council	Number of Annual Work Plans developed and approved by Council	Number of Annual Work Plans developed and approved by Council	Number of Annual Work Plans developed and approved by Council	Number of Annual Work Plans developed and approved by Council	Thembisile	OPEX
				Target	1	1	1	1	1		
				Budget	X	X	X	X	X		

Project Description	Backlog/ Current Status	5 year performance Target	2022/23 F/Y		2023/24 F/Y		2024/25 F/Y		2025/26		2026/27	
			Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual Target	Budget 000,
HRD Strategy	1		0		0		0		1	400 000	0	0
Buying of new municipal fleet	Old fleet, and unreliable to perform	6	2	1600 000	2	1500 000	2	1600 000	0	0	0	0
Non-Financial Support to SMMEs, Coops and Informal Traders (mentorship/coaching g)	New	600	100	2 000	100	2 500	100	2 500	150	3 000	150	3 000
Financial support to SMMEs, Cooperatives	207 proposals received	500	100	2 000	100	2 500	100	2 500	100	3 000	100	3 000
Hosting of Mining and Big Business in NDM Summit	New	600	1	0	00	0	0	00	1	600	0	00
Rural Development Land Audit Agricultural Summit	New	600	1	0	00	0	0	00	1	600	0	00
Development of Business Plan: Sawmill Project in Emakhazeni LM	New	1	1	300	0	00	0	00	0	00	0	00
Development of Strategy for the Township Economy	New	1	1	250	0	00	0	00	0	00	0	00
Job Creation EPWP Security	31 Learners recruited for 2016/17	100	100	6 000	100	0	00	0	00	0	00	0

Project Description	Current Status	performance Target	2022/23 F/Y		2023/24F/Y		2024/25 F/Y		2025/26		2026/27	
			Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual Target	Budget 000,
Job Creation EPWP Creative Arts and Culture	New	60	60	3 000	80	4 000	100	5 000	0	00	0	00
Job Creation EPWP Rural Development Agriculture	New	60	50	3 000	80	4 000	100	5 000	0	00	0	00
Training of Coops and SMMEs	New	500	100	50	100	55	1	60	100	65	100	70
Development of NEDA Financial Model	Draft Business Plan developed	1	1	250	0	0	00	0	00	0	00	0
Integrated Green Economy Solutions Nkangala	Feasibility Study developed	1	1	3 000	3 500	0	00	0	00	0	00	0
Tourism Indaba	3 Tourism Indabas attended	5	1	450	1	500	1	550	1	600	1	650
Host District Tourism Month Celebration Events	3 Tourism Month Celebration Events held	5	1	450	1	500	1	550	1	600	1	650
Co- funding for the preparation of Thembisile Hani LM valuation roll	The current one is outdated	1	Approved valuation roll for Thembisile Hani LM	2,500,00	1	0	0	0	0	0	0	0
Mountain view Water Reticulation(rollover) (100% complete)	Lack of water supply and infrastructure	1	1	570,0	1	-	0	0	0	0	0	0
Rehab Borehole to Supply Elevated Steel tank Moloto (100% planning) by 30 June	Lack of water supply and infrastructure	1	1	1,000,0	1	2,033,7		1,528,4	0	0	0	0

Project Description	Backlog/ Current Status	5 year performance Target	2022/23 F/Y		2023/24 F/Y		2024/25F/Y		2025/26		2026/27	
			Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual Target	Budget 000,
Source development geo-hydrological study Thembisile Hani (Multiyear)100% implementation by 30 June 2018	Lack of water supply and infrastructure	1	1	0,0	1	500,0	0	0	0	0	0	0
Bulk Water Supply from Phola to Wilg (Multiyear) 50% Construction) by 30	Lack of water supply and infrastructure	1	1	10 937,0	1	7 802,0	0	0	0	0	0	0
Miliva RDP Route(multiyear) by 30 June 2018	Poor road infrastructure	1	1	2 358,0	1	7 861,0	0	0	0	0	0	0
Phola Park Vehicle Bridge to Tweefontein J by 30	Poor road infrastructure	1	1	500,0	1	7 000,0	0	0	0	0	0	0
HIV/AIDS educational awareness campaigns implemented to capacitate and build communities	Increment of HIV/AIDS prevalence	30	6	1 000	8	1 500	6	1 500	8	1 500	8	1 500
World AIDS Day	Annual	5	1	200	1	250	1	300	1	350	1	400
Community programme	Ongoing	10	2	80	2	100	2	120	2	150	2	200
Children Right's programmes	Ongoing	10	2	250	2	300	2	350	2	400	2	450
Senior citizen's Right's	Ongoing	10	2	250	2	300	2	340	2	380	2	400

Project Description	Backlog/ Current Status	5 year performance Target	2022/23 F/Y		2023/24 F/Y		2024/25 F/Y		2025/26		2026/27	
			Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual Target	Budget 000,
Awareness campaigns on drug / substance abuse held in partnership with SANCA	Ongoing	10	2	100 000	2	120 000	2	140 000	2	160 000	2	180 000
Gender base violence	Ongoing	10	2	250	2	300	2	350	2	380	2	400
Hosting of Mayoral Games	Ongoing	5	1	350 000	1	380 000	1	400 000	1	420 000	1	450 000
Moral regeneration	Lack of positive values within	5	1	R 370 000	1	R 450 000	1	R 500 000	1	R 550 000	1	R 600 000
Participation of NDM in the SAMSRA Programme	Lack of collective and structured sports and recreational participation by employees	30	3	R 500 000	3	R 600 000	3	R 700 000	3	R 800 000	3	R 900 000
Sports and recreation master plan	Lack of integrated sports and recreation needs identification and maintenance plan	1	1	R 250 000	0	0	0	0	0	0	0	0
Mixed Migration	Sensitizing participants on mixed migration	10	2	R 60 000	2	R 65 000	2	R 70 000	2	R 75 000	2	R 80 000
Number of Education Career Expos held per local municipality	Ongoing	20	4	400 000	4	450 000	4	500 000	4	550 000	4	600 000

Project Description	Backlog/ Current	5 year performance	2022/23 F/Y		2023/24 F/Y		2024/25 F/Y		2025/26		2026/27	
			Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual target	Budget 000,	Annual Target	Budget 000,
# qualifying learners provided with financial support (Mayoral community programme)	Ongoing	150	30	2 200 000	30	2 400 000	30	2 600 000	30	2 800 000	30	3000 000
Mayoral Academic Awards	Ongoing	5	1	220	1	240	1	260	1	280	1	300
Education	Ongoing	2	1	200 000					1	260 000		
Emergency Open Days	Ongoing	10	2	600'000	2	650 000	2	700 000	2	800 000	2	1000 000
Disaster Management Awareness	Ongoing	30	6	230 028	6	250 002	6	360 000	6	400 000	6	500 000
Repair and Maintenance Disaster	Three Year contract [Au recon]	Three years contract	12	1020 000	12	1020 000	12	1020 000	0	0	0	0
Review of District Integrated Transport Plan	District Integrated Transport Plan developed	Three(3) Reviews	1	0	1	455 000	1	585 000	1	655000	0	0

Department of Human Settlements

2022-2023 allocation for Thembisile Hani Local Municipality is 114 units 17 840 398 with 0 sites

Local Municipality	Project Names as listed in the 2017/18 Business Plan	Housing programme	Target	Number of Jobs	Budget
Thembisile Hani	Siyafuna Trading - Various Area's	Rural Housing Programme	100	50	10,300,000
Thembisile Hani	Amaphikankani	Rural Housing Programme	100	50	10,300,000
Thembisile Hani	Moloto South 4	IRPD Phase 1: Planning & Services:(Informal Settlements)	1	0	694,946.25
Thembisile Hani	Mandela Ext.	IRPD Phase 1: Planning & Services:(Informal Settlements)	1	0	842,573.25
Thembisile Hani	Sun City AA Ext	IRPD Phase 1: Planning & Services:(Informal Settlements)	1	0	1,375,758
Thembisile Hani	Phola Park	IRPD Phase 1: Planning & Services:(Informal Settlements)	1	0	1,785,344.40

Department of social development

Priority output	Annual targets	Key milestones(km), expected outcome or	Q1	Q2	Q3	Q4	Annual budget
Sub-outcome 2: To improve the provision of early childhood development services for children aged 0-5							
ECD INFRASTRUCTURE	TWEEFONTEIN	FINAL ACCOUNT	RETENTION(ECD)	FINAL ACCOUNT			247
Maintenance and repairs							
ECD	Ethembeni day care	KM- 50% &100% repairs and maintenance done, and comply with norm and standards	Signing of contract documents	Maintenance	Signing of completion certificate	Transfere to programme	178 494
	Fundanathi day care		Signing of contract	Maintenance	Signing of completion certificate	Transfere to programme	180 000
	Vulindlela		Signing of contract documents	Maintenance	Signing of completion certificate	Transfere to programme	179 460
	Zamokuhle						179 372
	Timeleni						174 587
	Mthombolwazi						180 000
	Thembeka pre school						179 202

Project Name	Current year	Budget year	Funding
Kwarrspruit fam(261JS) 35 HH			
Mabhoko Ward 21(ward 21)	2022-2023	2022-2023	DoE
Verena D (portion 1,2,3)	2018-2019	2018-2019	DoE
Moloto extension ward 1	2018-2019	2018-2019	DoE
Sun CitynA ext (ward 19)	2018-2019	2018-2019	DoE
Sun City B ext (ward 19)	2018-2019	2018-2019	DoE
Sun City E ext. (ward 19)	2018-2019	2018-2019	DoE
Mzimuhle(ward 10)(portion 1-4)	2018-2019	2018-2019	DoE
Doornfontein (portion 1-3) Skhakha (Skhahla)	2018-2019	2018-2019	DoE

Department of DCSR

MUNICIPALITY	PROJECTS/PROGRAMME NAME AND	PROJECT BENEFICIARIES/WARD LOCATION	PROJECTS STATUS	TARGET 2018/19	BUDGET 2018/19	TOTAL PROJECT COST R 000
Thembisile Hani	Thembisile Hani library	learn, educator and community	50%	100%	1733	1733
	Kwamhlanga	learn, educator and community	planning	100	14 500	
Thembisile Hani	Phumula sport field	athletes, coaches, technical officials, administrator, managers and communities	in progress	in progress	5 904	
Thembisile Hani	CCIFSA	Doing support with sit funding	In progress	20 000	20 000	
Thembisile Hani		Supporting Isiyalu writers: 1. Author literature in disadvantaged IsiNdebele Language 2. Development and promotion of disadvantaged language 3. Conserve and preserve our cultural heritage 4. Write	In progress	100 000	100 000	
Thembisile Hani		Coordinate the activities of local Geographical	In progress			
Thembisile Hani		Standardization of the Kwamhlanga complex and	In progress			
Thembisile Hani		Repair the roof and electricity damage by the storm				
Thembisile Hani	7 days	Support Indoni	In progress	150 000		

Thembisile Hani		Support king Silamba commemoration	In progress	100 000		
Thembisile Hani		Construction of the renovation of the Thembisile in Mthombomuhle(Kwaggafontein C)	Planning phase			
Thembisile Hani		Procurement of six libraries materials and libraries serve the community with free internet, WIFI and photo copiers, and other programme: - application for admission to institution of higher learning 2. Application for employment through	In progress			
Thembisile Hani	MIG	Monitoring sport grants on sport facility	In progress			
Thembisile Hani	Phumula sport complex	Implement	In progress	5.9 million	5.9 million	
Thembisile Hani	20 learners	Participate in annual youth camp (2 school)	In progress			
Thembisile Hani	20 District	Supported with sport equipment and sport attire and support players qualified for Regional, Provincial and National	In progress			
Thembisile Hani		Sport council event	In progress	55 000	55 000	
Thembisile Hani	1	1 Hub Coordinator appointed on a three year contract				
Thembisile Hani		2) support school participating in the regional ,provincial and national games 3) schools supported with sport equipment and sport attire 4) educator trained in softball,	In progress			

Department of Health Project

Project/Programme Name/Description	Project Beneficiary/Ward/Location	2022/23 Target	2023/24 Budget Allocation (Annual) R`000	2024/25 Target	2025/26 Target	Total Project Cost R`000
Kwamhlanga hospital (Master planning, Re-location of Psychiatric (Mental) Ward, Maternity Ward and Sub-Soil water investigation)	Thembisile Hani	5% construction	15 100	50% construction	70% construction	604 316
Various Clinics in Thembisile Hani Local Municipality (Repair of storm damages)	Thembisile Hani	100% construction	90	-	-	1 923
Thembaletu Clinic (construction of guardhouse, refuse area and upgrading of	Thembisile Hani	Final account	320	-	-	320

Department of Public Works

Project Description	Project Beneficiary/Ward/Location	Start Date	Projected Completion	Project Cost
Rehabilitation: Road P95/1 between Verena and Gauteng boundary (13.5 km) Phase 2	Verena	1-Aug-17	30-Jan-19	189 750
Construction of Zakheni foot bridge	Zakheni			6000
Construction of Mathyzensloop foot bridge	Mathyzensloop			1000
Bridge maintenance				24000
Culvert maintenance				5890
Gabions				4153
Grading				31384
Grass cutting				3315
Guardrails				6230
Municipal support- towns				6178
Municipal support- local street				9884-10983
Reseal- preventative (coal haul- non coal haul)				259605
Roads markings and road studs				17032

Roads signs				11 461
Shoulder maintenance				2815
Side drain maintenance				3914
Patching				68221
Regravelling of gravel roads- preventative(small contractor development: head office				30000
Regravelling of gravel roads- preventative(all project:				30000

Department Of Water And Sanitation

Project/Programme Name/Description	Project Beneficiary/Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R`000	Total Project Cost R`000
To be advised	Thembisile Hani LM	Refurbishment of infrastructure	10 000 000.00	50 000 000 .00
Thembisile Water Schemes(Leseka)	Thembisile Hani LM	Bomandu Water Infrastructure (WSIG)	39 976 000. 00	75 000 000.00
	Thembisile Hani LM	Moloto Water Infrastructre (WSIG)	43 708 000.00	
	Thembisile Hani LM	Sun City 5ML Reservoir (WSIG)	16 000 000.00	
	Thembisile Hani LM	Moloto 5 ML Reservoir (WSIG)	18 870 000.00	

Five year road Regravelling programme (Unfunded)

IDP Objective	IDP Indicator	Project Objective	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
1.7	1.7a 1.7b	Regravelling and grading of roads at Mathyzensloop	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Mathyzensloop	OPEX
			Target	None	2.5	None	None	2.5		
			Budget	R 0.00	R 1 750 000.00	R 0.00	R 0.00	R 1 750 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Boekenhouthoek	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Boekenhouthoek	OPEX
			Target	None	2.5	None	None	2.5		
			Budget	R 0.00	R 1 750 000.00	R 0.00	R 0.00	R 1 750 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Bundu	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Bundu	OPEX
			Target	None	2.5	None	None	2.5		
			Budget	R 0.00	R 1 750 000.00	R 0.00	R 0.00	R 1 750 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Machipe	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Machipe	OPEX
			Target	None	2.5	None	None	2.5		
			Budget	R 0.00	R 1 750 000.00	R 0.00	R 0.00	R 1 750 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Kwaggafontein	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Kwaggafontein A	OPEX
			Target	4.5	None	None	4.5	None		
			Budget	R 3 150 000.00*	R 0.00	R 0.00	R 3 150 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Kwaggafontein A ward 28	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Kwaggafontein A	OPEX
			Target	4.5	None	None	4.5	None		
			Budget	R 1 575 000.00	R 0.00	R 0.00	R 1 575 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Kwaggafontein A ward 29	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Kwaggafontein A	OPEX
			Target	5.4	None	None	5.4	None		
			Budget	R 1 890 000.00	R 0.00	R 0.00	R 1 890 000.00	R 0.00		

IDP Objective No.	IDP Indicator No.	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
1.7	1.7a	Regravelling and grading at Kwaggafontein B	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Kwaggafontein B	OPEX
	1.7b		Target	4.0	None	None	4.0	None		
	Budget		R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00	R 0.00			
1.7	1.7a	Regravelling and grading at Kwaggafontein C	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Kwaggafontein C	OPEX
	1.7b		Target	4.2	None	None	4.2	None		
	Budget		R 2 800 000.00	R 0.00	R 0.00	R 2 800 000.00	R 0.00			
1.7	1.7a	Regravelling and grading at Kwaggafontein D	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Kwaggafontein D	OPEX
	1.7b		Target	2.0	None	None	2.0	None		
	Budget		R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00	R 0.00			
1.7	1.7a	Regravelling and grading at Kwaggafontein E	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Kwaggafontein E	OPEX
	1.7b		Target	2.0	None	None	2.0	None		
	Budget		R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00	R 0.00			
1.7	1.7a	Regravelling and grading of roads at Tweefontein A1	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein A1	OPEX
	1.7b		Target	1.0	None	None	1.0	None		
	Budget		R 700 000.00	R 0.00	R 0.00	R 700 000.00	R 0.00			
1.7	1.7a	Regravelling and grading of roads at Tweefontein A2	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein A2	OPEX
	1.7b		Target	1.0	None	None	1.0	None		
	Budget		R 700 000.00	R 0.00	R 0.00	R 700 000.00	R 0.00			
1.7	1.7a	Regravelling and grading of roads at Tweefontein B1	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein B1	OPEX
	1.7b		Target	2.0	None	None	2.0	None		
	Budget		R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00	R 0.00			
1.7	1.7a	Regravelling and grading of roads at Tweefontein B2	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Tweefontein B2	OPEX
	1.7b		Target	None	4.5	None	None	4.5		
	Budget		R 0.00	R 3 150 000.00	R 0.00	R 0.00	R 3 150 000.00			

IDP Objective No.	IDP Indicator No.	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein C1	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Tweefontein C1	OPEX
			Target	None	2.5	None	None	2.5		
			Budget	R 0.00	R 1 750 000.00	R 0.00	R 0.00	R 1 750 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein C2	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Tweefontein C2	OPEX
			Target	None	2.5	None	None	2.5		
			Budget	R 0.00	R 1 750 000.00	R 0.00	R 0.00	R 1 750 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein D	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Tweefontein D	OPEX
			Target	None	2.5	None	None	2.5		
			Budget	R 0.00	R 1 750 000.00	R 0.00	R 0.00	R 1 750 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein E	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Tweefontein E	OPEX
			Target	None	4.0	None	None	4.0		
			Budget	R 0.00	R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein F	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein F	OPEX
			Target	2.4	None	None	2.4	None		
			Budget	R 1 680 000.00	R 0.00	R 0.00	R 1 680 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein N	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein N	OPEX
			Target	2.4	None	None	2.4	None		
			Budget	R 1 680 000.00	R 0.00	R 0.00	R 1 680 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein H	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein H	OPEX
			Target	1.5	None	None	1.5	None		
			Budget	R 525 000.00	R 0.00	R 0.00	R 525 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein J	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein J	OPEX
			Target	1.5	None	None	1.5	None		
			Budget	R 525 000.00	R 0.00	R 0.00	R 525 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein G	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein G	OPEX
			Target	1.5	None	None	1.5	None		

IDP Objective No.	IDP Indicator No.	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
			Budget	R 1 050 000.00	R 0.00	R 0.00	R 1 050 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Tweefontein M	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Tweefontein M	OPEX
			Target	1.8	None	None	1.8	None		
			Budget	R 1 260 000.00	R 0.00	R 0.00	R 1 260 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Vlaklaagte No 1	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Vlaklaagte 1	OPEX
			Target	5.7	None	None	5.7	None		
			Budget	R 3 990 000.00	R 0.00	R 0.00	R 3 990 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Vlaklaagte No 2	KPI	Km's of roads regravelled	None	None	Km's of roads regravelled	None	Vlaklaagte 2	OPEX
			Target	2.4	None	None	2.4	None		
			Budget	R 1 680 000.00	R 0.00	R 0.00	R 1 680 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Verena A	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Verena A	OPEX
			Target	None	2.0	None	None	2.0		
			Budget	R 0.00	R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Verena B	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Verena B	OPEX
			Target	None	2.0	None	None	2.0		
			Budget	R 0.00	R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Verena C	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Verena C	OPEX
			Target	None	2.0	None	None	2.0		
			Budget	R 0.00	R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Verena D	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Verena D	OPEX
			Target	None	2.8	None	None	2.8		
			Budget	R 0.00	R 1 960 000.00	R 0.00	R 0.00	R 1 960 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Wolvenkop	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Wolvenkop	OPEX
			Target	None	2.8	None	None	2.8		
			Budget	R 0.00	R 1 960 000.00	R 0.00	R 0.00	R 1 960 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Langkloof	KPI	None	Km's of roads regravelled	None	None	Km's of roads regravelled	Langkloof	OPEX
			Target	None	2.0	None	None	2.0		

IDP Objective No.	IDP Indicator No.	Project Objective	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
			Budget	R 0.00	R 1 400 000.00	R 0.00	R 0.00	R 1 400 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Mzimuhle	KPI	None	None	Km's of roads regravelled	None	Km's of roads regravelled	Mzimuhle	OPEX
			Target	None	None	2.2	None	2.2		
			Budget	R 0.00	R 0.00	R 1 540 000.00	R 0.00	R 1 540 000.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Moloto South	KPI	None	None	Km's of roads regravelled	None	None	Moloto South	OPEX
			Target	None	None	3.8	None	None		
			Budget	R 0.00	R 0.00	R 2 660 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Moloto North	KPI	None	None	Km's of roads regravelled	None	None	Moloto North	OPEX
			Target	None	None	4.2	None	None		
			Budget	R 0.00	R 0.00	R 1 470 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Moloto East	KPI	None	None	Km's of roads regravelled	None	None	Moloto East	OPEX
			Target	None	None	2.4	None	None		
			Budget	R 0.00	R 0.00	R 1 470 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling grading of roads at Klipfontein	KPI	None	None	Km's of roads regravelled	None	None	Klipfontein	OPEX
			Target	None	None	3.5	None	None		
			Budget	R 0.00	R 0.00	R 1 225 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Phola Park	KPI	None	None	Km's of roads regravelled	None	None	Phola Park	OPEX
			Target	None	None	5.0	None	None		
			Budget	R 0.00	R 0.00	R 1 750 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Thembaletu	KPI	None	None	Km's of roads regravelled	None	None	Thembaletu	OPEX
			Target	None	None	4.2	None	None		
			Budget	R 0.00	R 0.00	R 1 470 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Sun city AA	KPI	None	None	Km's of roads regravelled	None	None	Sun city AA	OPEX
			Target	None	None	3.5	None	None		
			Budget	R 0.00	R 0.00	R 1 255 000.00	R 0.00	R 0.00		

IDP Objective No.	IDP Indicator No.	Project Objective	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
1.7	1.7a 1.7b	Regravelling and grading of roads at Sun city A	KPI	None	None	Km's of roads regravelled	None	None	Sun city A	OPEX
			Target	None	None	3.5	None	None		
			Budget	R 0.00	R 0.00	R 1 255 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Sun city C	KPI	None	None	Km's of roads regravelled	None	None	Sun city C	OPEX
			Target	None	None	3.5	None	None		
			Budget	R 0.00	R 0.00	R 1 255 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Sun city D	KPI	None	None	Km's of roads regravelled	None	None	Sun city D	OPEX
			Target	None	None	3.5	None	None		
			Budget	R 0.00	R 0.00	R 1 255 000.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Vezubuhle	KPI	None	None	None	Km's of roads regravelled	None	Vezubuhle	OPEX
			Target	None	None	None	3.5	None		
			Budget	R 0.00	R 0.00	R 0.00	R 1 255 000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Kwamhlanga A ,B , C and farms	KPI	None	None	None	Km's of roads regravelled	None	Kwamhlanga and Farm Areas	OPEX
			Target	None	None	None	3.1	None		
			Budget	R 0.00	R 0.00	R 0.00	R 2 170000.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Zakheni	KPI	Km's of roads regravelled	None	None	None	None	Zakheni	OPEX
			Target	2.1	None	None	None	None		
			Budget	R 735 000.00	R 0.00	R 0.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Msholozhi	KPI	Km's of roads regravelled	None	None	None	None	Msholozhi	OPEX
			Target	2.1	None	None	None	None		
			Budget	R 735 000.00	R 0.00	R 0.00	R 0.00	R 0.00		
1.7	1.7a 1.7b	Regravelling and grading of roads at Mandela	KPI	Km's of roads regravelled	None	None	None	None	Mandela	OPEX
			Target	5.0	None	None	None	None		
			Budget	R 1 750 000.00	R 0.00	R 0.00	R 0.00	R 0.00		

IDP Objective	IDP Indicator	Project Objective	Measure	Year 1	Year 2	Year 3	Year4	Year 5	Location	Source of Funds
1.7	1.7a	Regravelling and grading of roads at Mountain View	KPI	Km's of roads regravelled	None	None	None	None	Mountain View	OPEX
	1.7b		Target	5.1	None	None	None	None		
			Budget	R 1 785 000.00	R 0.00	R 0.00	R 0.00	R 0.00		
1.7	1.7a	Regravelling and grading of roads at Luthuli	KPI	Km's of roads regravelled	None	None	None	None	Luthuli	OPEX
	1.7b		Target	2.5	None	None	None	None		
			Budget	R 875 000.00	R 0.00	R 0.00	R 0.00	R 0.00		
1.7	1.7a	Regravelling and grading at Chris Hani	KPI	Km's of roads regravelled	None	None	None	None	Chris Hani	OPEX
	1.7b		Target							
			Budget							
17	1.7c	Resealing of roads at Kwamhlanga	KPI	None	Km's of roads regravelled	None	None	None	Kwamhlanga	OPEX
			Target	None	3.0	None	None	None		
			Budget	R 0.00	R 1 050 000.00	R 0.00	R 0.00	R 0.00		
17	1.7c	Resealing of road at Tweefontein K	KPI	Km's of roads regravelled	None	None	None	None	Tweefontein K	OPEX
			Target	3.0	None	None	None	None		
			Budget	R 1 050 000.00	R 0.00	R 0.00	R 0.00	R 0.00		
17	1.7c	Resealing of roads at Vlaklaagte no 1	KPI	None	None	Km's of roads regravelled	None	None	Vlaklaagte 1	OPEX
			Target	None	None	3.0	None	None		
			Budget	R 0.00	R 0.00	R 1 050 000.00	R 0.00	R 0.00		
17	1.7c	Resealing of roads at Kwaggafontein A	KPI	None	None	None	Km's of roads regravelled	None	Kwaggafontein A	OPEX
			Target	None	None	None	3.0	None		
			Budget	R 0.00	R 0.00	R 0.00	R 1 050 000.00	R 0.00		
17	1.7c	Resealing of roads at Tweefontein H	KPI	Km's of roads resealed	None	None	None	None	Tweefontein H	OPEX
			Target	3.0	None	None	None	None		
			Budget	R 1 050 000.00	R 0.00	R 0.00	R 0.00	R 0.00		

IDP Objective No	IDP Indicator No	Project Objective	Measure	Year 1	Year 2	Year 3	Year 4	Year 5	Location	Source of Funds
1.8	1.8a	Construction of road to Mabhoko cemetery	KPI	Km of road constructed	None	None	None	None	Mabhoko	MIG

CHAPTER NINE

9.1. MUNICIPAL FINANCIAL PLAN

9.1.1. Municipal Budgets

In terms of section 16 (1) of the MFMA the council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council at least 90 days before the start of budget year. Subsection (1) does not preclude the appropriation of money for capital expenditure for a period not exceeding three financial years, provided a separate appropriation is made for each of those financial years. The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.

The National Treasury issue circulars No 85 and 86 which give directives of how the 2017/18 –19/20 budget should be prepared.

9.1.2. Summary of Own Revenue & Grants and Subsidies

The actual Revenue projected for 2020/2021 financial year is as follows:

Description	Budget 2020/2021	Percentage
Equitable share	R 438 292 000	46.63%
Financial Management Grant	R 1 700 000	0.18%
EPWP	R 1 760 000	0.18%
MIG	R 122 575 000	13.04%
WSIG	R 50 000 000	5.3%
EEDSMG	R 4 000 000	0.42%
Disaster Relief Grant	R 596 000	0.63%
Total Grants and Subsidies	R 618 923 000	65.84%
Own Revenue		
Property Rates	R 52, 059 000	5.53%
Service Charges	R 173 364 000	18.44%
Other Revenue	R 91 150 000	9.69%
Interest on Investment	R 4 436 000	0.47%
Total Own Revenue	R321 009 000	34.15%
TOTAL BUDGET	R 939 933 000	100%

Source: Thembisile Hani Local Municipality, Department of Finance, .

1. CAPITAL PROJECTS PRIORITISED FOR 2022/2023

Project Description	MIG Budget for 2022/2023	Planned MIG Budget for 2023/ 2024	Planned MIG Budget for 2024/ 2025
PMU Operations	R 7,083,050.00	R 7,410,200.00	R 7,758,350.00
	R 7,083,050.00	R 7,410,200.00	R 7,758,350.00
Water			
Upgrading of Sheldon Water Infrastructure (Multi-Year Project) - Ward 9,14	R 15,000,000.00	R 15,500,000.00	R 0.00
Upgrading of Mahlabathini Water Infrastructure (Multi-Year Project) - Ward 22 - Feasibility Study	R 0.00	R 5,000,000.00	R 20,000,000.00
Upgrading of Verena A Water Infrastructure (Multi-Year Project) - Ward 8	R 0.00	R 0.00	R 10,000,000.00
Upgrading of Tweefontein C and DK Water Infrastructure (Multi-Year Project) - Ward 12	R 10,000,000.00	R 15,000,000.00	R 0.00
Upgrading of Ntokozweni Water Infrastructure (Multi-Year Project) - Ward 17	R 7,077,950.00	R 0.00	R 0.00
Upgrading of Mabhoko Water infrastructure (Multi-Year Project) - Ward 21	R 15,000,000.00	R 15,293,800.00	R 0.00
Replacement of Asbestos Pipes - THLM - Bomando Area	R 0.00	R 0.00	R 10,000,000.00
Upgrading of Existing Infrastructure from Agricultural Project to Augment Borehole Water Supply in Bundu (Multi Year Project) - Ward 7 and 24 - WP 7	R 10,000,000.00	R 0.00	R 0.00
Upgrading of Thembalethu Water Infrastructure - (Multi-Year Project) - Ward 5	R 500,000.00	R 500,000.00	R 10,000,000.00
	R 57,577,950.00	R 51,293,800.00	R 50,000,000.00
Sanitation			
Upgrading of Tweefontein K Waste Water Treatment Works, Phase 2 (Multi-Year Project) - Ward 13	R 10,000,000.00	R 5,000,000.00	R 10,000,000.00

Alternative Sanitation System - All Wards	R 9,000,000.00	R 10,000,000.00	R 13,000,000.00
	R 19,000,000.00	R 15,000,000.00	R 23,000,000.00
Electricity			
Installation of High Mast Lights in Various Villages - All Wards	R 9,000,000.00	R 10,000,000.00	R 10,000,000.00
	R 9,000,000.00	R 10,000,000.00	R 10,000,000.00
Roads			
Construction of Luthuli Link Road Phase 2 - Ward 22	R 0.00	R 0.00	R 0.00
Construction of Zakheni Bus Route - Ward 32	R 7,500,000.00	R 0.00	R 0.00
Construction of Phola Park Bus and Taxi route - Ward 6	R 7,500,000.00	R 500,000.00	R 6,000,000.00
Construction of Kwaggafontein C Link Road - Ward 26	R 0.00	R 500,000.00	R 5,000,000.00
Construction of Verena A-D Bus and Taxi Route - Ward 08	R 500,000.00	R 7,000,000.00	R 5,000,000.00
Construction of Verena C Bus and Taxi Route - Ward 11	R 500,000.00	R 7,000,000.00	R 7,408,650.00
Construction of Sun City A Bus Route - Ward 19	R 0.00	R 0.00	R 0.00
Construction of Moloto South Bus Route - Ward 1	R 0.00	R 7,000,000.00	R 0.00
Construction of Boekenhouthoek Bus Route - Ward 24	R 3,000,000.00	R 0.00	R 0.00
Construction of Buhlebesizwe Stormwater and Bus Route - Ward 16	R 0.00	R 500,000.00	R 5,000,000.00
Construction of Mathyzenloop Bus Route - Ward 7	R 0.00	R 0.00	R 0.00
Construction of Kwaggafontein A Link Road - Ward 27	R 500,000.00	R 0.00	R 0.00
Construction of Tweefontein E Bus Route - Ward 15	R 500,000.00	R 7,000,000.00	R 0.00
Construction of Mountain view (Mandela Drive) Bus Route - Ward 14	R 7,500,000.00	R 0.00	R 0.00
Mandela Luthuli Bridge Road	R 3,000,000.00	R 0.00	R 0.00
Thembaletu Bus Route	R 2,000,000.00	R 0.00	R 0.00
Roads and Stormwater in Ward 12	R 500,000.00	R 0.00	R 0.00
Construction of Pedestrian Bridges - All Wards	R 3,000,000.00	R 0.00	R 0.00
Rehabilitation of Roads - All Wards	R 8,000,000.00	R 10,000,000.00	R 10,000,000.00
	R 44,000,000.00	R 39,500,000.00	R 38,408,650.00

Facilities			
Upgrading of Kwamhlanga Stadium (Multi-Year Project) - Ward 32	R 0.00	R 0.00	R 0.00
Upgrading of Kwaggafontein Stadium (Multi-Year Project) - Ward 26	R 4,000,000.00	R 5,000,000.00	R 6,000,000.00
Phumla Multipurpose Centre	R 0.00	R 5,000,000.00	R 5,000,000.00
Moloto Multipurpose Centre	R 0.00	R 5,000,000.00	R 5,000,000.00
Verena Multipurpose Centre	R 500,000.00	R 5,000,000.00	R 5,000,000.00
Kwaggafontein (Ward 31) Community Hall	R 500,000.00	R 5,000,000.00	R 5,000,000.00
	R 5,000,000.00	R 25,000,000.00	R 26,000,000.00

Project Description	WSIG Budget for 2022/2023	Planned WSIG Budget for 2023/ 2024	Planned WSIG Budget for 2024/ 2025
Water			
Moloto Water Infrastructure	R 7,316,360.85	R 0.00	R 0.00
Mathyssensloop to Kwaggafontein Booster Pump Station	R 17,683,639.15	R 15,401,360.85	R 0.00
Refurbishment of Water Infrastructure	R 0.00	R 8,598,639.15	R 15,000,000.00
Zakheni 5MI Reservoir	R 0.00	R 1,000,000.00	R 16,350,000.00
Total as per WSIG Allocations	R 25,000,000.00	R 25,000,000.00	R 31,350,000.00

Project Description	INEP Budget for 2022/2023	Planned INEP Budget for 2023/ 2024	Planned INEP Budget for 2024/ 2025
Electricity			
Moloto (Mafishane & DK Ward 2) – 350 Households	R 7,000,000.00	R 0.00	R 0.00
Magodongo – 250 Households	R 5,000,000.00	R 0.00	R 0.00

	R 12,000,000.00	R 0.00	R 0.00
Total as per MIG Allocations	R 12,000,000.00	R 0.00	R 0.00

Project Description	EEDMS Budget for 2022/ 2023	Planned EEDMS Budget for 2023/ 2024	Planned EEDMS Budget for 2024/ 2025
Electricity			
Retrofitting of High Mast Lights in Various Villages - (Ward 5,9,15,18,28 & 30)	R 4,000,000.00	R 5,000,000.00	R 0.00
Total as per MIG Allocations	R 4,000,000.00	R 5,000,000.00	R 0.00

DRAFT 2022/2023 BUDGET PROPOSALS

ITEM 2: DRAFT 2022/2023 BUDGET PROPOSALS

In terms of section 16 (1) of the MFMA the council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.

(2) In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council at least 90 days before the start of budget year.

(3) Subsection (1) does not preclude the appropriation of money for capital expenditure for a period not exceeding three financial years, provided a separate appropriation is made for each of those financial years

The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.

REVENUE/ INCOME

1.1 OWN REVENUE COLLECTION

1.1.1 Economic Development and Town Planning

Description	Budget 2022/23
Rental Abattoir	R 5 244
Trading Licence	R 135 922
Title Deed Registration	R 30 773
Statutory Services Inspection Fees – SPLUMA	R 12 932
Deeds Search	R 105
Fees for Land Usage – Zoning Certificate	R 33 227
Building Plan Approval	R 138 992
Occupational Certificates	R 1 722
Removal of Restrictions Rezoning Fees	R 3 755
Print Out Map	R 4 136
Valuation Services/ Certificate	R 2 046
Total	R 365 099

1.1.2 Budget and Treasury: Financial Services Dept.104

Description	Budget 2022/23
Bank Accounts Interest	R 1 444 130
Short Term Investments and Call Accounts	R 3 860 947
Other Revenue	R 47 616
Total	R 5 352 693

1.1.3 Property Services: Property Rates

Description	Budget 2022/23
Property Rates	R 30 229 174
Total	R 30 229 174

1.1.4 Technical Services Dept. 105

Description	Budget 2022/23
Tender Documents	R 58 264
Total	R 58 264

1.1.5 Human Resource: Human Resource Management Dept. 106

Description	Budget 2022/23
Skills Development Levy Refund	R 152 216
Total	R 152 216

1.1.6 Licensing and Regulation: Trading Licence Dept.107

Description	Budget 2022/23

Advertisements Billboards	R 6 885
Total	R 6 885

1.1.7 Community Traffic Services (108)

DESCRIPTION	Budget 2022/23
Vehicle Registration Agency Fees: Motor Vehicle Licencing	R 11 895 635
Traffic Fines	R 2 097 815
Total	R 13 994 140

1.1.8 Cemetery Dept.505

Description	Budget 2022/23
Cemetery and Burial	R 24 677
Total	R 24 677

1.1.9 Community Halls and Facilities: Dept. 300

Description	Budget 2022/23
Rentals: Community Assets	R 56 091
Total	R 56 091

1.1.10 Libraries and Archives

Description	Budget 2022/23
Fines: Overdue Books Fine	366 R 3
Membership Fee	716 R
Loss Damage Books	R 88
Total	R 4 170

1.1.11 Refuse Removal Dept.520

DESCRIPTION	Budget 2022/23
Receivables: Waste Management (Interest)	R 41 528
Waste Management: Refuse Removal	R 1 076 714
Sale of Refuse Bins	R 534
Hire of Yellow Bin	R 21 030
Total	R 1 139 807

1.1.12 Sports Grounds and Stadiums

Description	Budget 2022/23
Ad-hoc rentals: Other Assets (Rental of Stadiums)	R 11 346
Grading of Sports Ground	R 855
Total	R 12 201

1.1.13 Water Distribution: Water Dept.540

Description	Budget 2022/23
Receivables: Water (Interest)	R 121 125
Sale: Flat Rate	R 3 225 000
Sale: Prepaid	R 22 203
Water: Connection/Disconnection	R 10 661
Delivery of Water	R 1 374
Total	R 3 980 362

1.1.14 Sewerage: Sewerage Dept.560

Description	Budget 2022/23
Receivables: Waste Water Management (interest)	R 10 382

Waste Water Management: Pump/Removal of Waste Water (Septic Tank Fee plus Blockage)	R 462 075
Waste Water Management: Sanitation Charges	R 175 995
Total	R 648 451

Total own Revenue	R 56 329 087
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1.2 Grant Allocated as per the Division of Revenue Bill of 2022

Name of the Grant	Budget 2022/23
Equitable Share Grant	R 513 707 000
Finance Management Grant	R 1 720 000
Extended Public Works Programme	R 3 735 000
Water Services Infrastructure Grant	R 25 000 000
Municipal Infrastructure Grant	R 141 661 000
Energy Efficiency & Demand Site Management Grant	R 4 000 000
Integrated National Electrification Programme	R 12 000 000

TOTAL	000	R 701 823
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Total Revenue		R 758 152 087
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2. Operational Expenditure:

2.1 Energy Sources: Electricity Dept. 530

Description	Budget 2022/23
Indigent relief	R 1 139 123
Materials and suppliers	R 1 500 000
Total	R 2 639 123

2.2 Water Distribution: Water Dept. 540

Description	Budget 2022/23
Expenditure: Bulk Purchases: Water	R 170 000 000
Expenditure: Inventory Consumed: Materials and Supplies	R 3 000 000
Laboratory Services: Water Sample	R 1 080 000
Outsourced Services: Water Takers	R 18 000 000
Free Basic Water	R 129 573 696
Bundu Water Treatment Works	R 2 500 000

Water Services Development plan & Water Conservation Demand Plan	R 1 400 000
Total	R 325 553 696

2.3 Roads and storm water Dept.550

Description	Budget 2022/23
Expenditure: Inventory Consumed: Materials and Supplies	R 2 562 612
Regravelling of Roads	R 8 627 033
Sub – Soil Drainage	R 1 500 000
Total	R 12 689 645

2.4 Waste Water Treatment: Sanitation: 560

Description	Budget 2022/23
Outsourced: Sewerage Services	R 464 772
Total	R 464 772

2.5 Disaster Management Dept.107

Description	Budget 2022/23
Disaster: Inventory Consumed: Materials and Supplies	R 66 344
Total	R 66 344

3. Capital Expenditure funded by MIG

Project Description	MIG Budget for 2022/ 2023
PMU Operations	R 7,083,050.00
	R 7,083,050.00
Water	
Upgrading of Sheldon Water Infrastructure (Multi-Year Project) - Ward 9,14	R 15,000,000.00
Upgrading of Mahlabathini Water Infrastructure (Multi-Year Project) - Ward 22 - Feasibility Study	R 0.00
Upgrading of Verena A Water Infrastructure (Multi-Year Project) - Ward 8	R 0.00
Upgrading of Tweefontein C and DK Water Infrastructure (Multi-Year Project) - Ward 12	R 10,000,000.00
Upgrading of Ntokozweni Water Infrastructure (Multi-Year Project) - Ward 17	R 7,077,950.00
Upgrading of Mabhoko Water infrastructure (Multi-Year Project) - Ward 21	R 15,000,000.00
Replacement of Asbestos Pipes - THLM - Bomando Area	R 0.00
Upgrading of Existing Infrastructure from Agricultural Project to Augment Borehole Water Supply in Bundu (Multi Year Project) - Ward 7 and 24 - WP 7	R 10,000,000.00
Upgrading of Thembaletu Water Infrastructure - (Multi-Year Project) - Ward 5	R 500,000.00
	R 57,577,950.00
Sanitation	
Upgrading of Tweefontein K Waste Water Treatment Works, Phase 2 (Multi-Year Project) - Ward 13	R 10,000,000.00
Alternative Sanitation System - All Wards	R 9,000,000.00
	R 19,000,000.00
Electricity	
Installation of High Mast Lights in Various Villages - All Wards	R 9,000,000.00

	R 9,000,000.00
Roads	
Construction of Luthuli Link Road Phase 2 - Ward 22	R 0.00
Construction of Zakheni Bus Route - Ward 32	R 7,500,000.00
Construction of Phola Park Bus and Taxi route - Ward 6	R 7,500,000.00
Construction of Kwaggafontein C Link Road - Ward 26	R 0.00
Construction of Verena A-D Bus and Taxi Route - Ward 08	R 500,000.00
Construction of Verena C Bus and Taxi Route - Ward 11	R 500,000.00
Construction of Sun City A Bus Route - Ward 19	R 0.00
Construction of Moloto South Bus Route - Ward 1	R 0.00
Construction of Boekenhouthoek Bus Route - Ward 24	R 3,000,000.00
Construction of Buhlebesizwe Stormwater and Bus Route - Ward 16	R 0.00
Construction of Mathyzensloop Bus Route - Ward 7	R 0.00
Construction of Kwaggafontein A Link Road - Ward 27	R 500,000.00
Construction of Tweefontein E Bus Route - Ward 15	R 500,000.00
Construction of Mountainview (Mandela Drive) Bus Route - Ward 14	R 7,500,000.00
Mandela Luthuli Bridge Road	R 3,000,000.00
Thembaletu Bus Route	R 2,000,000.00
Roads and Stormwater in Ward 12	R 500,000.00
Construction of Pedestrian Bridges - All Wards	R 3,000,000.00
Rehabilitation of Roads - All Wards	R 8,000,000.00
	R 44,000,000.00
Facilities	
Upgrading of KwaMhlanga Stadium (Multi-Year Project) - Ward 32	R 0.00
Upgrading of Kwaggafontein Stadium (Multi-Year Project) - Ward 26	R 4,000,000.00
Phumula Multipurpose Centre	R 0.00
Moloto Multipurpose Centre	R 0.00
Verina Multipurpose Centre	R 500,000.00
Kwaggafontein (Ward 31) Community Hall	R 500,000.00
	R 5,000,000.00

3.1 Capital Expenditure funded by WSIG

Project Description	WSIG Budget for 2022/ 2023

Water	
Moloto Water Infrastructure	R 7,316,360.85
Mathyssenloop to Kwaggafontein Booster Pump Station	R 17,683,639.15
Refurbishment of Water Infrastructure	R 0.00
Zakheni 5Ml Reservoir	R 0.00
Total as per WSIG Allocations	R 25,000,000.00

3.2 Capital Expenditure funded by INEP

Project Description	INEP Budget for 2022/ 2023
Electricity	
Moloto (Mafishane & DK Ward 2) – 350 Households	R 7,000,000.00
Magodongo – 250 Households	R 5,000,000.00
	R 12,000,000.00
Total as per MIG Allocations	R 12,000,000.00

3.3 Capital Expenditure funded by EEDSMG

Project Description	EEDMS Budget for 2022/ 2023
Electricity	
Retrofitting of High Mast Lights in Various Villages - (Ward 5,9,15,18,28 & 30)	R 4,000,000.00
Total as per MIG Allocations	R 4,000,000.00

3.4 Capital Expenditure Funded from Own Funding

Project Description	Budget 2022/23
Disaster Management (505)	
Collapsible Structure for Disaster	R 500 000
Total	R 500 000

Total Capital Budget	R 176 077 950
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3.5 Operational and Capital Expenditure funded by Nkangala District Municipality

Project Name	Budget for 2022/23
Community Hall Moloto	R 9 000 000
Loskop Regional Bulk Water Supply	R 92 200 000
Disaster Management Awareness Campaign	R 90 000
HIV aids Campaign	R 70 000
Land Surveying	R 600 000
MHS Education and Awareness	R 70 000
Total Funding	R 102 030 000

DRAFT 2022/2023 TARIFFS

ITEM 3: DRAFT 2022/2023 TARIFFS

Category	Proposed 2021/22 (3.9% escalation rate)	Proposed 2022/23 (4.8% escalation rate)
Property Rates		
Residential property	0.0099	0.0104
	The first R 50 000 is exempted for all residential property and a further 20% on the market value.	The first R 50 000 is exempted for all residential property and a further 20% on the market value.
Business and Industrial	0.0219	0.0229
Mining	0.0239	0.0250
Government(govt dept)	0.0219	0.0229
Agricultural properties and smallholdings used predominantly for commercial and / or business purposes	0.0124	0.0130
Municipal property	Exempted	
Public Service Infrastructure, and churches	Exempted	
Churches	Exempted	
Water Service Charges		
Business/Industrial/Mining /Government	673	697
Residential	257	278
Rebate in respect of residential	168	184
	Rebate as per recommendation from the Indigent Committee	Rebate as per recommendation from the Indigent Committee
Domestic Charges		
Less free 6kl	94.32	103.28

NETT DOMESTIC BASIC CHARGE	151.14	165.50
0 to 6kl per month	14.82	16.22
7kl to 25kl per month	15.19	16.63
Above 26kl	-	-
26kl to 40kl per month	15.57	17.05
41kl to 60kl per month	15.96	17.47
61kl to 80kl per month	15.36	17.91
81kl to 100kl per month	16.76	18.36
101kl to 200kl per month	17.18	18.82
Above 200kl per month	17.61	1929
The first 6 kl will be free for domestic charges		
Bulk Water Charges – Government		
0kl to 25kl per month	16.93	18.54
Above 25kl	17.36	19.01
Domestic Charges		
Basic Charge	240.04	183.99
Per Kilolitre	21.64	23.69
Watert Tankers		21.64
Refuse removal charges		
Residential	40.02	41.94
	Rebate as per recommendation from the Indigent Committee	
Business	307.72	322.49
Government / Schools	307.72	322.49
Special refuse removal (Business and Government Departments) - skip bins	384.65	403.11
Rubble - Per yellow bin	384.65	403.11
Sale Bins	384.65	403.11
	1 000.00	
Churches		282.18
Sanitation charges		
Residential	39.90	43.69

Business	297.11	325.34
Government Buildings	742.78	813.34
Schools	297.10	325.33
Churches	297.11	227.73
Drainage of Septic Tanks		
Business	636.64	667.20
Government Department & Schools	636.64	667.20
Residential , Non-profit making organizations	261	274
Indigent	153.86	161.25
Sewer block	276.95	290..24
Sewer connection		
R300 per metre (all categories)	974.86	1 021.65
Grading Services		
Private Sports Grounds	939.05	984.13
984.	866.82	908.42
Hiring of Jojo Tanks		
Non -Indigents Hiring only	446.81	468.26
Non -Indigents Hiring with water	714.89	749.21
Indigents Hiring only	121.86	127.71
Indigents Hiring with water	284.33	297.98
Cemetery fees		
Adult grave – 100 rands	153.86	161.25
Children below 14 R50	76.93	80.62
Registered Indigents- free		
Purchasing of tender documents		
		-
All tender documents will be charged a non-refundable cost of 0.0002% of the value of the tender	415.82	435.78
(Tender Value from R200 000.00 to R1 000 000.00)	641.08	617.86
(Tender Value from R1000 001.00 to R2 000 000.00)	961.63	1 007.79
(Tender Value from R2000 001.00 to R3 000 000.00)	1 282.17	1 343.71
Sundry Charges		
Rental of office space in Municipal buildings	123.09	129.00

Title deeds registration	276.95	290.24
Clearance certificate	92.23	96.75
Valuation Certificate	27.31	28.62
Proof of Residence	32.05	33.89

PROGRESS REPORT ON THE 2021/2022 CAPITAL PROJECTS

ITEM 4: PROGRESS REPORT ON THE 2021/2022 CAPITAL PROJECTS

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 9,14	Upgrading of Sheldon Water Infrastructure (Multi-Year Project)	Construction of bulk pipeline, Installation of water reticulation pipeline to service	Sheldon	7 752	R 55 842 898,56	R7 800 000,00	R5 888 785.36	49% Construction	12	2 Sub-contractors appointed	Multi- year project to be implemented in phases.

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
		Sheldon Water infrastructure, provisions of household connections, and yard tap, Installation of isolation valves.									
Ward 7 and 24	Bomandu Water Infrastructure	Construction of bulk pipeline, Installation of water reticulation pipeline to service Bomandu Water infrastructure, provisions of household connections, and yard	Ward 7 and 24	915	R 39 976 000,00	R 20 550 000,00	R 12 604 130,95	90% Construction	55	8 sub-contractors appointed	Multi- year project to be implemented in phases.

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
		tap, Installation of isolation valves.									
7 and 24	Replacement of Asbestos Pipes – THLM	The project entails the replacement of asbestos pipes to uPVC pipes in the following ranges 63mm, 110mm, 160mm and 200mm uPVC Class 12 Installation of Gate Valves and valve chambers	Mathyzensloop, Boekenhout hoek, Bundu Machipe	200	R47 379 511,34	R2 623 087,68	R2 429 030,80	Phase 1, 100% Completed	12	No Sub contractors appointed	Multi- year project to be implemented in phases.
Whole THLM	Procurement and Delivery of	The scope entails the procurement	All Wards	82 740	R 10 500 000,00	R 5 450 000,00	R 5 426 999,99		0		None

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
	Water Trucks	and delivery of 5 water trucks to THLM						5 trucks delivered to date Project Completed		No Sub contractors appointed	
Ward 1,2 and 3	Moloto Water Infrastructure	Construction of bulk pipeline, Installation of water reticulation pipeline to service Moloto Water infrastructure,	Moloto	4770	R 43 708 000,00	R 25 000 000,00	R16 394 707,91	45% Construction	60	12 sub-contractors planned to be appointed	Multi- year project to be implemented in phases.

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 7 & 24	Upgrading of Existing Infrastructure from Project to Augment Boreholes Water Supply in Bundu (Multi Year Project)	Construction of a 10 MI/ Day Water Treatment Plant. Construction of a Bulk Supply Line from Bundu to Boekenhout hoek. Construction of a 10 MI Reinforced Concrete Reservoir and Bulk Pipeline at Mathysenloop Reservoir Site.	Machipe, Boekenhout hoek, Bundu, Mathysenloop & Kwaggafontein	6 840	R 170 824 147.09	R10 918 397,68	R8 157 424,00	Overall Progress = 100% WP 1 = 100% WP 2 = 85% WP 3 = 100% WP 4 = 100% WP 5 = 100% WP 6 = 100% WP7=100%	40	25 subcontractors appointed	WP 2 Scope: Construction of 10MI Water Treatment Plant 2.5ML/day plant (Module4) has been practically completed and commissioned to supply portable drinking water to Boekenhout hoek reservoir. Module 2 and 3 to be completed

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
											this financial year to fully supply the 10MI/day portable drinking water to Mathysenloop, Boekenuhoek, Machipe and Bundu
Ward 12	Upgrading of Tweefontein C and DK Water Infrastructure (Multi-Year) - Ward 12	Construction of bulk pipeline, Installation of water reticulation pipeline to service Tweefontein C and DK Water infrastructure, provisions of household	Tweefontein C and DK	14 456	R 56 783 867.35	R7 000 000,00	R6 903 930,05	22% Construction	20	12 sub-contractors to be appointed	Works suspended. Projects, Multi-year project to be implemented in phases.

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
		connections, and yard tap, Installation of isolation valves.									
Ward 17	Upgrading of eNtokozwen i Water Infrastructure (Multi-Year) - Ward 17 (Phase 1)	Construction of bulk pipeline, Installation of water reticulation pipeline to service eNtokozwen i Water infrastructure, provisions of household connections, and yard tap, Installation of isolation valves.	eNtokozwen i	540	R 10 002 341.64	R9 547 767.37	R8 875 884.64	100% Construction. (Phase1)	20	6 sub-contractors appointed	Multi- year project to be implemented in phases.

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 21	Upgrading of Mabhoko Water Infrastructure (Multi (Multi-Year)-Ward 21	Construction of bulk pipeline, Installation of water reticulation pipeline to service Mabhoko Water infrastructure, provisions of household connections, and yard tap, Installation of isolation valves.	Mabhoko	4898	R 46 513 690.05	R9 659 497,00	R9 377 820,34	39% Construction	27	12 sub-contractors to be appointed	Multi- year project to be implemented in phases.
Ward 13	Upgrading of Tweefontein K Waste Water Treatment Works,	Upgrading of the existing Waste Water Treatment plant to a 15	Tweefontein K, A, B, C, D, M, N, F, G, H, J, E, Vlaklaagte No. 1, Vlaklaagte	8 036	R 203 335 608.00	R 0.00	R 0.00	100% designs completed	0 jobs created	4 Sub-contractors planned to be appointed	Multi- year project to be implemented in phases. Function and compliant.

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
	Phase 2 (Multi-Year Project)- Ward 13	Ml/ Day plant, and construction of outfall sewer lines and internal reticulation over a 15 year period, in phases.	No. 2 and Gembokspruit KwaMhlanga, Leratong, Zakheni, Phola Park, Luthuli, Kameelpoortnek A & C, Enkeldoornog A and Sheldon								

ROADS AND STORMWATER PROJECTS											
Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 19	Construction of Sun City A Bus Route	Construction of 1km paved road at Suncity A	Sun City A	7873	R 12 388 034.58	R2 224 397,24	R2 143 783.96	100% Construction	16	3 Sub-contractors appointed.	None

Ward 24	Construction of Boekenhout hoek Bus Route	Construction of 1km paved road at Boekenhout hoek	Boekenhout hoek	2458	R 25 495 500.00	R3 164 455,57	R2 387 712,97	88% Construction	32	5 Sub-contractors appointed.	<p>Site Establishment – Complete</p> <p>Excavation of road bed – Complete</p> <p>Road layers preparation Completed</p> <p>Kerbing in progress</p> <p>Laying of paving in progress</p> <p>Stormwater drainage system construction in progress</p>
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Ward 14	Construction of Mountain View (Simunye Drive)	Construction of 1km paved road at Mountain View (Simunye Drive)	Mountain View (Simunye Drive)	1925	R 17 372 845,42	R6 718 397,05	R6 718 290,39	100% complete	14	5 Sub-contractors appointed.	Site Establishment – Complete Excavation of road bed – Complete Road layers preparation in progress
Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 22	Construction of Luthuli Link Road Phase 2	Construction of 1km paved Road	Luthuli	3 618	R 24 533 917,23	R 39 783,41	R 39 783,41	100% complete	13	4 Sub-contractors appointed.	None
Ward 22	Mandela Luthuli Bridge Road	Construction of 1km paved Road	Luthuli	3306	R 23 119 091,95	R13 459 140,00	R 11 538 209,23	92% Construction	11	10 Sub-contractors appointed.	None

Ward 28	Madamini Bus Route	Construction of 1km paved Road	Kwaggafont ein A	10361	R 16 150 771,06	R12 016 054,00	R 11 902 060,10	100% complete	51	27 Sub-contractors appointed	None
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Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments

Ward 05	Thembaletu Bus Route	Construction of 1km paved Road	Thembaletu	16561	R 45 402 991,52	R4 080 271,00	R 3 988 050,99	82% Construction	14	4 Sub-contractors appointed.	<p>Site Establishment – Complete</p> <p>Excavation of road bed – Complete</p> <p>Road layers preparation Completed</p> <p>Kerbing in progress</p> <p>Laying of paving in progress</p> <p>Stormwater drainage system construction in progress</p>
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Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 12	Roads and Stormwater in Ward 12	Construction of 1km paved Road	Tweefontein C & D	14070	R 16 766 625,71	R11 983 292,00	R9 911 238,13	99% Construction	70	3 Sub-contractors appointed.	<p>Site Establishment – Complete</p> <p>Excavation of road bed – Complete</p> <p>Road layers preparation Completed</p> <p>Kerbing - Complete</p> <p>Laying of paving – Complete</p> <p>Road Marking, culvert wing walls and laying of Bell mouth outstanding</p>

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 32	Upgrading of KwaMhlanga Stadium	Installation of grassing, irrigation system including internal water system and accessories. Drilling and equipping of two boreholes. Renovation of Ablusion blocks, change rooms, VIP and commentators Building. Upgrading of flood lights, perimeter fencing and access gates.	KwaMhlanga	26 254	R 17 782 926.56	R17 498 100,37	R12 250 803,30	96% Construction	52	17 Sub-contractors appointed.	<p>Site Establishment - Completed</p> <p>Earthworks & Drainage and laying of the cocker filed completed.</p> <p>Refurbishment of toilets, change rooms, VIP and Commentary boot complete.</p> <p>Outstanding works awaiting the approval of Phase 2 Technical report Submitted to SRSA</p>

Ward No. (Project Location)	Project Name	Description	Areas to Benefit	No. of HH to Benefit	Budget	Adjusted Budget	Expenditure	Status	Jobs created	Local Sub Contractors Appointed	Remarks / Comments
Ward 25	Upgrading of Kwaggafonte in Landfill Site (Multi-Year Project) Phase 2	Fencing, weighing pads to measure actual loads. Recycle plant. Offices and ablution facilities. Wet weather cell. Stockpile area to use for daily cover.	Kwaggafontein, Tweefontein, Vlaklaagte	11446	R 21 431 584,16	R 6 366 553,22	R 6 366 553,22	Overall Progress = 99% WP 1 = 100% WP 2 = 100% WP 3 = 98% WP 4 = 100%		10 Sub-contractors appointed.	WP 3 Scope: Building Works •Guard and Weighbridge House has been completed. Recycling Shed, Storage Buildings and Offices are completed (Practical Completion Certificate Issued with Snag list)

ITEM 4: SECTOR DEPARTMENTS REPORTS

DEPARTMENT OF CULTURE SPORTS AND RECREATION (DCSR)

No	Project Description	Beneficiaries	Target 022/23	Budget allocation R000	Total Project costs R000
1.	Construction of new public library and installation of books and ICT service needed	Kwamhlanga	100% Completion	12,500	19,500
2.	Raise awareness about national symbols conducted in communities	All Local Municipalities within Nkangala	3 campaigns on national symbols and orders conducted	166	166
3.	Development of reading materials in designated languages of the province through terminology development and literature projects	Writers in SiSwati and isiNdebele at Nkangala Region	1 SiSwati and or 1 isiNdebele book produced	200	200
4.	Project implemented to increase scope of implementing Arts and Culture projects	Unemployed youth ,women and people living with disability	39 Arts and Culture EPWP jobs opportunities created	1, 333	1, 333
5.	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Local arts and craft cooperatives	5 Arts and Craft cooperatives supported	120	120
6.	Project implemented to increase scope of implementing Arts and Culture projects	Unemployed youth ,women and people living with disability	39 Arts and Culture EPWP jobs opportunities created	1, 333	1, 333
7.	Structures supported to promote Arts and Culture	All Local Municipalities in Nkangala District	3 community structures supported	1,350	1,350
8.	Access to museum service to learners tourist and communities in relation to the preserved history and heritage of the province	Learners, Tourist and communities	200 Patrons visiting Kgodwana Cultural Village	Operational Budget	Operational Budget
9.	Proposed of name change are submitted through LGNC, and PGNC to the minister of Sports Arts and Culture for reviewal	1 local Municipality within Nkangala District	1 proposed name changed through LGNC and PGNC	167	167
10.	New Mpumalanga Library Management System which is an enterprise resource planning	<ul style="list-style-type: none"> • 5x Dr JS Moroka • 5x Emakhazeni • 8x Emalahleni 	All 39 Public Libraries at Nkangal District	4,462	4,462

	system for libraries. The System will be used to track items owned, orders made, bills paid, and patrons who have borrowed	<ul style="list-style-type: none"> • 12x Steve Tshwete • 6x Thembisile Hani • 3x Victor Khanye 			
11.	People actively participating in organised sport and active recreation events such as indigenous games, rural sports, golden games and Loskop marathon etc.	4136 Athletes in each Local Municipality	1 667 people actively participating in organised sport and active recreation events	427	427

Department of Public Works Roads and Transport (DPWRT)

No	Project Description	Beneficiaries	Target 2021/22	Total Costs	2021/22 Budget to date R000.	Expenditure to date R000.
1.	Rehabilitation of Road P95/1 between Verena Crossing to Gauteng Boundary (13.5 km) Phase 2	Verena	100% complete	185 125	67 595	58 721

NKANGALA DISTRICT MUNICIPALITY

No	Project description	Beneficiaries	Target 2022/23	Budget Allocation R000,	Total project cost R1000.
1.	<ul style="list-style-type: none"> • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing; • Overload Control 	Thembisile Hani Local Municipality	05 Transport Regulation Programmes implemented	Operational	Operational
2.	Contact Crime initiative <ul style="list-style-type: none"> • 1 Anti-rape and assault GBH 	<ul style="list-style-type: none"> • Verena 	01 Contact Crime initiative	TBC	TBC
3.	1 Community Safety Forum (CSF) assessed on functionality	Thembisile Local Municipality)	01 Community Safety Forum (CSF) assessed on functionality	TBC	TBC

Thembisile Hani LM	Sybrandskraal FPSU (Placement of Security)	S25° 27'7.76"E028° 52'36.08"	7.3.1 Number of FPSUs supported towards functionality	R1 600 000,00	R1 600 000,00
Thembisile Hani LM	Sybrandskraal FPSU (Production inputs)	S25° 27'7.76"E028° 52'36.08"	7.3.1 Number of FPSUs supported towards functionality	R200 000,00	R200 000,00
Thembisile Hani LM	Sybrandskraal FPSU (Skills training)	S25° 27'7.76"E028° 52'36.08"	7.1.1 Number of agricultural cooperatives trained	R300 000,00	R1 300 000,00
Thembisile Hani LM	Sybrandskraal FPSU (Non-agric Batizi)	S25° 27'7.76"E028° 52'36.08"	Number of existing non-agricultural enterprises supported	R1 400 000,00	R3 000 000,00

9.1.5. Revenue Enhancement Strategies

The revenue collection challenges faced by THLM will be addressed through the implementation of the following revenue enhancement strategy. To ensure proper financial management there is a need to identify the critical areas within which the municipality's finances must perform. The Municipal Finance Management Act (MFMA) identifies some of these major competencies and from these functions a clear role definition can be established. Critical to implementing a Revenue Enhancement Strategy is the development of a robust revenue management and debt collection strategy. Our revenue enhancement process is divided into short, medium and long-term activities as set out in this Revenue Enhancement Strategy.

Short-Term activities (to be completed within three to six months) will include focus on the following:

- Confirm the completeness of revenue - Improved billing processes;
- Implement a targeted approach on debt collection of Organs of State;
- Implement a targeted approach on debt collection of businesses;
- Implement a targeted approach on debt collection of municipal officials;
- Protect and grow the revenue base – Through sale of new stands;
- Update the indigent register for purpose of an increased equitable share;
- Review credit policy;
- High level data cleansing;
- Resolve issues relating to current valuation roll and property ownership.

Medium to Long Term (to be completed within seven to twelve months) will focus on:

- Improve data integrity in the transaction processing environment;
- Metering previously unmetered areas;
- Implementing bulk meters for big users;
- Improve customer service - Improve communication with consumers;
- Establish internal controls and proper costing of services.

The Municipality's revenue enhancement strategy provides more detail on in relation to the activities required to enhance revenue generation

10.1. MISCELLANEOUS

Unfunded Projects from the previous Integrated Development Plans

High mast lights

Project Description
Highmast lights Mathyzensloop
Highmast lights Buhlebesizwe
Highmast lights Vezubuhle
Highmast lights Phumula
Highmast lights moloto north
Highmast lights mandela ext
Highmast light Thembalethu
Highmast lights vlaglaagte no 1
Highmast lights kwaggafontein a
Highmast lights kwaggafontein d
Highmast lights kwaggafontein e
Highmast light phumula (2013/2014)
Highmast lights sun city c(ward 20) (13/14)
high mast lights Thembalethu
Highmast lights moloto south
Highmast lights mzimuhle (2013/2014)
Highmast lights zenzele (2013/2014)
Highmast lights phumula(emalahleni)

street lights Buhlebesizwe
street lights Kwamhlanga
street lights moloto clinic
street lights Mathyzensloop
street lights kwaggafontein a
street lightts vezuzubuhle
street lights thokoza t-junction R573
street lights thokoza R573
high mast light s/ city aa (ward 19)
highmast lights zakheni (ward 4)
highmast lights tweefontein n (ward 17)
highmast lights malekelekeni (ward 21)
highmast lights phumula (b1 and d)

Project Description
Bus Route Sun City B
Bus Route Thokoza
Bus Route Phola Park
Bus Route Tweefontein J
Bus Route Mandela
Bus Route Langkloof
Link Routes Tweefontein N
Link Routes Buhlebesizwe
Link Routes Tweefontein F
Link Routes Kwamhlanga Ba
Bus Route Kwamhlanga B

Bus Route Kwaggafontein B
Bus Route Kwaggafontein C
Bus Route Buhlebesizwe
Bus Route Tweefontein A
Mathyzensloop Bus And Taxi Route
Tweefontein G Bus And Taxi Route
Buhlebesizwe Bus And Taxi Route
Kwaggafontein A Bus And Taxi Route(Madamini)
Tweefontein E Bus And Taxi Route
Thembaletu Bus Route
Sun City Aa And Taxi Route
Bus Road Thokoza (Clinic Road)
Tweefontein B2 Bus And Taxi Route

Boreholes

Ward No.	Village Name /Farm	B/H	B/H type	Functionality	Interventions	Costing
27,25,26,31	Kwaggafontein (A, B, C and D)	10	Electric pump	Not functional	Refurbishment	R 3.7M
1,2	Moloto	5	Electric pump	Not functional	Refurbishment	R 1.85M
30	Tweefontein J	2	Wind mill	Not functional	Refurbishment	R 0.74M
9	Buhlebuzile	2	Electric pump	Not functional	Refurbishment	R 0.74M
19	Klipfontein	3	Electric Pump	One functioning and two not functioning	Refurbishment	R 0.74M
32	Kwamhlanga	1	Electric Pump	Not functioning	Refurbishment	R 0.37M
24	Machipe	5	Electric pump	Not functional	Refurbishment	R 1.85M
24	Bundu	3	Electric pump I	Not functional	Refurbishment	R 1.11M

8	Water Vaal Farm	2	Windmill	Not functional	Replacement of Cylinder and Pump	R 0.74M
11	Leeufontein Farm	2	Windmill	Not functional	Refurbishment	R 0.74M
8	Rietfontein	1	Windmill	Not functioning	Refurbishment	R 0.37M
7	Mathyzensloop	2	Electric pump	Not functional	Refurbishment	R 0.74M
24	Boekenhouthoek	4	Electric pump	Not functional	Refurbishment	R 1.48M
11	Wolvenkop	4	Electric pump	Not functional	Refurbishment	R 1.48M
8	Langkloof	5	Electric pump	Three functioning and two not functioning	Refurbishment	R 0.74M
11	Verena D	5	Electric pump	Not functional	Refurbishment	R 1.85M
32	Bronx mine	3	Windmill	Not functional	Refurbishment	R 1.11M
14	Roopoort	2	Windmill	Not functional	Refurbishment	R 0.74M
32	Van Dyk-spruit	1	Windmill	Not functional	Refurbishment	R 0.37M
32	Bleskop-fontein	3	Electric pump	Not functional	Refurbishment	R 1.11M
32	Nooidgedagt	4	Windmill	Not functional	Refurbishment	R 1.48M
14	Loopspruit	5	Windmill	Not functional	None	None
32	Seeringkop	2	Windmill	Not functional	Refurbishment	R 0.74M

9	Rietfontein	3	Windmill	Not functional	Refurbishment	R 1.11M
32	Papkuil-fontein	2	Windmill	Not functional	None	None
32	Hokai	1	Windmill	Not functional	Refurbishment	R 0.37M
32	Taaifontein	1	Windmill	Not functional	Refurbishment	R 0.37M
32	Vaalspruit	1	Windmill	Not functional	Refurbishment	R 0.37M
10	Welvediend	1	Windmill	Not functioning	Refurbishment	R 0.37M
10	Klipdrift	2	Windmill	Not functioning	Refurbishment	R 0.74M
10	Gemsbok	2	Electric pump	Not functioning	Refurbishment	R 0.74M
10	Swartkoppies	1	Windmill	Not functioning	Refurbishment	R 0.37M
32	Roodepoort	1	Windmill	Not functioning	Refurbishment	R 0.37M
31	Hartebeesfontein	1	Windmill	Not functioning	Refurbishment	R 0.37M
31	Silva Hill	1	Windmill	Not functioning	Refurbishment	R 0.37M