

# THEMBISILE HANI LOCAL MUNICIPALITY

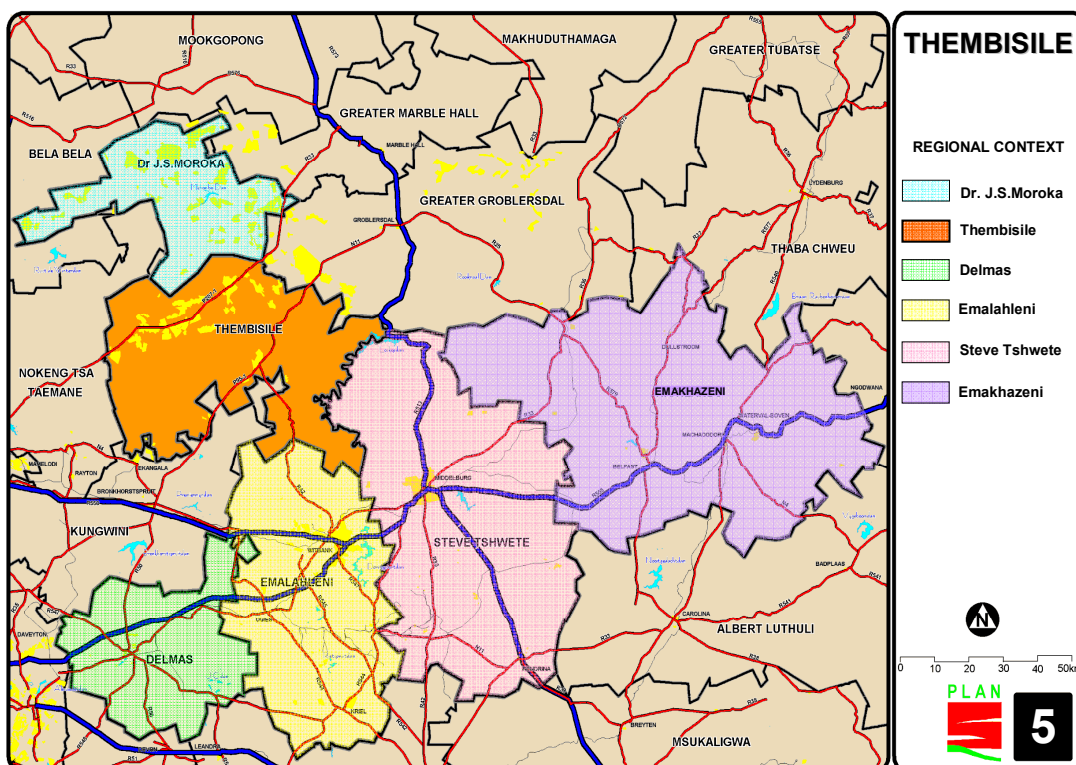
## INTEGRATED DEVELOPMENT PLAN

### 2010/11

#### CHAPTER 1: SPATIAL DEVELOPMENT OF THEMBISILE HANI LOCAL MUNICIPALITY

Thembisile Hani Municipality is one of six local municipalities found in the Nkangala District Municipality. It is situated about 80 kilometres to the northeast of the Tshwane Metropolitan Area and about 80 kilometres to the north of Emalahleni Local Municipality as illustrated in figure 1.

**Figure: 1 Regional Context**

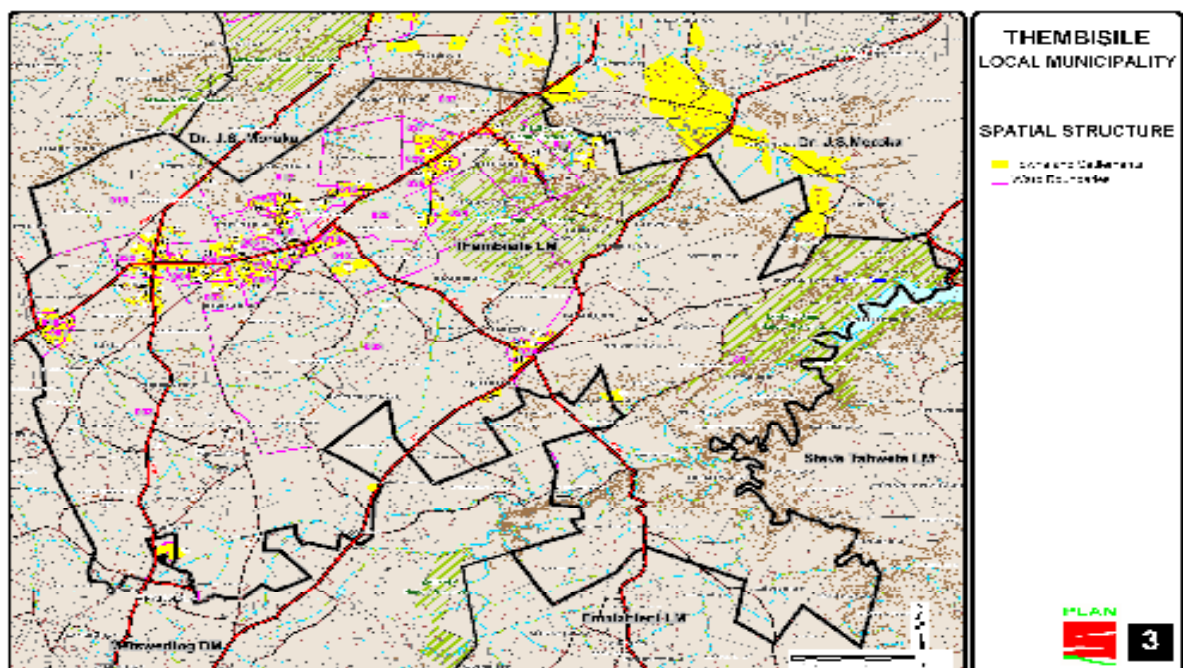


The local municipality has a total population of about 278 51 people (about 25, 2% of the total population in Nkangala District) living in about 57 different villages throughout the municipality. The Thembisile Hani Municipality settlement pattern is mainly attributable to apartheid legislation, which forced people to settle in dispersed small rural settlements and villages in the former Kwandebele homeland area. Most of the land in the municipality belongs to the State. Figure 2 depicts the spatial structure of the Thembisile Hani Municipality and indicates the broad land uses. The spatial

distribution of settlements throughout the Thembisile Hani Municipality areas. It comprises a linear pattern of settlement all along the Moloto/Groblersdal road (Road R573) which runs from southwest to northeast through the northern part of the municipal area.

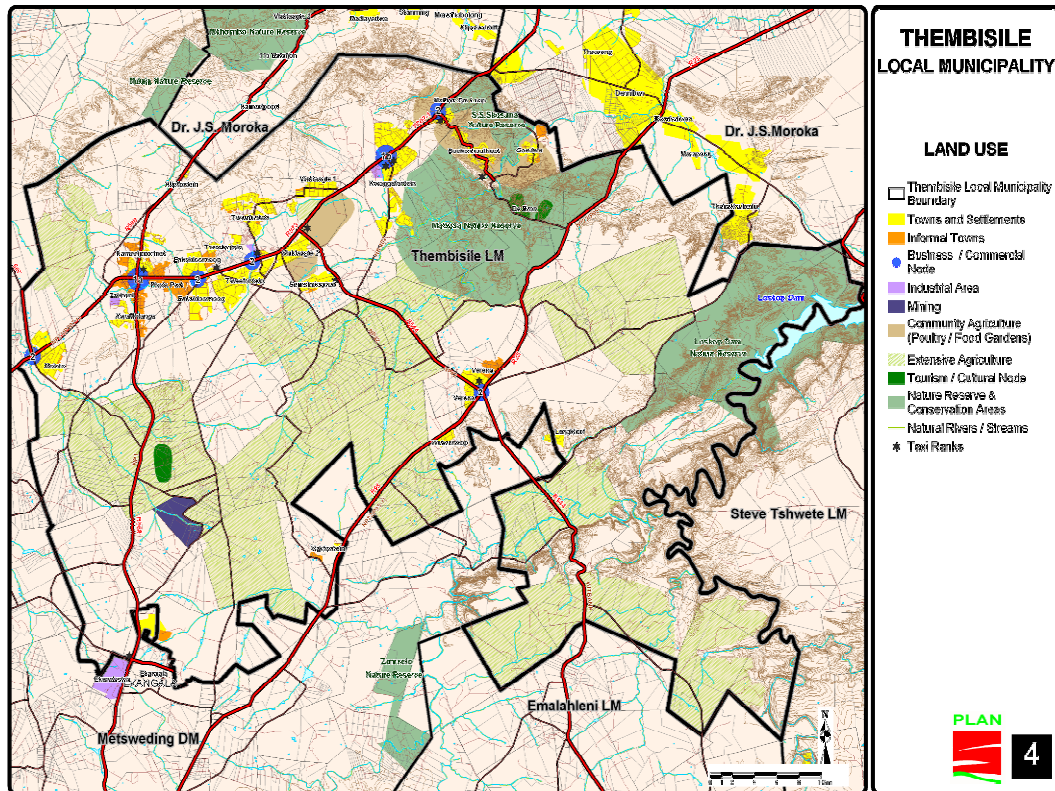
These settlements comprise Moloto which is the first settlement along the Moloto Road as you enter Thembisile Hani Municipality from the east, followed by KwaMhlanga, Enkeldoornoog and Phola Park further to the east, then the Tweefontein complex to the north and south of route R573, followed by Vlaklaagte 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.

**Figure: 2 Spatial Structures**



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

**Figure: 3 Land Use**



## 1.1 Summary of Integrated Spatial Development Framework

### 1.1.1 Spatial Development Objectives

Following from the results of the Situational Analysis, and in view of the Land Development Principles as stated in the Development Facilitation Act, it is proposed that the future development of the Thembisile Hani Local Municipality be based on the following objectives:

- To consolidate the urban structure in the form of an activity spine around the Moloto Road through infill development and densification.
- To promote the utilisation of public transport along the Moloto Road and within the residential areas.
- To consolidate economic activities at some strategic locations in the municipal area.
- To promote the provision of community facilities and services as well as the development of economic activity by way of the concept of Multi Purpose Service Delivery Centres.
- To formalise all informal ts and settlements in the Thembisile Hani Local Municipality area.

- To continuously implement a program of Tenure Upgrading in the formalised
- To utilise the nature reserves in the municipal area to promote eco-tourism.
- To promote extensive, small scale and community farming in the southern portions of the municipal area.

### **1.1.2 Areas of Consolidation and Infill Development**

As can be seen from Figure 20 it is proposed that the existing spatial pattern and trends be consolidated as far as possible and that infill development be done on the vacant portions of land between different settlements in order to create one consolidated urban structure.

Figure 2 illustrates the extent of the existing its and settlements in yellow, of which the majority is situated along the Moloto Road. It is proposed that the majority of future residential and economic development in the region be promoted along the Moloto route. The intention is that the Moloto route should serve as a local activity spine to Thembisile Hani Local Municipality.

At a more detailed level the bulk of growth and development initiatives should also be focused towards the western portion of the Moloto route, which includes the settlements of Moloto, KwaMhlanga, Enkeldoornoog, Vlaklaagte and Tweefontein. The census figures indicate that there is a trend for settlement to concentrate in this area rather than further towards the east. The main reason for this is the fact that this is the part of Thembisile Hani Local Municipality nearest to the economic activities of Gauteng Province.

The second conglomerate of settlements which include Kwaggafontein, Entokozweni, Zithabiseni and Goederede should also be promoted but it is believed that this area will never grow as rapidly and extensively as the western half which functionally interacts much stronger with Gauteng Province.

Figure 3 also indicates the priority expansion areas of the urban complexes of Thembisile Hani Local Municipality (in orange colour). These expansion areas include the following:

- The area around the Moloto route between Moloto and KwaMhlanga;
- The area to the south of Enkeldoornoog B which will represent infill development between KwaMhlanga and Enkeldoornoog;

- The area between route R573 and the northern extensions of Tweefontein (A, B, C, D, K, N and M);
- The vacant area between Buhlebesizwe and Muzimuhle;
- The area adjacent to route R573 to the south between Vlaklaagte 1 and Kwaggafontein B;
- The area to the south and east of Verena where informal settlement is already taking place;
- The area surrounding the Vlakfontein settlement; and
- The area adjacent to the informal settlement in the vicinity of Ekangala.

### **1.1.3 Formalisation of Towns**

As a priority the informal towns as illustrated on Figure 3 should be formalised and incorporated into the formal urban areas in order to ensure that these areas are properly planned and that services (water, sanitation, electricity etc.) can be provided to these areas.

### **1.1.4 Industrial Activity**

As far as industrial activity is concerned it is proposed that the existing three industrial areas along the Moloto road be promoted as best as possible. This is the industrial area at KwaMhlanga, the one in the vicinity of Phumula the third one which is located at Kwaggafontein. The industrial area at KwaMhlanga holds the most potential in terms of the surrounding activities and it is proposed that a concerted effort be put in place to promote development in this area and to also facilitate small industries and other commercial activities to establish in this industrial area. If this requires that the industrial area be expanded in future this should also be considered seriously.

### **1.1.5 Multi Purpose Service Delivery Centres**

There are ten potential service delivery centres identified in the Thembisile Hani Local Municipality area. These service centres are Moloto, KwaMhlanga, Enkeldoornoog, and Vlaklaagte south of route R573, Tweefontein to the north of route R573, Kwaggafontein, Zithabiseni, Goederede, Verena and Schoongezicht in the vicinity of the mine which exist towards the south of the Thembisile Hani Local Municipality area. Each centre should serve the surrounding communities within a radius of at least 5 kilometres. Residents from surrounding villages will make use of either the nearest or the most accessible service centre. Therefore it is not possible to make a clear distinction as to which villages should be served by which service centre. What is, however, important is to note that virtually all villages in Thembisile Hani Local Municipality fall within a radius of 5 kilometres of at least one MPSDC. Some villages can even be served by three such centres.

The development of these centres is very important to ensure access to social services for rural communities. The development rationale and concept of Multi Purpose Service Delivery Centres is therefore expounded to promote the development of these centres in the Thembisile Hani Local Municipality Hani Municipality area.

*A Multi Purpose Service Delivery Centre/Rural Service Centre is “a focal point at which a comprehensive range of essential services can be obtained by people living in its vicinity. In turn it acts as a pool of human and physical resources from which the inputs necessary for rural development can be distributed efficiently, and from which rural people can draw to promote their development”.*

This concept will allow for national, provincial and local governments to join their efforts in providing services at local level, by means of the establishment of Multi Purpose Service Delivery Centres. These centres will allow for the provision of a combination of essential services by the relevant tiers of government, according to their roles and responsibilities, at a central location accessible to the community. These services will be mutually supportive and will ensure co-ordination of services, rather than duplication or deprivation. These centres also provide a one stop comprehensive service to members from surrounding communities which are in many cases very poor and cannot afford multiple trips.

The development of these Multi Purpose Service Delivery Centres can furthermore act as economic injection, by means of initiating investment into previously marginalized areas, and lowering the perceived risk to private sector development. It will allow for a hierarchy in the provision of services, to ensure that existing cores are strengthened and services become more accessible to remote sections of the population. The appropriate design of these Centres can also achieve the realisation of the principle of stimulating diverse and complex urban areas, as opposed to dormant townships and rural villages. In the long run this can enhance the sustainability of these settlements.

#### **1.1.6 Community Facilities (Specific)**

As and when an emergency service are provided in the region it is proposed that these be established at KwaMhlanga. The same holds for the regional sport centre where it is proposed that the KwaMhlanga stadium and surrounding activities be promoted as a future regional sport facility for Thembisile Hani Local Municipality. There is a similar need in the Kwaggafontein area but the sport facility to be provided in this area could be of a lower order than the KwaMhlanga sport facility.

At present the council offices and library are located at Kwaggafontein and from a geographic point of view this seems to be a fairly logical location for the municipal offices. There is, however, a possibility that due to development trends in the western part of Thembisile Hani Local Municipality there might be pressure in future for council to relocate towards KwaMhlanga in order to be at the centre of urban activity of the municipality. In the meantime, the existing civic centre and library is sufficient to service the municipality. A regional cemetery is furthermore proposed in the area around route R573 in the vicinity of Buhlebesizwe.

### **1.1.7 Conservation, Tourism and Culture**

As far as nature conservation and tourism is concerned it is proposed that the Loskop Dam Nature Reserve be extended eastwards across the mountainous area to functionally link to the Mabusa Nature Reserve and to the north towards the S S Skosana Nature Reserve. This system could eventually also be linked to the Mkhombo Nature Reserve and Mdala Nature Reserve which is part of the Dr J S Moroka Local Municipality. If properly developed this belt of conservation areas can serve as a core area around which to develop a future eco-tourism and recreational precinct for the Thembisile Hani Local Municipality

One of the biggest assets in this regard is the Zithabiseni Holiday Resort which is in the middle of the Mabusa Nature Reserve but which is neglected at this stage. This holiday resort, if restored to its previous glory, could really serve to promote the Thembisile Hani Local Municipality to visitors from Gauteng Province and overseas countries and to expose the area to the outside world.

This tourism belt could also serve as an area from which to promote the culture and traditions of the Ndebele residents in the surrounding areas. There is certainly huge potential in this kind of development and this should really be promoted as far as possible. Figure 2 also illustrates the proposed tourism or cultural nodes to be promoted throughout the Thembisile Hani Local Municipality Hani Municipality area. To the south between KwaMhlanga and Ekangala the Kgodwana Village and Loopspruit winery are situated along the KwaMhlanga-Ekangala road (P255-1) and form the main cultural/tourism node (figure 3).

Another cultural area is proposed near the Engwenyameni residential area to the north of Thembisile Hani Local Municipality. This will link with the proposed tourism area on the eastern side of the Engwenyameni-Kameelpoort road. Other proposed tourism areas are at Sybrandskraal near Moloto, to the south of the Wolvenkop residential settlement near Verena, and at Die Bron/Zithabiseni in the Mabusa Nature Reserve.

### **1.1.8 Agriculture**

There are two areas where community agriculture which includes predominantly poultry and food gardens can and should be promoted. These are the areas between Buhlebesizwe and Kwaggafontein as well as the areas surrounding the Goederede and Zithabiseni settlements further towards the north. There is already a tendency from the local communities to conduct agricultural activities on this land and these initiatives should be promoted and supported as best as possible on the land as earmarked. Two additional irrigation dams are proposed in the vicinity of Muzimuhle and KwaMhlanga municipal area respectively.

In this regard it is also important to look at the water management systems in and around the area. As indicated on Figure 3 there is an extensive drainage system in the Thembisile Hani Local Municipality area. The first prominent system serves the western part of the area in a north-westerly direction and links to the Pienaars River system. To the south of Enkeldoornoog and Buhlebesizwe and Muzimuhle there is a system draining in a north-easterly direction through the mountainous area in the Mabusa Nature Reserve past Goederede and Zithabiseni from where it links to the Olifants River system further to the north of Loskop Dam.

The third system running through the Thembisile Hani Local Municipality is actually part of the Olifants River drainage system which feeds directly into the Loskop Dam. This system crosses the municipal area to the south. The drainage system in the Thembisile Hani Local Municipality area should be managed in such a way that sufficient water resources and spare capacity is stored to support the local agricultural activities in the surrounding areas and to promote small farmer developments.

Figure 2 also illustrates the proposed extensive agricultural areas for the Thembisile Hani Local Municipality which are predominantly located to the south of the municipal area.

### **1.1.9 Transportation**

There are no additional road linkages proposed for the Thembisile Hani Local Municipality area. The regional road network seems to be sufficient to serve the current need and to link the area to the entire surrounding region. It is, however, important to note that the quality, maintenance and standard of the road network are not always sufficient.

A large sum of money has been spent on the Moloto road over the past three years and the road has been upgraded to a sufficient standard to facilitate easy and safe movement of vehicles along the route. The R25 route between Bronkhorstspuit and Groblersdal has also been upgraded on the Gauteng Province side of the border, but the Mpumalanga Province part of this route still leaves much to be desired in terms of maintenance etc. This is an important linkage between the Bronkhorstspuit and Groblersdal area and it is proposed that efforts be pursued to upgrade portions of this road in order to make these parts of the Thembisile Hani Local Municipality more accessible to the public in general - especially in view of the proposed eco-tourism initiatives in this area. Parts of route R544 which is the main link from Thembisile Hani Local Municipality to Emalahleni Municipality also needs to be maintained and/or upgraded in order to ensure easy and safe movement of vehicles.

Figure 2 also illustrates schematically the proposed rail network for the Thembisile Hani Local Municipality emanating from the pre-feasibility phase of planning for such facility. The philosophy of this proposed rail network is to promote corridor development along the Moloto corridor with more permanent and cost efficient infrastructure and which is also much safer and could be more time efficient in future. The status of the rail proposals is uncertain at this stage.

#### **1.1.10 Development Strategy**

In terms of capital expenditure the Thembisile Hani Local Municipality should follow a two-pronged approach. On the one hand it is necessary for the municipality to focus on the fast growing areas which are predominantly situated to the west for which the incremental population (new residents) will continuously need additional services and facilities. In general these settlements are, however, fairly well served in terms of engineering services and infrastructure.

On the other hand the municipality need to focus on the more disadvantaged areas which include Zithabiseni, Goederede and Verena area where from the census information, it was determined that there are fairly large backlogs in service provision. Council should focus their efforts on both these two streams: on the one hand to deal with the existing backlog in the poorly developed areas, and on the other to keep pace with the new developments in the faster growing western portions of the municipal area.

The first step in the process is the compilation of the Local Municipality Spatial Development Framework which has been completed. In order to precede to the next level of planning and the compilation of a Land Use Management System it is however necessary to obtain more detailed base maps for each and every t/village in the area in accordance with the records of the office of the Surveyor General. These maps should indicate all the farms, portions of farms as well as properties (erven) in

established ts in the municipal area. In addition to this, aerial photographs indicating all the ts and settlements should be obtained in order to identify the latest development trends and to crosscheck the completeness of the cadastral base maps.

From the base maps a database containing information for each of the properties in the Thembisile Hani Local Municipality should be compiled. The structure of the database should be in accordance with the framework set out below.

### **Proposed Thembisile Hani Local Municipality Database Structure**

Formal Ts								
Tship: Kwaggafontein A (Example)								
Erf No	Size	er ship	Current Land Use	Zoning	Level of Service			Valuation
					Water	Sanitation	Electricity	
1								
2								
3								
▼ 2567								
Tship: Kwaggafontein A								
Continue .....								

The database contains information on each of the erven in each of the formally established tships. (If aerial photography is obtained similar information can be collected and recorded for the informal settlements in Thembisile Hani Local Municipality.

For each erf it records the erf number, erf size, the er ship status and detail of er, a record of current land use, the proposed zoning for the erf (from the Land Use Management System (once it is completed)), and a report on the level of water provision, sanitation and electricity on the erf. Council will eventually also be able to link the valuation of the erf to the database.

## **1.2 The Moloto Rail Development Corridor**

The Moloto Rail Corridor Development Initiative aims to link Gauteng and the communities of the Western Highveld in Thembisile Hani and Dr. JS Moroka Local Municipalities, with an intention to improve passenger mobility. The primary objective of the project is to reduce travel time, road accidents on the corridor and providing affordable and safe travel options for commuters. Upon its implementation

and completion the project is expected to stimulate economic development activities as a result of the infrastructure investment which includes rail, road and transfer facilities. Cabinet approved the project on 05 March 2008 and prioritised it as part of ASGISA. It was therefore proposed that phase one of the project (referred to as the primary section of Moloto Rail Corridor Development Initiative between Gauteng and Siyabuswa) be implemented as suggested by technical feasibility study. The Moloto Rail Corridor Development Initiative (MRCDI) is an Accelerated Shared Growth Initiative of South Africa (ASGI-SA) project which intends to improve transport infrastructure and stimulate economic development in specific areas along the corridor, in particular the local municipalities of Dr. JS Moroka and Thembisile Hani of the Nkangala District. Moreover, the MRCDI is a flagship project of significant importance to the ongoing development of the province. The Moloto road (R573) also serves as an important transport route which connects Tshwane employment destination for the people of Thembisile Hani and Dr. JS Moroka local municipalities. Following a series of meetings held amongst representatives from National Department of Transport (NDoT), Mpumalanga Department of Roads and Transport, Limpopo Department of Roads and Transport, Passenger Rail Agency of South Africa (PRASA), Gauteng Province, and Nkangala District Municipality (NDM) over the issues of concern raised by the National Treasury, the Moloto Corridor Consortium (MCC) has been able to formulate and consolidate the Treasury Response Report. The formal response to National Treasury issues raised about the Feasibility Study was prepared by the Moloto Corridor Consortium due to their technical nature. The issues raised have been attended to through the use of new information obtained over extensive engagements by the project team to allow National Treasury to consider budget proposals for the Moloto Project. The project never had special budget allocation in the National Department of Transport. Only the Provincial Department of Roads and Transport now kn as Department of Public Works, Roads and Transport had made budget provision towards the project's pre-construction aspects which was later transferred to maintain rural roads in the province. The National Department of Transport (NDoT) and Public Rail Agency of South Africa (PRASA) have since submitted the report to National Treasury as part of expediting and securing funding to the project through the Medium Term Funding (MTF). The NDoT and PRASA are able to secure funding under the auspices of MTF for their capital projects within which the Moloto Rail Corridor Development Initiative is included. NDoT has requested an amount of R125 million through MTF from Treasury to start with the:

- Preliminary Design
- Project Management Office
- Environmental Impact Assessment (EIA)

These are the immediate pre-construction aspects which need to be rolled out in order for the project to advance to construction phase. The Treasury Response report is structured as follows:

- Option Analysis
- Revised Economic Feasibility Analysis
- Subsidy Implications
- Demand Origin-Destination Matrix
- Stress Analysis
- Quantitative Risk Assessment (QRA)
- Local Economic Development
- Optimum Utilization of Available System Capacity

- Interoperability
- Risks of Delays in the Environmental Impact Assessment Process

For ease of comprehension to the responses, the response report is grouped in four (4) main focus areas:

- i. Option Analysis & revised Feasibility Indicators, including questions related to
  - Simulation and analysis of an optimized bus system as a further technology option to be assessed;
  - The utilization of off-peak services, and taking into consideration the commuters' origins and destination including those at the destination and at employment areas;
  - Travel time impacts, including revised transfer times with values to be incorporated into the economic analysis;
  - The impact of emissions is also incorporated into economic analysis;
  - Variances in the social discount rate as well as how cost of capital is facilitated;
  - The way fare revenue is treated and its impact on subsidy requirements;
  - The impact of delays, including those that are caused by EIA issues
- ii. The impact of increases in capital costs on project feasibility
  - A stress analysis is conducted, using arbitrary % increases in capital costs and accordingly determining at what level of increase the project is no longer feasible.
  - A further capital cost issue refers to the under-utilization of infrastructure capacities or over-capacity situation during the initial years of the project.
- iii. Local Economic Development as a solution to the low income rural communities and to create long term local employment opportunities and to strengthen long terms economic based of rural areas along the corridor.
- iv. Interoperability impacts of the proposed new technology, linking with the traditional technologies. The response report exposes the project risks associated with the delays in the EIA process, which could affect the project feasibility:
  - The immediate impact of a delay in the EIA process effectively means that the potential benefits of the proposed system is forfeited.
  - The risks associated with an investment or planning of a particular route that needs to be re-routed for EIA reasons. In respect of minimization of the risks associated with delay in EIA process, the following action on monitoring and continuously management is required:
    - i. Identify preliminary EIA risks at an early stage and plan future capital programs accordingly;
    - ii. The EIA process must be initiated as a matter of urgency;
    - iii. EIA process must allow for review of preliminary risks and establish a risk management program for each individual risk item identified;
    - iv. Facilitate accordingly additional risks surfacing;
    - v. Determine in time risks associated with a partial implementation approach.

The results of MTF from National Treasury are expected in the first week of November 2009 which will detail the allocated funds to all the NDoT capital projects, including Moloto Rail Corridor Development Initiative.

### **1.3 Rust de Winter Development**

Ruster de Winter Development Project is a major Tourism development project that is planned for North Eastern part of the Nkangala District Municipality covering parts of Thembisile and DR, JS Moroka Municipalities. The development is aimed at covering areas around Ruster DeWine, some parts of Moloto, KwaMhlanga, Klipfontein, Loding, Allemansdrift, Mdala Nature Reserved, Mkhombo/Rhenosterkop Dam, Rooikoppen Dam, Ruster De Winter area.

The development will mainly centre on Tourism attraction based on the Game reserves, the dams listed, hotel accommodation, condominiums and corporate lodges, Sangoma Village with “Muti Nursery” (traditional medicinal plants), Bird Park, Equestrian Centres and Polo clubs. The development projects is earmark to use Commuter traffic using efficient and economic diesel electric train sets hauled by steam locomotives hence local power generation is expected to further boost economic growth within the Thembisile Hani Local Municipality.

## **2. CHAPTER 2: LAND USED MANAGEMENT SCHEMES FOR THEMBISILE HANI LOCAL MUNICIPALITY**

### **2.1 Summary on Land Use Management Schemes**

The purpose of the Scheme shall be to establish and hold the land use rights to use and develop land as an indivisible component of the land; furthermore, to regulate the development of land, with respect to the use of same; to regulate the location and use of buildings and structures for different land uses; to regulate the bulk and aesthetics of buildings and other structures to be erected hereafter or the alteration of existing properties and land parcels; to prescribe building lines; to protect and improve amenity; to promote health, safety and the general welfare; to strive towards implementing the Development Principles as contained in the Development Facilitation Act, 1995, the Development Directives contained in the White Paper on Land Use Planning and Management, 2000 and the development objectives and strategies of the Municipality as contained in the Thembisile Hani IDP and Spatial Development Framework; and for all or any of the said purposes to divide land into zones of such number, shape and extent as may be deemed best suited to carry out these regulations; to lay d criteria whereby the need and desirability of land uses can be measured and the nature of development regulated and to provide for the granting and refusal of land use rights in accordance therewith, including, where necessary, the imposition of conditions relative to the granting of such rights.

### **2.2 The Components of the Scheme**

The Scheme comprises of three main components:

- 2.2.1 The Scheme Clauses, containing the regulations,
- 2.2.2 The Register of Land Use Rights, containing the existing rights on land and,
- 2.2.3 A Scheme Map, depicting zonings.

### **2.3 Transitional arrangements**

#### **2.3.1 T-Planning Schemes in operation**

On the effective date, the Scheme replaces all other t-planning schemes in operation within the area of the Scheme.

#### **2.3.2 Existing Land Use Rights**

- All existing legal land use rights that were in effect on properties prior to the effective date are deemed to continue in full force and effect and are hereby incorporated into the Scheme.
- Should a mistake or oversight be made in the recording of an existing land use right, such mistake or oversight shall be rectified as provided for

in the Ordinance, on the producing of proof of such existing land use right.

### **2.3.3 Current applications**

- All planning applications submitted before the effective date shall be finalized as if the Scheme was not proclaimed, provided that the application will be decided and proclaimed, as applicable, within a twelve month period from the effective date.
- Should the application not be approved and/or proclaimed within the twelve-month period, such application will be deemed to have lapsed and a *de novo* application in terms of the Scheme will be required. The Municipality may, at its discretion, grant a further 12-month period for the proclamation of an application on good cause sh.

### **2.3.4 Current Database**

With the base maps and database in place Council will be able to complete a Land Use Management System for the municipality which will guide Council in terms of decisions pertaining to land use change applications.

### **2.3.5 The purpose of a land use management system is to give guidelines with regard to the following for each and every property in the municipal area:**

- Land Use Definitions
- Access restrictions
- Building line restrictions
- Unrestricted uses of land (primary uses)
- Consent uses (secondary uses)
- General conditions relating to excavations, fences, stormwater, maintenance etc.
- Conditions applicable to specific uses such as industries, garages, business etc.
- Parking requirements
- Density of dwelling houses/units
- Height restrictions of buildings
- Coverage restrictions of buildings
- Floor to site area ratios of buildings
- Procedures.

The information contained in the database and maps can also be used in a variety of other ways.

In the first place it could assist in identifying the priority areas to be formalised (areas where people have settled without no formal planning and surveying of the area). Only once these areas are formally planned, surveyed and registered can proper engineering services be provided and can ownership be transferred to the residents.

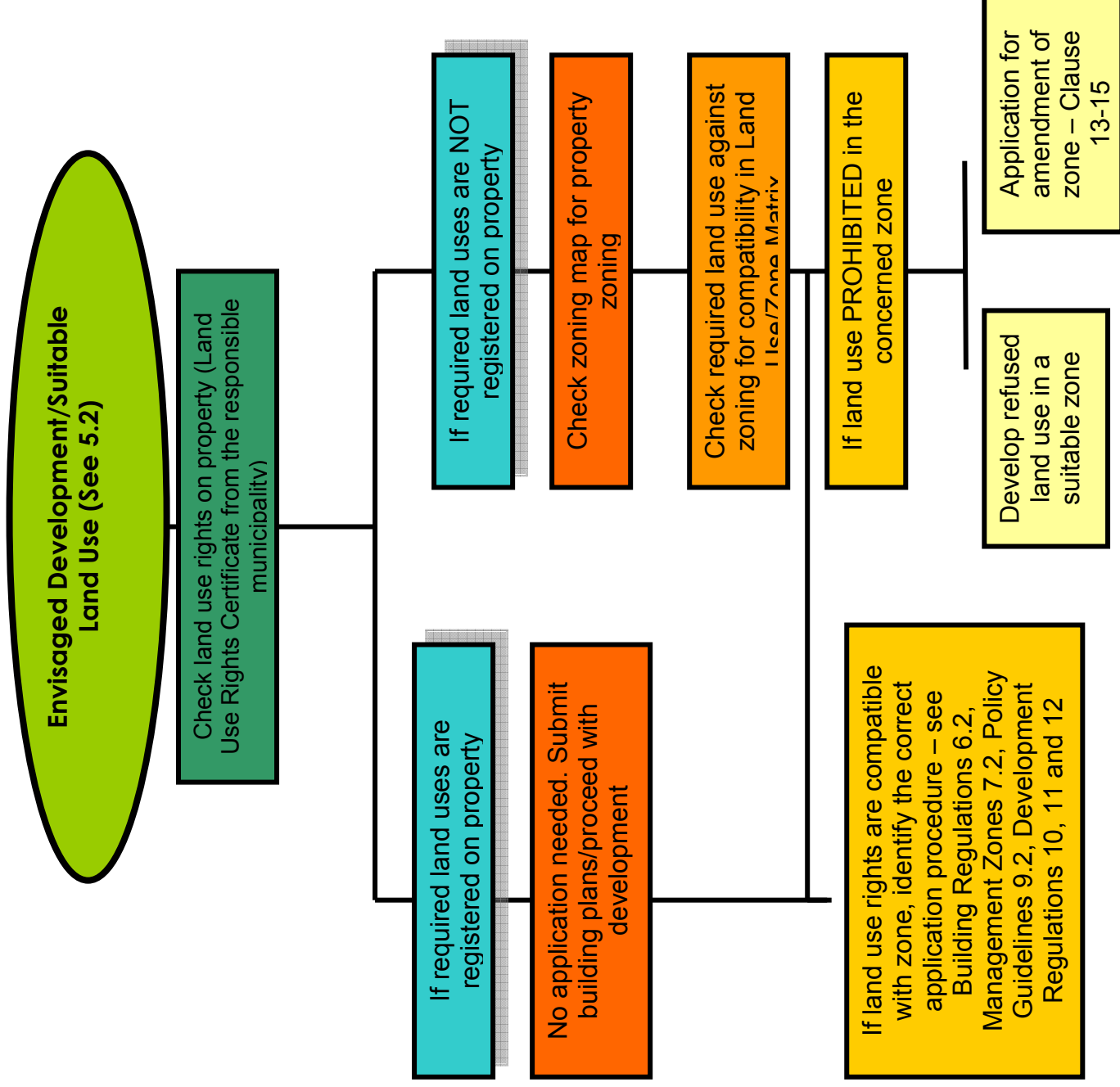
From the database it will also be possible to generate maps illustrating the level of service in different areas and to identify areas of service backlogs.

From the ownership records it will be possible to identify priority areas for tenure upgrading. As a result this information will inform the IDP projects and programmes of Council, and obviously also the budgeting process.

With proper base maps and erf descriptions in place Council will also be in a position to give more exact details pertaining to schools, clinics and other facilities to be upgraded or renovated by external service provider's e.g. provincial departments. All in all it will enhance the quality and detail of the IDP process significantly. Eventually it will also be possible to compile a Valuation Roll from the database and to link these records to Council's Revenue Collection System. This could assist a great deal in increasing the Thembisile Hani Local Municipality revenue which is very low at present. However it should be noted that Thembisile Hani Local municipality has and SDF, which was adopted on October 2008 and the council resolution number is **TH-NDC 269 /07/2008**. The SDF is truly aligned with PGDS and NSDP

## **2.4 "Road map"**

## ROAD MAP



The road map is a step-by-step guide intended to assist the user of the Scheme to navigate his or her way through the Scheme.

- 2.4.1 Determine what the land use or uses are that is required for the development from the land uses defined in clause 5.2. Ascertain what the rights are on the subject property by obtaining a Land Use Rights Certificate from the Municipality.
- 2.4.3 Verify if the required land uses are registered on the property or not. If the land uses are registered on the property and they provide sufficient bulk for the envisaged development, no application in terms of the Scheme is required and building plans may be submitted for approval.
- 2.4.4 If the required rights are not registered or only partially registered on the property, determine the extent of the additional rights required.
- 2.4.5 Identify the zone applicable to the property by investigating the Map or maps contained in clause 8.2.
- 2.4.6 Determine the desirability of the required rights in the subject zone by investigation the Land Use/Zone Matrix contained in clause 6.3. If the required rights are prohibited in that zone, proceed to step 3.5.14.
- 2.4.7 If the required rights are either free, permitted or permitted with discretion in that zone, identify the application procedure that will be required as set out in clause 13.
- 2.4.8 Investigate the further regulations imposed by the zone as contained in clause 6.2 (height, coverage, etc).
- 2.4.9 Identify the applicable Development Management Zone by investigating the Map or Maps contained in clause 8.3.
- 2.3.10 If applicable, investigate the management regulations as contained in the management zones in clause 7.2 and identify additional requirements with regards to the envisaged development.
- 2.4.11 Investigate the Policy Guidelines contained in clause 9.2 and identify any additional regulations applicable to the development.
- 2.4.12 Investigate the other development regulations contained in clauses 10, 11 and 12 and identify any further regulations to be adhered to in addition to those already identified.
- 2.4.13 Obtain the information and motivations required and prepare and submit the application with due regard to the procedures and formats of applications as contained in clauses 14 and 15.
- 2.4.14 If the relevant zone prohibits the required land uses, identify the zone or zones where such development is desirable and considers establishing the development in that area. Alternatively, an application for the amendment of the zone may be considered, the procedures thereof specified in clauses 13 to 15.

### **3. Land Use Zones**

#### **3.1 Context**

- 3.1.1 A land use zone is a demarcated portion of land or area in terms of which regulations pertaining to the potential use and development of that land are imposed. A zone does not indicate the existing land use rights on a property.
- 3.1.2 All developments must comply with the regulations contained in the applicable zone and all applications for land use rights shall be considered against the stated regulations.
- 3.1.3 A Zone may be used to allocate and reserve specific land portions for public use, such as public streets, pedestrian paths, parks and other open spaces, educational

institutions, health and welfare institutions, other social, community or municipal facilities and engineering services infrastructure.

3.1.4 A zone may contain regulations with regards to:

3.1.4.1 *Land uses*, including:

- Determining “Free Land Uses”, meaning land uses that may be allowed without an application procedure, subject to the approval of building plans,
- Determining “Permitted Land Uses”, meaning land uses that are considered to be compatible and desirable in the zone,
- Determining “Discretionary Land Uses”, meaning land uses that may be compatible and desirable within the zone subject to certain conditions, and
- Determining “Prohibited Land Uses”, meaning land uses that are prohibited in that zone.

3.1.4.2 *Bulk of development*, including:

- The Erf land parcel area and dimension,
- The density and intensify of development,
- the type, extent and scale of buildings and structures that may be erected, including the maximum Coverage, Floor Area Ratio (FAR) and height (storeys) of buildings and structures and other building restrictions.

3.1.4.3 *Aesthetic considerations*, including the architectural design, colour and texture of improvements, construction materials, street furniture, signs, landscaping and other urban design aspects.

3.1.4.4 *Site Development*, including grading and site development, the layout and orientation of buildings and structures, public areas, building lines and other servitudes and minimum on-site and/or off-site parking requirements.

3.1.4.5 *General matters*, which include any other aspect identified by the Municipality as being relevant to the achievement of the desirable future development of the locality.

3.1.5 Except where expressly provided, no regulations contained in a zone shall be deemed to apply to any existing public street and any public street may be designed, constructed, widened, altered, redesigned and maintained in such manner as may be determined by the Municipality.

### 3.2 Land Use Zones

The Municipality hereby establishes the land use zones contained below. The zone number is indicated in the top left-hand corner of the table and the zone code in the top right-hand corner.

1	AGRICULTURE				A
<b>OBJECTIVES:</b> To utilize agricultural land on a sustainable basis. To ensure that land deemed to have high agricultural potential is optimally used. To provide mechanisms for the identification and protection of productive agricultural land. To ensure that agricultural practises are consistent with environmental considerations and pollution controls.					
<b>BULK REGULATION:</b>					
MAXIMUM DENSITY		MAXIMUM COVERAGE	MAXIMUM FAR	MAXIMUM HEIGHT	OTHER
As approved by the Municipality		As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality

<b>PARKING AND LOADING REQUIREMENTS:</b>				
As approved by the Municipality in terms of the Scheme.				
<b>BUILDING LINES:</b>				
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>	
10 meters	10 meters	10 meters	10 meters	
<b>OTHER CONTROLS:</b>				
All developments in this zone subject to the provisions of the Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970). Also see clause 9.2.3				

2	MUNICIPAL COMMONAGE				MC
<b>OBJECTIVES:</b> To provide for the identification and reservation of suitable land for the development of municipal commonages. To facilitate the implementation of the Municipal Commonage Policy of the National Government and the Municipality. To facilitate and promote Agri-LED.					
<b>BULK REGULATION:</b>					
<b>MAXIMUM DENSITY</b>	<b>MAXIMUM COVERAGE</b>	<b>MAXIMUM FAR</b>	<b>MAXIMUM HEIGHT</b>	<b>OTHER</b>	
As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	
<b>PARKING AND LOADING REQUIREMENTS:</b>					
As approved by the Municipality.					
<b>BUILDING LINES:</b>					
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>		
10 meters	10 meters	10 meters	10 meters		
<b>OTHER CONTROLS:</b>					
All developments in this zone subject to the provisions of the Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970). Also see clause 9.2.3					

3	ENVIRONMENTAL CONSERVATION				EC
<b>OBJECTIVES:</b> To protect and conserve the natural environment and natural processes for their historic, scientific, landscape, bio-diversity, habitat, or cultural values. To provide facilities which assist in public education and the integration of built and the natural environments with minimal degradation of the natural environment or natural processes. To create a holistic framework where culturally significant and historical sites are accorded equal status and value along with new developments. To ensure the sustainable provision of ecosystem services to the community.					
<b>BULK REGULATION:</b>					
<b>MAXIMUM DENSITY</b>	<b>MAXIMUM COVERAGE</b>	<b>MAXIMUM FAR</b>	<b>MAXIMUM HEIGHT</b>	<b>OTHER</b>	
As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	
<b>PARKING AND LOADING REQUIREMENTS:</b>					

As approved by the Municipality in terms of the Scheme.				
<b>BUILDING LINES:</b>				
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>	
As approved	As approved	As approved	As approved	
<b>OTHER CONTROLS:</b>				
None				

4	OPEN SPACE				OS
<b>OBJECTIVES:</b>					
To provide adequate numbers of appropriately situated sites that are easily accessible for recreational purposes and activities for local and wider communities.					
To ensure that such parks address the special needs of physically challenged the elderly, women, and children.					
To ensure that such facilities are located and maintained to attract visitors and tourists.					
To set aside areas of land for the provision of parks, botanical gardens and other open spaces as well as corridor linkages between open areas for the passive recreational purposes.					
<b>BULK REGULATION:</b>					
<b>MAXIMUM DENSITY</b>	<b>MAXIMUM COVERAGE</b>	<b>MAXIMUM FAR</b>	<b>MAXIMUM HEIGHT</b>	<b>OTHER</b>	
As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	
<b>PARKING AND LOADING REQUIREMENTS:</b>					
As approved by the Municipality in terms of the Scheme.					
<b>BUILDING LINES:</b>					
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>		
As approved	As approved	As approved	As approved		
<b>OTHER CONTROLS:</b>					
None					

5	TOURISM AND ACCOMMODATION				TA
<b>OBJECTIVES:</b>					
To provide opportunities for the development of the tourism sector, inclusive of tourism facilities, recreation and accommodation.					
To ensure that the underlying agricultural potential and use of the land is protected.					
<b>BULK REGULATION:</b>					
<b>MAXIMUM DENSITY</b>	<b>MAXIMUM COVERAGE</b>	<b>MAXIMUM FAR</b>	<b>MAXIMUM HEIGHT</b>	<b>OTHER</b>	
As approved by the Municipality	As approved by the Municipality	As approved by the Municipality	As approved by the Municipality		
<b>PARKING AND LOADING REQUIREMENTS:</b>					
As approved by the Municipality.					
<b>BUILDING LINES:</b>					
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>		
As approved	As approved	As approved	As approved		
<b>OTHER CONTROLS:</b>					

6	RESIDENTIAL – LOW DENSITY				LR
<b>OBJECTIVES:</b> To provide adequate land for residential purposes and a range of housing types at a low density. <b>To create integrated, safe and sustainable residential environments for all communities.</b> To protect the residential use and amenity by limiting the compatible ancillary uses allowed to those that can be accommodated within the residential fabric with minimal impact or disruption.					
<b>BULK REGULATION:</b>					
<b>MAXIMUM DENSITY</b>	<b>MAXIMUM COVERAGE</b>	<b>MAXIMUM FAR</b>	<b>MAXIMUM HEIGHT</b>	<b>OTHER</b>	
15 dwelling units per net hectare and a minimum erf size of 500 m²	50 %.	0,5	2 storey’s	As approved by the Municipality.	
<b>PARKING AND LOADING REQUIREMENTS:</b>					
Single dwelling unit per property and other non-residential land uses: As approved by the Municipality.					
Multiple dwelling units per property: 1 covered space per unit plus uncovered space per 2 units					
<b>BUILDING LINES:</b>					
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>		
5 meters	2 meters	2 meters	2 meters		
<b>OTHER CONTROLS:</b>					
None					

7	RESIDENTIAL – HIGH DENSITY				HR
<b>OBJECTIVES:</b> To provide adequate land for residential purposes and a range of housing types at a higher density. <b>To create integrated, safe and sustainable residential environments for all communities.</b> To protect the residential use and amenity by limiting the compatible ancillary uses allowed to those that can be accommodated within the residential fabric with minimal impact or disruption.					
<b>BULK REGULATION:</b>					
<b>MAXIMUM DENSITY</b>	<b>MAXIMUM COVERAGE</b>	<b>MAXIMUM FAR</b>	<b>MAXIMUM HEIGHT</b>	<b>OTHER</b>	
16 - 30 dwelling units per net hectare and a minimum erf size of 250 m²	50 %.	0,5	2 storey’s	As approved by the Municipality.	
<b>PARKING AND LOADING REQUIREMENTS:</b>					
Single dwelling unit per property and other non-residential land uses: As approved by the Municipality.					
Multiple dwelling units per property: 1 covered space per unit plus uncovered space per 2 units					
<b>BUILDING LINES:</b>					
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>		
5 meters	2 meters	2 meters	2 meters		
<b>OTHER CONTROLS:</b>					
None					

8	INSTITUTIONAL				IST
<b>OBJECTIVES:</b> To provide an adequate number of accessible, social and civic facilities to meet the needs of communities in the fields of health, education social and cultural services, which includes public and private service providers and administrative or government functions including education, health, pension offices, museums, libraries, community halls, prisons, juvenile facilities, cemeteries and crematoria. To ensure that such facilities are designed to address the special needs of physically challenged the elderly, women, and children.					
<b>BULK REGULATION:</b>					
MAXIMUM DENSITY	MAXIMUM COVERAGE	MAXIMUM FAR	MAXIMUM HEIGHT	OTHER	
Not applicable.	As approved by the Municipality. The norm within an urban area for institutional uses shall be 70% and for educational facilities 40%. The applicant shall provide sufficient recreational space for the development.	As approved by the Municipality. The norm within an urban area for institutional uses shall be 1, 2 and for educational facilities 0, 6. The applicant shall provide sufficient recreational space for the development.	As approved by the Municipality. The norm within an urban area shall be 2 storeys.	Not applicable.	
<b>PARKING AND LOADING REQUIREMENTS:</b>					
As approved by the Municipality. The norm shall be 1 parking space per 6 seats and/or 0,7 seats per bed and/or 1 parking space per 100m <sup>2</sup> gross leasable floor area, as applicable					
<b>BUILDING LINES:</b>					
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>		
5 meters	2 meters	2 meters	2 meters		
<b>OTHER CONTROLS:</b>					
The Municipality may consider utilizing vacant, under utilized or over-provided community facility land for residential infill. Such development shall require an amendment of the Scheme to the correct zone.					

9	MIXED USE				MU
To provide land for the development of mixed use areas which would accommodate formal and informal industrial, business, commercial, higher density residential and other activities related to the above. To ensure that a balance between the natural and built environment is maintained through landscaping and areas of green space. To encourage, where appropriate the use of detailed urban design criteria to achieve specific urban environments and mix of uses.					
BULK REGULATION:					
MAXIMUM DENSITY	MAXIMUM COVERAGE	MAXIMUM FAR	MAXIMUM HEIGHT	OTHER	
As approved by the Municipality in terms	Maximum of 50% or as approved	Maximum of 0.8 or as approved	Maximum of 2 storey’s or as	As approved by the Municipality	

of the Scheme.			approved	in terms of the Scheme.
<b>PARKING AND LOADING REQUIREMENTS:</b>				
As approved by the Municipality.				
<b>BUILDING LINES:</b>				
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>	
5 meters	2 meters	2 meters	2 meters	Deviations as approved
<b>OTHER CONTROLS:</b>				
Also see clause 9.2.2				

10	INDUSTRIAL				I
To provide appropriate locations for a range of industrial, warehousing, service and related activities in specific areas.					
To ensure that the location of industrial development is such that it minimises their impacts on surrounding areas.					
To provide a proper balance for employment and sectoral growth and sustainable development					
To ensure that there is sufficient on site space to accommodate the proposed uses, traffic and any potential impact resulting from these developments.					
To ensure that the location and development of these sites do not negatively impact on the natural environment or watercourses located near them.					
BULK REGULATION:					
MAXIMUM DENSITY	MAXIMUM COVERAGE	MAXIMUM FAR	MAXIMUM HEIGHT	OTHER	
As approved by the Municipality.	40 % or as approved by the Municipality	0,6 or as approved by the Municipality	2 storey's	As approved by the Municipality.	
PARKING AND LOADING REQUIREMENTS:					
As approved by the Municipality. The applicant shall provide sufficient and affective vehicular maneuvering areas and parking and loading spaces.					
BUILDING LINES:					
STREET BOUNDARY	REAR BOUNDARY	SIDE BOUNDARY	OTHER BOUNDARY		
2 meters	2 meters	2 meters	2 meters		
OTHER CONTROLS:					
None					

11	QUARRYING AND MINING				QM
<p>To provide appropriately located land to allow the extraction of minerals and raw materials and associated business operations.</p> <p>To ensure that the extraction is carried out in a manner that takes cognizance of its impact on the site and surrounding properties and seeks to minimise the long term effects of the activity.</p> <p>To ensure that the relevant environmental considerations are adhered to regarding the actual extraction process, its impact on the environment, and to the rehabilitation of a site or sites once the activity has ceased.</p>					
BULK REGULATION:					
MAXIMUM	MAXIMUM	MAXIMUM	MAXIMUM	OTHER	

<b>DENSITY</b>	<b>COVERAGE</b>	<b>FAR</b>	<b>HEIGHT</b>	
As approved by the Municipality.	As approved by the Municipality.	As approved by the Municipality.	As approved by the Municipality.	As approved by the Municipality.
<b>PARKING AND LOADING REQUIREMENTS:</b>				
As approved by the Municipality.				
<b>BUILDING LINES:</b>				
<b>STREET BOUNDARY</b>	<b>REAR BOUNDARY</b>	<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>	
As approved	As approved	As approved	As approved	
<b>OTHER CONTROLS:</b>				
None				

12	TRANSPORTATION SERVICE				TS
To accommodate transportation service functions and land uses such as airports, railway stations, petro-ports and truck stops, bus and taxi ranks and other depots. To ensure that transportation service developments serve the national, provincial and local economy and provide the correct levels of service to both tourists and broader community. To locate these strategic developments such that they provide the catalyst for local economic development. To ensure that the location and development of these sites are undertaken in accordance with EIA requirements and ongoing environmental management monitoring procedures.					
BULK REGULATION:					
MAXIMUM DENSITY	MAXIMUM COVERAGE	MAXIMUM FAR	MAXIMUM HEIGHT	OTHER	
As approved by the Municipality.	As approved by the Municipality.	As approved by the Municipality.	As approved by the Municipality.	As approved by the Municipality.	
PARKING AND LOADING REQUIREMENTS:					
As approved by the Municipality. The applicant shall provide sufficient and affective vehicular maneuvering areas and parking and loading spaces.					
BUILDING LINES:					
STREET BOUNDARY	REAR BOUNDARY	SIDE BOUNDARY	OTHER BOUNDARY		
As approved	As approved	As approved	As approved		
OTHER CONTROLS:					
None					
13	EXISTING AND FUTURE ROADS AND RAILWAYS				R
To make provision for freeways, toll roads, major arterial roads, and minor roads to accommodate vehicular traffic. To make provision for the activities and buildings associated with road construction and maintenance, e.g. toll booths, construction camps and road depot sites. To ensure that road depots and road fill sites are operated and maintained with due cognizance to the environmental impacts they may have on surrounding areas.					
BULK REGULATION:					
MAXIMUM DENSITY	MAXIMUM COVERAGE	MAXIMUM FAR	MAXIMUM HEIGHT	OTHER	
Not applicable	N/a	N/a	N/a	As approved by the Municipality in terms of the Scheme.	

PARKING AND LOADING REQUIREMENTS:				
N/a				
BUILDING LINES:				
STREET BOUNDARY	REAR BOUNDARY	SIDE BOUNDARY	OTHER BOUNDARY	
Not applicable	N/a	N/a	N/a	
OTHER CONTROLS:				
None				

14	UTILITIES				U
<p>To ensure that the land required for the necessary services infrastructure is set aside for development.</p> <p>To create the opportunities to utilise this land on a temporary basis until it is required.</p> <p>To ensure that land used for service provision is appropriately located away from residential or other land uses where they detract from levels of amenity or safety.</p> <p>To protect residential areas, health and educational facilities from any potential negative impacts or health hazards related to the installation of main line services e.g. gas or petro-chemical pipelines and radio masts.</p> <p>To ensure that any disruption to natural areas and water courses by the laying of service pipelines or cables is minimised by adhering to environmental management principles.</p>					
<b>BULK REGULATION:</b>					
<b>MAXIMUM DENSITY</b>		<b>MAXIMUM COVERAGE</b>		<b>MAXIMUM FAR</b>	<b>MAXIMUM HEIGHT</b>
As approved by the Municipality		As approved by the Municipality		As approved by the Municipality	As approved by the Municipality
<b>PARKING AND LOADING REQUIREMENTS:</b>					
As approved by the Municipality in terms of the Scheme.					
<b>BUILDING LINES:</b>					
<b>STREET BOUNDARY</b>		<b>REAR BOUNDARY</b>		<b>SIDE BOUNDARY</b>	<b>OTHER BOUNDARY</b>
As approved		As approved		As approved	As approved
<b>OTHER CONTROLS:</b>					
None					

### 3.2 Land Use/Zone Matrix

The Municipality hereby establishes the general compatibility of land uses within the land use zones as contained in the Land Use/Zone Matrix hereunder.

[illegible]

4	Agricultural building	P	P	X	X	X	X	X	X	X	X	X	X	X	X
5	Agricultural housing	F	P	X	X	X	D	X	X	X	X	X	X	X	X
6	Agricultural Industry	D	D	X	X	X	X	X	X	X	X	X	X	X	X
7	Agri-village	D	X	X	X	X	X	X	X	X	X	X	X	X	X
8	Airfield	X	X	X	X	X	X	X	X	X	X	X	P	X	X
9	Airport	X	X	X	X	X	X	X	X	X	X	X	P	X	X
10	Animal refuge	X	X	X	X	X	X	X	X	P	P	X	X	X	X
11	Auction centre	X	X	X	X	X	X	X	X	P	P	X	X	X	X
12	Back-packer inn	X	X	X	X	X	D	X	X	P	X	X	X	X	X
13	Bakery	X	X	X	X	X	X	X	X	P	P	X	X	X	X
14	Boarding house	X	X	X	X	X	D	X	X	P	X	X	X	X	X
15	Botanical garden	D	X	X	X	P	D	X	D	D	X	X	X	X	X
16	Brickyard	D	X	X	X	X	X	X	X	P	P	X	X	X	X
17	Builders yard	X	X	X	X	X	X	X	X	P	P	X	X	X	X
18	Bulk retail trade	X	X	X	X	X	X	X	X	P	P	X	X	X	X
19	Camping site	P	X	D	P	D	X	X	X	X	X	X	X	X	X
20	Canteen	D	X	X	X	D	X	X	X	P	D	D	X	X	X
21	Carwash	X	X	X	X	X	X	X	X	P	P	X	X	X	X
22	Cemetery	X	X	X	X	X	X	X	D	X	X	X	X	X	X
23	Child day-care centre	D	D	X	X	D	D	D	P	P	X	X	X	X	X
24	Coal yard	X	X	X	X	X	X	X	X	D	D	D	X	X	X
25	Confectioner	X	X	X	X	X	X	X	X	D	P	X	X	X	X
26	Conference Facility	X	X	X	X	X	X	X	D	P	X	X	X	X	X
27	Conservancy	F	X	F	F	F	X	X	X	X	X	X	X	X	X
28	Crèche	D	X	X	X	D	D	D	F	P	D	X	X	X	X
29	Crematorium	X	X	X	X	X	X	X	D	X	D	X	X	X	X
30	Cultural heritage site	X	X	P	P	X	X	X	X	X	X	X	X	X	X
31	Dry cleaner	X	X	X	X	X	X	X	X	P	P	X	X	X	X
32	Dwelling house	P	X	X	X	P	F	F	X	P	X	X	X	X	X
33	Dwelling unit	F	X	X	X	F	F	F	X	F	X	X	X	X	X
34	Environmental facilities	D	D	D	D	X	X	X	X	X	X	X	X	X	X
35	Factory shop	X	X	X	X	D	X	X	X	P	F	X	X	X	X
36	Farm stall	D	D	X	X	X	X	X	X	X	X	X	X	X	X
37	Filling station	X	X	X	X	X	X	X	X	P	P	X	P	X	X
38	Fuelling facility	D	X	X	X	X	X	X	X	D	D	D	P	X	X
39	Funeral parlour	X	X	X	X	X	X	X	X	P	P	X	X	X	X
40	Gaming establishment	X	X	X	X	X	X	X	X	P	X	X	X	X	X
41	Garden service establishment	X	X	X	X	D	D	X	X	P	P	X	X	X	X
42	Government use	X	X	X	X	X	X	X	P	P	P	X	X	X	X

[illegible]

80	Railway station	X	X	X	X	X	X	X	X	X	X	X	X	P	X
81	Recycling centre	X	X	X	X	X	X	X	X	D	P	X	X	X	X
82	Resort	D	X	X	X	X	X	X	X	X	X	X	X	X	X
83	Retail shop	X	X	X	X	X	X	X	X	P	X	X	X	X	X
84	Retirement village	X	X	X	X	X	D	D	X	X	X	X	X	X	X
85	Riding stables	P	D	X	X	P	D	X	X	X	X	X	X	X	X
	<b>F = Free Use</b> <b>P = Permitted Use</b> <b>D = Discretionary Use</b> <b>X = Prohibited Use</b> <b>- = Not Applicable</b>	<b>Agriculture (A)</b>	<b>Municipal Commonage (MC)</b>	<b>Environmental Conservation (EC)</b>	<b>Open Space (OS)</b>	<b>Tourism &amp; Accommodation (RR)</b>	<b>Residential Low(LR)</b>	<b>Residential High (HR)</b>	<b>Institutional (IST)</b>	<b>Mixed Use (MU)</b>	<b>Industrial (I)</b>	<b>Quarrying and Mining (QM)</b>	<b>Transportation Service (TS)</b>	<b>Existing and Future</b>	<b>Utilities (U)</b>
86	Sawmill	D	X	X	X	X	X	X	X	X	X	X	X	X	X
87	Scrap yard	X	X	X	X	X	X	X	X	X	D	X	X	X	X
88	Service retail	X	X	X	X	X	X	X	X	P	P	X	X	X	X
89	Service station	X	X	X	X	X	X	X	X	P	P	X	P	X	X
90	Sewer purification plant	X	X	X	X	X	X	X	X	X	X	X	X	X	D
91	Social hall	X	X	X	X	D	D	X	D	P	X	X	X	X	X
92	Sport and recreational ground	X	X	X	X	X	X	X	P	X	X	X	X	X	X
93	Take-away/Drive-through take-away	X	X	X	X	X	X	X	X	P	D	X	X	X	X
94	Tavern	X	X	X	X	D	D	X	X	D	D	X	X	X	X
95	Telecommunication infrastructure	D	D	X	X	D	D	D	D	D	D	D	D	X	D
96	Telephone kiosk	P	P	P	X	P	P	P	P	P	P	P	P	P	P
97	Totalised	X	X	X	X	X	X	X	X	P	P	X	X	X	X
98	Tourist facilities	D	X	X	D	X	X	X	X	P	X	X	X	X	X
99	Traditional healing practice	D	D	X	X	D	D	X	D	D	P	X	X	X	X
100	Truck stop	X	X	X	X	X	X	X	X	X	X	X	P	X	X
101	Tuck shop	D	X	X	X	D	D	X	X	D	X	X	X	X	X
102	Utility	D	D	X	X	D	D	D	X	D	D	D	D	D	F
103	Vehicle salesmarket	X	X	X	X	X	X	X	X	P	P	X	X	X	X
104	Veterinary clinic	X	X	X	X	X	X	X	X	P	P	X	X	X	X
105	Warehousing and packaging	X	X	X	X	X	X	X	X	X	P	X	X	X	X
106	Waste disposal site	X	X	X	X	X	X	X	X	P	X	X	X	X	D
107	Wholesale trade	D	X	X	X	X	X	X	X	D	P	X	X	X	X
108	Wood yard	D	X	X	X	X	X	X	X	D	P	X	X	X	X
109	4X4 Trail	D	X	X	X	D	X	X	X	D	X	X	X	X	X
110	Zoological garden	D	X	X	X	P	D	X	D	D	X	X	X	X	X

### **3. CHAPTER 3: THE AREA BASE PLANNING IN THE NDM AND LOCAL MUNICIPALITIES**

#### **3.1.1 Introduction**

The Area Based Plan (ABP) is a planning tool to assist with the implementation of land reform in a specific local area. For this reason it is therefore structured as a sector plan with the framework of the municipal Integrated Development Plan (IDP). The intention is to provide an integrated framework and opportunity for Municipalities to access land, and to further unlock socio-economic potential associated with land. The emphasis is to enable land transfer and land upgrade in a context that complements other development processes.

As a tool for implementation it aims to integrate the efforts and focus of the Department of Rural Development and Land Reform, the local and district municipalities, and the relevant sector departments in achieving land reform specifically, and rural development more broadly. While the ABP is driven and compiled on a district level, it must reflect the unique characteristics and needs of each local municipality. As such the plan will provide a clear analysis of issues in each local municipal area and a programme of interventions for each local municipal area.

#### **3.1.2 The overarching objectives of the ABP are:**

1. To improve the alignment and sustainability of land reform projects
2. To promote sector alignment: specifically agriculture, LED, integrated sustainable human settlement, tenure security (linked to the provision of basic services).
3. To promote the objectives of intergovernmental relations with municipalities and sector departments.
4. To empower communities to participate actively in project formulation and implementation in land reform projects

#### **3.1.3 The area based plan must deal with a range of issues, including:**

- The redistribution of white ed commercial farmland to previously disadvantaged (aspirant) farmers. In this regard the 30% target of land redistributed (including land transferred through the restitution process) is noted.
- The provision of support to emerging farmers who are beneficiaries of the redistribution and restitution processes.
- The provision of land with secure tenure or the upgrading of existing tenure rights to groups and communities who live in an ongoing basis in circumstances of less secure tenure,
- The establishment of clear land use management and administration frameworks.
- The facilitation of economic and social development for rural communities through targeted multi-sectoral interventions,
- The spatial guiding or focussing of land reform and related development interventions,
- The identification of institutional frameworks required for the achievement the Area Based Plan's strategic objectives and actions.
- The identification of the resource requirements for the successful implementation of the Area Base Plan, both financial and human.

### **3.1.4 Key Concepts for Area Base Planning**

The Area Based Plan is being compiled at a time when the Department of Rural Development and Land Reform has a range of transformative goals. These are referred to in a wide range of policy documents, but it is useful to clarify these for the ABP Analysis Report and Strategy Framework.

Firstly the ABP is essentially about addressing land reform planning. Land reform is understood to mean the policy and programmes aimed at addressing the historical injustices and current racial imbalances evident in land ownership and land rights. These policies and programmes relate to addressing issues of peoples rights (as in restitution and tenure rights) and issues of racial imbalances (as in redistribution and tenure)

More recently, with the shift in emphasis to take account of the need for a viable and productive emerging farmer sector within agriculture, the goal of agrarian reform has been incorporated into Government policy. By Agrarian reform it is understood that the simple switching of commercial land ownership from white to black will not bring about the desired transformation in the agricultural sector, particularly with the limited commercial farming experience among black emerging farmers. Agrarian reform therefore aims to create new opportunities for small-holders and to intervene / provide support in the farming system as a whole (such as in markets, value-adding agro-processing opportunities etc.).

In 2009 the former Department of Land Affairs had the function of rural development added to its responsibilities, and was renamed the Department of Rural Development and Land Reform. Rural development is a far wider concept than either land reform or agrarian reform. Rural development can be defined as the utilization, protection, and enhancement of the natural, physical, and human resources needed to make long-term improvements in rural living conditions, provide jobs and income opportunities, and enrich cultural life while maintaining and protecting the environment of rural areas. The Department of Rural Development and Land Reform views these three aspects – land reform, agrarian reform and rural development – as the foundations of its Comprehensive Rural Development Programme (CRDP). While the ABP is not attempting to establish a CRDP for the district, it is a key foundation for future CRDP planning.

### **3.1.5 The Analysis report**

#### ***3.1.5.1 Function of the Analysis Report***

The function of the analysis report is to provide planners and stakeholders with a clear understanding of the context and problems which are experienced in the area, and which will shape the strategic intervention set out in the later phases of the plan. The report needs to contain sufficient detail on these key issues to enable informed strategizing and programming of interventions the analysis report will set out the context for each local municipal area, and summarize the information at a district level in order to provide a district perspective.

#### **3.1.5.2 The objectives of the Analysis Report are therefore to:**

- Characterize the nature of the district in terms of land reform and rural development issues,
- Identify problems and issues that require government intervention in terms of national policy,

- Clarify the current roles and activities of stakeholders involved in addressing such challenges and issues, and
- Provide the basis for prioritizing challenges and issues, and for establishing a strategy for addressing them.

In order to achieve these objectives, the report will highlight the key pieces of information in respect to land reform and rural development spheres of concern, with a focus on analysis as to the implications of this information with regard to District and Municipal IDP processes.

### ***3.1.5.3 Compilation of the Analysis Report***

The ABP process requires to compilation of information from a range of existing data sources including:

- Land reform data (including RDLR plans, and data related to redistribution, tenure, and restitution programmes)
- Municipal Plans (including IDPs, SDFs, and other sector plans)
- Programme and project data from provincial sector departments, including the departments of Rural Development, Agriculture and Land Administration; the Department of Economic Affairs; and the Department of Human Settlement.
- Programme and project data from national departments, including the Department of Water Affairs.
- Data received from private sources, including the House of Traditional Leaders.
- Analytical information sources from university researchers, NGOs and other institutions.

The Analysis Report is however not only based on data, but critically also on inputs and perspectives from stakeholders in the district. In this regard various institutions have been individually consulted for their inputs, dedicated local stakeholder consultation meetings convened in each municipality area, and inputs requested through various IDP forums.

### ***3.1.5.4 Structure of the Analysis Report***

This report is divided into the following sections:

- ⇒ Chapter 1 provides background and an introduction to the project, and discusses critical elements of the area based plan framework.
- ⇒ Chapter 2 provides a brief overview of the main policy frameworks (which are set out in detail in the Appendices)
- ⇒ Chapter 3 provides an profile of the land use and current status of land in Nkangala District
- ⇒ Chapter 4 discusses the demographic profile of the District
- ⇒ Chapter 5 profiles service delivery, focussing on water resources and related infrastructure.
- ⇒ Chapter 6 provides an analysis of the district economy.
- ⇒ Chapter 7 sets out the range of economic development initiatives and plans from provincial to local government level.
- ⇒ Chapter 8 summarizes the key elements of the Spatial Development Framework.
- ⇒ Chapter 9 Reviews rural land and housing challenges identified, and existing strategy approaches, within the district and local municipal authority areas.

- ⇒ Chapter 10, 11 and 12 analyses the situation regarding Redistribution, Land Tenure and Restitution respectively.

The report then concludes by synthesising and consolidating the key issues upon which the ABP's strategic framework will be constructed.

The Appendices to the report comprise a detailed summation of the relevant policy frameworks. This is divided into two sections, namely, Land Reform Related Policy and Programmes, and Related Sector Policy and Programmes. The document Annexure comprise detailed project lists in respect to redistribution, land tenure and restitution projects, and the report references

### **3.1.6 Land Reform Policy, legislation and Programmes**

Based on the 1997 White Paper on South African Land Policy there is a depth on policy, legislation and government programmes dealing with land redistribution, land tenure, and land restitution.

The Redistribution programme draws on a wide range of programmes and grants including:

- The Settlement and Production Land Acquisition Grant (SPLAG)
- The Land Reform and Distribution Programme (LRAD)
- The Land Acquisition for Sustainable Settlement (LASS) grant.
- The Proactive Land Acquisition Strategy (PLAS)
- The Land and Agrarian Reform Project (LARP)

The Restitution Programme is implemented in terms of the Restitution of Land Rights Act (22 of 1994).

Support to redistributed/restituted land is meant to be delivered through the Settlement Implementation Support Strategy (SIS) framework, but to-date this has not been implemented.

State Land Disposal takes place through the State Land Disposal Act (48 of 1961).

Tenure Reform occurs through a wide range of legislation including:

- The Development Facilitation Act (67 of 1995)
- The Land Reform (Labour Tenants) Act (3 of 1996)
- The Interim Protection of Informal Land Rights Act (31 of 1996)
- The Extension of Security of Tenure Act (1997)
- The Communal Land Rights Act (11 of 2004)
- The Communal Property Association Act (28 of 1996)

Most recently the Department of Land Affairs has had its name changed to the Department of Rural Development and Land Reform. This reflects the Departments new mandate of rural development. The Department is currently in the process of defining and establishing a pilot Comprehensive Rural Development Programme which is intended to lead to a White Paper on rural development

### **3.1.7 Sectoral Policies and Programmes that Impact on Land Reform**

#### ***3.1.7.1 Agriculture Policy and Programmes***

The key aspect of agricultural policy related to land reform is that of the Agricultural Black Economic Empowerment policy (AgriBEE). The major grant mechanism for supporting land reform and rural development initiatives is the Comprehensive Agricultural Support Programme grant (CASP).

Agriculture programmes are delivered through the Provincial Department of Rural Development, Agriculture and Land Administration. The Department has set out a concept model to guide the establishment of agri-villages in the province

#### ***3.1.7.2 Housing Policy and Subsidy Mechanisms***

The Rural Housing Subsidy is the major grant mechanism to support housing in the rural areas.

#### ***3.1.7.3 Water Policy and Programmes***

Water policy is established in terms of the National Water Act. Water resource management is carried out through the National Water Resource Strategy and Catchment Management Strategies.

Key relevant programmes managed by the Department of Water Affairs include:

- Water Allocation Reform
- Water for Growth and Development
- Resource Poor Farmers

#### ***3.1.7.4 Policy and Legislation on Traditional Authorities***

The White Paper on Traditional Leadership and Governance was adopted in 2003. However traditional leadership roles are also defined in the Constitution, the Local Government Municipal Structures Act, and the Traditional Leadership and Governance Framework Act.

#### ***3.1.7.5 The Framework for Intergovernmental Cooperation***

The Intergovernmental Relations Framework Act (13 of 2005) is the most significant policy and legislative framework ensuring cooperation between government authorities.

## 4. CHAPTER 4: DEMOGRAPHICS

The results of the 2007 population census were used to compile the socio-economic profile of the population. The results are discussed in terms of the population size and households, population structure, and access to services.

### 4.1 Population Size and Households

During the time when the census was conducted in 2007, there were 278 517 people and 65 394 households in the Thembisile Local Municipal area. The average household size in Thembisile is 4, 4 persons per household which is slightly higher than that of the Mpumalanga Province, which is 4, 3 persons per household.

The 2007 census results show that there were about 278 517 people residing in the Thembisile Hani Local Municipality. This means that the population grew by 16 333 persons from 2001 to 2007 (1, 3% per annum). The largest concentration of people (about 60%) is found in KwaMhlanga /Enkeldoornoog /Tweefontein complex (172 606), followed by Kwaggafontein, Zithabiseni and Goederede (11507).

### 4.2 Population Structure

- **Population Group**

About 99, 8% of people residing in Thembisile Hani Local Municipality are Africans or blacks, whilst 0, 1% is coloureds and another 0, 1% is white.

- **Language**

The most dominant language is IsiNdebele, which is spoken by 57, 3% of the population, followed by IsiZulu (14, 3%) and Sepedi (12, 5%). The largest variety of languages occurs in the Moloto area.

- **Gender**

The census results have shown that the number of females is greater than the number of males in Thembisile Hani Local Municipality. In terms of percentage, females comprise 53, 7% and males 46, 3%. The total number of people who are married is 52 823 (20, 4%), whilst 1, 5% of the males and females live like married couples. The percentage of married couples compares well with that of Mpumalanga Province, which is 20, 7%.

- **Age**

The majority of people in Thembisile Hani Local Municipality are still very young. According to the population data, the majority of people residing in Thembisile Hani Local Municipality are of age between 0 and 24 years (63%). This is high compared to 58, 9% in Mpumalanga Province and 43% in Gauteng Province. The percentage of pensioners in Thembisile Hani Local Municipality is 4, 8% as compared to 4, 4% of Mpumalanga Province and 4% in Gauteng Province.

- **Religion**

22, 3% of the population attended other apostolic churches. 16, 2% of the population attended the Zion Christian Church. 9, 5% attended other Christian churches whereas 9, 3% attended Pentecostal/Charismatic churches. This implies that Christianity is the most dominant religion in the area.

- **Level of Education: (age 20+ by highest education level reached)**

Education is very important in one's life. It creates a range of options which a person can choose from and it also opens doors to better opportunities and great achievements. The level of education of a society influences its welfare through its indirect effects on health, fertility and life expectancy. Compared to Mpumalanga Province the level of education in Thembisile Hani Local Municipality is low.

- 33, 9% of people reported no schooling, compared to 27,5% of Mpumalanga Province.
- 16, 2% passed matric compared to 18, 2% in Mpumalanga Province.
- 3, 4% (4432 people) possessed some higher qualification than matric, compared to 5, 9% in Mpumalanga Province.
- 25, 9% did not pass matric but have some secondary education. This is lower than that of Mpumalanga Province (26, 6%).

- **Attendance at an Educational Institution (age 5-24 years)**

- 23, 6% of people did not attend an educational institution or do not possess any formal education, compared to 27% in Mpumalanga Province. This implies that there is a relatively large proportion of young people who will be illiterate in future.
- 75, 3% of the children attend pre-school and school as compared to 71, 6% of Mpumalanga.
- 1, 0% (1196 persons) attended college, technikon and university, compared to 1, 3% in Mpumalanga.
- Only 0, 1% (83 people) attended some form of adult education.

- **Disability**

7, 6% of the population in Thembisile Hani Local Municipality (19 383 people) indicated some form of disability, mostly sight (2, 2%).

- **Income distribution**

The majority of people (42, 9%) earn less than R800, which is considered as living below the poverty line. 33, 2% earn between R801 and R1 600, with only 24% earning more than R1 600 per month. This implies that about 75% of the Thembisile population earn less than R1 600 per month.

- **Mode of Transport Used (School or Work)**

The majority of people staying in Thembisile Hani Local Municipality walk or travel on foot (37, 7%); 7, 7% of the population travel by bus; and 2, 4% use minibuses or taxis. The taxi and bus services seem to be poor in Verena C.

- **Year Moved to Suburb (1996-2001)**

Only 9, 3% of the population moved to the area since 1996. The highest influx took place in 1998. KwaMhlanga recorded the highest influx of people in the period 1996 to 2001 (9 250).

- **Labour Force or Economic Active Population**

27, 0% of the population in Thembisile Hani Local Municipality is economically active, 48, 8% of those people are employed. This implies that 51, 2% of the people are unemployed which is very high. The majority of employed people (29 019) are paid employees (85, 1%). The percentage of self-employed people is 11, 1%. The percentage of employed people is low which means that there is a high percentage of dependency.

- **Employment by Industry**

22, 6% of the employed people in Thembisile Hani Local Municipality work in private households (domestic workers). This is followed by 17, 6% of people working in community; social and personal services; 14, 6% working in construction sector; and 14, 1% working in wholesale and retail trade. People working in manufacturing sector constitute 8, 4% of the employed people.

- **Employment by Occupation**

34, 2% of the employed population in Thembisile Hani Local Municipality works in elementary occupations. This is high when compared to 32, 1% in Mpumalanga. This is followed by 20, 0% in craft and related trades, and 10, 3% as plant and machine operators and assemblers. Only 3, 1% of the employed people work as professionals. Relatively large percentage of managers, professionals, technicians and clerks are found in KwaMhlanga as compared to the rest of the area.

- **Households by Dwelling Type**

75, 7% of the households residing in Thembisile Hani Local Municipality stay in a house or brick structure on a separate stand or yard. This is high when compared to 64, 6% in Mpumalanga. 14, 5% of the households stay in informal dwellings. This is followed by 6, 3% of households staying in traditional dwelling/hut/structure made of traditional materials. The highest number of informal dwellings is found in Moloto and KwaMhlanga (with approximately 2 700 dwelling units each).

- **Household Income**

29, 6% (17 258) of the households reported no income. The average income per household is R1 351 per month. The census figure shows that the percentage or number of households with no income in Thembisile Hani Local Municipality is higher than that of Mpumalanga (24, 1%). The average household income of Mpumalanga is R2 286, 61. Although a large proportion of households reported no income, 77,5% of the households in Thembisile Hani Local Municipality possessed a radio, 59,6% a refrigerator, 58,7% a television and 32,3% a cell phone.

- **Tenure Status**

The majority of people in Thembisile Hani Local Municipality occupied and fully paid off houses/homes (65, 7%); 27, 3% occupy rent free homes, and 4, 85% houses which are not yet paid off. The highest number of rent-free houses was registered in KwaMhlanga (4 080), followed by Tweefontein E, F, G, H, J (3 254) and Tweefontein B, C, D, K (2 385).

- **Number of Rooms**

The average number of rooms in Thembisile Hani Local Municipality is 4, 5 rooms per house compared to 4, 0 in Mpumalanga.

#### **4.2.1 Access to Services**

Access to social and economic services enables people to participate fully in the economy and their communities. When services such as water, energy and transport are available to people, they can spend more time doing profitable work, while communication establishes a vital link between people and the outside world.

- **Energy**

According to the 2001 Census, the most frequently used source of energy for cooking were electricity (38, 9%), coal (32, 2%) and paraffin (21, 2%). The figures for fuel used for heating were coal (46, 8%) and electricity (36, 1%). The figures for lighting were 88, 4% electricity and 10, 3% candles. The provision of electricity for lighting purposes increased with 12 300 units between 1996 and 2001.

- **Water**

According to the 2001 Census, 71, 7% of the households had access to piped water inside dwellings or yards. 11,9% had access to piped water at a distance greater than 200m from their houses, and 8,6% had piped water at a distance less than 200m from their houses. In the period 1996 to 2001 there was an improvement in terms of the number of houses with piped water inside dwellings or yard. This improved by 10 100 units or households. Water provision in Verena C has been attended to as previously there were areas that did not conform to RDP Standard.

- **Toilet facilities:**

According to the 1996 Census, the majority of households in Thembisile Hani Local Municipality were using pit latrines (43 458 persons). The situation has improved though the challenge that the Municipality is faced with is that there are mushrooming settlements that eventually increases the need of this service thereby propelling the Municipality to

update the statistics from time. According to Census 2001 results, 52 251 people (89, 8%) were still using pit latrines without ventilation. This means that the majority of households in Thembisile Hani Local Municipality still use pit latrines. Only 5, 2% of the households use flush toilets. This might be due to lack of water supply facilities in the local municipality area.

- **Refuse removal:**

The standard of refuse removal in Thembisile Hani Local Municipality has improved even though that the demand of this service is quite high. The Municipality is in a process of establishing the Cooperatives with the intention of extending this service to other areas with their involvement.

- **Telephone facilities:**

68, 2% of the households reported that they had access to telephone facilities at home or nearby, while 27, 8% had access through a cell phone only. Only 1, 4% of the population had no access to a telephone.

## **5. CHAPTER 5: LOCAL ECONOMIC DEVELOPMENT IN THEMBISILE HANI LOCAL MUNICIPALITY**

This Plan was completed by Urban-Econ in March 2005. The LED Plan undertook profiling of the Thembisile Hani Local Municipality to identify opportunities for local economic development and to interpret these in terms of strategic economic development with associated anchor projects and implementation guidelines. The overall aim is to optimise economic regeneration and job creation in a rural context. The section below describes the salient features of the LED Plan.

### **5.1 Current Situation**

The economic analysis of the study area indicated that Thembisile Hani Local Municipality's local economy is dominated by community services, trade and manufacturing. The remaining sectors are all relatively small. The municipal area's economy is very small when its GGP is compared to that of the NDM. Therefore specific actions need to be undertaken to broaden the tax base.

The development of transport infrastructure promoted a high growth in transport sectors in Nkangala through the Delta Transport Development Initiative. However a decline in the investment of buildings, houses and civil infrastructure in the area had a negative impact on the state of infrastructure. This implies a weak investment climate in the area.

The study area is thus in dire need of diversification and without growth in small sectors, the economy will be too susceptible to cyclic changes in the three leading sectors. Additionally, the main sector, community service, is not normally associated with LED initiatives.

The development initiatives that are currently being undertaken in the study area should be considered as the starting points to LED as job opportunities will be created in the process. The Mpumalanga Rural Development Programme is associated with development and business assistance. The number of businesses in the Thembisile Hani Local Municipality area clearly indicates the area's poor attraction to investments. It is therefore critical to consider incentives for this area so as to attract more investors while stimulating and strengthening the informal sector.

## 5.2 Project Identification

In support of economic development and diversification in Thembisile Hani Local Municipality, a number of projects were identified. The following sectors were identified as posing opportunities for project development:

- Industrial areas
- Moloto Rail Development Corridor
- Ruster De Winter Tourism Projects

The lull farms that are not operating or utilising by the lease farmers to be assisted by identifying the following

- Farm infrastructures
- Boreholes that are not functioning
- Farms internal routes be regavelled
- Installation of electricity
- Reviving and rehabilitating existing dams
- Reinstallation of irrigating system

Thembisile Hani Local Municipality should create job by identifying the following projects:-

- Create Fan Parks
- Flower Farming
- Wetlands

On SMME's should be sustaining by:-

- Joint venture with high learning institutions and SETA's
- Revitalising the existing industries and create new industries

Tourism Thembisile Hani Local Municipality should concentrate on the neglected tourism industry by doing the following

- Request Department of Public Works and Transport to release the KwaMhlanga Show Ground to Thembisile Hani Local Municipality as matter of urgency
- Revitalised or upgrade the Mdala Game Reserved,
- Ben Marie
- Verena Spar
- SS Skosana
- Loopspruit
- Zithabiseni Holiday Resort
- Kgodwana and other tourism guest house within Thembisile Hani area of operations

Numerous potential projects were identified under each of these sectors. Based on the outcome of an assessment model and prioritisation exercise, the following top ten projects were selected:

- SMME Training and Management Development Centre;
- Cut flower growth and export venture;
- Refurbishment and expansion of existing activities;
- Fresh produce market;
- Protective clothes manufacturing;
- Small engineering workshops;
- Small-scale art paper manufacturing;
- Agriculture and agri-processing: Cassava, safflower and caraway.

Business Plans were prepared to assist the NDM with the implementation of the first two projects.

#### **5.2.1 LED Development Framework**

The two key focus areas of the Development Framework formulated for LED development are:

- Economic restructuring; and
- Re-alignment of the supporting elements, e.g. skills levels.

The development framework represents the building blocks on which the economic development activities will be based. The development framework is grouped into specific sectoral and cross-cutting categories. Table 1 indicates the programmes, focus areas and projects that were identified.

**Table 1: Development Framework: Programmes and Projects**

PROGRAMMES	CATEGORY	FOCUS AREAS	PROJECTS
<b>SMME and Business Development</b>	Economic	Small business support unit	Seed capital
			Small business associations
			Incubators
			Informal sector development and support
		Business Management Skills	Business and entrepreneurial skills development
		Development of Delta Corridor	Linkages with the Delta Corridor Initiatives
<b>Community Development</b>	Social	Labour intensive	Labour intensive initiatives
		Poverty alleviation	Food security
			Women and youth empowerment
		Skills development	Training institute
<b>Agriculture and Rural Development</b>	Economic	Farmer support and subsistence farming	Small scale agriculture and support
		Infrastructure development	Infrastructure upgrade
		Rural support unit	Rural service centre
		Agro-processing	Agro-processing activities
<b>Tourism Development</b>	Economic	Cultural heritage awareness	Cultural heritage
		Infrastructure development	Infrastructure upgrade
		Linkages	Linkages with projects such as Dinokeng
<b>Industrial Attraction</b>	Economic	Investment incentive initiatives	Investor attraction
		Marketing initiatives	Marketing

## 6. CHAPTER 6: THE INTEGRATED DEVELOPMENT PLANNING

### 6.1 Introduction and Background

Integrated Development Planning (IDP) is the key tool for local government to cope with its new role and function in terms of the SA Constitution, Act 108 of 1996. Rural and agriculture development and land reform, the Freedom Charter states that “The land shall be shared amongst those who work it!” Despite significant progress made over the last 15 years, people living in rural areas continues to face the harshest condition of poverty, lack of access to land and basic services. We should commit ourselves to a comprehensive and clear rural development strategy linked to land and agrarian reform, improvement of the conditions of farm-dwellers and builds the potential for rural sustainable livelihoods. In contrast, to the role planning has played in the past and the office of the President has created the National Planning Commission and monitoring and evaluation capacity within the Presidency. These developments have been initiated in order to build strategic coherence within government and ensure that the state provides effective and strategic leadership to the economy and society. We further anticipate seeing that all elements of national strategic planning as well as monitoring and evaluation are put in place. Integrated development planning is now a function of municipal management, as part of an integrated system of planning and delivery. The Integrated Development Plan process is meant to arrive at decisions on issues such as municipal budgets, land management, social and economic development and institutional transformation in a consultative, systematic and strategic manner. The integrated development planning process has to provide a forum for identifying, discussing and resolving the issues specifically aimed at upliftment and improvement of conditions in the under-developed parts of the municipality area. In order to ensure certain minimum quality standards of the IDP, and a proper coordination between and within spheres of government, the preparation of the **Process Plan** has been regulated in the Municipal Systems Act (2000).

### 6.2 The Process overview planning

This document presents a fourth review of the 2006/07 – 2010/11 draft Integrated Development Plan (IDP) of the Thembisile Hani Local Municipality for the 2010/11 financial year, and highlights developmental issues in the municipal area which should be addressed. The IDP was compiled in terms of the requirements of chapter 5 Section 25 of the Municipal Systems Act (Act 32 of 2000) which reads thus:

**“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-**

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;**
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;**
- (c) forms the policy framework and general basis on which annual budgets must be based;**
- (d) complies with the provisions of this Chapter; and**

As far as the status of an integrated development plan is concerned, Section 35 states that an integrated development plan adopted by the council of a municipality-

- “(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;**
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and**
- (c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law”.**

Section 36 stipulates that-

**“A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan”.**

This plan will thus guide and inform the decisions and actions of the Thembisile Hani Local Municipality during the period 2010/2011

### **6.3 Development local government**

Within the framework of the Constitution, the White Paper on Local Government (1998) establishes the basis for a new developmental local government system which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic fashion. The developmental local government centres on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives. This is realizable through the integrated development planning.

In terms of Section 25 of the Systems Act "each municipal council must, within a prescribed period after the start of its elected term, adopt a single inclusive, inclusive and strategic plan for the development of the municipality which -

- a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of the Chapter; and
- e) Is compatible with National and Provincial development plans and planning requirements binding on the municipality in terms of legislation."

In terms of Section 35 (1) (a) of the Systems Act, “an integrated development plan adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality”. Section 35 of the Systems Act further states that “an integrated development plan adopted by the council of a municipality binds the municipality in

the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law". Section 36 furthermore stipulates that "a municipality must give effect to its integrated development plan and conduct its affairs in a manner, which is consistent with its integrated development plan.

The IDP is the key instrument to achieve developmental local governance for decentralised, strategic, participatory, implementation orientated, coordinated and integrated development. Hence, the IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests. The IDP therefore becomes a local expression of the government's plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government. In this context, no agent of the state may implement programmes/projects in a municipal area of jurisdiction without those programmes/projects having been discussed and agreed upon through the IDP processes.

#### **6.4 Legislative context for IDP review**

Section 34 of the Systems Act provides for the annual review of the IDP in *accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands*. In order to systematically and procedurally review the IDP, Thembisile Hani Local Municipality, municipality must, In term of Section 27 (1) of the Systems Act, within a prescribed period after the start of its elected term and after following a consultative process with the local stakeholders within its area of jurisdiction, must adopt a Process Plan for integrated development planning in the area as a whole. The Process Plan binds both the Departments and the District Beyond the fact that the Process Plan specifies timeframes for the different steps; it must at least cover the following issues:

- a) Identify plans and planning requirements binding in terms of national and provincial legislation, to the municipality,
- b) Identify matters to be included in the integrated development plans of the Thembisile Hani Local Municipality that require alignment;
- c) Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- d) Determine procedures:
  - i) For consultation between the municipality and stakeholders during the process of drafting their respective integrated development plans; and
  - ii) To effect essential amendments to the framework.

Section 29 of the MSA goes further to entrench a cooperative relationship between the District and local municipalities. It must be noted that in terms of Section 29 (2) (a) a district municipality must plan integrated development for the area of the district municipality as a whole...considering the inputs and proposals made by local municipalities. Similarly, a local municipality must align its IDP processes with the District Framework Plan.

Subsequent to the adoption of the District Framework Plan, a local municipality must prepare and adopt a Process Plan to guide the planning, drafting, adoption and review of its integrated development plan. The Process Plan, as anticipated in Section 28 of the Systems Act, must be set out in writing. The Process plan also seeks to ensure certain minimum quality standards of the IDP process and a proper coordination between and within the spheres of government. The

adopted Process Plan binds the local municipality. The Process Plan of a local municipality must be informed by the District Framework Plan.

## 6.5 The annual budget

The separation of the IDP and the budget are a downfall to IDP management. The Annual Budget and the IDP are inextricably linked to one another and therefore IDPs should impact on the budgets, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that: Feedback of the budget allocations was given to all stakeholders within Thembisile Hani Local Municipality as part of the IDP process.

### 6.6 The Mayor of a municipality must-

*(b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for.*

*The preparation, tabling and approval of the annual budget;*

*ii. The annual review of-*

*\_\_\_The integrated development plan in terms of section 34 of the Municipal Systems Act; and*

*\_\_\_The budget related policies.*

*iii. The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*

*iv. The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

## 6.7 Key issue to be considered

The review process is one of the mechanisms for effective implementation monitoring and evaluation of the pace and the extent to which municipalities are to meet their developmental mandate. Issues to consider include assessing progress in terms of achieving determined service delivery targets, socio-economic development, environmental sustainability, alignment with land development principles, etc. For instance, the Development Facilitation Act (DFA) is still relevant. Section 3 (c) of the Act outlines the general principles for land development, which policy, administrative practice and laws must seek to achieve. In terms of the DFA, policy, administrative practice and laws should promote efficient and integrated land development in that they:

- promote the integration of the social, economic, institutional and physical aspects of land development;
- promote integrated land development in rural and urban areas in support of each other;
- promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
- optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
- discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;

- contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- Encourage environmentally sustainable land development practices and processes.

It will therefore be important for municipalities to continuously evaluate the extent to which they are performing on these issues. Moreover, it is important for municipalities to annually review their respective IDPs so as to improve their strategic and implementation monitoring systems against indicators and targets as set out in their IDPs.

The Process Plans must outline the manner in which the review will be undertaken. These Process Plans need to comply with this Framework Plan to ensure planning alignment and co-ordination between District and local municipalities as enshrined in the MSA. Other issues that must be considered in the review include, inter alia:

- **Comments and inputs emanating from IDP processes**

The comments raised by community emanating from IDP processes, they will be considered into two fold, one those that need immediate attention will be given that latitude and secondly those that are committing municipality in terms of budget would be put on the garage for the next coming IDP review processes.

- **Comments emanating from IDP engagement sessions**

These comments are of the paramount in nature they deserved to be given latitude of its kind, because they will assist the process forward and the IDP should atleast allow the space for such comment to be included of course by the resolution of council as stipulated by **Municipal System Act 32 of 2000**.

- **Consideration of outcomes and inputs emanating from stakeholder engagements**

The municipality is of course guided by the law, and it should allow people with certain skill to address challenges that are of paramount important to such an extent that they are address accordingly as raised by the stakeholder. The IDP should allow a room for change; of course it should be within the context of the law.

- **Amendments due to changing circumstances**

Circumstances might change due to fire/ rain and it can't be considered as disaster and in areas were community sees water as priority in the long run rains comes and destroy internal road badly and they recommend to council to says water is no longer a priority and roads becomes a priority amendments of that nature should be given a space in the IDP processes.

- **Need for general improvements of current processes and systems.**

Province has adopted a process s cycle in August 2005 and it conflict with our process cycle of Thembisile Hani Local Municipality, this cycle do not allow all of us to prepare better for our IDP and budget. What we have realized was the fact that they only look at our IDP only on May, and we adopt our IDP on March so we must seek a way of making sure we atleast come together some were at the point were we agree on certain terms for bettering the people lives.

### **Resource re-allocation and prioritization**

Resources should be channel to IDP process, this would allow opportunities for people who are not aware of IDP process should atleast know the impotency of playing a role in process. According to Municipal System Act 32 of 2000, it stipulates that resources should be allocated according to the first priority of the villages and we should complete all the uncompleted projects as stipulated in our IDP.

- **Organizational development and its intricacies**

For this financial year all vacant post should be filled and support given to those that need management and administration for better service in the municipality

**Accelerated Capacity Building:** the objective of the Province here is to ensure a continued drive to provide the necessary support for women leaders in performing their duties. Part of the target support to senior managers is the implementation of this Flagship projects as part of the Provincial” Big Five” Flagship project. This project is aimed at enhancing key competencies and skills for senior managers to perform at the required level. In addition to this, senior female managers are participating in the Executive Development Programme (EDP) to sharpen their leadership skills.

Another challenge that must be addressed is the positioning the school curriculum offering and programmes to progressively provide a sustainable pool of skills and competencies to support the implementation of Big Five developmental flagship projects. FET institution also needs to be positioned in such a manner that they play a central role in addressing the skills of Thembisile Hani Local Municipality. The underlying principle is that skills development intended to create delivery and implementation capacities remains a critical success factor

#### ▪ **Alignment with National and Provincial frameworks and plans**

The PGDS is considered a strategic document in as far as it ties provincial policies with national policies while it spells out strategies on a sectoral level. Moreover, the PGDS also serves as guideline to provincial departments and local government/organisations when they lay out their budget allocations in the light of key growth and development priorities at the beginning of each budgeting cycle. It is thus essential that the issues and programmes emanating from IDPs be compatible with the priority areas of the PGDS.

Mpumalanga Province has identified six priority areas of intervention as part of the Provincial Growth and Development Strategy, namely:

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development)
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform)
- **Human Resource Development** (i.e. adequate education opportunities for all)
- **Social Infrastructure** (i.e. access to full social infrastructure)
- **Environmental Development** (i.e. protection of the environment and sustainable development)
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

South Africa is also guided by the International Community Targets, and thus it adopted **Vision 2014** derived from the United Nations’ Millennium Development Goals. Milestones in relation to **Vision 2014** which are relevant to the Thembisile Hani Local Municipality IDP process include the following:

- By 2008 no village household should not have access to clean potable water;
- By 2010 there must be decent sanitation for all, and Mpumalanga Province was the first Province to eradicate bucket system by the end of 2005;
- By 2012 there must be electricity in all households;
- By 2014 poverty, unemployment and skills shortages should be reduced by 50% respectively; and
- By 2014 improved services to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents, should be achieved.

Most of these targets relate to engineering services, social and economic development.

The functional relationship between the Priority Areas of Intervention as contained in the Provincial Growth and Development Strategy, the Nkangala District IDP Priority Issues, the Vision 2014 Targets and the Thembisile Hani Local Municipality IDP Priority Issues

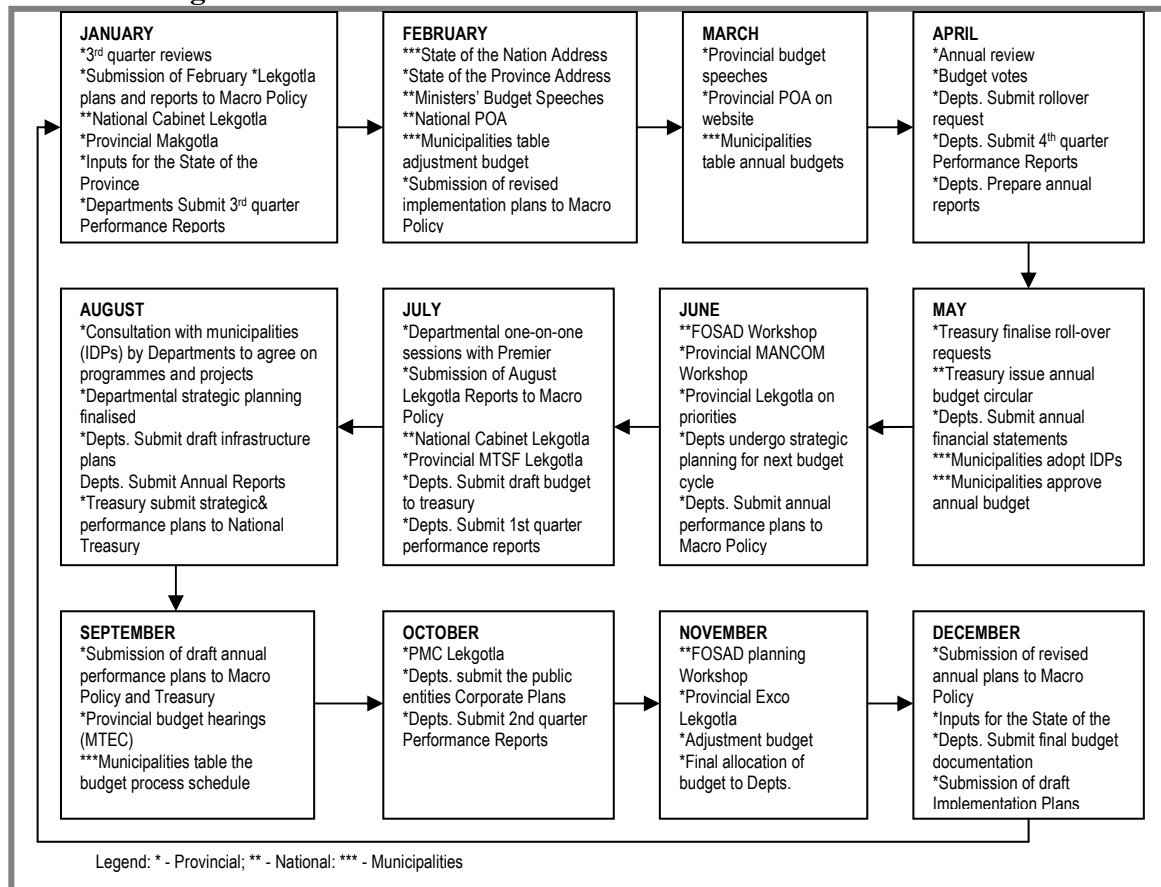
From this it is evident that there is a strong functional relationship and alignment between all these elements. Issues 1 and 3 of the Thembisile Hani Local Municipality IDP which are Institutional Development and Good Governance, and Communication and Consultation respectively broadly correspond with Issues 1, 2 and 4 of the Nkangala District Municipality (NDM) IDP, and are in support of the Good Governance and Human Resource Development Priority Interventions of Mpumalanga Province.

Issue 2 which deal with Financial Management is well-aligned with Nkangala District Municipality IDP Issue 3 (Financial Restructuring). The Thembisile Hani Local Municipality IDP therefore confirms the realignment

## **6.8 IDP developmental approach**

The development of the IDP comprises of various processes and mechanisms. Key among these is the need to entrench the developmental local government principles as informed by the Constitution. On the objectives of local government, Sections 152 and 153 of the Constitution, issues of accountability for local communities, provision of services to the community in a sustainable manner, promotion of socio-economic development, and the encouragement of community involvement in matters of local government are pivotal. The IDP development process, as envisaged in Chapters 4, 5 and 6 of the Municipal Systems Act, must ensure wide representation of stakeholders, effective participation of local community; reflect key components of the IDP, intergovernmental alignment, as well as monitoring and evaluation of performance on an ongoing basis. Provisions of the Municipal Finance Management Act must also be considered where necessary. Municipalities must ensure the system and mechanisms necessary are in place to ensure the realization of these objectives. Within the context of integrated municipal planning, the role of Sector Departments has become much more important in effort to realize such objectives as integrated planning, shared understanding of priority issues, alignment, coordination and implementation monitoring. An understanding of the planning processes and timeframes for the Provincial as well as National Government will smoothen the processes referred hereto. This should enhance strategic engagement and interaction between municipalities and the National and Provincial spheres of government at this level of planning.

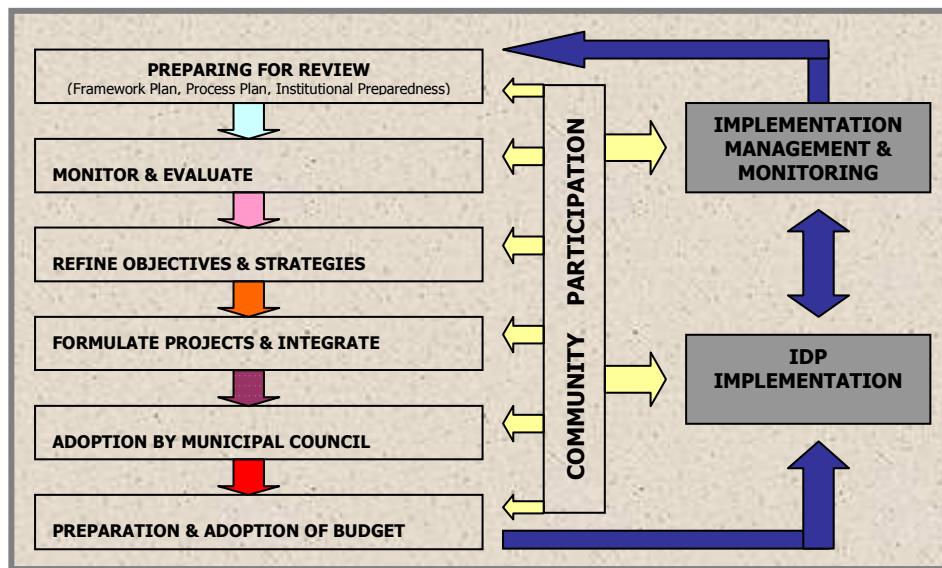
The province has published a Provincial Planning and Budgeting Process Cycle as reflected in figure 1.



### Note!

The sections above have highlighted the key factors, elements, processes, etc that must be considered during the reviewal of the IDP. Figure 2 below represents a continuous cycle of planning, implementation and review, where the preparation phase and all the 5 phases of the IDP are taken cognisance of, as well as the budgeting process. The IDP reviewal process should take between 6 and 9 months to be completed, wherein all the processes and factors highlighted above would have been considered. For implementation of the IDP to take effect, as per Section 24 of the MFMA, the municipal council must adopt its budget before the start of the of the budget year.

**Figure2: The IDP and the review process**



The preparation phase for the review of the IDP represents Phase 0 of the IDP development and reviewal process. All the phases are outlined in figure 2 above. A brief description of each phase is outlined below.

**Preparatory Phase:** Before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the planning process is adhering too.

**Analysis Phase:** During this phase information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by community in the area and the causes of these problems. The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first. Information on availability of resources is also collected during this phase.

Priority issues highlighted in the 2010/11 IDP will also be revised and confirmed during this phase. Based on the activities undertaken during the first quarter of the financial year, ending in September 2010 and the findings/outcomes of other actions, the IDP review structures, community meetings, etc will facilitate the revision, elaboration and confirmation of the issues from the previous IDPs. The process requires extensive community participation and needs to be completed by the end of September 2010

**Strategies Phase:** During this phase, the municipality works on finding solutions to the problems assessed in the first phase. The municipal vision must also be confirmed and development objectives containing clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in the first phase.

Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. Development strategies must then be developed focusing on finding the best way for the municipality to meet a development objective. Once the municipality has identified the best methods (strategies) to achieving its development objectives it leads to the identification of specific projects. This phase will commence in October 2010 and will comprise the revision/confirmation of strategies associated with each of the priority issues as identified in the prior phase. As previously, stakeholders such as National,

Provincial sector departments and parastatals will be involved in the strategies phase of the IDP. It is anticipated that this phase should be completed by the end of November 2010.

**Projects Phase:** During this phase the municipality works on the design and content of projects identified during the prior phases. Clear details for each project have to be worked out. Clear targets must be set and indicators worked out to measure performance as well as the impact of individual programmes and projects. This phase will commence in December 2010, and the projects emanating from the Municipalities and Sector Departments as informed by priority issues and the strategies contained in the Draft IDP for 2010/11 financial year will be revised/ confirmed with the necessary additional project information emanating from variety of sources considered. During this period, as per figure 2, Provincial Sector Departments will have their draft strategic plans.

**Integration Phase:** Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in preceding phases. These projects will provide an overall picture of the development plans. All the development plans must now be integrated. The municipality should also have overall strategies for issues like dealing with AIDS, poverty alleviation and disaster management, etc and other IDP components. This process should be finalised by December 2010.

**Approval Phase:** The IDP is presented to the council for consideration and adoption. The Council may adopt a draft for public comment before approving a finalised IDP. During this process municipalities should focus on the finalisation of Municipal draft IDP documents for 2010/11 financial year. This will be followed by the 21 day period of advertisement of the IDPs for Public Comments as required by the MSA. The finalisation of the Draft IDPs should be completed by the end of February 2010. The IDP for 2010/11 financial year will then be adopted on the 13<sup>th</sup> of March 2010 in terms of Section 32 of the Systems Act.

## 6.9 Process overview

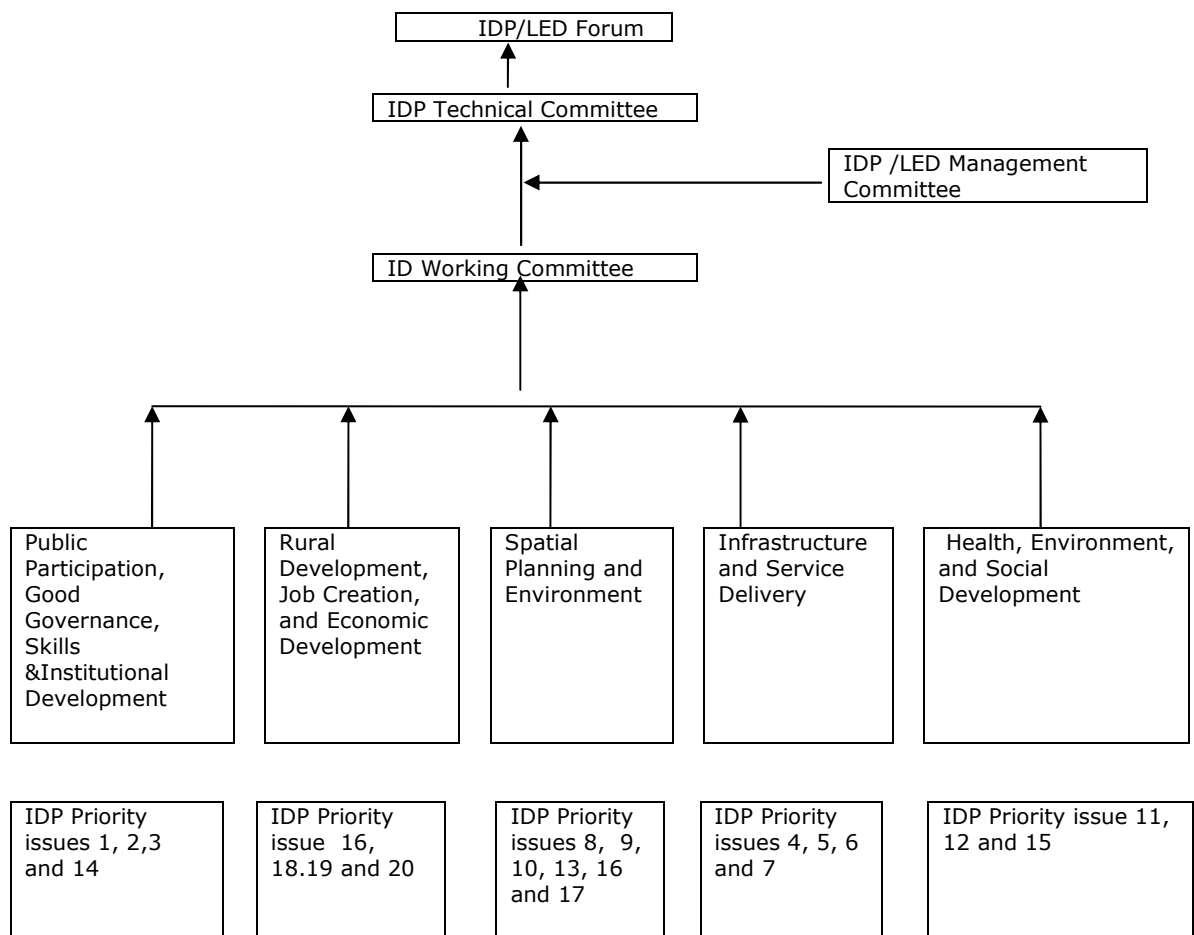
In an endeavour to optimise the functionality of our IDP structures and deepening of our engagements with all stakeholders throughout the municipality, contribute to the developmental agenda of Thembisile Hani Local Municipality at large. The deliberations prior to and during the compilation process of the Process Plan culminated into the formulation of the new organisational arrangements as depicted in **figure 1**.

Emanating from the discussion we resolved that the five working groups be established.

They are:

- Public Participation, Good Governance, Skills & Institutional Development
- Rural Development, Job Creation, and Economic Development ,
- Spatial Planning and Environment
- Infrastructure and Service Delivery
- Health, Environment, and Social Development

The 20 priority issues of the Council are henceforth subdivided and assigned to the respective IDP Working Groups. The technical working groups are chaired by the respective departmental managers. The IDP Working Groups are composed of government departments, business, civil society as well as other stakeholders.

**FIGURE 3: The Integrated Development planning organisational structure**

The issues emanating from the IDP Working Groups are then deliberated upon in the IDP Technical Committee and IDP Joint Forum respectively, as detailed below:

**The IDP Joint Forum:** chaired by the Executive Mayor and comprises of Representatives from political parties within Thembisile Hani Local Municipality, Traditional Leaders, Organised Labour, Parastatals and Civil Society. The function of the Forum, inter alia, is to represent the interest of the municipalities Constituencies in the IDP process and to facilitate, Negotiate and make decisions between stakeholders and governments.

**The IDP Technical Committee:** It is composed of the Municipal Manager, the Chairpersons of the IDP technical Working Groups, IDP Manager, Coordinators, Heads of Provincial Departments and designated official also form part of the Technical Committee. Albeit are expected to attend as and when there are special issues for discussion and to make inputs in respect of Provincial Programmes and projects. However, the municipality is confronted with the challenge of unsatisfactory attendance of the IDP Technical and IDP Joint Forum Meetings by some Provincial Sector Departments.

The Technical IDP Working Groups were established to deal with the IDP priority issues. Each WG deals with specific issues within the twenty IDP issues. Each WG is chaired by the relevant internal Department Head. Following is the IDP implementation, monitoring and revision programme (2010/11). This is an illustration of the scheduled activities and tasks which the above committee should follow. The dates of the meeting schedules of the IDP

Working Groups, IDP Joint Forum, IDP Management Committee and all other IDP related structures are contained in the Process Plan, which is obtainable from the office of the IDP Coordinator on request. The IDP Working Groups will meet on the first week of each second month, meaning there will be six meetings for each Working Group in a financial year. **Self Assessment and Key Learning Points of the Planning Process**

From this IDP process the following Key Learning Points were paramount:

The IDP process should thus rather be seen as a continuous process throughout the year, and going through different phases which include not only the traditional analysis phase, strategies phase, projects phase, integration phase, and approval phase, but also an implementation and implementation monitoring phase. The IDP is thus not an annual process starting in July and ending in March, but a continuous process of planning and implementation throughout the year. There is still a huge need for Capacity Building regarding integrated development planning for officials, Councillors and the public at large in order to fully comprehend and appreciate what the process is about, and what it is intended to achieve. The better the concept is understood the more meaningful contributions can stakeholders make.

Figure 4: The IDP implementation, monitoring and revision programme (2010/11)

	August	September	October	November	December	Jan	Feb	Mar
<b>Phase I: Implementation Monitoring</b>								
▪ Assess 2009/10 IDP Process/ Content								
▪ List Projects/Actions Emanating								
▪ Compile Agenda for Implementation								
▪ Implementation/Operational								
<b>Phase II: Amend/Confirm Issues</b>								
<b>Phase III: Amend/Confirm Strategies</b>								
<b>Phase IV: Amend/Confirm Projects</b>								
<b>Phase V: Amend/Confirm Integration</b>								
<b>Phase VI: Compile Draft Reviewed IDPs</b>								
- Local Municipality								
- District Municipality								
<b>Phase VII: Approve Final Reviewed IDP</b>								
- Local Municipality								
- District Municipality								
<b>Public Participation</b>								
<b>Budgeting Process</b>								

It is anticipated that professional technical support will be required to deal with the administration. It must be emphasised here that the results and findings from the implementation and monitoring process will continuously be fed into the various phase of the Integrated Development Plan revision process which will, to a greater extent, be based on the results of the monitoring process.

#### 6.10 Stakeholder and community participation

Community participation will be a fundamental part of the integrated development planning process and all community participation programmes, both in terms of monitoring the implementation of their Respective IDP's. Community participation programme will be informed by the Process Plan of Thembisile Hani Local Municipality which takes place in? January - March and August - December. While there is still challenge with regard to Print media, Thembisile Hani Local Municipality News letter is not effective as it was expected and electronic media are used to inform the community of the processes and Progress of the IDP Review.

### **6.11 Key sector plans**

Thembisile Hani Local Municipality has created some of this Sector Plans, as legislated by the System Act, and it has gone to a fact that some of the Plans not been developed due to financial constraints we are therefore in collaboration with the District Municipality request assistance in terms of developing some of this Plans. Our major aim is to seek through all legislative frame to reach the target of alignment. Thembisile Hani Local Municipality recognises the fact that they must develop these policies and plans which seek to deal with specific issues that will facilitate a progressive realisation of the desired developmental trajectory of Thembisile Hani Local Municipality.

## 6.12 THE SECTOR PLANNING FOR THEMBISILE HANI LOCAL MUNICIPALITY

Strategy	Plan	Status
1: Economically Sound Municipality	LED Framework Plan	Under review
	Agricultural Development Plan	Under development
	SMME and Sector Development Plan	Under development
	Local Tourism Development Plan	Under development
	Investment Incentive Strategy	Under development
	Rural Development Strategy	Under development
	Five Year Financial Plan	Under review
	Spatial Development Framework Plan	Under review
2: Effective Infrastructure	Water Services Development Plan	Under Review
	Energy Master Plan	Not funct.
	Integrated Waste Management Plan	Developed
	Cemeteries/ Crematoria Sector Plan	Under development
	Integrated Transport Plan: Phase 1	Under development
	Pavement Management Strategy	Under review
	Housing and Land Administration	Developed
3: People Empowerment	Human Resource Development Strategy	Under development
	Disaster Management Plan: Phase 2	Under review
	HIV/Aids Policy	Development
	Integrated Human Settlement Plan	Under development
	Integrated Sport Plan	Under development
	Gender Mainstreaming Plan	Under development
	Communication and Participation Strategy	Developed
4: Integrated Environment	IDP Review	Ongoing
	Performance Management System	Developed
	DIMS: Development and Implementation	Ongoing
	Integrated Environmental Programme	Developed
	Environmental Management Strategy	Developed
	Wetlands Plan	Under development
	Employment Equity Plan	Developed
	Skills Development Plan	Developed
	Youth Development Strategy	Awaits council adoption

### 6.12.1 Vision Statement

**To better the lives of our people through equitable, sustainable service delivery and economic development.**

### 6.12.2 Mission Statement

**We will achieve this by:**

- **Participative integrated development planning**
- **Sustainable and accountable, accelerated service delivery**
- **Promotion of socio-economic development**
- **Intensified community participation**
- **Shared economic growth**
- **Allocate resources within annual constraints**

### 6.12.3 Key Focus Areas

**In strive towards accomplishing our Vision and Mission; we will focus on the following Key Focus Areas:**

- **Good Governance**
- **Powers, Duties and Functions**
- **Financial Viability**
- **Community Participation and Inter Governmental Relations**
- **Infrastructure Development and Service Delivery**
- **Local Economic Development**
- **Performance Management**

### 6.12.4 Priority Development Issues

In line with the above, and informed by inputs provided by the community during consultation processes, as well as an analysis of technical information pertaining to the area, the following twenty Priority Development Issues have been identified in Thembisile Hani Local Municipality

IDP Priority Issues	
Issue 1: Institutional Development	Issue 11: Education
Issue 2: Financial Viability	Issue 12: Health and Welfare
Issue 3: Communication and Consultation	Issue 13: Municipal Facilities, Sports, Recreation, Arts, Culture
Issue 4: Water	Issue 14: Post and Telecommunication
Issue 5: Sanitation	Issue 15: Safety, Security and Emergency Services
Issue 6: Electricity	Issue 16: Housing
Issue 7: Roads and Stormwater	Issue 17: Land Use Management
Issue 8: Public Transport	Issue 18: Local Economic Development
Issue 9: Cemeteries	Issue 19: Youth Development
Issue 10: Waste and Environmental Management	Issue 20: Gender and Disability

These Priority Issues form the basis of the Integrated Development Plan, and for each of these a Problem Statement, Objectives, Strategy, Projects/Actions, and Performance Indicators have been formulated in Chapter 7 of this document.

#### **6.12.5 The Relationship of Thembisile Hani Local Municipality IDP with Mpumalanga Provincial Growth and Development Strategy, Vision 2014 Targets, and Nkangala District Municipality IDP**

In terms of Section 24(1) of the Municipal Systems Act **“The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution”**.

In the case of the Thembisile Hani Local Municipality the three most important (although not the only) directives in this regard are the Mpumalanga Growth and Development Strategy (PGDS) which was completed during 2007, the Integrated Development Plan of the Nkangala District Municipality, and the International Community Development Targets (Vision 2014).

The PGDS (2004-2014) is the strategic framework for the Mpumalanga Provincial Government that sets the tone and pace for growth and development in the province. It addresses the key and most fundamental issues of development spanning the social, economic and the political environment and was developed from the following:

- National policies and strategies
- Provincial strategies
- Local Government Plans (e.g. Integrated Development Plans) and strategies

The PGDS is considered a strategic document in as far as it ties provincial policies with national policies while it spells out strategies on a sectoral level. Moreover, the PGDS also serves as guideline to provincial departments and local government/organisations when they lay out their budget allocations in the light of key growth and development priorities at the beginning of each budgeting cycle. It is thus essential that the issues and programmes emanating from IDPs be compatible with the priority areas of the PGDS.

Mpumalanga Province has identified **six priority areas** of intervention as part of the Provincial Growth and Development Strategy, namely:

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development)
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform)
- **Human Resource Development** (i.e. adequate education opportunities for all)
- **Social Infrastructure** (i.e. access to full social infrastructure)
- **Environmental Development** (i.e. protection of the environment and sustainable development)
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

Care was taken during the Thembisile Hani Local Municipality IDP process that all actions and initiatives proposed are in line with the Provincial Priority Areas for Intervention as highlighted above. The IDP also supports the Mpumalanga Province Flagship projects which are the following:

**Maputo Development Corridor:** When we set out on our journey in April 2004 to create work in order to fight poverty, we fore-grounded economic development planning as nucleus of Provincial Government Plan. In the Master Plan of our Provincial Government we need to look into the task that suppose to be perform by various municipalities I terms of economic boost and this have to be define in accordance with Master Plan.

**Moloto Rail Development Corridor:** The Moloto Rail Corridor Development Initiative aims to link Gauteng and the communities of the Western Highveld in Thembisile Hani and Dr. JS Moroka Local Municipalities, with an intention to improve passenger mobility. The primary objective of the project is to reduce travel time, road accidents on the corridor and providing affordable and safe travel options for commuters. Upon its implementation and completion the project is expected to stimulate economic development activities as a result of the infrastructure investment which includes rail, road and transfer facilities. Cabinet approved the project on 05 March 2008 and prioritised it as part of ASGISA. It was therefore proposed that phase one of the project (referred to as the primary section of Moloto Rail Corridor Development Initiative between Gauteng and Siyabuswa) be implemented as suggested by technical feasibility study. The Moloto Rail Corridor Development Initiative (MRCDI) is an Accelerated Shared Growth Initiative of South Africa (ASGI-SA) project which intends to improve transport infrastructure and stimulate economic development in specific areas along the corridor, in particular the local municipalities of Dr. JS Moroka and Thembisile Hani of the Nkangala District. Moreover, the MRCDI is a flagship project of significant importance to the ongoing development of the province. The Moloto road (R573) also serves as an important transport route which connects Tshwane employment destination for the people of Thembisile Hani and Dr. JS Moroka local municipalities. Following a series of meetings held amongst representatives from National Department of Transport (NDoT), Mpumalanga Department of Roads and Transport, Limpopo Department of Roads and Transport, Passenger Rail Agency of South Africa (PRASA), Gauteng Province, and Nkangala District Municipality (NDM) over the issues of concern raised by the National Treasury, the Moloto Corridor Consortium (MCC) has been able to formulate and consolidate the Treasury Response Report. The formal response to National Treasury issues raised about the Feasibility Study was prepared by the Moloto Corridor Consortium due to their technical nature. The issues raised have been attended to through the use of new information obtained over extensive engagements by the project team to allow National Treasury to consider budget proposals for the Moloto Project. The project never had special budget allocation in the National Department of Transport. Only the Provincial Department of Roads and Transport now kn as Department of Public Works, Roads and Transport had made budget provision towards the project's pre-construction aspects which was later transferred to maintain rural roads in the province The National Department of Transport

(NDoT) and Public Rail Agency of South Africa (PRASA) have since submitted the report to National Treasury as part of expediting and securing funding to the project through the Medium Term Funding (MTF). The NDoT and PRASA are able to secure funding under the auspices of MTF for their capital projects within which the Moloto Rail Corridor Development Initiative is included. NDoT has requested an amount of R125 million through MTF from Treasury to start with the:

- Preliminary Design
- Project Management Office
- Environmental Impact Assessment (EIA)

These are the immediate pre-construction aspects which need to be rolled out in order for the project to advance to construction phase. The Treasury Response report is structured as follows:

- Option Analysis
- Revised Economic Feasibility Analysis
- Subsidy Implications
- Demand Origin-Destination Matrix
- Stress Analysis
- Quantitative Risk Assessment (QRA)
- Local Economic Development
- Optimum Utilization of Available System Capacity
- Interoperability
- Risks of Delays in the Environmental Impact Assessment Process

For ease of comprehension to the responses, the response report is grouped in four (4) main focus areas:

- v. Option Analysis & revised Feasibility Indicators, including questions related to
  - Simulation and analysis of an optimized bus system as a further technology option to be assessed;
  - The utilization of off-peak services, and taking into consideration the commuters' origins and destination including those at the destination and at employment areas;
  - Travel time impacts, including revised transfer times with values to be incorporated into the economic analysis;
  - The impact of emissions is also incorporated into economic analysis;
  - Variances in the social discount rate as well as how cost of capital is facilitated;
  - The way fare revenue is treated and its impact on subsidy requirements;
  - The impact of delays, including those that are caused by EIA issues
- vi. The impact of increases in capital costs on project feasibility
  - A stress analysis is conducted, using arbitrary % increases in capital costs and accordingly determining at what level of increase the project is no longer feasible.
  - A further capital cost issue refers to the under-utilization of infrastructure capacities or over-capacity situation during the initial years of the project.
- vii. Local Economic Development as a solution to the low income rural communities and to create long term local employment opportunities and to strengthen long terms economic based of rural areas along the corridor.

- viii. Interoperability impacts of the proposed new technology, linking with the traditional technologies. The response report exposes the project risks associated with the delays in the EIA process, which could affect the project feasibility:
  - The immediate impact of a delay in the EIA process effectively means that the potential benefits of the proposed system is forfeited.
  - The risks associated with an investment or planning of a particular route that needs to be re-routed for EIA reasons. In respect of minimization of the risks associated with delay in EIA process, the following action on monitoring and continuously management is required:
- vi. Identify preliminary EIA risks at an early stage and plan future capital programs accordingly;
- vii. The EIA process must be initiated as a matter of urgency;
- viii. EIA process must allow for review of preliminary risks and establish a risk management program for each individual risk item identified;
- ix. Facilitate accordingly additional risks surfacing;
- x. Determine in time risks associated with a partial implementation approach.

The results of MTF from National Treasury are expected in the first week of November 2009 which will detail the allocated funds to all the NDoT capital projects, including Moloto Rail Corridor Development Initiative.

**Water for All:** the implementation of this Flagship projects will contribute in alleviating the water crisis in our municipality, cause this challenges was facing our municipality for quite a long time now, the introduction of MIG projects has assisted the process further hence the Rand Water come on board assisting Kungwini Municipality in bring water to the people

**Accelerated Capacity Building:** the objective of the Province here is to ensure a continued drive to provide the necessary support for women leaders in performing their duties. Part of the target support to senior managers is the implementation of this Flagship projects as part of the Provincial” Big Five” Flagship project. This project is aimed at enhancing key competencies and skills for senior managers to perform at the required level. In addition to this, senior female managers are participating in the Executive Development Programme (EDP) to sharpen their leadership skills.

Another challenge that must addressed is the positioning the school curriculum offering and programmes to progressively provide a sustainable pool of skills and competencies to support the implementation of Big Five developmental flagship projects. FET institution also needs to be positioned in such a monor that they play a central role in addressing the skills of Thembisile Hani Local Municipality. The underlying principle is that skills development intended to create delivery and implementation capacities remains a critical success factor.

**Heritage, Greening and Tourism:** key components of this flagship include promotion and preservation of heritage resources, tourism and greening. It is a programme that integrates the elements of defines and recording Mpumalanga’s heritage, enhancing biodiversity conservation, sustainable development and effective environmental management practices to create a green Province. The focus on biodiversity conservation and sustainable use will enable the Province to conserve sensitive ecosystems, including sites of heritage significance. It starts with simple things combating wrong attitudes, poor but clean environs, promoting the right community and public manners.

However, the challenge of creating a Green Province will need to enhance capacity in communities and municipalities to design and implement environmental management programmes.

South Africa is also guided by the International Community Targets, and thus it adopted **Vision 2014** derived from the United Nations’ Millennium Development Goals. Milestones in relation

to **Vision 2014** which are relevant to the Thembisile Hani Local Municipality IDP process include the following:

- By 2008 no village household should not have access to clean potable water;
- By 2010 there must be decent sanitation for all, and Mpumalanga Province was the first Province to eradicate bucket system by the end of 2005;
- By 2012 there must be electricity in all households;
- By 2014 poverty, unemployment and skills shortages should be reduced by 50% respectively; and
- By 2014 improved services to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents, should be achieved.

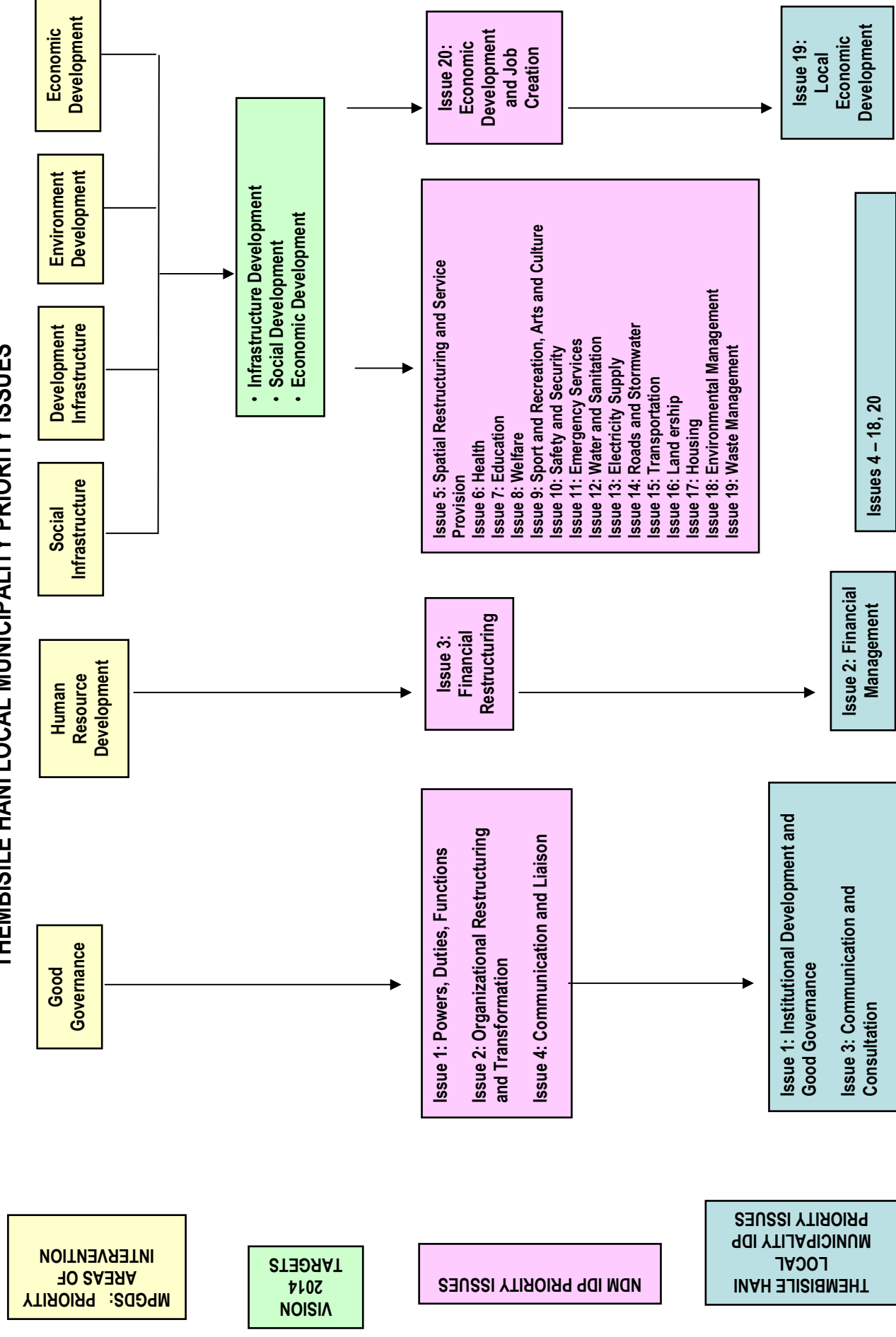
Most of these targets relate to engineering services, social and economic development.

The functional relationship between the Priority Areas of Intervention as contained in the Provincial Growth and Development Strategy, the Nkangala District IDP Priority Issues, the Vision 2014 Targets and the Thembisile Hani Local Municipality IDP Priority Issues are illustrated in **Figure 1**.

From this it is evident that there is a strong functional relationship and alignment between all these elements. Issues 1 and 3 of the Thembisile Hani Local Municipality IDP which are Institutional Development and Good Governance, and Communication and Consultation respectively broadly correspond with Issues 1, 2 and 4 of the Nkangala District Municipality (NDM) IDP, and are in support of the Good Governance and Human Resource Development Priority Interventions of Mpumalanga Province.

Issue 2 which deal with Financial Management is well-aligned with Nkangala District Municipality IDP Issue 3 (Financial Restructuring). The Thembisile Hani Local Municipality IDP therefore confirms Th realignment

**FIGURE 5: FUNCTIONAL RELATIONSHIP BETWEEN MPUMALANGA PGDS, VUNA CRITERIA, NDM PRIORITY ISSUES AND THEMBSILE HANI LOCAL MUNICIPALITY PRIORITY ISSUES**



Thembisile Hani Local Municipality IDP Priority Issues 4 to 18 essentially relate to infrastructure provision and service delivery – both social and engineering infrastructure and services. These correspond very well with Issues 5 to 19 of the NDM IDP. These issues are linked to the Vision 2014 Targets, and fall under three provincial Priority Intervention Areas: Social Infrastructure, Development Infrastructure and Environment Development.

Thembisile Hani Local Municipality IDP Issue 19 is Economic Development and Job Creation which is the equivalent of NDM IDP Issue 20, and the provincial Priority Intervention Area related to Economic Development. It also relates to some of the 2014 Targets.

### **6.13 Current Reality: Basic Figures and Facts**

The following section represents a brief summary of the most salient facts and features of the Thembisile Hani Local Municipality. This section should be read in conjunction with the Problem Statement sections of each of the Priority Issues as discussed in Section 3 of this document where more details are provided.

### **6.14 Organisational Structure**

The organisational structure of the Thembisile Hani Local Municipality Council comprises of a political component, and administrative component (see **Figure 5**). The political component is made up of Council and the Mayoral Committee with the Speaker and Executive Mayor. Five Section 79 Committees are in place with the respective portfolios allocated. For the purpose of accountability the arrangement in Thembisile Hani Local Municipality is that only a Councillor from the Mayoral Committee should chair a Section 79 Committee. The Section 79 Committees are arranged according to the following broad clusters:

- Administration and Governance Committee
- Finance Committee
- Planning and Infrastructural Development Committee
- Social Development, Housing, Land Administration and Public Safety Committee
- LED Committee

#### **The Head of Administration of the municipality is the Municipal Manager.**

The Council Administration comprises five departments – four are headed by a managers appointed by Council and the last one headed by Municipal Manager. These departments are:

- Municipal Manager
- Finance Services
- Corporate Services
- Technical Services
- Social Development Services

The detailed organogram of Thembisile Hani Local Municipality is reflected in **Figure: A**. Detailed explanation of each department is been given below:

**The Municipal Manager Department** comprises of units. These Units include the Audit, Performance Management, IDP & LED Assistant Manager Integrated Development Planning, Local Economic Development, Youth Development, Public Liaison; The Project

Management Unit will be responsible for the implementation and management of capital projects in the municipality, Town Planning, GCIS and Gender.

**The Finance Department** comprises two components: Income: which is responsible for revenue collection and cost recovery, and Expenditure which is responsible for salaries, wages and other payments. This department is also responsible for accounting services (income and expenditure), local government financial services, investment and cash flow management, compiling annual budgets and financial statements, and developing and co-ordinating the financial plan in terms of the IDP.

**The Corporate Services Department** is responsible for human resource management, training and development, labour relations, legal services, general administration, registry and records, and the Secretariat

**The Technical Services Department** is responsible for water and sanitation, waste removal, technical services, roads and storm water drainage, electricity, Expanded Public Works Programme (EPWP) Municipal Infrastructure Grant (MIG), repairs and maintenance and environmental management.

**The Social Development Services Department** is responsible for six components – housing, land use management, public health and social services, parks and sport, business licenses administration, disaster management, , public safety and emergency services, building inspection, traffic services, fire brigade services and library services.

NB! The appointment of all managers directly accountable to the Municipal Manager has been completed due to the unforeseen circumstances the municipality is run by Acting Municipal Manager and others respective Acting Managers in respective department.

### 6.15 Power and functions

The Thembisile Hani Local Municipality has limited powers, duties and functions as assigned to it per provincial gazette extraordinaire, 6 November 2000 Notice 794. The proclamation states that Thembisile Hani Local Municipality has the following powers, duties and functions from Section 84 of the Municipal Structures Act:

- 84(1) (e) Solid waste sites in so far as it relates to determination of a waste disposal Strategy; the regulation of waste disposal; the establishment, operation and And control of waste disposal sites, bulk waste transfer facilities and waste Disposal facilities for more than one local municipality in the district.
- 84(1) (k) the establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.
- 84(1) (m) Promotion of local tourism in the area of the district municipality.
- 84(1) (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.

**Table 1: Division of functions and powers between the NDM and local municipalities**

<b>FUNCTIONS</b>	<b>THEMBISILE HANI LM</b>	<b>NDM</b>
Air pollution	Yes	-
Building regulations	Yes	-
Child care facilities	Yes	-
Electricity reticulation	No	No
Fire Fighting	No	Yes
Local tourism	No	Yes
Municipal airport	Yes	Yes
Municipal Planning	No	Yes
Municipal Health Service	No	No
Municipal Public Transport	Yes	Yes
Pontoons and Ferries	Yes	-
Storm Water	Yes	-
Trading Regulation	Yes	-
Water (potable)	Yes	No
Beaches and Amusement Facilities	Yes	-
Billboards and display of advertisement in public places	Yes	-
Cemeteries, Funeral Parlours and Crematoria	Yes	Mp315
Cleansing	Yes	-
Control of public Nuisance	Yes	-
Control of undertaking that sell liquor to the public	Yes	-
Facilities for accommodation, care and burials of animals	Yes	-
Fencing and Fences	Yes	-
Licensing of dog	Yes	-
Licensing and control of undertaking that sell food to the public	Yes	-
Local Amenities	Yes	-
Local sport facilities	Yes	-
Markets	Yes	Yes
Municipal abattoirs	Yes	Yes
Municipal parks and recreation	Yes	-
Municipal roads	Yes	Yes
Noise pollution	Yes	-
Pounds	Yes	-
Public places	Yes	-
Refuse removal, refuse dumps and solid waste disposal	Yes including NDM	No
Street trading	Yes	-
Street lighting	Yes	-
Traffic and parking	Yes	-

As far as water provision is concerned the Thembisile Hani Local Municipality has been declared a Water Services Authority (WSA) which will have an extensive institutional impact on the municipality. The institutional assessment which was recently conducted in this regard highlighted these aspects, and is reported on in greater detail in Section 3.4 of this document.

## 7. CHAPTER 7: PRIORITY ISSUES, OBJECTIVES, STRATEGIES AND PROJECTS

### 7.1 INSTITUTIONAL PRIORITY ISSUES AND NEEDS

#### 7.1 Issue 1: Institutional Development and Good Governance

##### 7.1.1 Background and Problem Statement

###### a) Organisational Structure

At present the municipality employs a total of 341 employees which comprises of 225 Thembisile Hani Local Municipality staff and 116 transferred staff from DWAF. Despite the above personnel there are still a number of vacancies in the municipality that need to be filled with skilled people.

The institution comprises of 60 councillors of whom 30 are ward councilors and the other 30 are proportional representative (PR) councilors. Full time councilors consist of the executive mayor, 5 members of mayoral committee, the speaker and the chief whip. The political components is responsible for policy making while the administration component accounts for policy implementation and provision of technical advise to the politicians.

Operationally the members of the mayoral committees chair section 79 committees of council and the managers serve as resource persons in these committees. The section 79 committees correspond with the municipal department except that of the municipal manager, which over see and monitor all the departments in the municipality administratively.

79 Committee/Department	Political Head	Admin Head
1. Administration & Governance	Clr Mboweni	Acting Municipal Manager
2. Finance	Clr Msiza W S	Vacant
3. Planning & Infrastructure	Clr B.N Mahlangu	filled
4. Social Development	Clr B.N Sibanyoni	filled
5. LED/IDP	Clr N Mhlangu	Vacant

The office of the Accounting officer serves as a department under the political monitoring of the executive mayor and consists of the following subcommittee supervised by Assistant managers.

1. Public liaison	filled
2. Gender and the disabled	filled
3. Youth development	filled
4. PMS	Vacant

Otherwise the Accounting Office accounts for all the departments.

### 7.1.2 SWOT Analysis

Strength	Weakness
<ol style="list-style-type: none"> <li>1. Good relationship between political as well as administrative landscape.</li> <li>2. The level of literacy has risen among councilors</li> <li>3. Capacitation programmes in place for all councillors and officials</li> </ol>	<ol style="list-style-type: none"> <li>1. Filling of vacant positions still a challenge.</li> <li>2. Crucial positions not filled</li> <li>3. Lack of recruitment strategy</li> <li>4. Not all human resources matters are centrally Handled – each department handles her own human resources</li> <li>5. Lack of sufficient resources</li> <li>6. Lack of regular assessment among performance contract employment</li> </ol>
Opportunities	Threats
	<ol style="list-style-type: none"> <li>1. Failure to reach the EE targets</li> <li>2. Lack of capacity among other officials</li> <li>3. Lack of policies</li> </ol>

The Head of Administration of the municipality 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. These departments are:

- Municipal Manager
- Finance Services
- Corporate Services
- Technical Services
- Social Development Services

Detailed functions of each department are given here- below:

**The Municipal Manager Department** comprises of units which include the Internal Audit, Performance Management, Integrated Development Planning, Local Economic Development, PMU, Town Planning, GCIS, Youth Development, Public Liaison, and Gender & Disability.

**The Finance Department** comprises two components: Income: which is responsible for revenue collection and cost recovery and Expenditure: which is responsible for salaries, wages and other payments. This department is also responsible for accounting services (Income and Expenditure), local government financial services, investment and cash flow management, compilation of annual budgets and financial statements, developing and co-ordination of the financial plans in terms of the IDP.

**The Corporate Services Department** is responsible for Human Resource Management, Fleet-management, Labour Relations, Legal Services, and Personnel administration, Registry, Records, Information Communication Technology and Secretariat.

**The Technical Services Department** is responsible for water and sanitation, waste removal, technical services, roads and storm water drainage, electricity, Infrastructure development as well as repairs and maintenance.

**The Social Development Services Department** is responsible for housing, land use management, public health and social services, parks and sport, business licenses administration, disaster management, environmental management, public safety and emergency services, building inspection, traffic services, fire brigade services and library services.

**a) Personnel Capacity**

Apart from the fact that the skills level has improved due to continuous capacitation as well as the appointment to key positions, a challenge still remains in some areas of specialisation e.g. Town Planners, Technicians, and Engineers etc.

The personnel capacitation is done in terms of the priority issues as reflected in the IDP and the skills gaps as indicated in the Workplace Skills Plan.

**b) Councillors Capacity**

Councillors are also capacitated to fulfil their political oversight role with specific reference to relevant legislations, e.g. Municipal Systems Act, Structures Act and Municipal Finance Management Act and then focusing on sectoral legislation like the, Environmental Management Act, Disaster Management Act etc.

SALGA and sector departments doing their best in addressing the capacity of councillors and officials.

**c) Office Accommodation( Head Office)**

The municipality continues to experience the shortage of office accommodation as offices are shared among employees .Office building is built to alleviate this challenge.

**d) Information Management**

Currently our server room is housed in a small office and does not conform to the required standard. As a result thereof constant over heating, limited lightening protection, inadequate firewall and protection of data and unregulated internet usage are some of the challenges experienced. A dedicated monitoring and hands on activity may address the challenge.

The information management systems need to be beefed up in archiving, electronic document management, filing, telecommunication as well as recording system. These systems must be kept running through backup system in case of power failure or load shading

**e) Satellite Municipal Offices**

Currently there are 12 Municipal buildings in various towns of Thembisile Hani Local Municipality viz: - Bundu inn, Kwaggafontein A, Kwaggafontein B, Somphalali D, Vlaklaagte 1, Buhlebesizwe, Mandela, Tweefontein K, Kwamhlanga, Verena, Entokozweni and Kwaggafontein C. Some of these facilities can serve as fully

fledged service points in future. These municipal offices need to be refurbished, maintained and construct new offices in other wards.

**h) Tribal Council**

The Tribal Council participation as ordinary councillors will assist in the representation of respective tribal councils in the municipality. The expected number of representation is 12.

**Tribal Areas and Authorities**

The six main Tribal authorities who are active 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
- Manala Makerana Tribal Authority

**I) The Ward Committees**

- Ward Committees are launched throughout although others are not functional. Council has initiated a review and hope that they'll be functional

**J) South African Youth Council**

- This structure has been launched and is functional. Collaboration between the SAYC and our youth unit need to be strengthened to cater fully for the plight of the youth.

**K) Sport Council**

- Has been launched and functional- it caters for different sporting codes i.e. soccer, netball and volleyball

**L) Religious Forum**

- This Forum has been launched and is functional. It caters for all religious group and it participates as a stakeholder in municipal activities

**M) LED Forum**

- This forum was launched with 5 working group's lacks activity.

**N) Aids Council**

- This council was launched and established in the office of Executive Mayor not functional

**O) Transport Forum**

- It was launched and its functional

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>ACTION</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>TIME FRAME</b>	<b>FUNDING R million</b>	<b>SOURCE OF FUNDING</b>	<b>PERSON RESPONSIBLE</b>
To capacitate our employees, councillors and members of community service delivery	<ul style="list-style-type: none"> <li>Each department to submit skills needed to corporate services.</li> <li>Introduction of bursary schemes for scarce skills.</li> <li>Develop youth/women skill audit</li> <li>Roll out in service training.</li> </ul>	<ul style="list-style-type: none"> <li>Development of Workplace Skill Plan</li> <li>Induction of Ward Committee</li> <li>To implement skills plan of THLM</li> <li>To submit skills plan to LGSETA and claim</li> <li>To award bursaries to top achievers annually to study towards scarce skills qualification</li> </ul>	<ul style="list-style-type: none"> <li>Training needs analysis document developed</li> </ul>	March 2010			corporate
			<ul style="list-style-type: none"> <li>Workplace skills plan developed and adopt by council</li> </ul>	June 2010			
			<ul style="list-style-type: none"> <li>Number of skill programme and number of course attended</li> </ul>	Ongoing			
			<ul style="list-style-type: none"> <li>Grants received from LGSETA</li> </ul>	Quarterly		LGSETA	
			<ul style="list-style-type: none"> <li>Bursary Policy developed and adopted by council</li> </ul>	May 2010			
			<ul style="list-style-type: none"> <li>Monitoring bursary beneficiaries progress</li> </ul>	Ongoing			
To ensure the achievement of employment equity target.	<ul style="list-style-type: none"> <li>Issue adverts in favour of women ,youth, people living disability and local residents</li> </ul>	<ul style="list-style-type: none"> <li>Development of Employment Equity Plan</li> <li>Submission of employment equity report</li> <li>Equitable appointment of women in managerial positions</li> <li>Equitable appointment of people with disability, women, youth in managerial and non-managerial</li> </ul>	<ul style="list-style-type: none"> <li>Equitable representation in all occupational levels.</li> </ul>	September 2010			Corporate services
				September 2010			
				Ongoing			
				Ongoing			

			positions.						
To develop new council policies and review of current council policies and development of by-law to run concurrently	<ul style="list-style-type: none"> <li>Consultation with all relevant stakeholders.</li> </ul>		<ul style="list-style-type: none"> <li>In-house development of Policies e.g. Leave Policy Training Policy Recruitment Policy Bursary Policy; etc</li> <li>In-house development of By-laws, e.g. Street trading Road traffic</li> </ul>	<ul style="list-style-type: none"> <li>Relevant policies and by-laws will be in place.</li> <li>Guidelines and regulations on policies and by-laws will be followed effectively.</li> </ul>	July 2010				Corporate services
To ensure that council, Mayoral and section 79 and other subsidiary committees sit as scheduled	<ul style="list-style-type: none"> <li>Development of programme of council for a Council and committee meetings</li> </ul>		<ul style="list-style-type: none"> <li>Consolidating and issuing of agendas timorously</li> </ul>	<ul style="list-style-type: none"> <li>Number of meeting held</li> <li>Attendance registers</li> <li>Quarterly report</li> </ul>	Continuous				Corporate services
To render occupational Health and Safety for all employees	<ul style="list-style-type: none"> <li>Reinforcement of information sharing on health and safety precautions</li> </ul>		<ul style="list-style-type: none"> <li>Training of employees on OHS in the workplace</li> <li>Functional committee on health and safety.</li> <li>Workshops and seminars</li> </ul>	<ul style="list-style-type: none"> <li>Well displayed fire extinguishers and emergency signs</li> <li>First Aid kits</li> <li>Trauma Counselling</li> <li>OHS campaigns and awareness programs</li> </ul>	Ongoing				Corporate services
To enforce discipline in the work place and motivation of	<ul style="list-style-type: none"> <li>To orientate newly appointed employees on disciplinary procedures</li> <li>Provide mentors and</li> </ul>		<ul style="list-style-type: none"> <li>The distribution of Legislation pertaining to disciplinary procedures</li> <li>Regularly conducting</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of disciplinary hearings</li> </ul>	Ongoing				Corporate services

employees	<ul style="list-style-type: none"> <li>coaches</li> <li>Capacitate Local Labour Forum</li> <li>Do counselling when necessary</li> <li>Workshops &amp; training</li> </ul>	<ul style="list-style-type: none"> <li>inductions for all employees.</li> <li>Make code of conduct available for all employees.</li> </ul>							
To capacitate employees and councillors on HIV Aids epidemic in the workplace	<ul style="list-style-type: none"> <li>Placement of pamphlet on HIV/Aids</li> <li>Distribution of condoms at the strategic place</li> </ul>	<ul style="list-style-type: none"> <li>Development of Policy on HIV/Aids in the working environment</li> <li>Conducting HIV/Aids awareness campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Improved HIV/Aids awareness and voluntary testing</li> </ul>	Ongoing				Corporate services	
To ensure well being of employees in the workplace	<ul style="list-style-type: none"> <li>Comprehensive participation in an employee assistance programme</li> </ul>	<ul style="list-style-type: none"> <li>Development of policy on employee assistance programme</li> </ul>	<ul style="list-style-type: none"> <li>Effective participation through the reduction of absenteeism</li> <li>Strengthen monitoring</li> <li>Electronic monitoring</li> </ul>	Ongoing				Corporate services	
Filing of Key positions in all departments.	<ul style="list-style-type: none"> <li>Issue internal and external adverts.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct recruitment process.</li> </ul>	<ul style="list-style-type: none"> <li>Key positions will be filled.</li> <li>Induction will be conducted for newly appointed employees.</li> </ul>	August 2010				Corporate Service	
Finalisation of placement of staff	<ul style="list-style-type: none"> <li>Through placement committee and LLF.</li> </ul>	<ul style="list-style-type: none"> <li>Placement of transferred staff from Department of Water of Affairs and remaining unplaced staff from Thembeisile Hani Local Municipal.</li> </ul>	<ul style="list-style-type: none"> <li>All staff will be placed in accordance with approved organogram</li> </ul>	June 2010			No funding needed	Corporate Service	
Council Vehicles	<ul style="list-style-type: none"> <li>Tender Adverts will be issued</li> </ul>	<ul style="list-style-type: none"> <li>Purchase five vehicles for corporate services</li> </ul>	<ul style="list-style-type: none"> <li>Council Vehicles available</li> </ul>	August				Corporate Services	
To manage	<ul style="list-style-type: none"> <li>To ensure development</li> </ul>	<ul style="list-style-type: none"> <li>To ensure provision of</li> </ul>	<ul style="list-style-type: none"> <li>Archiving space</li> </ul>					Corporate	

municipal records	of proper filing and archiving system	adequate space for existing files and records materials <ul style="list-style-type: none"><li>• Installation of electronic record system</li></ul>	allocated <ul style="list-style-type: none"><li>• Records management system installed</li><li>• Electronic document management system</li></ul>				services
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## 8. Issue 2: Financial Viability

### 8.2.1 Background and Problem Statement

In terms of the Municipal Finance Management Act (MFMA) the Finance Department supports the roles of the Chief Finance Officer who is administratively in charge of performing all budgeting, accounting, financial analysis, financial reporting, cash management and implement sound financial management. The department manages revenue collection, investments, cash flow and expenditure payments to providers of goods, services and infrastructure projects.

The Department of financial services is aiming to keep up with the terms and guidelines of the Municipal Finance Management Act 56 of 2003 The Municipal Finance Management Act (*MFMA*) in order to support Thembisile Hani Local Municipality's capacity to deliver sustainable services to all the community and this goal will be achieved by putting in place a sound financial management framework,

Finance department is working on becoming more accountable, and compliant with the stringent reporting requirements of the MFMA Act. The major challenges facing the department is existing organogram which does not address the budget/ IDP implementation requirements worsened by lack of capacity to execute the mandates. The municipality's revenue base is very low due to poor collection rate and hence the municipality is fully reliant on conditional grant funding. The municipality faces a high risk of not being financial viable if grant funding is either decreased or not allocated , this in turn poses a threat to the ability of the municipality to continuously deliver sustainability services in the future .

The department plans to improve the efficiency and effectiveness of the municipality as required by the Constitution, which obligates all three spheres of government to be transparent about budgets and financial affairs. The department will also ensure that compliance with all local government legislation, particularly the Municipal Systems Act, to promote alignment of IDPs, budgets, and performance management systems.

Overall the Finance Department is responsible for the drawing up of the Multi-Year Annual Budget in line with the project prioritization as contained in the Integrated Development Plan (IDP), the implementation thereof through the Service Delivery and Budget Implementation Plan (SDBIP) and maintaining internal control systems whilst ensuring that accurate, reliable financial information is available at the municipality.

### **8.2.2 The following financial related issues will remain priority in 2010/11**

1. The maintenance of fully functional general ledger and accurate financial information to enable generation of financial reports on time. Outcomes of the 2008/9 Audit issues will be used to develop and implement an audit recovery plan. The implementation of the recovery plan will also be aimed at the continuous improvement of the control environment.
2. Reviewing of all financial management related policies
3. Enhancement of Revenue collection
4. Pursuance of supply chain management methodologies which conform to the requirements of MFMA requirements
5. Align the finance organogram to the needs of the IDP and SDBIP
6. Ensure that the Municipality's continues to maintain functional integrated financial management systems which are cost effective.
7. Introducing and maintaining appropriate document management system
8. Continue to implement effective creditors and debtors management policies
9. Focus on sustainable financial management initiatives
10. See to it that accounting records are GRAP Compliant
11. Review skills available in Finance identifying gaps and ensuring that officials who require training are assisted and funded vacant posts will be filled.

### 8.2.3 The Finance Department is made up of the following sections

Division	Duties	Filled Posts	Proposed Positions for 2011	Proposed Positions
Expenditure	Expenditure Salaries, Financial Reporting , Reconciliations, Expenditure Analysis	4	6	Chief Accountant Accountant Expenditure Accountant Salaries 2 Senior Clerk Creditors (one for sundry creditors the other for projects) Junior clerk
Budget and Treasury office	Investments , Grants and Subsidies, Long Term Debt budgeting and planning cash management, Budgeting and planning MFMA Implementation Plan Service Delivery Implementation Plan	1	4	Budget Accountant Senior Budget Clerk Junior Budget Clerk
Supply Chain	Acquisition and Demand Management Disposal Management Logistics Management	4	7	Chief Accountant 3Senior Clerk

	Supply Chain Performance Management Stores			1 Junior Clerk Stores Clerk Store man
Revenue	<p>Receipting , depositing, Bank Reconciliations, service registration and deregistration, debtors management, reconnection and disconnection queries, write offs, meter readings, Reconciliations of the Ledger to control accounts (debtors, RD Cheques, Suspense Alc , Legal fees, Vat Control , Interest etc)</p> <p>Indigent policy, rates and Tariffs, valuation rolls, monitoring of water and electricity consumption, debit notes, direct income (traffic, halls and Stadiums, reporting on income</p>	11	26	<p>Chief Accountant</p> <p>Accountant Income</p> <p>Accountant Revenue Collection</p> <p>Senior VAT Returns Clerk</p> <p>Junior VAT Returns Clerk</p> <p>Billing Clerk</p> <p>4 Data Capturers</p> <p>Senior Cashier</p> <p>10 Cashiers</p> <p>Credit Controller</p> <p>Debtors Controllers</p> <p>Meter Readers</p> <p>Enquires Clerks</p> <p>Data Collectors</p>
Assets Management	Procurement of Assets , Receiving , Bar coding, Deployment, Servicing, Maintenance renewal, Obsolescence, storage, disposal, write offs, verifications	1	5	<p>Chief Accountant</p> <p>Accountant</p> <p>2 Senior Clerks</p> <p>1 Junior Clerk</p>
Management	Performance Management	1	7	Chief Financial Officer

and Administration	Corporate Governance and Compliance Risk Management Strategic Planning Analysis Capacity Building and Development			Assistant Manager Supply Chain Assistant Manager Assets Assistant Manager Expenditure Assistant Manager Revenue Assistant Manager Budget
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Thembisile Hani Local Municipality like many municipalities in the country is facing many challenges financial management due to the dynamic setting of local government and its structures.

#### **8.2.4 Key Result Areas**

##### **8.2.4.1 Revenue Enhancement**

The Finance Department is exploring innovative ways of expanding income base. The department has also embarked on the cleansing of the consumer database and bringing it into line with the information in the valuation roll. Alternative sources of funds will be investigated since a significant number of the community are poor households and are unable to pay for services. These efforts will ensure reduction of pressure on the grants. Part of the process will involve review of all revenue related policies and once database is clean and outstanding balances are verified the policies will be enforced and collection targets will be set. Finance is planning to launch an enquires desk and later a customer relations call centre to promote dialogue between the municipality and the community.

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##### **8.2.4.2 Asset Management**

The process of converting the asset registered to be GRAP compliant is underway. Finance will work on the improvement of the control environment and ensure that all assets are recorded verified and insured. Repairs, Maintenance and renewal plans will be drawn and Finance will work hand in hand with the technicians to ensure implementation.

##### **8.2.4.3 Policies and Procedures**

As part of the Audit Recovery Finance will ensure that effective systems are introduced in all areas of financial management, procedure manuals, controls, policies and bylaws will be reviewed, submitted for public comments, tabled in council and if approved will be implemented and enforced. Skills Assessment will be conducted quarterly with the aim of improving the competency levels of the officials in Finance. The department intends to prepare Annual Financial Statements and all financial information as required

by legislation timeously and to consistently review financial performance on a regular basis

#### **8.2.4.4 Cash flow Management**

The department is determined to implement and maintain effective cash flow management systems to ensure continuously an adequate and sustainable funding. Most of the available funds will be channelled to fund priority IDP projects. The Finance department will be advising the Accounting officer on best methods of investing surplus funds until required.

#### **8.3.4.5 Effective Expenditure Control**

Due to the poor revenue collection the Finance department will ensure that special attention to is given in controlling unnecessary spending on nice-to-have items and non-essential activities, and public relations activities. Attention will be given to ensuring value for money is obtained when using consultancy and other outsourced services. Consultancy services will only be limited to highly specialized requirements which cannot be performed by the municipal officials. Finance will ensure that they work hand in hand with the Technical Services Department in ensuring that the backlogs in basic services and the refurbishment of existing assets are prioritized consistently. This is in line with the municipality's priority of ensuring effective, efficient municipality rendering affordable, accessible and sustainable.

#### **8.2.4.6 Integrated Financial Management Systems**

Currently, three different systems are used to store financial information at Thembisile Hani Local Municipality not:

- VIP - Salaries and Allowances
- Baud - Asset Management
- Munsoft – Municipal Finance and Billing Software

All these system operate individually and there interface is either not there or not functioning properly. This has led to the non availability of complete financial information. The IT section is currently supported by an intern and Corporate Services is

urged to consider the recruitment of Senior, experienced IT Officials to support and mentor the Intern VIP system and BAUD is currently not on the server. Financial systems require a standalone financial management server and the department will budget for upgrades and further training to ensure compliance with regulations. National and Provincial Treasury has been concerned with non submission of various required reports and to enhance compliance the department is going to upgrade the Munsoft so that the process of producing financial reports is automated.

This intervention will enable Finance to produce GRAP compliant Annual Financial Statements, National Treasury returns, budget formats and Management reports with ease and timeously. The service providers have plans of developing a multi-faceted web system which interacts with the billing system. Once this is finalized, Thembisile Hani Local Municipality will then be able to a credible consumer database. Such a system will come with spin off benefits like the ability of municipal officials to communicate with consumers via emails and sms Consumers will also be able to view their account details and make secure payments online.

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECT/ACTION</b>	<b>INDICATOR</b>	<b>TIME FRAME</b>	<b>RESPONSIBILITY</b>
Enhancement of income for the municipality	Update and expand existing data base	Appoint data collectors/ use debt collectors	An updated data base	31/12/2010	Finance
	Conduct payments awareness and campaigns and establish new pay points.	Interacting with communities through meetings. Bringing pay points nearer to the people resuscitating dysfunctional pay points & establishing new ones.	Improving payments by at least. Functional pay points <ul style="list-style-type: none"> <li>Programmes of community meeting.</li> <li>Conducting of community meetings</li> <li>Completing by laws and gazetting them.</li> </ul>	31/10/2011	Finance Executive Mayor's office/ Ward Committees Councillors
	Passing of By- laws that enhances the	Assist with the developing and gazetting of by laws	Gazetting of revenue generating	31/10/2010	Finance Corporate services

	municipalities income		by laws inter alia billboards, water usage, etc		
	Implementation of the second phase of the MPRA processes	Facilitating the adoption of MPRA and establishment of general valuation roll.	Implementation of rates and taxes as per MPRA	31/12/2010	Finance Corporate services
	Targeting formal and informal business to be regular payers.	Reaching an agreement with formal and informal business owners to pay for services	Payment of services by formal and informal business owners	01/12/2012	Finance + MMC
	Negotiate all civil servants to pay for services	Signing of MOU with departments for employee service payments	Payment of services by civil servants through stop order	01/12/2010	Finance/Municipal Manager
	Determination of ways through the DME to have sand mining charged.	Agreement with the DME to levy a surcharge on sand mining activities	Payment of sand mining surcharge	01/09/2010	Finance
	Automation of the proof of residence process to eliminate the issue	Payment of account to be linked to proof of residence activity including charging of R300 refundable deposit	Proof of residence activity linked to account payments.	01/12/2010	Finance

	of duplicated accounts for individuals from the same household					
Employment of staff	Employment and training of staff to implement finance strategies	Filling of vacant posts on envisaged organogram. Training of staff to implement finance activities	Training of staff to deal with GRAP/GAMAP and MPRA implementation plus other finance functions.	30/07/2011	Finance	
Implementation of electronic payment system	To ensure online receipting of payments from the community at remote offices	Installation of online consumer payment system	Implementation of the electronic payment system	01/06/2011	Finance	
	Ensuring payment by electronic system	To pay creditors, suppliers, salaries and other electronically	Payments by the municipality done electronically reduction of cheques usage	30/09/2010	Finance	
To reward and incentive	To encourage defaulters to pay	Rewarding regular payers and encouraging non payers	Number of rewards given and number	31/10/2011	Finance Executive Mayor's	

service payments	and reward regular payers		of defaulters paying.		office
Data protection	Effective data protection and recovery	Installation and implementation of backup service and remote data storage	Minimal to no data losses	30/11/2010	Corporate Services/Finance
Pursuance of supply chain methodologies which are in line with MFMA requirement	Review supply chain policy and ensure that it is adopted by council and implemented	<p>Revise tender and order documents in line with MBD forms.</p> <p>Quarterly reporting as prescribe in terms of supply chain Regulations.</p> <p>Annual advertisement for enlistment for service Providers.</p> <p>Updating of existing Suppliers information on database</p>	Compliance with legislation and guidelines	On going	Finance/All Departments
Implement effective cash flow management methodologies	Daily and monthly revision of cash position	Develop and implement cash flow management policy and processes.		Ongoing	Finance
		Creating the budget and Treasury		31/03/2011	Finance

	<p>short term Investments done in line with cash requirements.</p> <p>Ensure that all projects activities and payments are cash backed</p>	<p>office to deal with cash management issues</p> <p>Utilization of funds to cater for priorities identified in the IDP</p>			
Clean Audit	<p>Develop an practical audit recovery plan and ensure implementation together with the implementation of the Risk Management Plan</p>			30 June 2011	Finance and All Department
Repairs and Maintenance	<p>Provide adequate budget to cater for</p>				

	the repairs and maintenance as per repairs and maintenance plan				
Asset Management	Implement a effective asset management system Develop a replacement plan for all assets which have passed their lifetime		Complete Asset Register	31/12/2011	Finance

## 9. Issue 3: Communication and Consultation

### 9.3.1 Background and Problem Statement

Thembisile Hani Local municipality like any local government is a three legged structure of which all three legs are integrated and interdependent. The legs are council, administration and the community. The cohesion of these parts is underpinning a successful developmental local government.

As democracy by its nature dictates that the municipality as service provider, should provide a people-driven service. For Thembisile Hani Local municipality to be able to deliver this people-centred quality service there should be extensive communication and consultation between and among the role players. Formulation of communication and consulting structures is vital in this process. Development of necessary infrastructure and systems is integral in this event.

Thembisile Hani Local Municipality has a formal consultative, participation and communication strategy which the council is using in the establishment of mutual trust between council and the community, particularly in the areas of active community participation and the improvement of the level of payment of services.

Of special significance with regard to the establishment of communication and participation strategy are the following:

- Continuation of Municipal Izimbizo and Executive Mayoral Outreach Programme, which allow local leaders the opportunity to interact with communities on issues of service delivery.
- Continuation of engaging sector departments and utilities in the various processes and forums for Integrated Development Planning (IDP).
- Utilise various mechanisms to communicate, such as local newspapers, local radio stations, flyers, ward councillors, community development workers, account statements and loud hailing.
- Ongoing negotiation with provincial departments that no project will be implemented in our area of jurisdiction prior to consultation with the council.
- Ongoing multitude of bi- or multi-lateral processes around a number of development challenges and initiatives such as the youth agricultural projects and the Moloto rail corridor.
- Regular conduct of audit of ward committees and ensuring full functionality.

Aspects of the above are briefly discussed below.

#### **a) Inter-governmental relations**

In 2005, the Inter-governmental Relations framework Act was passed to ensure that the principles in Chapter 3 of the Constitution on co-operative government are implemented. Thembisile Hani Municipality adheres to all the principles of the Inter-governmental Relations Framework Act in coordinating all inter-governmental service delivery programmes that seeks to provide services, alleviate poverty and promote development

### **a) Community Outreach Meeting**

In terms of Section 17(2) e of Local Government Municipal Systems Act 32 of 2000 a municipality must establish appropriate mechanisms, processes and procedures to enable the local communities to participate in the affairs of the municipality, and must for this purpose provide for report back to the local communities.

Accountability and transparency are the key characteristics of governance. Thembisile Hani Local municipality, in the spirit of cooperative governance, has initiated the Municipal Izimbizo and Executive Mayoral Outreach Programme that aims at improving communication between council and community at large. The outreach programme gives an opportunity to the local leadership to interact with communities on issues of service delivery and development in general.

### **b) Ward Committees**

The Minister of Provincial and Local Government has in terms of Local Government Municipal Systems Act, 32 of 2000 issued guidelines for the establishment and operation of ward committees under notice 965, Government Gazette No 27689 of 24 June 2005. The purpose of the said guideline is to provide uniform and simplified guidelines for the establishment of Ward Committees.

Thembisile Hani Local Municipality has established 30 ward committees. Proportional Representative Councillors are deployed in wards to strengthen participation and communication. Managers, Assistant Managers and Coordinators have adopted wards. Villages have been grouped to form zones of which a member of mayoral committee has been deployed to an each of the five zones.

Community participation is the centre of Thembisile Hani Local Municipality's core function; hence all the necessary mechanisms and processes towards the optimal functioning of structures are explored and implemented accordingly.

### **c) Forums(fora)**

#### **LED Forum**

Council has established on LED forum with (5) working committee stakeholders are represented in each of the working committees and forum. Committee are chaired by section 79 committee members and forum is chaired by an elected rep of the stakeholders.

#### **Religious forum & other**

Council has initiated the formation of a number of forums that register for recognition from council. Other forums and councils remain a responsibility of council i.e. sport council, aids council, SAYC, transport forum are council responsibility.

Thembisile Hani Local Municipality has established an IDP Forum that composes of Executive mayor, business community, private sector, traditional leaders, parastatals civic society and other stakeholders. There is both the technical and joined IDP forums paragraph the IDP activities terminate in an IDP indaba.

During the Forum meeting, administration gives a report to the stakeholders and clarifies matters of uncertainty. This process ensures that everybody understand the IDP process and contributes accordingly/The activities of LED forum, budget indaba, youth council, IDP indaba, IDP forum (both technical and political), AIDS council, Sport council and Transport forum should be sustained and enhanced.

Thembisile Hani Local Municipality Communication Strategy should be popularized, especially to young people and be reviewed annually so as to cater for new development.

#### **d) Disaster, Urgent & Crisis Communication Strategy**

The council must develop a strategy of introducing SMS and Share Call to all community members in order to easily disseminate or communicate information. This will help in extending invitations to local community members via SMS and it will encourage residents to attend meetings. It will also close gap on communication between the councillors, CDWs and Ward committee members. The branding of Thembisile Hani Local Municipality should be taken very serious in order attracts investors and tourists.

#### **9.3.2 SWOT Analysis**

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threat</b>
-supportive community structures -resources: loudhailers, CDW's, Co-ordinators -Meetings, Izimbizo, mayoral outreach	-lack of capacity ward committees -lack of administrative support -inconsistent of ward committee and community meetings -failure to utilise suggestion boxes and notice boards -no language policy	- communication officers -notice boards & suggestion boxes -Ikwekwezi FM -ward committees & CDW's	-no report back meetings -lack of information: community members -lack monitoring tool -unclear reporting system -no radio control centre & two way communication system -lack of understanding sign language

<b>Objectives</b>	<b>Strategy</b>	<b>Projects/Action</b>	<b>Indicators</b>	<b>Timeframe</b>	<b>Amount R000</b>	<b>Source</b>	<b>Responsibility</b>
Strengthening Public Participation	Ensure the functionality of all ward committees	Re-launching of all ward committee Provision of refresher courses and accredited trainings Provide administration and technical support Provision of out of pocket expenses	Number of meeting held by ward committees Number of service delivery report submitted Number of refresher courses and training provided	Quarterly		Funding Local Government Equitable Shares (LGES) Municipal Systems Improvement Grant (MSIG)	Municipal Manager
Development of easy instrument of reporting complaints	Establishment of Complaints Management Systems	To set up the complaints management systems Study best practices for implementation	Number of complaints registered and feedback given	Oct 2010		Funding	
Popularization of new Village Names	Erection of Village name boards	Issuing public notice calling for prospective service provider	Appointment of prospective service provider and erection of Village Name Boards	October 2010		funding	Municipal Manager
To monitor community satisfaction on service delivery	Implement a community survey to monitor community satisfaction on service delivery	Conduct a Community satisfaction survey by service provider	Submission of survey outcome to council	July 2010		funding	Municipal Manager
Development of easy instrument on Language usage	Establishment of internal policy development	Development of language policy	Submission of language policy to council for approval	Sept. 2010			Manager Corporate & Public

	committee	Implementation of Outreach and Izimbizo programme as directed by council resolution and communication strategy (C/S)	Submission of report to Council	On – going		funding	Liaison
Improve communication, participation between Council and its communities	Continuation of Municipal Izimbizo, Executive Mayoral Outreach, Community & ward committee Meetings,	Production of Newsletter, suggestion boxes & notice boards	Distribution of newsletter to all strategic points in THLM	Quarterly		funding	Municipal Manager
Improve communication, participation between Council and its communities	Dissemination of information	Advertisement of post	Finalization of appointment of event coordinator	July 2010		funding	Municipal Manager
Effective Coordination of all Council events	Appointment of Event coordinator	Website up-date	Website updated	Quarterly		funding	Municipal Manager
Marketing the Council local and international for investment	Populating Council information	Advertisement for prospective service provider	Delivery of Compact sound system Truck	Oct 2010		funding	Municipal Manager
Effective and efficient communication	Utilization of various mechanisms to communicate	Advertisement for prospective service provider as directed by C/S	Installation of Share Call and SMS	Sept 2010		funding	Municipal Manager
	Assess the effectiveness of the communication strategy	Up-date the strategy and putting the implementation plan	Strategy up-dated and report submitted to Council	July 2010			<i>Manager Corporate &amp; Public Liaison</i>
	Publication Of Municipal News Letter	Publishing news letter on monthly basis	All reports of the municipal	Monthly			All Dept PLO



## 10. Issue 4: Water

### 10.4.1 Background and Problem Statement

#### a) Bulk Supply

The number of households receiving water at RDP level is 96%. Of major concern in the Thembisile Hani Local Municipality is that we don't have the raw water source. The consumption of water is 57 Mega Litres (Mgl) (57 000 000l) per day. A volume of 25 Mgl is supplied by Kungwini Municipality and 32 Mgl by Rand Water and 10mgl by Magalies water. The supply however is not constant. According to the above mentioned bulk supply figures we should be having enough water however the element of water conservation and Water Demand Management is a challenge that the Municipality is currently attending to. Some of the water losses that we are encountering due to the old infrastructure that needs to be replaced for an example the asbestos pipes.

#### b) Institutional Capacity

Technical Services Department has the Manager. The Municipality is in a process of appointing the Project Management Unit (PMU) Manager, Assistant Manager: Water and Sanitation. The Department has been experiencing an exodus of the Technicians due to search for greener pastures. This has been a setback to us; we are however in a process of filling these positions. Thembisile Hani Local Municipality is a Water Services Authority and as such it is providing water services. The recent Section 78(2) Assessment that was conducted for Thembisile Hani Local Municipality concluded as follows:

*"The department option is regarded as more appropriate to the circumstances of Thembisile Hani Local Municipality. The mechanism would, however, require many things: separating water and sanitation services out of the T Engineering and Administration department; designing a new organisational structure inclusive of DWAF personnel and support staff; revamping the performance management systems; autonomy, accountability, focus and management systems will have to be put into place; the department would have to produce an annual business plan consistent with the WSDP; an adequate budget. Substantial financial and human resources would be required to achieve the above. Thembisile Hani Local Municipality should focus on providing a WSA function first, before concentrating on a WSP function. The location and cross-boundary nature of WS infrastructure and the provision of bulk WS by another LM may impede the LM's WSP functionality. Water resource availability in their area is limited and requires a collaborative and coordinated approach.*

*For all three LM's, (Thembisile Hani Local Municipality, Dr JS Moroka Municipality and Kungwini Municipality) it has been recommended that the decision on an appropriate internal mechanism be deferred to explore the possibility of an external mechanism. It has been further recommended that they approach other municipalities facing similar challenges to consider a regional approach to service delivery.*

*. There is also a lack of water services capacity with in the LM's. There is also a need to address institutional reform for receiving and operating the DWAF scheme.*

*From the challenges, the recommendation was made for a regional approach to service delivery.*

3. *The buy-in to the process by politicians, and officials at all levels (all LM's) is required if a regional approach to service provision is to be successful. The 78(3) assessment will be critical to the LM's, and should be done in a coordinated and cooperative manner with other WSAs and WSPs in the area. Many interests would be at stake and this requires a high level of stakeholder involvement from the inception, as possibilities of partnering will require consideration". it should be further noted that the council has already opted for a multijurisdictional entity as a suitable option.*
4. *Reticulation has taken place in more than 60% of the villages with the installation of stand pipes yard connections and meters.*

**c) NB: Status Quo**

<b>WATER</b>		
<b>Not all areas have access to water</b>	Implementation of projects	MIG
<b>Aging of infrastructure</b>	Refurbishment of all the critical infrastructure	DWA
<b>Asbestos pipes in most areas asbestos pipes, Tweefontein G no pipes, Muzimuhle Farms no excess of water and</b>	Feasibility Study/Upgrading of critical asbestos pipes	DWA; MIG; DBSA
<b>Vezubuhle un-completed project</b>	Savings from 2009/10 projects will complete Vezubuhle	MIG; PMU
<b>Proposed new projects by council in informal settlements for 2010/11 i.e. Luthuli, Mountain view, Suncity AA ; Mandela and Moloto</b>	Formalised and outstanding areas with reticulation should be the ones addressed as a priority and will be able to eradicate the backlog	Councillors; THLM
<b>No water by-laws implemented</b>	There is a draft that have to be adopted and gazetted	THLM

**10.4.2 SWOT Analysis**

<b>Strength</b>	<b>Weakness</b>
<ol style="list-style-type: none"> <li>1. 96% of our communities receive water in an RDP standard</li> <li>2. WSDP in place</li> <li>3. Funding by other spheres of government</li> <li>4. Quality water test done twice a month</li> </ol>	<ol style="list-style-type: none"> <li>1. No strategy in place on water conservation and water demand management</li> <li>2. No water by-law in place</li> <li>3. no meter reading even on areas where we have metered</li> <li>4. no proper data</li> </ol>
<b>Opportunities</b>	<b>Threat</b>
<ol style="list-style-type: none"> <li>1. experienced and reliable service provider- Rand Water Board</li> </ol>	<ol style="list-style-type: none"> <li>1. Poor revenue collection</li> <li>2. Old infrastructure</li> </ol>

	3. <i>No raw water source</i> 4. <i>Majority of households are indigent</i> 5. <i>Resignation of skilled officials</i> 6. <i>Illegal invasion of land</i>
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**10.4.3 The following table lists the prioritised projects for water and sanitation in the Thembisile Hani Local Municipality.**

Municipality	Water		Sanitation	
	Backlogs HH	Required Budget R	Backlogs HH	Required budget
THLM	4 364	39.276.000	56 419	214.392.200
NDM	22 037	198.333.000	122 307	464.766.339

Below table represent the status quo of FBW provision

Municipality	Capital expenditure	Operating expenditure	FBW policies, by laws	Block tariff	% UAW	%Water billed	%cost recovery billed water
THLM	32.890	10.396	No	Yes	41	23	4

Thembisile Hani Local Municipality:- to developed the following Policies

- ✓ Development and implementation of the FBW policy
- ✓ Promulgation of water services by-law
- ✓ Developed and implementation of Water Demand Management and WC strategies
- ✓ Completely dependant on equitable share for operating income
- ✓ The indigent register must be updated

**10.4.4 To complete the Water Services Development Plan for the municipal area**

**NB! Which deals with the following aspects?**

- compilation of an electronic, as-built database of the entire water network
  - formulation of a maintenance, upgrading and expansion strategy and implementation programme for the local water network which would prevent the large scale waste of water and which would specifically also focus on rural water needs
  - Harnessing of raw water resources for emergency situations – including rain water runoffs.
- To improve the technical level of expertise in the municipal area (STRIP)
  - To design and launch Water Education Programmes in the municipal area (STRIP)
  - To incrementally implement upgrading and expansion related capital projects intended to improve the water supply to residents of Thembisile Hani Local Municipality.
  - To implement proposals regarding the institutional arrangements required to perform the Water Services Authority function assigned to Thembisile Hani Local Municipality.
  - To ensure that bulk water and electricity is available for development of industrial areas.

#### 10.4.5 The following aspects highlighted by the community also need to be addressed as part of the WSDP:

- Bulk water supply to the Nkangala region.
- Bulk water meters must be operationalised.
- Leak management must be improved.
- Old and new sites must receive reticulation and house connections.

Apart from the above the maintenance of the existing network should also receive continuous attention. In the meantime the projects listed below for which funding had already been obtained (existing projects) should be complete.

The tables above outline how the municipality going to address water issue with no time frame this is because of either a late registration of projects or non respond by the led agent the Municipal Infrastructure Projects Management, but all of them are at the Millennium Goal Strategic Plan. The municipality is determined to address the issue of water within the set up parameter in the strategic document.

We do have a clear water quality monitoring programme (WSA), which addresses, as to when do we clean and close water for the purpose of controlling the water, so that we deal with likeages and water distribution to all citizens in Thembisile Hani Local Municipality.

#### **CAPITAL PROJECTS: 2010 / 2011** **Municipal Infrastructure Grant – MIG**

Project	Description	Specification	Location	Amount
Water	Bulk supply	Install steel tank(s)	Verena C	1,000,000
			Moloto South	1,000,000
			Mountainview	1,000,000
		Rehabilitation of valves	Sun City AA	400,000
			Kwaggafontein A	400,000
			Moloto South	400,000
	Reticulation	Internal network (RDP Standard)	Sun City AA (New Ext.)	1,000,000
			Mandela Extention (New)	1,000,000
			Moloto North	1,000,000
			Mountainview	1,500,000
			Luthuli	1,000,000
Total: Water				9,700,000

<b>Objectives</b>	<b>Strategy</b>	<b>Projects/Action</b>	<b>Indicators</b>	<b>Timeframe</b>	<b>Amount R000</b>	<b>Source</b>	<b>Responsibility</b>
Water Service Development Plan	To develop and completion of Water Service Plan	Finalisation of Water Service Plan developed	Water Serviced Plan developed	Jun 2010	R 800	fund	Technical services
Water Service Master Plan	Development of Water Service Master Plan	Finalisation of Water Service Master Plan	Water Master Plan developed	Dec 2010	R1.5	fund	Technical services
MIG Projects	Registration of MIG projects	Finalisation of registration of MIG projects	MIG project registered	Mar 2010	R60 m	fund	Technical services
Water services Authorities	Institutionalising the water provision	Finalisation of institutionalising the water service authority	Water service authority finalised	Jun 2010		fund	Technical services
Provision of water to all the households at RDP level (200m), walking distance, places of worship and business	To facilitate bulk water supply form all water sources	Complete water reticulation in all wards	Successful completion of all water projects	Mar 2010	R18	MIG	Technical services
		Installation of zonal reservoirs	Feasibility study conducted	July 2010	R4000	fund	
	Water conservation and water demand management	Formation of multi-jurisdictional entity formation of water forum	Speeding up the conduction of section 78(3)	Sep 2010	R200	NDM	Technical services
		Rehabilitation of wetlands	Identification of wetlands	Dec 2010	R200		
		Water restriction by-law	Having inform	Dec 2010	R200		

		<p>Water service policy</p> <p>Water service by laws</p> <p>Registration of projects</p> <p>Optimisation of maintenance and repairs to all systems</p>	<p>community on water restriction</p> <p>Submission of water service policy to council for adoption</p> <p>Registration of projects</p> <p>Maintenance and repairs of all pipes, valves, pumps and reservoir</p> <p>Having provided water to all farm areas</p>	<p>Dec 2010</p> <p>Cont</p> <p>Cont</p>	<p>R50</p> <p>R4000</p>	<p>/</p> <p>NDM</p> <p>/DWA</p> <p>F</p>	
	Registration of projects on time						
	Sourcing of ground water for farm supply			June 2010	R3000	NDM	Technical services
Awareness campaign on water usage	Community awareness campaigns recycling and purification of waste water and rain water rehabilitated	Awareness campaigns on usage of water	Campaigns conducted	Mar 2010	R50		Technical services
		Feasibility study be conducted on the recycling and purification of waste water	Feasibility study report compile	Jun 2010	R50		
		Installation of isolating valves in the reticulation system implementing a phase in approach	Installation of isolating valves at zone 1 starting with the most problematic villages	April 2010	R3000		
		Identification of stakeholders					

To ensure effective fleet management	<p>Launching of water forum</p> <p>Investigate the establishment of municipal vehicle motor scheme</p>	<p>and launching of forum</p> <p>To investigate possibilities on the establishment of municipal vehicle motor scheme</p>	<p>Having launched the forum</p> <p>Motor vehicle scheme</p>	June 2010	R5000		<p>Technical service and corporate services</p>
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## 11. Issue 5: Sanitation:

### 11.5.1 Background and Problem Statement

According to the latest information regarding sanitation backlogs in the Thembisile Hani Local Municipality about 70 000 Households are without proper sanitation which is provided below RDP standard. At an average cost of +\_R6 000 per household the existing backlog in the area thus amounts to about R 220m. This is the estimated cost to upgrade the entire area to at least VIP toilet level, depending on the geo technical report of an individual village, though experience has taught us that the entire Thembisile Hani area is water logged, thus is difficult to construct qualitative VIP toilets.( DWAF to be engaged ).

At present most areas in Thembisile Hani Local Municipality have pit latrines. Only KwaMhlanga and Tweefontein K have waterborne sewerage systems and other areas have been provided with VIP toilets some of the areas where planning has been done in the past to provide flush toilets. These include Vlaklaagte 1, Buhlebesizwe, Muzimuhle, Tweefontein IA and Tweefontein RDP which could share the oxidation pond serving Tweefontein K; and Kameelpoortnek A, B, C, Zakheni, Mandela, Luthuli and Sun City which could utilise the unused sewerage pipe which runs through the area. A new oxidation pond will, however, have to be constructed to serve this line, but it could also serve to augment the capacity of the existing KwaMhlanga oxidation pond.

The line between the Tweefontein oxidation pond and Tweefontein IA is completed while the other three lines indicated in this area (Vlaklaagte 1 and 2 and Muzimuhle need to be extended. The investigation on sanitation status in relation to sanitation oxidation ponds within the municipality conducted by the Rand Water as appointed by the Department of Water Affairs and Forestry in the year 2007, reflects recommendations which require short/long term activities to be conducted at those sites to ensure functional oxidation ponds. The issues rose amongst others, security of the facilities, daily maintenance of the ponds, technical conditions of the ponds and capacity thereof. Based on the report and the findings, the municipality will engage DWAF and other potential funders towards provision of budget to address the situation as raised in the report.

Sanitation also remains a challenge in the communities in farm areas. The challenges range from lack of the service, non-access to the farms due to the refusal by farmers, detailed study on the requirements to be conducted etc.

### 11.5.2 SWOT Analysis

<b>Strength</b>	<b>Weakness</b>
1. Funding by other spheres of government	1. little allocation for this purpose 2. improper monitoring of projects 3. No sanitation management by-law 4. no sanitation master plan
<b>Opportunities</b>	<b>Threat</b>
1. Oxidation pond at Tweefontein K has the capacity to accommodate two other villages. 2. Support from DWAF	1.unplanned settlements due to illegal occupation 2. water shortage 3. lack of capacity among other service

	provider 4. Under ground water protocol is a challenge 5. No strategy to empty full toilets 6. water protocol is a challenge 7. lack of skill and commitment by employees
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The plan that indicate how many household been provided and how is the backlog, but if you look at the strategy we are currently employing we do address sanitation and the water ponds in KwaMhlanga and Tweefontein K which address the water waste treatment in Thembisile Hani Local Municipality:

### 11.5.3 Status Quo:

ISSUE/CHALLENGE/STATUS QUO	DESIRED OUTPUT/OUTCOME	INDICATOR
<b>Sanitation</b> Existing toilets are falling into the pits.	Review the specifications and conduct an assessment fallen toilets	THLM
Mandela bulk sewer pipe-line un-completed	Upgrade the oxidation ponds in KwaMhlaga first to an able the completing the project	DWA; MIG
Vlaklaagte 2 some toilets don't have slab on the pit	Rectify the outstanding slabs	MIG; THLM
Not all farms have toilets	To be addressed on the 2010/11 projects	MIG

Sanitation	Provision of toilets	Construction of VIP toilets	Tweefontein D	2,000,000
			Sakhile	700,000
			Machipe	700,000
			Bundu	900,000
			Mathys-Zen-Loop	3,400,000

<b>Objective</b>	<b>Strategy</b>	<b>Projects</b>	<b>Key Perf. indicator</b>	<b>Timeframe</b>	<b>Budget R000</b>	<b>Source</b>	<b>Responsibility</b>
Provision of decent sanitation to all household, places of worship & businesses sites	Building of suitable toilets structures depending on under ground water table	Building of 11 500 VIP toilets to all wards (Low-High)	11 500 VIP toilets build	March 2011	R38 366	MIG	TDS
	Develop Sanitation Master Plan	Formulation of sanitation master plan	Sanitation Master Plan approved	March 2011	R300		TDS
To regulate the sanitation activities	Develop sanitation management by-law	Formulation of sanitation management by-law	By-law developed	Dec 2010	R 300		TDS
To keep sewerage Treatment works functional	Regular maintenance of the Sewerage Works	Skills development for the existing staff	Skilled officials	Jul 2010	R 200	DWAF	TDS
		Replace and Employ staff in the sewerage works plant	Additional staff employed	Oct 2010	R 500	DWAF	TDS
Feasibility study on the capacity expansion of oxidation dams		Maintain Tweefontein K sewerage treatment works plant	Well maintained ponds	Dec 2010	R300		TDS
Feasibility study on the upgrading of WWTW Tweefontein K		Complete the pipeline to ext.K from Muzimhle and Buhlebesizwe					

		Upgrade KwaMhlanga sewer plant	Extend capacity of the KwaMhlanga sewer plant	Mar 2010	R1 000		TDS
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## 12. Issue 6: Electricity

### 12.6.1 Background and Problem Statement

Thembisile Hani Local Municipality area is mostly well-served with electricity with more than 95% of the community having access to electricity; Eskom is the service provider (license holder) for house connections while the Thembisile Hani Local Municipality is responsible for street lighting and public lighting. It should however be noted that this responsibility of Electricity distribution will be taken over by REDS.

We have in some villages a few households that are not electrified. Eskom has received the report on such and post connections are done. Areas where you have a large number of un-electrified households are submitted to Eskom for prioritization and budgetary processes.

Not all is well in the electrification of the area. There are regular outages and interruptions in some area. With the new system of vending customers are faced with problems where the vouchers do not match the metre box, vending stations are far from customers and the 10% extra charge at the vendors. These charges have been communicated with Eskom and it was declared illegal but vendors continue to charge.

Our engagement with Eskom has revealed that the regular outages are caused by lack of capacity of their substations which they are caused by lack of capacity of their substations which they are upgrade and there is hope of a reliable supply.

It is our concern that the Moloto rail development corridor may face a problem of power supply if not prepared for sufficiently. Council and Eskom should engage the Moloto rail consortium as to check the amount of needed electricity for the project. Preparations should commence to cater for the project.

A sign of relief is brought about by the Rust De Winder project that promises to put a gas power station to augment the supply by Eskom. The gas will be from Mozambique and the station at Komatipoort and the electricity will be supplied by Power Lines.

The alternative power supply in the form of Liquid Petroleum gas supplied by contigas seems to have an impact in terms of poverty alleviation and relief of strain from Eskom but it remains with the 10 000 residents of the Tweefontein settlement. Council would like to see this project expanding to the whole of the sub region.

Public lighting is one of the ways that 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 not to be sufficient. Contact crimes still take place. Operations and maintenance remain crucial for the existing ones and addition of new ones.

FBE-council has resolved to supply all consumers with 50kw of electricity every month free of charge. Lack of resources has made this difficult improper database has forced Eskom to re-register the consumers and this has taken sometime without the supply. There is improvement now. We are now rolling out the free basic electricity which we need to link with the subsidized gas at the contigas plant.

Land invasion is strongly discouraged because it causes illegal connection of electricity. Community education awareness campaigns are therefore essential. The top priority should be the areas where there are no house connections at present, apart from the above there are also large areas where there is public lighting but it is generally in need of upgrading

At regional level one of the top priorities is to have the entire urban area around the Moloto road served with high mast lighting in order to improve safety conditions at night for pedestrians, public transport passengers and motorists along the road and the areas adjacent due the gas pricing is challenge because it is not regulated, maintenance of street lighting still a problem.

The following inputs were provided by the community:

- Regular interruptions in electricity supply damage household goods.
- Main road crossing are dark at night and are a cause of accidents.
- Vending stations are not easily accessible to all.
- The Moloto Rail project requires electricity which currently the system does not cater for.
- Find the way of putting the backup system when the power is off, in municipal off

According to Eskom the Funding Allocation Process works as follows:

- Electrification funded by DME.
- Allocations of funds done per Province based on backlog by INEP.
- Provincial Electrification forums allocate funds to municipalities.
- Municipalities decide on priorities in accordance with the IDPs.

#### 12.6.2 NB: STATUS QUO

ISSUE/CHALLENGE/STATUS QUO	DESIRED OUTPUT/OUTCOME	INDICATOR
<b>Electricity</b> High Mast lights	Install on all the four way stops along the Moloto road within the 2010/11	MIG
People have already been killed and unsafe for patients to reach the hospital. Between Mandela and Luthuli, Vlaklaagte 1 and Kwamhlanga.	Prioritised for the High mast lights for 2011/12	MIG
Non operating of street lights within the entire Municipality	Purchase the Cherry Picker truck to assist with maintenance	THLM

### 12.6.3 SWOT analysis

<b>Strength</b>	<b>Weakness</b>
1. 99% of our communities are electrified 2. Equitable share for FBE 3. Funding from other spheres of government	Land invasion
<b>Opportunities</b>	<b>Threat</b>
1. Usage of other sources of energy 2. Business opportunity	1. The municipality is not a license holder 3. Unnecessary cut-offs 4. Vending stations not accessible 5. Low capacity of the bulk 6. Illegal connections

Electricity	Bulk supply	Power supply: Household connections	Larry Mmamabolo	2,000,000
			Various villages	1,000,000
	Public street lighting	Provision of highmast lights	Mathys-Zen-Loop T-	250,000
			Kwaggafontein cross	500,000
			Buhlebesizwe/R573	500,000
			Twefontein township/cross	500,000
			Vezubuhle cross	500,000
			Kwamhlanga cross/R573	1,000,000
			Moloto cross/R573	1,000,000
			Twefontein N	500,000
			Post-top lights	Twefontein H & J
Total: Electricity				8,750,000
Unallocated				900,000
Totals brought forward				74,000,000

<b>Objectives</b>	<b>Strategy</b>	<b>Projects</b>	<b>Indicator</b>	<b>Start/end date</b>	<b>Budget R000</b>	<b>Source</b>
Provision of electricity to all households	To engaged both DME and ESKOM on the funding and planning towards electricity distribution	Distribution of electricity	Completion of reticulation	March 2010	R 18000	DME
Provide 10 high mast lighting	Launching of the electricity forum	Launching of the forum High mast lighting	Existence of the forum	April 2010	R 4000	MIG
	Provision of an alternative source	Investigation usage of solar system	Practical usage of solar systems	June 2010	R 25	
Provision of electricity on the existing settlements, places of worship & businesses sites	To engaged Eskom for the electrification for the existing settlements, areas identified for human settlement and farm areas		Number of areas electrified	continuous		TSD, Eskom
		Installation of the back-up system in the Municipal offices	Installation of the back-up system	June 2010	R 400	

Provision of electricity on the existing settlements, places of worship & businesses sites	To engaged Eskom for the electrification for the existing settlements, areas identified for human settlement and farm areas	Priority areas for electricity provision are as follows: - Tweefontein “K” - Tweefontein B2 - Tweefontein M Extension -Sakhile/extension Thokoza -Sun City AA Phase 2 - Moloto Extension 11 -Moloto South -Bundu -Luthuli -Electrification areas identified for human settlement -Electrification of farm areas= +/-17 Businesses & church sites	Number of areas electrified	continuous		TSD, Eskom  funded
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### Eskom Funded Projects

PROJECT NAME	BUDGET	NO.OF CONNECTION
SUN CITY AA PHASE 2		290
THOKOZA EXT/SAKHILE		380
BUNDU	R800 000	
KWAGGAFONTEIN D	R800 000	
THEMBALETHU	R800 000	
VERENA D	R800 000	
ZAKHENI	R800 000	
Moloto RDP	R5 500.00	500

### INFILLS ELECTRIFICATION PROGRAMME FOR THEMBISILE HANI LOCAL

**THAT** the compilation of the list on the affected areas should include the following areas

- Mandela
- Phola Park
- Muzimuhle
- Vlakraagte No 1
- Bundu Inn (Goederede)
- Tweefontein B2
- Vriesgewaadgt
- Tweefontein 'E'

**THAT** the following areas also be considered

- Themba lethu
- Zenzele
- Klipfontein
- Mathyzensloop
- Mandela ext
- Twefontein A
- Twefontein N
- Luthuli
- Suncity B

3. **THAT** the community be informed that in filled only includes those houses that developed after the electrification programme was concluded but not where there is electrification line already

### 13. Issue 7: Roads and Stormwater

#### 13.7.1 Background and Problem Statement

The Thembisile Hani Local Municipality recently compiled a database on the state of all routes in the municipality as part of the Pavement Management System for the area which was 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 entire municipal area and it is virtually impossible to address all of these simultaneously.

Poor Stormwater Management is a key cause of the bad state of the Municipal Roads and street. This therefore implies that the stormwater control should be given a priority in order for the constructed roads to be sustainable.

Apart from the Thembisile Hani Local 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.

Annexure A and B reflect the Roads and Stormwater need and associated projects identified to date.

The following is a brief summary of main issues raised by the community:

- The stormwater master plan has not taken effect.
- Stormwater drainage systems are blocked.
- Road surfaces have deteriorated to extreme extend.
- High grass at street corners is a cause of accidents.
- The lack of street signage is of major concern.
- Lack of maintenance of roads is a major concern.

The situation is also found to be exaggerated by lack of stormwater provision in the re-gravelled and tarred streets. It is therefore essential to ensure that all incomplete streets and storm water projects must be completed prior commencement of any new projects. **The principle stands that any project to be implemented in future should be completed prior commencement with a new project.** All streets within the municipality needs attention in terms of surfacing and storm water drainage although this will be through a phase-in programme are based on availability of financial resources. The matter of the provincial roads in terms of the status of the R573 road, the pedestrian crossings, stray animals and vehicle accidents and illegal access roads remain a challenge within the municipality and need attention by both stakeholders.

Accessibility and mobility of the streets, bridges also require attention and through the provincial Department of Roads and Transport, the process to address the situation has enrolled this municipality in its Integrated Rural Mobility and Access programmes/projects which they fund annually. This programme addresses the issues of accessibility within settlements and this municipality is already a beneficiary from these projects.

Thembisile Hani Local Municipality (THLM) has entered into a Service Level Agreement (SLA) with Nkangala District Municipality (NDM) whereby THLM is a Service Provider and NDM is paying THLM on the Road Services that THLM has performed on its behalf. NDM purchased plant for THLM to enhance it to carry out this function efficiently.

**NB! The following are priority needs with regard to:**

**1. Upgrading of provincial roads:**

- Bundu to Moteti
- Jabulani to Somarobogo
- Kwaggafontein “E” to Tweefontein “E”
- Thokoza to Tweefontein “N”
- Langkloof to Kwarrielaagte
- Verena to Kwarrielaagte
- Entrance road to the Tweefontein industrial area

**13.7.2 NB: Status Quo**

ISSUE/CHALLENGE/STATUS QUO	DESIRED OUTPUT/OUTCOME	INDICATOR
<b>Roads</b>		
KwaMhlanga still have outstanding link roads	Prioritised for the High mast lights for 2010/11	MIG
Kwaggafontein A road have been constructed but not useful and stormwater problematic	Phase two will address the problem within 2009/10	NDM
Alleged proposal by Provincial to construct a road from KwaMhlanga intersection to Kameelrevier intersection valued at R 22 Million	Engage the department on the following points. 1. Availability of funds. 2. Purpose of construction. 3. Possibility of re-directing the funds to assist THLM roads.	Public Works and Roads

The council needs to commission a study on the development of storm water drainage master plan and start implementing this through a business plan and budget process.

**13.7.3 SWOT analysis**

<b>Strength</b>	<b>Weakness</b>
Availability of the plant	No drivers for the plant
Completion of Bermuda roads	
<b>Opportunities</b>	<b>Threat</b>

Easy access of bus roads by the road users	Internal roads are seriously damaged
	Pot holes on our tar roads
	Not quality roads delivered by contractors
	Most of the land is water lock

#### 13.7.4 Draft budget for operation and maintenance of roads and storm water

Vote	Description	Regravelling	Storm water control	Patching of pot holes	Road makings and sign board	Amount
	Material and suppliers	R3.225.600.00	R800.00.00	R900.000.00	R800.000.00	R5.729.350.00
	Machinery and equipment	R599.040.00	R200.000.00	R710.400.00	R600.000.00	R2.112.400.00
	Tools	R347.520.00	R6000.00	R786.000.00	R200.000.00	R1.342.795.00
Plant		R2.697.120.00	R1000.000.00	R0.00.00	R0.00.00	R3.697.120.00
<b>Total</b>		<b>R6.869.280.00</b>	<b>2.006.000.00</b>	<b>R2.396.400.00</b>	<b>R1.600.000.00</b>	<b>R12.881.665.00</b>

### Nkangala District Municipality

Project	Description	Specification	Location	Amount
Water	Management	Water services plan	Thembisile Hani	500,000
<b>Total: Water</b>				<b>500,000</b>
Sanitation	Management	Underground water protocol	Thembisile Hani	500,000
		Upgrading of the sewer treatment plant	Tweefontein K: Mzimuhle, Buhlebesizwe,	500,000
		Conversion of the sewer pounds to a sewer treatment works	Kwamhlanga: Enkeldoorn, Kameelpoortnek, Kwamhlanga	500,000
	Provision of toilets	Construction of VIP toilets	Thembaletu	4,000,000
<b>Total: Sanitation</b>				<b>5,500,000</b>
Roads	Bus routes	Completion of construction	Buhlebuzile	3,500,000
			Tweefontein G	1,500,000
		Construction (New)	Tweefontein B1	3,000,000
			Tweefontein F	3,000,000
			Kwaggafontein E	1,500,000

	Access road	Construction	Sun City A	1,500,000
<b>Total: Roads</b>				<b>14,000,000</b>
Unallocated				0
<b>Totals brought forward</b>				<b>20,000,000</b>

### Summary

Funder	Project	Description	Amount
Municipal Infrastructure Grand (MIG)	Water	Bulk supply	4,200,000
		Reticulation	5,500,000
	Sanitation	Provision of toilets	7,700,000
	Roads	Completion of construction of bus routes	21,100,000
		Construction of link or access	10,000,000
		Rehabilitation of a bridge	1,300,000
		Rehabilitation of main or bus routes	11,050,000
		Upgrading & stormwater control: Internal roads	3,000,000
		Electricity	Bulk electricity provision
	Public street lighting: Highmast lights		4,750,000
	Public street lighting: Post-top lights		1,000,000
Totals: Municipal Infrastructure Grand			73,100,000
Nkangala District Municipality	Water	Management: Water services plan	500,000
	Sanitation	Studies: Underground water protocol, sewer treatment plants	1,500,000
		Provision of VIP toilets	4,000,000
	Roads	Completion of bus routes	5,000,000
		Construction of new bus routes	7,500,000
		Construction of access roads	1,500,000
Total: Nkangala District Municipality			20,000,000
Unallocated (MIG)			900,000
Total capital projects			94,000,000

<b>Objective</b>	<b>Strategy</b>	<b>Projects</b>	<b>Key Perf. indicator</b>	<b>Time frame</b>	<b>Budget R000</b>	<b>Source</b>	<b>Responsibility</b>
Provision of sustainable safe road & infrastructure	Development of roads and storm water Master Plan	Formulation of roads and storm water master plan	Master plan approved	Sep 2010	R5 000		TDS
	Development of municipal bus roads and storm water	Completion of incomplete municipal roads and storm water (short - long) in phases	No. of kilometres completed of municipal bus roads and storm water channels	Jun 2010	R10m		
	Surfacing of internal roads and development of storm water channels (Phase in Approach)	Pavement of internal streets and storm water channels through labour intensive programme (waterlogged : High - Low)	No. of kilometres of streets paved and storm water channels created	Jun 2010	R5m	MPG	
	Putting up signage to all roads	Install roads and name signs to all roads through a programme	Number of labourers employed in the project	Jun 2010	R2m	MPG/NG	
	Development of roads maintenance	Maintenance of all existing roads	75% of road signage installed per phase	Jun 2010	R 200	MPG/NG	

	plan Development of accessibility and mobility within the communities	Implementation of IRMA projects (bridges, access routes, pedestrian paths)	40% maintenance of roads, access to public places	Ongoing	R5m	MPG/NG	
	Accessible municipal roads	Re-gravelling and construction of storm water channels	Accessible paths, bridge Accessible municipal roads	Jun 2010			
	Development and upgrading of the road R573	Construct pedestrians overhead bridges	Overhead pedestrian bridges constructed	Jun 2010			
		Installation of traffic lights along all intersections	Traffic lights installed	Ongoing			
		Condoning of the R573 road	Access to the R573 regulated	Ongoing			
	Clear pavements and organise space for hawkers	Building of stalls at Kwagga & KwaMhlanga plaza	Organised road sites	Ongoing			

		Completion of the bus route in Tweefontein G	Completion of the bus route in Tweefontein G	Ongoing	R1.6m	NDM	<b>TDS</b>
		Completion of bus route in Thokoza	Completion of bus route in Thokoza(Phase 3)		R3.2m	NDM	<b>TDS</b>
		Completion of bus route in Verena A-B	Completion of bus route in Verena A-B(Phase 4)		R3.2m	NDM	<b>TDS</b>
		Completion of bus route in Phola Park	Completion of bus route in Phola Park(Phase 6)		R4.8m	NDM	<b>TDS</b>
		Completion of bus route in Thembaletu-Zenzele	Completion of bus route in Thembaletu- Zenzele(Phase 5)		R4.8m	NDM	<b>TDS</b>
		Completion of bus route in Vezubuhle	Completion of bus route in Vezubuhle(Phase 4)		R4.8m	NDM	<b>TDS</b>
		Completion of bus route in Vezubuhle	Completion of bus route in Vezubuhle(Chris Hani)		R6.4m	NDM	<b>TDS</b>
		Upgrading of storm water(Kwaggafontein)	Upgrading of storm water(Kwaggafontein)		R1.500		<b>TDS</b>
		Upgrading of storm water(Tweefontein E)	Upgrading of storm water(Tweefontein E)		R1.500		<b>TDS</b>
		Upgrading of storm water(Tweefontein C and H)	Upgrading of storm water(Tweefontein C and H)		R1.500		<b>TDS</b>

		Upgrading of storm water(Verena)	Upgrading of storm water(Verena)		R1.500		<b>TDS</b>
		Upgrading of storm water(Zakheni)	Upgrading of storm water(Zakheni)		R1.500		<b>TDS</b>
		Upgrading of storm water(Phola Park)	Upgrading of storm water(Phola Park)		R1.500		<b>TDS</b>
		Upgrading of storm water(Mountain view)	Upgrading of storm water(Mountain view)		R1.500		<b>TDS</b>
		Repairs and maintenance of bus routes(Verena)	Repairs and maintenance of bus routes(Verena)		R1.000		<b>TDS</b>
		Repairs and maintenance of bus routes(Buhlebesizwe)	Repairs and maintenance of bus routes(Buhlebesizwe)		R800		<b>TDS</b>
		Repairs and maintenance of bus routes(Tweefontein D)	Repairs and maintenance of bus routes(Tweefontein D)		R200		<b>TDS</b>
		Repairs and maintenance of bus routes(KwaMhlanga)	Repairs and maintenance of bus routes(KwaMhlanga)		R300		<b>TDS</b>

		Repairs and maintenance of bus routes(Tweefontein K)	Repairs and maintenance of bus routes(Tweefontein K)		R300			<b>TDS</b>
		Repairs and maintenance of bus routes(Thokoza)	Repairs and maintenance of bus routes(Thokoza)		R300			<b>TDS</b>
		Repairs and maintenance of bus routes(Luthuli)	Repairs and maintenance of bus routes(Luthuli)		R100			<b>TDS</b>
		Repairs and maintenance of bus routes(Mandela)	Repairs and maintenance of bus routes(Mandela)		R100			<b>TDS</b>
		Repairs and maintenance of bus routes(Sun City)	Repairs and maintenance of bus routes(Sun City)		R200			<b>TDS</b>
		Repairs and maintenance of bus routes(Tweefontein B2)	Repairs and maintenance of bus routes(Tweefontein B2)		R100			<b>TDS</b>
		Repairs and maintenance of bus routes(Tweefontein E)	Repairs and maintenance of bus routes(Tweefontein E)		R100			<b>TDS</b>

## 14. Issue 8: Public Transport

### 14.8.1 Background and Problem Statement

Lot of people staying in the area, who are working, are travelling to Gauteng for their work. There are about 563 Putco buses ferrying about 40 000 commuters between Thembisile and Tshwane. The Department of Roads and Transport came up with a programme to upgrade the road. R573 which was upgraded and widen. The volume of cars travelling on this road has also increased tremendously and accidents occur sporadically.

The bus and taxi systems are the only two public transport facilities. The transport is solely operated by PUTCO who is subsidized by the Gauteng Government. There also two taxi associations KULDTA and KTA. The two started operations as one. There is allegation of foul play in the establishment of the other. There are regular interruptions in the operations brought about by misunderstanding of the two and some times spill over to the bus transportation

The taxi industry is concentrated around six taxi ranks being at KwaMhlanga (Phola Park), Tweefontein, Enkeldoornoog B, Kwaggafontein, Mathyszynsloop and Verena. Community issues regarding current public transport services in Thembisile include, amongst others, the following:

- Putco is not providing an efficient, effective and economical service.
- Irregular operations of taxi services alongside main roads.
- Informal taxi ranks/loading/offloading zones in Buhlebesizwe Crossing, Zithabiseni, Vezubuhle, Moloto, KwaMhlanga, Entokozweni, and Kwaggafontein to be addressed.
- Transport forum need to be strengthen
- Formation of one taxi association in Thembisile Hani municipality
- Establishment of transport forum per ward a need and have a clear monitoring tool
- Informal taxi ranks /loading /offloading zones in Buhlebesizwe crossing ,Zithabiseni ,Vezubuhle, Moloto, Kwamhlanga ,Entokozweni to be addressed

The Moloto Rail Corridor Development Initiative aims to link Gauteng and the communities of the Western Highveld in Thembisile Hani and Dr. JS Moroka Local Municipalities, with an intention to improve passenger mobility. The primary objective of the project is to reduce travel time, road accidents on the corridor and providing affordable and safe travel options for commuters. Upon its implementation and completion the project is expected to stimulate economic development activities as a result of the infrastructure investment which includes rail, road and transfer facilities. Cabinet approved the project on 05 March 2008 and prioritised it as part of ASGISA. It was therefore proposed that phase one of the project (referred to as the primary section of Moloto Rail Corridor Development Initiative between Gauteng and Siyabuswa) be implemented as suggested by technical feasibility study. The Moloto Rail Corridor Development Initiative (MRCDI) is an Accelerated Shared Growth Initiative of South Africa (ASGI-SA) project which intends to improve transport infrastructure and stimulate economic development in specific areas along the corridor, in particular the local municipalities of Dr. JS Moroka and Thembisile Hani of the Nkangala District. Moreover, the MRCDI is a flagship project of significant importance to the ongoing development of the province. The Moloto road (R573) also serves as an important transport route which connects Tshwane employment destination for the people of Thembisile Hani and Dr. JS Moroka local municipalities. Following a series of meetings held amongst

representatives from National Department of Transport (NDoT), Mpumalanga Department of Roads and Transport, Limpopo Department of Roads and Transport, Passenger Rail Agency of South Africa (PRASA), Gauteng Province, and Nkangala District Municipality (NDM) over the issues of concern raised by the National Treasury, the Moloto Corridor Consortium (MCC) has been able to formulate and consolidate the Treasury Response Report. The formal response to National Treasury issues raised about the Feasibility Study was prepared by the Moloto Corridor Consortium due to their technical nature. The issues raised have been attended to through the use of new information obtained over extensive engagements by the project team to allow National Treasury to consider budget proposals for the Moloto Project. The project never had special budget allocation in the National Department of Transport. Only the Provincial Department of Roads and Transport now as Department of Public Works, Roads and Transport had made budget provision towards the project's pre-construction aspects which was later transferred to maintain rural roads in the province. The National Department of Transport (NDoT) and Public Rail Agency of South Africa (PRASA) have since submitted the report to National Treasury as part of expediting and securing funding to the project through the Medium Term Funding (MTF). The NDoT and PRASA are able to secure funding under the auspices of MTF for their capital projects within which the Moloto Rail Corridor Development Initiative is included. NDoT has requested an amount of R125 million through MTF from Treasury to start with the:

- Preliminary Design
- Project Management Office
- Environmental Impact Assessment (EIA)

These are the immediate pre-construction aspects which need to be rolled out in order for the project to advance to construction phase. The Treasury Response report is structured as follows:

- Option Analysis
- Revised Economic Feasibility Analysis
- Subsidy Implications
- Demand Origin-Destination Matrix
- Stress Analysis
- Quantitative Risk Assessment (QRA)
- Local Economic Development
- Optimum Utilization of Available System Capacity
- Interoperability
- Risks of Delays in the Environmental Impact Assessment Process

**For ease of comprehension to the responses, the response report is grouped in four (4) main focus areas:**

- ix. Option Analysis & revised Feasibility Indicators, including questions related to
  - Simulation and analysis of an optimized bus system as a further technology option to be assessed;
  - The utilization of off-peak services, and taking into consideration the commuters' origins and destination including those at the destination and at employment areas;
  - Travel time impacts, including revised transfer times with values to be incorporated into the economic analysis;
  - The impact of emissions is also incorporated into economic analysis;

- Variances in the social discount rate as well as how cost of capital is facilitated;
  - The way fare revenue is treated and its impact on subsidy requirements;
  - The impact of delays, including those that are caused by EIA issues
- x. The impact of increases in capital costs on project feasibility
- A stress analysis is conducted, using arbitrary % increases in capital costs and accordingly determining at what level of increase the project is no longer feasible.
  - A further capital cost issue refers to the under-utilization of infrastructure capacities or over-capacity situation during the initial years of the project.
- xi. Local Economic Development as a solution to the low income rural communities and to create long term local employment opportunities and to strengthen long terms economic based of rural areas along the corridor.
- xii. Interoperability impacts of the proposed new technology, linking with the traditional technologies. The response report exposes the project risks associated with the delays in the EIA process, which could affect the project feasibility:
- The immediate impact of a delay in the EIA process effectively means that the potential benefits of the proposed system is forfeited.
  - The risks associated with an investment or planning of a particular route that needs to be re-routed for EIA reasons. In respect of minimization of the risks associated with delay in EIA process, the following action on monitoring and continuously management is required:
- xi. Identify preliminary EIA risks at an early stage and plan future capital programs accordingly;
- xii. The EIA process must be initiated as a matter of urgency;
- xiii. EIA process must allow for review of preliminary risks and establish a risk management program for each individual risk item identified;
- xiv. Facilitate accordingly additional risks surfacing;
- xv. Determine in time risks associated with a partial implementation approach.

The results of MTF from National Treasury are expected in the first week of November 2009 which will detail the allocated funds to all the NDoT capital projects, including Moloto Rail Corridor Development Initiative.

The introduction of the Moloto Rail Development Corridor has a potential to relive the stress experienced by the two systems.

The feasibility study has been conducted. The study showed the introduction of the rail system is feasible.

The feasibility study was conducted in phases consisting of an initial fact finding mission, followed by the feasibility and then detailed feasibility and system design supported by initial consultation with local communities and with relevant government institutions.

The results of the investigation have been incorporated into the IDP of the District Municipality and have been approved by the District and the Thembisile Hani Local Municipality.

The National Department of Transport indicated that they officially endorse the project as ASGISA subject to the following:

- That an agreement is reached between the NDOT, Mpumalanga Province, following Consultation between the Provincial Government and NDM, about the funding requirements for the preparatory tasks;
- That a recommendation be submitted to the Minister of Transport for an official reply;
- The reply from the Minister will be an in-principle approval upon which the exact capital cost and feasibility must be calculated to be submitted for the consideration to access the available budget and/or the other avenues of funding.

The municipality has mobilised all transport stakeholders and established a Transport Forum. The forum is dysfunctional and council wishes to revive it. The Integrated Transport Plan needs to be finalised. This plan needs to accommodate the 2010 FIFA World Cup and be used to create more job opportunities and alleviate poverty. The municipality needs to take charge of all the taxi ranks,

#### 14.8.2 SWOT Analysis

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Treat</b>
-good intergovernmental relation -Transport forum -Moloto rail development corridor -law enforcement officers -testing centre	-Poor management -no transport policy -non functional transport forum -lack of ITP poor management of taxi ranks -no public transport plan	-job creation -	-different competing taxi association -lack of clear operational plan -bad road conditions

<b>Objective</b>	<b>Strategy</b>	<b>Projects</b>	<b>Key Perf. indicator</b>	<b>Timeframe</b>	<b>Budget R000</b>	<b>Source</b>	<b>Responsibility</b>
To determine the need for the Thembeisile Hani Local Municipality to compile a local Integrated Transport Plan	Facilitate the development of local Integrated Transport Plan	Compiling an Integrated Transport Plan	Developed the ITP of the municipality	July 2010`	R50		SDS
	Facilitate the establishment of the single taxi association	Facilitate the process of consolidation of the two existing taxi association	Single taxi association	Cont	R20		SDS
To further pursue the possibility of implementing a rail system along the Moloto Corridor to served the current 40 000 bus passengers along this corridors by way of the completion of the detail feasibility study	The detailed feasibility study for the Moloto Corridor has been completed and based on the results thereof a plan of action should be devised by June 2009	Completion of the detailed feasibility assessment for the Moloto Rail Development Corridor and plan of action	Complete Moloto Development Corridor feasibility report and action plan	Dec 2010		NDM/NG	TSD/SDS
To gear the rail corridor into the municipality's anchor project	Consult communities continuously on project progress regarding the Moloto Development Corridor	POA and convene public consultation meeting regarding the Moloto Development Corridor	Public consultation meeting regarding the Moloto Development Corridor held	Continuous	R50		TSD/SDS
To facilitate consultation with the taxi association, Putco and the department of Transport	Continuously meet transport stakeholders and commuter to	Develop stakeholders consultation POA and detailed plan on the public transport	Integrated public transport operations	Continuous	R10	THLM/NDM/MPG	SDS

	smooth the relationship	operators within the area through the transport	within the municipality				
To deal with all issues raised by the communities including complaints about treatment by taxi operators.	Consultation meetings with taxi operators and public, do skills development on public handling	Develop a consultative programme and training of taxi operators on public transport relations and enhance Local Trans. Forum role in the taxi industry.	Training workshops and public education on relations conducted	Continuous	R20	THLM/NDM/MPG	SDS
	Commuter complaints/enquiries service	establish commuter call centre	commuter call centre business plan developed and submitted to council	Jun 2010		THLM/NDM/MPG	SDS
To regulate the utilisation of taxi ranks	regulate the utilisation taxi rank facilities	Develop by-law on utilisation of taxi ranks and taxi operations	By-law developed and promulgated on utilisation of taxi ranks within the municipality	Jun 2010	R50	THLM	SDS
To better the transport systems in the municipality area.	Establishment of public transport service on the Vlaklaagte II /Witbank road (bus and/or rail service)	Feasibility study of establishment of public transport service on the Vlaklaagte II /Witbank road (bus and/or rail service)	Feasibility study report compiled and presented to Council regarding the provision	Jun 2010	R100	THLM	SDS

				public transport services on Vlak II/Witbank road (bus and/or rail service)					
	Feasibility study on alternative transport service in the municipal area	Feasibility study on available alternative transport	Feasibility study report compiled and presented to Council regarding the alternative transport	Aug 2010	R100	THLM	SDS		
	Development of a transport management policy	Consultation with stakeholders on policy	Policy compiled and submitted to council for approval	Aug 2010	R200	THLM	SDS		
To revive and operationalised the transport forum	Re-launch of the forum	Adopt a rooster or POA for the activities of transport forum	Attendance of Transport forum meetings	July 2010	R150	THLM	SDS		

## 15. Issue 9: Cemeteries

### 15.9.1 Background and Problem Statement

Thembisile Hani Municipality has different small cemeteries in around villages throughout the municipal areas and around. It is very difficult and expensive to manage and maintain such a large number of cemeteries, and as a result in many cases no burial registers are being kept. In addition to the above each cemetery also needs ablution, lighting, fencing, water and maintenance which are almost impossible to duplicate for each of the cemeteries. Some kind of consolidation strategy is thus required regarding the provision of cemeteries. At present no funding has been allocated for any maintenance, upgrading or planning of cemeteries.

Death register is not kept by the municipality, no planning has been done, and cemetery are not maintained and managed. By- Law and policy are not in place, tariff charges do not break even with maintenance and the relationship with undertakers is of the concern.

At present the council has established a one hector regional cemetery at Buhlebesizwe 2 and intends to establish sub-regional cemeteries at areas identified. The use of the (zonal) regional cemeteries is encouraged

Annexure B comprises a list of maintenance and upgrading projects for existing cemeteries based on community inputs.

#### Recommended areas for establishment of sub-regional cemeteries

Kwamhlanga / Moloto -	Zone 1
Tweefontein “E” (next to Mohamed shop)	Zone 2
Buhlebesizwe -	Zone 3
Zithabiseni /Bundu	Zone 4a
Kwaggafontein	Zone 4b
Verena “C”	Zone 5

### 15.9.2 SWOT analysis

<b>Strength</b>	<b>Weakness</b>
We have a dedicated department for cemeteries There is enough space Other municipal department cooperates	No burial Policy or by law Lack of management No pauper burial by-law
<b>Opportunities</b>	<b>Threat</b>
People are willing to work with the municipality Undertakers are also willing to work with us Municipal services are affordable	No site plan Unknown corpse buried at our cemeteries Lack of working relationship

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT R 000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To provide a well-managed regional cemetery service to the community and to have a full range of services/amenities available at each of sub-regional regional cemeteries	Establish cemeteries in the Thembisile Hani Local Municipality area and to provide proper ablution, lighting, fencing, water and maintenance services at each of these facilities	Commission a study on the establishment of zonal cemetery and implementation.	Feasibility study report	Aug 2010	R200		SDS
Closing of existing cemeteries in the area and to update the relevant burial registers.	Determine physical conditions of the existing cemeteries	Conduct audit on physical conditions of the existing cemeteries To come up with a maintenance Plan working towards its closure Consult community for closing of the existing cemeteries Identification of suitable	Audit report presented to Council  Relocation to the new developed cemeteries	June 2010  continuous	R200  R10		SDS  SDS

			</						

## 16. Issue 10: Waste and Environmental Management

### 16.10.1 Background and Problem Statement

#### a) Waste Management

The abovementioned issue is cross cutting one between the two Departments namely: Technical Services Department and Social Services. It is very imperative though that this issue be unpacked fully so that one can get a sense of all the components that are forming it. Hereunder are therefore the components that form part of the issue:

- i. Solid Waste Management and Recycling.
- ii. Geotechnical Engineering.
- iii. Environmental Impact Assessment
- iv. Education awareness programmes
- v. Water related matters.
- vi. Sanitation related matters.

The detailed information of each component is as follows:

- i. Solid Waste Management and Recycling

**The component is two fold namely:**

- a) Solid Waste Management.
- b) Waste Recycling.

#### a) Solid Waste Management

Solid Waste Management is not only about refuse collection and disposal, it is an activity that has got complex activities that take place whilst processing the solid waste that includes: classification and treatment as per Part 5 of the National Environmental Management Waste Bill, treatment of Leachate in the Landfill site, generation and conversion of the methane gas into useful products such as fertilizers

While dealing with solid waste, Environment Conservation Act i.e. Act No. 73 of 1989 and National Environmental Management Act i.e. Act No. 107 1998 should be strictly adhered to when one deals with the solid waste management. These Acts are there as a platform to ensure that all the biological and chemical processes of waste treatment is adhered to.

The Municipality should be able to deal with the hazardous waste. What does this mean to us? It simply means that there should be competent people that should be able to handle this waste well and there should be a person who should perform an oversight role in this instance being the Technical Orientated person. There is a subject specifically in Civil Engineering under the leg of Urban Engineering that is called Solid Waste Management IV that is addressing all these aspects of solid waste.

#### (ii) Geotechnical Engineering/Geology

This is a pure Engineering matter. Hereunder are the terms of reference of this component:

- a) Soil testing in the Road Construction.
- b) Soil Testing when a borrow pit is established.
- c) Classification of the materials as per their different grades and impact in an environment.
- d) Soil testing to determine suitability of the ground conditions in any planned settlement
- e) Load soil bearing testing of any form of structure so as to ensure that the ground will be able to withstand the load imposed on it.
- f) Rehabilitation of the borrow pits.

All these terms of reference under this component, are technically inclined. They need a person who is technically orientated and be able to interrogate comprehensively so the related reports and should be able to interpret them and edit them in case there are loopholes in those reports. This simply means that the Greek language should be understood by the receiver being the Municipality in this instance. This will obviously also apply when the Tender Documents are prepared and even during the various progress meetings between the Municipality and the Service Providers that would have been appointed.

#### (iii) Environment Impact Assessment

This is a component that deals with the study that should be conducted in 85% of the Infrastructural projects that the Municipality is implementing. What does this mean? It simply means that when one develops a Landfill Site, Construct a Road, Construct Ventilated Improved Pit latrines, Construct a Sewer Line, Construct a Water Line, Build different forms Residential, Business, Commercial properties, manages the different forms of the treatment works particularly the effluent, develops and rehabilitate the borrow pits then definitely that person should be Technically capacitated so as to ensure that everything is done correctly from the planning stage, implementation stage, completion stage and even in the post completion stage. All the abovementioned projects require a person who has skills in Solid Waste Management, Transportation Engineering, Waster Water Treatment, Water Geology and Technology, Structural Analysis and Design, Geotechnical Engineering. All these skills are in the Technical Services Department.

The impact of these different forms of these developments should be environmental friendly and the skills are complementing the Environment Impact Assessment.

#### (iv) Education Awareness Programmes

This is where the Social aspect of all the projects mentioned should unfold i.e. in terms of educating people for instance about how to preserve environment, how to separate refuse and so on. This is specifically for AWARENESS purpose. Technical person should be available also in this education awareness programmes as a support arm in case there are technical orientated awareness aspects and questions that should be dealt with.

This is where the Department of Social Services should embark on i.e. in essence the Social aspect of the whole activities.

#### (v) Water Related Matters

This includes the following:

- (a) Boreholes testing to ensure that the boreholes are environmental friendly and are having potable drinking water.
- (b) Protection of ecosystem against the boreholes that are contaminated and having chemical agents that are harmful e.g. Nitrates and Phosphorus.
- (c) Water related projects.
- (vi) Sanitation Related Matters

This includes the following:

Ground Water Protocol before any Sanitation project should commence so as to ensure that the environment is not negatively affected by the contamination of the Ground Water through sanitation projects.

- (a) Monitoring of the effluent so as to ensure that the deposited effluent meets the minimum specifications before being discharged i.e. 80 NTU
- (b) Sanitation related projects.

The Thembisile Hani Local Municipality is responsible for household refuse removal and local disposal sites while the NDM is responsible for regional sites and a Regional Waste Disposal Strategy. At present widespread littering occurs in Thembisile Hani Local Municipality – a situation which is not satisfactory because of the health hazards associated with it and the negative aesthetic impact it has on the area.

The current Thembisile Hani Local Municipality needs to budget allow the service to be extended to all villages, it should be further noted that there is no proper management of dumping site

#### 16.10.2 NB: STATUS QUO

ISSUE/CHALLENGE/STATUS QUO	DESIRED OUTPUT/OUTCOME	INDICATOR
Non collection of the mass bins (yellow)	Must be improved by the acquiring more resources	THLM
No licensed dumping site/ landfill for waste	Feasibility study to be conducted of a new land fill	NDM
Not all areas have dust bins.	Identify which ones have or don't have	THLM
Minimise waste	Burning of waste	Community

Illegal dumping site on the communities utilised	Community should utilise the mass bins in their areas	Community/THLM
Difficulty of collecting of waste	Purchase plastic bags to collect waste	Community
No by – laws on solid waste management	A model by- law have to be adopted	THLM

## **b) Environment Management**

At present there is Environmental Management Policy in place to manage and protect the natural assets of Thembisile Hani Local Municipality which comprise the following:

- The northern part of the Thembisile Hani Local Municipality which is characterised by mountainous areas which include the SS Skosana Nature Reserve between Goederede and Entokozweni, the Mabusa Nature Reserve which covers the central northern part of the municipal area, as well as the Loskop Dam Nature Reserve which covers the eastern part of the study area. At regional level there is potential to link all these nature reserves to one another and to the Mkhombo Nature Reserve in the Dr J S Moroka Municipality area adjacent to form one continuous macro nature reserve in the area.
- Several rivers and streams run through the area, most of which are part of the Olifants River system. The general direction of drainage is towards the northeast.
- Apart from the urban settlements the rural parts of the Thembisile Hani Local Municipality are predominantly utilised for agricultural purposes. The agricultural land towards the east of Verena is predominantly utilised by white farmers while the agricultural land to the west of Verena in the Thembisile Hani Local Municipality area is utilised by black and emerging farmers.

Midway between KwaMhlanga and Ekandustria is a mining activity in the vicinity of Schoongezicht. *Performing of the function within the municipality*

*The function is cross-cutting between two departments – Technical Services and Social Development Services. This lead to the situation where there is no direct account of its activities. It is recommended that the all functions related to waste and environmental management be transferred to Social Development Services and staff thereof.*

The Thembisile Hani Local Municipality is responsible for household refuse removal and local disposal sites while the NDM is responsible for regional sites and a Regional Waste

Disposal Strategy. At present widespread littering occurs in Thembisile Hani Local Municipality – a situation which is not satisfactory because of the health hazards associated with it and the negative aesthetic impact it has on the area.

The current Thembisile Hani Local Municipality budget does not allow the service to be extended to all villages, it should be further noted that there is no proper management of dumping site

### c) Environment Management

At present there is no Environmental Management System or Policy in place to manage and protect the natural assets of Thembisile Hani Local Municipality which comprise the following:

- The northern part of the Thembisile Hani Local Municipality which is characterised by mountainous areas which include the SS Skosana Nature Reserve between Goederede and Entokozweni, the Mabusa Nature Reserve which covers the central northern part of the municipal area, as well as the Loskop Dam Nature Reserve which covers the eastern part of the study area. At regional level there is potential to link all these nature reserves to one another and to the Mkhombo Nature Reserve in the Dr J S Moroka Municipality area adjacent to form one continuous macro nature reserve in the area.
- Several rivers and streams run through the area, most of which are part of the Olifants River system. The general direction of drainage is towards the northeast.
- Apart from the urban settlements the rural parts of the Thembisile Hani Local Municipality are predominantly utilised for agricultural purposes. The agricultural land towards the east of Verena is predominantly utilised by white farmers while the agricultural land to the west of Verena in the Thembisile Hani Local Municipality area is utilised by black and emerging farmers.

Midway between KwaMhlanga and Ekandustria is a mining activity in the vicinity of Schoongezicht. *Performing of the function within the municipality*

*The function is cross-cutting between two departments – Technical Services and Social Development Services. This lead to the situation where there is no direct account of its activities. It is recommended that the all functions related to waste and environmental management be transferred to Social Development Services and staff thereof.*

#### 16.10.3 SWOT analysis

Strength	Weakness
	<i>No oversight role by municipality</i>
	<i>Illegal dumping site</i>
Opportunities	Threat
Recycling of waste	<i>Not clean environment</i>
	Sickness within Thembisile Hani LM

**16.10.4 Table 1: Waste Management services capital expenditure 2010/11**

<b>Project</b>	<b>Funding</b>	<b>Funding Source</b>
Purchasing of a Dozer	R1300.00.00	
Purchasing of Skip Bins(Mass Bins)	R500.000.00	
Purchasing of refuse removal bins (5000)	R800.000.00	
Purchasing of the recycle bins	R300.000.00	
Services Providers	R3.500.000.00	

**16.10.5 Table 2: Operation Expenditure**

<b>Project</b>	<b>Funding</b>	<b>Funding Source</b>
Purchasing of Material	R500.000	
Protective clothing	R100.000	
Equipment and tools	R100.000	

**16.10.6 Table 3: Municipal Public Works**

<b>Project</b>	<b>Funding</b>	<b>Funding Source</b>
Lawn Mower	R1500.000	
Slatchers	R1000.000	
Automatic Wood saw	R100.000	
TLB(20)	R500.000	
Tipper Trucks(4)	R2000.000	

**16.10.7 Table 4: Operation and Maintenance Budget**

<b>Project</b>	<b>Funding</b>	<b>Funding Source</b>
Protective clothing	R50.000	
Material and Supply	R100.000	
Equipment/Tools	R80.000	
Trees and Shrubs	R50.000	
Trimmers	R50.000	

<b>OJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT R 000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To improve and expand the existing Waste Removal Service in the Thembeisile	Improve and Expand the existing waste removal service to an additional 5000 households	* purchase new additional waste removal equipments – as per Table 1 below * purchase refuse bins for households as per Table 2 below * Facilitate the composition of the Cooperatives to assist in expanding the service by signing the SLAs	*5000 new households registered in the municipal database for refuse collection * 5000 refuse bins distributed to households	Ongoing	R3.5 m		TSD
To regulate waste Management in the municipality	* formulate waste management by-law, strategy ,programmes and plan within the municipality	Develop waste management by-law, strategy ,programmes and plan	waste management by-law promulgated and , strategy ,programmes and plan adopted by Council	Dec 2010	R250		TSD
To establish a regional, long term landfill site	Waste and environmental management programmes in the municipality	Feasibility study on the development of regional long term land fill site	Feasibility study report presented and adopted by Council	Feb 2011	R400	NDM/	TSD
	To establish a regional long	Construction of the Landfill site	Construction of a Landfill site	Aug 2010	R5 m	NDM/	TSD

	term land fill site								
To regulate establishment of the borrow pits and rehabilitation thereof	Development environmental management strategy and plan on the establishments of the borrow pits	Development environmental management strategy and plan on the establishments of the borrow pits	June 2010	R200	DRT/	TSD			

To establish a regional, long term landfill site	Waste and environmental management programmes in the municipality	Feasibility study on the development of regional long term land fill site	Feb 2010	200	NDM	SDS			
		Implementation of the Waste Recycling Projects phase 2	Sep 2010	1700	NDM	SDS			
		Development of Provincial Hazardous Waste Management Plan	Dec 2010		NDM	SDS			
To regulated mining and agricultural and	Development of a local environmental management	Develop a local environmental management strategy and plan on mining and agricultural activities	June 2011	100	DME/DAL A	SDS			

agricultural activities.	strategy and plan on mining and agricultural activities		plan on mining and agricultural activities adopted				
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<b>Objective</b>	<b>Strategy</b>	<b>Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget R000</b>	<b>Source</b>	<b>Responsibilities</b>
provision of sustainable waste removal services to the entire Thembisile Hani Local Municipality	development of integrated waste management plan	compilation of the integrated waste management plan	submission to council for adoption	Dec 2010	R 5 00	NDM	SDS
	Development of waste management policy	Compilation of waste management policy	Submission to council for adoption	Dec 2010	R 300	NDM	
	Establishment of new regional land fill site	conduction of feasibility study	completion of the study	Dec 2010	R500	NDM	SDS
	Strengthening of waste removal teams	Establishment of additional waste removal teams	Availability of the teams	Dec 2010	R3000		
	Engagement of communities on waste removal programme	Community consultation	meeting conducted in all villages	Dec 2010	R 100		SDS
	Mobilisation of waste removal resources	Purchase of the waste removal trucks	Availability of the truck	July 2010	R600		SDS
		Purchase waste removal bins	2500 waste removals bins distribution	Aug 2010	R3000		

## 17. Issue 11: Education

### 17.11.1 Background and Problem Statement

The spatial analysis on the distribution of Schools in Thembisile indicates that facilities are well distributed throughout the area with even the new informal developments being served with schools.

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. .

The basic point of departure of the department of Education is to ensure that existing facilities are optimally utilised and maintained and to build new schools only if they are convinced that all existing facilities are fully utilised.

The problem in most schools appears not to be the lack of facilities but rather non-performance of schools due to poor management. It does not appear as though learners in this area have the enthusiasm to go to school. The municipality needs to play a role in the encouragement of learners to take their schoolwork seriously and enthusiastically.

The Department also has a programme for upgrading construction of schools up as contained in Table 1 below of this document. Furthermore, contained is a list of projects to be implemented by the Department of Education in the year 2008/2009 – Table 2 below.

One of the major problems facing the municipality is the high level of illiteracy and lack of skills. Only 16% of the entire community in Thembisile completed matric.

This is a pointer to the need for an intensive programme for adult education and skills development. Governments' goal of improving the economy by 6% and creating a better life for all will remain a wish if skills development is not addressed in the Thembisile area of jurisdiction.

To adequately address the skills shortage and literacy, the municipality needs to undertake audit of skills or lack of it and illiteracy. Ward councillors and their ward committees can assist in identifying this shortage. Once these skills (and lack of them) and illiteracy have been audited, the municipality needs to approach the government to assist it and address these problems. Government recently launched the Joint Initiative for Priority Skills Acquisition (JIPSA) to assist municipalities and provinces to streamline their priorities in addressing the problems.

Each locality is unique. Thembisile Hani municipality will continue to identify skills needs within the communities. The municipality will continue to take stock of what direction it wants to follow in terms of technology and economic development. The municipality should then influence schools and learners in pursuing particular fields and study that are in line with its plan. At present the main concerns of the community regarding Education includes:

- lack of a Skills Agency around schools
- limited skill among educators to implement new curriculum
- inadequate support for ABET

A partnership between the municipality and the Department of Education and Department of Labour should identify the types of tertiary institutions required to address the skills need within the municipal area.

A number of learners in Thembisile stay on farms far away from schools. These learners have a problem of transport to schools. This further increases the problem of illiteracy in the area as some simply stay away from school because of the distance they have to walk to school. Those learners who walk to school arrive late and these have a negative impact into their performance. The education provision should also give attention to children with special needs.

No further education and training colleges in municipality and too many learners are travelling outside the municipality for private schools, this endanger their lives. Migration of learners and teachers to westward direction of the municipality, our school are not safe property is vandalised and stolen; school curriculum does not talk to the economic need of the municipality, our school are not properly structured and not all of them are declare as a no school fee and yet they fall under one category, school fee exemption policy is not applied to all schools.

#### 17.11.2 SWOT analysis

<b><i>Strenght</i></b>	<b><i>Weakness</i></b>
<i>Books delivered in time</i>	<i>Lack of science teachers</i>
<i>Availability of library</i>	<i>Lack of classrooms and other related buildings</i>
	<i>Lack o f laboratory</i>
<b><i>Opportunities</i></b>	<b><i>Threat</i></b>
<i>Mobile library been proposed</i>	<i>Poor condition of schools</i>
<i>University and FET colleges been proposed</i>	<i>Lack of teachers</i>
	<i>Short of other indigenious Language problem</i>

<b>Objective</b>	<b>Strategy</b>	<b>Projects</b>	<b>Indicator</b>	<b>Timeframe</b>	<b>Budget R000</b>	<b>Source</b>	<b>Responsible</b>
To establish the schools database within the municipality.	To ensure a living schools database.	Retrieve Thembisile Hani Local Municipality schools database from the department list.	Consolidated school's data submitted to the department of education	continuous			
To monitor capital projects of the department of education within the municipality.	Ensure the implementation of the committed projects	Establish project steering committees within the benefiting communities. Progress report on implementation and educational awareness campaign.	Completed school's capital projects within the financial year	continuous			
To enhance inter-governmental relations within schools and the Department of Education.	Interact with schools, community and department of education	Participate in activities to support the department	Inter-governmental forum established	Nov 2010			SDS
Enhance safety at schools	Participate in crime prevention plans	Facilitate participation of learners and educators in MAM structure symposium programme	Reduced crime rate in schools	Continuous		DOE	SDS

To encourage participation in Adult Basic Education and Training (ABET) programme in the municipal area.	Encourage participation of community in adult education.	Support the participation of the extensive ABET programme	Percentage of enrolment into adult basic education improved	continuous	R8	DOE	SDS
Facilitate the access to learning by communities in farm areas	Facilitating the provision of transport for learners in farm areas.	Engage department of education to avail transport for learners in farm areas. Monitoring of provision of transport in farm areas.	All learners in farm areas provided transport to schools	continuous	R8	DOE	SDS
To encourage access to learning by people with special needs	Facilitate provision of schools for learners with special needs. Monitor the utilisation of the schools with special needs.	Engage department of education to provide inclusive education for learners with special needs	Schools providing education for learners with special needs	continuous	R5	DOE	SDS
To enable access to tertiary	To investigate the establishment of	Encourage the department to do feasibility				DOE	SDS

education	a FET institution	study					
To address the scarce skills in the municipality	Funding for skills development	Create Thembisile Municipality Bursary Scheme focusing on specialized needs/scarce skills (science and technology)	Bursary scheme and policy developed and adopted by Council	September 10			SDS
To motivate and support learning programmes by communities.	Enhance performance of schools, learners and educators	Recognize best performing school, student and educator in a year Organised motivational talks for both teachers and learners	Improvement in the learning and teaching programmes	Continuous	R10 per zone		SDS
To have accurate data of skills shortage and need	Compile data of skills shortage and need in the municipal area	Audit the skills shortage and need  Create and update database on skills shortage and need	Audit report on skills shortage and need adopted by Council  Software programme on skills shortage and need	Continuous  March 2011			SDS  SDS
To create an	Encourage	Establish	Reading habits	continuous	R50		SDS

enable environment for debates and reading and writing	reading and writing and debates in schools and within communities	community reading and writing programmes To encourage debate at schools and symposiums programmes	developed				
		Convene Debate in the municipal sessions	Improved public participation in community development programmes	Continuous		SDS	
	Schools for people with disabilities(all Disability)	Establishment of special school	School constructed	Jan 2011		DOE Public Works THLM	
	To address continuous growth of Moloto Village	Construction of new school at Moloto	new School constructed	July 2010		DOE Public Works	
	Draw a program of capacitating SGB's	Capacitation of SGB's within municipal areas	SGB;s Capicitated	Cont		DOE	
	to address all school needs and effective communication	Formation of education forums within the municipality	Forums formed	July 2010		DOE SDS	

**DEPARTMENT OF EDUCATION 2010/2011 – 2011/2012 FINANCIAL YEAR PROJECTS**

**THEMBISILE HANI LOCAL MUNICIPALITY**

<b>Project Name</b>	<b>Project Location</b>	<b>Project Description</b>	<b>Implementing Agent</b>	<b>Funding Source</b>	<b>Budget Spent 2009/2010</b>
<b>UNSAFE STRUCTURES</b>					
Vamuhle Primary	Boekenhouthoek	Rehabilitation and upgrading	DPWR&T	Equitable share	6,698
Somtshongweni Primary	Kwaggafontein B	Rehabilitation and upgrading	DPWR&T	Equitable share	13,600
Hlalisani Primary	Tweefontein G	Rehabilitation and upgrading	DPWR&T	Equitable share	25,000
Buhlebesizwe Secondary	Vlaklaagte 2	Rehabilitation and upgrading	DPWR&T	Equitable share	11,900

Mzimhlophe Secondary	Tweefontein J	Rehabilitation and upgrading	DPWR&T	Equitable share	30,500		
Vukuzame Secondary	Tweefontein C	Rehabilitation and upgrading	DPWR&T	Equitable share	12,000		
Phelwane Primary School	Tweefontein E	Construction of a new school	DPW&T	Equitable share	R		
<b>GRADE R FACILITIES</b>							
Peter Mokaba Primary	Moloto	Upgrading and additions of Grade R Facilities: Construction.	DPWR&T	Conditional grant	660		
Moniwa primary	Boekenhouhoek	Upgrading and additions of Grade R Facilities: Construction.	DPWR&T	Conditional grant	660		
<b>COMPUTER CENTRES</b>							
Mkhanyo Primary	Zakheni	Construction of computer centre	DPWR&T	Conditional grant	R700,000		
Thandanani Primary	Kwaggafontein A	Construction of computer	DPWR&T	Conditional grant	R700,000		

		centre				
Zakheni Secondary	Zakheni	Construction of computer centre	DPWR&T	Conditional grant	R700,000	
Vukuzenzele Secondary	Tweefontein F	Construction of computer centre	DPWR&T	Conditional grant	R700,000	
Cibiliza Secondary	Kwaggafontein A	Construction of computer centre	DPWR&T	Conditional grant	R700,000	
Senzangakhona Secondary	Mandela	Construction of computer centre	DPWR&T	Conditional grant	R700,000	
Entokozweni Secondary	Kwaggafontein C	Construction of computer centre	DPWR&T	Conditional grant	R700,000	
Bongumusa secondary	Tweefontein A	Construction of computer centre	DPWR&T	Conditional grant	R700,000	
<b>LIBRARIES</b>						
Mgudlwa Secondary	Verena A	Construction of a Library	DPWR&T	Conditional grant	R700,000	
Sihlengiwe Secondary	Wolvenkop	Construction of a Library	DPWR&T	Conditional grant	R700,000	
Mhlutshwa Primary	Verena C	Construction of a Library	DPWR&T	Conditional grant	R700,000	
<b>KITCHENS</b>						
Mgudlwa Secondary	Verena A	Provision of kitchen facilities to Quintile 1 secondary schools	DPWR&T	Conditional grant	R700,000	

SPECIAL SCHOOLS					
Wolvenkop	Wolvenkop	Upgrading of schools for learners with special needs	DPWR&T	Conditional grant	R1198,000
STORM DAMAGES					
Bhekimfundo Primary	Vlaklaagte 1	Rehabilitation of storm-damaged schools: Repair / Replace Roofs.	DPWR&T	Equitable share	R800,000
Thandanani Primary	Kwaggafontein A	Rehabilitation of storm-damaged schools: Repair / Replace Roofs	DPWR&T	Equitable share	R800,000
Sokapho Primary	Kwaggafontein A	Rehabilitation of storm-damaged schools: Repair / Replace Roofs	DPWR&T	Equitable share	R800,000
MAINTANANCE PROGRAMME					
Emthonjeni primary	Kwaggafontein A	Recurrent maintenance of current structures	DPWR&T	Equitable share	R800,000
Bhekimfundo Primary	Vlaklaagte 1	Recurrent maintenance of current structures	DPWR&T	Equitable share	R800,000

## 18. Issue 12: Health and Welfare

### 18.12.1 Background and Problem Statement

There is only one community hospital in the sub-district, the Kwamhlanga Hospital. There are five Community Health Centres, namely:

- Kwagga CHC
- Vlaklaagte No 2 CHC
- Verena CHC
- Moloto CHC
- Thembaletu CHC
- KwaMhlanga CHC

There are 15 Clinics, namely:

- Zithabiseni Clinic
- Goederede Clinic
- Muzimuhle Clinic
- Mathyszynsloop Clinic
- Kwaggafontein 'A' Clinic
- Tweefontein 'A' Clinic
- Tweefontein 'C' Clinic
- Tweefontein 'D' Clinic
- Tweefontein 'H' Clinic
- Veteran Clinics Kwa Fene
- Tweefontein 'M' Clinic
- Empilweni Clinic
- Kameelpoortnek Clinic
- Kwamhlanga Clinic
- Vrishgewaagt Clinic
- Vlaklaagte no 1 Clinic

These facilities serve as the first point of contact and they provide primitive, preventative, curative and rehabilitative health services. They all refer patients to Kwamhlanga Community Hospital. Kwamhlanga ultimately refers to Witbank Hospital which is a regional hospital.

Community Health Centres provide the following services:

- Social Welfare Services
- Environmental Health Services
- Dental Health Services
- Child Health Services
- Family Planning (SRH)
- Antenatal Care
- Deliveries
- Post Natal Care

- Voluntary Counselling and Testing
- Prevention of Mother to Child Transmission
- Minor/Chronic Services
- 24hr Emergency Services

The clinics render almost all the services rendered in the CHC's, except the following:

- Only Emergency cases are attended.
- They operate only for eight hours.
- Beside their routine points the mobiles become actively involved in events like cultural days, Imbizo's, etc.
- They help in providing health services, this present an opportunity to market our services and to give health information especially about HIV/AIDS.
- All the mobile clinics provide almost the same services that are provided by the above clinics, except deliveries.

Most of the health issues in the municipality evolve around new facilities, service hours, equipment, personnel and diseases. The Department of Health currently run various programmes in the Thembisile area which include the following:

- STI, TB, HIV and AIDS
- Disease of lifestyles
- Quality of health care services
- PHC services accessibility
- PHC health information system
- Functional integration of health service providers in the context of DHS
- Full implementation of the PHC package.

Services which are rendered in Kwamhlanga Hospital:

- Casualty/OPD
- Dental
- X-ray
- EMS
- Laundry
- Theatre/CSSD
- Patient Admission
- Forensic Pathological Services
- Kitchen catering
- Maternity Services/Gynaecology
- Social Work Services
- Wellness Clinic
- TOP Services
- Rehabilitation Services

HIV and Aids statistics are alarming in our area of jurisdiction as we stand 2<sup>nd</sup>, in the District after Emakhazeni, while our Province is also second after Kwazulu Natal. This situation has left a number of Aids orphans hence an increase in the child headed families; our health facilities have sections where they administer ARV's including Kwamhlanga hospital, Verena CHC, Vlaklaagte No2, Moloto 1. Home Base Care activity has a number of volunteers whose service is supported by the local clinics.

Two of our health centres have been accredited to administer ARV's i.e. Verena and Moloto. There is also improvement of the wellness clinic at KwaMhlanga. The dysfunctionality of the AIDS council remains a thorn in the flesh of the municipality.

We also have a broad social net to satisfy as caused by the high unemployment, lack of skills and poverty. Beneficiaries for grants do benefit but there those who are deprived by lack of documentation and inefficiently of the departmental officials. The pay points where these beneficiaries receive grants are not conducive for the purpose. Medical recommendations are difficult to access as there are not doctors at the clinics. We appreciate that the department has employed five (5) community serves doctors who will pay regular visits at the clinics. The increase of 24hrs CHC's is also an added advantage. Logistical arrangement at these CHC's need to be finalised as it hinders patient from receiving health attention for 24hrs. The use of ambulance has not yet become popular with our communities this needs to be taught to the community. Animal health is taken care of by the veterenian clinic at Thembaletu and dipping done at other areas.

Shortage of accommodation deprives the area of recruiting and maintaining health officials.

#### 18.12.2 SWOT Analysis

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Treat</b>
<ul style="list-style-type: none"> <li>-Facilities</li> <li>-hospital board</li> <li>-clinic committees</li> <li>-political support</li> <li>-administration of ARV's</li> <li>- accessibility of grants</li> <li>- willing volunteers to assist bed ridden patient</li> </ul>	<ul style="list-style-type: none"> <li>-Lack accommodation</li> <li>-shortage professional staff</li> <li>-shortage of medicines</li> <li>-small reception area</li> <li>- no orphans homes</li> <li>-lack of data for poverty stricken families</li> <li>-no shelter at some pay points</li> <li>- no retention strategy for professionals</li> <li>- lack of private clinics and hospital</li> </ul>	<ul style="list-style-type: none"> <li>-distribution ARV's</li> <li>-Home base Care</li> <li>-facilities</li> <li>-availability of land</li> <li>-willingness to volunteer</li> </ul>	<ul style="list-style-type: none"> <li>-lack of accommodation</li> <li>-shortage of professional staff</li> <li>-shortage of medicines</li> <li>- increase in consultation fees</li> </ul>

**Table 1 below are projects and maintenance plan by the Department of Health and Social Services for the 2009/10 Financial Year within Thembelele Hani Municipality**

KwaMhlanga Hospital	Tractors	Renovation	1Months	25 000
Laundry and kitchen				
KNDC nurses home	Official residence	Renovation	2 Months	200 000
Kwamhlanga hospital	G.G garage	New installation	3 months	300 000
KwaMhlanga Hospital	Chlorine system	New installation	2 Months	100 000
KwaMhlanga Hospital	Spots light	New installation	1 months	100 000
KwaMhlanga Hospital	Tuck-shop	New Construction	2 Months	200 000
KwaMhlanga Hospital	OPD/Casualty	New Construction	12 Months	6.1 00000
KwaMhlanga Hospital	Paint Work	Renovation	2 Months	200 000

Kwamhlanga Hospital	Land scalping	New installation	2 Months	30 000		
	And irrigation system					
KwaMhlanga Hospital	Tractors	Renovation	1Months	25 000		
Laundry and kitchen						
KNDC nurses home	Official residence	Renovation	2 Months	200 000		
Kwamhlanga hospital	G.G garage	New installation	3 months	300 000		
KwaMhlanga Hospital	Chlorine system	New installation	2 Months	100 000		
KwaMhlanga Hospital	Spots light	New installation	1 months	100 000		
KwaMhlanga Hospital	Tuck-shop	New Construction	2 Months	200 000		
KwaMhlanga Hospital	OPD/Casualty	New Construction	12 Months	6.1 00000		
KwaMhlanga Hospital	Paint Work	Renovation	2 Months	200 000		
				<b>7.780.000</b>		

**HEALTH**

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIME FRAME</b>	<b>AMOUNT R000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To co-monitor health and welfare trends in the municipal area	Ensure that health and welfare related issues and needs of the Thembisile community are reported to the Department, and to see to it that these are addressed	Facilitate the establishment of Clinic Committees and a Hospital Board	Clinic committees established and Hospital Board appointed	July 2010			SDS
To enhance inter-governmental relations and co-operative governance	Facilitate and assist in the implementation of provincial projects	Establish Project steering committees	Project steering committee in health projects	Ongoing			SDS
	Enhance communication channels between Provincial Government and the municipality Monitor the welfare & social	Participate in the welfare and social development programmes of the department	Regular reports on progress on projects submitted to Council	Ongoing			SDS

	development programmes	Capacity building on public service for officials in public health centres	Reduced public complaints	Ongoing			DOHSS	SDS	
To minimise the spread of HIV/AIDS and any other transmissible diseases	Effective Local Aids Council	Develop local HIV/Aids and any other transmissible disease strategy and implementation plan	Strategy and implementation plan on HIV/AIDS adopted by Council	Dec 2010	R50			SDS	
		HIV/AIDS summit	Reviewed strategy and plan adopted by Council	January 2010	R250			SDS	
		World AIDS Day and its build-up events	Massive attendance by public members	Ongoing	R50		+ private public funders	SDS	
		Establish ward based task teams on HIV/AIDS	Reduced spread of HIV/AIDS	Dec 2010	R10			SDS	
	Participation mechanisms are sufficiently accessible and sufficiently proactive to enable marginalised and vulnerable people to	Local Hiv/Aids council programmes on public education and awareness	Reduced spread of new infections	Ongoing	R30			SDS	



	to the impacts of AIDS								
	To identify the likelihood of HIV/AIDS and other transmissible disease prevalence in the municipal workplace and what implications this will have for service delivery and governance capacity	Encouragement of develop a workplace policy on HIV/AIDS in all work stations under Thembisile Hani LM	Workplace policies on HIV/AIDS developed.	March 2010	R10				SDS
		Trainings and workshops on HIV/AIDS	Increased human resource performance	Ongoing	R20				SDS
To improve accessibility primary health care facilities	Infrastructure development on primary health facilities	Upgrade existing PHC facilities at Vlaklaagte No 1, Vreigewacht, Zithabiseni Commission a study to upgrade them to 24hrs CHC's	Conducive health facilities	April 2010			DOHSS		SDS
	Build nurses home at local clinics, hospital	Accommodation for professionals	Have accommodation completed	Dec 2010	R2m		DOHSS		SDS

	and hire the out								
		Provision of mobile clinic services at Vezubuhle, Tweefontein N & E, Phola Park, Langkloof, Machipe and farm areas Kameelpoortnek clinic be supported by a MOBILE CLINIC	Accessible health service.	Ongoing		DOHSS	SDS		

**THIS ARE THE PROJECTS AND ACTION FOR THE SOCIAL SERVICE IN THE TABLE BELOW**

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIME FRAME</b>	<b>AMOUNT R000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To enhance an accessible social services facilities and programmes	Liaise with DHSS provision of social services pay points	Development and upgrading of pay points. Build shelters and ablution facilities	Conducive pay point centres	Dec 2010		DOHSS	SDS
	Ensure participation of community in social development	Create municipal database of NGOs/CBOs/NPOs	Database compiled	Aug 2010	R10		SDS
To provide social assistance to needy families	Ensure support regarding burial of people within families who cannot afford/provide	Pauper burials/ assistance to needy families	Number paupers buried and families assisted	continuous	R200		SDS
		Develop by-law for families assistance	By-law developed	June 2010	R10		SDS
To support early childhood development	Ensure well established and regulated early child hood centres	database of early childhood centres within the municipal area	Database developed	June 2010	R30		SDS
		Regulate early childhood development centres	By-law developed	June 2010	R10		SDS

	Establishment of orphanage and old age home as priority	Development of orphanage	Home developed	Aug 2014	R3m	DOHSS	SDS

## 19. Issue 13: Municipal Facilities, Sports, Recreation, Arts, Culture

### 19.13.1 Background and Problem Statement

- Thembisile Hani Local Municipality has two stadia one is at KwaMhlanga and the other at Kwaggafontein. These facilities are however utilised based on conditions of tariff's policy and there is no policy on availing these facilities to community based teams or clubs. The Solomon Mahlangu stadium present a hub through which other sport codes can be developed including netball, tennis, basketball, boxing and so forth. Thus, with the development of MPCCs underway the report recommends a development of multipurpose sporting facilities in the vicinity of the stadium. In order to fortify the potential of the hub all sporting facilities in the vicinity of the stadium should be upgraded and maintained to be integrated into the hub. It is also recommended that MPCC at Verena should be developed further in order to realise the full potential.
- There is also a need to establish community sports grounds per villages identified in order to cater the needs of the community.
- Apart from soccer there is a need to establish other sporting codes in the municipal area.
- Heritage sites and tourist attraction site in the municipality are also not formalised or promoted at all.
- Minimum provision has been made with regard to funding for Sports and Recreation, Arts or Culture by the Thembisile Hani Local Municipality.
- No provision has been made with regard to funding of the programmes of naming geographical features, streets, settlements etc.
- With the completion of the Municipal main Public Library, provision of mobile book libraries brought improvement on library service in Thembisile Hani Municipality. library in Phumula
- There are no sports committees at wards level.
- There is no access of local teams to utilise stadiums.
- There is no proper promotion of other sporting codes.
- There is no introduction of Arts and Culture festivals/shows.
- There is no clear promotion of Heritage Sites or Celebrations Monuments.

### 19.13.2 Municipal Facilities and Security Guards

All our offices and municipal facilities are supplied with guards from a procured private security services in order to ensure that the Municipal assets are safe.

### 19.13.3 Focus areas

- Development of sport programme and centres
- Employment of a senior sports officer
- Development of sport fields programme
- Employment of performing art personnel
- Development of performing art development policy and performing programme
- Development of crafters and bead work market research personnel

- Development of community parks and plan
- Development of fan parks
- Development of the programme to market heritage sites
- Employment of staff to deal with heritage matters

**The following municipal buildings/ facilities/land exist for continuous maintenance and upgrading:**

<b>Facility</b>	<b>Location</b>
Abattoir	Kwamhlanga
Multi-purpose Cluster	Verena
Solomon Mahlangu Stadium	KwaMhlanga
Kwaggafontein Stadium	Kwaggafontein
Community Hall	KwaMhlanga
Community Hall	Phola Park
Community Hall	Mandela
Community Hall	Vezubuhle
Community Hall	Langkloof
Community hall	Engwenyameni
King Makhosonke Cluster building	Klipfontein village
Taxi rank and ablution facilities	KwaMhlanga
Taxi rank and ablution facilities	Verena
Taxi rank and ablution facilities	Phumula
Taxi rank and ablution facilities	Kwaggafontein
Taxi rank and ablution facilities	Mathyszynsloop
Poultry and market stalls	Mathyszynsloop
Community gardens	Zithabiseni
Poultry	Zithabiseni
Offices (head office) building	Kwaggafontein
Main Public library	Kwaggafontein
Main Public Library	Tweefontein RDP(Phumula)
Container Library	Boekenhouthoek
Satellite public library	Rietfontein
Offices (satellite office)	KwaMhlanga
Tennis court/swimming pool	KwaMhlanga
Offices (satellite office)	Kwaggafontein A, B,C and D
Offices (satellite office)	Tweefontein K
Offices (satellite office)	Mathyszynsloop
House and food garden	Sun City (Kameelpoortnek)
Farm	Hartebeespruit 235 JR Farm
Farm	Portions 8,12,13 and 17 of farm Engwenyameni 256 JS
Farm	Klipfontein 256 JS

### 19.13.4 SWOT analysis for sport

Strength	Weakness	Opportunities	Threat
<ul style="list-style-type: none"> <li>• Sport Council in place</li> <li>• Sport Committee per ward</li> </ul>	<ul style="list-style-type: none"> <li>• No programme for sporting activities in place</li> <li>• No place for indoor games</li> <li>• No plan for the development of field for other sporting codes different to soccer</li> <li>• No plan for re-gravelling of sports grounds</li> <li>• No assistant manager for sports</li> <li>• No policy to access facilities by community members</li> </ul>	<ul style="list-style-type: none"> <li>• Different sporting codes are in place</li> <li>• Two stadiums are in place</li> <li>• 6 X community halls are in place</li> <li>• Soccer and netball field are existing</li> </ul>	<ul style="list-style-type: none"> <li>• Possibility for sports to disappear</li> <li>• Less opportunities for youth in sports</li> <li>• Young people actively in criminal participation</li> <li>• Youth engaged in drugs , alcohol abuse and teenage pregnancy</li> <li>• Opportunities for HIV AIDS prevalence</li> <li>• Invasion of fields reserved for sports by squatters</li> </ul>

### 19.13.5 SWOT analysis for recreation

Strength	Weakness	Opportunities	Threat
<ul style="list-style-type: none"> <li>• Recreational centre are in place e.g. resort</li> <li>• Availability of land for Park development</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of community parks</li> <li>• No plan for the development of community parks</li> <li>• No multi purpose community sport centre</li> <li>• Lack of fan parks</li> <li>• No personnel responsible for recreational issues</li> </ul>	<ul style="list-style-type: none"> <li>• Council resolution on fan parks</li> <li>• Open fields to establish community parks</li> <li>• There is an abundance of talent among the community</li> </ul>	<ul style="list-style-type: none"> <li>• Youth engaged in drug and alcohol abuse, teenage pregnancy</li> <li>• Young</li> <li>• Lack of community parks</li> <li>• Lack of strategy to allow community access to facilities</li> </ul>

### 19.13.6 SWOT analysis for heritage

Strength	Weakness	Opportunities	Threat
Three heritage site in our municipality e.g. Kgodwana, Hertzog and Mrimishi	Lack of programme to teach young people about their heritage. Lack of programme to market these facilities No personnel responsible for heritage issues No heritage site database	Development of the policy for heritage Employment of personnel specifically for heritage Development of the programme	Lost of culture and heritage background Loss of Africanism morality

**19.13.7 SWOT analysis for arts**

<b>Strength</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threat</b>
<ul style="list-style-type: none"> <li>• Art Forum in place</li> <li>• Abundance of art and craft skills within the community</li> <li>• Regular hosting of provincial and national festivals</li> </ul>	<ul style="list-style-type: none"> <li>• No art development policy/strategy</li> <li>• No personnel responsible for art related activities</li> <li>• No art practitioners database</li> <li>• Less consideration for local artist</li> <li>• Lack of exhibition centres for the crafts</li> </ul>	<ul style="list-style-type: none"> <li>• There are lot of crafter</li> <li>• There is a performing art association for musicians and actress</li> </ul>	<ul style="list-style-type: none"> <li>• Lot of talents to disappear</li> <li>• Less opportunities to have best musician and actress</li> <li>• Lack of a theatre in the neighbourhood</li> </ul>

OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To ensure the proper usage and management of municipal facilities (halls/stadiums/offices/clusters)	Regulate accessibility of municipal facilities by communities	Formulate policy and by-law on utilization of municipal facilities (halls/stadiums/recreational parks)	Accessible municipal facilities and well managed centres	Dec 2010	R50		SDS
To enhance access to municipal public facilities	Ensure infrastructure development : facilities	Develop Multi-Purpose Community Centre within the municipal area : Tweefontein / Zithabiseni	2 x MPCC developed within the municipality	June 2010			SDS
		Adjustment for accessibility of municipal buildings/facilities	Municipal buildings accessible	June 2010	R100		SDS
		<b>Development of community gymnasium within municipal</b>	<b>Gymnasium established</b>	<b>Sept 2011</b>			<b>DCRS SDS</b>
		Grade community sports grounds per village	56 x community sports ground graded and maintained	Aug 2010	R100		SDS
		Upgrading of community hall at Langkloof Building of community halls at Somaroborho, Phumula, Bomandu and Thokoza	User-friendly public facility	June 2011	R1m		SDS
		Construction of new library : Verena	1 x library constructed	Feb 2011	R2.5m	DCSR	SDS
		Completion of the Verena	Indoor games	Mar 2011		DCSR	SDS

		Cluster indoor sports hall	infrastructure provided					
		Maintenance of all municipal facilities halls/stadiums/offices/clusters)	90 % maintenance of all facilities	Continuous	R500			SDS
		Form maintenance teams for offices and facilities (EPWP)	90% maintenance of all facilities	Dec 2010	R500			TSD
		Provision of community halls furnisher	Well furnished centres	June 2011	R500			SDS
		PPP agreement and establishment of fan parks at Tweefontein RDP, Zithabiseni and Moloto	3 x fan parks established	Feb 2011	R1,5m			SDS
		Renovation and upgrading of swimming pool and tennis court	Swimming pool and tennis court accessible	Dec 2010	R1m			SDS
		Identification and development of recreational parks within municipal area	2 x recreational parks developed	Dec 2010	R500			SDS
		Identification and development of leisure parks	5 leisure parks developed (1x per zone)	Dec 2010	R500			SDS
	To promote sports, arts, culture within the municipality	Effective and enhanced participation of communities in sports, arts, culture programmes	Sports council programmes and activities	On-going	R150			SDS
		Review local sports council projects/		June 2010	R15			SDS

		programme							
		SALGA games		Municipal team established	Oct 2010	R200			SDS
		Mayor's cup festival		All sporting codes participate	Nov 2010	R120			SDS
		Sports against crime, HIV/Aids / drugs		Reduced crime, reduced HIV/Aids spread and reduced drug abuse	Dec 2010	R150			SDS
		Sports Indaba		Municipal sports Strategy and plan adopted by Council	Aug 2010	R500			SDS
		Moral regeneration celebration and Indaba, hosting moral regeneration festival(end of the year)		Municipal strategy and plan on moral regeneration	Dec 2010	R100			SDS
		Fun walk for adult		Mass participation by adults	Nov 2010	R100	/ DCSR		SDS
		Launching of street football		1 x street football team established per ward	Sept 2010	R100			SDS
To promote art and culture initiatives	Community awareness and participation	Formalization of cultural and historic sites and tourist attraction zones		Formalization plan adopted by council	April 2010	R30			SDS

	in art and culture as a service delivery activity		Arts and Culture Forum	POA implemented								
			Arts and Culture festival	Massive participation by community members	May 2010	R20					SDS	
			Cultural events :Erholweni Traditional Event	Donation to the event	Dec 2010	R50					SDS	
			Komjejeke cultural festival	Komjejeke cultural festival	March 2010	R50					SDS	
			Indigenous games, dance and music competitions	POA developed and promoted	Ongoing	R5					SDS	
To redress the imbalances of the past on naming of geographical features, settlements, streets, etc	Naming and renaming of geographical features.		Facilitate public participation and consultation to name and renaming of features, streets, settlements	Gazetted new names	On going	R200					SDS	
			Provide signage for the gazetted names	Name Signs	February 10	R1m					SDS	
			Renovation of Kwaggafontein Community Hall and stadium	Request fro quotations and proper acquisition processes	June 2010	R3 m					SDS	
			Renovation of existing sport centres at Sun City	Request for proposals and	May 2010					Out sources	MM	



## 20. Issue 14: Post and Telecommunication

### 20.14.1 Background and Problem Statement

#### a) Mobile post boxes and Post Offices

There are only four post offices within Thembisile Hani Local Municipality, and one post office at Moloto Big Tree Mall (located in Dinokeng Tsa Taemane Municipality – Gauteng province) which mostly serve the community of Moloto. The four post offices are found in Kwaggafontein, Verena, Tweefontein “E” and KwaMhlanga respectively.

There were 24 lobby post boxes serving the community and they have been cancelled and collected by the South African Post Office and they were replaced by street delivery services and it should be fastrack so as to initiate the street naming and numbering projects as soon as possible. The community does not have easy access to postal services. Farm areas have no access at all. The following problems have been raised by the community:

- Delivery of letters is delayed due to non-visibility and contradiction of stand numbers.
- Post Office street delivery is not effective.
- Lack of Post Office personnel and vehicles.
- Post Office lack strategy on how to recruit people to pay for the post boxes.

Telkom have installed telephones without properly educating community on proper usage as most are not working now. Most residents are now using cell phones better Than landlines.

#### b) Telephone Services

The largest numbers of residents who are using landline are found in KwaMhlanga, Kwaggafontein and Tweefontein. It also indicates that the majority of residents at least have access to a public telephone. Only a very small number of residents indicated no access at all to a telephone.

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT R000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
Improve mail deliveries to all stands within the municipality	To expand postal services throughout the municipal area.	Facilitate and engage the South African Post Services	Mail delivered at each stand	June 2010		SA Post Services	MM / SDS / FS
		-Provision of postal services in farm areas -And Telecentres in Thembisile Hani Local Municipality	Farm areas acceding postal services	June 2010		SA Post office	MM / SDS
		Develop postal services at Zithabiseni/ Tweefontein "K" and Vezubuhle / Thembalethu Crossing	Community easy access to postal services	Dec 2010		SA post office	MM / SDS
Improve telephone services to all households within the municipality	To expand telephone services throughout the municipal area.	Facilitate and engage Telkom on expansion plan and house connection	Telephones installed in each house hold	Dec 2011		Telkom, Eskom	MM / SDS
Provide additional method of easy access to information	To ensure additional method of easy access to information by the community.	Internet café in each MPCC	Internet café operating in each MPCC	Dec 2010		Telkom, Private entities	MM / SDS

To enhance access to postal services per household	Create enabling environment for postal services	Naming of street and numbering of households stands	Street named and stands numbered and post delivered to each stand	Dec 2010	10 per ward		MM / SDS
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## 21. Issue 15: Safety, Security and Emergency Services

### 21.15.1 Background and Problem Statement

#### 21.15.1.1 South African Police Service

Since each and every institution has a responsibility to play in the fight and prevention of crime as indicated in the National Crime Prevention Strategy, the municipality is committed to making sure the environmental design is conducive enough for the areas to be police able. The police find it difficult to get where crime is taking place because of not having adequate roads, street lights, visible addresses and street names.

There are four fully-fledged police stations in the Thembisile Hani local Municipality jurisdiction. They are located in areas Kwamhlanga, Tweefontein, Verena and Kwaggafontein. Each is demarcated to serve a few villages. Some areas in Thembisile are allocated to police stations outside the boundaries of Thembisile Hani local Municipality, for example the farm areas that are serviced by Ekangala. These institutions are difficult to reach by some villages due to distance differences. Machipe and Moloto residents find it difficult to reach both Kwagga and Kwamhlanga police stations respectively. This also has an influence on response time. Visibility patrols or plans for the farm areas leave much to be desired.

The council in its special sitting took a resolution TH-ND 308/11/06 to embrace and adopt the Africa Concept as council's policing document. This concept brings with it the following focus areas:

- Integrated approach towards service delivery intervention.
- Developing and implementing a people/community-centres policing approach.
- Optimising systems utilisation.
- Optimising the performance management system of the police.
- Developing and implementing a marketing strategy.
- Introducing basic policing principles.

Among other things this includes establishment of Multi-Agency Mechanism (MAM), Community Policing structures, sector policing and Crime Offices as part of the National Crime Prevention Strategy which was launched in January 2000. All these attempt to bridge the distance gap between the server and the serviced. In the integrated approach envisaged the municipality remains integral. We are therefore challenged to cooperate and plan together with the SAPS. Participation of the community in the Provincial Crime Prevention Framework (PCPF) must be led by the Thembisile Municipality.

#### 21.15.1.2 Emergency Medical Service

This section constitutes the Emergency Medical Services (EMS): the Fire Department, Traffic Department and the Police Services. All these sectors operate independently which cause their service to be less effective. This manifest itself in extended response time, arriving at one service to wait for the other before starting to work.

### **21.15.1.3 Fire Fighting**

The District has constructed phase 1 of a fire station in Thembisile Hani LM, which will now be followed by phase 2. This fire station will be used to carry out fire fighting service and disaster management. The district will seek further support in improving the fire fighting services by increasing its involvement with other role player and partners in order to compliment and harness its capacity. One of the ways in which this can be achieved is through registering and becoming a member of the Fire Protection Association (FPA).

### **21.15.1.4 Disaster Management**

In terms of the powers and functions, the service is rendered by the Nkangala District Municipality and through co-operative governance; this municipality provides the service collectively.

Fire and other disasters are also popular in the municipality .There are frequent disasters and ordinary rain causes damage to various households and infrastructure within the municipality.

The Disaster Management Plan (DMP) developed is not addressing the challenges facing this municipality in detail. The reviewal of it, is of great importance to ensure that it addresses the municipal situation in all circumstances.

It is acknowledged that the Fire and Disaster Management centre has been completed as funded by the NDM and will be operational after its completion. The centre is located at Tweefontein “IA” Industrial area, which is viewed as central area within the municipality. It is essential to project satellite response stations in the near future which should be located in the other remote areas like BOMANDU – Verena, Mandela.

The Provincial Department of Health and Social Services is in the process to develop Emergency Medical Centre at Tweefontein “IA” Industrial area, in order to strengthen the emergency services.

### **21.15.1.5 Municipal Traffic Section**

The number of officer appointed in this section is not adequate to address the need of the service they render in the municipality because the municipal area is vast and the demand is high. The transfer of the driver licenses and vehicle testing centre located at Sun City creates further demand of officers in the field of law enforcement that should be appointed. The relevant licensing authority has not yet granted license to municipality to possess firearms/ammunition.

In addressing the safety issues within the municipality including council properties, a feasibility study should be conducted towards establishment of municipal police which will also serve as a saving of the exorbitant project amount for a private company to render security services to the municipality.

Taking over control of the administration of the licensing centre at KwaMhlanga under the banner of the municipality.

### 21.15.2 Focus area.

- The environmental design to be conducive
- All townships and villages to have street names and proper township maps
- Upgrading of police stations and increasing of motor vehicles
- Development of municipal safety plan
- Development of trading by-laws and regulation of taverns / shebins.
- Development of disaster and risk management plan
- Development of risk management plan
- Development of the information management plan
- Development of the joint operation centres for all safety and emergency services.

### 21.15.3 SWOT Analysis

#### Safety & security and emergency services

Strength	Weakness	Opportunities	Threats
Availability of four fully fledged police stations	Shortage of transport. Inadequate police stations. Poor environmental design of townships. Lack of commitment of sister departments in the public safety issues. Lack of taverns regulating by-laws	MAM structure in place. CPF's are available. Sector policing and CSF's are in place.	Expansion of population v/s number of available police stations. Land invasion. Continuous issuing of liquor licenses. Lack of township maps.
Availability of EMS component & staff	Shortage of EMS vehicles & staff. Lack of joint operation centre. Lack of proper environmental design.	EMS centre within our municipality.	Unreachable townships. Centralisation of EMS calls centre lead to late arrivals.
Disaster management plan in place. Fire and disaster management centre available.	No proper land use management. Lack of community awareness disaster programme. Lack of overhead bridges.	EMS centre within our municipality. Critical facilities are available	Taverns along R573 road. Unsafe crossing of roads. People living along the flood areas. Some areas without alternative access roads. Settlements on

			top of old mines.
Municipal offices are secure.	Lack of information management policy. Lack of risk management and security plan.	Security officer's in place. Offices are opposite to the police station. Wall fenced and bugler proofs. All doors are lockable.	

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT R000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To effective policing and access to emergency services.	Accessibility of the areas and identification of areas, facilities, streets	update area maps and street names in order for emergency services to be able to response timeously	Name boards installed	May 2010	R800		SDS
	Promote inter-governmental relations	Participate in the safety and security plans and programmes	Reduced crime	Ongoing	R10		SDS
		Computerising of the Traffic Contravention system					
		Purchasing road block equipments					
		Purchasing of 10 Traffic vehicles which are fully marked					
		Establish and participate in the Multi-Agency Mechanism forum	MAM meetings POA	Ongoing	R10		SDS
		Social crime prevention programme	Imbizo's conducted	June 2010	R250	DSS	SDS
		Participate in the Africa Concept implementation	Programme of action and reports to council	Ongoing	R10		SDS

		Appoint of 8 traffic officers in the law enforcement section	8 x traffic officers appointed	August 2010	R1m		SDS
		10 Recruit Traffic Officers(Duty Traffic Warden)	10 Recruit Traffic Officers Appointed	April 2011	R 200		SDS
		Fill vacancies in the Drivers license and vehicle testing centre and in the law enforcement unit.	Key staff vacancies filled	July 2010	R1m		SDS
To ensure conducive working environment	Maintenance of the Testing Centre	Upgrading and renovation of the testing centre building					
		Purchasing of the office furniture and equipments for the testing centre building					
		Construction of outside parking area and hawkers stalls at the testing centre for communities.					
		Purchasing of two (2) sedan motor vehicles					
		Develop a municipal crime prevention strategy	Strategy adopted by Council	December 2009	R10		SDS
To ensure efficient		Develop an integrated emergency response	Response plan adopted	January 2010	R10		SDS

emergency services in the area	plan							
	Integrate and locate the emergency services agencies in the new fire & disaster management centre		Integrated emergency services agencies	Dec 2010			NDM/DOHSS/THLM/SAPS	SDS
	Day to day function of the fire fighting services		Annual report on activities undertaken	Ongoing	RI500		NDM	SDS
	Building of phase 2 & 3 of the fire fighting station		Complete fire station built	Dec 2010	R 6500		NDM	SDS
	Upgrade fire fighting services by acquisition of emergency vehicle and equipment		Fully equipped Hazmat Vehicle and one response vehicle purchase d and some loose equipment	June 2010	R 1200		NDM	SDS
	Integrate two-way communication system of all safety and emergency service agencies		Integration plan adopted and implemented	August 2010	R100			SDS
	Review the disaster management plan		Reviewed plan adopted by Council	February 2010	R40			SDS
	Procure disaster relief material		Disaster relief material	October 2009	R2m		NDM	SDS

				procured and in municipal stores					
			Appointment of disaster coordinator	Disaster coordinator appointed	ASAP	R100	SDS	SDS	
To safeguard municipal facilities	Provide adequate security services to municipal property	Feasibility study to be conducted on establishment of municipal police and security services	Feasibility study report submitted to Council	June 2010	R100			SDS	
		Installation of CCTV cameras, alarm, self-lock door facilities, metal detector system in the municipal head office	Systems installed and operational	August 2010	R1.5m			SDS	
To fight against corruption	Introduce anti-corruption systems	Develop anti-corruption strategy	Strategy adopted	October 2010	R10			SDS	
		Gender base /domestic violence campaigns	Awareness campaign on drugs and illegal substances	June 2010	R15		DSS	SDS	
		Moral regeneration campaigns	Moral regeneration conducted	June 2010	R40		DSS	SDS	
		Social Crime prevention , greening	Priority station identified and	June 2010	R18		DSS	SDS	

		of 4 police station	be greening	June 2010	R10	DSS	DSS	
		Conducted tourism awareness safety campaigns	Tourism safety campaigns conducted	June 2010	R137	DSS	SDS	
		To coordinates the function of community policing forums	Established the CPF in all 4 station and the cluster CPF	June 2010		DSS	SDS	
	To address crime and other cases in the BOMANDU areas	Opening of satellite police station at BOMANDU	Satellite police station opened	ASAP		Dept of Police	SDS	
	To prevent crime and illegal taverns jointly	Monitoring of taverns by joint security structure meetings	joint security structure established	Cont		SDS SAPS		
	To prevent illegal selling of alcohol and other illegal activities	All illegal taverns to be closed	Closing of illegal Taverns	Cont		SDS SAPS		

## 22. Issue 16: Housing

### 22.16.1 Background and Problem Statement

The Constitution Act 108 of 1996 defines housing as a concurrent competence of both National and Provincial government spheres. Whatever is done by these spheres of government takes place in a local space. The Housing Act, 107 of 1997 assigns the responsibility to each spheres of government and clarifies the role of each.

*Already the Department of Human Settlements has allocated a number of Community Based Rural Subsidy, People Housing Process, Community Based Individual Subsidy and Project link Subsidy programmers to address housing backlog. With the Poverty background engulfing the communities of Thembisile Hani Municipality, which manifest itself in mud houses, shacks and other informal structures, the supply becomes minimal. The situation is worsened by seasonal disasters that haunt Thembisile. A number of units in both Vlaklaagte Ridge (Buhlebesizwe) and Tweefontein Tship (RDP) are occupied by invaders and some by tenants.*

*The Human Settlements Departments has also introduce Upgrading of informal Settlements Programme to assist the Municipalities by creating social cohesion, stability and security in integrated developments ,create jobs and economic growth for communities which did not previously have access to land and business services, formal housing and social and economic facilities and amenities.*

The workmanship and authenticity of the contractors and or developers leaves many units unfinished and some with trenches dug. This has led to a delay by a year in addressing the backlog and completing the incomplete units. Our incapacity has robbed us of the opportunity of oversight responsibility. Lack of Building Inspectors and t planner's account mostly for this failure.

Most of the professionals employed in different sector departments lack accommodation around Thembisile. Some hire flats as far as Tshwane. The municipality identified site 499 Kwamhlanga and declared 7 different farm portions for the integrated human settlements development (nominated farm portions are detailed in Issue 17 – Land Use). Private sector investors have been engaged for partnership in this development.

According to integrated and sustainable human settlements the development should cover all economic groups i.e. low income, middle and high income.

In most of our villages there are empty stands and shacks that house criminals. In some instances the envaders hold them for their children but yet they apply for indigence. Informal settlements show its ugly head as people claiming to act on behalf of traditional leaders sell state land to these dwellers.

There will be funding for top structures. Extension K remains with a number of residential sites, some not yet developed but planned. There are also sites purchased by communities but face challenges in electrification. Eskom has been engaged. Thembisile Municipality currently has 647 RDP units that were allocated by the Department of Human Settlements at

Moloto Extension 11, 500 RDP units have been constructed and some are already occupied by beneficiaries. 147 units for middle income group are still on the process to be constructed.

There are housing units at KwaMhlanga and Tweefontein “K” that belong to the government and which are supposed to be transferred to the municipality and the implementation of the Discount Benefit Scheme programme. The Local Municipality does not have proper records of the units and therefore the process of receiving these properties has been stalled. Some people still owe the municipality sites on which they have built. Mostly this happens at Kwamhlanga and Tweefontein K.

The council in Resolution TH-ND 27/05/2006 resolved to note the Policy Framework and Implementation Guidelines for the Enhanced Extended Discount Benefit Scheme. Among others this resolution includes the transfer of government houses to the municipality and then implementation of the guidelines.

Lack of housing has been highlighted in many outreach meetings by different communities as being a key challenge in these communities in Thembisile Hani Local Municipality. A housing survey conducted in April 2009 by Human Settlements Departments with the Municipality indicate 9764 housing needs for people living mostly in Mud-houses and shacks in the municipal wards.

Another challenge that has been identified is that within the villages that already have services infrastructure, there are sites that are still vacant and yet the communities prefer to establish informal settlements rather than fill the vacant sites. Some resident more than one site up to 10 sites per person.

The municipality also has the problem of houses that were allocated by the Department of Human Settlements, but are yet to be completed due to various reasons.

Other concerns raised by the community relate to the slow construction of houses by contractors and the reduction of the quota of housing units for Thembisile Hani Local Municipality by the Department of Human Settlements.

The tendency of non-completion of housing units funded by government was also created by the Mpumalanga Housing Finance Company (MHFC) which left community members without houses but foundations. Their projects commenced in 2005 without Council’s concern but their disappearance was brought to the attention of the municipality. Efforts to engage them brought no positive results to date. The affected areas are as follows:

Area	Number of Units
Verena “A”	19
Kwaggafontein “A”	12
Vlaklaagte I	07
Total	38

#### **22.16.2 Focus area.**

- The land invasion causes stress to infrastructural development of the municipality
- Making land available for integrated human settlements
- Monitoring of housing development
- Speeding up of applications for business and church sites

- Investigation of land available for human settlements
- Land invasion policy and by-laws
- Provision of RDP, PHP, CBRS, CBIS subsidy programmes to the needy people. (including farm dwellers)
- Fast track building of emergency and disaster houses within the municipal areas.

### 22.16.3 SWOT analysis

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threat</b>
Construction of housing units in different housing programmes for the needy people.	Lack of beneficiaries' database.	Availability of individual sites and state land.	Land invasion
Provision of houses in the existing settlements.	Lack of housing inspectors. Lack of land distribution management.	Most of open fields are state land that can easily be transferred to the municipality to build houses.	Problem of landownership between Municipality and the Traditional Authorities.
	Farm dwellers are not considered in housing delivery.	Most of the farms belong to the state.	Untraceable of lease invaders.

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT R000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To create enabling environment for the community to benefit in all housing programmes including farm dwellers	Provision of land for the housing developments	Identify suitable land for housing development	Well planned land for housing development	July 2010			SDS
		Auditing of informal settlements	List of households in the informal settlements compiled				
	Provision of housing in farm areas	Delivery of houses for farmers and war-military veterans	Ongoing	Sept 2010		DHTA	SDS
To provide safe and quality houses.	Professional service for approval of building plans	Appoint a professional building inspector and filling of key positions in the housing and land unit	Building inspectors appointed and key positions filled	August 2010			SDS
	To conduct awareness campaign on housing education	To conduct awareness campaign to housing beneficiaries	Awareness campaign conducted	November 2010			
		Establishes housing committee in all housing projects	Allocated houses property built	Ongoing		DLGH	SDS
To keep accurate information on housing needs	Beneficiary waiting list records	Developed and update housing transversal waiting list	Housing transversal waiting list adopted by	Nov 2010			SDS

					council				
Provide land for future housing development in existing settlements	Provision of land for development	Identify and reserve the land for future housing development		Land available for development	Dec 2010				SDS
		Align future developments as per the Integrated Human settlement policy of government		Human settlement inclusive of low, medium and high income category	Ongoing		DALA/NDLA		SDS
		Feasibility study on development of rental housing stock within the municipal area		Feasibility study report adopted	June 2010				SDS
To provide housing to the needy community	Outstanding housing units to be built	Completion of housing units committed		Housing units completed	July 2010		DLGH MHFCO		SDS MHFCO
To ensure that all vulnerable people in the municipality participate in housing programmes	Effective housing provision to the community	Application for accreditation of the municipal as a housing developer		Application submitted	August 2010				SDS
	Economic opportunities	Maintain and manage the data of women and		Database created	Ongoing				SDS

	on housing development Investigate possibility to provide orphan, disable and child headed families with housing subsidy grant.	youth contractors. Compilation of list for orphan, disabled and child headed families in all municipal wards.	List of vulnerable people who are in need of houses compiled	June 2010	DLOH		
	Encourage participation in housing processes & program	Conducting housing consumer education program	Number of awareness workshops conducted	Ongoing		/DLGH	SDS
To provide housing for the disaster through the emergency housing programme	Urgent assessment of the affected households	Building houses for the affected households	Houses built	June 2010		DLGH	SDS
		Build emergency houses for the people who are affected by disaster	Houses built	June 2010		DLGH	SDS

**PROVISIONAL HUMAN SETTLEMENTS ALLOCATIONS FOR 2010 -2014**

<b>Wards</b>	<b>Area</b>	<b>Need Analysis</b>	<b>Allocation by DHS</b>	<b>Program</b>	<b>Social Amenities</b>	<b>Financial year</b>
1	Moloto South	536	100	PHP/CBRS	Community Hall, Sports and Recreational facility	2009/2010
1	Moloto South	436	436	PHP/CBRS	-	2010/2011
21	Somphalali “D”	163	163	PHP/CBRS	Sports and Recreational facility	2010/2011
17	Phumula “D”/Engwenyamen i	407	407	PHP/CBRS	Community Hall, Sports and Recreational Facility	2011/2012
30	Moloto North	892	892	CBRS	Sports and Recreational facility	2011/2012
15	Somarobogo “F”	189	189	PHP/CBRS	Community Hall, Sports and Recreational Facility	2012/2013
22	Mandela Village	146	146	PHP/CBRS	Sports and Recreational facility	2012/2013
10	Muzimuhle	253	253	CBRS	Community	2012/2013

							Hall, Sports and Recreational Facility	
19	Sun City "A", "B", "C" & Luthuli	503	503	503	CBRS	2012/2013	Community Hall, Sports and Recreational Facility	2012/2013
4	Phola Park	502	502	502	CBRS	2012/2013	Sports and Recreational facility	2012/2013
3	Mountain View	487	487	487	CBRS	2012/2013	Community Hall, Sports and Recreational Facility	2012/2013
2	Zakheni 1&2	404	404	404	CBRS	2012/2013	Community Hall	2012/2013
18	Tweefontein "N"	189	189	189	PHP	2013/2014	Community Hall	2013/2014
7	Zithabiseni	295	295	295	PHP	2013/2014	Community Hall	2013/2014
6	Chris Hani	440	440	440	PHP	2013/2014	Community Hall	2013/2014
25,26, 27&28	Kwaggafontein "A", "B" & "C"	1101	1101	1101	PHP	2013/2014	Sports Centre	2013/2014
24	Verena "A"	88	88	88	CBRS	2013/2014	Sports and Recreational facility	2013/2014

**MULTI YEAR PRIORITY AREAS FOR INTEGRATED HUMAN SETTLEMENTS GREENFIELD DEVELOPMENTS**

<b>Project Area</b>	<b>Units</b>	<b>Possible Subsidy Instrument</b>	<b>Project Planning Process</b>	<b>2010/2011 Infrastructure installation</b>	<b>2011/2013</b>
1. Tweefontein "K"	1072 - Already planned sites	BNG	Planning & re-design Lay out plan	Provision of Internal Services	1072- sites serviced
2. Kwamhlanga - "C"	1200 - Already plan sites	BNG	Planning & re-design Lay out plan	Provision of Internal Services	1200 - sites serviced
3. Buhlebesizwe	500 sites	BNG	Conduct feasibility study, Geo-technical investigation, EIA, planning.	provision of Internal Services	500- sites serviced
4. Kameelpoortnek 218 JR Farm	2000 sites	BNG	Conduct feasibility study, Geo-technical investigation, EIA, Land release and planning, design Layout plan.	provision of Internal Services	2000 - sites serviced
5. Sybranskraal 244 JR Farm	1000 sites	BNG	In situ upgrading, conduct feasibility study, Geo-technical investigation, EIA, Land release and planning, Layout	provision of Internal Services	1000 - sites serviced

			plan, & Design of Tship.		
6. Tweefontein , Opposite RDP	1000 sites	BNG	Conduct Feasibility study, Geo-technical investigation, EIA, Land release and planning, Layout plan.	provision of Internal Services	1000 -sites serviced

#### PRELIMINARY BUDGET ALLOCATION: MULTI –YEAR HUMAN SETTLEMENTS DEVELOPMENT PLAN

The municipal indicative Budget Allocation for four (4) years ending 31 March 2014 is as follows:-

Financial year	2010/2011	2011/2012	2012/2013	2013/2014
<b>Indicative Budget</b>	R48, 012,011	R55,174,087	R61,735,634	R66,581,981
<b>Estimated Cost/Unit</b>	54,650	60,115	66,127	72,739
<b>Estimated Cost/ site serviced</b>	22,162	24,378	26,816	29,498

#### HOUSES AFFECTED BY HEAVY RAIN/STORM, FIRE WITHIN THEMBSILE HANI MUNICIPAL AREAS DURING THE PERIOD OF NOVEMBER/DECEMBER 2009

AREAS	PROGRAMME	NUMBER OF THE AFFECTED HOUSEHOLDS	UNITS WAITING FOR FUNDING IN 2010-2011
Kwaggafontein “A”	Emergency Housing Programme	12 units	DHS
Tweefontein “J”	Emergency Housing Programme	04 units	DHS
Vezubuhle	Emergency Housing Programme	02 units	DHS
Mandela Village	Emergency Housing	02 units	DHS

	Programme			
Twefontein "D"	Emergency Programme	Housing	04 units	DHS
Twefontein B1	Emergency Programme	Housing	07 units	DHS
Suncity "A"	Emergency Programme	Housing	06 units	DHS
Zenzele	Emergency Programme	Housing	04 units	DHS
Kwaggafontein "B"	Emergency Programme	Housing	07 units	DHS
Kwaggafontein "C"	Emergency Programme	Housing	08 units	DHS
Twefontein "N"	Emergency Programme	Housing	09 units	DHS
Vriesgewagt	Emergency Programme	Housing	11 units	DHS
Vlaklaagte no 1	Emergency Programme	Housing	04 units	DHS
Buhlebesizwe (Vlaklaagte no2)	Emergency Programme	Housing	03 units	DHS
Kwaggafontein "D"	Emergency Programme	Housing	06 units	DHS
Muzimuhle (Gemsbokspruit)	Emergency Programme	Housing	01 unit	DHS
Wolvenkop	Emergency Programme	Housing	04 units	DHS
Verena "A"	Emergency Programme	Housing	01 unit	DHS
Twefontein "F"	Emergency Programme	Housing	01 unit	DHS

	Programme		
Verena "C"	Emergency Housing Programme	02 unit	DHS

## 22.1.5 DISTRIBUTION OF DISASTER /EMERGENCY HOUSING UNITS IN THE THEMBSILE HANI MUNICIPAL AREAS

	AREAS	PROGRAMME	AFFECTED HOUSEHOLDS	FUNDED IN 2008/2009	UNIT NOT YET FUNDED
1	Kwaggafontein C	Disaster/Emergency	100	81	19
2	Mandela Village	Disaster/Emergency	25	None	25
3	Chris Hani	Disaster/Emergency	01	None	01
4	Kwaggafontein A	Disaster/Emergency	116	60	56
5	Moloto South	Disaster/Emergency	10	None	10
6	Boekenhouhoek	Disaster/Emergency	01	01	None
7	Tweefontein D	Disaster/Emergency	46	44	2
8	Langkloof	Disaster/Emergency	32	16	16
9	Tweefontein C	Disaster/Emergency	49	47	2
10	Kwaggafontein D	Disaster/Emergency	34	02	32
11	Kwaggafontein B	Disaster/Emergency	35	01	34
12	Verena A& B	Disaster/Emergency	02	02	None
13	Tweefontein E	Disaster/Emergency	13	01	12
14	Tweefontein N	Disaster/Emergency	10	03	07
15	Mathyszynsloop	Disaster/Emergency	06	02	04
16	Gemsbokspruit	Disaster/Emergency	03	02	01
17	Sun City A,B & Luthuli	Disaster/Emergency	13	03	10
18	Tweefontein H	Disaster/Emergency	04	01	03
19	Zenzele	Disaster/Emergency	02	01	01
20	Phola Park	Disaster/Emergency	12	02	10

21	Buhlebesizwe	Disaster/Emergency	46	03	43
22	Tweffontein G	Disaster/Emergency	03	03	None
23	Vlaklaagte	Disaster/Emergency	05	None	05
24	Vrshgewaagt	Disaster/Emergency	01	01	None
25	Tweffontein A	Disaster/Emergency	13	02	11
26	Tweffontein J	Disaster/Emergency	22	None	22
27	Tweffontein B1 & B2	Disaster/Emergency	44	03	41
28	Buhlebuzile	Disaster/Emergency	01	01	None
29	Goederede	Disaster/Emergency	14	None	14
30	Thokoza	Disaster/Emergency	09	None	09
<b>TOTAL</b>			<b>691</b>	<b>282</b>	<b>409</b>
<b>PERCENTAGE</b>			<b>100%</b>	<b>41%</b>	<b>59%</b>

## **23. Issue 17: Land Use Management**

### **23.17.1 Background and Problem Statement**

#### **Legal Status of Towns**

Lack of proper land use management results in illegal mining of sand and borrow-pits which are left un-rehabilitated turned to be dangerous to people and animals.

The municipality is taking too long to process applications for sites as a result applicants resort to illegal means of attaining land, there is also a conflict of interest in allocation of sites by both the Tribal council and the municipality. This causes mushrooming of informal settlement which makes it difficult for the municipality to plan properly and some houses are built on wetlands. This is evident when looking at the legal status of towns in Thembisile Hani Local Municipality.

#### **Legal Status of Towns**

The legal status of towns in Thembisile Hani Local Municipality falls into four categories, depending whether the township is:

- Proclaimed with an approved general plan;
- Not proclaimed but with an approved general plan;
- Not a proclaimed township and without an approved general plan, and
- Informal settlement.

In some villages the land tenure upgrading was not completed and our villages are still recorded as farms with the Department of Land Administration. They need to be converted to settlements. In the Thembisile Hani Local Municipal area, the entire municipal areas are subject to land claims. Most of this land is currently state land, ownership of all farm portions are registered to the department of Land Affairs. The total number of claims is about 133 located on 60 individual properties. In the Kwamhlanga area which has a total of 82 claimants on 29 properties and 24 claims on 14 properties in Mkobola area.

### **23.17.2 Focus area.**

- Speeding up of land tenure upgrading and completion of incomplete townships, and issuing of title deeds
- Speeding up of formalisation of informal settlement
- Putting in place proper land use management (development of land use by-laws)
- Identification of land that will be developed for proper human settlement
- Transferring of state land to Thembisile Hani Local Municipality
- Reservation of land for landfill site
- Reservation of land for Moloto Rail Development corridor
- Rehabilitation of wetlands

**23.17.3 SWOT analysis**

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threats</b>
Plenty of land in our disposal	Lack of land use management	Government and land	Ambiguity in land owner ship
	Lack of proper t planning	Transfer of land to the municipality.	Illegal occupation of land

**23.17.4 Land and Restitution Progress Report 06/2006: Thembisile Hani Local Municipality**

Land Restitution Process is ongoing. The claims were validated by the Land Restitution Commission in the following farms:

1. KwaMhlanga 617 JR (Consolidation of portion 1, 2 and 7 of the farm)
2. Sybrandskraal 244 JR
3. Prints Anna 234 JR

The table below lists the legal status of all towns according to the historic records which was available to the IDP process. It should be noted that this information dates back to 2002 and was not verified/updated during the IDP process. Some of the information contained in this table could thus be outdated.

**23.17.5 Legal Status of Township**

<b>No</b>	<b>Tship</b>	<b>SG-Plan</b>	<b>Approved General Plan</b>	<b>Proclaimed</b>
1	Zithabiseni A	201/1998 and 202/1998	Yes	No
2	Zithabiseni B	8920/1997	Yes	No
3	Muzimuhle A	11289/1995	Yes	No
4	Goederede B (Bundu)	A11537/1993	Yes	No
5	Goederede C (Bundu)	N0	Yes	No
6	Kwaggafontein A	10787/1995	Yes	No
7	Kwaggafontein A Ext 1	A10707/1993	Yes	No
8	Kwaggafontein A Ext2	A2688/1994	Yes	No
9	Kwaggafontein B	11456/1995	Yes	No
10	Kwaggafontein C	5246/1995	Yes	No
11	SoMphalali	10373/1995	Yes	No
12	SoMphalali	10376/1995	Yes	No
13	Kwaggafontein E	7897/19997	Yes	No
14	Kwaggafontein IA	7302/1995	Yes	Yes
15	Entokozweni A	8715/1997	Yes	No
16	Tweefontein K	A9487/19994	Yes	No
17	Verena A	A3321/19993	Yes	No
18	Verena B	A3318/1993	Yes	No
19	Verena C	A7495/1993	Yes	No
20	Verena D	N0	No	No

21	Vlaklaagte "AA" (2)	11578/1997 &11563/1997		Yes	No
22	Vlaklaagte "BB" (1)	A8287/1994		Yes	No
23	Vlaklaagte "CC" (2)	1365/1998		Yes	No
24	Wolvenkop A	A3254/1993		Yes	No
25	KwaMhlanga A	Layout	Surveyed	Yes	Yes
26	KwaMhlanga B	Layout	Surveyed	Yes	Yes
27	KwaMhlanga BA	Layout	Surveyed	Yes	Yes
28	KwaMhlanga IA	Layout	Surveyed	Yes	Yes
29	KwaMhlanga MA	Layout	Surveyed	Yes	Yes
31	Enkeldoornoog A	Layout	Surveyed	Yes	
32	Enkeldoornoog B	Layout	Surveyed	Yes	
33	Enkeldoornoog C	Layout	Surveyed	Yes	
34	Kameelpoortnek A	Layout	Surveyed	Yes	
35	Kameelpoortnek B	Layout	Surveyed	Yes	
36	Kameelpoortnek C	Layout	Surveyed	Yes	
37	KwaMhlanga C	Layout	Surveyed	Yes	
38	Moloto 2	Layout	Surveyed	Yes	
39	Moloto 3	Layout	Surveyed	Yes	
40	Moloto North	Layout	Surveyed	Yes	
41	Somarobogo	Layout	Surveyed	Yes	
42	Vlakfontein A	Layout	Surveyed	Yes	
43	Moloto 1	Layout	Surveyed		
44	Moloto 4	Layout	Surveyed		
45	Phumula A	Layout	Surveyed		
46	Phumula B	Layout	Surveyed		
47	Phumula C	Layout	Surveyed		
48	Phumula D	Layout	Surveyed		
49	Somarobogo E	Layout	Surveyed		
50	Somarobogo F	Layout	Surveyed		
51	Somarobogo H	Layout	Surveyed		
52	Tweefontein IA	Layout	Surveyed		
53	Somarobogo	Layout	Surveyed		
54	Tweefontein M	Layout	Surveyed		
55	Tweefontein N	Layout	Surveyed		
56	Vlakfontein B	Layout	Surveyed		
57	KwaMhlanga D	Layout	Surveyed		
58	KwaMhlanga E	Layout	Surveyed		
59	Kameelpoortnek S1	Layout	Surveyed		
60	Kameelpoortnek S2	Layout	Surveyed		
61	Kameelpoortnek S3	Layout			
62	Enkeldoornoog S1	Layout			
63	Tweefontein S1	Layout			
64	Tweefontein S2	Layout			
65	Tweefontein S3	Layout			
66	Moloto S1	Layout			
67	Zakheni	Layout			
68	Pholapark	Layout			
69	Mountain View	Layout			

From this table it is evident that only 8 townships are proclaimed townships. These towns were proclaimed in terms of regulation 4(1) (a) of Chapter 1 of proclaimed R293 of 1962.

It is evident that the only instances where the legal transfer of land can be affected, is in Tweefontein K and Kwaggafontein IA once all the applicable criteria have been met (e.g. township establishment conditions).

There are about 16 incidences of informal development in the Thembisile Hani Local Municipal area. This implies areas that have been developed and have preliminary t plans but are not yet formalised

### **23.17.6 Areas with Preliminary T-Plans within the Municipality**

1	Buhlebesizwe (Buhlebesizwe)	100
2	Vlaklaagte 1	200
3	Kwaggafontein "C" Extension	70
4	Matshipe	800
5	Wellas (Verena D) *	1 000
6	Zakheni Extension 1 & 2	500
7	Mandela Extension	1 500
8	Sun City AA	380
9	Jordan (Phola Park)	500
10	Fene (Enkeldoornoog B)	150
11	Chris Hani	1 000
12	Sakhile	600
13	Somarobogo E	100
14	Thokoza Extension	200
15	Phumula "A" Extension	200
<b>TOTAL</b>		<b>7 100</b>

### **23.17.7 Priority areas for town planning and surveying needs for the municipality**

Project Name/Area	Existing General plan? Yes or No	Estimated amount of erven	Format of land ownership
Chris Hani	Preliminary plan only	100	State Land
Sakhile	Preliminary plan only	600	State Land
Mandela extension	Preliminary plan only	1 500	State Land
Zakheni 1 & 2	Preliminary plan only	500	State Land
Sun City AA	Preliminary plan only	380	State Land
Phumula A extension	Preliminary plan only	200	State Land
Kwaggafontein C (Dobhaphasi)	Preliminary plan only	70	State Land
Vlaklaagte 01 extension	Preliminary plan only	200	State Land

Buhlebesizwe extension	Preliminary plan only	100	State Land
Machipe	Preliminary plan only	800	State Land
Jordan	Preliminary plan only	500	State Land

### 23.17.8 Informal Settlements within the municipality (Land Invasions)

- a. Sun City AA (Industrial Area)
- b. Luthuli Village (extension)
- c. Moloto North (Hartebeespruit Farm)
- d. Moloto South (Sybrandskraal Farm)
- e. Mountain View (extension)
- f. Mandela Village (Enkeldoorn 217JR Farm)

- The is a legal pending cases in some of the informal settlements within the municipality
- The municipality must speed up the process to finalise the pending cases of all informal settlements and conduct formalisation feasibility study for all informal settlements

### 23.17.9 Proposed Tenure Upgrading Projects in order of priority within the municipality

Project Name/Area	Existing General plan? Yes or No	Estimated amount of erven	Format of land ownership?
Kwaggafontein “C”	yes	2719 erven	State land
Kwaggafontein “D”	yes	1341 erven	State land
Mathyszynsloop	yes	1378 erven	State land
Vrishgewaagt	yes	779 erven	State land
Gemsbokspruit/Muzimuhle	yes	1383 erven	State land
Vlaklaagte “01”	yes	2439 erven	State land
Vlaklaagte “02”	yes	2486 erven	State land
Verena “B”	yes	793 erven	State land
Verena “C”	yes	1015 erven	State land
Moloto South	yes	5340 erven	State land
Moloto North	yes	2780 erven	State land
Klipfontein	yes	240 erven	State land
Twefontein “D”	yes	693 erven	State land
Twefontein “F”	yes	1299 erven	State land
Twefontein “M”	yes	1299 erven	State land
Twefontein “N”	yes	782 erven	State land
Vezubuhle	yes	2366 erven	State land
Phola park	No	2130 erven	State land
Sun City “AA”	No	1427 erven	State land
Zakheni “01” & “02”	No	765 erven	State land

**23.17.10 Areas for further planning and surveying in order of priority**

<b>Project Name/Area</b>	<b>Existing General plan? Yes or No</b>	<b>Estimated amount of erven</b>	<b>Format of land ownership?</b>
KwaMhlanga IA	Church Sites	9 sites	State Land
KwaMhlanga B	Erf 1003	1 Church site	
Chris Hani	Preliminary plan only	100	State land
Sakhile	Preliminary plan only	600	State land
Mandela extension	Preliminary plan only	1500	State land
Zakheni 1&2	Preliminary plan only	500	State land
Sun City “AA”	Preliminary plan only	380	State land
Phumula “A” extension	Preliminary plan only	200	State land
Kwaggafontein “C”(Dobhaphasi)	Preliminary plan only	70	State land
Vlaklaagte “01” extension	Preliminary plan only	200	State land
Buhlebesizwe extension	Preliminary plan only	100	State land
Machipe	Preliminary plan only	800	State land
Jordan	Preliminary plan only	500	State land

**23.17.11 Priority settlements for tenure upgrading projects**

<b>NO</b>	<b>Areas</b>	<b>Land ownership</b>	<b>Estimated number of erven</b>	<b>Cost estimated</b>	<b>Funding source</b>
01	Kwaggafontein C	State Land	<b>2 719</b>		
02	Kwaggafontein D	State Land	<b>1 341</b>		
03	Mathyszynsloop	State Land	<b>1 378</b>		
04	Vrishgewaagt	State Land	<b>779</b>		
05	Gemsbokspruit/Mzimhlophe	State Land	<b>1 383</b>		
06	Vlaklaagte 01	State Land	<b>2 439</b>		
07	Vlaklaagte 02	State Land	<b>2 486</b>		
08	Verena B	State Land	<b>793</b>		
09	Verena C	State Land	<b>1 015</b>		
10	Moloto South	State Land	<b>5 340</b>		
11	Moloto North	State Land	<b>2 780</b>		
12	Klipfontein	State Land	<b>240</b>		
13	Tweffontein D	State Land	<b>693</b>		
14	Tweffontein F	State Land	<b>1 299</b>		
15	Tweffontein M	State land	<b>1 299</b>		
16	Tweffontein N	State Land	<b>782</b>		
17	Vezubuhle	State Land	<b>2 366</b>		
18	Phola Park	State Land	<b>2 130</b>		
19	Sun City AA	State Land	<b>1 427</b>		
20	Zakheni 01 and 02	State Land	<b>765</b>		
<b>TOTAL</b>					

<b>OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT R000</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To ensure all settlement have formal t plans	formal layout plans compiled for all the informal towns and settlements	Identify informal settlements to be formalized	Formal t plans for each settlement	October 2010		DALA/DLGH	SDS
		T planning of portion 4 Buhlebesizwe21 JR and FARM Sybrandskraal 244JR remainder portion of portion 17 to relocate land invaders	Preliminary t plans developed	June 2011			SDS
		Conduct feasibility study on formalization of informal settlements	Feasibility study conducted	ASAP			SDS DALA DARLA
		Capacitation of traditional leadership on land management	Traditional leadership capacitated	ASAP			SDS DALA DARLA
To develop integrated human settlement areas	Provision of houses and facilities to the community	Release land through PPP	PPP signed and development commenced	July 2010			SDS
		Identify land for Rental Stock housing development	Land identified and released	Dec 2010			SDS
		Develop a rural development strategy	Strategy developed and adopted by Council	Feb 2011			SDS
To ensure	Regulate land-	Develop by-law on	By-law	July 2010			SDS

proper allocation and utilisation of land	use	land use	gazetted					
		Develop by-law on sand mining/borrow-pits	By-law gazetted	July 2010				SDS
		Develop a bylaw on land invasion	Bylaw developed	November 2010				
		Pegging of church site at Kwamhlanga	Church site surveyed and pegged					
		Relocation of all land invaders to portion 4 Buhlebesizwe 21 JR and FARM Sybrandskraal 244JR remainder portion of portion 17	Land invaders relocated	July 2010				SDS
		Developed the grazing land/camp for stock farmers	Grazing land/camp developed for stock farmers	July 2010				SDS
To upgrade the developmental status of the municipality in order to redress the situation	Development of the municipality focusing on urbanization	Develop a single land-use management scheme	Land Use Management Scheme adopted	July 2010				SDS
Utilization of Municipal commonage	Productive utilization of procured farms	Develop business plan on utilization of procured farm	Business plan approved	August 2010				SDS



## 24. Issue 18: Local Economic Development

### 24.18.1 Background and Problem Statement

Thembisile Hani Local Municipality's LED recognizes that civil society businesses and government are the role players in the stimulation and promotion of economic growth, job creation and alleviation of poverty.

This is crucial as Thembisile Hani is characterized by limited job opportunities and high levels of unemployment and illiteracy. As the result of this there is very limited industrial activities and high level of indigence and poverty. Dependency on neighbouring towns and city on job opportunities has created a culture of migratory labour where more than 563 families more than ¼ of the population to Tshwane Metro, Ekurhuleni, Johannesburg Metro and Emalahleni. The intervals at which they come back home, ranges from every evening and every month.

Economic activities at this area are dominated by public service delivery and informal trade at the main intersections. These small and medium businesses need to be supported to become Major role players in economic development. There is however a potential in mining, agriculture and eco-tourism. This potential is brought about the availability of minerals vast land for farming and eco-tourism and facilities. Among these agricultural stands out already council has taken the initiative to train some youth on both crops and animal at Klipspruit and goats farming respectively.

The rural nature of the area has disadvantaged the municipality in attracting investors-lack or shortage of water standing out as the main stumbling blocks. The municipality needs to put an effort in attracting investors. Areas in which this can flourish is accommodation, sport, private entities like Hospitals, schools etc. Public transport expansion can also assist in the alleviation of poverty. Nodal developments as envisaged by the municipality can help in the creation of sustainable jobs.

Implementation of EPWP in the infrastructure development can assist both attainment of skills and job creation. It is important that this service is done in the EPWP way and labour intensive. Refuse removal and environment management should be used as social relief way as it used to be in the Masakhane culture.

The vast state land should be attained and the farms that lie fallow should be revived. Tourism facilities of sites that remain white elephants should be revived in line with the Provincial idea of development of a tourism belt. This belt will among others include Dinokeng tsa Taemane, Verena Spa, Mabusa Nature Reserve, Loskop Dam, Zithabiseni, Ben Marie, SS Skosana Nature Reserve and Mkhombo Dam. Facilities in the above mentioned list that belongs to the municipal jurisdiction needs to be rehabilitated. Declaration and the revival of the heritage sites at our municipal jurisdiction have impact on promoting tourism.

Few cooperative have been formed in this Municipality and such initiatives should be encouraged. The brick making cooperative set a good example of this endeavour. The bio-fuel idea coupled with Masibuyelemasimini initiative has a potential to develop and establish young agricultural entrepreneurs .Small entrepreneurs needs support and the municipality should coordinate interaction between the agencies and the entrepreneurs.

Indigenous knowledge that exists within the community should be sustained. This include knowledge and skills in bead work, traditional painting, Weaving, grass work etc. A market for this work be established and promoted through the initiative of the municipality should it happen with agricultural products.

It should be appreciated that the government has allocated one ASGISA project to our area i.e. Moloto Rail Development corridor .This development brings with a demand of skills and a possibility of jobs in both the construction and the operations phase. It therefore demands from us to have the needed skills audit and to start developing the necessary skills. JIPSA and skills development process should be explored to the fullest. The Department of Labour should be engaged in this event.

The 2010 FIFA world cup brings as much opportunities and need equal effort of readying ourselves, Thanks to the deceleration of Solomon Mahlangu Stadium as a practice field. Establishment of Fan Parks will also contribute to the poverty alleviation.

All these need well oiled human resource machinery which need beefing up with an Assistant Manager, Tourism Officer and an Agricultural Officer.

#### **24.18.2 CASP Initiative**

The Province has, since the inception of CASP (2004/05) concentrated on- and off-farm infrastructure development and improvement of the farmer settlement, food security, and farmer support programs, in an effort to reform specific areas towards sustainable production Funding will be allocated to projects according to food security needs analyses, economic growth, potential to trigger additional job opportunities and availability of markets. Representation of geographical areas of the Province according to municipalities has been included to ensure fair distribution of resources.

Specific infrastructure improvements of existing projects has been proposed and budgeted according to their capital requirements. These improvements form part of the fundamental needs of agricultural resource utilization and are therefore structured within the aims and objectives of the program.

The program will assist to facilitate the rehabilitation and development on- and off-farm infrastructure (boreholes, dams, farm access roads, irrigation systems, livestock handling facilities, fencing, farm buildings), provide support to subsistence and emerging farmers with production inputs, promote and support broad based Agri-BEE, create job opportunities and alleviate poverty, as well as improve farming practices to promote natural resource management

### 24.18.3 Aims and objectives

- To facilitate the establishment of small to medium business enterprises
- Economic empowerment of entrepreneurs through mentorship
- To create sustainable employment opportunities for the members of the local community
- To enable people from all corners of the country to reach to it and to maintain a positive interest in the Ndebele cultural heritage, including language, customs and practices, rituals, dance, music, arts and crafts, as well as showing their cultural achievements to other people.
- Develop skills through technical and soft training
  - Establish linkages between formal and informal sectors
  - To provide technical training and support infrastructure to enable the economic development of the municipality
- Economic empowerment of members of the local community by means of the establishment of formal economic activities which are managed and operated by themselves.
- Employment creation among the local community
- Improvement in households income
- Capacity building through training skills transfer to the local community.

### 24.18.4 Focus areas

- Reviewal of LED strategy.
- Capacity building
- Operationalization of internal unit
- Creation of SMME's and cooperatives
- Exploration of opportunities

### 24.18.5 SWOT analysis

<b>Strength</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threat</b>
1. Good climatic conditions	Poor roads conditions	Bead work and cultural painting	High level of poverty
2. Tourism belt	Poor L E D strategy	Availability of Haartebeespoort farm	Lack of air port
3. The two plazas	Inadequate skills in tourism	Rust de winter project	Weak electricity
4. goat farming	Dysfunctional of working groups.	Kusile project	Inadequate water supply
5. Solomon Mahlangu s. stadium	Shortage of staff	Moloto rail corridor	High rate of illiteracy
6. agricultural economic base	Lack of a fully fledged LED unit.	FIFA 2010 world cup	Lack of institutions of higher learning
7. Picturesque landscape		Availability of funds from sector Departments to sponsor projects	Weak communication network
8. Existence of L E D Forum and working groups		Establishment of Fan parks.	Weak public transport system
9. Existence of		Proximity to Gauteng.	

cooperatives			
10. A community that is willing to work.		Interest of big business	
		Availability of state land.	
		Government's JIPSA and ASGISA Programmes.	
		Reviewal LED strategy.	

**24.18.6 Mineral deposits within the jurisdiction of Thembisile Local Municipality**  
**Extracted from the SAMINDABA map obtained at the Council for Geosciences**

<b>Mineral</b>	<b>Status</b>	<b>Size</b>	<b>Farm ware</b>
Coal	<b>Small</b>	Abandoned	Loopspruit 435 JR
Coal	<b>Small</b>	Abandoned	Grootvlei 258JS
Reactory Clay	<b>Large</b>		Loopspruit 435 JR
Tin/Copper/Zinc	<b>Small</b>	Abandoned	Enkeldoortin 217 JR
Tin/Copper/Lead	<b>Small</b>	Abandoned	Zusterhoek 246 JR
Clay/Reactory semi Flint	<b>Medium</b>	Producing	Leeufontein 466JR
Reactory Clay Flint	<b>Large</b>		Roderport 439 JR
Reactory Clay Flint	<b>Large</b>	Abandoned	Roderport 349 JR
Reactory Clay	<b>Large</b>	Producing	Nooitgedacht 436 JR
Reactory Clay	<b>Large</b>	Abandoned	Nooitgedacht 436 JR
Reactory Clay	<b>Large</b>	Producing	Blesbokfontein 459JR
Copper	<b>Small</b>	Abandoned	Ongezien 365JR
Zinc/Lead	<b>Medium</b>	Never exploited	Engelschedoorbom 95 JR
Reactory Clay	<b>Large</b>	Abandoned	Taaifontein 461JR
Reactory Clay	<b>Large</b>	Never exploited	Loopspruit 435JR
Copper/Silver/Lead	<b>Medium</b>	Abandoned	Rooderpoortjies 250 JR
Reactory Clay	<b>Medium</b>	Abandoned	Tweefontein 220 JR
Semi Flint/ Plastic	<b>Small</b>	Abandoned	Gemsbokfontein231 JR
Tin /Copper/Molybdenum	<b>Small</b>	Abandoned	Vlaaklaagte 221J
Molybdenum /Iron/Zinc	<b>Small</b>	Abandoned	Houtbek 194 JR
Granite	<b>Medium</b>	Producing	Wolwenlop

**24.18.7 Programme of action for financial year 2010-2011**

Revival of industrial areas, municipality to engaged MEGA regarding functionalities of the small industrial areas, and further recognizing the Department of Labour for the skill program and further acknowledges the clay and brick making operation in Verena and Muzimuhle.

ISSUE/CHALLENGE/STATUS QUO	DESIRED OUTPUT/OUTCOME	INDICATOR	BUDGET REQUIRED
<p><b>ECONOMIC DEVELOPMENT</b></p> <p>The incentive that municipality has to attract investors and how municipality is able to sell? Viz:</p> <ul style="list-style-type: none"> <li>• Identifying industrial areas</li> <li>• Moloto Rail Development Corridor</li> <li>• Ruster De Winter tourism Projects</li> <li>• The Two Shopping Complex(Kwamhlanga &amp; Kwaggafontein</li> </ul>	<p>The municipality must at all cost remove red tapes for allocation of land in order to attract investors.</p> <ul style="list-style-type: none"> <li>• Avail Land for development purposes</li> <li>• Involve Tribal Authorities in Economic Development</li> <li>• Develop By- Laws for trading</li> <li>• Waste management as economic opportunities ( recycling)</li> <li>• Creation of Trust by Municipality for Investors</li> </ul>	<p>All red tapes removed assisted by Department of Land Affairs, Tribal Authorities, DEDET MEGA to play an advisory role</p>	
<p><b>FARMING /AGRICULTURE</b></p> <p>Lull farms that are not operating/utilised by farmers</p> <ul style="list-style-type: none"> <li>• Farm infrastructures</li> <li>• Boreholes that are not functioning</li> <li>• Farms internal routes</li> <li>• Electricity</li> <li>• Water plus irrigation</li> <li>• capacitating of Three cooperatives in Klipfontein farm</li> </ul>	<p>Form farms owner into cooperatives</p> <ul style="list-style-type: none"> <li>• Assist the farmers with farm infrastructure development</li> <li>• Assist the farmers with funding</li> <li>• Red tapes on acquiring the farm be removed</li> <li>• Fast track the process of auctioneer at Kwa Fene</li> <li>• Abattoir be utilised as soon as possible</li> </ul>	<p>Monitoring all the projects by entering into memorandum of understanding ( MOU), assisted by Department of Agriculture</p>	

<p>Farmers are not involved in decision making</p> <ul style="list-style-type: none"> <li>• Keep not informed about development in the municipality with regard farm projects</li> <li>• Government is not assisting farmers in terms of skills development on farming</li> </ul>	<ul style="list-style-type: none"> <li>• Funding of Three Cooperatives</li> <li>• Electrifying farm areas</li> <li>• Rehabilitating exist dams</li> <li>• Campaign on masibuye/emasimini/letsema/ilima projects be taken to were communities are (e.g. yard farming)</li> <li>• Expedite the Goat farming projects and encourage them to utilised the abattoir</li> <li>• Thembisile Maize Mill be utilised to assist the farmers to store maize and other crops ( e.g. Blink Water)</li> <li>• Fresh produced Market be develop</li> </ul>		
<p>JOB CREATION</p> <ul style="list-style-type: none"> <li>• Create Fan Parks for youth</li> <li>• Flower farming</li> <li>• Wetlands</li> </ul>	<ul style="list-style-type: none"> <li>• In order for young people to create job opportunities</li> <li>• Encourage women to grow garden flowers for them to sell for occasions and wedding , funeral parlour and government events</li> <li>• To create job opportunities on still water manufacturing</li> <li>• Skills development training for all</li> </ul>	<p>Job creation been created and Assisted by the Department of Trade and Industry/NYDA, MEGA and DEDET</p>	

	projects		
<p>SMME'S</p> <p>Sustenance of SMME'S</p> <ul style="list-style-type: none"> <li>Joint ventures with high learning institution and SETA'S</li> <li>Revitalised the exiting and new industries</li> <li>Capacitation program for SMME's</li> </ul>	<ul style="list-style-type: none"> <li>In order to acquire skill and Sustain business</li> <li>By identifying projects e.g. incubator, toilet papers rolls and pampers</li> <li>Sustain cooperatives and entrepreneurs</li> </ul>	<p>To check matters of health and follow proper regulation for the environment</p> <p>Department of Education(Higher) and SEDA to assist and sign MOU for Skilling program</p> <p>The DTI must be involve as a stakeholder</p>	
<p>TOURISM</p> <p>Noted that the tourism industry is neglected</p> <ul style="list-style-type: none"> <li>KwaMhlanga Show Ground not utilised</li> <li>Mdala Game Reserved</li> <li>Ben Marie</li> <li>Verena Spar</li> <li>SS Skosana</li> <li>Zithabiseni</li> <li>Loopspruit</li> </ul> <p>Noted that:</p> <p>DEDET has allocated 30mil for Zithabiseni Development</p> <p>e-buy bag centres must be recognised by municipality</p>	<p>Plan be developed to revitalised all the dilapidated tourism projects which includes :-</p> <ul style="list-style-type: none"> <li>KwaMhlanga Show Ground not utilised</li> <li>Mdala Game Reserved</li> <li>Ben Marie</li> <li>Verena Spar</li> <li>SS Skosana</li> <li>Zithabiseni</li> <li>Loopspruit</li> </ul> <p>Revitalized all chalets in Zithabiseni</p> <p>The Environmental officer must be appointed</p>	<p>Plan be developed to revitalised all the dilapidated tourism projects</p>	
<p>Mining</p> <p>Noted the mining mineral deposit within the municipality:</p> <p>NB: Pg 205/6 on a draft</p>	<p>The municipality sell the mentioned minerals to attract investors and the beneficiaries will be the communities of Thembisile</p>	<p>DEDET,DME,MEG A and other stakeholders</p> <p>THLM</p>	

Noted that the municipality has to sign MOU with Palesa mining	Hani  Speeding up the signing of MOU		
DEVELOPMENT	Any by-law that concerns development & sustainability within the municipality must be developed  Thembisile Hani LED Strategy must be developed and treated as matter of urgency  Reviewing of LED&IDP Forum  Fully flashed LED& IDP Unit must be established	THLM &GTZ	

OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To revive and operationalised the Local Economic Development	Recollect stakeholders to participate in the forum and working committees.	Restructure the LED forum & working committees.	Invitation for LED & working committee meetings.	Cont			Municipal Manager
	Establish a fully fledged internal unit.	Employ a manager for the LED	Annual programme for the forum and committees	July 2010			
			Advert for the post of an LED manager	July 2010			
To upgrade and speed up the formation of cooperatives	Mobilise like minded or complementary individuals to form cooperatives.	Launch cooperatives at a faster pace.	Meetings organised for the establishment and launch of cooperatives. Avail programme for	Cont			Municipal Manager

				the launch to council				
To disseminate information about economic opportunities available	Organise exhibition expo's	Invite exhibitors and beneficiaries & sector departments	Issue date for annual shows	Annually				Municipal Manager
To enhance the Local Economic Development	Review the present LED strategy	Produce the draft review of the LED strategy	Submission of the draft to council	Aug2010				Municipal manager.
To update skills audit	Draw a database of available skills at ward level	Deploy foot soldiers to collect the information	Compilation of the cleansed database to council	quarterly				Municipal manager
To collect skills needs in projects like Moloto rail development, world cup	Analyse necessary skills per prospective project	Request consortia to produce skill need audit.	Submission of skills need to council.	Ongoing				Municipal manager
To identify and develop the necessary skills	Identify individuals and strategy to capacitate for the identified	Consult institutions to train the beneficiaries	Submission to council of the progress report.	Ongoing				Municipal manager

	projects.						
SMME support services	Register all the SMME and determine the legality of the business	Linking with the SMME to development Strategy	Finalization of the strategy	Cont			Municipal manager
Formalizing the hawkers and the SMME in the municipality	Building of shelters for the hawkers at the main business canters	Provision of formalized trading areas	Finals with SMME on provision of formal business site	December 2010			Municipal Manager
Facilitate the development of the Economic Development Hub	Facilitate the partnership formation with the private company to establish business support centre	Small business support unit	Finalized with SMME's to developed the support unit	August 2010			Municipal Manager
Business skills training	Facilitate the incubator system for small businesses	Business management skills	Provide Business Management Skill in consultation	November 2010			Municipal Manager

				with the SMME's					
Development and the revamping of mines	Develop a strategy to attract investors to exploit the mining opportunities	Data base of Mineral resources within the municipality	Utilization of this opportunities by encouraging the facilitation and usage of the mi mineral resources	December 2010					Municipal Manager
Policy formulation	Develop the LED policy	Policy formulation	Finalized the remaining policies	Aug 2010					Municipal Manager
Development of the LED strategy and LED plan	Appointment of the service provider to develop the plans and the strategy for the municipality	LED Plan	Finalized the LED Plan	July 2010					Municipal Manager
Identification of the niche products	Expand the selling and the exporting capacity for the	Cultural and Business Show(Business Expo)	Hosting of Cultural and Business Expo	October 2010					Municipal Manager

	niche products							
Stake holders participation	Visiting the wards on consultation of LED opportunities	Mass economic opportunities campaigns	Number of economic campaigns held	Continuous				Municipal Manager
To enhance access to postal services per household	Create enabling environment for postal services	Naming of street and numbering of households stands	Street named and stands numbered and post delivered to each stand	Cont				Post Office

#### PROGRESS REPORT ON 2009/10 PROJECTS.

PROJECT NAME	PROJECT PROGRESS	LOCATION	BUDGET 09/10	EXPENDITURE	BUDGET SOURCE
LETOLO POULTRY PROJECT	Construction of 2 poultry houses - 70% COMPLETE	Sybrandskraal.	10 860.m	4 164 634m	CASP
Borholo Youth Project	Construction of layers house, office and ablution facility.	Thembaletu	1 038 128m	1 038 128m	CASP

Khayaalethu Trust	Construction of 1 poultry house- 70% COMPLETE	Funda Mlimi	4,164,634m	416,463	CASP
Thembisile mill	Renovation of maize mill and silos-10% PROGRESS	Sybrandskraal.	2,000,000	200,000	IGP
Veterinary Mobile Clinics: Equipment	1 Mobile clinic purchased.	Nkangala District	7,000,000	7,000,000	EQUITABLE
Land Care - Capacity Building and Awareness	2 Awareness campaigns	Thembaletu	200,000	200,000	LAND CARE Grant.

## AGRICULTURE PROJECT LIST FOR 2010/2011

PROJECT DESCRIPTION	PROJECT LOCATION	FUNDING SOURCE	PERFORMANCE INDICATOR	BUDGET 2010/11	BUDGET 2011/12	BUDGET 2012/13
Letolo Poultry Project	Sybrandskraal	CASP	2 Poultry houses constructed	4 164 634	416 463.4	-
Khayaletu Poultry Project	Funda Mlimi	CASP	1 Poultry house constructed.	4 164 634	416 46.4	-
Kwamhlanga Young Goat Farmers	Hartebeespruit Farm	CASP	Water reticulation completed	354 765	35 476	-
Thembisile Maize Mill	Sybrandskraal	IGP	Completion of mill and silo	1 897 821	189 782	-
Kwafene Auction Plant	Thembaletu	IGP	Electrified auction plant	385 000	38 000	-
VETERINARY SERVICES						
Crushpens/Diptanks	2 Thembisile	Equitable Share	2 crush pens completed	500 000	50 000	
LAND CARE						
Capacity Building and Land care awareness Campaigns	Nkangala District	Land Care	Workshops.	1 200 000	-	-

**MASIBUYELE EMASIMINI PLAN FOR 2010/2011**

<b>THEMBISILE HANI MUNICIPALITY</b>	<b>TYPE OF SERVICES</b>	<b>NO. OF HACTORS</b>	<b>TYPE OF CROPS</b>
All areas	DISC, PLOUGH AND PLANT	1 874Ha	MAIZE – 1360ha Soya- 284ha Sunflower-230ha

<b>MASIBUYELE</b>	<b>EMASIMINI/PRODUCTION</b>	<b>PRODUCTION</b>	<b>IMPUTS PLAN 2010-2011</b>		
<b>Farm name /village</b>	<b>Location/WARD</b>	<b>Total ha</b>	<b>Crop</b>	<b>Crop</b>	<b>Crop</b>
		Maize	Maize	Soya	Sunflower
			Cost p/ha @R1349	Cost p/ha @ R2625.73	Cost p/ha @RR968.00
Kwagga A	27	45			
Rietfontein				136	
Hartebeespruit				68	
Verena Commonage		60			
Blesbok		220			
Matshiipe	11	320			
Roodepoortjie		60			

Mathysloop			60		80	
Moloto	30		45			
Zakheni/Phola	4		100			
Vezubuhle	6		220			
Van Dykspruit						100
Loopspruit						130
Taaifontein			230			
<b>TOTAL HECTARES</b>			1360		<b>284</b>	<b>230</b>
<b>TOTAL COST</b>		1 834640			<b>R 745,500</b>	<b>R 222,640</b>

<b>PROGRESS REPORT ON 2009/2010 PROJECTS</b>		<b>THEMBISILE HANI MUNICIPALITY</b>				
<b>Project Name</b>	<b>PROJECT LOCATION</b>	<b>PROGRESS</b>	<b>BUDGET.</b>	<b>EXPENDITURE</b>		<b>Budget Source</b>
Letolo Poultry	Sybrandskraal	Construction of 2 poultry houses	10,860,000		4,164,634	CASP
Bhorholo Youth Project	Thembaletu	Construction of broiler house, office and ablution facility.	1,038,128		1,038,128	CASP
Thembisile mill	Sybrandskraal	Establishment of maize mill and silos	2,000,000		200,000	IGP
Khayalethu Trust	Funda Mlimi	Construction of 1 poultry house	4,164,634		416,463	CASP
<b>Total Budget for Thembisile Hani.</b>			<b>18,062,762</b>		<b>5,819,225</b>	

#### **Veterinary Services**

Mobile Clinics: Equipment	Nkangala District	3 Mobile clinics purchased.	7,000,000	7,000,000	EQUITABLE
Total Budget for Thembisile Hani.			7,000,000	7,000,000	
<b>LAND CARE</b>					
Capacity Building, Junior Land Care, Awareness &	Nkangala District	Awareness campaigns	1,200,000	1,200,000	LAND CARE

Invader Plant Control					
Total Budget for Thembisile Hani.			1,200,000	1,200,000	

<b>Thembisile Hani Local Municipality</b>							
DESD Programme	Thembisile	DEDET. Goods and Services budget of Env. Awareness & Education	Forum participation as a result of Education for Sustainable Development a	Provide a participative forum on education for sustainable development to the general public.	General Public	100	
Environmental Commemorative Day Programme	Thembisile	DEDET. Goods and Services budget of Env. Awareness & Education	Public awareness of theme of the environmental commemorative day.	Theme based environmental awareness and education to the general public.	General Public	166	
Adopt-a-Spot Programme	Thembisile	DEDET. Goods and Services budget of Env. Awareness & Education	2 communities participating per municipality in the programme	Assist participating communities to improve their environmental performance through a policy development and implementation process.	Communities	83	
Waste Cleanup Programme	Thembisile	DEDET. Goods and Services	5 waste clean up campaigns per local municipality	Provide awareness and education on waste management	General Public	41	

			budget of Env. Awareness & Education			to the general public as well as the provision of waste management services at identified waste hot spots in the province.		
Greenest Municipality Competition/Programme	Thembisile	DEDET. Goods and Services budget of Env. Awareness & Education	Each local municipality in Mpumalanga taking part in the programme. At least 4 monitoring sessions and monitoring reports per municipality for the programme	Support local municipalities to address environmental protection, social upliftment and economic growth with the main focus on sustainable development.	Local Municipalities	10		
Adopt-a-Schoolyard Programme	Thembisile	DEDET. Goods and Services budget of Env. Awareness & Education	5 participating schools in the programme per local municipality	Assist participating schools to improve their environmental performance through a policy development and implementation process.	Schools	111		
Climate Change Programme for Schools	Thembisile	DEDET. Goods and Services budget of Env. Awareness & Education	5 participating schools in the programme per local municipality	Provide awareness and education on climate change as the most serious global environmental challenge to date to schools.	Schools	55		

Water Programme for Pre-Schools	Thembisile	DEDET. Goods and Services budget of Env. Awareness & Education	4 participating pre-schools in the programme per local municipality	Provide water awareness and education on water as a critically scarce natural resource to pre-schools.	Pre-Schools	55
e-						

<b>Project description</b>	<b>Local municipality</b>	<b>Project location</b>	<b>Funding Source</b>	<b>Performance Indicator</b>	<b>Budget 2010/11</b>	<b>Budget 2011/12</b>	<b>Budget 2012/13</b>
DESD Programmes	Thembisile Hani local Municipality	The municipality representative and the general public	Department Economic Development Environment and Tourism	Provide a participative forum on education sustainable development to the general public 3x DESD programme on waste, greening & water 1x representative from the municipality to attend annual DESD Indaba.	1000		
Environmental Commemorative Day	Thembisile Hani local Municipality	5 themes based environmental awareness and education to the general public in the 30 wards of the municipality.	Department Economic Development Environment and Tourism	5 themes based environmental awareness and education to the general public	166		
Waste Clean-up programme	Thembisile Hani local Municipality	5 clean-ups in any wards of the municipality.	Department Economic Development Environment	Provide awareness and education on waste management and waste clean-ups to be conducted in	41		

				and Tourism	conjunction with other existing event/activities such as environmental commemorative days			
Greening Municipality Competition/ Programme	Thembisile Hani local Municipality	Municipality should participate in the Greenest Municipality Competition programme	Department Economic Development Environment and Tourism	Support local municipality to address environmental protection, social upliftment and economic growth with the main focus on sustainable development. All municipality to be monitored and evaluated 1x workshop per local municipality 6 monitoring sessions per municipality	<b>10</b>			
<b>Dept of Cooperative Governance and Traditional Affairs</b>								
1	DESD Programme	Provide a participative forum on education for sustainable development to the general public.	Thembisile	General Public		1 000		
2	Environmental Commemorative Day	Theme based environmental awareness and education to the	Thembisile	General Public		166		

	Programme	general public.		Thembisile				
3	Adopt-a-Spot Programme	Assist participating communities to improve their environmental performance through a policy development and implementation process.		Thembisile	Communities	83		
4	Waste Cleanup Programme	Provide awareness and education on waste management to the general public as well as the provision of waste management services at identified waste hot spots in the province.		Thembisile	General Public	41		
5	Greenest Municipality Competition/Pr ogramme	Support local municipalities to address environmental protection, social upliftment and economic growth with the main		Thembisile	Local Municipalities	10		

		focus on sustainable development.							
6	Adopt-a-Schoolyard Programme	Assist participating schools to improve their environmental performance through a policy development and implementation process.	Thembisile	Schools	111				
7	Climate Change Programme for Schools	Provide awareness and education on climate change as the most serious global environmental challenge to date to schools.	Thembisile	Schools	55				
8	Water Programme for Pre-Schools	Provide water awareness and education on water as a critically scarce natural resource to pre-schools.	Thembisile	Pre-Schools	55				

## 25. Issue19: Youth Development

### 25.19.1 Background and Problem statement

Thembisile Hani Local Municipality is committed to meet the needs of young people that have diverse approaches to the challenges of youth development. It is still a challenge for young people to implement the program and projects designed for them, although program and projects are there to assist them with information. The shortage of young people who are skilled and also a lack of human resource in the Youth Unit Office it is still a challenge since there is only one person who serve the entire youth of Thembisile Hani Local municipality.

The youth of Thembisile Hani Local Municipality are challenge in terms of HIV/Aids matter since 50% of the infected people are particularly young people. They play a number of roles in addressing the issue of HIV/AIDS in different solutions and address the problems, of young people affected by HIV/AIDS epidemic. The municipal has various programs aimed at transferring skills and job creation that will motivate young people to improve the quality of their lives and contribute to a better society for all. In addressing the issues raised by young people since March 2006-March 2010. As the way forward we have to address them by looking at the following issues:

1. Reduction of un-employment by at least 5% in the financial year 2010/2011
2. 40% Procumment Projects to awarded to young people within the Thembisile Han Local Municipality.
3. 5000 to be taught computer literacy.
4. Two leaner that will perform best in the current financial year will be awarded bursaries to study at any university in the country (Engineering + Accounting).
5. Youth sport center and Youth multipurpose center to be established.
6. Introduction of clear HIV/AIDS Program
7. Strengthen the ongoing process of encouraging young people to volunteerism.
8. Strengthening the Intergraded Youth Development Strategy (IYDS)

### 25.19.2 How do we address the above mentioned?

- Introduction of new Youth Policy
- Strengthening of the intergraded development plan
- Create more conducive work place for this young people

### 25.19.3 Challenges facing young people

1. There are learners who cannot afford to pay for their tertiary education, especially on registration (fees).
2. Many of the bursaries offered by different institutions are too biased to scarce skills.
3. High rate of teenage pregnancy and school drop outs remains a challenge.
4. Lack of school facilities/resources i.e. textbooks and recreational facilities.
5. The prevalence of weapons and safety in schools is also experienced in the municipality.
6. Youth development information is not adequately disseminated to the community.
7. Limited exposure to 2010 Soccer world cup programs is experienced by the young people of the municipality
8. A new HIV/AIDS infection among the youth is rising between the ages of 16-25.

9. Expectations around the Moloto Rail Corridor as a job creation opportunity is not yet met by the youth of the municipality.

### 25.19.3 Junior Council

Thembisile Hani Local Municipality has established a project that will encourage young people to participate in the affairs of government, more especially on Local government, as we have realised that not all young people are participating in the affairs of government, this was seen as the tool to be used in order for the young people to fully participate in the affairs of government hence the establishment of **Junior Council Project**, this is the continuous projects as it is supported by **SALGA**

### 25.19.4 SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> <li>• Tangible and sustainable policies</li> <li>• Sustainable structures (SAYC)</li> <li>• Establishment of Intergraded Youth Development Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Capacitating of Youth unit personnel</li> <li>• Lack of Support by Seniors &amp; Participation in management</li> <li>• Facilitation of policies ( Youth Bursary Fund)</li> <li>• Support of local Youth Development initiatives</li> <li>• Research, Monitoring &amp; evaluation</li> </ul>
Opportunities	Threat
<ul style="list-style-type: none"> <li>• Partnership and funding with Private Sectors</li> <li>• Skills development &amp; trainings of Youth organization s through SAYC</li> <li>• Mainstreaming of IYDS</li> </ul>	<ul style="list-style-type: none"> <li>• High unemployment rate</li> <li>• Participation by Youth in Local Government matter and policy formulation</li> <li>• Availability of office space for SAYC</li> </ul>

***THEMBISILE HANI LOCAL MUNICIPALITY YOUTH INDABA IMPLEMENTATION  
PROGRAM 2010/2011***

<b>PROJECT/ACTIVITIES</b>	<b>OBJECTIVE /AIM/FOCUS</b>	<b>Role Players</b>	<b>TARGET</b>	<b>TIME-FRAMES</b>	<b>BUDGET</b>
Career Expo	To bring near the services of higher education to young people	LED Unit Gender Unit Youth Unit Dept of Education PLO SAYC	500 Youth	February 2011	
Trainings for Youth Cooperatives			50	November 2010	
Parks Development (Recreation Facilities)	Bringing back the culture of volunteerism Creation of employment and exposing young people (All Zones)	SAYC Youth Unit Technical Services	100	September 2010 – July 2011	
E-Literacy training on basic computer concepts/usage	Educating disadvantaged, rural youth on basic computer literacy	SAYC Youth Unit	60	August 2010	
June Month	Provided by Province(NYDA)			June 2011	
<b>Junior Councillors</b>	<b>Facilitation of Elections and implementation of the Annual Program</b>	Youth Unit Office of the MM		<b>On going</b>	
Masibuyele Ezikolweni	Visiting all schools who have excelled in	DOE	1000	Jan/Feb 2011	

	the academic year	Youth Unit			
Young Women Development Workshop	To educate or induct young women on leadership	IEC SAYC Youth unit		August 2010	
Youth Advisory Center	To bring the services of NYDA nearer (Maintenance)	NYDA Youth Unit		On Going	
Youth awards	Giving awards to all young pole who have excelled and contributed to their communities	SAYC Youth Unit	300	June 2011	
Youth Festival	Exhibition of craft work and other handmade accessories by you people	Arts & Culture Forum SDS Youth Unit SAYC DCRS	1000	June 2011	
Youth Leadership Program		Office of the Mayor SDS Youth Unit SAYC DCRS	80	October 2010	
Youth Summit	Reporting to stakeholders ,Structure of young people on progress made, achievements and challenges face by	Office of the Mayor SDS Youth Unit SAYC	200	May 2011	

	young people in the municipality					
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## 26. Issue 20: Gender and Disability

### 26.20.1 Background/ Problem statement

Within the multitude of government Policy Frameworks, Legislation, guidelines and regulations that seek to plot for women and persons with disability. Looking at the vision 2014, seek to address Medium Terms Strategic Framework (MTSF), Accelerated and Shared Growth Initiative for South Africa (ASGISA), the National Spatial Development Strategy (NSDP), as well as the Provincial Growth Development Strategy (PGDS).

Whilst we understand the challenges facing women and persons with disabilities (target group) in Thembisile Hani Local Municipality with regard to service delivery, this issue directly affects the target group, for example if water is not available the first people to be negatively affected are the target group.

The Integrated Development Plan must present opportunities for the target group to participate and contribute to local development initiatives that stimulate economic growth and contributes to the improvement of quality of life. Limited exposure to political processes, lack of education and awareness on democracy, governance and lack of skills development continues hinder the target group effective participation.

Local government is a sphere of government for effective co-ordination and facilitation of National and Provincial Programmes related to target group, as it has the potential to transform the lives of the targeted group through service delivery, such as the provision of water, sanitation, primary health care, child care facilities, roads and transport. It is through the IDP framework that the municipality must plan its functions and activities in a manner that will assist the socio-economic development of the community. The IDP requires effective partnership with other stakeholders and thus, a unique opportunity to mainstream gender and disability into the planning processes of local government.

As per the National crime trends, Thembisile Hani Local Municipality also reflect a challenge on women, persons with disability and children to be vulnerable to rape and abuse. Again limited participation in other structures such as Community Safety Forums and Multi Agency Mechanisms compounds the challenge.

### 26.20.2 Other challenges affecting women includes among others:

- High level illiteracy
- Exclusion from economic activities
- Single parenthood
- Shortage of skills
- No assistant manager
- No person with sign language knowledge
- Implementation plan

**26.20.3 SWOT Analysis**

<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Treat</b>
-co-ordinator -political support -policy -committed women on matters of gender -	-No assistant manager -no interpreters for sign language -recruitment strategy on gender -implementation plan and monitoring tool	-co-ordinator -committed women -resources -corporative establishment	-lack of women in senior position -recruitment strategy

<b>Strategy</b>	<b>Project Name</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Responsibility</b>
To develop a gender strategy	Gender summit	March 2011		Gender unit
To develop a disability strategy	Disability summit	March 2011		Gender unit
Awareness Campaigns on disability	<ul style="list-style-type: none"> <li>• Mental Health Month</li> <li>• Disability Day Celebration</li> </ul>	On going		Gender unit
Skilling the disable person by make or utilising centres like Goederede, Wolvenkop and un-utilised structures of municipality	<ul style="list-style-type: none"> <li>• Computer base workshop</li> <li>• Business skill workshop</li> </ul>	On going		Gender unit
Encouraging disable person to participate in development matters of government	<ul style="list-style-type: none"> <li>• Awarding them in big events/ceremonies</li> </ul>	Once per year		Gender unit
To open channels of communication with targeted	Data collected on the targeted group.	March 2011		Gender unit
Disability mainstreaming	Basic sign language	March 2011		Gender unit
To develop women policy so that all women in Business, Unemployed e.tc. they have a platform within the municipal processes	Women Indaba & Women Day Celebration	August 2010		Gender Unit
Launching of 16 days of activism against abuse of women	Awareness campaigns	December 2010		Gender Unit

and children	Debate on stop child abuse	December		
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## 8. CHAPTER 8. Performance Management and Monitoring and Evaluation System

During 2008 a Performance Management Framework was compiled for the Thembisile Hani Local Municipality. This Framework stated clearly that the Performance Management System should be based on the IDP of the Thembisile Hani Local Municipality. It also defined three steps to be followed to develop the PMS once the IDP is completed and adopted and is quoted as follows:

### 8.1 INTRODUCTION

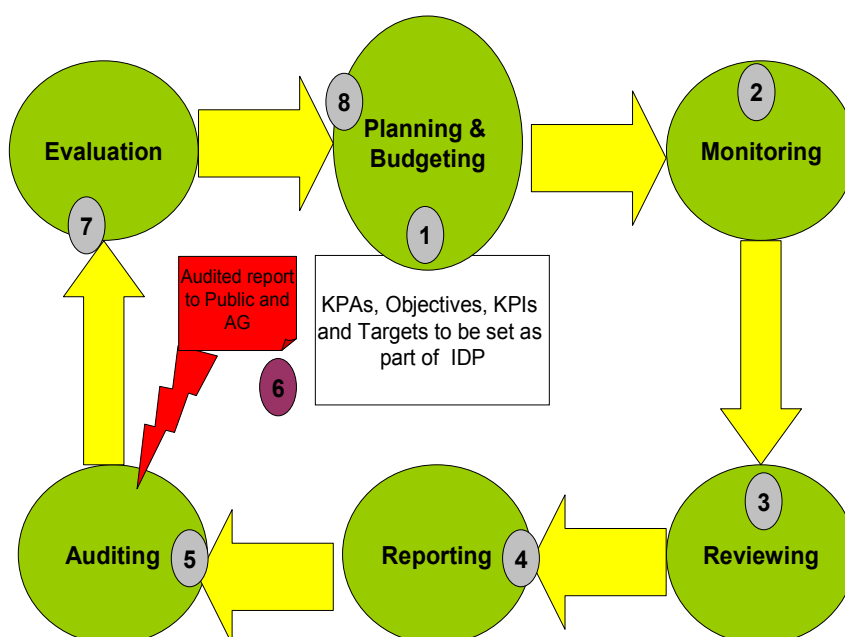
This document represents a DRAFT framework for guiding the implementation of performance management in our municipality. It provides a decision making reference for agreed processes, mechanisms and procedures that must be followed when implementing performance management in the municipality. It ensures a system that complies fully with the requirements of local government legislation relating to performance management (see section 4 below).

The document is aimed at facilitating a discussion and agreement on the final framework for performance planning, monitoring, measurement, review, reporting, auditing and evaluation. Further, this document introduces the MUNICIPAL SCORECARD as a model to be followed in implementing our performance management.

### WHAT IS PERFORMANCE MANAGEMENT?

There is no universal definition of Performance Management. For, our purposes a working definition is suggested in which the term PM is used to refer to “a continuous and cyclic process of evaluating our actions and operations to determine whether we are delivering the desired level of development committed in our IDP”. This process is envisaged to roll-out incrementally following the steps illustrated in the figure below:

**Figure 1: PMS cyclic process**



Our performance management process will involve among other things:

- ◇ developing performance scorecards (two levels - Strategic and Departmental)
- ◇ setting of clear objectives, indicators and targets for performance (Based on IDP)
- ◇ determining baseline levels for indicators before finalizing targets
- ◇ gathering of measurement information to determine progress against set indicators and targets
- ◇ regular reviewing of performance (monthly, quarterly & annually)
- ◇ periodic reporting on performance (monthly, quarterly & annually)
- ◇ regular auditing of performance reports
- ◇ periodic assessing, evaluating and reviewing of the effectiveness of PMS itself

## 8.2 WHAT IS THE POLICY CONTEXT FOR MUNICIPAL PMS?

In 1997 the white paper on local government introduced the concept of performance management systems as a mechanism to improve accountability and enhance public trust on local government. The white paper further suggests that by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system is also enhanced. In 1998, the White Paper on Transforming Public Service Delivery (Batho Pele) was adopted as a policy to enhance and enforce quality service among civil servants. All employees of public entities (government institutions including local government municipalities) are obliged to adhere to the provisions of the Batho Pele policy. These provisions are captured in the form of the following eight key principles:

- a) **Consultation:** - Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.
- b) **Service standards:** - Citizens should know what standard of service to expect and should be consulted if promised service standards are to change including development targets set in terms of the IDP.
- c) **Access:** - All citizens should have equal access to the services to which they are entitled. State of exposure to income or poverty should not be reason enough to lack access to a basic level of service.
- d) **Courtesy:** - Citizens should be treated with courtesy and consideration.
- e) **Information:** - Citizens should be given full and accurate information regarding public services they are entitled to receive.
- f) **Openness and transparency:** - Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- g) **Redress:** - If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.
- h) **Value-for-money:** - Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

The two policies mentioned above provide the framework for implementing performance management system in a municipality.

In order to ensure compliance with the objects of the constitution and national policy, Thembisile Hani municipality accepted the local government and Batho Pele white papers as its policy framework for performance management system and for advancing the cause of local government transformation

### 8.3 WHAT LEGAL CONTEXT INFORMS OUR PMS?

The Municipal Systems Act 32 of 2000 calls for all municipalities to establish and implement performance management systems. In its chapter six, the act prescribes for all municipalities to:

- develop a performance management system
- set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- publish an annual report on performance for the councillors, staff, the public and other spheres of government
- incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- have their annual performance report audited by the Auditor-General
- involve the community in setting indicators and targets and reviewing municipal performance

In August 2001 regulations on municipal planning and performance management were published by Department of Provincial and Local Government (**dplg**) to further explain the requirements of the act.

The regulations provide minimum requirements for a municipal performance management system and prescribe a set of seven national key performance indicators that must be measured and reported to national government by all municipalities annually. According to the regulations a municipal PMS must ensure that it:

- complies with all the requirements set out in the Municipal Systems Act;
- demonstrates how it is to operate and be managed from the planning stage up to the stages of performance and reporting;
- clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- clarifies the processes of implementing the system within the framework of the integrated development planning process;
- determines the frequency of reporting and the lines of accountability for performance;
- relates to the municipality's employee performance management processes;
- provides for the procedure by which the system is linked to the municipality's integrated development planning processes;

The regulations also prescribe that municipalities must monitor their performance and report on these national indicators (in addition to their local level indicators):

- a) the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b) the percentage of households earning less than R1100 per month with access to free basic services;

- c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- d) the number of jobs created through municipality's local economic development initiatives including capital projects
- e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- f) the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- g) financial viability as expressed by the following ratios:

$$(i) \quad A = \frac{B - C}{D}$$

Where - "A" represents debt coverage  
 "B" represents total operating revenue received  
 "C" represents operating grants  
 "D" represents debt service payments (i.e. interest plus redemption) due within the financial year;

$$(ii) \quad A = \frac{B}{C}$$

Where - "A" represents outstanding service debtors to revenue  
 "B" represents total outstanding service debtors  
 "C" represents annual revenue actually received for services;

$$(iii) \quad A = \frac{B + C}{D}$$

Where - "A" represents cost coverage  
 "B" represents all available cash at a particular time  
 "C" represents investments  
 "D" represents monthly fixed operating expenditure.

In terms of section 53 of the Municipal Finance Management Act (MFMA) 2003, the mayor of a municipality must take reasonable steps to ensure that the annual performance agreements of the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and are concluded in accordance with section 57(2j) of the Municipal Systems Act.

Coupled with the MSA: 2000, the MFMA: 2003 provide for the development of a mid-term budget and performance assessment of the municipality. The development of the mid-year budget and performance assessment report should give an indication on the progress made by the municipality for the past six months. The MFMA requires that the accounting officer of the municipality takes into account the performance of the municipality against the performance expectations set by senior managers and their departments.

The legislative framework referred to above provides a solid case for the implementation of Thembisile Hani performance management systems in local municipalities.

## **8.4 HOW WILL ESTABLISHING PMS BENEFIT OUR MUNICIPALITY?**

For Thembisile Hani LM, the rationale for establishing PMS goes much deeper than the mere partial fulfilment of the legislative requirements. The following are other benefits for implementing a PMS.

### **Increased accountability**

The performance management system should aim to provide a mechanism for ensuring increased accountability between:

- The residents of the Thembisile Hani and the municipal council,
- The political and administrative components of the municipality,
- Each department and the executive office.

### **Learning and improvement**

While ensuring that accountability is maximised, the performance management system must also provide a mechanism for learning and improvement. It should allow for the municipality to know which approaches are having the desired impact, and enable the municipality to improve delivery. It should form the basis for monitoring, evaluating and improving the Integrated Development Plan.

### **Early warning signals**

The performance management system should provide Managers, the Municipal Manager, Standing Committees and the Executive Committee with early warning of non-performance of the full implementation of the Integrated Development Plan. It is important that the system ensures decision-makers are timeously informed of possible non-performance, so that they can facilitate pro-active intervention, if necessary.

### **Effective decision-making**

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The functions listed above are not exhaustive, but summarise the intended benefits of the performance management system to be developed and implemented. These intended functions should be used to evaluate the performance management system periodically.

## **8.5 WHAT PRINCIPLES SHOULD BE ADOPTED TO GUIDE OUR PMS IMPLEMENTATION?**

This policy provides for implementation of a comprehensive Thembisile Hani PMS based on the following set of guiding principles:

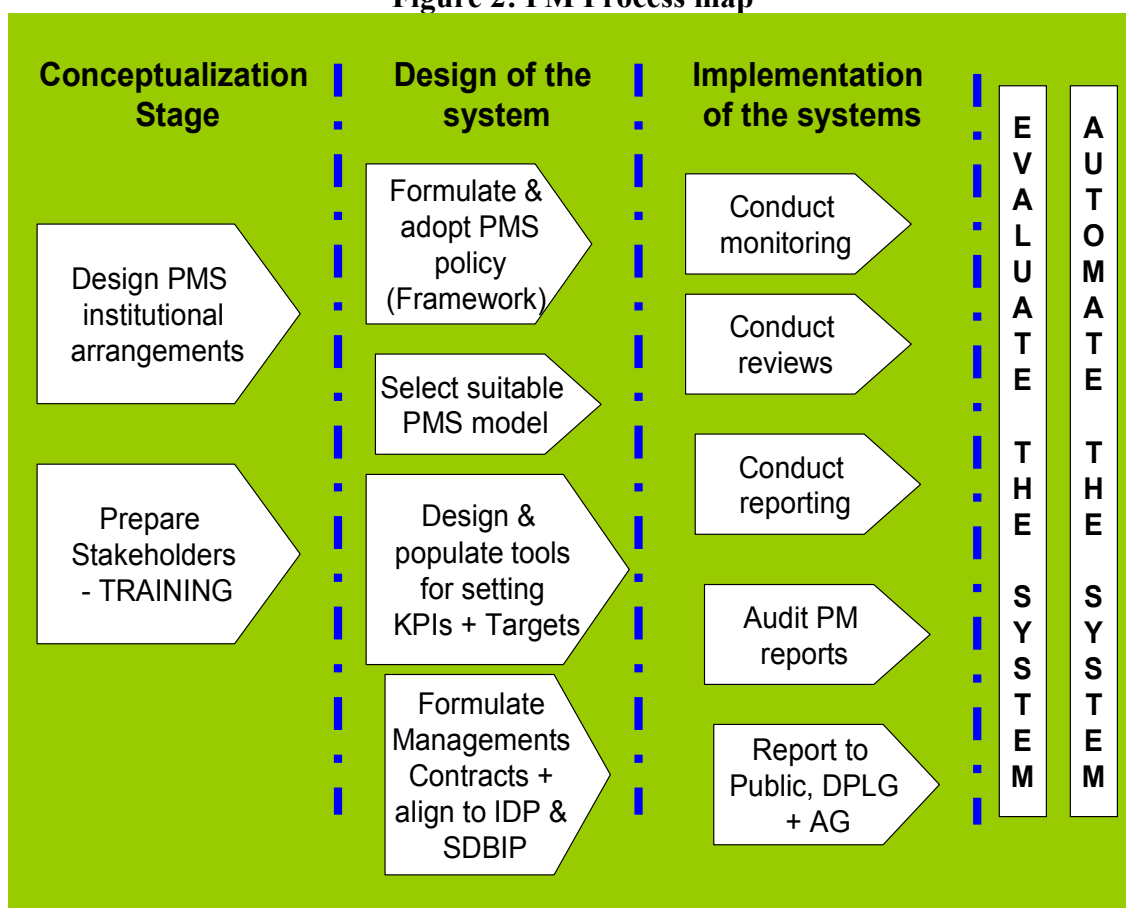
- ◇ UNIFORMITY - System must apply uniformly to all affected
- ◇ DEVELOPMENTAL - Must be developmental in nature, not punitive. Therefore, must focus on outcomes or development impact achievements rather than short term individual benefits like earning bonuses
- ◇ EQUITY OF RIGHT -Must balance organisational needs and employee rights
- ◇ PERFORMANCE CONTRACTS -Must provide for signing of performance contracts by section 57 managers

- ◇ PMS MODEL -Must identify suitable model commensurate with existing organisational capacity, constraints & LG legal context.
- ◇ EARLY WARNING -Must promote use as an early warning system
- ◇ TRANSPARENCY – Must provide for effective participation of affected parties in arriving at final targeted performance commitments (setting of targets to be discussed and agreed with those people / units whose performance will be managed)
- ◇ DEMOCRATIC - Must provide for involvement of key stakeholders in the processes of PM planning, monitoring, review, reporting and auditing

## 8.6 HOW WILL PMS BE DEVELOPED?

The figure below gives an illustration of the process designed to develop our PMS and reflects on the steps to be followed in its implementation.

**Figure 2: PM Process map**



## 8.7 INSTITUTIONAL ARRANGEMENTS

### PMS Co-ordination

For purposes of coordinating PMS activities inside the municipality the framework provides for the delegation of authority to the Corporate Services Manager to be the PMS coordinator. In terms of the envisaged role, the PMS coordinator shall:

- ◇ Facilitate PMS communication

- ◇ Coordinate daily liaison
- ◇ Issue memos inviting inputs and reports from managers
- ◇ Facilitate implementation (monitoring & measurements of KPIs, reviews, report consolidation & submission, liaison with PMS audit committee etc)

### **PMS Audit function**

For purposes of ensuring a mechanism for the auditing of our performance management reports, the framework provides for:

- ◇ Maintaining current status quo whereby the District PM Audit Committee also audits reports of the local municipality via an agreement with the District
- ◇ Creation of internal audit function to look at municipal PM reports prior to them being forwarded to the Audit Committee
- ◇ The extension of the terms of reference of the current audit structure which currently audits financial statements only to also incorporate the task of auditing performance reports of the municipality
- ◇ Preparation and submission of PM reports to be audited at least twice a year. This will happen during the months of January and June of each year. In this instance the policy suggests that the second report be an annual report to prevent duplication.

### **Public participation**

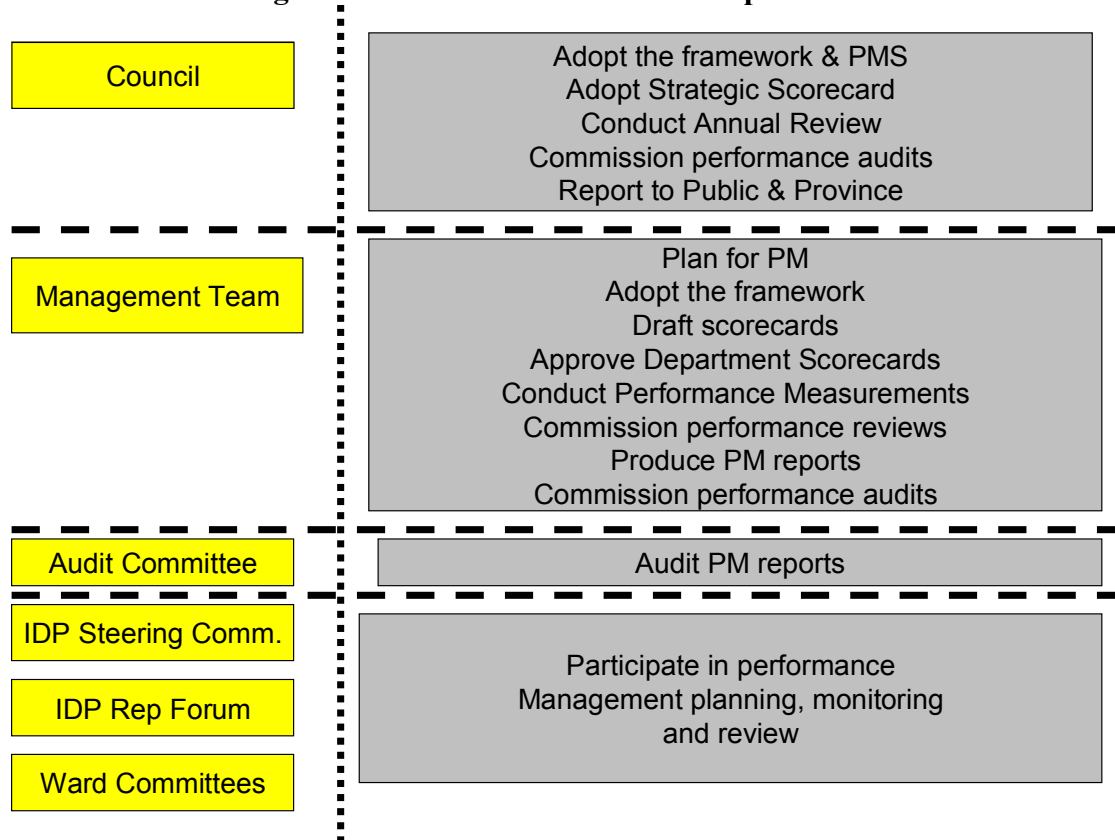
For purposes of ensuring effective participation by all relevant stakeholders in the PM processes, the policy provides for the recognition and use of the same structures set for the IDP. In terms of this policy, public participation for the planning of PMS takes place during IDP formulation which must cater for the formulation of:

- ◇ Key development priorities agreed for each year
- ◇ Development objectives
- ◇ Key development targets agreed

Therefore, IDP steering committee and Representative forums will serve as main key platforms for public and broader stakeholder participation.

### **Stakeholder Roles and Responsibilities**

The following figure outlines the key roles and responsibilities to be discharged by the various role players in the process

**Figure 3: Stakeholder Roles and Responsibilities**

### Responsibilities for implementing the system

Section 55 of Municipal Systems Act, stipulates that the Municipal Manager as head of the administration or as accounting officer' is responsible and accountable for the formation and development of an accountable administration operating in accordance with the municipality's performance management system.

She or he is responsible for the management of the administration in accordance with the legislation. The final responsibility for ensuring that employment contracts for all staff are in place rests with the Municipal Manager. The final responsibility for ensuring that performance agreements of the relevant managers including his or her are in place rests with the Municipal Manager

## 8.8 PMS MODEL FOR THEMBISILE HANI LM

### What is a model?

A model for performance management provides simplified mechanisms for understanding how better to organise and roll-out the various aspects of performance that should be measured, reported on and managed. It also provides a useful tool to predict and project future scenarios so that current decision-making could influence the desired future.

### Why is a model important for PM?

Models have proved useful in performance management for the following reasons. They provide:

**Balance:** A good model will ensure balance in how the organisation measures and manages its performance. It should not bias performance measurement by relying on one facet of performance, but represent a multi-perspective holistic assessment of municipal performance.

**Simplicity:** A good model should organise simply, what would otherwise be a long list of indicators attempting to comprehensively cover performance, into a set of categories sufficiently covering all key areas of performance. Models differ most significantly in what they assert are the key aspects of performance.

**Mapping of Inter-relationships:** A good model will map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in one category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the planning stage and the review stage, particularly in the diagnosis of causes of poor performance.

**Alignment of resources to strategy:** A good model will align the processes of performance management to the Integrated Development Plan & budgeting processes of the organisation. It will ensure that the Integrated Development Plan is translated into performance plans that will be monitored and reviewed. The categories of key performance areas provided by a model should relate directly to the identified priority areas of the Integrated Development Plan.

International experience in both the private and public sectors has that traditional approaches to measuring performance that tend to be heavily reliant on financial measures are severely lacking. These approaches tended to over-emphasise financial efficiency over other equally important variables of performance measurement and thereby providing a skewed perspective of the organisation's performance, particularly for a municipal organisation.

However, with recent developments in performance measurement literature in both the public and private sector, it has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders.

## 8.9 The Municipal Scorecard model

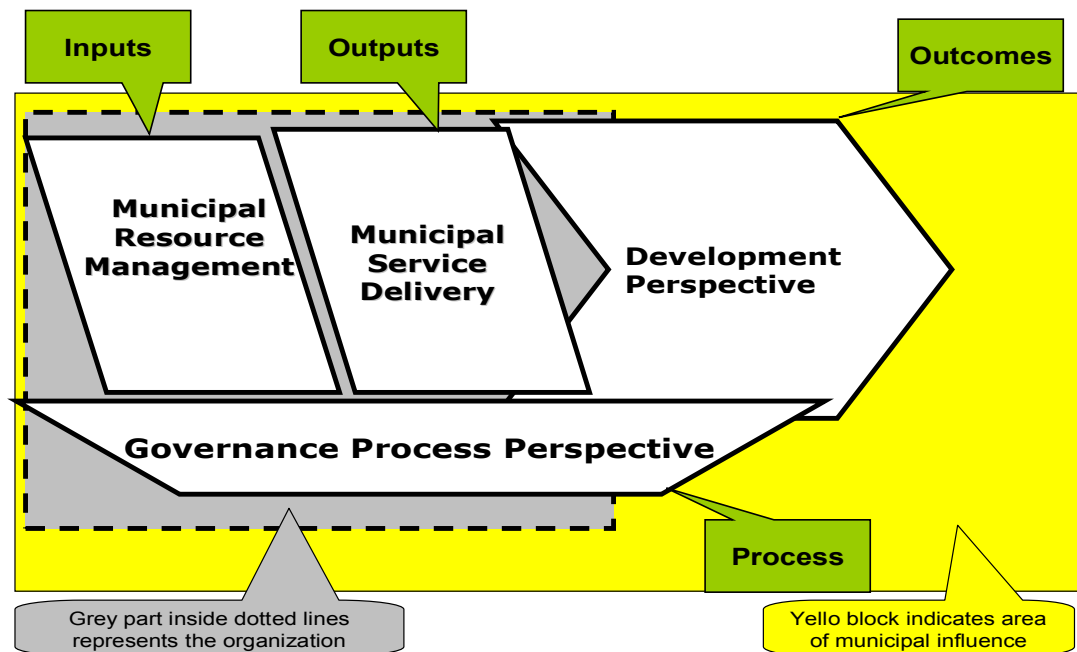
In terms of this policy the municipal scorecard model is to be used as a preferred model for the municipality. This model provides a modified version of the Balanced Scorecard model which has been adapted to SA local government legislation environment. It is also based on four key perspectives outlined later in this section.

The choice of this model is based on the strengths that it is:

- Tightly aligned to the strategic planning (IDP) and Budget processes
- Directly relevant to the notions of developmental local government and co-operative governance
- Fits neatly with the envisaged legal process of managing performance in a municipal organisation in SA
- A balanced view of performance based on inputs, outputs, outcomes and processes
- A simple portrayal of municipal performance, where inter-relationships can be mapped
- Has been adopted as the recommended model for municipalities by the South African Local Government Association (SALGA) because of its simplicity and relevance to local government environment.

The Municipal Scorecard is based on four key perspectives, outlined in the figure below.

Figure 4: Municipal Scorecard Model



**The Development Impact Perspective:** In this perspective the municipality will need to assess whether the desired development impact in the municipal area is being achieved. This perspective will constitute the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It will be difficult to isolate development outcomes for which the municipality is solely accountable. It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in telling us whether our policies and strategies are having the desired development impact.

**The Service Delivery Perspective:** This perspective should tell us how a municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

**The Resource Management Perspective:** This perspective should tell us how a municipality is performing with respect to the management of its resources:

- Budget & other financial Resources
- Human Resources
- Systems & Information
- Organizational Infrastructure (enabling equipment)

This relates to the inputs of the municipality as a whole.

**Governance Process Perspective:** This perspective should tell us how a municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective should include, amongst others:

- Public participation
- Intergovernmental relations
- Customer care relations

- Citizen satisfaction
- Access to Information
- Communication strategies

This relates to the governance processes of the municipality as a whole.

#### DEFINITION OF CONCEPTS USED IN THE SCORECARDS

**Objectives:** are statements about what a service wants to achieve.

**Indicators:** are measures that tell us whether we are making progress towards achieving our objectives.

**A baseline measure:** is the value of the indicator before the start of the programme or prior to the period over which performance is to be reviewed.

**A target:** is the value of the indicator that we want to achieve by a specified time.

**The measurement source and frequency:** should indicate where the data emanates from, and how frequently it can be measured and reported. This information will assist the auditing process.

These have been used as the basis of the plans for the strategic and service scorecards.

#### CRITERIA ADOPTED TO GUIDE SELECTION OF SUITABLE INDICATORS

**Focused and Specific:** Is the indicator selected clear, focused and not stated in an ambiguous way?

**Measurable:** Does the indicator have a defined unit of measurement? Note that this unit must also be used in determining the target.

**Valid and Relevant:** Validity is the degree to which an indicator measures what is intended to be measured. Is the indicator relevant to the objective of the performance being measured?

**Reliable:** Reliability is the degree to which repeated measures, under exactly the same conditions will produce the same result. How reliable is your indicator?

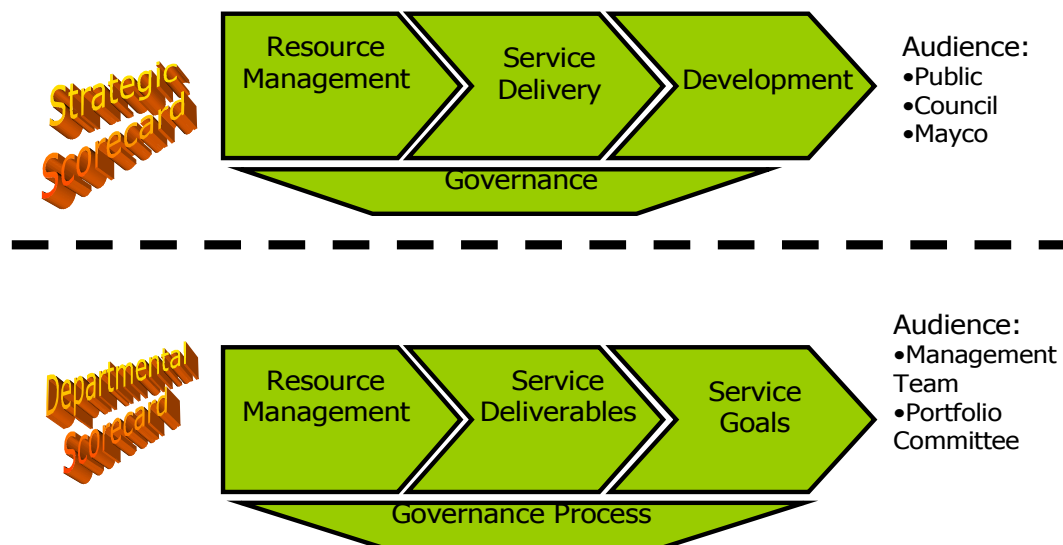
**Simple:** Good indicators will be simple and easy to communicate. A composite indicator would try to measure a series of performance dimensions at the same time, this may confuse. Where possible avoid using complex or composite indicators.

**Minimise perverse consequences:** Poorly chosen indicators, while they may have noble intentions, can have perverse consequences in the behaviours it incentivise. Choose indicators that will incentivise behaviour that is desired and not unintended results.

**Data Availability:** Good indicators will also rely on data that is, or intended to be, available on a regular basis. Be careful of choosing indicators that will not have data to be measured against.

#### Levels of scorecards in a municipal scorecard model

There are two levels of scorecards recommended in the municipal scorecard model. These include the strategic and the services outcome scorecards as depicted in the figure below.

**Figure 5: Levels of scorecard example**

**The Strategic Scorecard:** The strategic scorecard will provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. The Municipal Manager and Managers of Departments will use it after review as a basis for reporting to the Mayoral Committee, Council and the public. In terms of this policy this scorecard is to be reported to Mayoral Committee quarterly, to Council six-monthly and the public annually for review.

**Service Scorecards:** The service scorecards will capture the performance of each defined service (can be a directorate or department line-function). Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a service scorecard will provide a comprehensive picture of the performance of that service. It will consist of objectives, indicators and targets derived from the service plan and service strategies. It will be crucial that service scorecards should not duplicate current reporting, but be integrated to form a core component and simplify all regular reporting from departments to the Municipal Manager and Standing Committees.

Service Scorecards will be comprised of the following components:

- Service Outcomes, which set out the developmental outcomes that the service is to impact on,
- Service Deliverables, which set out the products and services that the service will deliver,
- Resource Management, which sets out how the service will manage its Human and Financial resources, Information and Organisational Infrastructure
- Stakeholder Relations, which sets out how the service will improve its relationship with its key stakeholders

Performance in the form of a service scorecard will be reported to the Municipal Manager and relevant Standing Committee for review. The policy provides for the reporting in terms of this level of scorecard to be undertaken at least monthly. The policy assumes that the reporting on this level scorecard will be preceded by internal departmental reporting (reports from unit managers and supervisors to be consolidated by the head of departments) which is

expected to happen more regularly than monthly intervals and would ideally inform the monthly management reports.

The policy suggests that municipal scorecard formats be designed to reinforce aggregation of information and alignment with service delivery budget and implementation plans (SDBIPs).

## **8.10 MONITORING AND MEASUREMENT OF INDICATORS**

For each indicator the scorecard require a responsible official, usually the respective line manager, to be designated by name. While this official is not necessarily fully accountable for performance on this indicator, he/she has the responsibility for conducting measurements of that indicator, analysing information and reporting results for reviews.

Analysis requires that line managers compare current performance with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. They should also analyse the reasons for performance levels and suggest corrective action where necessary.

Municipal-wide outcome indicators and satisfaction surveys may need to be co-ordinated centrally. It is recommendable that the PMS coordinator be tasked with this responsibility. An effort should also be made to undertake regular (annually) surveys in order to provide data for indicators organisationally and for the different service scorecards:

## **8.11 PERFORMANCE REVIEWS**

Performance reviews must be conducted at various intervals and levels of authority in order to determine as to the progress made against committed performance targets. Every review session must be documented and evidence material filed in case it is called for by senior level reviews or the Audit Committee. Prior to reviews taking place by the Management Team, Executive Committee and Council, performance reporting will need to be tracked and co-ordinated. The Performance Management coordinator is responsible for this process.

It will also be useful to provide an overall analysis of municipal performance with respect to the strategic scorecards and department scorecards, at least for quarterly and annual reviews. Such an analysis could pick up trends in performance over time and over all departments. It is proposed that the Performance Management Coordinator be responsible for this.

**Table 1: Levels of reviews and intended structures**

<b>REPORTING STRUCTURE</b>	<b>REVIEWING STRUCTURE</b>	<b>TYPE OF REPORT</b>	<b>FREQUENCY</b>
Departments	Management Team	SDBIP Scorecard	Monthly
Departments	Standing Committee	SDBIP Scorecard	Quarterly
Standing Committee	Council	High Level Summary	Quarterly

REPORTING STRUCTURE	REVIEWING STRUCTURE	TYPE OF REPORT	FREQUENCY
Management Team	Council	Strategic Scorecard	Quarterly
Council	Public (IDP Forum)	Citizen's Report	Annually
Council	Province	Annual Report	Bi-annually

### 8.12 Departmental Reviews

It is intended that departmental review their performance at least monthly using their SDBIP Scorecards. Decision makers should be immediately warned of any emerging failures to service delivery such that they may intervene if necessary.

Departments should use these reviews as an opportunity to reflection on their goals and programmes and whether these are being achieved. Minutes of these reviews should be forwarded to the office of the Municipal Manager. Changes in indicators and targets may be proposed at this meeting but can only be approved by the relevant Standing Committee, in consultation with the Municipal Manager. On a quarterly basis, the Head of the Department (HOD) will submit a report on the department's performance in the SDBIP Scorecard format to the management team. On a monthly basis he/she will submit a report on the department's performance in the SDBIP Scorecard to the Council Head who will table the report to the Standing Committee.

HODs will formulate their SDBIP Scorecard reports by taking into account the performance of the various sections within each department. The SDBIP Scorecard requires inputs from each section such that a comprehensive report is collated on the performance of each department. The Head of each section is responsible for the provision of sectional reports to the HOD.

#### Management Team Reviews

On a quarterly basis the management team will review the overall performance of municipality's departments using the SDBIP reports of departments. It will submit reports from this review to the Standing Committee.

The management team will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the management team can endorse these, for approval by the Council.

In preparation for and prior these reviews, the office of the Municipal Manager must develop an analysis of performance.

#### Standing Committee Reviews

Each Standing committee will be required to review the performance of their respective departments against their SDBIP Scorecards, on a monthly basis. The Standing Committee should review and appraise the performance of the service against committed targets and draw out key issues to communicate to the Council. Where targets are not being met, Standing Committee should ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor

performance. Changes in indicators and targets can only be approved by the relevant Standing Committee, on the recommendation of the Municipal Manager.

### **Mayoral Committee/ Executive Committee Reviews**

On a quarterly basis, the Mayoral Committee should review the municipal performance against both the performance report produced by the Management team and key issues raised by the Portfolio Committees/ Clusters

The quarterly reviews should culminate in a comprehensive annual review of performance in terms of both the SDBIP Scorecards and the Strategic Scorecard.

The review should reflect on the performance of service and the Strategic Scorecard. The Mayoral Committee will need to ensure that targets committed to are being met; where they are not, satisfactory and sufficient reasons should be provided with corrective action proposed that is appropriate and adequate to address the reasons for poor performance.

The review should also focus on reviewing the systematic compliance to the performance management system by departments, Portfolio Committees/ Clusters and the Municipal Manager.

### **Council Reviews**

At least twice annually, the council will be required to review municipal performance based on the performance report submitted by the Standing Committee. The Municipal System Act requires that the annual report should at least constitute a performance report (the Strategic Scorecard), financial statements and an audit report.

### **Public Reviews**

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance.

In addition to the local government performance and development annual report mentioned above, a user-friendly citizen's report will be produced for public consumption. This report should be a simple, easily readable and attractive document that summarizes the performance of the municipalities in the district municipal area for the public consumption.

It is also proposed that a public campaign be annually embarked on to involve communities in the review of municipal performance. Such a campaign could involve the following methodologies:

Various forms of media including radio, newspapers and billboards can be used to convey the communities report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.

The public reviews should be concluded by a review by the IDP Representative Forum

## **8.13 EMPLOYEE PERFORMANCE**

While the legislation provides for managing performance of senior managers and section 57s, it is the intention of the municipality to roll-out the system incrementally for all the employees and that the legislation governing the roll-out be adopted to apply to all the employees except in cases where the nature of the employment contract places limitations on its applicability.

### **Employment Contract**

Section 57 of Municipal Systems Act, stipulates that there must be a written employment contract between the municipality, the Municipal Manager and managers directly accountable to Municipal Managers. There are other managers contracted who directly report to section 57 heads.

This framework, in line with sub-regulation 4(1) (a), further provides that employment in terms of an employment contract must be subject to signing of a separate performance agreement within 90 calendar days after assumption of duty and annually after the commencement of the financial year.

A performance agreement represents a basis for monitoring and managing the performance of a manager and provides a legal mechanism for responding directly to a managers' level of performance whether excellent or poor.

The performance agreement must be entered into for each financial year (concluded within 30 days of the beginning of the financial year or 90 days from date of employment) .Not concluding a performance agreement within the stipulated time frames will amount to breach of employment contract. The party responsible for the breach must be given an opportunity to remedy the breach.

If the breach is not remedied within the agreed timeframes then there will be a basis for initiating procedures towards terminating the contract.

Performance agreement must be signed within 90 calendar days after assumption of duty (refer to MSA section 57(2)). The Municipal Council does not have the authority to change the prescripts. The absence of a performance agreement at the end of the financial year will fatally affect the ability of the municipality to pay performance bonus to the affected employee.

The Municipality and the employee will still be able to enter into a valid performance agreement after 90 day period, provided that there is a consensus between parties that the employment contract is still in force (refer to sub-regulation 4(4)(a) and sub-regulation 24(1)

### **Performance Plan**

A performance plan establishes a detailed set of objectives and targets to be met by the Section 57 employee as well as the time frames within which these should be met.

The specifics of the performance plan will be determined by the Executive Mayor, in consultation with the employee, and will be based on IDP, SDBIP, and the budget. It shall include the following elements:

- Key Result Area / Key Focus Area
- Key objectives;
- Key performance Indicators;
- Baseline measure
- Targets; and
- Weightings

## 8.14 MEASURING PERFORMANCE

Using agreed structures & mechanisms for performance ASSESSMENT and REVIEW, the municipality must on agreed regular intervals set processes for measurement of its performance.

Performance measurement must ensure direct linkages between the organizations advancement and achievements attributed to contracted individuals in the organizations. That way will mean GOOD performance outcome from management assessments directly influences OUTCOMES in terms of implementation of IDP goals and objectives.

There are two key components provided for in the weighting of performance priorities in terms of this framework. These include:

1. Key Performance Areas (KPA): - these relate to functional competencies i.e. day to day operations of each line department or directorate. These KPAs will be given an 80% weighting in the scorecards and will carry the same significance in the final assessment.
2. Core Competency Requirements (CCRs): - these relate to managerial and professional competencies needed for a management role in the organisation. A detailed table of these CCRs is given here below. The CCRs will carry a weighting of 20% in the overall scorecard and final assessment. Weightings per KPA MUST be agreed upon between employee and employer at the beginning of the performance period concerned. They MUST also be recorded as such in the signed performance scorecards and SDBIP.

**Table 2: Core Competency Requirements from Regulations (2006)**

<b>CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)</b>		
<b>Core Managerial and Occupational Competencies</b>	<b>Choice</b>	<b>Weight</b>
<i>Core Managerial Competencies</i>		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empower		

Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
<b><i>Core Occupational Competencies</i></b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and policy frameworks		
Knowledge of developmental local government		
Knowledge of Performance Management		
Knowledge of global and South African specific political, social and economic Contexts		
Competencies in policy conceptualization, analysis and implementation		
Knowledge of more than one functional municipal field discipline		
Skills in Mediation		
Skills in Governance		
Competencies as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
<b>TOTAL PERCENTAGE</b>	<b>-</b>	<b>100%</b>

### 8.15 Personal Development Plan

As part of a performance agreement the employee must be encouraged to state activities including training that he/she wishes to undertake for self improvement or required to advance the objectives of the organisation.

### Review Process & Scoring

Organizational Performance will be reviewed on a quarterly basis within two weeks after completion of the evaluation unit to which the employee belongs or is responsible for managing. The individual performance will be reviewed monthly.

The review process may among other important issues include these items in the discussion agenda:

- Key Performance Area – discuss achievements against set targets

- Discuss reasons for performance
- Discuss mechanisms for interventions to correct less than acceptable performance achievements
- Discuss performance on CCRs (in the case of individual assessments)
- Discuss Performance Objectives;
- Discuss Key Performance Indicators;
- Discuss Employees Action Plan;
- Discuss Employee Development Plan;
- Acknowledge the plan (signing)

**Table 3: The 5-point rating scale**

LEVEL	TERMINOLOGY	DESCRIPTION IN REGULATION	PROPOSED REVISED DEFINITIONS OR PERFORMANCE AGAINST INDICATORS
5	Outstanding Performance (80% and above)	Performance far exceeds the standard expected of an employee at this level.	Individual has performed exceptionally well on these indicators and has very significantly surpassed expectations.
4	Performance significantly above expectations (60% - 79%)	Performance is significantly higher than the standard expected in the job.	Individual has performed well and has gone slightly above expectations.
3	Average (50% - 60%)	Performance meets the standards expected in all areas of the job.	Individual has met the expectations associated with these indicators
2	Performance not fully effective (40% - 50%)	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	Performance is below the standard required for the job in key areas
1	Unacceptable performance (Below 40%)	Performance does not meet the standard expected for the job.	Individual has poorly performed on these indicators significantly below the standard required

### 8.16 Dispute Resolution

Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by:

In the case of the Municipal Manager, the MEC for local Government in the province within thirty (30) days of receipt of formal dispute from the employee, or any other person designated by the MEC; and

In the case of managers directly reporting to the Municipal Manager, the Executive Mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

### Staff reviews - reportees to contracted managers

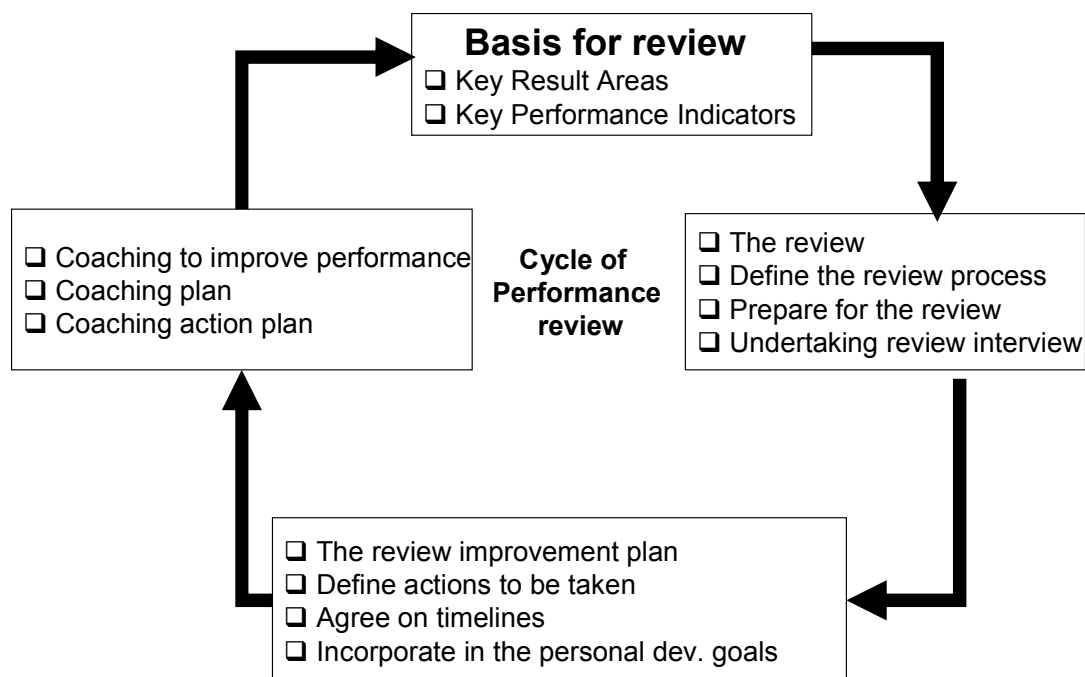
Contracted managers will be expected to enter into memorandums of understanding with staff to facilitate management of their performance based on their job competencies and defined responsibilities. A template similar to the manager's scorecard with the agreed KRAs between the manager and the staff will be developed and applied.

Unions will have to be contacted before concluding or finalizing the appraisal template to enable their participation and contribution to the design of the performance appraisal tool.

The following figure provides a guideline for setting-up an appraisal process to facilitate staff level performance management process.

**Figure 6: the review process guideline**

## PROPOSED REVIEW PROCESS



The review process should involve the following guideline steps:

1. Prepare for the review
  - Set appointments and schedule interview sessions
  - Produce and circulate scorecard templates (FORMS)
  - Commission self appraisals
2. Conduct review interviews
3. Discuss and agree on improvement plan
4. Feedback review outcomes to those concerned

During the review, the reviewing person / committee or structure must ensure the following things happen:

- ◇ Confirm what is expected of employee / department being reviewed
- ◇ Encourage those reviewed to feel comfortable and create conducive atmosphere for discussing issues frankly and fairly
- ◇ Fairly and equitably measure performance of individual / department.
- ◇ Agree on the final determination of performance achieved
- ◇ Identify strengths and areas of improvement
- ◇ Give feedback in terms of the reward/ recognition of good performance / excellence or the steps to be taken to address poor performance
- ◇ Align individual performance behaviour with organizational performance goals (IDP vision)
- ◇ Incorporate lessons of the previous year's performance into the following year's performance (Learning curve) by jointly developing a Performance Improvement Plan with the manager concerned
- ◇ Agree on a performance improvement plan

If the review session is to lead to the determination of salary progressions and individual rewards as may be determined by council and affordable to the municipality.

## **8.17 RESPONDING TO PERFORMANCE REVIEW**

This section outlines how the municipality may reward good organisational performance and address poor organisational performance.

### **Good or Exceptional Performance**

The Municipality should use its discretionary mechanisms to respond to good or exceptional performance.

### **Poor Performance**

Poorly performing departments should provide analysis and reasons for poor performance. An investigation should be conducted in an event of not providing sufficient reasons to deepen the understanding of the underlying problems, whether they are policy related; systemic, structural or attributed to the poor performance of individuals.

### **Responding to Employee Performance**

#### **Good Performance by Employees on fixed term performance related contracts**

##### **Payment of bonuses**

Performance bonus, based on affordability may be paid to the employees, after:

- The annual report for the financial year and after the review has been tabled and adopted by the Council;

- An evaluation of performance in accordance with the provisions of the Regulation
- Approval of such evaluation by the municipal council as a reward for a level of performance deserving of performance bonus in terms of bonus criteria.

### **Performance Bonus Criteria**

The regulations provide that between 5% and 14% of the inclusive annual remuneration package may be paid to the employee after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the Municipal Council, as a reward for a level of performance deserving of a bonus in terms of the bonus criteria.

### **Salary Adjustment**

Based on ruling internal council policies, the respective employee's salary can be adjusted if it is understood that the high levels of performance can be sustained and are not once off. (This salary adjustment is over and above any inflationary adjustment)

## **8.18 Good performance by Employees NOT on fixed term performance related contracts**

Contracted employees who are NOT on fixed term but have signed performance agreements, will be remunerated in the same manner as those employees on fixed term contracts where an employee has performed and deserving of reward.

### **Poor Performance by Employees on fixed term performance related contracts**

The municipality will base its actions against poor performing s57 managers on the midyear and annual performance review processes.

Having set performance targets in the form of a performance agreement at the beginning of the year and reviewed progress in September as per Regulations during the midyear review if a manager achieves a score of less than 60%. An appropriately designated person within the municipality will, together the manager concerned, develop a remedial and developmental support plan within 30 days of the midyear performance review to assist the employee to improve his/her performance.

The design of the plan will be such that there should be performance improvement within six (6) months of its implementation.

The plan will clearly specify the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation.

If after six (6) months, during the end year performance review, the manager concerned still achieves a score less than 60% and the municipality has evidence or proof that it met its responsibilities in terms of implementing the remedial and developmental support plan, the municipality will consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity

### **Poor performance by Employees NOT on fixed term performance related contracts**

In the case of unacceptable performance by an employee who is not on fixed term performance contract, the municipality shall together with the employee concerned, develop a

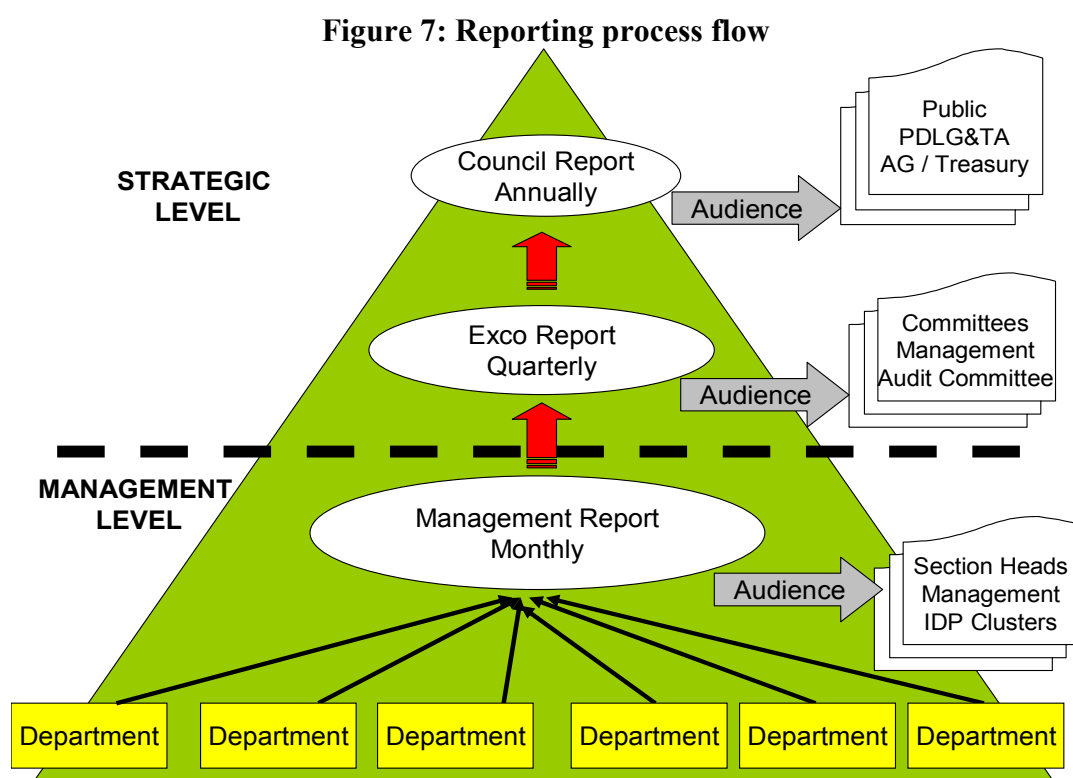
**remedial and developmental support plan** within 30 days of a review in which the employee achieves a score of less than 60%.

The plan will clearly specify the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation. The timeframes of the plan shall be determined by the support and remedial needs identified in the plan.

After the timeframe determined in the plan has lapsed and based on the targets set in the plan, the performance of the employee will be assessed. If the employee concerned still achieves a score of less than 60% and the municipality has evidence or proof that it met its responsibilities in terms of implementing the **remedial and developmental support plan**, the municipality will consider steps to terminate employment of the employee on the grounds of poor performance or operational incapacity.

## 8.19 PERFORMANCE REPORTING AND AUDITING

The following figure outlines the envisaged PM reporting processes and lines of authority.



**Performance reporting:** As indicated in the above diagram reporting will commence from the internal department (weekly and chaired by HoD) then cascade to management (receive monthly management reports and chaired by municipal manager), thereafter, a bi-monthly report will be tabled to Exco by management. This report will be consolidated with comments of Exco into a quarterly report to be tabled to council. At least two six-monthly reports will be forwarded for auditing by the audit committee during January and June of each year. At the end of the year, an annual performance report will be produced and summarized for public reporting by the mayor via Imbizos and by the manager to the Auditor General and PDLGH&TA.

**Quality Control:** All auditing should comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001). Managers responsible for line functions should undertake quality control of the information gathered and presented in the scorecard.

**Co-ordination:** The performance management coordinator is required by the framework to co-ordinate and ensures good quality of reporting and reviews. It is his or her role to ensure conformity to reporting formats and check the reliability of reported information, where possible or when asked to do so by Mayco / council.

**Performance Investigations:** This policy provides for the Executive Committee or Audit Committee when deemed necessary to can commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations could cover assessment of:

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies
- Validity of evidence material submitted in support of claims

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, preferably academic institutions/practitioners, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Executive Committee, should such a need for investigation arise.

**Audit Committee:** As indicated earlier the municipality will make use of the District committee via a service level agreement. This facility will be complemented by the internal audit function which shall have been made by extending the current terms of reference for the existing Audit Committee currently responsible for financial statements to also cater for auditing of PM reports at least twice per annum.

## 8.20 EVALUATION AND IMPROVEMENT OF THE MUNICIPAL PMS

The Municipal Systems Act requires the Thembisile Hani Local Municipality to annually evaluate its performance management system. At the end of the planning year cycle as part of the annual review of the municipality's IDP, the council must always evaluate:

- The adherence of the performance management system to the Municipal Systems Act.
- The fulfilment of the objectives for a performance management system captured earlier in this document.
- The adherence of the performance management system to the principles captured earlier in this and those subscribed to in terms of the Batho Pele White Paper discussed under section 3 of this document.
- Opportunities for improvement and a proposed action plan for areas to be revised.

The process of implementing a performance management system in Thembisile Hani LM is viewed as a learning process, where we are continuously improving the way the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

## 9. CHAPTER: 9 TURN AROUND STRATEGY FOR THEMBSILE HANI LOCAL MUNICIPALITY FRO 2010 - 2011

### THEMBSILE HANI LOCAL MUNICIPALITY TURN-AROUND STRATEGY TEMPLATE 2010 -2011 PRIORITY AREAS

NO.	Priority Turn Around Focal Area	January 2010 (Current Situation/Base line)	Target for December 2010 (changed Situation)	Municipal Action	Status of the Project	Unblocking Action from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	BUDGET	
								Allocated	Projected
1.	<b>Basic Service Delivery</b>								
1.1.	<b>Access to water</b>								
	<b>Capital projects</b>								
	Eradication of water backlogs	76891 households of backlog eradicated in terms of basic level of service	9504 households of backlog to be eradicated	Contractor to be appointed by 01 <sup>st</sup> of March 2010	Bid Committees to sit for appointment of Contractors February 2010	Technical support from Dept of COGTA	PMU staff	16,256M (2009/10)	56M
	Construction of 25ML zonal reservoirs ( One zone to have 5ML Storage)	Insufficient storage in Enkeldoornoog C	1 reservoir constructed to service 12143 households	Feasibility study and preparation of technical reports by March 2010	Internal assessment on zonal reservoirs in progress	Technical support – DWA Financial intervention - MIG	PMU & O & M staff	5M	25M

	Refurbishment of 12 x valves and 10 x meters on bulk lines, reservoir leaks (20 ML Rand Water; 5 ML R4 KwaMhlanga and 2.2 ML Enkeldoorn g C) and covering of 20 x man hole chambers.	Some of the challenges are addressed on refurbishment allocation. Refurbishment Plan (RPP)	Refurbish 3 x valves and 3 x meters on bulk lines, 3 x reservoir leaking and 6 x man hole chambers.	To apply for additional funding by March 2010	Service provider appointed	Financial intervention - DWA	O & M staff	2,6M	3.9M
	Installation of 0.5 ML steel elevated tanks in Verena C and Sun City AA (Approximately 1100 households)	Low pressure on existing supply	Construct tanks in Sun City AA and Verena C	Desktop study by March 2010	Internal assessment on reservoirs in progress	Financial intervention - MIG	PMU & O & M		1,5M
	Replacement of asbestos pipes (48km bulk and 32km reticulation) i.e. Moloto; Kwaggafontein; Verena; Sun	Ageing and numerous leakages and unavailability of spares	Planning phase completed by March 2010	Feasibility study by May 2010	Planning phase completed by March 2010	Financial intervention - MIG Technical support - DWA	PMU & O & M		50M

City; Vlaklaagte no. 1 and 60% of the bulk pipeline)										
Establishment of a catchment source and recycling of waste water	The raw water source not available. Portable WTW not available	Planning to be finalized by March 2010	Feasibility study to be finalized by June 2010	Planning to be finalized by March 2010	Financial intervention – MIG Technical support - DWA	PMU & O AND M			1M	
<b>O &amp; M</b>										
Installing & replacing & repairing of 2850 valves in the water reticulation and 34558 yard connections	Insufficient valves, aged, broken, vandalized infrastructure.	3 villages to have functional valves (Thembalet hu, Vezubuhle & Sun City A	Replace and repair the valves in the reticulation on-going process	Planning for reticulation valves by March 2010. Yard connections on-going.	Funding intervention from DWA, DBSA and COGTA.	O & M			4M	
Replacing of vandalized 10 x main meters	Main feed meters vandalized resulting in incorrect data. 20 Villages affected.	Replacing of main feed water meters in Moloto, Kwamhlan ga, Tweefontein K, N, and Vlaklaagte 1.	Replace main feed water meters.	Planning completed by April 2010	Funding intervention from DWA DBSA and COGTA.	O & M			0.5M	

Installation of Telemetry system on 30 Reservoirs around Thembisile.	Only 18 reservoirs have telemetry system in place and implementation by NDM	The remaining 12 Reservoirs to have telemetry system.	Planning for the remaining reservoir by March 2010.	Construction phase nearly completing by February 2010	Funding intervention to complete the project – NDM and DWA	O & M and NDM	1.5M	3M
Water demand management	Currently experiencing 10 ML of unaccounted for water.	Implementation of water reduction programme and awareness	To conduct desktop study by April 2010	Planning by March 2010	Financial support – RAND WATER and DWA Political Intervention	RAND WATER O & M	1M	3M
Water Policy and By-laws	By laws not gazetted and Indigent register not updated.	By law gazette and policy to be approved by May 2010	Finalising the drafts by March	Implementation by July 2010	Financial intervention	Corporate services		100,000
Rain Harvesting mostly on 20 farms around Thembisile.	Insufficient Water Supply	To pilot the project in farms Bly-bietjie and Mathyzenlop	Planning to be completed by March 2010		Financial intervention from DWA for the provision of jojo tanks	O & M		4.2M
Water quality monitoring	Insufficient monitoring of water quality.	Weekly sampling and later to daily	To extend the scope of the service provider to conduct weekly tests			Service Provider		1.5M

					from April 2010. Increase the sampling points by April 2010							
	SLA between Kungwini and the THLM and water supply	SLA not available	To be finalized by July 2010.	Engaging Kungwini Local Municipality	Financial intervention for the implementation of water supply	TSD				15.624 M		
1.2.	<b>Access to Sanitation</b>											
	<b>Capital</b>											
	Upgrading of WWTW Tweefontein K from 0.75 ML to 5 ML (indicate capacity to be upgraded with)	Insufficient capacity of the works as the plant is operating at 0.51ML. Phase 1 of 5 is on preliminary design.	Phase 1 will be complete by Sept 2010.	Implementation of phase 1 from May 2010.	Preliminary design stage.	Technical and Financial support: DWA, MIG and NDM. Engage Rand Water in training students for the operation of WWTP.	PMU NDM O & M	3M	20M			
	Provision of VIP Toilets	Backlog of 60476 households.	11 500 toilets to be constructed.	Phase 1: 5200 on implementation in Feb 2010. Phase 2: 6300 on planning stage.	Phase 1: Bid committees for the appointment of contractor. Phase 2: Planning, implementation to start in July 2010.	Technical support – Dept of COGTA and DWA.	PMU	28,6M	317M			

Capacity Expansion of oxidation dams from 0.3 ML to 1.5 ML – Kwamhlanga - Moloto	The Kwamhlanga oxidation dam is reaching its full capacity.	Feasibility study to be completed by May 2010 for 2003 households in Kwamhlan ga and 2780 households in Moloto south.	Planning March 2010	Planning March 2010	Financial support – MIG, DWA	PMU O & M		10M
<b>O &amp; M</b>								
Maintenance of VIP Toilets	Most of the pits are full. Approximately 3890 households	Implementa tion by July 2010	To investigate the possible method to be used. Pilot project in 1 village to investigate the different methods.	Feasibility study to be completed by May 2010.	Technical and financial support - DWEA	O & M		4M
Moloto RDP toilets	The current 1 litre DSA system is failing	To replace the system with a different option to be	To further engage the Dept of human settlement		Human settlement COGTA DWA THLM	THLM		4.5M

				investigate d in consultatio n with Dept of Human settlement and DWA	with the assistance of Dept of Cogta by March 2010.					
1.3.	<b>Access to electricity</b>									
	Capacity upgrading of bulk electricity by establishing sub-stations	Insufficient capacity	Feasibility to be completed by March 2010	Planning in consultation with ESKOM and DE. (A meeting to be arranged with ESKOM) to unlock the project.	Planning to be finalized by May 2010.	Technical support – ESKOM and DE Financial support - DE	TSD		30M	
	Households connections	92% achieved. 79 483 households electrified (households figures)	To electrify additional 2592 households by Dec 2010.	Thembisile Hani Local Municipalit y (THLM) has already submitted the list of the households	Planning May 2010	Assistance from the Department of Energy (DE) is required in order to manage Eskom from deviating to electrify the households and use funding in the Municipality to	TSD	3, 685M	8,789M	

				that should be electrified to Eskom and DME respectively. Facilitate the provision of vending machines closer to the people.		upgrade capacity in case an area cannot be electrified because of the limited capacity.			
	Electrification of farm areas	ESKOM have a problem of electrifying scattered households	To conduct the study on different forms of BAE	Investigate the use of basic alternative energy	Feasibility study to be completed by July 2010	DE ESKOM	DE ESKOM THLM	6M	
	Installation of public lighting (245)	105 public lighting constructed	10 public lighting to be constructed	THLM will make a provision in the budget of 2010/11 financial year	Planning to be completed by March 2010	Eskom's assistance will be needed to assist us to cater for the surge protection units in order to prevent lightning to struck the photo cells	TSD	3M	73.5M
1.4	<b>Refuse collection and waste disposal</b>	Waste only collected at Kwaggafontein, KwaMhlanga and Tweefontein	To extend a service to Mandela village to benefit 3306	The Municipality to budget for the augmentation of human	Planning to be completed by March 2010	THLM	Waste management staff	1,5M	9M

		“K”	households	resources and waste resources					
	Establishment of regional landfill site	The THLM does not have a licensed landfill site.	Feasibility study to be completed by April 2010	Planning. The NDM is assisting with the study	Planning May 2010	Financial support – MIG Technical support – DEA and DWA	THLM DEA DWA	10M	
1.5	<b>Access to municipal roads. Total of 1271 km</b> Provincial roads – 127.1 km Bus routes – 382 km Internal streets – 763 km	15% Achieved Provincial roads – 19 km Bus routes – 57.3 km Internal streets – 114.5 km	20% to be achieved Provincial roads – 6.4 km Bus routes – 19.1 km Internal streets – 38.2 km	Provincial roads – List submitted in Nov 2009 Bus routes – List submitted Dec 2009 to NDM Bus routes – Projects approved by COGTA Internal streets - THLM implementing programme in place	Provincial roads – No projects under implementation Bus routes – tender stage by NDM Bus routes – THLM Internal streets – On implementation	Technical and financial support - NDM	NDM Roads & storm water staff	22M	1.76B
	Provincial	The Dept of	To have	The	Status depended on				

Roads	roads not involving the Municipality in the planning.  The identified roads as per the IDP not done.	had bilateral with the Department of Roads & Transport	Municipality has submitted a prioritized list of the roads as per IDP to the Provincial Department of Roads and Transport	the DRT COGTA to coordinate the meeting with the Dept of Transport to address the challenge	Technical and financial support - DRT	DRT Roads & storm water staff		
Maintenance of municipal roads	Roads in a poor state of wear and tear. NDM currently outsourcing the function. Resources not available (plant)	Business plan for the maintenance plan to be finalized by April 2010	Continuous implementation of the Municipal roads programme	On-going with clear milestones per month.	Technical and financial support - DRT		12M	206M
Storm water master plan	Not available	To develop the master plan by Dec 2010	Planning to be completed July 2010	Planning to be completed July 2010	NDM DRT DBSA	THLM		2M

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								Allocated	Projected
<b>2.</b>	<b>Public Participation</b>								
2.1	Functionality of Ward committees	Re- launching of all ward committee in line the report council resolution has taken place, resulting on the re- launching of all 30 ward committee of which. The process of inducting and training of all new ward committee went has	<ul style="list-style-type: none"> <li>The progra mme of action must be conclud ed and monthly meeting be held and report and attenda nce register be submitt ed</li> <li>Feed back given to commu nities monthly</li> <li>All the newly re- launche d ward committ ees to</li> </ul>	Monitoring the adherence and implementation of all ward committee programmes through the office of the Speaker	36	Refresher courses/accredited training for all ward committee members through the assistance of COGTA GTZ, DBSA and SALGA Financial assistance for out of pocket expenses to all ward committee members Fully utilization of grants as gazetted for payment of out of pocket expenses	Strengtheni ng the office of the speaker through the appointment t of all vacant position	R1.2m	R3.600m

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								Allocated	Projected
			be fully functional						
2.2	Broader public participation policies and plans	Ward based community meetings held but no report submitted. Two municipal Imbizo and four mayoral Imbizo. 16 suggesting boxes and 36 notice boards place on the strategic point	Ward base community meetings held and reports submitted.  Senior manager and managers to adopt a ward to provide technical support to ward committee and ward councillors	Fully monitoring of the programme and ensuring the submission of reports.  The municipality to include adopt a ward as a KPA in the performance agreement as Senior manager and Managers	360 ward community meeting, two municipal Imbizo and 4 executive mayoral Imbizo Senior managers and manager attend ward meetings.	None	Strengthening the office of the speaker through the appointment of relevant personnel	Nil	R200 000
2.3	Public Communication systems	There is a communication structure which is not fully	Fully functional communication structure. Additional personnel to be employed by	To make budget available for communication personnel	Employment of one communication officer Functional website			Nil	R1.5m

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								Allocated	Projected
		functional. There is an approved communication strategy No budget has been allocated for communication. There is no municipal website	August 2010 Budget must be allocated for communication by June 2010. Municipal website to be functional by March 2010						
2.4	Complaints management systems	There is no system in place	To set up the complaints management system Study best practices for implementation by March 2010 Starting and implementing the complaint management system by July 2010	Must budget for Complaints management system and appoint personnel	Fully functional complaints management system	Technical assistance required from Provincial and National departments	HR		R600 000
2.5	Feedback to communities	Referred to 2.2							

<b>3.</b>	<b>Governance</b>												
<b>3.1</b>	Political Management and Oversight												
3.1.1	Stability of Councils	Unstable (division)	Cohesive approach to all issues and full implementation of all adopted council programmes	Regular reports and feedbacks to all stakeholders	Mutual trust and stability	Political Intervention	None						
3.1.2	Delegation of functions between political and administration	Clear line function of Delegation between political and administration has been put in place	Ensuring regular reporting to the delegating body	Implementation and adherence to the delegation system	Number of delegated matters submitted to the delegating bodies	Training on PMS	Filling of PMS position						

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								Allocated	Projected
3.2	<b>Administration</b>								
3.2.1.	a) Recruitment and selection policies and procedures developed	2006 approved policy	Adopted by LLF 30 April 2010 Approved by council 30 June 2010	Implementation of the policies	Approved policy Recruit capable and qualified workforce Number of vacancies reduced. Quarterly reports submitted to Council	SALGA to be engaged to provide technical support	HR Section, Local labour Forum and Council	none	In house
	b) Policy on suspension of employees developed	Utilising SALGBC policy that has been agreed upon by all parties e.g. SALGA, SAMWU and IMATU	To be maintained as per the agreement	Complying to the policy as developed by SALGBC	Disciplinary Procedure Collective Agreement developed by SALGBC and noted by Council.	SALGA to be engaged to provide technical support	HR Section SALGA		

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								Allocated	Projected
		Only one employee is on suspension			Disciplinary Procedure Collective Agreement developed by SALGBC and noted by Council				
3.3	<b>Vacancies other than S57</b>								
3.3.1	3.3.1. Office of the Municipal Manager	Vacant Positions = 10 Filled positions 12	6 positions to be filled	Filling of the following positions: Assistant Manager: IDP, Assistant Manager LED. PA of the Executive Mayor. Ward committee coordinator, Event Coordinator, Admin clerk	By Number of positions filled	National Treasury, COGTA	HR Section/Office of the Municipal Manager	R1.8m	R1.9m

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								Allocated	Projected
	3.3.2. Corporate Services	Vacant Positions – 27 filled positions=22	5 positions to be filled	Filling of the following positions: Assistant Manager Legal Services, Chief Transport Officer, ICT Officer, Legal Services Officer, and Contractual Secretary of fulltime Political Office bearers.	Number of positions filled	National Treasury, COGTA	HR Section/Office of the Municipal Manager	R315.000	R500.000
	3.3.4. Technical Services	Vacant Positions =232 Filled positions=119	82 Positions To filled	Filling of the following positions: (i) 2 x Technician Mechanical and Electricity. (ii) 6 x Assistant Artisans: Electrical Services. (iii) 24 x General	Number of positions filled	National Treasury, COGTA	HR Section & Office of the Municipal Manager	None	R 5.9 million

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								Allocated	Projected
				Workers: Roads and Stormwater (iv) 3 x Foremen: Roads and Stormwater. (v) Technician: Roads and Stormwater (vii) 3 x Artisans: Water Services (viii) 15 x Assistant Artisans: Water Services (ix) 2 x Senior Foremen: Water Services (x) 26 x General Workers: Water Services					
	Vacancies (Top 4-MM, CFO, Planner, Engineer)	Chief Financial Officer  Manager PMS,LED.IDP	The post to be filled by the 01 <sup>st</sup> /04/2010  The post to be filled by the 01 <sup>st</sup> /04/2010	Finalization of the appointment of the CFO by the 01 <sup>st</sup> /04/2010 Finalization of the	Appointment of the CFO	Support by Council to expedite the process of appointing CFO in consultation with the MM SAME	HR Section, Office of the MM and Council	R590 000  R590 00	

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								Allocated	Projected
		Town Planner  Engineer (The function is being contracted out)	To priorities the filling of Engineer by 2011	appointment of the Manager PMS, IDPCFO by the 1 <sup>st</sup> /04/2010  To be advertised To be advertised	Appointment of the Town Planner Appointment of the Engineer	Financial Assistance		0 R380 000 R380 000	
	3.3.3. Finance Services	Vacant Positions =20 Filled positions 24	5-positions to be filled	Filling of the following positions	Number of positions filled	National Treasury, COGTA	HR Section & Office of the Municipal Manager	R500 000	R750 000

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								Allocated	Projected
3.4	Section 57 Managers appointed with signed Performance Agreements	All Section 57 Managers have not yet signed the Performance Agreements	Performance Agreements 2010 to be concluded by not later than the 05/02/2010	To ensure that the performance agreements are signed by all Section 57 Employees through the Office of the MM and the Executive Mayor	Signed Agreements by the 05/02/2010	Political and COGTA Support	Office of the MM and the Executive Mayor	R3.060 m	R3.060 m
3.5	Organisational Performance Management System	PMS developed	PMS will be fully in line with IDP,	To ensure that continues implementation	Assessment for	Service provider COGTA support	Office of the MM	R100 000	R150 000

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								Allocated	Projected
	(PMS) developed		Budget	thereafter	performance will be done continuously				
3.6.	Workplace Skills Plan (WSP) for employees and councillors	(WSP ) 2009/10 Developed and submitted	(WSP ) 2010/11 To be submitted to LGSETA not later than the 31/06/2010	To implement the workplace Skills Plan	Number of Courses attended and Quarterly reports to Council	Technical Support by LG Seta, SALGA	HR Section and the office of the municipal manager	R475 963	R652 733
1.7	<b>Labour Relations</b>								
1.7.1.	1.7.1.LLF meetings are not taking resolutions due to poor relationship	To engage the Stakeholders to be committed to the scheduled meetings of the LLF	Regular meeting by LLF as per program	To strengthen participation of the members of LLF and promote good working relationship	Quarterly reports on the number of meetings held	SALGBC to be engaged to provide technical support There should be enforcement majors by SALGBC to ensure that LLF to sit	Trade union and employer representative	R 10 000	R 30 000
	1.7.2. Organisational rights collective	Utilising SALGBC policy	To be maintained	Complying to the policy as	Organisation al rights	SALGBC to be engaged to		None	None

No.	Priority Turn Around Focal Area	January 2010 ( <i>Current Situation/ Baseline</i> )	Target for December 2010 ( <i>Changed Situation</i> )	Municipal Action	Indicators	Unlocking Action Needed from other Spheres and Agencies (e.g. <i>intervention or technical support</i> )	Budget	
							Human Resource allocated	Projecte d
	agreement developed	that has been agreed upon by all parties e.g. SALGA, SAMWU and IMATU	as per the agreement	developed by SALGBC	collective Agreement developed by SALGBC and noted by Council Signed minimum level agreement	provide technical support		
	1.7.3. Minimum level service agreement	The minimum level services agreement has not yet been signed.	To be signed by the 31 March 2010	To encouraging parties to sign the agreement		SALGBC to be engaged to provide technical support.		

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								allocation	project ed

1.	Formalisation of informal	-Lack of a	Land has	Release of the		-Speedy transfer of	4(four)		
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settlement		formalized land for development -Lack of an integrated human settlement development plan -Allocation of land by the authorized bodies and the Tribal authorities -Informal settlements -Inadequate contract management - total number 13 villages on preliminary plan  Powers and functions of SDF rest with the NDM	been identified for integrated human settlement	identified land to the municipality by government spheres affected.  Allocate site for low-high income levels of development  To develop by-laws on allocation of land  Reapply for grants from other sector Dept supported by COGTA for planning and surveying of those areas.  Re- submission of application for funding to the Dept of Rural Development and land Administration. To make follow up with Nkangala District on completion of the projects.		land to the municipality by Provincial and Local Governments -Financial support to formalise the remaining informal settlements -Financial support for infrastructure development -Technical support to develop by-laws related land-use -To clarify the role of Traditional leaders and Council on allocation of land DBSA to provide a planner for the municipality. Cogta, rural development, NDM, GTZ		200 000	1m
	<p>Priority areas for planning and surveying</p> <p><b>Land tenure upgrading</b> Kwaggafontein A,B Luthuli Village Tweefontein A, B. C., D, E</p>								

2	Public instability due to housing needs	<p>-Delay in implementing housing projects committed by the department</p> <p>-non-implementation of the disaster response housing units committed by the department</p> <p>-Housing need database collected by municipality raised expectations</p> <p>-Lack of public awareness on roles of municipality in housing provision</p> <p>-Lack of proper controls in beneficiary identification for housing</p>	<p>All units committed / allocated by the department should be constructed.</p> <p>Continuous public education about need analysis</p> <p>Introduction of a prioritization system of beneficiaries</p>	<p>Follow-up with the department regarding the appointment of service providers for construction of the allocated units</p> <p>Technical support to conduct the awareness is required</p> <p>Technical support to develop the system.</p>	<p>Total number of units constructed</p> <p>Communities informed on housing programmes and role of spheres of government</p> <p>Municipal housing waiting list and system implemented</p>	<p>-department of human settlement to appoint service providers to built the outstanding housing units as approved</p> <p>-Technical and financial support to conduct feasibility investigation for the municipality to be accredited as a developer</p> <p>-Provincial government (DoHS) to assist</p>	04(four)	0	0 - DoHS
3	Risk to public safety due to insufficient maintenance of municipal facilities	Some municipal facilities pose a challenge to the public because they are not properly maintained	Allocation of additional technical and other support human resources for maintenance of facilities.	<p>1. Recruit ment of technical and other additional personnel.</p> <p>2. To formulate policy and by-laws on use of municipal</p>	Additional personnel appointed By-law drafted	Financial support to recruit staff for maintenance of facilities and procurement of relevant equipments	No staff that are directly attached to facilities.	150 000	900 000

					facilities e.g. community halls		Improved performance by officials  Examiners appointed					
4	Fraud of vehicle and drivers licenses	-Delay in response to queries raised with provincial help desk -Rely on provincial department examiners for rendering the service at the centre although attempts to recruit such personnel failed and it is indicated that the skill is scarce	-Fraud and Corruption policy at the licensing centre developed and monitoring mechanism improved -Trained and appointed municipal examiners (10)	Municipal actions refresher courses for staff members, monthly auditing of files by supervisors  Recruitment of new officials to be enrolled for training as examiners (preferably unemployed graduates)				-Provincial dept of transport to improve their help desk services especially response time to queries -Funding of salaries and training of new recruits	13	0	0	0
5	Abuse of telephone account and communication systems by officials	-Insufficient control to manage telephone expenses for none business use -No policy on internet usage	-Policy on telephone usage and all control measures in the municipality adopted.	Draft the telephone usage policy and control measures	Telephone and ICT policy approved and implemented			Technical support on policy development	0	0	0	0
6	Delays in responding to community emergency service needs/inability to effectively service municipal area on traffic matters	-The municipality only has traffic section and other required services are provided by the district and	-Employed additional traffic officers x 15 -Additional fire services personnel appointed and	-Recruit additional 15 traffic officers and working equipments and vehicles to be procured. -NDM to be	15 x traffic officers appointed Working equipments procured Additional fire			-Funding for additional traffic personnel and necessary equipment -Tared roads and fixing of potholes for Provincial and District roads	Presently Seven traffic personnel and bare minimum of thirty (30) personnel			

	<p>province. ---The services are located in different areas which makes communication in case of emergency to be a hectic exercise.</p> <p>Insufficient manpower</p> <ul style="list-style-type: none"> <li>-Insufficient equipments</li> <li>- Inaccessibility to some district roads</li> <li>- No traffic by-laws</li> <li>- Establishment of multi agency mechanisms</li> </ul>	<p>provided them with required response equipments.</p> <ul style="list-style-type: none"> <li>-New fire station in Tweefontein</li> <li>operate and have required equipments</li> <li>-District roads accessible</li> <li>-Traffic services by-laws adopted</li> <li>-Multi agency mechanisms effective and operational</li> </ul>	<p>requested to increase the fire services personnel and provide them with required response equipments.</p> <p>Further request them to officially operate the long constructed emergency centre at Tweefontein</p> <ul style="list-style-type: none"> <li>-NDM to assist with accessibility to district roads</li> <li>-Development of traffic by-laws</li> <li>-Review and constituted the multi agency mechanisms</li> </ul>	<p>services appointed by NDM</p> <p>Maintenance of district roads completed</p> <p>Draft by-laws on traffic services developed</p>	<p>-Technical and financial for development of by-laws</p>	<p>required</p>	<p>50 000</p>	<p>2m</p>
7	<p>Insufficient resources to effectively facilitate the implementation of HIV/AIDS strategy</p>	<p>Reduction of the infection rate in the municipal area and community awareness increase about the scourge</p> <ul style="list-style-type: none"> <li>-Inadequate continuous education on HIV/AIDS to community.</li> <li>-Insufficient social and other skilled workers.</li> <li>-Lack of HIV/Aids rolled out plan.</li> <li>-Inadequate instrument to determine</li> </ul>	<ul style="list-style-type: none"> <li>-Reconstituted the Local Aids Council.</li> <li>-Clarification of the roles and responsibilities of the LAC.</li> <li>-Develop strategy and implementation plan on HIV/AIDS.</li> <li>- Co-ordinate</li> </ul>	<p>Local Aids Council established</p> <p>LAC programme of action adopted by Council</p> <p>Awareness campaigns conducted</p> <p>Reduced spread of HIV/AIDS in the</p>	<p>-Provincial government (DoHSS) to finalise the terms of reference of LACs in local government</p> <ul style="list-style-type: none"> <li>-Technical and financial support to develop the comprehensive plan on the scourge within the municipality.</li> <li>-Municipality to partner with</li> </ul>	<p>01(one)</p>	<p>50 000</p>	<p>2m</p>

		behavioral change.		community levels process in respect of HIV/AIDS matters. -Facilitating the local voice on HIV/AIDS in local governance and service delivery.	municipal area	provincial, national and other stakeholders on HIV/AIDS.			
8	No building control resulting in substandard buildings	Most houses in the area are built without approved plans which result in poor houses/structure s.	To develop policy and by – laws on building standards.	Qualified building inspector has been appointed.	Draft by-law on building standards developed	Funding for further capacitating.	01 (one)	0	0
9	No community sports grounds within the municipal area.	The are proper sports facilities within the municipal area to can be used on daily basis by the communities	Community sports ground developed per zone	Business plan to be developed for sports ground and submitted for possible funding by other sources	4x community sports ground built	Technical support to develop the comprehensive business	1 (one)	0	R100 000,00

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## LED

	LED strategy Moloto development rail corridor	LED strategy under review	Progress in the implementati on of priority projects	Adopt LED strategy with an implementation plan	LED strategy adopted	GTZ Funding and technical assistant	Appointme nt of Manager PMS, IDP, L ED and assistant managers	
	Building of stalls for crafters	Lack of stall for crafters to exhibit their product		Facilitation to secure funding from different institution	Stalls been erected	Will request funding from Shanduka coal	Crafters and bead work market research personnel	
	Mining activities	Minerals available are not minable as they don't yield enough. Mining rights are issued without consultation with the municipality	Employment and recruit plan to be bias to residents of the municipality.	To engage mines to resolve the disparity. Convene a meeting with relevant sector departments.	Mining forum established	DME, COGTA, DEDAT to be engaged on mining tourism sites to belong to the municipality.	Need to employ an assistant managers in LED and IDP by March 2010	
	Formalisation of Heritage sites	Heritage site delapleted	Renovating of heritage sites by Dec 10	Formalisation of heritage sites by Dec 10	Heritage site formalized	DCSR assistant for funding	01	

	Operationalization of the commonage farm	Three comparative on site	Training for the co-opts	Signing lease agreement	Productivity of the farm	DARLA assistant for funding	01	
	SMME's and skills development	There is generally low literacy and lack of skills plus high poverty A number of co-opts have been formed	More smme's and an increase in the number of co-opt and job opportunities created.	Encourage drawing of ward skills profile.	Database for SMME'S and Co-opts been finalized	COGTA should encourage CDW's to gather the necessary information for the municipality.	Staff reconstruction and redefinition of jobs	
	IDP credibility, process and implementation	Review process on progress	Credible IDP to be adopted by March 2010	Follow the IDP implementation plan and consider MEC's remarks and TAS	Convening of zonal meeting, IDP indaba and submission to council for adoption. By mid-March	Hands on support from the IDP section of COGTA	Planning staff to be allocated functions in the IDPs planning	
	Relation of IDP/LED and budget	Working at silos	Planning unit be located at MM department	Revise the municipal organogram	Finalization of organogram	Hands on support from the IDP section of COGTA	Appointment of Manager PMS,IDP,LED and assistant managers	
	Monitoring of Populated IDP projects	Framework developed	Framework adopted	Enforce the PMS in all the department by March 10	PMS populated into the PC of each managers and assistant managers	FUTWA Consulting and technical support from COGTA	Appointment of PMS	
	Sign Language	No sign language interpreter	We outsourced sign language interpreter	Training of official on sign language	Number of official trained	LEGSETA and COGTA		