



THEMBISILE HANI LOCAL MUNICIPALITY
FINAL IDP DOCUMENT
2011-2016

THEMBISILE HANI LOCAL
MUNICIPALITY

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FOREWORD OF THE EXECUTIVE MAYOR

It should be recalled that during the canvassing for the elections, the ruling party, in its MANIFESTO committed itself to govern with you the people of Thembisile Hani Local Municipality.

That is why we had interacted with you (residents) in various ways such as meeting with stakeholders (like businesses, religious formations, traditional leaders etc.). Throughout the municipality, Mayoral village-to-village Izimbizo (whereby plus minus 30 000 people were reached), Mayoral Iekgotla, Budget/IDP Indaba, opening communication channels that are user-friendly and attending to all the complaints raised to the council. Therefore, we are convinced that through all these above-stated public consultations processes we managed to draw the majority of our stakeholders to not only participate in the municipality's affairs but throughout the service delivery process.

This Integrated Development Plan (IDP) is a product of these consultative processes emanating from the IDP/Budget Indaba. The establishment of Section 79 portfolio committees which are chaired by councillors other than the Members of the Mayoral Committee has started to bear good results. It has improved the oversight roles (supposed to be played by the political wing of the council) to the functioning of the various municipal departments, and making the MMC's to account for their respective departments. The regular unannounced visits to the infrastructure projects by the Executive Mayor to monitor and evaluate performance, and regular-close or one-on-one with various municipal departments to give a political guidance in terms of section 52 of the Municipal Finance Management Act no. 56 of 2003 has also made some improvements not only on the budget spending pattern but also to the general performance.

All thirty two Ward Committees have been launched and are functional. These committees have been capacitated with relevant skills. Although it is not sufficient we still need to continue to equip them with the necessary skills. Our enthusiastic Community Development Workers personify bringing government closer to the people.

Improvement of service delivery was also strengthened by the appointment of Municipal Manager, Chief Financial Officer (CFO), and Manager for Corporate Services, Manager for Social Development Services, and other assistant managers. The organogram has a great need of filling of other positions for the smooth operations. The administration system, the billing system and the general finance management systems are upgraded. The revenue collections intend to be enhanced by data collections and capturing of all the residents, government buildings, businesses, councillors and municipal staff. Collection of refuse removal has re-stated at Larry Mmamabol Ville, kwaMhlanga, Buhlebesizwe no. 2 using our own resources and machinery including the 63 volunteers recruited via the EPWP for waste management funded by the COGTA in the province.

The situation of severe water shortage has been mitigated and there is an improved supply to all villages. Leakages on the systems cause a lot of loss of water; hence we committed ourselves that all the reported leakages MUST BE to attended within six hour period to, unless the leakage is extremely serious. Our water is regularly checked for quality purpose, which is why during 2011/2012 financial year this municipality received a National award (Blue Drop) for the most improved municipality to provide clean portable water.

Our internal roads and streets are still in a bad state despite the intervention of the Nkangala District Municipality in a programme that runs smoothly alongside ours. There is a move to coordinate and supplement our endeavour to address this challenge whereby we give certain number of our 63 villages of the roads to NDM and Department of Public works, Roads and transport. The remaining number will be done by us. This programme will include amongst others the grade ring, gravelling, putting of storm water drainage system and tarring. (Public works will be expected to gravel them only).

All these above-mentioned issues will be dealt with individually and in details as you read this edition of the informative issue of the IDP. Your meaningful contribution in the improvement of this document is always welcomed as we mean business by saying **“WORKING TOGETHER TO BUILD BETTER COMMUNITIES”**

MUNICIPAL MANAGER'S OVERVIEW

One of the directives of the Constitution towards municipalities provides as follows; under the title 'Developmental duties of municipalities – s153; A municipality must-

- a) Structure and manage its administration and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- b) Participate in national and provincial development programmes.

Section 41 (h) on the other hand, compels all spheres of government to co-operate with one another in mutual trust and good faith by-

- (ii) assisting and supporting one another
- (iii) informing one another of, and consulting one another on, matters of common interest;
- (iv) co-ordinating their actions and legislation with one another.

Furthermore, the President of the Republic of South Africa, the Hon. Mr JG Zuma, said in his 2012 State of the Nation Address, "... We want to see infrastructure that enables the rural areas to have water, electricity and roads. We want to see an improved quality of life for all. Together we can successfully drive back poverty, unemployment and inequality".

The Reviewed Integrated Development Plan (IDP) of 2012/2013 seeks to achieve the above and more, i.e. to ensure that what has been planned for should be budgeted for, what has been budgeted for, should be implemented.

Some of the challenges identified by the Executive Mayor include the following:

- Lack of coordination between the different spheres of government
- Inadequate budgeting for legal costs
- Poor management of repairs and maintenance of municipal fleet and machinery
- To fill all vacant posts as per an approved municipal organogram.

This Reviewed Integrated Development Plan (IDP) will be a framework that should enable the administration of the municipality to overcome the above challenges.

This Integrated Development Plan is a product of an extensive exercise of public participation that took place between March and May 2012. A parallel process of consultation regarding the budget resulted in the alignment of the Thembisile Hani Local Municipality Election Manifesto of 2011, the Integrated Development Plan, and the budget.

SUPPORT

The needs of the community of Thembisile Hani Local Municipality go far beyond the capacity and the resources of the municipality. However, it is hardly expected that the municipality should address all these needs by itself.

The municipality continues to enjoy the effective support of the sector departments from the national and provincial government. For instance, at the;

National

- With the support of Rural Development and Land Affairs, the municipality should be in a position to effectively deal with the problem of land invasion.
- The Department of Co-operative Governance through the structures such as the Municipal Infrastructure Support Agency, should effectively enhance the capacity of the municipality;
- The Department of Water Affairs, is expected to assist the municipality with the compilation and the implementation of the Water Sector Plan;
- Together with the South African Police Services and a structures such as the KwaMhlanga Security Cluster, crime should soon be a thing of the past;

- With the continuous support from the National Treasury, that includes a deployment of an official as part of their support, the municipality should begin to generate its own revenue to higher levels.

Provincial

At a provincial level, better co-ordination with departments such as; Health, Education, Welfare, Sports, Arts and Recreation, Safety and Security, Land Reform and Land Administration, Cogta and Housing, a lot can be achieved. A clean Audit is achievable for that matter, with the support of the provincial treasury.

Nkangal District Municipality

The support that the municipality can expect from the Nkangala District Municipality, including the current support, is well articulated in the recommendations emanating from the DISTRICT BUDGET INDABA 19 – 20 March 2012.; which amongst others, includes the following;

- Develop and Review the Road Maintenance Business plan by June 2013
- Support municipalities to develop road and storm water master plans – June 2013
- Support municipalities to upgrade Water Treatment Works and Waste Water Treatment Works June 2013
- Capacitate municipalities with plant equipment for road maintenance – June 2013.
- Implement backlog related projects as requested by municipalities
- Ring-fence funding to eradicate sanitation backlogs;
- Ring-fence funding for cooperatives support and development;
- Support all municipalities to improve and sustain financial viability through implementation of revenue enhancement projects. The municipality cannot wait for the support regarding the prepaid meters for business properties and government buildings.
- Conduct feasibility study for the construction of a treatment plant for the THLM drawing water from Loskop Dam.
- EPWP implementation by all municipalities.

Private Sector

- Engagement with the private sector, has the potential of unlocking support such as the possible building of stalls for informal/street traders
- Reinforcement of skills development through structures such as the mining sector and the agricultural sector;

Mpumalanga Regional Training Trust

- There is a potential of linking the operations of the Mpumalanga Regional Training Trust with the needs of many unemployed young people.

The municipality published on Wednesday 09 May 2012, the availability of a number of draft by-laws for the public to comment. The draft by-laws are available for inspection at the municipal offices and at the satellite offices, on the municipal website i.e. www.thembisilehanilm.gov.za. The closing date for written comments is 31 May 2012.

Finally, I would like to congratulate all the management and staff members who are involved in the water supply division of the Technical Services department for enabling the Thembisile Hani Local Municipality to win a Blue Drop results award given by the Minister of Water Affairs, Ms Edna Molewa. The award is a big stamp of approval that the drinking water of Thembisile Hani Local Municipality is of a high quality.

All of the above support from the other spheres of government, government owned entities that include Eskom and the private sector, should enable the municipality to fulfil its vision, i.e.

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

1. INTRODUCTION

1.1 BACKGROUND

In terms of the Local Government: Municipal Systems Act (MSA) (Act 32 of 2000), Section 25 (1) 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, *inter alia*, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality. As far as the status of the IDP is concerned, Section 35 of the MS Act clearly states that 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. It 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. 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.

Section 34 of the MSA 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

. This document is a 2011- 2016 reviewed IDP of the Thembisile Hani Municipality, which document represents the fourth review of the 2012/13 IDP as adopted at the beginning of the current term of Council's office. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through various public participation mechanisms with the stakeholders within the Thembisile Hani municipal area of jurisdiction. Thembisile Hani Local Municipality's IDP has to be reviewed annually in order to:

- Ensure its relevance as the Municipality's Strategic Plan.
- Inform other components of the Municipal business process including institutional and financial planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle

In terms of Section 26 of the Systems Act, the core components of an IDP are:

- The municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs; in this case they are represented in the strategy and objectives of the issue LED and LED strategy attached to this document.
- The Council's development strategies which must be aligned with any national and or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality is hereby attached in the spatial development plan of the Nkangala District municipality and explained in the issue "land use management";
- The Council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of the Performance Management System.

The Development Facilitation Act (DFA), Section 3 (c) 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 (Integrated Human Settlement);
- 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.

For the IDP to remain relevant a Municipality must assess its performance and the achievement of its targets and strategic objectives. The IDP will therefore have to reflect the impact of successes as well as corrective measures to address challenges. The IDP process will address internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of integrated planning.

With relation to the above, Thembisile Hani Local Municipality do not have the capacity to implement a performance management system. This is something to be addressed within the 2012-2013 financial year. The IDP, as the Thembisile Hani Local Municipality's strategic plan, informs municipal decision-making as well as all the business processes of the Municipality. The IDP must inform the Municipality's financial and institutional planning, and one of the key factors is that the IDP and the Budget must be aligned.

The IDP process and the budget process are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible. (Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001). The budget should be a means to allocate the little resources to address the plight of the IDP.

1. 2 GUIDING PARAMETERS

Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, the section below focuses on Vision 2014; Popular Mandate across Spheres of Government; Government Outcomes; Medium Term Strategic Framework (MTSF); the National Spatial Development Perspective (NSDP); National Growth Path; the Mpumalanga Growth and Development Strategy; Millennium Development Goals; State of the Nation Address (SONA); State of the Province Address (SOPA).

1.2.1 POPULAR MANDATE FOR LOCAL DEVELOPMENT

In localizing priorities of 2009 Manifesto and in meeting key challenges facing our communities, we will:

- **Build local economies to create more employment, decent work and sustainable livelihoods,**
- **Improve local public service and broaden access to them,**
- **Build more united, non-racial, integrated and safer communities,**
- **Promote more united, non-racial, integrated and safer communities,**
- **Promote more active community participation in local government, and**
- **Ensure more effective, accountable and clean local government that works together with national and provincial government.**

Figure 1: Popular mandate for government



1.2.2 GOVERNMENT OUTCOMES

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements linked to these Outcomes. Executive mayors have also signed outcomes with the Members of the Executive Councils of different policies. More detailed delivery Agreements have since been developed to extend targets and responsibilities to National and Provincial Departments, Agencies and Municipalities.

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets for the 2012/13 MTREF. Below are the 12 Outcomes and the related outputs, together with indicative areas where Municipalities have a role to play in either contributing directly to the realization of the Outcomes or facilitate the work of National and Provincial Departments in realizing them

1.2.3 PROVINCIAL OUTCOMES FOR DEVELOPMENT

Outcome: 1 Improve the quality of basic education

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	<ul style="list-style-type: none"> • Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF • Assess every child in grades 3, 6 and 9 every year • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve maths and science Teaching 	<ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> ☐ Participating in needs assessments ☐ Identifying appropriate land ☐ Facilitating zoning and planning processes • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

Outcome: 2 Improve health and life expectancy

Outputs	Key spending programmes	(National) Role of Local Government
1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness	<ul style="list-style-type: none"> ☑ Revitalise primary health care ☑ Increase early antenatal visits to 50% ☑ Increase vaccine coverage ☑ Improve hospital and clinic infrastructure ☑ Accredite health facilities ☑ Extend coverage of new child vaccines ☑ Expand HIV prevention and treatment ☑ Increase prevention of mother-to-child transmission ☑ School health promotion increase school visits by nurses from 5% to 20% ☑ Enhance TB treatment 	<ul style="list-style-type: none"> ☑ Many municipalities perform health functions on behalf of provinces ☑ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments ☑ Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services

Outcome: 3 all people in South Africa protected and feel safe

Outputs	Key spending programmes	(National) Role of Local Government
1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and residents secured 1. 7. Cyber-crime combated	<ul style="list-style-type: none"> ☑ Increase police personnel ☑ Establish tactical response teams in provinces ☑ Upgrade IT infrastructure in correctional facilities ☑ ICT renewal in justice cluster ☑ Occupation-specific dispensation for legal professionals ☑ Deploy SANDF soldiers to South Africa's borders 	<ul style="list-style-type: none"> ☑ Facilitate the development of safer communities through better planning and enforcement of municipal by-laws ☑ Direct the traffic control function towards policing high risk violations – rather than revenue collection ☑ Metro police services should contribute by: <ul style="list-style-type: none"> - Increasing police personnel - Improving collaboration with SAPS - Ensuring rapid response to reported crimes

Outcome: 4 decent employments through inclusive economic growth

Outputs	Key spending programmes	(National) Role of Local Government
1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works Programme	<ul style="list-style-type: none"> ☑ Invest in industrial development zones ☑ Industrial sector strategies – automotive industry; clothing and textiles ☑ Youth employment incentive ☑ Develop training and systems to improve procurement ☑ Skills development and training ☑ Reserve accumulation ☑ Enterprise financing support ☑ New phase of public works programme 	<ul style="list-style-type: none"> ☑ Create an enabling environment for investment by streamlining planning application processes ☑ Ensure proper maintenance and rehabilitation of essential services infrastructure ☑ Ensure proper implementation of the EPWP at municipal level ☑ Design service delivery processes to be labour intensive ☑ Improve procurement systems to eliminate corruption and ensure value for money ☑ Utilise community structures to provide services

Outcome: 5 a skilled and capable workforces to support inclusive growth

Outputs	Key spending programmes	(National) Role of Local Government
1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital	<ul style="list-style-type: none"> ☑ Increase enrolment in FET colleges and training of lecturers ☑ Invest in infrastructure and equipment in colleges and technical schools ☑ Expand skills development learnership funded through sector training authorities and National Skills Fund ☑ Industry partnership projects for skills and technology development ☑ National Research Foundation centres excellence, and bursaries and research funding ☑ Science council applied research programmes 	<ul style="list-style-type: none"> ☑ Develop and extend intern and work experience programmes in municipalities ☑ Link municipal procurement to skills development initiatives

Outcome: 6 an efficient, competitive and responsive economic infrastructure network

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve competition and regulation 2. Reliable generation, distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector	<ul style="list-style-type: none"> • An integrated energy plan and successful independent power producers • Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers • Increase infrastructure funding for provinces for the maintenance of provincial roads • Complete Gauteng Freeway Improvement Programme • Complete De Hoop Dam and bulk distribution • Nandoni pipeline • Invest in broadband network infrastructure 	<ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • ☑ Improve maintenance of municipal road networks

Outcome: 7 Vibrant, equitable and sustainable rural communities and food security

Outputs	Key spending programmes	(National) Role of Local Government
1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable and diverse food 3. Improve rural services and access to information to support livelihoods 4. Improve rural employment opportunities 5. Enable institutional environment for sustainable and inclusive growth	<ul style="list-style-type: none"> • Settle 7 000 land restitution claims. • Redistribute 283 592 ha of land by 2014 • Support emerging farmers • Soil conservation measures and sustainable land use management • Nutrition education programmes • Improve rural access to services by 2014: <ul style="list-style-type: none"> - Water - 74% to 90% - Sanitation - 45% to 65% - Sanitation - 45% to 65% 	<ul style="list-style-type: none"> • Facilitate the development of local markets for agricultural produce • Improve transport links with urban centres so as to ensure better economic integration • Promote home production to enhance food security - ☑ Ensure effective spending of grants for funding extension of access to basic services

Outcome: 8 Sustainable human settlements and improved quality of household life

Outputs	Key spending programmes	(National) Role of Local Government
1. Accelerate housing delivery 2. Accelerate housing delivery 3. Improve property market 4. More efficient land utilisation and release of state-owned land	<ul style="list-style-type: none"> • Increase housing units built from 220 000 to 600 000 a year • Increase construction of social housing units to 80 000 a year • Upgrade informal settlements: 400 000 units by 2014 • Deliver 400 000 low-income houses on state-owned land • Improved urban access to basic services by 2014: <ul style="list-style-type: none"> - Water - 92% to 100% - Sanitation - 69% to 100% - Refuse removal - 64% to 75% - Electricity - 81% to 92% 	<ul style="list-style-type: none"> • Cities must prepare to be accredited for the housing function • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritised to maintain existing services and extend services

Outcome: 9 A response and, accountable, effective and efficient local government system

Outputs	Key spending programmes	(National) Role of Local Government
1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window	<ul style="list-style-type: none"> • Municipal capacity-building grants: <ul style="list-style-type: none"> • Systems improvement Financial management (target: 100% unqualified audits) • Municipal infrastructure grant Electrification programme • Public transport & systems grant • Bulk infrastructure & water grants Neighbourhood development partnership grant • Increase urban densities • Informal settlements upgrades 	<ul style="list-style-type: none"> • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community workprogramme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption

Outcome: 10 Protection and enhancement of environmental assets and natural resources

Outputs	Key spending programmes	(National) Role of Local Government
1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity	<ul style="list-style-type: none"> ☑ National water resource infrastructure programme <ul style="list-style-type: none"> - reduce water losses from 30% to 15% by 2014 ☑ Expanded public works environmental programmes <ul style="list-style-type: none"> - 100 wetlands rehabilitated a year ☑ Forestry management (reduce deforestation to <5% of woodlands) ☑ Biodiversity and conservation (Increase land under conservation from 6% to 9%) 	<ul style="list-style-type: none"> • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of <ul style="list-style-type: none"> • municipal commonage and urban open spaces • Ensure development does not take place on wetlands

Outcome: 11 A better South Africa, a better and safer Africa and world

Outputs	Key spending programmes	(National) Role of Local Government
1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners	<ul style="list-style-type: none"> ☑ International cooperation: proposed establishment of the South African Development Partnership Agency ☑ Defence: peace-support operations ☑ Participate in post-conflict reconstruction and development ☑ Border control: upgrade inland ports of entry ☑ Trade and Investment South Africa: <ul style="list-style-type: none"> - Support for value-added exports - Foreign direct investment Promotion 	<ul style="list-style-type: none"> ☑ Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> - Ensuring basic infrastructure is in place and properly maintained - Creating an enabling environment for investment

Outcome: 12 A development-orientated public service and inclusive citizenship

Outputs	Key spending programmes	(National) Role of Local Government
<ol style="list-style-type: none"> 1. Improve government performance. 2. Government-wide performance monitoring and evaluation. 3. Conduct comprehensive expenditure review. 4. Information campaign on constitutional rights and responsibilities. 5. Celebrate cultural diversity. 	<ul style="list-style-type: none"> - Performance monitoring and evaluation: - Oversight of delivery agreements - Statistics SA: Census 2011– reduce undercount - Chapter 9 institutions and civil society: programme to promote constitutional rights - Arts & Culture: promote national symbols and heritage - Sport & Recreation: support mass participation and school sport programmes 	<ul style="list-style-type: none"> - Continue to develop performance monitoring and management systems. - Comply with legal financial reporting requirements. - Review municipal expenditures to eliminate wastage. - Ensure councils behave in ways to restore community trust in local government.

1.2.4 MEDIUM-TERM STRATEGIC FRAMEWORK

The Medium Term Strategic Framework (MTSF) seeks to identify the major strategic choices that need to be made in order to put the country on a higher development trajectory in dealing with poverty and underdevelopment. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government. The document seeks to identify the few critical things that need to be done to define a new trajectory for the country's development. Among these are the key objectives for 2014, which include:

- Reduce poverty and unemployment by half
- Provide the skills required by the economy
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom
- Compassionate government service to the people
- Achieve a better national health profile and massively reduce preventable causes of death, including violent crime and road accidents
- Significantly reduce the number of serious and priority crimes and cases awaiting trial
- Position South Africa strategically as an effective force in global relations.
- All local municipalities to attain clean audit opinions by 2014.

These strategic objectives are broken down into various thematic areas which include a growing economy; sustainable livelihoods; access to services; comprehensive social security; crime and corruption; constitutional rights and governance; and Africa and the world. In order to ensure capacity to meet these objectives, the following critical measures would in terms of the MTSF have to be adopted:

- Cooperation among economic partners;
- Stronger partnership across all sectors;
- Improving the system of monitoring and evaluation;
- Focusing on economic development in areas with economic potential; as well as
- Recruiting and skilling law-enforcement agencies.

Emanating from the above, the logic of the path of development can be summarised as follows:

- The central and main intervention required in the current period is to grow the economy
- The state has to intervene decisively to promote the involvement of the marginalised in economic activity, including sustainable livelihoods and creating decent job opportunities.
- To the extent that able-bodied South Africans are reliant on welfare grants, these grants should be seen as a temporary intervention which should diminish in the same measure as the economic interventions succeed and jobs are created by both public and private sectors.
- The performance of the state, the campaign against crime and international relations should improve in the main to promote economic growth and social inclusion.

1.2.5 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective (NSDP) serves as a spatial planning framework for meeting government's objectives of economic growth, employment creation, sustainable service delivery (with a particular focus on access to basic services), poverty alleviation and reduction of inequalities, as well as spatial integration. The Presidency has made it clear that the NSDP principles should play an important role in the respective development plans of Local and Provincial Governments; namely IDPs and PGDS respectively. The NSDP is premised on five principles which seek to ensure that investment in infrastructure and development programmes support government's growth and development objectives. It provides concrete mechanisms that seek to guide spatial planning between the three spheres of government to ensure synchronisation in prioritisation.

The NSDP confronts the question of where government should invest and focus its programmes in order to achieve sustainable development and economic growth and maximum impact on employment creation and poverty reduction. The logic underpinning the NSDP is that by applying a set of common principles to spatial planning the three spheres of government will align their spatial planning, which, in turn, will lead to consistent development outcomes. Hence, the NSDP is not a plan, blueprint or prescription but a way of thinking about spatial planning.

In order to contribute to the broader growth and development policy objectives of government, the NSDP puts forward a set of five normative principles:

Principle 1:

Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2:

Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3:

Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.

Principle 4:

Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.

Principle 5:

In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

Important dynamics, such as future development zones, land use patterns, population patterns and the effects of natural market forces on municipalities will influence the extent to which municipalities can align with the NSDP principles.

The application of the NSDP principles within the THLM finds clear expression in the THLM Spatial Development Framework (SDF) as reviewed in 2008 and adopted in March 2011 with the view of holding sectoral workshop for all stakeholder to participate and own the process. This IDP is a tool that will ensure progressive alignment, integration and coordination of all the programmes and actions of government. Key to fast-tracking service delivery, economic growth, poverty alleviation and job creation is the alignment of the

efforts, actions and programmes of the three spheres of government.

Applying these principles requires the THLM, within the prevailing context within the local municipalities to identify:

- Areas of need
- Areas of potential development
- Areas of economic growth
- Areas of economic potential
- Mechanisms for effective dialogue with stakeholders

In a nutshell, the NSDP proposes a set of actions that should inform the decision making processes of the various spheres of government are identified, including,

- A set of generic actions such as more robust economic analysis, 'proper' spatial development planning and improved monitoring and review;
- Actions aimed at diversifying, strengthening and sustaining the economy and improving the integration between spaces of need and economic activity in the areas of significant economic activity, high concentrations of people and high levels of poverty;
- Focused economic development actions in the areas with low levels of economic activity, high concentrations of people, and high levels of poverty; and
- Supportive actions to be undertaken by each of the spheres of government to give effect to the objectives of the State.

1.2.6 NATIONAL GROWTH PATH

The New Growth Path must provide bold, imperative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic and equitable economy and society over the medium-term, in the context of sustainable growth.

The shift to a New Growth Path will require the creative and collective efforts of all sections of South African society. It will require Leadership and strong governance. It takes account of the new opportunities that are available to us, the strength we have and the constraints we face. We will have to develop a collective National will and embark on joint action to change the character of the South African economy and ensure that the benefits are shared more equitably to all our people, particularly the poor.

1.2.7 JOB DRIVERS:

- Substantial Public investment in mass infrastructure development both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors-the Agricultural and Mining Value Chains, Manufacturing and Services;
- Taking advantage of new opportunities in the knowledge and green economies;
- Leveraging social capital in the social economy and the public service; and
- Fostering Rural Development and Regional Integration.

JOBS DRIVER 1: INFRASTRUCTURE:

- Public investment creates 250 000 jobs yearly in energy, transport, water and communication infrastructure and housing through to 2015

JOBS DRIVER 2: MAIN ECONOMIC SECTORS:

- 300 000 in Agriculture smallholder schemes
- 145 000 jobs in agro processing by 2020 (140 000 additional jobs in Mining by 2020, and 200 000 jobs by 2030, not counting the downstream and side stream effects)
- 350 000 jobs as per the IPAP2 targets in manufacturing by 2020 (250 000 jobs in Business and Tourism by 2020)

JOBS DRIVER 3: SEIZING THE POTENTIAL OF NEW ECONOMIES

- 300 000 jobs to Green Economy by 2020.
- 30 000 in 2020 and 400 000 jobs in 2030 in Manufacturing and the rest in Construction, operations and maintenance of new environmentally friendly infrastructure.
- 100 000 jobs by 2020 in the knowledge-intensive sectors of ICT, higher Education, Healthcare, Mining-related technologies, Pharmaceutical and biotechnology.

JOBS DRIVER 4: INVESTING IN SOCIAL AND PUBLIC SERVICES

- 250 000 jobs by NGOs like co-ops and Stockex.
- 100 000 jobs by 2020 in Public Services (Education, Health and Policing)

JOBS DRIVER 5: SPATIAL DEVELOPMENT (REGIONAL INTEGRATION)

- 60 000 direct jobs in 2015 and 150 000 jobs in 2020 through exports within SADC

1.2.8 MPUMALANGA GROWTH AND DEVELOPMENT PATH

Two Scenarios were modelled to qualify what rate of Economic growth is desirable to significantly reduce unemployment in Mpumalanga in the foreseeable future

- **SCENARIO 1:**
The 15% unemployment rate by 2020-Firstly through creating on average 69 400 net jobs annually for the next 10 years. Secondly, accelerated and sustained economic growth of approximately 5.3% annually.
- **SCENARIO 2:**
The 15% unemployment rate by 2025-Firstly through creating 70 600 net jobs annually for the next 15 years. Secondly, through accelerated and sustained Economic growth of approximately 4.6% annually

TABLE 1: Pillar

PILLAR 1: Job Creation	PILLAR 2: Inclusive and shared Economic Growth	PILLAR 3: Spatial Distribution
<ul style="list-style-type: none"> • Growth in Labour Absorbing Sectors; • Green Jobs • EPWP 2 • Youth Employment Initiatives; • Value Chain Initiatives between small and large Enterprises; • Industry Diversification; • Increased Labour & regulatory efficiency; and • Support to Co-ops and Informal Business • SMME Development & Support’; • Labour/Skills Development • Infrastructure Development & Maintenance; • Finance & Funding; • Land & Water Resource Management; and • Sustainable Human Settlements 	<ul style="list-style-type: none"> • Cost and Ease of doing Business; • Increased competitiveness; • Beneficiation; • Community led Local Economic Development; • BBBEE; • Municipal Land and Asset ownership; • ICT Deployment; • Innovation and the knowledge Economy; • SMME Development & Support’; • Labour/Skills Development • Infrastructure Development & Maintenance; • Finance & Funding; • Land & Water Resource Management; and • Sustainable Human Settlements 	<ul style="list-style-type: none"> • Rural Nodal Development; • Rural Land Tenure transformation; • Food Security; • Agricultural Development; • Transport and Logistics; • Social Economy; • SMME Development & Support’; • Labour/Skills Development • Infrastructure Development & Maintenance; • Finance & Funding; • Land & Water Resource Management; and • Sustainable Human Settlements
PILLAR 4: SUSTAINABLE HUMAN DEVELOPMENT	PILLAR 5: ENVIRONMENTAL SUSTAINABILITY	PILLAR 6: REGIONAL CO-ORDINATION
<ul style="list-style-type: none"> • Quality Basic Education\ • Community/Heritage Education; • Access to quality Healthcare; • Social Assistance & Insurance; • Social Infrastructure; • Safe Communities 	<ul style="list-style-type: none"> • Waste Management; • Energy Efficiency; and Renewable Energy Source 	<ul style="list-style-type: none"> • Joint Initiatives between MP and Neighbours; and • Sub-Corridor Development

1.2.9 MPUMALANGA GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Strategy (PGDS) is a strategic and integrated provincial development strategy, providing direction and scope for Province-wide developmental trajectory. The PGDS provides a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities, and enabling intergovernmental alignment. It guides the activities of all agencies and role-players by linking to and deepening the application of the NSDP and the MTSF in areas of shared impact.

The PGDS sets the tone and pace for growth and development in the Province and provides a collaborative framework to drive implementation within the Province. It is not a provincial government plan, but a development framework for the Province as a whole. The cornerstone of the PGDS is a deep and thorough understanding of provincial endowments and assets, social need and economic potential (as defined in the NSDP) and constraints, along with the forces shaping these and how they are changing over time, as defined in the

Mpumalanga's revised Draft PGDS for 2004 -2014. The aim of the PGDS is to articulate quantified targets for provincial growth and development. The PGDS should be seen as serving as a guide, supporting sector departments, municipalities and other social partners to prioritise and align their sectoral strategies, plans and programmes in line with the priorities of the PGDS. It will further ensure alignment of plans between and within the different spheres of Government. As a product of joint deliberations by all social partners, it constitutes a consensus position on our growth and development in the Province with an overarching objective of fast-tracking the progressive realization of 'a better life for all'.

Inherent within the PGDS are the six priority areas of intervention as identified as:

- **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).

All actions and initiatives that the THLM Council has resolved to focus on as they are in line with the Provincial Priority Areas for Intervention are highlighted below in order to ensure proper alignment between National, Provincial and local programmes.

Furthermore, in terms of the Provincial Growth and Development Strategy, the following infrastructure projects and "Programmes of Action" are applicable to the Province in general:

- Upgrading of the Further Education and Training colleges;
- Improving the availability and reliability of infrastructure services such as provincial and local roads, bulk water infrastructure and water supply networks, energy distribution, housing, schools and clinics, business centres, and sports and recreation facilities;
- The development and multi-purpose government service centres, including police stations, courts and correctional facilities;
- Maximum exploitation of agricultural potential and opportunities;
- Promotion of the arts and culture industry;
- Tourism growth promotion and the preservation and development of heritage sites;
- Export promotion;
- SMME development;
- Extended Public Works Programme (EPWP);
- Local Economic Development (LED);
- Urban and Rural Development Programme; and
- Environmental management.

There is greater alignment between and within municipalities in the District (see table 1) and across the National and Provincial government's programmes. Further mechanisms and systems to enhance intergovernmental alignment and coordination are being implemented by the government emanating from the outcomes of the participation in the pilot initiative of strengthening the IDP development processes by contextualizing and applying the National Spatial Development Perspective (NSDP) principles in Municipalities. One of the key mechanisms for ensuring the alignment between the IDP and the NSDP is the SDF. The first step in promoting alignment is to ensure that the SDF is aligned to the NSDP and takes into account the NSDP principles. This has been achieved in the case of the THLM through the adopted NDM SDF. The second step in ensuring alignment is then to ensure that SDF informs the IDP and that the spatial strategies formulated in the SDF are evident in the IDP. This means that the analysis, objectives, strategies, and projects contained within the IDP have an explicit spatial dimension to them. Through this two-step process, it is possible to ensure alignment between the NSDP and IDP. The THLM spatial planning imperatives can be strengthened in respect to an explicit spatial dimension to the objectives and strategies contained in each of the priority issues.

The usage of priority intervention areas is useful to guide IDP capital investment programmes and economic interventions, as outlined in the SDF. However, a dynamic and systematic system that will facilitate mutual alignment between all spheres of government is one of the areas of improvement in order to ensure that alignment does not take place in one direction. The PGDS should not only reflect the action plan of the provincial sector departments but entail a shared, action plan for all stakeholders in its area of jurisdiction. The

same holds for the NDM IDP.

1.2.10 MILLENNIUM DEVELOPMENT GOALS: VISION 2014

The United Nations Millennium Declaration committed global heads of states to making the right to development a reality for everyone and to freeing the entire human race from want. The Millennium Declaration, signed by world's leaders of 189 countries in 2000, earmarked 2015 as the deadline for achieving most of the Millennium Development Goals (MDGs). The majority of MDG targets has a baseline of 1990, and is set to monitor achievements over the period 1990-2015. The objective of the Declaration is to promote "a comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front." The Declaration calls for halving by the year 2015, the number of people who live on less than one dollar a day (1993 PPP). This effort also involves finding solutions to hunger, malnutrition and disease, promoting gender equality and the empowerment of women, guaranteeing a basic education for everyone, and supporting the Agenda 21 principles of sustainable development. Direct support from the richer countries, in the form of aid, trade, debt relief and investment is to be provided to help the developing countries. Table 1 below articulates the MDGs in total.

Table 2: The UN Millennium Development Goals

GOAL	TARGETS	MUNICIPAL INTERVENTION
1	1	EPWP, CWP and CRDP
	2	Promotion of backyard garden and communal gardens through provision of agricultural implements
2	3	Facilitate the establishment and registration of ECD centre
	4	Conducting campaigns on Gender
3	5	Providing water and sanitation to clinics and hospitals
	6	Conduct campaigns on VCT
4	7	
	8	Providing land for land fill site for refuse removal and recycling
5	9	
	10	Providing water and sanitation to 60 villages
6	11	Housing projects through CRDP
	12	Training Youth on ICT, Providing Laptops to SMIME
7	13	Provision of kiddies Laptops to pre schools children
	14	

Resident within Global Village, South Africa's Developmental Agenda is also guided by the International Community Targets, and thus it adopted Vision 2014, which is derived from the 'United Nations' Millennium Development Goals. Vision 2014 is South Africa's direct response to contribute and address the development challenges as set-out in the Millennium Development Declaration. Vision 2014 outlined the following:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society
- Ensure that all South Africans, including especially the poor and those at risk - children, youth, women, the aged, and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people; national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor."

Vision 2014 provides a series of socio-economic development milestones to ensure progressive attainment of development, which can be summed up as follows:

- All households (including villages) should have access to clean potable water by 2008;
- There must be decent sanitation for all by 2010
- There must be electricity in all households by 2012
- Poverty, unemployment and skills shortages should be reduced by 50% respectively by 2014 and
- Services should be improved to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents, by 2014

Generally, the United Nations (UN) has observed that in order to meet the MDGs at a global scale there must be a paradigm shift, recognising the following issues which, inter alia, include:

- With the 2015 target date fast approaching, it is more important than ever to understand where the goals are on track, and where additional efforts and support are needed, both globally and at the country level.
- In order to achieve the MDGs, countries will need to mobilize additional resources and target public investments that benefit the poor.
- In general, strategies should adopt a wide-ranging approach that seeks to achieve pro-poor economic growth, including through the creation of a large number of additional opportunities for decent work.
- This, in turn, will require comprehensive programmes for human development, particularly in education and health, as well as building productive capacity and improved physical infrastructure.
- In each case, an effort should be made to quantify the resources required to implement these programmes.
- The results achieved in the more successful cases demonstrate that success is possible in most countries, but that the MDGs will be attained only if concerted additional action is taken immediately and sustained until 2015.
- With half the developing world without basic sanitation, meeting the MDG target will require extraordinary efforts.

- In order to meet these goals a paradigm shift from the (TINA) THERE IS NO ALTERNATIVE to a necessary (THEMBA) THERE MUST BE AN ALTERNATIVE approach is paramount. The basis for an alternative must be the principle of 'Business Unusual'.

1.2.11 LOCAL GOVERNMENT TURN AROUND STRATEGY

During the second half of 2009 Provincial assessments of every municipality were conducted which culminated into the compilation of the National Overview report: State of Local Government Report. Following finalisation of this report, the Department of Local Government Turn Around Strategy (LGTAS) was approved by the Cabinet towards the end of 2009. The LGTAS recommended that each municipality must develop its own municipal turnaround strategy (MTAS). The development of implementation guidelines for the MTAS outlining specific phases with provincial monitoring and reporting as follows:

Phase 1: Introduction: Final Reports due on MTAS municipalities

Phase 2: Roll-out to March/April 2010 by Provincial Task Team Command centre to coordinate Ministerial, MEC and HOD/DG active interaction with TAS processes in municipalities

- Key areas: Interrogate IDP/MTAS for feasibility; check budget alignment; follow up on intergovernmental agreements with sectors and agencies and supervise sector participation
- Interrogate composition of Provincial teams, quality of leadership and representation from key Departments, assess quality and accuracy of reports

Phase 3: April – June 2010: Provincially coordinated IDPs/TAS/SDBIP analysis; adoption by Councils, assessment, reporting

Phase 4: July 2010 – March 2011: MEC commentary; management of hands on support, financial and budgetary supervision and stakeholder management; assessment reporting

The MTAS identified what is referred to as the '**Local Government Ten Point Plan**'. This plan points to the following matters:

- Improve the quality and quantity of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management
- Enhance the municipal contribution to job creation and sustainable livelihoods through LED
- Ensure the development and adoption of reliable and credible IDPs
- Deepen democracy through a refined ward committee model
- Build and strengthen the administrative, institutional and financial capacities of municipalities
- Create a single window of coordination for support, monitoring and intervention in municipalities
- Uproot fraud, corruption, nepotism and all forms of mal-administration affecting local government
- Deepen a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system
- Develop and strengthen a politically and administratively stable system of municipalities
- Restore the institutional integrity of municipalities

Emanating from these exercise key issues relevant to the THLM that were identified are:

- Basic Service Delivery
- Public participation
- Political management and oversight
- Administration
- Labour relations
- Financial Management
- Local Economic Development

Accordingly, the THLM has adopted an MTAS and has committed itself to addressing the identified MTAS through a concerted focus on the matters below:

- Acceleration of Service delivery
- Deal with blockages
- Deepen participatory democracy
- Develop spatial information leading to the total transformation of Local Government
- Ensure municipalities are managed efficiently

- Maximise the revenue base of municipalities
- Build capacity through effective training of Councillors and officials as well attraction of skills
- Create decent work and sustainable livelihoods through LED initiatives
- Fight crime, corruption, and abuse of women and children

The THLM's MTAS implementation plan with clearly outlined MTAS priority issues, targets, timeframes and key necessary unblocking measures is attached to this document.

1.2.12 PROVINCIAL FLAGSHIP PROJECTS

The THLM embarked on a process to review a Local Economic Development Strategy to place the municipality on the envisaged economic development trajectory. Currently the THLM has identified anchor projects. The identified anchor projects are: Multi-purpose Community Centres; Catalytic Converter; Agro-Processing; Moloto Rail Development System, Rust De Winter tourism projects and Loskop Zithabiseni Tourism Corridor. These projects are discussed in detail under IDP Priority Issue 20. The Mpumalanga Province launched five flagship programmes in February 2007. The aim is to further stimulate economic growth and socio-economic development in the Province. The need to adopt a 'business unusual' approach to realise tangible outcomes by 2009 is emphasised. The section below briefly outlines the Provincial Flagship programmes.

Heritage, Greening Mpumalanga 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 defining 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.

In responding to this Flag Ship project Thembisile Hani Local Municipality with other stakeholders and the Department of Department of water and Forestry are in partnership as trees are donated to Thembisile Hani Local Municipality and be given to different stake holders to plough them

Water for all

– This flagship project focuses on providing water infrastructure and services to ensure all the people of the Province have access to clean water by 2010. Lack of access to basic services such as water affects women, especially in rural areas where people do not have access to clean running water. The burden of walking long distances to fetch water from remote areas is on women.

In responding to this Thembisile Hani Local Municipality has engaged with the Department of Water and Forestry for funding and also Thembisile Hani Local Municipality through MIG funding is able to bring the water services closer to people in responding to the backlog we are having as Thembisile Hani Local Municipality

Accelerated Management Capacity Building

The objective of the Province here is to ensure a continued drive to provide the necessary support on capacity building. Part of the targeted support to senior managers is the implementation of this flagship project as part of the Provincial 'Big Five' flagships project. This project is aimed at enhancing key competencies and skills for senior managers to perform at the required level, particularly women. Senior female managers are participating in the Executive Development Programme (EDP) to sharpen their leadership and management 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 institutions also need to be positioned in such a manner that they play a central role in addressing the skills needs of the Province. The underlying principle is that skills development intended to create delivery and implementation capacities remains a critical success factor.

In responding to this Thembisile Hani Local Municipality must develop a Human Resources Development Strategy and Work Place Skills Development to address these challenges

The Province is indeed cognisant of the fact that to address poverty and unemployment it is critical to stimulate the economy so that it creates jobs and income opportunities. The development corridors will unlock economic development opportunities that will benefit the people of the Province. Besides the rehabilitation of the primary infrastructure, the project seeks to stimulate the social and economic development within the broad corridor along the N4. The Maputo Development Corridor has a potential to further advance economic cooperation and partnerships between Mozambique and South Africa, in particular Mpumalanga. It is essential that private and public sector partnerships be mobilized to leverage business development and investment opportunities along the Maputo corridor in order to benefit the people of Mpumalanga and Mozambique.

In responding to these challenges, Thembisile Hani Local Municipality has engaged the relevant stakeholders to empower the residents of Thembisile Hani Local Municipality in the form of economic development.

Moloto Rail Development Corridor

Key within this development corridor is the Moloto Rail System Development, which is also an anchor project of the NDM. The system will link with Gauteng through the Dr JS Moroka and Thembisile Hani local municipalities. This has a potential to invigorate economic activities within the two municipalities alleviating poverty within the communities and creating employment opportunities.

In responding to these challenges Thembisile Hani Local Municipality with the Nkangala District Municipality must engage the Minister for political intervention on this matter, because communities in Thembisile Hani are in dire need of these projects

1.2.14 STATE OF THE NATION ADDRESS

2011 report card	2012 promises
Health and Welfare	Health and welfare
Social security reform to be finished by 2011 not done	Refurbish hospitals and nurse homes to prepare for the National health insurance system
Emphasize hiring appropriate people in right positions Not done	Accelerate general HIV prevention efforts
Revitalized 105 nursing colleges to train more nurses Working in progress	Departments to have 2% of their employees from people living with disabilities
Provide contraception, prevent teenage pregnancy Working in progress	
HIV/AIDS prevention male circumcision, child infection and testing Done	
National health insurance plan (since 2009) Done	

2011 report card	2012 promises
Education	Education
Triple T teacher, textbooks and time since 2009 Working in progress	R 300 million for preparatory work for building of university in Mpumalanga and Northern Cape
Start with annual National assessment for grades 3, 6 and 9 Done	Urge parents to send their children to FET's
Convert loans to full bursaries for deserving student Done	
Exempt students at FETs who qualify from paying fees Done	

2011 report card	2012 promises
Economy	Economy
Adopt beneficiation as government policy to reap full benefits Work in progress	Develop and integrate rail, roads and water infrastructure to facilitate increased mining and stepped up beneficiation of minerals
Merge developmental agencies for small business Done	Reduce port charges as part of reducing cost of doing business
Create jobs in infrastructure development, agriculture, mining, manufacturing, the green economy and tourism Work in progress	Amend BBBEE Act to criminalize fronting and other misrepresentative
Tourism flexible visa requirements and improve landings slots at foreign airports Done	Draft the women empowerment and gender equality bill to provide for sections in the case of non-compliance in both government and private sector
Start buying power from renewable energy producers 2011 Not done	Convene a presidential summit to discuss the implementation of the plan to industrialize the country generate skills and boost job creation
Create 4.5 million job opportunities by 2014 Work in progress	Eskom to slow prices increases in support of economic growth and job creation
Develop infrastructure to boost agriculture sector Not done	Five new water augmentation schemes to be completed
Government to fill all funded vacant post report in August Not done	

2011 report card	2012 promises
Housing and Governance	Housing and Governance
400 000 informal settlements should have security of tenure by 2014 Working in progress	R 1 million guarantee fund- starting from April to promote access to home loans for people who do not qualify for bank assistance
Review labour brokers Work in progress	Those earning between R 3500 and R 15000 to obtain subsidies of up to R 83 000 from the Province to enable them to obtain housing finance from banks
Comprehensive rural development Work in progress	Install 1 million solar geysers from 220 000- within the next three years

2011 report card	2012 promises
Crime	Crime
Improve efficiency of detectives, forensic analysts and crime intelligence Work in progress	Review the entire state procurement system to reduce corruption
Cops to deal decisively with people selling drugs to children Not done	Vet all supply chain personnel in government departments
Court backlogs reduction Work in progress	Home affairs to roll out the online fingerprint verification system to assist in fraud prevention and detection
Special anti-corruption unit for corrupt public servants Work in progress	
Review of state tender procurements system Done	

1.2.15 STATE OF THE PROVINCE ADDRESS

During his 2012 State of the Provincial Address, the Honorable Premier Mr. DD Mabuza highlighted the following

SOPA 2012
THE INSTITUTION OF TRADITIONAL LEADERSHIP
The province continues to work closely with the institution of Traditional Leaders and we continue to cherish their role in struggle against colonialism and freedom. Our traditional leaders have continued to participate in all municipal councils except in the Nkangala District due to role clarity that MEC of COGTA and District Executive Mayor are attending to
We have seen a marked improvement on areas of cooperation notably in the CRDP sites and during the IDP engagement process
I have appointed the Provincial Committee on Traditional Leadership Disputes and claims with effect from the 01 st September 2011. We are serious on the matters of settling disputes as we are the first province in the country to have established this committee

SOPA 2012
HERITAGE, SPORT AND SOCIAL COHESION
<ul style="list-style-type: none"> ✓ Last year, we committed to the establishment of a cultural hub that will contribute to the development of various performing arts and contribute to the development of talent in various arts genres ○ It will provide a platform for performers, artists, musician, designers and film makers to develop, exhibit, and market their talents and skills ○ It will provide an opportunity to showcase crafts and artifacts' that promote our history and heritage. ○ It will catalyse opportunities to export local crafts, create local employment and contribute to the growth of cultural industries in the province

SOPA 2012
PRIMARY HEALTH CARE
Special attention should be given to ensuring the overall health care system effectiveness, including attraction and retention of health care professionals and preparations for roll-out of the National Health Insurance(NHI) to improve access to quality health care to all, especially the poor
Despite remarkable progress in improving access to health care, the burden of diseases continues to weigh heavily on the provincial health care system. The decreasing life expectancy and the negative impact on HIV and AIDS pose a serious threat to the future development and the quality of life that citizens enjoy.
We expand access to quality through the construction of health care centres in rural communities, including the CRDP sites
Anti-retroviral (ARV) treatment facilities have increased from 198 to 269 Primary Health Care Facilities and 32 hospitals
Despite remarkable progress made, the HIV and AIDS epidemic continues to be one of the main contributors towards declining life expectancy, increased infant mortality and maternal deaths.
According to the latest HIV and Aids prevalence figures, Mpumalanga is one of the Provinces with the high HIV prevalence rate. Mpumalanga's HIV prevalence rate is at 35.1%, an increase from 34.6% in 2009. Ehlanzeni and Gert Sibande recorded the 6th and 7th highest prevalence among the 52 health districts in the country whilst Nkangala has declined from 32.6% in 2009 to 27.2% in 2010.
Expanding access to Antiretroviral Treatment (ART) for people living with HIV and AIDS Ensuring that 278 Primary Health Care facilities and 33 hospitals provide ART Services. Increasing the total number of qualifying patients on ART from the current 138 598 to 172 855. Conducting 50 000 Male Medical Circumcision to reduce HIV infections Expanding the HIV Counselling and Testing programme, as well as Improving the TB cure rate
We will also focus on the implementation of interventions to decrease high maternal and child mortality rates. We will further intensify the implementation of an Integrated Management of Childhood Illnesses strategy and the Reach Every District (RED) strategy. Most importantly, the Province is aiming to achieve immunization coverage of 80% for children under one year of age in order to protect them against vaccine preventable diseases
the following Community Health Centres and clinics will be constructed: <ul style="list-style-type: none"> ▪ Tweefontein G

These national core standards are:

- patients rights,
- patient safety,
- Clinical support services,
- public health,
- leadership and governance,
- operational management,
- facilities and infrastructure

In response to these challenges, I am pleased to report that all districts and institutions have developed Quality Improvement plans to address the shortcomings that exist and the monthly progress reports are being monitored by the Quality Assurance team.

All health facilities in the Province are implementing Quality Improvement Plans in line with the 6 priorities of the core standards.

SOPA 2012

FIGHTING AGAINST CRIME

We committed ourselves to reduce crime and corruption to the extent where all South Africans can walk the streets any time of day free and fearless; sleep in their homes without all sorts of security measures; drive their cars anytime and anywhere without fear of being hi-jacked and grow their children without any fear of drug lords and rapists.

To this end, the ANC-led government has put together a package of intervention mechanisms which seem to be paying dividends

This includes interventions such as capacity building of human capital; change management; revamping of different strategies in areas such Border Management; stock theft; immigration and public participation. Further interventions on integrated social crime prevention on Rural Safety; Vulnerable groups; Victim friendly facilities; School safety and contact crime have been implemented with a degree of success.

Mpumalanga province remains one of the preferred destinations by tourists not only because of our beautiful landscape, historic sites and heritage but due to our hospitality including ensuring that all tourists are and feel safe. We are happy to report that in part our achievements are the 511 Tourism Safety Monitors recruited and deployed

We experienced an increase on road carnage despite high visibility of traffic law enforcement officers.

The inclement weather conditions that impacted on the conditions of the roads, visibility, the conditions of vehicles, reckless driving, fatigue and the attitude of drivers contributed immensely on the fatalities recorded

We shall continue with our efforts in making our roads safer for all users including rolling out programmes to educate our people as part of changing behaviour and working closely with the Department of Education by providing licenses at certain grades.

SOPA 2012

INTEGRATED HUMAN SETTLEMENTS

as the province we committed ourselves to make a decisive shift from an apartheid based spatial planning wherein our people were placed far from the areas of economic activities and houses built without regard of social amenities like early childhood development centres, health and educational facilities, sports and recreational facilities.

One of the challenges we have encountered is the availability of well suited land for human settlements and to this end the department has purchased land in various municipalities and we are expecting that this land will be fully serviced

- A number of decisions were taken to improve the way we roll-out the programme. The following priorities will be rolled out as part of our initiatives in building integrated and sustainable communities:
- Mobilisation of well-located public land for low income and affordable housing with increased densities on this land and in general work closely with the local municipalities and the institution of traditional leadership
- Focus on spatial planning and integrated development planning;
- The provision of accommodation units within the gap market of earnings between R 3 500 and R 12 800
- Roll out 2 300 units as part of People's Housing Process and; Roll-out 1000 units as part of Rural Housing and Communal Land Rights

SOPA 2012

PRIORITIES FOR OUR MUNICIPALITIES IN 2012

- Preparing for the tough journey ahead, we agreed that all municipalities have to prioritise the implementation of the Programme of Action for Delivery Agreement and Local Government Turnaround strategy, including:
 - a. Support the municipalities in the provision of Bulk water and sanitation infrastructure and reticulation;
 - b. Provide support in the expansion of access to basic services and eliminating backlogs;
 - c. Deployment of technical expertise in scarce skills areas;

- d. Financial viability and revenue enhancement including the roll-out of civic education campaigns to address the culture of non-payment;
- e. Support programme on clean towns and expand refuse removal;
- f. Coordinate implementation of operation clean audit 2014 plan in all municipalities;
- g. Support to the Institution of Traditional Leadership and;
- h. Prioritise public participation to close the social distance between public representatives and communities

1. CHAPTER: 1

1. VISION AND MISSION

1.1 VISION

The municipal vision that was adopted by the municipality as part of its 2007-2011 IDP has not been changed during the 2010/11 review as it still captures the municipality's values and remains relevant to its priorities and aspirations. The municipality's "Vision 2015" is,

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

1.2 MISSION

Thembisile Hani local municipality aims to work towards achieving its long-term vision 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 budgetary constraints

1.3 THEMBISILE HANI LOCAL MUNICIPALITY VALUES & PRINCIPLES

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

- Showing compassion and care to all municipal customers
- Treating all residents with equality, integrity and respect they deserve
- Attending and responding to all queries efficiently
- Conducting the municipal business processes in an ethical and professional manner

1.4 KEY CHALLENGES AND OPPORTUNITIES

Towards the achievement of its long-term vision, and as informed by the priority issues confirmed through the situational analysis, the municipality has crafted a set of broad development objectives to create a sense of focus around key priority issues. These development objectives are aimed at bridging the gap between the current priorities or challenges and the municipality's long-term vision by offering a high-level of what needs to be achieved in the short to medium term. The following are the broad development objectives that the municipality has set:

- To improve the organisational development capacity of the municipality to render effective service delivery
- To enhance revenue and to ensure financial viability and sustainability for Thembisile Hani Local Municipality
- To reduce infrastructure and services backlog and to establish a high quality environment with the associated physical infrastructure
- To improve the quality of life of the community by providing them with decent housing and to ensure that each housing project is linked to the improved water supply, sanitation, roads, health services as well as amenities such as education, community halls and basic recreational facilities
- To utilize the municipal area's agricultural potential to the maximum
- To focus development on tourism and mining as untapped economic sectors that can contribute to economic growth of the municipality
- To promote local economic development and growth in Thembisile Hani Local Municipality through the identification and facilitation of economic opportunities
- To improve the quality of life of the community through providing them with community facilities and housing and contain the HIV/Aids epidemic in the area
- To ensure that residents live within a safe environment
- To improve the quality of the natural environment and promote co-ordinate and orderly spatial development
- To deepen democracy and strengthen democratic institutions

IDP SWOT ANALYSIS

This section aims at providing a synopsis of the development issues arising from the analysis of Thembisile Hani Local Municipality in the form of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. A SWOT analysis of the municipality's spatial configuration, social and economic, physical infrastructure, financial, institutional and environment aspects is undertaken to serve as a lens through which the municipality's state of development can be viewed at a glance. The SWOT analysis formed the basis of the 2011/12 IDP review, and has been slightly refined to ensure continued relevance during the 2012/13 IDP review. The figure below summarises the results of the SWOT analysis undertaken. See table 13

TABLE 3: SWOT ANALYSES

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> -supportive community structures -resources: loudhailers, CDW's, Coordinators -Meetings, Izimbizo, mayoral outreaches 	<ul style="list-style-type: none"> -lack of capacity ward committees -lack of administrative support -inconsistent of ward committee and community meetings -failure to utilize suggestion boxes and notice boards -no language policy
<ul style="list-style-type: none"> -Good relationship between political as well as administrative landscape. -The level of literacy has risen among councillors -Capacitation programmes in place for all councillors and officials 	<ul style="list-style-type: none"> -Filling of vacant positions still a challenge. -Crucial positions not filled -Lack of retention strategy -Not all human resources matters are centrally -Handled – each department handles her own human resources -Lack of sufficient resources -Lack of regular assessment amongst performance contract employment
<ul style="list-style-type: none"> -96% of our communities receive water in an RDP standard -WSDP in place -Funding by other spheres of government -Quality water test done twice a month 	<ul style="list-style-type: none"> -No strategy in place on water conservation and water demand management -No water by-law in place -no meter reading even on areas where we have metered -no proper data
Opportunity	Threat
<ul style="list-style-type: none"> - communication officers -notice boards & suggestion boxes -Ikwewezi FM -ward committees & CDW's 	<ul style="list-style-type: none"> -no report back meetings -lack of information to community members -lack of monitoring tool -unclear reporting system -no radio control centre & two way communication system -lack of understanding the sign language
	<ul style="list-style-type: none"> -Failure to reach the Employment Equity targets -Lack of capacity among other officials
<ul style="list-style-type: none"> -experienced and reliable service provider-Rand Water Board 	<ul style="list-style-type: none"> -Poor revenue collection -Old infrastructure -No raw water source -Majority of households are indigent -Resignation of skilled officials -Illegal invasion of land

IDP/BUDGET INDABA 2012

The IDP/BUDGET 2012 held at Council Chamber on the 11 May 2012, with different stake holders took some resolutions with regard to taking Thembisile Hani Local Municipality forward, amongst other resolution taken were arranged in the form of various departments,

Cooperate Services Department

Objectives	Strategies
Capacity building of Councillors and municipal staff to improve service delivery through training and skills development	Consolidating Skills Audit forms with IDP Objectives.
	Developing Work Skills Plan
	Submit and obtain Council and LGSETA approval.
	Implement WSP
The recruitment & composition of staff achieves Employment Equity targets i.r.o gender/disability and reflects the demographics of the municipality	Issue adverts in terms of Employment Equity Act.
	Promote recruitment of staff from marginalised groups
	Implement Employment Equity Plan to ensure achievement of EE targets.
	Use application for employment forms to ensure that required information from applicants is obtained.
	Submission of EE report to Department of Labour.
	Create a Database of People Living with Disability
Policy Implementation of HR Policies and develop additional Policies	Implement all HR approved policy where financially feasible (Internal Bursary Policy, Relocation Policy, Smoking Policy, etc.).
	Develop additional HR policies (In-house)
Revamp the records management systems to safeguard the Municipality records.	Revise and update the Records Management policy
	Develop a user friendly filing and archiving system complying with the National Archives Act
	Implement the policy /filing and or archiving system
	Procure files/filing cabinets for the record/registry
	Develop user friendly filing system guideline complying with legislation and policy
	Renovate the records and registry office to comply with National Archives Act
	Ensure proper screening of staff working in the registry office.
	Each department to maintain its own records but original to be filed with the Records office
	Limited access to the Records office
To ensure well being of all employees	Organise wellness awareness campaigns
	Refer employees for assistant programs
	Promote healthy lifestyles of staff
To orientate new / old employees of the municipality on new and old policies adopted	Organise workshops on new or updated policies for both new and old staff
	Educate staff on the importance of policies in regulating conduct in the municipality
	Put in place system to monitor that training offered to staff yields the intended results through improved performance of the employee.
To provide office space and furniture for all employees	To renovate existing offices.
	Maintenance of buildings
	To buy new furniture.
	The records office must be partitioned
To recruit and fill vacancies in terms of the reviewed	Develop a Human Resources Management Plan
	Progressively fill vacant positions on the approved

organisations organogram	Organogram
	Develop an application for employment form
	Align the Organogram to the IDP and budget
To develop, adopt, implement eight (8) By-laws and educate the public on current By-laws	Council to approve draft By- laws
	To publish the By-laws in the newspaper for public consultation
	To publish the By-laws
To ensure Council, Mayoral and S.79 committees sit as scheduled and Community outreach programmes take place	To gazette the By-laws
	Develop schedule of dates for Council /Mayoral/ S.79 sitting
	Implementation of resolutions of council
To develop Performance Management System	Provide support to committees to do oversight work
	Provide support for Monitoring of and evaluation.
	Recruit and appoint a PMS Manager and supporting staff
To ensure the health and safety in the workplace of THLM employees	Develop Performance Management Policy
	Procure a PMS system
	Implement PMS system
	Proposed that an electronic PMS system is a luxury but a manual system be used
	Introduce performance based increments/salary notch adjustments
To ensure the health and safety in the workplace of THLM employees	Recruit a OHS officer
	Compliance with the principal legislative requirements on the health and safety of employees in the workplace
	Recruit a OHS officer
To promote teambuilding amongst THLM municipality	Identify teambuilding initiatives
	Organise workshops/ discussions/games to promote team building initiatives
Information Communication Technology	Disaster recovery plan (off side back up).
	Renewal of fire wall licence.
	Renewal of outdated Microsoft product licence.
	Renewal of PABX licence
	Establish/procure a backup system
To ensure compliance with Fleet Management policies	Develop appropriate policies/strategies/ plans to regulate operational issues in ICT
	To provide the municipality with effective fleet Management
	Provide the Council with enough fleet.
	Maintenance (service) of Council Fleet
	Minimise the abuse of municipal vehicles and petrol
	Implement the fleet management policy
To provide efficient and effective legal services to the municipality	Explore a leasing agreement for heavy plant and or other motor vehicle
	Recruit & appoint appropriately legally qualified staff
	Provide legal advice to departments of the municipality
	Draft SLA documents of the Municipality
	Institute legal proceedings on behalf of the municipality
	Defend legal proceedings against the municipality
To ensure proper strategic planning, implementation Monitoring, evaluation by the municipality	Performance monitoring of signed SLA
	Conduct strategic planning workshops to enhance service delivery

SOCIAL DEVELOPMENT SERVICES

Objectives	Strategies
Capacity building	Workshop of staff, councillors, CDW's, and civil society dealing with gender issues on how to mainstream children, women and disability issues
Awareness campaign	<ul style="list-style-type: none"> • Pre-school speech competition Trainings • Basic sign language for staff, councillors, and NGO's
Communication with relevant structure	<ul style="list-style-type: none"> • Data collection of NGO's, CBO's
Mandela day celebration	<ul style="list-style-type: none"> • Renovation of centres of persons with disability • Buying of furniture's
Outreaches	<ul style="list-style-type: none"> • Visiting centres of persons with disability, crèche's, and NGO's • Persons with disability empowerment • Women empowerment
EVENTS	<ul style="list-style-type: none"> • Calendar days events on Women, children and persons with disability
Filing of the posts	<ul style="list-style-type: none"> • Manager: SDS • Assistant managers • Assistant manager Transversal • The procurement process is near completion council to appoint on its sitting on 10th May 2012 • Advertised HR to process with procurement
Filing of critical posts e.g.	<ul style="list-style-type: none"> • Chief town planner, • Senior building inspector, • 5 x Traffic officer, examiners of Driver' licenses, senior librarian, Chief Admin officer: Disaster management add cleaners (halls) • Office space for personnel • Employment of Chief Licensing officer • Employment of examiner DLTC & VTS
Computerized business licenses program	<ul style="list-style-type: none"> ▪ ICT to do feasibility study.
regulating of street trading and employment of EHP	<ul style="list-style-type: none"> ▪ More Inspection, enforcement, regulation ▪ Re-allocation of street traders
issuing of business licenses	<ul style="list-style-type: none"> ▪ Receiving new and renewal of applications
Provision of treatment kids to HIV and TB AND chronic disease treatment to home base care givers HIV/AIDS campaigns	<ul style="list-style-type: none"> ▪ Liaison with other department for social assistance to the needy. ▪ Drug abuse, fight against crime ▪ Preliminary meetings with DSD were held council item awaits confirmation by DSD ▪ Launching of local AIDS council ▪ Implementing Aids Council program ▪ Care and support for employees
Purchase of Containers and training thereof and first aid kit	<ul style="list-style-type: none"> ▪ Procurement process started
Employees to be aware of the health status e.g. aids, BP	<ul style="list-style-type: none"> ▪ Environmental health and transversal
prioritizing of by-laws:	<ul style="list-style-type: none"> ▪ street trading and hawkers, ▪ Advertisement , ▪ land invasion

Draft policies	<ul style="list-style-type: none"> ▪ i.e. library, ▪ traffic promotional policy & ▪ standing order and Tariffs ▪ Organogram to be reviewed
Provision of pauper's burial services and those in need	<ul style="list-style-type: none"> ▪ 4 burials conducted ▪ Updated cemetery register and numbering ▪ Maintenance and fencing of cemeteries ▪ Tender closed and companies appointed for 28 cemetery
Purchase of roadblock equipment and breathalyzer x2	<ul style="list-style-type: none"> ▪ Inaccessibility of the most residential roads ▪ Computerized traffic system ▪ Purchasing of traffic vehicles ▪ Additional vehicle needed (presently aging and with add manpower) ▪ procurement for implementation of AARTO already started ▪ Provision of one van
Office space	<ul style="list-style-type: none"> ▪ Refurbishing of KwaMhlanga municipal office for traffic office ▪ Repairs and calibration of the VTS machine, for vehicle testing
Efficiency of the section	<ul style="list-style-type: none"> ▪ Submission for reviewal of organogram division of section human settlement to headed by assistant manager) and Land (to headed by Chief Town Planner and support staff ▪ Provision of 960 PHP units (CRDP) ▪ 1000 rural subsidising units be allocated for non-CRDP wards
Site application backlog	<ul style="list-style-type: none"> • Submitted the application for land release • Started the process of disposal of site not paid for • Objection and disposal processes started with
Land invasion	<ul style="list-style-type: none"> • Process of land release has started • Speedy and pro-active land invasion eradication • Unit for prevention and prevention of land invaders-EPWP
Disaster relief assistance	<ul style="list-style-type: none"> ▪ Draft Disaster Management Plan has been submitted for public comments & council approval ▪ Appointment of disaster coordinator ▪ Implementation of Disaster Management Plan ▪ Co-ordination of disaster relieve assistance
Efficiency of the section	<ul style="list-style-type: none"> ▪ Employment of assistant manager ▪ Division of the section into four sub-section i.e.1. Sports & Recreation, ▪ 2.Arts, Culture and Geographical Renaming, ▪ 3.Facility management and 4.Library ▪ Gravelling of one sports field per ward (sports not soccer) ▪ Establishment of multipurpose sports centre ▪ Establishment of gymnasiums ▪ Engagement with management of Dept Sports, arts, culture and recreation at Milliva
Geographical renaming	<ul style="list-style-type: none"> ▪ training and continue with the re-naming

	<ul style="list-style-type: none"> process ▪ Liaise with relevant provincial dept ▪ Maintenance of municipal facilities ▪ Outsourcing of KwaMhlanga stadium
Mayoral cup	<ul style="list-style-type: none"> • Implementation its program of action
Arts festival	<ul style="list-style-type: none"> • Launching of cultural forum
Outreach and mobile library	<ul style="list-style-type: none"> ▪ Purchasing of library materials and Celebration of national library calendar dates ▪ working hours to be reviewed ▪ Additional library : Proposed libraries at Moloto and Verena, BOMANDU and Klipfontein Land identification council approval and letter to provincial sports

Internal risks

Objectives	Strategies
Non-compliance with legislation on the Annual Performance Report, Strategic Planning and Performance Management.	<ul style="list-style-type: none"> ▪ Late submission of the annual report for auditing ▪ Lack of effective and efficient systems, and internal controls to support recording and reporting of performance information
Poor quality of indicators and targets in annual performance plans	<ul style="list-style-type: none"> ▪ objectives not being measurable against indicators and targets ▪ the absence of clear and logical links between objectives, outcomes, outputs, indicators and performance targets.
Actual reported performance information cannot be verified	<ul style="list-style-type: none"> ▪ Lack of proper systems to collect, report on performance objectives
In the absence of a IT governance framework, the following governance processes are not addressed:	<ul style="list-style-type: none"> - IT strategic plans are not developed, - Risk management processes inadequate, - A lack of IT risk registers, - Responsibilities for key IT positions are not delegated, - IT policies and procedures not formally established, - Service level agreements not formalised, and - Performance monitoring not performed
Leadership	<p>Lack of skilled personnel in key positions</p> <ul style="list-style-type: none"> - Inadequate oversight over reporting on performance information by ensuring that reported performance information was supported by reliable evidence. - Inadequate oversight over financial reporting to ensure that financial statements were free from material errors. - Skilled management members are not appointed to develop and maintain an adequate system for managing and reporting on predetermined objectives. - Processes to review compliance with laws and regulations are inadequate. - Governance structures are inadequate to ensure oversight and the establishment of an appropriate control environment. <p>Financial and performance management</p> <ul style="list-style-type: none"> - Financial and performance reports are not supported and evidenced by reliable information.

	<ul style="list-style-type: none">- Processes to identify irregular expenditure are inadequate, resulting in numerous adjustments to the financial statements. <p>Governance</p> <ul style="list-style-type: none">- Inadequate risk assessments.- Internal audit units do not compile quarterly reports and follow up findings.- Compliance with legislation not included in audit plans and adequately followed up.- Guidance and monitoring by audit committees are inadequate to ensure that the internal audit function Operate effectively
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Financial services

Objective	Strategies
BUDGET PREPARATION – CYCLE Circular19	<ul style="list-style-type: none"> • <u>Planning phase</u> - Mayor tabling the budget schedule in council – August. Setting key targets date for budget. Planning includes review of IDP, setting of service delivery objectives for the next 3 yrs. - Consult on tariff, indigents, credit control and free basic services and review of previous performance • <u>Preparation phase</u> - Analysing revenue & expenditure projections, budget related policies , consider local, province and national priorities • <u>Tabling</u> – complete proposed budget & IDP revisions by 31 of March. Submission to Treasury by 09 April 2012. MFMA s22(i) Consulting on and taking consideration of Local, province & National inputs in April. • <u>Approval</u> – Approved (Final), 30 June 2012. Submission to treasury by 13 June 2012. MFMA s24(2), read together with regulation 20(1) <u>Publish the annual budget, SDBIP, annual performance agreements in the municipal website</u>
BUDGET 2012/2013	<ul style="list-style-type: none"> ▪ NT-Local government reviews: ▪ Revenue Management ▪ Collect outstanding debts ▪ Pricing services correctly ▪ Under spending on repairs and maintenance ▪ Spending on non priorities
BUDGET STEERING COMMITTEE	<ul style="list-style-type: none"> ▪ Mayor to establish for technical assistance in discharging his responsibilities, MFMA s53 ▪ Consists of: ▪ MM ▪ CFO ▪ Manager: Infrastructure ▪ Chairperson responsible for Finance ▪ Manager responsible for IDP ▪ Manager responsible for Budget ▪ Senior Managers
The accounting officer of the municipality must ensure preparation or reviewal of the following policies:	<ul style="list-style-type: none"> • Tariff policy - sec 74, MSA • Rates policy – s4, MPRA • Credit control policy – 96, MSA • Cash management & investment policy- 13(2),MFMA • Borrowing policy • Funding & reserve’s policy – • Policy relating to long term financial plan
	<p>SCM policy, s111 of MFMA</p> <ul style="list-style-type: none"> • Any policies relating to assets disposals • Any policies relating to infrastructure investments • Indigent policy • Provision of free basic services • Any financial management policy of the municipality

Budget Key dates	<ul style="list-style-type: none"> • THLM budget tabling 29 March 2012 • THLM budget indaba 11 May 2012 • Closing dates for budget comments 30 April 2012 • THLM Budget adoption 25 May 2012
Revenue	<ul style="list-style-type: none"> ▪ Own revenue ▪ Government Grants and subsidies ▪ Cash backed surpluses
Operational Expenditure per source	<ul style="list-style-type: none"> • Personnel Expenditure • operations and Maintenance • General Expenditure
Capital Expenditure per source	<ul style="list-style-type: none"> • Capital Expenditure

1.5 Revenue Budget 2012/2013

Own Revenue	
EQUITABLE SHARE	(213 250 000)
SPECIAL SUPP FOR COUNC REM & WARD COM	(7 794 000)
FINANCE MANAGEMENT GRANT	(1 250 000)
MUNICIPAL SYSTEMS IMPR GRANT	(800 000)
MUNICIPAL INFRASTRUCTURE GRANT	(108 092 000)
WATER SER OPERATING SUBSIDY GRANT	(3 136 000)
EPWP	(991 000)
INTERGRATED NAT ELECTR GRANT	(3 000 000)
REGIONAL BULK INFRA GRANT - IN KIND	(3 000 000)
WATER SER OPERATING SUBSIDY - IN KIND	(300 000)
TOTAL BUDGETED REVENUE	(413 833 931)

1.6 Expenditure Budget: 2012/2013

Councillors Allowance	17 435 696
Employees Costs	49 748 662
General expenditure	199 733 203
Repairs and Maintenance	47 494 310
Capital Expenditure	116 992 500
TOTAL BUDGETED EXPENDITURE	431 404 371

1.7 ALIGNMENT OF IDP WITH BUDGET

Local Government Key priorities	
Good governance and public participation	110 649 266
Financial Viability	18 542 836
Infrastructure development and service delivery	247 899 508
Municipal Transformation and Organisational Development	20 130 433
Social Development	23 318 685
Local Economic Development	8 027 095
Spatial Development and Planning	2 836 546
	431 404 371

Technical Service

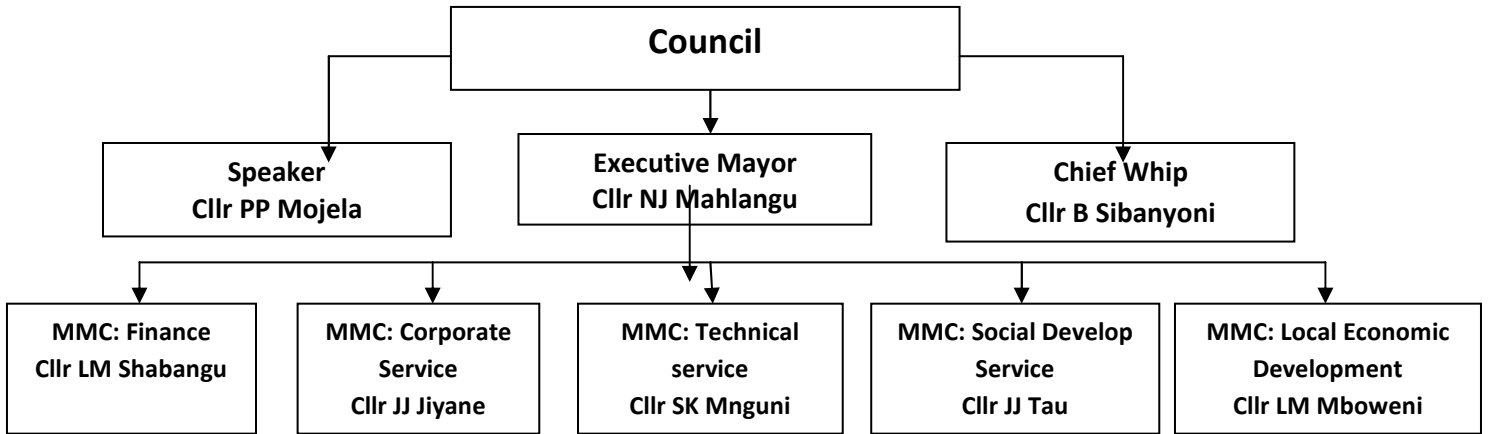
Objective	Strategies
<p>1 WATER TOTAL VALUE: R369,000,000</p> <p><i>Challenges</i></p>	<ul style="list-style-type: none"> ➤ Aging infrastructure ➤ Asbestos network ➤ Water source ➤ Informal settlements ➤ WSDP
<p>WATER BACKLOGS</p>	<ul style="list-style-type: none"> • 11% in formal areas • Informal areas – growing daily • Farms – 80% backlogs ➤ MIG FUNDING: 26 million to address water backlogs in formal and informal areas ➤ NDM – Conduct a study on extraction of water from Loskop dam ➤ Water Affairs – Assistance with jojo tanks
<p>UNFUNDED WATER PROJECTS</p>	<ul style="list-style-type: none"> ➤ Replacement of asbestos pipes ➤ Upgrading of water bulk lines ➤ Water conservation ➤ Construction of reservoirs and elevated tanks ➤ Boreholes and rain water harvesting ➤ Replacement and installation of 50,000 water meters
<p>4 SANITATION TOTAL VALUE: R339,000,000</p> <ul style="list-style-type: none"> • <i>Challenges</i> 	<ul style="list-style-type: none"> ➤ Water borne system – KwaMhlanga & Tweefontein K ➤ 40% VIP Toilets ➤ Lack of WWTW ➤ Lack of water recycling
<p>SANITATION BACKLOGS</p>	<ul style="list-style-type: none"> • 95% backlog – high level of service • 60% backlog – basic level of service ➤ MIG FUNDING: 5 million to connect other villages to the Tweefontein K WWTW ➤ NDM – 1 million to conduct feasibility on upgrading the KwaMhlanga oxidation ponds and upgrading Tweefontein K WWTW ➤ DWA & COGTA – meeting secured for high level of service
<p>UNFUNDED SANITATION PROJECTS</p>	<ul style="list-style-type: none"> • Upgrading of oxidation ponds and WWTW • Extension of sewer reticulation and connection to sewer mains • Water-borne sanitation in all areas • Establishment of a catchment source and recycling of waste water • Establishment of an eastern regional sewage works • Maintenance of VIP toilets
<p>ROADS & STORM WATER</p> <ul style="list-style-type: none"> • <i>Challenges</i> 	<ul style="list-style-type: none"> ➤ Maintenance ➤ Budget constraints ➤ Plant and capacity
<p>ROADS & STORM WATER BACKLOGS</p>	<ul style="list-style-type: none"> • 30% backlog – Surfacing of bus routes • 100% backlog – Surfacing of internal streets • 97% backlog – Maintenance of internal streets • 50% backlog - maintenance of bus and main routes ➤ MIG FUNDING: 46 million for bus routes and link/access routes

	<ul style="list-style-type: none"> ➤ NDM – 43 million for road maintenance ➤ PUBLIC WORKS– meeting secured for assistance with re-gravelling of roads
<p>ELECTRICITY</p> <ul style="list-style-type: none"> • <i>Challenges</i> 	<ul style="list-style-type: none"> ➤ Electrification license ➤ Formalization of areas <p>MIG: R21,500,000 NDM: busy with high mast lights ESKOM: Designs @Mountain View, construction Sun City A & AA, Moloto South Block 5 & 20 INEP-THLM: Mandela & Luthuli</p>
<p>WASTE MANAGEMENT</p> <ul style="list-style-type: none"> • <i>Challenges</i> 	<ul style="list-style-type: none"> ➤ The waste collection does not cover the entire municipality ➤ Capacity ➤ Illegal dumping <p>Backlogs: 85% THLM: Fill vacant positions NDM: Establishment of landfill site</p>
<p>CEMETERIES</p> <ul style="list-style-type: none"> • <i>Challenges</i> 	<ul style="list-style-type: none"> ➤ Uncoordinated burials ➤ MIG: R8 million
<p>SECTOR NEEDS IDENTIFIED</p>	<ul style="list-style-type: none"> • Community halls • Clinics • Renovations and expansion of schools

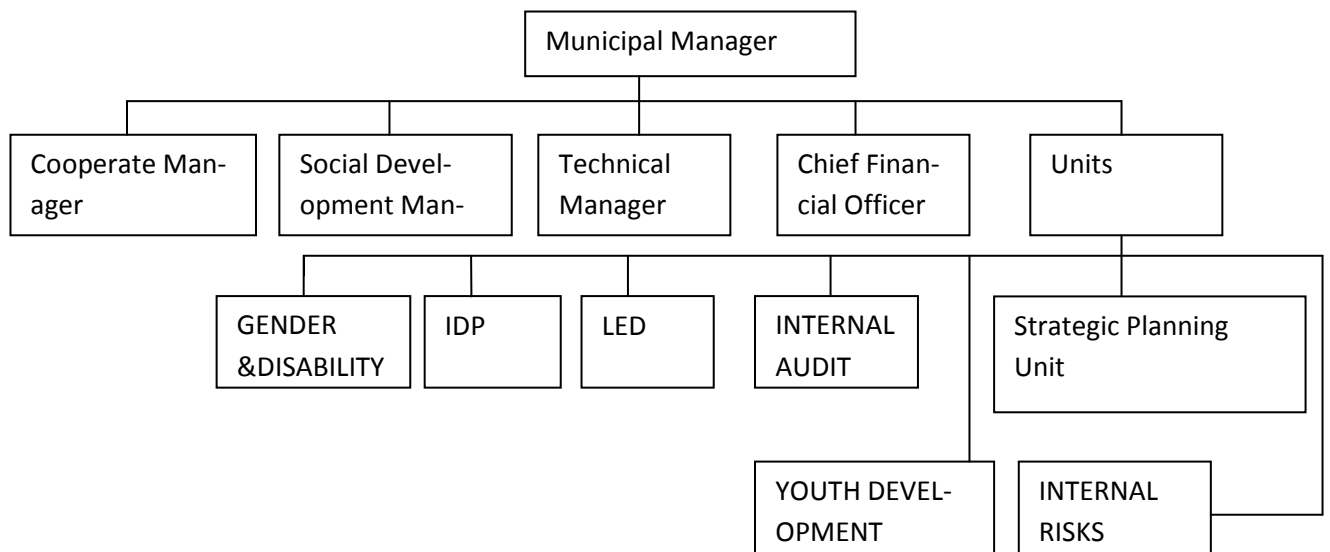
THLM ORGANISATIONAL STRUCTURE

ORGANOGRAM

2.17.1 COUNCIL ORGANOGRAM



2.17.2 ADMININSTRATIVE ORGANOGRAM



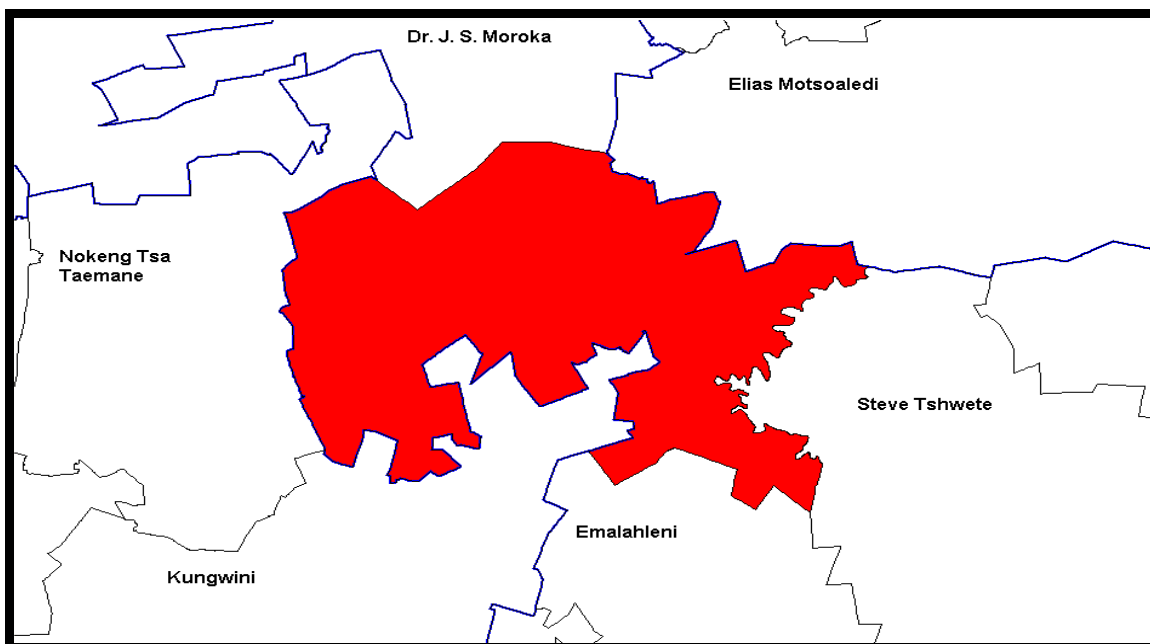
2. CHAPTER: TWO

SOCIO-ECONOMIC OVERVIEW

2.1 GEOGRAPHY

Thembisile Hani Local Municipality(MP315) forms part of the Nkangala District Municipality (DC31).The Municipality is bordered by Dr. JS Moroka (MP316) in the north, Elias Motsoaledi (LIM472) in the north-east, Steve Tshwete (MP313) in the east, Emalahleni (MP312) and Kungwini (GT462) in the south and Dinokeng Tsa Taemane (GT461) in the west (See figure 1 below). The total area of Thembisile Hani Local Municipality is 2493.49 km².

FIG 2: Locality Map – Adjacent Local Municipalities



Urbanised areas within the municipality includes various scattered villages and conglomeration of villages such as KwaMhlanga, Tweefontein A-H & K, Verena A-D and Kwaggafontein A-E. Smaller towns and villages include: Mathyzensloop, Boekenhouthoek, Bundu, Enkeldoornoog, Goederede, Moloto north & south, Sun City A-C, Phola Park, Buhlebesizwe, Vlaklaagte 1, Mzimuhle, Sybrandskraal, Vlakfontein, Witnek, Skoongesight, Modderfontein, Valchspruit, Blesbokfontein, Taaifontein, Rietfontein A, Rietfontein(Bly n Bietjie), Papskuil, Vandykspruit, Loopspruit, Nooitgedaght, Serengkop, Rooipoort, Swaartkoppies, Waterval Farm, Rooigrond, Gembokfontein.

The majority of the urban areas are informal settlements with limited infrastructure. Urban sprawl due to uncontained and unplanned extensions of towns is apparent and leads to challenges in providing bulk and reticulation infrastructure. Population density in urban areas is high and low in rural residential areas. Mathyzensloop, Kwaggafontein, Verena, Milliva, KwaMhlanga and Moloto can be regarded as principal business nodes with a neighbourhood shopping centre with some anchor tenants such as chain stores in each node. Secondary nodes exist along the R573 Provincial Road leading to Marble Hall. Similar nodes exist along the R25 Provincial Road which links Kempton Park, Bronkhorstspuit and Verena to Groblersdal. To some extent, the two above mentioned provincial roads act as regional activity spines.

Most of the urban, peri-urban and agricultural settlements are situated along the R573 Provincial road also known as the Moloto Road. The road serves as a major communication and transportation route for the municipality, linking it with Marble Hall and Groblersdal to the east and Gauteng to the south- west. Many future residential and economic developments in the region are planned along the Moloto Road.

The economic analysis of the area indicates that Thembisile Hani Local Municipality's local economy is dominated by community services, trade (formal & informal, with the latter performing higher than the former) and manufacturing. The remaining sectors are all relatively small. The municipal area's economy is

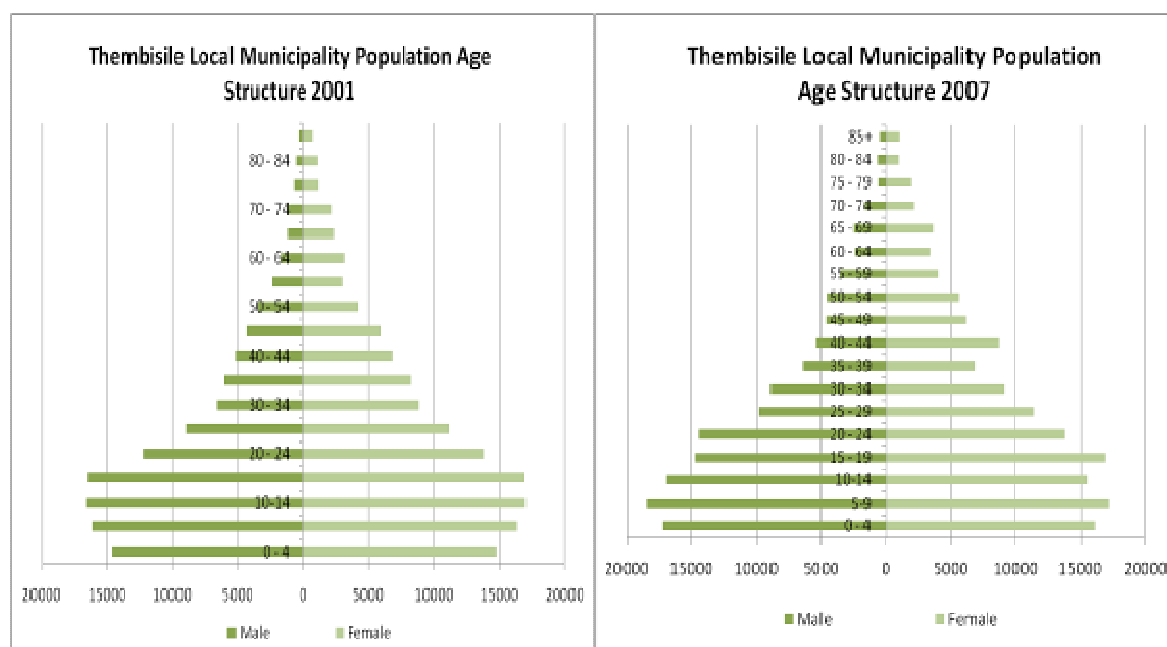
very small when its GGP is compared to that of the other NDM municipalities. Agriculture has a high potential and needs to be nurtured. So is eco-tourism encompassed with rehabilitation of dilapidating tourist destinations and formation of a tourist belt. Therefore specific actions need to be undertaken to broaden the tax base and improve participation in these activities.

There are a few mining activities around the area and these contribute to the creation of jobs and their SLP's need to contribute to the upliftment of the community of THLM. This issue is pursued by both council and municipality. There is a need to sign MOU's by the municipality and mining owners. The application for expansion of the Palesa Mine is receiving the attention of the municipality and the Department of Energy.

2.2 DEMOGRAPHICS

The total population of Thembisile Hani Local Municipality is approximately 278,518 according to the 2007 Community Survey. There are areas (farms) that are under claim and await decision from the commission. Figure 2 and table 1 below provides detail of the population according to gender and race within the municipal area.

FIG 3: Age and Sex Structure of Thembisile Hani LM between 2001 and 2007



Source: StatSA

TABLE 4: Population group and gender

	Black		Coloured		Indian or Asian		White		Total	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
MP315: Thembisile Hani Local Municipality	132 682	145 128	226	269	116	0	9	88	133 033	145 485

Source: Community survey 2007: population group and gender

Gender composition of the municipality indicates that 47.8% of the population are male, over the whole age spectrum. From the above graph however, it is clear that there is an increased distortion in the gender composition in the age groups ranging between 15 and 45 where there is a noticeably less males. This is indicative of a male population relocating to the nearby Gauteng owing to better employment opportunities.

The population of Thembisile Hani Local Municipality shows a typical age structure of a very young population distribution. In 2001, there is strong evidence of declining fertility, which is observable from a steady decline in the population 10-14, 5-9 and 0-4, this is also observed in 2007. Also evident is that the population of the municipality is concentrated in younger age groups, with the group between 10 and 19 being the largest. The distribution is similar for both males and females, except observably larger female population at all age groups. It is furthermore clear from the graph that there is a noticeable decline in the population in both men and women from the 15 – 20 year range. This also indicates that there is a decline in the population in the municipality owing to the table workers of the population, relocating to the cities in search of employment.

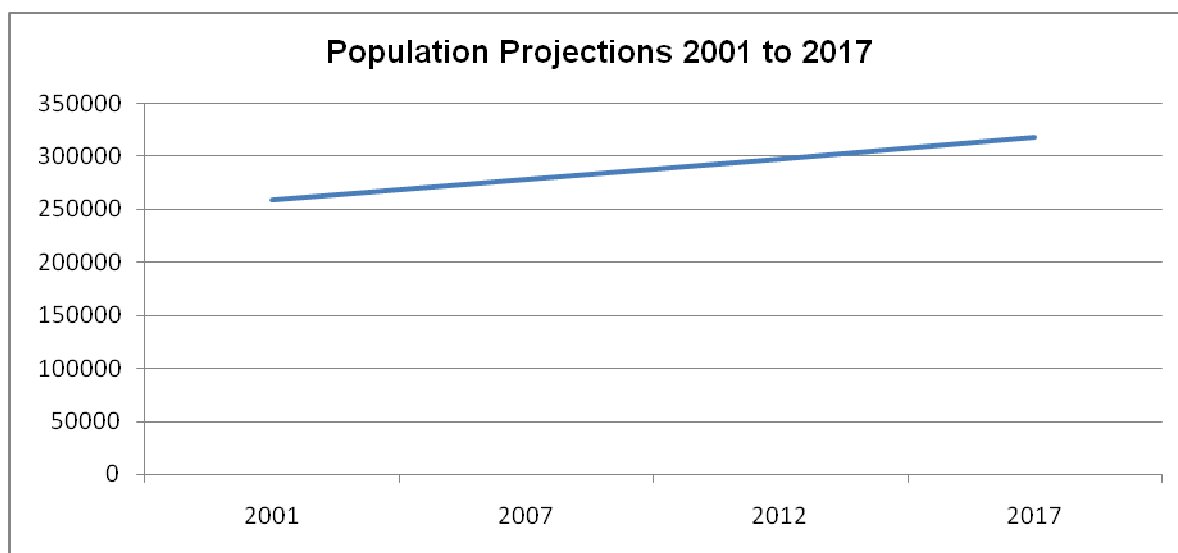
The population of the municipality has only increased by 19656 from 258,862 according to the 2001 census, to 278,518 according to the 2007 Community Survey. This is an increase of less than 2% per annum. This slow increase of the population could be attributed by a number of factors such as the prevalence of Tuberculosis, Cholera, and HIV/AIDS within the municipality that has led to expectations for the population to grow at a slightly decreasing rate. However, the main contributor of the decrease in the population growth could be attributed to the migration of people to the cities in search of employment.

From the above population pyramid graph, it is apparent that there is a clear decrease in population among the age groups that are eligible for the labour market. This leaves the municipality with a majority of the population (55%) outside the labour market, meaning 45% of the population ranges between the ages of 15 and 50 years of age needs to look after 55% of the population which are either too young or too old to generate income.

2.3 PROJECTED POPULATION GROWTH

The population of Thembisile Hani local Municipality from the census count of 2001 was 257,113 persons, and it has increased to 278,517 persons based on the estimates from the 2007 Community Survey. This implies an annual growth rate of 1.3% between the 6 year period as indicated in figure 2 below. If one applies this growth rate over-time, the projected population of the local municipality is expected to be 297,709 by 2012 and reach 318,223 in 2017

FIG 4: Population Projection of Thembisile Hani LM

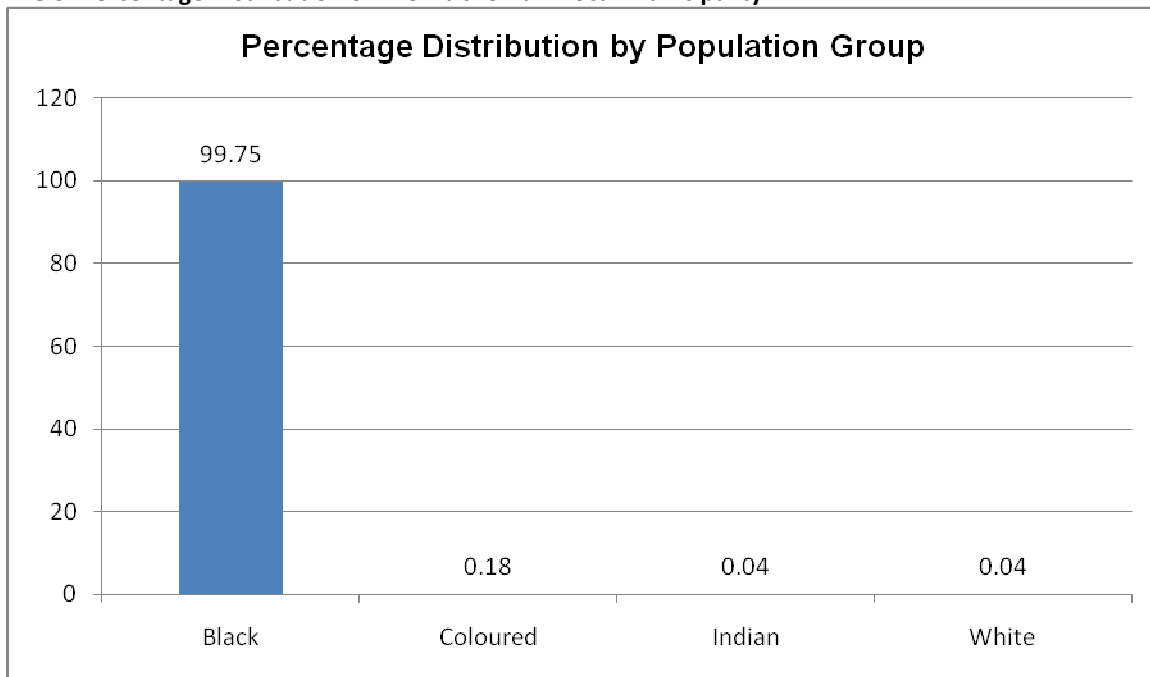


Source: StatSA

2.4 POPULATION GROUP

Shows that the population of Thembisile Hani local municipality is mostly Black according to the estimate from the 2007 Community Survey. 99.7% of the population is Black, and there is hardly any representation of the other race groups.

FIG 5: Percentage Distribution of Thembisile Hani Local Municipality



Source: STATSA

2.5 DISABILITY

Disability is one measure in a group of measures used to evaluate the health of a population. It is defined as a health condition that limits functionality of individuals. Most direct measures of the level of functional limitation require that surveys ask questions of disability by age, however in the absence of such data, prevalence of disability can be computed by observing the proportion of the population with functional limitation, and further explore the specific types of disability that is prevalent in the population.

TABLE 5: PREVALENCE OF DISABLED BY TYPE OF DISABILITY

	2001	2007
Percentage disabled	7.5	3.3
Sight	29.3	15.5
Hearing	14.5	10.2
Communication	3.1	8.4
Physical	21.1	41.4
Intellectual	7.5	3.2
Emotional	12.9	18.2
Multiple disability	11.7	3.1

Source: Stat SA

There was a decline in the proportion disabled in the district between 2001 and 2007. When looking at the percentage distribution of the disabled population by type of disability, one observes that in 2001 about half of the disabled persons in the municipality either had sight or physical limitation. By 2007, the most prevalent form of disability was physical, where about 41.4% of disabled persons experienced this form of limitation. This is an important disaggregation to note for knowledge of what types of resources are needed by disabled persons within the district.

2.6 SOCIAL GRANTS

One of the services that the South African government provides for the population is in the form of income grants. These grants are designed to alleviate poverty among vulnerable persons for which the grant is intended. Each grant has its own eligibility criteria that can be accessed from the Department of Social Development.

TABLE 6: NUMBER OF RECIPIENTS OF SOCIAL GRANTS IN 2007

Grant type	Number receiving grant
Old age pension	17,959
Disability grant	6,110
Child support grant	68,775
Care dependency grant	1,009
Foster care grant	0
Grant in aid	1,204
Social relief	217
Multiple grants	60

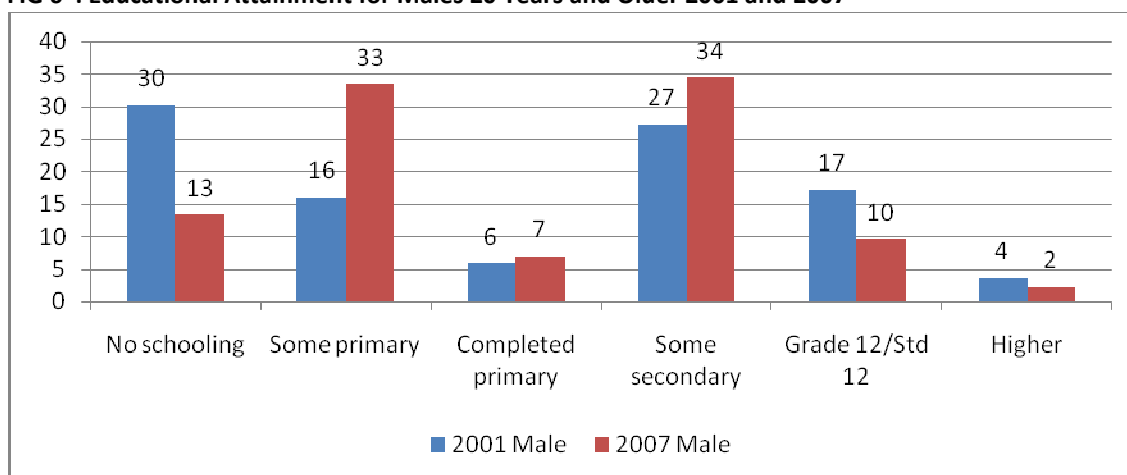
Source: Stat SA

The number of persons receiving social grants is indicated in table 2. The grant with the largest recipients is the child support grant (68,775 children). The municipality contains the largest number of children recipients in the district, even though it contains the second largest population size. This partly reflects the need for this grant in improving child wellbeing, but also the larger numbers of recipients for this grant is merely a function of the size of the population aged below 15 as indicated in figure 1. The second grant with the most recipients is the old age pension. As indicated in figure 1, the district has a sizable number of persons above the age 65, which reflects the number eligible for the old age pension. The data from census 2001 and CS 2007 is limited in the information obtained that can allow for evaluating the accessibility of these grants for those in need and eligible.

2.7 EDUCATION

Educational attainment is a key indicator of development in a population. There are several ways in which one can evaluate access to educational services in a population. This is evaluated here by observing the level of school attendance of the population within local municipality versus attendance outside the local area. The higher the proportion of the population that chooses to move to neighbouring municipality, the more likely that this is an indication of insufficient educational provision in the local area. To evaluate long term provision of education, it is important to disaggregate educational attainment for persons older than 20 years. This is an ideal group since they would have completed attending educational institutions indicating that the level of education they have is the final one. Statistics South Africa generated a measure of educational attainment for persons over age 20. This group is expected to have completed basic educational enrolment (Matric) and therefore giving a good measure for completed level of education.

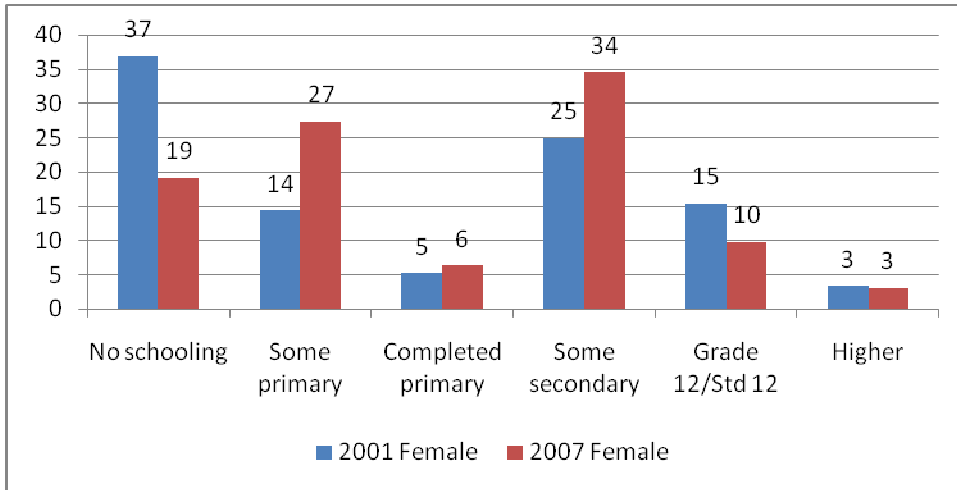
FIG 6 : Educational Attainment for Males 20 Years and Older 2001 and 2007



Source: StatsSA, Census 2001 and Community Survey 2007

Figures show educational attainment of persons older than 20 years in Thembisile Hani local municipality. Based on the figures there were improvement in education levels attainment within the municipality between 2001 and 2007. About 30% of males and 37% females over 20 years had no schooling in 2001. This was reduced to 15% for males and 27% for females by 2007, which indicate favourable improvements in educational attainment over a period of 6 years. This decline is not offset by more persons attaining qualifications higher than Matric, since the percentage with higher education hardly changed. The major gains in educational attainment between 2001 and 2007 were an increase in the percentage with some secondary education, which is observed for both males and females.

FIG 7: Educational Attainment for Females 20 Years and Older 2001 and 2007



Source: StatsSA, Census 2001 and Community Survey 2007

In order to understand the economic make-up of the community, the analysis of statistics relating to levels of education, employment/unemployment and income levels re-affirms the need for skills development, Adult Basic Education and Training, as well as Further Education and Training, poverty alleviation programmes and local economic development interventions.

2.8 EMPLOYMENT LEVELS

Employment status for the population in the economically active group (15 to 65 years old). Percentage Employment increased modestly in the municipality between 2001 and 2007. About 36% of males and 24% females were employed in 2007. Figure 6 further indicates that there has been a reduction in the percentage unemployed in the district between 2001 and 2007 for both males and females, although employment remains higher for males than for females. About 23% of females were unemployed in 2001 compared to 22% of males in economically active ages. By 2007, this was reduced to 16% for males and 15% for females. The higher percentage of unemployment among men compared to **females in 2007** is a function of a higher percentage of females in the economically inactive group compared to males.

FIG 8: Employment Status 2001 and 2007

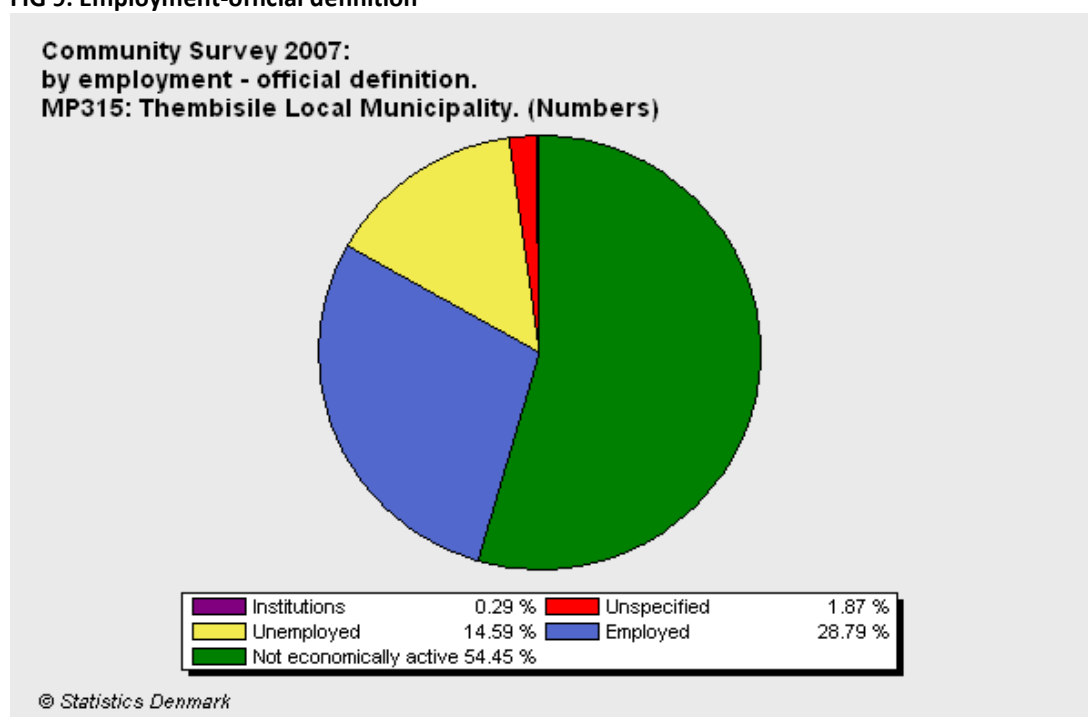


Source: StatsSA, Census 2001 and Community Survey 2007

Thembisile Hani Local Municipality is characterized by high levels of unemployment and poverty. Based on the 2007 Stats SA's Community Survey it is estimated that only 28% of the population between the ages of 15 and 65 are employed. While the exact figures are not yet available to the municipality, there are already indications that the global economic downturn is beginning to impact negatively in the Thembisile Hani Local Municipality area as it does to the rest of the country. It is also noticeable from the table above that there are significant distortions in gender and employment status, with a noticeable higher amount of women which are unemployed.

The loss of jobs and the decline in new job opportunities that are taking place in some of the industries in neighbouring urban areas such as Witbank, Middelburg and Pretoria herald a difficult era for areas such as Thembisile Hani Local Municipality from which people have moved to seek employment opportunities in urban centres.

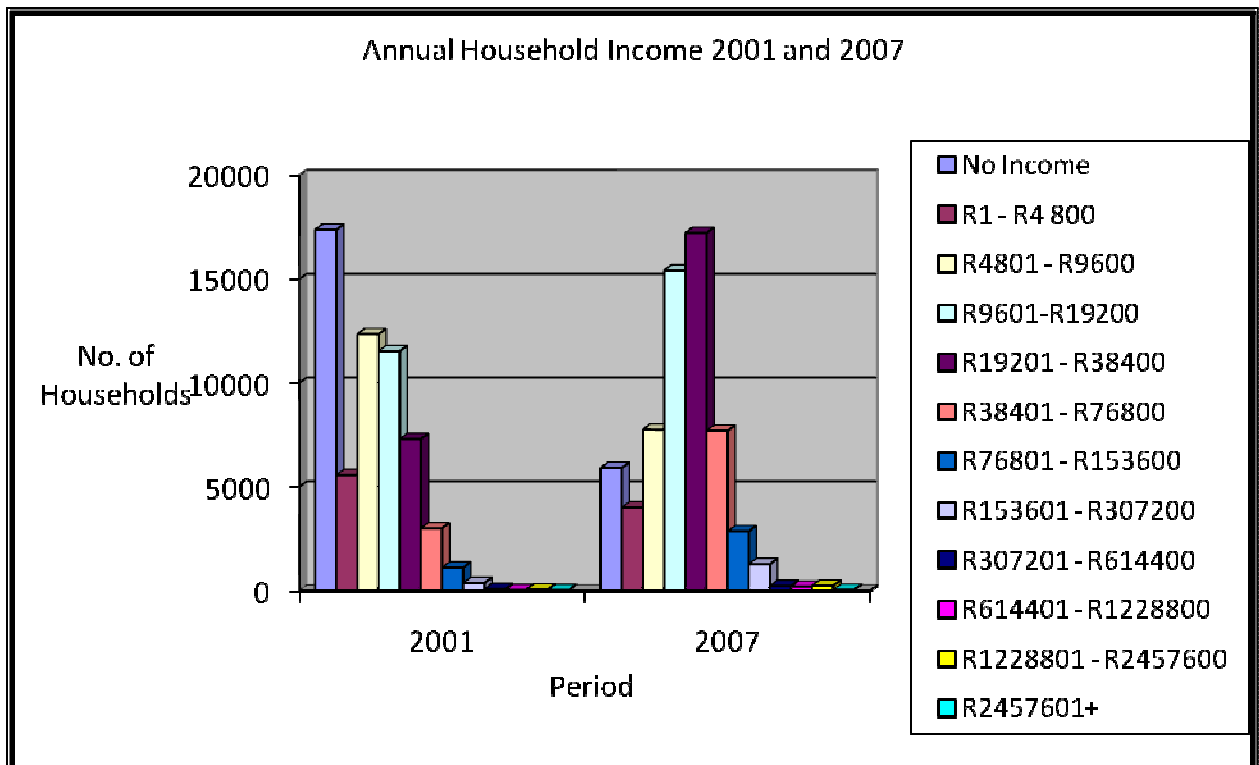
FIG 9: Employment-official definition



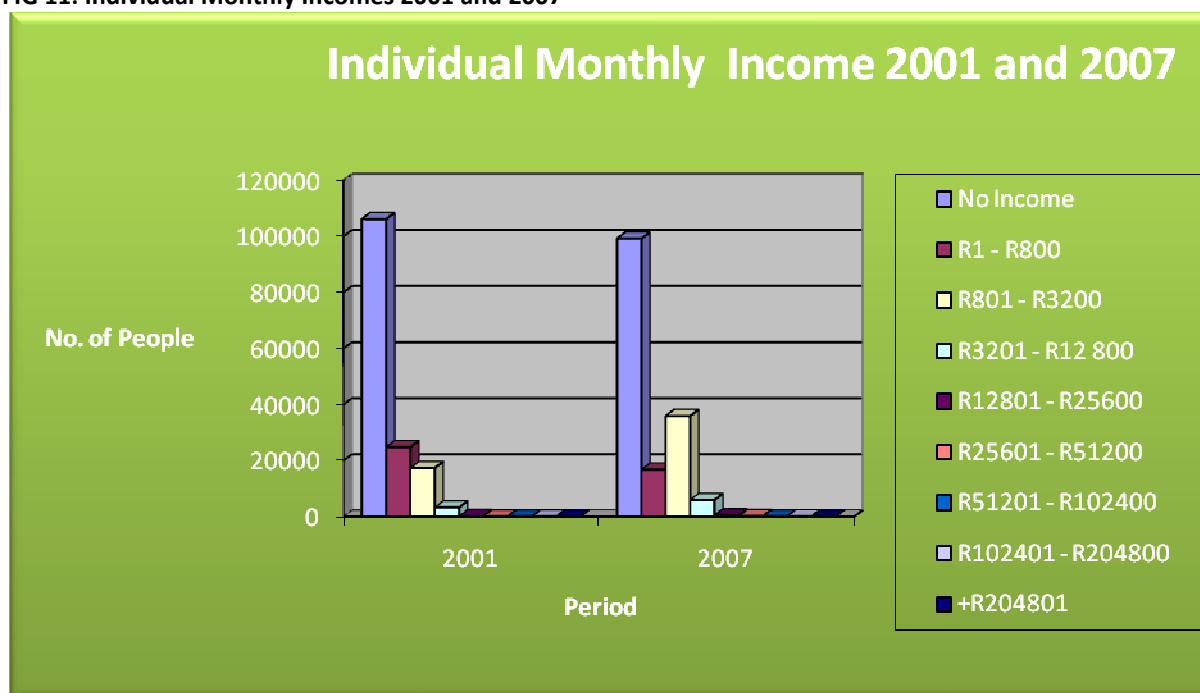
2.9 INCOME LEVELS

The main sources of income in the municipality are from social services; work in the manufacturing sector, trade and farming. This means that the municipality must concentrate on labour intensive programmes and skills development when rendering municipal services. As indicated above this situation also indicates that social services programmes e.g. social relief must be intensified within the area. The table below depicts this situation.

FIG 10: Annual Household incomes 2001 and 2007 Sources: Stat SA



The graph above depicts a decrease in the number of households with no income between 2001 and 2007. This is a positive sign which indicates that there are quite a number of households that are earning something to sustain themselves regardless of how much that is. Another decline was recorded in the number of households with an annual income of between R1 to R4 800 as well as between R4 801 and R9 600. However, there are increases in the other income brackets up to the highest category. That is, between R9 601 and plus R2 457 601.

FIG 11: Individual Monthly Incomes 2001 and 2007

Source: StatSA

The graph above indicates a decline in the number of individuals without income. There are also increases in the number of individuals in all the income brackets. This is a sign that individuals and could be favourably compared with a drop in unemployment rate in the municipality. In the towns and villages, specifically the towns along the local economic activity spines are characterised by both formal and informal commercial activities. The economic base of Thembisile Hani local municipality is made up of government services, green economy, mining and informal economy. As mentioned above, the current global and economic situation is likely to hit areas like Thembisile Hani Local Municipality the hardest as loss of jobs and the decline in households' spending power would mean difficulties in payments for municipal services but also the increase in the number of indigent households.

2.10 TRANSPORTATION

There are no additional road linkages proposed for the Thembisile Hani Local Municipality area. The regional road network seems to be sufficient in serving current needs, and to link the area to the entire surrounding region. However, it is important to note that the quality, maintenance and standard of the road network is not always satisfactory.

Over the past few years the Moloto 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 side of the border, but the Mpumalanga part of this route still leaves much to be desired in terms of maintenance. 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 the north-eastern parts of the municipal area. Sections of road R544 which is the main link from Thembisile Hani Local Municipality to Emalahleni Local Municipality also needs to be maintained and/or upgraded in order to ensure easy and safe movement of vehicles and passengers to Emalahleni Local Municipality.

2.10.1 MOLOTO RAIL CORRIDOR DEVELOPMENT INITIATIVE

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

The railway line and stations will form the basis for the nodal system, which will be used as a tool to promote the development of retail and community facilities at stations. Stations will be developed in accordance with the concept of Transit Orientated Development (see Figure 29), which promotes high density, mixed land use within walking distance from stations. These TODs will create the critical mass required to stimulate viable economic activity. Through careful planning, a range of community services can be provided along the railway line, ensuring that the community has access to a full range of community services via use of the railway system (in line with the Multi-Purpose Community Centre (MPCC) concept as discussed in section 5.3.4 in this document.

2.10.2 PROPOSED ROUTE

The Moloto Rail Corridor will serve two municipalities in the Nkangala District Municipality – Thembisile Hani and Dr. JS Moroka. To the east it could be extended through the Elias Motsoaledi Municipal Area which is part of the Sekhukhune District Municipality, and to the west it serves the municipality of Dinokeng Tsa Taemane in the Metsweding Municipality, from where eventually links to the Tshwane Metropolitan Area. The planned rail corridor will comprise approximately 198 km of railway line linking 24 railway stations in total.

2.11 HUMAN SETTLEMENT

There are several incidences of informal settlement in the Thembisile Hani Local Municipality area. This represents areas that have been informally/illegally developed, but which have not been formalised yet.

In 2004 there was a total of 64 469 housing units of which 52 032 were classified as formal, and 12 437 as informal. This number increased by 17 119 units from 2001 to 2009, of which about 8062 units represented informal residential expansion, and 5731 units comprised informal infill development. The total estimated number of dwelling units in Thembisile Hani (2009) is about 81 588 units of which 54 934 are formal, and about 26 000 units informal.

The following spatial trends are evident in this regard:

- New formal residential development occurred mainly in Moloto North and South, and around Thokoza extensions;
- Informal settlement predominantly occurs in the western parts of the municipal area around Moloto and the broader KwaMhlanga area.
- At Verena there is also a fair concentration of new informal settlement.

It is important to note that the majority of incremental formal and informal settlement in the Thembisile Hani Local Municipality area since 2004 are located in the areas closest to the City of Tshwane (Moloto, Verena and KwaMhlanga) and Emalahleni Local Municipality.

2.11.1 TENURE UPGRADING PROGRAMME

The major concentrations of such Tenure Upgrading projects are located in the Tweefontein RDP with individual programmes also running in KwaMhlanga A, Kameelpoortnek, Buhlebesizwe, Kwaggafontein“B” ,Boekenhouthoek and Goederede. Apart from these there is also a project currently underway in the Verena area (Wellas).

2.12 INDUSTRIAL ACTIVITY

As far as industrial activity is concerned it is proposed that two industrial areas along the Moloto Road be promoted as best as possible. This includes the industrial area at KwaMhlanga located to the north of the Moloto Road opposite Phola Park and the one which is located at Kwaggafontein to the south of the Moloto road. 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 supported. The industrial area at KwaMhlanga can/should accommodate and consolidate the wide range of service industries currently located along this section of the Moloto road.

2.13 ECONOMIC DEVELOPMENT

Thembisile Hani Local Municipality needs to focus on strategies to facilitate the stimulation of local economic development. The Municipality should act as facilitator of economic growth and as a strategic partner to the private sector. It is necessary that anchor projects should be identified and strategies developed to encourage economic growth through strategic planning.

2.13.1 RUST DE WINTER DEVELOPMENT

Rust 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 Hani Local Municipality and DR, JS Moroka Municipalities. The development is aimed at covering areas around Rust De Winter, some parts of Moloto, KwaMhlanga, Klipfontein, Loding, Allemansdrift, Mdala Nature Reserve, Mkhombo/Rhenosterkop Dam, Rooikoppen Dam, Rust 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 earmarked 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.

2.13.2 MULTI-PURPOSE SERVICE DELIVERY CENTRES

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".

There were 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, Kwaggafontein, Zithabiseni, Goederede, Verena and Schoongezicht. Each centre should serve the surrounding communities within a radius of at least 5 kilometers. The Tweefontein to the north of route R573 has been commissioned during 2012/13 financial year.

2.13.3 TOURISM

Thembisile Hani Local Municipality has some definitive untapped tourism potential. One of the strengths of the municipality is the close proximity to Pretoria and the Dinokeng conservancy which is predominantly situated in the adjacent Nokeng Tsa Taemane Local Municipality but also includes some areas within the Thembisile Hani Local Municipality.

LED initiatives should be focussed on establishing tourism related industries which can tap into an existing brand in tourism and benefit from an existing resource. Owing to the nature of the Dinokeng with a wide variety of tourism options, the Thembisile Hani Local Municipality should be able to benefit from such potential.

Apart from the Dinokeng Conservancy there are other Nature reserves and areas of natural beauty to exploit in terms of sustainable tourism. According to the approved SDF there are proposed conservation corridors between Loskop Dam Nature Reserves and SS Skosana and Mabusa Nature Reserves which can be promoted as potential tourism focal areas.

Additional tourist attractions include the Kgodwana Ndebele Village, which consists of a reconstruction of Ndebele dwellings, an exhibition of arts and crafts, demonstrations of beadwork, weaving, situated along the KwaMhlanga-Ekangala road and Loopspruit- the most easterly wine estate in South Africa, which is open for daily cellar tours and wine tasting.

The status of land claims should be closely monitored and the beneficiaries of successfully claimed land should be approached with incentives and strategies to promote tourism as a sustainable income for the community. It will therefore be important that close liaison be established between Mpumalanga Tourism and Parks Agency, the Regional Land Claims Commissioner and the Municipalities LED section.

3. CHAPTER THREE

3. IDP PROCESSES PLAN

3.1 REVIEW ACTIVITIES

The review process has considered the assessment of the performance against organisational objectives as well as implementation delivery, the recommendations of the stakeholder consultation and public participation, IDP engagement processes and also any new information or change in circumstances that might have arisen subsequent to the adoption of the 2012/13 IDP. Figure depicts a schematic representation of the review process followed.

TABLE 7: STAGES/PHASES OF THE IDP PROCESS

IDP PHASES	ACTIVITIES	DATES
PRE-PLANNING 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 Integrated Development Planning Process. The Plan must be set out in writing, in terms of the legislation and must comply with the provisions of the District Framework Plan in terms of the binding National and Provincial Planning Frameworks, mechanisms and processes stipulated in the Framework Plan of the District.	All municipalities must adopt their IDP Process Plans by July 2012 subsequent to the adoption of the District Framework Plan by the 27 th of July 2012
ANALYSIS PHASE	During this phase information is collected on the existing conditions within the municipality. When assessing the existing level of development in the municipality, the level of access to basic services and those communities that do not have access to these services must be identified. Focus must be 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 during the 2012/13 IDP processes will also be revised and confirmed during this phase. Community meetings, stakeholder meetings, surveys, opinion polls and researched information should form the basis of this phase.	This phase should be completed by October 2012
STRATEGIES PHASE	Municipalities must begin to contemplate on the best possible strategies to tackle the identified challenges. Critical in this process in order to ensure a focused analysis, the municipal vision must 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 be confirmed. Internal transformation needs, Council's development priorities must be taken into account when formulating council objectives. This process should involve strategy workshops, targeted stakeholder engagements, public hearings, sector Provincial and National Departments engagements, social partners, interest-based groups and organized civil society. Once the municipality has worked out where it wants to go	This phase should be completed by November 2012 .

	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 and strategies to achieving its development objectives identification of specific projects must commence.	
PROJECTS PHASE	During this phase the municipality works on the designs and content/specifications 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. The identified projects must have a direct link to the priority issues and objectives identified in the previous phase. Municipalities must ensure engagement of internal technical committees, possibly with selected key stakeholders. The needs and views of the affected communities must be taken as a priority. The project technical committees and their subcommittees must be able to distinguish between the strategic municipal wide development programmes and the localized community-level projects.	This phase should be completed by December 2012.
INTEGRATION PHASE	<p>Thembisile Hani Local Municipality embarked on Mayoral outreach programme from the 25th of January 2012 to 6th of March 2012 in all 32 wards. This included consulting with Traditional Leadership institution, Faith based Organisation, and Business Organisation. The second process was the Mayoral lekgotla held on the 6th to 8th of March 2012. The participants were Municipal Departments, NDM and all Councillors. The third initiative was the IDP/Budget consultation held on 21st, 28 and 29 April 2012 in three zones. The fourth initiative was IDP/BUDGET Indaba held on 11 of May 2012, the participants were Councillors, Sector Departments, CDW, Ward Committee Secretaries, Traditional Leaders, NGO, Faith Base Organisation and Municipal Department.</p> <p>Once all projects have been identified, the municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges and are aligned with the objectives and strategies and comply with legislation. The identified programmes/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners</p>	By December 2012
IDP INDABA	Amendment of IDP according to comments	By March 2013
APPROVAL PHASE	Submission of draft IDP to council Road show on public participation and publication Submissions of IDP to council for approval and adoption	By March 2013

3.2 PUBLIC PARTICIPATION PROCESS

One of the main features of the Thembisile Hani Local Municipality IDP process has been the extensive involvement of communities and stakeholder organizations. The purpose of this was to ensure that the IDP addresses relevant issues and facilitates the implementation of focused activities to address real priorities. The municipality's area of jurisdiction, however, proved to be too big to allow for direct participation of the majority of the residents (whose number is in excess of 279,000) and this necessitated a structured participation. The following structures and processes had to be put in place to ensure full participation by the communities and stakeholder organizations.

3.2.1 IDP JOINT FORUM

Due to the absence of appropriate municipal-wide structures for community participation (Ward Committees), the Thembisile Hani Local Municipality established an IDP Joint Forum which enhanced community participation in the drafting of the IDP.

The forum was established through an advertisement in the local newspaper, published in all three official languages. The advertisement invited nominations and volunteers from community leaders, civic organizations, NGOs or CBOs, commerce and industry, advocacy groups, traditional leaders and a broad range of sectoral stakeholders to represent communal interests and contribute knowledge and ideas, building consensus and support for the planning process itself, and ensuring a broader ownership of its outcomes. Membership of the IDP Joint Forum was not restricted in any manner.

The response to the advertisement was satisfactory, as approximately fifty organizations from different disciplines submitted nominations. The municipality particularly encouraged the involvement of community members who offered specific knowledge of urban or rural development issues, financial management or public policy, environmental, health, youth or gender issues, were involved in previous planning processes in Thembisile Hani Local Municipality area of jurisdiction.

The IDP Joint Forum has had five meetings in which they discussed different aspects or outputs of the IDP process, which included inter alia, the approval of the Process Plan, the acceptance of priority issues with matching objectives, the strategies to address these issues and the draft projects that are intended to give tangible form to the municipality's strategic plan, as well as (finally) the opportunity to scrutinize and comment on the final draft of the IDP, prior to its submission to Council for formal adoption.

3.2.2 ASSESSMENT OF COMMUNITY NEEDS

During the Analysis Phase, the IDP Unit invited each ward councillor to meetings held as far as possible in close proximity to their geographical wards, where an assessment of the particular needs of each ward, as well as the prioritisation of the needs of each ward, was undertaken.

This was followed by ward councillors jointly prioritising what were perceived to be the most significant needs within broader, multi-ward areas, which required ward councillors to balance the needs, expectations and priorities of their own constituencies with those of neighbouring constituencies of a similar character (e.g. rural wards were grouped together).

This proved to be a very valuable process that enabled both ward councillors and municipal officials to identify the most pressing needs that were perceived in the different areas of the municipality. The above information was then added to the existing data gathered during the process of consultation with wards that was conducted during the capital budget planning early in 2010, during which each ward also identified what their priority needs were.

3.2.3 EXECUTIVE MAYORAL OUTREACH PROGRAMME

During the months of September and November 2012, the Executive Mayor of Thembisile Hani Local Municipality, should convene Mayoral Outreach meetings in all the areas of the municipality, with the object of hearing the needs of the people of Thembisile Hani Local Municipality first-hand. All of the concerns will be recorded, frustrations, needs and aspirations of the people articulated in these meetings will also get prioritised, with the information gathered through the other consultative processes, and will be incorporated into the comprehensive analysis document that aimed to integrate the expressed needs of the citizens with the more quantitative data gathered from various sources by municipal officials. The intention was then to use the above information as the basis for the second critical phase of the planning process, namely the formulation of strategic direction for the municipality.

The municipality take advantage of collecting preliminary data produced by this survey has now been made available and its essence is also synthesized into the documentation that summarises the findings of the Analysis Phase of the IDP. This data constitutes a very thorough and comprehensive assessment of the quality of life in Thembisile Hani Local Municipality, and will provide a valuable baseline from which the quality of life in Thembisile Hani Local Municipality can be improved.

3.2.4 WARD COMMITTEE ESTABLISHMENT AND THE COMMUNITY DEVELOPMENT WORKERS

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. In compliance with this legislative requirement the Thembisile Hani Local Municipality to set up ward committees in each of the thirty two wards. The ward committee have since their establishment added much value to municipal processes by providing inputs from a community perspective. They play a major role in the IDP process both in terms of highlighting community priorities but also in maintaining constant communication between the Council and the communities. A number of training opportunities have also been made available for ward committee members to augment their capacity.

Thembisile Hani Local Municipality has established 32 ward committees. Proportional Representative Councillors are deployed in wards to strengthen participation and communication. Villages have been grouped to form zones of which a member of mayoral committee has been deployed to 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.

As part of the public consultation process, the Thembisile Hani Local Municipality will be appointing professional facilitators to conduct Ward committee's workshops in all of the municipality's 32 wards. The object of these workshops was to inform the Ward committees about the IDP process and to accord them an opportunity to scrutinize the priority issues with their matching objectives and the draft strategies.

The Ward committee workshops will be conducted throughout setting up small groups within the wards, which comprise ward committees and local community leaders.

A participatory appraisal methodology is to be used to ensure full participation and to attempt to build consensus, and it enabled all participants to express their views in the workshops. The concerns, aspirations, needs and frustrations of the people as articulated in these workshops have been incorporated into the IDP document and have also been considered in the formulation of the strategic direction for the municipality. One of the main features about the integrated development planning process undertaken by the Thembisile Hani Local Municipality is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the citizens of a municipality. To further strengthen community engagement the Thembisile Hani Local Municipality has established 32 Ward Committees and 34 Community Development Workers in the municipality.

Through the engagements with the ward Councillors, ward committee members and CDWs, the following issues were identified as having a potential for negatively affecting their working relationship:

- Lack of understanding and clarity on the roles and responsibilities
- The different literacy levels and the general understanding of Local Government between ward committees, CDWs and ward Councillors
- Incredible reports and/or attendance registers
- The fact that CDWs operate in local municipalities albeit report at the Provincial level.

The observation of tensions between CDWs and Ward committees, Ward Councillors. The primary causal factor is the fact that CDWs are not accountable to local municipalities. Thus to alleviate the situation CDWs must be accountable to local municipalities and or reporting lines between the CDWs and local structures/leadership must be clarified.

The district municipality must establish a Speakers Forum, which should meet quarterly. This forum is constituted by the Speakers of the municipalities, public participation/liaison practitioners (officials). The primary purpose of this forum is to facilitate public participation within the municipality through providing a platform for discussion and resolution of challenges confronting local municipality, community participation mechanism and structures such as ward Councillors, ward committees and Community Development Workers (CDWs).

They also utilise this forum as a consultation mechanism with the local municipalities on all issues relating to public participation such as planning for the Community Outreach meetings, ward committees and CDW conference, ward committee and CDWs training, etc. This forum also acts as a feedback mechanism to the Provincial Public Participation Forum.

Ward committees are key in this process as espoused both in the legislation. Ward committees represent the development aspirations and needs of the wards they represent and form an information assimilation/dissemination mechanism between a municipal Council and the community. The ward committees are key in the development, implementation, monitoring and evaluation of municipal performance on service delivery as espoused in the municipal IDPs.

3.2.5 COMMUNICATIONS THROUGH PRINT AND ELECTRONIC MEDIA

Print media and electronic media are used to inform the community of the processes and progress of the IDP review. Dates of the meeting schedules of the IDP Working Groups, IDP Joint Forum, IDP Management Committee, the IDP Technical Committee, and all other IDP related structures, including the Community Outreach Meetings, are contained in the Thembisile Hani Local Municipality IDP Process Plan, which is obtainable from the Thembisile Hani Local Municipality on request.

As far as communication through radio is concerned, the municipality is continuing to work with national radio station, IKwekwezi FM, which broadcasts in the one dominant language spoken within the municipality. The radio stations are used for current affairs news, talk shows and news interviews. In addition to other mechanisms such as loud-hailing, for advertising meetings, workshops, conferences, summits and other functions that the municipality holds. Notice board are used for such purpose, In order to reinforce the flow and the dissemination of information and community participation, promotional materials are also developed, availed and widely distributed from time to time. These range from brochures, t-shirts, caps, pens, posters, backdrops, banners, etc.

3.3 COMMUNICATION AND PUBLIC PARTICIPATION STRATEGY

The Municipal Systems Act provides for municipalities to establish structured mechanisms for public participation to ensure participation of community members in all Municipal programmes. The Act stipulates that the Municipality must develop and adopt a Community Communication Strategy Plan. The strategy should serve as the guiding tool on how the community is engaged to give their inputs and suggestions on services, projects and programmes offered by the Municipality. In order to comply with the Municipal Systems Act, Thembisile Hani Municipality will have to develop a new Community Communication Strategy.

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.

The Municipality has a formal consultative, participation and communication strategy, which needs to be reviewed, 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.

3.3.1 COMMUNITY OUTREACH MEETING

Thembisile Hani Local municipal council in the spirit of cooperative governance has institutional a community feed back programme that aims at improving communication and interaction between Thembisile Hani Local Municipality, Nkangala District Municipality and community at large. There are therefore community outreach meetings, through which the District visits our municipality twice per financial year.

Government endeavour to continually engage sector departments and utilities in the various forums with regards to Integrated Development Planning (IDP), enable environment conducive to public participation by utilising a variety of mechanisms to communicate with the community, establish working relationships and thorough communication with provincial departments to enhance the alignment of plans and projects

Table 8: Community Outreach meetings

Date	Integrated Development Plan	Type of meeting	Time	Exact venue for the meeting
22 January 2012	yes	NDM outreach	10:00	Ward 17 Tweefontein E open space
24 January 2012	yes	Executive Mayor outreach meeting	14:00	Council Chamber
25/01/2012 03/03/2012	yes	Executive Mayor outreach meeting	14:00	Held in all 32 wards
06/03/2012	yes	Meeting with business community	14:00	Council Chamber
07/04/2012	yes	Meeting with Faith Based Organisation	14:00	Council Chamber

As per Frame work plan amended on 27 July 2011

3.3.1.1 SUMMARIES OF ISSUES RAISED BY THE COMMUNITIES

PRIORITY ISSUE	WARD	ISSUES TO BE ADDRESSED
<p>1. WATER & SANITATION</p>	<p>All wards</p>	<p>Shortage of water Provision of connection to water Provision of water taps including new stands Install and complete water prepaid meters where applicable Flat rate of water high Provision of flushing toilets and not VIP toilets Suspend flat rate until meters are installed Time table for water tankers deliveries Fix leakages on water reservoir at Thembaletu as it is damaging road to cemetery Traditional leadership did not agree on the water flat rate tariff Request for VIP toilets Municipality to manage water pipes installed below the tar road Request more jojo tankers because residents have taps Fix leaking residents taps Complaints about the quality of VIP toilets Turnaround time for fixing water problems is too long by municipal officials Water flat rate tariff for the big Plaza's is too little Replace old leaking pipes Palesa mine is not charged for using THLM water Waterborne toilets proposed for BIC area Establish a water catchment area for Kwaggafontein E, C, Mathyzensloop, Boekenhouthoek, Replace asbestos pipe with PVC plastic pipes Stalls for vendors at KwaMhlanga Plaza Create more job opportunities Palesa Mine to employ Thembisile residents Contractors awarded tenders by municipality must employ Thembisile residents Commends the CRDP project Zenzele to be included in the poverty alleviation programme Most municipal employees are not residents of the municipality Make available farming land</p>
<p>2. LOCAL ECONOMIC DEVELOPMENT</p>	<p>1,4,5,6,8,9,10,12,13,14,15,16,17,18,21,24,25,26,27,30,32.</p>	

	<p>Establish the Mashaba Mall</p> <p>Establish farms on the vacant land for job creation</p> <p>Build a shopping complex for Tweefontein E on the empty space</p> <p>Local businesses not getting tenders but given to business people from Nel-spruit</p> <p>Establish skill development centres</p> <p>Construct a building complex ward 24</p> <p>Explore to establish factories at emagezini</p> <p>Establish sites for businesses</p> <p>Explore farming projects</p>
<p>3. ROADS & STORM WATER</p>	<p>All Wards</p> <p>Regravelling of roads where applicable</p> <p>Request tarred roads where applicable</p> <p>Maintenance of tarred road where applicable</p> <p>Storm water drainage system where applicable</p> <p>Speed humps on tar road where applicable</p> <p>Bus road to be completed where applicable</p> <p>Water bridge</p> <p>Robots on R573</p> <p>Build pavement on roads</p> <p>Request for foot bridge ward 7</p> <p>Street names ward 7</p> <p>Request for a bridge at bly n' Bietjie</p> <p>Tarred road construction to be completed where applicable</p> <p>4xBridge from C1 to C2</p> <p>Construct bridge from B1 to B2</p> <p>Bus roads to be maintained</p> <p>Bridge requested next to the depot ward 22</p> <p>Bridge at Luthuli Ext 11</p> <p>Paving for bus route to Mahlabatini 2.5km</p> <p>Build bridge at Mandela</p> <p>Robots at the intersection at the Kwagga Plaza /Policestation road</p> <p>Installation of road signs and markings</p> <p>1.5 km bus route from Mandela to Luthuli</p> <p>Tar/Paving of Peace Valley connector roads Tweefontein N</p> <p>All wards to pay for service charges</p>
<p>4.</p>	<p>5,7, 10,12,14,15,18</p>

FINANCIAL VIABILITY		<p>Incorrect data and billing being duplicated for the same site</p> <p>Establish local municipal pay points to pay for services</p> <p>Complaint about tariffs for Regravelling of sports grounds</p> <p>Turnaround time on how to use unused budget</p>
5. MUNICIPAL FACILITIES, SPORT, RECREATION, ART & CULTURE	2,3,4,5,6,7,9,10,11,13,14,15,16,17,18,19,20,21,22,23,25,27,28,29,31,	<p>No community halls</p> <p>Tariff for community hall is exorbitant</p> <p>Establish sports centres, sports grounds</p> <p>Request library</p> <p>Request for secondary school</p> <p>Request for a primary school at ward 9</p> <p>Request school at Mountainview</p> <p>Primary school at RDP ward 16</p> <p>School at RDP ward 17</p> <p>Municipality must mediate between residents and Dept of education who are threatening to close the school due to decline in the number of children in the school.</p> <p>Rehabilitation of school centres</p> <p>Establish sports centre at Mandela</p> <p>Community Hall at Phumula</p> <p>Development of Parks</p>
6. LAND USE MANAGEMENT	2,4,6,9,11,14,15,19,20	<p>Selling of stands by traditional leaders</p> <p>Duplication of stand numbers</p> <p>Eradicate informal settlements</p> <p>Allocate residential stands</p> <p>Not clear where to apply for the allocation of stands Municipality or Traditional authority</p> <p>Fumigate for snakes</p> <p>Stands allocated at the wrong place</p> <p>Fencing of vacant land to stop land invasion</p> <p>Municipality is requested to fix demarcation issues affecting Zenzele, Buhlebuzile, Belfast, Vezubuhle, Thokoza, Chris Hani, Sakhile,</p> <p>Renaming of villages and street names</p>
7. YOUTH DEVELOPMENT	3,4,12,14,15,18,20,25,28,29,31	<p>Establish youth development centre</p> <p>Establish information centre</p> <p>Monitor training provided by Dept of Public Works on the National youth</p>

		<p>Service training after completion</p> <p>R16m budget for youth day to be used for creating job opportunities</p> <p>Establish a youth help desk</p> <p>Create more job opportunities for the youth</p> <p>Abet school</p> <p>Municipality's youth office is not functioning</p> <p>Establish a dumping site</p> <p>Supply the big dumping bins for thrash</p> <p>Request dustbins</p> <p>Dumping of waste at corner stands</p> <p>Fencing of graves</p> <p>Road to cemetery to be regravelled</p> <p>Cemetery not properly managed</p> <p>Fencing of cemetery at Machipe and Bundu and the building of two toilets</p> <p>Cutting of trees at Machipe</p> <p>Reserve site for a cemetery at Ward 25</p> <p>Plan for a new cemetery when the current cemetery gets full</p>
8. WASTE & ENVIRONMENTAL MANAGEMENT	1,3,5,6,8,9,10,12,13,15,16,21,22,23,32	<p>By laws to be passed on waste management, Municipal pound, Water supply, Street trading, Taverns operating in the village</p> <p>Performance monitoring of contractors by municipality</p> <p>Stop corruption and hire residents</p> <p>Municipality to hire competent contractors</p> <p>CDW are corrupt</p> <p>Brand all Municipal vehicles with toll free telephone numbers</p> <p>People living with disabilities be considered for job opportunities</p> <p>CDW not resident in Muzimuhle</p> <p>Contractors do not hire Thembisile residents</p> <p>Corruption in the recruitment in THLM</p> <p>Request report on the S139 (1) (b) administration of the municipality</p> <p>Appreciate the new leadership of THLM</p> <p>Appreciate effort to pass By laws</p> <p>Workshops for CLO's</p> <p>Stop friendships with contractors</p> <p>Municipality must loud hail to advertise vacancies to be filled.</p> <p>Complaint about age restriction for advertised posts.</p>
9. CEMETERIES	1,3,5,13,17,19,24,25,26	
10. INSTITUTIONAL DEVELOPMENT	1,5,6,7,8,10,13,16,18,21,22,29,30,31,	

<p>11. HEALTH & WELFARE</p>	<p>1,2,3,6,7,8,10,11,12,13,15,17,18, 19,21,22, 23,26,28,29,30</p>	<p>Provision of 24 hr clinic Pensioners centre at Kwamhlanga 'B' Community hall for pensioners Disaster unit must attend community Long queues at clinics due to staff shortages Extend the clinic to cater for more people Community to attend the problems of NGO programme Poor services at clinics Temporary shelter for pensioners ie tents Establish a Hospice Clean the yard where pensioners are paid Municipality to highlight and give support to NGO's working on diabetic issues Develop a private hospital next to Kwaggafontein Police station Introduce mobile clinics with schedule of dates No ambulances Nurses abusing patients at number 1 clinic in Ward 21 Disaster management requested for affected families Request for a health facility at Luthuli, Clinic at Machipe</p>
<p>12. PUBLIC SAFETY</p>	<p>1,2,3,19,22,31</p>	<p>Police station Complaints about foreigners</p>
<p>13. ELECTRICITY</p>	<p>1,3,4,5,6,7,9,10,11,12,13,14,15,17, ,18,19,20, 21,22,23,25,26,27,28,29,30,31</p>	<p>Street lights High mast lights Electrification of houses Maintain existing high mast lights Street lights at Manaleni Taking too long to connect to electricity network Street lights at business centre High Mast light in crime spots</p>
<p>14. TRANSVERSAL</p>	<p>10,24,31,32</p>	<p>Establish an orphanage Request special school for children living with disability Request for a disability centre</p>
<p>15. 16.</p>	<p>1,3,4,5,7,8,9,10,11,12,13,17,19,20, ,22,23,25,</p>	<p>Request RDP houses Request Solar geysers</p>

HOUSING	26,27,28,29,31	RDP house are too small in size
		RDP houses given to people who don't need them
		PHP houses needed including pensioners
		Complaint about the quality of PHP houses
		Relocate families from wetlands to where there are no wetlands
		Disaster unit to assist families that require houses
17.	8,	Request cell phone network coverage
POSTS AND TELECOMMS		
18.		
COMMUNICATION & CONSULT		
19. PUBLIC TRANSPORT	13,22,	Revive the Moloto Rail Project
		Engage taxi drivers to drive safely to prevent accidents involving children
		Traffic signs on the road to indicate animals

3.3.2 PARTICIPATION BY TRADITIONAL AUTHORITIES

The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) S81 states that traditional authorities may participate in Council matters through their leaders and those traditional leaders must be allowed to attend and participate in any meeting of the Council". The act further stipulates that the Council should give traditional authorities a chance to express their views if the matter in question directly affects the area of a traditional authority. It is therefore of vital importance that they continue to contribute in enhancing community participation in Council matters and in government at large.

The institutionalization of the house of Traditional leadership is a process that is at its teething stage, given the divergent views that still exist on the roles to be played by traditional leaders. Legislation has been promulgated to introduce the institution into Local Governance.

It is therefore the duty of both the National and Provincial Government to support and fund training programmes for Traditional leaders on the operations of Local Government and the phasing in of the Institution as a player in the Municipal Councils. 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 and Manala Makerana Tribal Authority and Machipe Tribal Authority

A consultative meeting has been established at the municipality where the Executive Mayor meets with the Traditional leaders in the presence of Community Development Workers and Ward Committee Members. The intention of these forum meetings is to iron out issues that Traditional leaders may have with the municipal governance and projects and to inform Traditional Authorities of the municipal IDP projects. Land invasion is a major problem in Thembisile Hani Local Municipality and such issues are discussed with the Traditional leaders to establish ways that may benefit the people which are in line with government policies and strategies.

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.

Religious forum & other Council have 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

3.3.3 THE PRINCIPLE OF CAPACITY BUILDING

Certain leading principles were defined to guide the process of the first IDP for Thembisile Hani Local Municipality, including the principle of capacity-building. This principle particularly was based on the position that had been adopted by the national and provincial ministries dealing with local government, which was in essence that the planning process was meant to be a locally-driven and participatory process, rather than a process driven primarily by professional "experts" that would result perhaps in a more technically presentable plan that would not be locally owned.

The establishment of Thematic Task Teams of municipal staff to work collaboratively on the IDP process was therefore primarily motivated by the requirement to build capacity in the municipality in the arena of inter-sectoral planning, and to broaden the understanding of technical or sectoral specialists of the interdependence of sectors both within the municipal administration as well as outside it. It was regarded also as a mechanism to strengthen the sense of ownership of the Integrated Development Plan, which

constitutes the strategic plan for the municipality's operations for a five-year period, and will govern the municipality's use of resources during this time.

3.3.4 ROLES AND RESPONSIBILITIES IN THE IDP PROCESS

The implementation of the IDP involved the municipality stakeholders outside the administration itself (private and public on different (levels). This meant that responsibilities in the municipal administration had to be defined both in the internal and the external perspective. Building strategic partnerships also included clearly defined responsibilities among other actors (i.e. to be project leader in developing the partnership). This was especially important in the section of the IDP addressing the economic development of Thembisile Hani Local Municipality.

3.3.5 IDP INSTITUTIONAL ARRANGEMENTS

The IDP preparation process involved an intensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. The following IDP and LED consultative structures were utilised:

- Mayors' Forum and Municipal Managers' Forum
- IDP/LED Forum and
- IDP Technical Committee
- IDP and LED Working Groups
- Other specialised forums

With a view of improving the functionality of these structures, including the IDP Forum, LED Forum, IDP Technical Committee, LED Working Groups and IDP Working Groups, they have been continuously appraising their functionality and effectiveness. Such challenges include unsatisfactory attendance of the IDP Technical and IDP Joint Forum meetings by some of the members, lack of consistency in attendance, attendance of the meetings by junior personnel who are not able and or not empowered to take decisions, etc. The attendance of the fora by Heads of Departments from Provincial Sector Departments, Municipal Managers and senior managers will not only strengthen co-operative governance for improved service delivery, but will also facilitate a system of improving the responsiveness of government as a whole to service delivery challenges and socio-economic development aspirations of the communities.

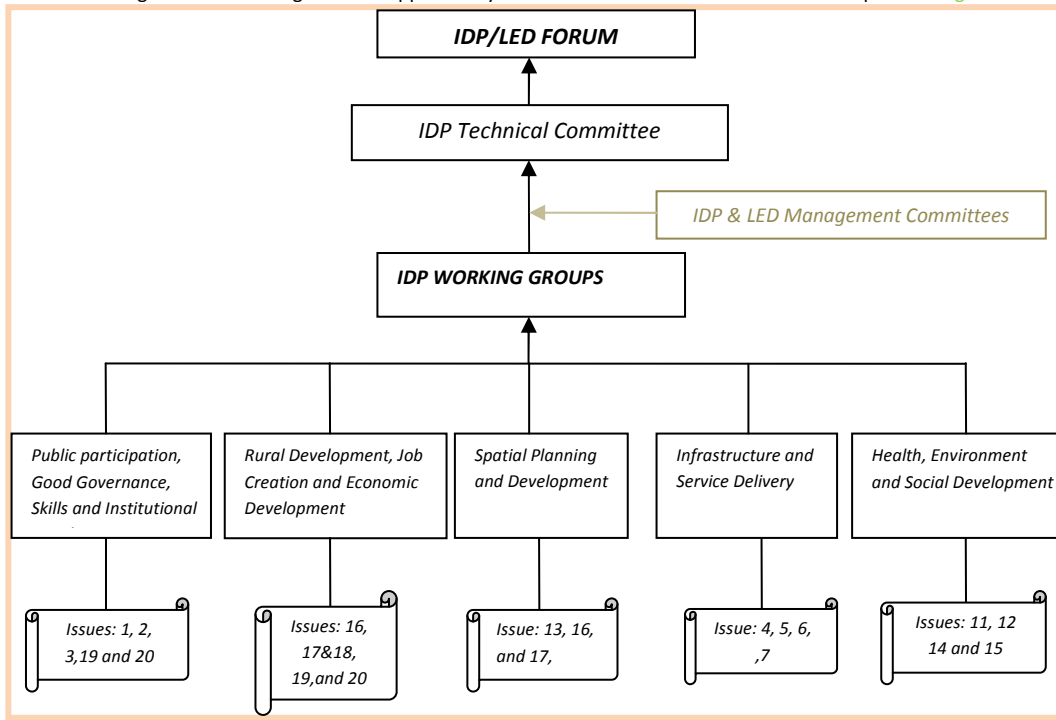
The institutional outlook comprises the IDP Joint Forum, IDP Technical Committee and the seven IDP Working Groups (WGs) (see figure 3). The WGs are Infrastructure and Service delivery; Local Economic Development; Financial Viability; Performance Management Systems; Community Participation and IGR; IDP and PGDS; and IDP Monitoring and Implementation.

Accordingly, it is on this basis that the Lekgotla of the District that was held in July 2009 resolved as that a concept document on the review of the LED and IDP structures, which will form basis for the consultations and discussions, be developed. This resolution of the Lekgotla was further confirmed by the Council in terms of a concept document that was developed and adopted by Council in November 2009 recommended as follows:

- Merging the LED Forum into the IDP Forum into one IDP/LED Forum. This should lead to enhanced alignment between IDP and LED matters and the numbers of meetings will be reduced.
- Retaining the IDP Technical Committee.
- Reconfiguration of the IDP and LED Working Groups in the following format:
 - Establishment of "Public Participation, Good Governance, Skills and Institutional Development Working Group" dealing with IDP Priority Issues 1, 2, 3
 - Establishment of "Rural Development, Job Creation, and Economic Development Working Group" to deal with IDP Priority issues 16 and 20. This Committee could have two (2) subcommittees as follows:
 - Land Reform, Food Security and Tourism Development Working Committee; and
 - Business Development and Economic Empowerment

- Establishment of “Spatial Planning and Development Working Group” dealing with IDP Issues 5, 7, 16 and 17, 18, 19 and 20.
 - Establishment of “Infrastructure and Service Delivery Working Group” dealing with IDP Priority Issues 4, 5, 6, 7,19 and 20
 - Establishment of “Health and Social Development Working Group” dealing with IDP Priority Issues 12, 15.
- The number of working group meetings is reduced from six (6) to four (4) in a financial year.
 - The number of IDP/LED Forum meetings be maintained at four (4) in a financial year.
 - The membership of the IDP forum and LED forum be merged and updated to constitute membership of the reviewed IDP/LED Forum.
 - The IDP and LED Management Committees are retained albeit their membership be reviewed and or updated.

The new IDP organizational arrangement as approved by Council in terms of the above review is depicted in [figure 13](#) below



3.3.6 CYCLE FOR THE 2012/13 IDP INCLUDING THE PMS AND BUDGET LINKAGES

MONTH	ACTIVITIES			
BUDGET				
IDP	PMS	Mayor and Council / Entity Board	Administration - Municipality and Entity	Budget Review Activities
AUGUST	<ul style="list-style-type: none"> ▪ Finalisation of 2012/13 IDP Review document and submission to COGTA for approval by the MEC. ▪ IDP Review Process Plan Drafted. 	<ul style="list-style-type: none"> ▪ Signing of new performance contracts for Section 57 Managers and submission to EXCO (Section 69 of the MFMA and Section 57 of the MSA). ▪ Prepare Departmental Business Plans for the 2012/13 financial year. ▪ 2012/13 Final S57 Managers' Performance Assessments 	<ul style="list-style-type: none"> ▪ Mayor begins planning for next three-year budget in accordance with coordination role of budget process MFMA s 53 ▪ Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist 	<ul style="list-style-type: none"> ▪ Accounting officers and senior officials of municipality and entities begin planning for next three-year budget MFMA s 68, 77 ▪ Accounting officers and senior officials of municipality and entities review options and contracts for service delivery MSA s 76-81

<ul style="list-style-type: none"> ▪ IDP Review Process Plan tabled at EXCO and Council for approval. ▪ IDP preparation process initiated. Review of comments received on the 2012/13 IDP Review document. ▪ Self-assessment to identify gaps in the IDP process. ▪ Integration of information from adopted Sector Plans into the IDP Review document. ▪ Initiation of new sector plans into the IDP. ▪ Review and updating of the IDP Vision, Mission and Objectives. ▪ Updating and review of the strategic elements of the IDP in light of the new focus of Council. 	<ul style="list-style-type: none"> ▪ Quarterly Project Implementation Report (for last quarter of 12/13 MPPR Reg. 14 ▪ Quarterly Audit Committee meeting in August (for the last quarter of 12/13) MFMA Sect 166 & MPPR Reg. 14(3)(a) ▪ Special Audit Committee meeting (for evaluation of Sect 57 Managers final assessments) MPPR Reg. 14(3)(b) 	<ul style="list-style-type: none"> ▪ Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Chapter 4 as amended ▪ Mayor establishes committees and consultation forums for the budget process 	<ul style="list-style-type: none"> ▪ Accounting Officer to submit AFS to Auditor-General [Due by 31 August, MFMA Sec 126(1)(a)] 	<ul style="list-style-type: none"> ▪ Consultation on performance and changing needs. ▪ Review performance and financial position. ▪ Review external mechanisms. ▪ Start Planning for next three years.
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<p style="text-align: center;">OCTOBER</p>	<ul style="list-style-type: none"> ▪ Integration of information from adopted Sector Plans into the IDP Review document. ▪ Review of Spatial Development Framework. ▪ Updating and review of the strategic elements of the IDP in light of the new focus of Council. 	<ul style="list-style-type: none"> ▪ Auditor General audit of performance measures 	<ul style="list-style-type: none"> ▪ Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans 	<ul style="list-style-type: none"> ▪ Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives ▪ Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc) 	<ul style="list-style-type: none"> ▪ Update policies, priorities and objectives. ▪ Determine revenue projections and policies.
<p style="text-align: center;">NOVEMBER</p>	<ul style="list-style-type: none"> ▪ Integration of information from adopted Sector Plans into the IDP Review document. ▪ Review of Spatial Development Framework. ▪ Updating and review of the strategic elements of the IDP in light of the new focus of Council. 	<ul style="list-style-type: none"> ▪ Appointment of Internal Auditors (MFMA Sect 55(2)) ▪ Appointment of the Audit Committee (MPPR Reg. 14) ▪ Sect 57 Managers' quarterly assessments (for first quarter of 11/12) 		<ul style="list-style-type: none"> ▪ Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials <p>MFMA s 35, 36, 42; MTBPS</p>	<ul style="list-style-type: none"> ▪ Determine revenue projections and policies. ▪ Engagement with sector departments, share and evaluate plans, national policies, MTBPS. ▪ Draft initial allocations to functions. ▪ Draft initial changes to IDP.

	<ul style="list-style-type: none"> Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. Identification of priority IDP projects. Project alignment between the DM and LM's. 	<ul style="list-style-type: none"> Quarterly Project Implementation Report (for first quarter of 11/12) MPPR Reg. 14 Quarterly Audit Committee meeting (for the first quarter of 06/07) MFMA Sect 166 & MPPR Reg. 14(3)(a) 		<ul style="list-style-type: none"> Accounting officer reviews and drafts initial changes to IDP MSA s 34 Auditor-General to return audit report [Due by 30 November, MFMA 126(4)] 	<ul style="list-style-type: none"> Draft initial changes to IDP. Consolidation of budgets and plans. Executive determines strategic choices for next three years.
DECEMBER	<ul style="list-style-type: none"> Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. Project alignment between the DM and LM's. Identification of priority IDP projects. 	<ul style="list-style-type: none"> Compile annual report for 12/13 (MFMA Sect 121) 	<ul style="list-style-type: none"> Council finalises tariff (rates and service charges) policies for next financial year MSA s 74, 75 	<ul style="list-style-type: none"> Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements 	<ul style="list-style-type: none"> Executive determines strategic choices for next three years. Finalise tariff policies.
JANUARY	<ul style="list-style-type: none"> Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. Identification of priority IDP projects. 	<ul style="list-style-type: none"> Annual Customer Satisfaction survey (to be consolidated to 09/10 annual report) MSA Sect 40 Mayor tables annual report for 12/13 MFMA Sect 127(2) Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 21a) 	<ul style="list-style-type: none"> Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1) 	<ul style="list-style-type: none"> Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36 	<ul style="list-style-type: none"> Prepare detailed budgets and plans for the next three years.

<ul style="list-style-type: none"> ▪ Review of Municipal Strategies, Objectives, KPA's, KPI's and targets. ▪ Identification of priority IDP projects. 	<ul style="list-style-type: none"> ▪ Sect 57 Managers' quarterly assessments (for second quarter of 12/13) ▪ Quarterly Project Implementation Report (for second quarter of 12/13) MPPR Reg. 14 ▪ Quarterly Audit Committee meeting (for the second quarter of 12/13) MFMA Sect 166 & MPPR Reg. 14(3)(a) ▪ Submit annual report to AG, COGTA (MFMA Sect 127) 	<ul style="list-style-type: none"> ▪ Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2) 	<ul style="list-style-type: none"> ▪ Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report ▪ Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2) 	<ul style="list-style-type: none"> ▪ Prepare detailed budgets and plans for the next three years. ▪ Executive adopts budget and plans and changes to IDP.
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	<ul style="list-style-type: none"> Review of Municipal Strategies, Objectives, KPA's and targets. Initiate preparation of Capital Investment Plan. Initiate preparation of Financial Plan. Conclusion of Sector Plans initiated for the 2012/13 financial year and integration into the IDP Review report. 	<ul style="list-style-type: none"> Council to consider and adopt an oversight report [Due by 31 March MFMA Sec 129(1)] Set performance objectives for revenue for each budget vote (MFMA Sect 17) 	<ul style="list-style-type: none"> Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month MFMA s 87(2) Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34 	<ul style="list-style-type: none"> Accounting officer publishes budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch 4 as amended Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42 	<ul style="list-style-type: none"> Mayor tables budget, resolutions, plans and changes to IDP at least 90 days before the start of the financial year.
FEBRUARY	<ul style="list-style-type: none"> Incorporation of DORA information into the IDP document. Prepare departmental business plans linked to the IDP strategies, objectives, KPI's and targets. Identify departmental allocations from Municipality's Own Funds. Workshops with Portfolio Councillors to identify projects to 	<ul style="list-style-type: none"> Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into 2012/13 IDP Review report. S57 Managers' Quarterly Performance Assessments Publicise Annual Report [Due by 7 April MFMA Sec 129(3)] Submit Annual Report to Provincial Legislature/MEC Lo- 	<ul style="list-style-type: none"> Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc MFMA s 21 	<ul style="list-style-type: none"> Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year 	<ul style="list-style-type: none"> Consultation with National and Provincial Treasuries and finalise sector plans, water and sanitation, electricity, etc. Public hearings on the Budget, Council Debate on Budget and Plans.

<p>which Own Funds will be allocated to.</p> <ul style="list-style-type: none"> ▪ Preparation of Capital Investment Plan. ▪ Preparation of Financial Plan. ▪ Conclusion of Sector Plans initiated for the 2012/13 financial year and integration into the IDP Review report. 	<p>cal Government [Due by 7 April MFMA Sec 132(2)]</p>	<ul style="list-style-type: none"> ▪ Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. ▪ MFMA s 23, 24; MSA Ch 4 as amended ▪ Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87 	<ul style="list-style-type: none"> ▪ Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature 	<ul style="list-style-type: none"> ▪ Public hearings on the Budget, Council Debate on Budget and Plans. ▪ Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.
<ul style="list-style-type: none"> ▪ Public participation process launched through series of public hearings on the IDP and Budget. ▪ Prepare departmental business plans linked to the IDP strategies, objectives, KPI's and targets. 	<ul style="list-style-type: none"> ▪ Quarterly Project Implementation Report (for third quarter of 12/13) MPPR Reg. 14 ▪ Quarterly Audit Committee meeting (for third quarter of 12/13) MIFMA Sect 166 & MPPR Reg. 14(3)(a) ▪ Annual review of organisational KPIs (MPPR Reg 11) ▪ Review annual organisational performance targets (MPPR Reg 11) 	<ul style="list-style-type: none"> ▪ Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. ▪ MFMA s 23, 24; MSA Ch 4 as amended ▪ Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87 	<ul style="list-style-type: none"> ▪ Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature 	<ul style="list-style-type: none"> ▪ Public hearings on the Budget, Council Debate on Budget and Plans. ▪ Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.

MARCH	<ul style="list-style-type: none"> ▪ IDP RF meeting to consider the amendments to the IDP. ▪ EXCO recommends adoption of the IDP to Council. ▪ Council workshop on the IDP. ▪ Adoption of the IDP by Council. 	<ul style="list-style-type: none"> ▪ Community input into organisation KPIs and targets ▪ Budget for expenses of audit committee 	<ul style="list-style-type: none"> ▪ Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year MFMA s 16, 24, 26, 53 ▪ Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2) ▪ Council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59-65 	<ul style="list-style-type: none"> ▪ Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1) (b) of the MSA. MFMA s 69; MSA s 57 ▪ Accounting officers of municipality and entities publishes adopted budget and plans MFMA s 75, 87 	<ul style="list-style-type: none"> ▪ Publish budget and plans. ▪ Finalise performance contracts and delegation.
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3.3.7 THE INTEGRATED DEVELOPMENT PLANNING ORGANISATIONAL STRUCTURE

The workflow is structured in a bottom-up fashion in which issues emanating from the WGs find their way to the IDP Technical Committee, IDP Management and the IDP Joint Forum. This facilitates the process of bottom-up people-centred development planning and to ensure that local municipalities within the District influence the planning process and prioritization.

To improve attendance and the impact of all these IDP structures the District has seen a need to alter its engagement methods with the key stakeholders. Issue specific engagements have been proposed as a solution. Once again, optimal participation of the Sector Departments will not only strengthen co-operative governance for improved service delivery, but will also assist in synergizing the available resources and effort from all the spheres of government. The composition and terms of reference for these structures is briefly outlined in table 2 below. The terms of reference outlined below may only be used as guidelines and the scope may vary depending on the municipal circumstances.

TABLE 9 : COMPOSITION AND PROPOSED TERMS OF REFERENCE FOR IDP STRUCTURES

Structure	Description	Composition	Terms of reference
IDP / LED Forum	This is a political structure which institutionalises and guarantees representative participation in the IDP Processes	<p>Chaired by the Executive Mayor.</p> <p>Comprises of:</p> <ul style="list-style-type: none"> ▪ Executive Mayor ▪ Members of the THLM Mayoral Committee ▪ Representatives of all political parties within Council ▪ Municipal Manager ▪ Senior municipal officials, Sector Departmental HODs and Directors ▪ Traditional leadership ▪ Councillors and Ward Committee Chairpersons ▪ Business and Labour ▪ Parastatals ▪ Civil society, from all municipalities and other delegated government officials. 	<ul style="list-style-type: none"> ▪ Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government ▪ Represent constituency interest in the IDP process ▪ Participate in the process of setting and monitoring “key performance indicators” ▪ Promote coordination and alignment of activities vertically and horizontally ▪ Information assimilation/dissemination forum

<p>IDP Technical Committee</p>	<p>This is a technical committee involving the municipalities and sector departments</p>	<p>Chaired by the Municipal Manager Comprises of:</p> <ul style="list-style-type: none"> ▪ Chairpersons of IDP Working Groups ▪ Sector Department HODs ▪ Municipal Manager ▪ Municipal HODs ▪ IDP Manager/coordinator ▪ Sector Department Planners ▪ Office of the Premier 	<ul style="list-style-type: none"> ▪ Serves as the communication mechanism between the local Municipalities and between the sector departments ▪ To ensure the validity and technical correctness of the information presented ▪ To coordinate and align matters of mutual concern between the Sector Departments, ▪ To serve as the mechanism through which consultation and coordination with provincial departments and other external parties e.g. parastatals will take place ▪ To facilitate the integration of the policies, objectives, strategies and projects ▪ Discussions/commenting on inputs from consultants or other specialists ▪ Comment on technical aspects of sector plans ▪ Information assimilation and dissemination on regional development planning issues
<p>IDP and LED Working Committees</p>	<p>These are working committees to be established in terms of the municipal <i>Key Focus Areas</i> to harness the strategic and implementation-oriented nature of the IDP.</p>	<p>Chaired by the relevant Manager from the Department responsible for the Key Focus area under consideration Comprises of:</p> <ul style="list-style-type: none"> ▪ Municipal Officials ▪ Sector Departments ▪ Business ▪ Labour ▪ Civil Society ▪ Interest groups 	<ul style="list-style-type: none"> ▪ Provision of terms of reference for the various planning activities ▪ Facilitate discussions and resolution of issues pertinent to specific municipal Key Focus Areas and objectives ▪ Consider and make content recommendations items submitted ▪ Facilitate discussion of pertinent issues affecting government and stakeholders ▪ Makes methodology and content recommendations on the municipal planning processes ▪ Commissioning of research studies where applicable <ul style="list-style-type: none"> • Consideration and commenting on inputs from sub-committees, study teams and consultants; and • Consideration and commenting inputs from Provincial sector departments and support providers ▪ Processes, summaries and document outputs

4. CHAPTER: FOUR

4. IDP PRIORITIES 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

TABLE 10: IDP PRIORITY ISSUES

Issue 1:	Institutional development	Issue 11:	Education
Issue 2:	Financial Viability	Issue 12:	Health & Welfare
Issue 3:	Communication & Consultation	Issue 13:	Municipal facilities, Sport, Recreation, Art & Culture
Issue 4:	Water	Issue 14:	Post and Telecommunication
Issue 5:	Sanitation	Issue 15:	Public safety, Security and Emergency services
Issue 6:	Electricity	Issue 16:	Housing
Issue 7:	Roads & Storm water	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:	Transversal Issues

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 this document.

4.1 ISSUE 1: INSTITUTIONAL DEVELOPMENT AND GOVERNANCE

4.1. 1 BACKGROUND AND PROBLEM STATEMENT

In order to fulfil the mandate accorded to the municipality in terms of the Constitution and the Municipal System Act No 32 of 2000 the new leadership and administration of the municipality must have the capacity to address the problems facing the municipality. The capacity challenges faced by the municipality however cannot be used as an excuse for non delivery of services to the residents of the municipality. The administration is committed to providing administrative support services to Council to be able to fulfil its goals and objectives. In order to address these problems the following projects are to be undertaken by the municipality and the objectives strategies and targets of each of the project are stated.

4.1. 2 POWERS AND FUNCTIONS

Thembisile Hani Local Municipality is according to the Municipal Structures Act No. 117 of 1998, classified as a category B grade 3 Municipality, and the following sub-section provides an overview of its powers and functions. One of the problems experienced in this regard is around the issue of spatial development framework when it relates to land use administration by the district vis a vis municipalities.

TABLE 11: Thembisile Hani Local Municipality's Powers and Functions

Powers and Functions	Function currently with Thembisile Local Municipality	
	Yes	No
Building regulations		•
Child care facilities	•	
Fire-fighting		•
Local tourism	•	
Storm water		•
Trading regulation		•
Billboard and display advertisement	•	
Cemeteries, funeral parlours and crematoria		•
Cleaning	•	
Control of public nuisance		•
Licensing and control of undertakings that sell liquor to the public		•
Facilities for the accommodation, care and burial of animals		•
Fencing and fences		•
Licensing of dogs		•
Licensing and control of undertakings that sell food to the public		•
Local amenities	•	
Local sport amenities	•	
Markets	•	
Municipal abattoirs		•
Municipal roads	•	
Noise pollution		•
Pounds		•
Public places	•	

4.1.3 ORGANISATIONAL STRUCTURE

The current organogram of the municipality was approved on 25th November 2011 under Council Resolution No. 134/11/2011. There are certain structural problems with this organogram and in order to address these, the organogram is being reviewed so that it can serve the needs of the municipality. At present the municipality employs a total of **263** employees of which **85** are employees transferred from Department of Water Affairs and **178** Thembisile Hani Employees. The municipality vacancy rate stands at 65%. The filling of the vacancies is a priority for the municipality and is ongoing. It is envisaged once the Human Resources Plan is in place at the end of June 2012 it will specify how many vacancies will be filled in the forthcoming financial year.

The lines of command are clear, in terms of Municipal System Act. All managers appointed in terms of section 56 are directly reporting to the Municipal Manager.

The organisational structure of the Thembisile Hani Local municipality comprises of a political component, and administrative component. The political component in terms of new ward delimitations will be made out of 64 members of council, and the members of Mayoral Committee, the speaker, Chief Whip and Executive Mayor.

Section 79 Committees will be placed in respect to portfolios allocated. For the purpose of accountability, the arrangement in the 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: Ensure that Mayoral and Section 79 Committees sit as scheduled,

TABLE 12: below provides the committees as well as an overview of their functions.

Portfolio Committee	Key focus areas
Infrastructure Development and Service Planning	<ul style="list-style-type: none"> • Integrated Development Plan • Spatial Planning/ Land Use Management • Geographic Information System • Local economic development • Agricultural development, tourism development, youth development, gender and disability development • Project Management Unit • Public participation, ward committee • Performances management system • water, Sanitation, Electricity, Solid waste, nature conservations, communication infrastructure, business planning, projects management, sourcing management, regulatory and monitoring implementing agent,
Finance	<ul style="list-style-type: none"> • Budget monitoring • Service delivery and budget implementation • Financial policies and regulations, grants, tax, levies, income , • debtor management, budget, logistics, payroll, insurances, • Loans, and investment, cash flow, assets management, fleet management, public relation
Social development services	<ul style="list-style-type: none"> • housing infrastructure, cemeteries, swimming pools health services, child care facilities, funeral parlour and crematoria, fresh produce markets, municipal abattoirs, environmental and waste management, health, protection services, emergency services, civil defence ,passenger transport, sport and culture, security services, disaster management, sourcing management, safety and security
Administration and Governance	<ul style="list-style-type: none"> • administration, secretariat, legal, Council support, policies and procedures, facilities management communications, capacity building , human resources, marketing, marketing, intergovernmental relations, information an communication technology, cemetery records management services

Tribal Areas and Authorities

The Seven main Tribal authorities who are active in Thembisile Hani Local Municipality are the:

- Ndzundza Fene Tribal Authority
- Ndzundza Somphalali Tribal Authority
- Ndzundza Mabhoko Tribal Authority
- Manala Mbongo Tribal Authority
- Manala Mgibe Tribal Authority
- Manala Makerana Tribal Authority
- Machipe Tribal Authority

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:

- Office of the Municipal Manager
- Department of Financial Services
- Department of Corporate Services
- Department of Technical Services
- Department of Social Development Services

The detailed organogram of the Municipality is under review as attached. Detailed explanation of each department will be given upon the approval.

Office of the Municipal Manager comprises of six units. These Units include the Internal Audit, Performance Management, IDP & LED, Youth Development, Public Liaison, and Risk Management.

Department of Financial Services comprises five components: Income: which is responsible for revenue collection and cost recovery, Expenditure which is responsible for salaries, wages, Supply Chain which is responsible for all procurement issues, Budget which is responsible for managing municipal finance and assets management unit which is responsible for managing Municipal assets.

Department of Corporate Services comprises five sections which are: Human Resource Management, Information Communication Technology and Records Management, Legal and Secretariat Services, Fleet Management.

Department of Technical Services 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), environmental management repairs and maintenance. The Project Management Unit is responsible for the implementation and management of capital projects in the municipality.

Department of Social Development Services is responsible for six components – housing, land use management, public health, education, 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.

4.1.4 Capacity Building and Skills development

- There is need for the municipality to continue to pursue capacity building and training of both Councillors and employees to equip them with the requisite skills that will enable them to deliver services to the community. A number of employees especially the technical department perform functions whilst they do not possess the required academic training for those posts. In order to address this there is a need to explore Recognition of Prior Learning (RPL). Whilst the municipality has approved a bursary policy it finds itself unable due to budgetary constraints to implement this policy. The municipality will make effort to fill the multiple vacancies in the municipality with skilled people.

- Developed policy documents for strategic guidance, e.g. a Recruitment Policy, Workplace Skills Plan, an Employment Equity Plan and a Performance Management System
- Aiding in recruiting, empowering and training candidates to fill vacancies (especially from target groups e.g. women and disabled persons),

4.1.5 Promulgation of By-laws

The municipality must promulgate By-laws in terms of Section 11 of the Municipal Systems Act No. 32 of 2000. Council has taken note of 15 By-Laws as per Council Resolution No and has opened the public participation process on the By-laws. The purpose of By-laws is to regulate conduct and to provide for penalties to be imposed for the failure to comply with the By-law. In the forthcoming financial year 9 By-laws are to be promulgated and implemented.

4.1.6 Compliance with Employment Equity

The Council approved the five year Employment Equity Plan (EEP) in terms of Council Resolution No. The EEP sets out target that the municipality must meet and report on annually. One of the challenges faced by the municipality is its ability to recruit appropriately qualified persons living with disability or who are women in management and generally.

4.1.7 Development of Policies

The municipality has developed a system, procedures to regulate the affairs of the municipality. The following draft HR policies have been developed and consulted upon within the internal structures of the Municipality for approval by Council in 2012.

- Occupational Health and Safety
- Dress Code
- Funeral Assistance
- Promotion
- Email usage
- Internet usage
- Telephone usage
- Cellphone policy
- Travelling and substance policy

4.1.8 Information Communication Technology

It is imperative in today's information age that the ICT is able to render support to Council and all the departments of the municipality. However ICT sits with a number of problems pertaining to lack of policies, lack of infrastructure. The ICT unit must be able to give competitive advantage of the municipality in terms of marketing the products or services already in place by the municipality. During the forthcoming financial year ICT policy must be approved by Council, purchase of software licences, purchase of a backup server, put in place measures that will protect our ICT infrastructure from outside and internally.

4.1.9 Fleet management

The fleet management policy was adopted by Council as per Council resolution no.TH-NDC 115/12/2011 The municipality's fleet is aging and abused by some of the employees resulting in huge maintenance and repair cost. The municipality has already installed tracker for each of the municipal vehicle and training of the relevant officials in the management of the abuse of the motor vehicles is to be done before the end of the financial year. There is also a need to replace some of these motor vehicles due to the high maintenance cost. In this financial year all the municipal motor vehicles will have to be branded with toll free numbers displayed on each to indicate where a complaint can be lodged.

4.1.10 Legal Costs

The municipality is paying a lot of money for legal costs. As the municipality grows and engages in a number of projects the potential for increased cost remains a cause for concern.

4.1.11 Records management

The Auditor-General report identified the lack of proper records management as a cause for concern in this municipality over the years. Whilst the process is already underway to address the AG concerns it will be necessary to put in place a records management policy that will outline in simple terms on the importance of records management. It will be necessary that record management be both electronic and manual. It is necessary therefore that the municipality procures the necessary tools for records management are procured. Secondly an educative campaign will be undertaken to make employees understand the importance of records management.

4.1.12 Performance Management System

The Municipal Systems Act prescribes that each municipality must put in place a performance management system that will be able to measure performance of both the municipality as an organisation and the individual employee. The NDM has indicated that it is initiating a shared PMS that will apply to employees below assistant managers only. THLM will cascade and implement the PMS for all employees in 2012-2013.

4.1.13 Promoting the wellbeing of all employees

The most important resource of the municipality is its employees and the municipality has to ensure that it puts in place programmes that seek to promote the wellbeing of employees. As part of promoting wellness the municipality encourages its employees in adopting healthy lifestyles by engaging in sporting activities to reduce the incidence of stress as well as to prevent engaging in substance abuse.

4.1.14 Orientation / Induction of employees

Every employee of the municipality must know the vision of the municipality as well as know the key policies that the municipality has adopted. All employees new and old must occasionally be orientated on new and existing policies that the municipality has adopted. The induction of new employees must always take place as soon as possible after assumption of duty.

4.1.15 Recruitment and filling of vacancies

The filling of vacant positions is of priority to the municipality. The local government summit resolved that certain critical posts be filled for the municipality to be able to fulfil its mandate. Municipalities were further directed that in filling of vacant positions regard must be had to the 35% salary wage bill norm. The municipality will develop and adopt its Human Resources Plan which will inform how many vacant positions will fill and how the remaining position will be filled.

4.1.16 Council Secretariat

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

4.1.17 Ensuring the health and safety of municipal employees

The Occupational Health and Safety Act No. 85 of 1993 provides for the safety and health of employees at work. The Municipality as the employer is responsible for ensuring that employee's work environment is safe by providing the necessary tools that will ensure the safety of workers. It is therefore necessary that the municipality puts in place staff and equipment that will ensure compliance with this legislation.

4.1.18 Promote team building of employees

The employees of the municipality are its important resource and it is important to ensure that employees are united around the vision of the municipality as a team to ensure that they carry out the mandate of the municipality. The target for this area is that two workshops on team building are conducted with employees.

Project ID	Project Name	Project Location/ ward	Project Objective	Key Performance Indicator	2012/13	2013/14	2014/15	Responsibility
1.	Capacity building of Councillors and municipal staff to improve service delivery through training and skills development	Corp Services	<ul style="list-style-type: none"> Consolidating Skills Audit forms with IDP Objectives. Developing Work Skills Plan Submit and obtain Council and LGSETA approval. Implement WSP Councillors attend training on the role and functions of S.79 Committees 	<ul style="list-style-type: none"> -WSP in place -Officials and staff perform their tasks without assistance -Reduction in the number of complaints of non delivery of service 	R550 000		0	HRM
2.	The recruitment & composition of staff achieve Employment Equity targets i.t.o gender/disability and reflects the demographics of the municipality	Corp Services	<ul style="list-style-type: none"> Issue adverts in terms of Employment Equity Act. Promote recruitment of staff from marginalised groups Implement Employment Equity Plan to ensure achievement of EE targets. Use application for employment forms to ensure that required information from applicants is obtained. Submission of EE report to Department of Labour. 	<ul style="list-style-type: none"> -The targets set in the EEP are met -Reports prepared -Reports submitted -application form developed -Job seekers use application form for employment 	-0.00			HRM

3.	To develop, adopt, implement eight (8) By-laws and educate the public on current By-laws	Corp Services	<ul style="list-style-type: none"> • Council to approve draft by-laws • To publish the by-laws in the news paper for public participation • To publish the by-laws in the provincial gazette • To gazette the by-laws 	Gazette of Relevant By-Law Council resolution of approved By Laws -Newspaper advert showing By-law was published -minutes of public meetings held for By laws	R500 000			Legal Section
4.	Policy Implementation of HR Policies and develop additional Policies	Corp Services	<p>To develop and adopt the following policies:</p> <ul style="list-style-type: none"> • OHS • Dress Code • Funeral Assistance • Promotion • Email usage • Internet usage • Telephone usage • Cell phone • Travelling and substance policy • Reviewal of Donation Policy • Volunteers Policy 	<p>-Draft policy in place</p> <p>-minutes of management where policies are discussed</p> <p>-Minutes of LLF where policies are discussed</p> <p>-Council resolution adopting policy</p>	0.00			HRM

5.	To recruit and fill vacancies in terms of the reviewed organisations organogram	Corp Services	<ul style="list-style-type: none"> • Develop a Human Resources Management Plan • Progressively fill vacant positions on the approved organogram • Develop an application for employment form • Align the organogram to the IDP and budget • Develop a Human Resources Management Plan • Progressively fill vacant positions on the approved organogram • Develop an application for employment form • Align the organogram to the IDP and budget 	<ul style="list-style-type: none"> -% number of vacancies filled by 1st quarter -Human resources plan developed - Municipal application for employment form used forthwith -Council resolution No. approving organogram 	0	0	0	Corporate
6.	To develop Performance Management System	Corp Services	<ul style="list-style-type: none"> • Recruit and appoint a PMS Manager and supporting staff • Develop Performance Management Policy • Procure a PMS system • Implement PMS system • Proposed that an electronic PMS system is a luxury but a manual system be used • Introduce performance based increments/salary notch adjustments 	<ul style="list-style-type: none"> -Minutes of assessment -Report of assessment - Quarterly assessment conducted for all staff -Software on PMS purchased 	R200 000	0.00		HRM

7.	Revamp the records management systems to safeguard the Municipality records.	Corp Services	<ul style="list-style-type: none"> • Revise and update the Records Management policy • Develop a user friendly filing and archiving system complying with the National Archives Act • Implement the policy /filing and or archiving system • Procure files/filing cabinets for the record/registry • Develop user friendly filing system guideline complying with legislation and policy • Renovate the records and registry office to comply with National Archives Act • Ensure proper screening of staff working in the registry office . • Each department to maintain its own records but original to be filed with the Records office • Limited access to the Records office • Procure proper files filling cabinets 	<ul style="list-style-type: none"> -Records management in place by 1st quarter -File plan approved by provincial archivist -Filing system developed -Evidence of filing system -Filing cabinets files purchased -Renovated office 	R200 000	0	ICT and Records Management
8.	To ensure well being in the workplace of all employees	Corp Services	<ul style="list-style-type: none"> • Organise wellness awareness campaigns • Refer employees for assistance programs • Promote healthy lifestyles of staff 	<ul style="list-style-type: none"> -Employee sick leave decreases -Employees are motivated -Happy employees -Better service delivery 	R200 000		HRM

11.	Information Communication Technology	Corp Services	<ul style="list-style-type: none"> Disaster recovery plan (off side back up). Renewal of fire wall licence. Renewal of outdated Microsoft product licence. Renewal of PABX licence Establish/procure a backup system Develop appropriate policies/strategies/ plans to regulate operational issues in ICT-- Renewal of PABX licence 	<ul style="list-style-type: none"> -ICT policies adopted by management, LLF and Council -Minutes of meetings approving policies Purchase of software and back up system -ICT service is available to all employees who are office bound -Fewer ICT problems experienced -ICT domain better protected 	R 2.2 m		ICT
12.	To ensure effective Fleet Management	Corp Services	<ul style="list-style-type: none"> To provide the municipality with effective fleet Management Provide the Council with enough fleet. Maintenance (service) of Council Fleet Minimise the abuse of municipal vehicles and petrol Implement the fleet management policy Explore a leasing agreement for heavy plant and or other motor vehicle by looking at other municipalities 	<ul style="list-style-type: none"> -Reduction in the costs of repairs and maintenance -Disciplinary proceedings instituted for offenders -Quotation to lease or maintenance of fleet 	R2.2 m	0.00	Fleet Management
13.	To promote teambuilding amongst THLM municipality	Corp Services	To build a stress free environment within the working environment.	<ul style="list-style-type: none"> -Motivated employees -Workshops conducted on various topics to assist employees 	R200 000		HRM

4.2 ISSUE 2: FINANCIAL VIABILITY

4.2.1 BACKGROUND PROBLEM STATEMENT

A large portion of the municipality mainly comprises of rural villages. However, the municipality is able to finance **25% of the budget from its own revenue 75% is** financed from conditional grants and equitable shares. The rural status of the Municipality adds a significant detriment for generation of a revenue base for the Municipality, which ultimately results in total dependence on grants. The lack of a credible customer data reduces the credibility of the data for accurate billing and issuing of accurate monthly statements. Key towards financial sustainability is a need to ensure that there are proper systems of internal controls to reduce fraud risks, safeguard municipal assets, ensure equitably and transparent procurement, and develop policies and procedures for documents management. The Municipality has made some progress in creating policies and procedures that address the key areas of financial sustainability; however the key strategies of financial management for the financial years commencing 2012/13 should continue to address the key areas of financial sustainability to prevent collapse of internal controls.

- Financial Management Strategies

Thembisile Hani Local Municipality is a predominantly rural municipality. Accordingly, the municipality does not have the revenue potential associated with more urbanized and possibly industrialized municipalities. The main source of income for the municipality is government grants, and there's therefore a very limited tax base for the municipality. In view of this situation as well as the financial difficulties resulting from the global credit crunch, the municipality recognizes the need for innovative measures to be taken and strategies to be devised to counter the negative impact of the situation. These strategies will be aimed at ensuring that in the short term all reasonable efforts are taken to collect all possible revenues due to the municipality, and that aggressive but realistic plans are put in place to increase the municipality's revenue base in the long-term andThe debtor's book of the municipality has since increased from **R83 208 612 in 2009/2010 to R 163 863 673 in 2011/2012**

The measures that the municipality will put in place and the strategies to be employed are guided by and in compliance with legislation governing local government, particularly the following:

- Municipal Systems Act, 2000 (MSA);
- Municipal Finance Management Act, 2003 (MFMA);
- Communal Land Rights Act, 2004 (CLARA);
- Municipal Property Rates Act, 2004 (MPRA);
- Division of Revenue Act, 2010 (DORA); and
- National Treasury and MPRA Regulations

An overview of the measures to be taken and strategies to be implemented is provided in the subsequent sections.

Strengthening debt collection and credit control

One of the municipality's key projects for the 2012/13 and 2013/14 financial years is the upgrade of the financial management system as well as strengthening its debt collection systems. This is to ensure that although the municipality lacks a broad revenue base, it is able to collect all the revenues due to it in the short to medium term. This includes the ability to recover funds from service providers who have been appointed and rendered a sub-standard quality of service to the municipality, businesses and government departments. .

Categories of debtors are as follows**Revenue per source**

Description
Residential
Business
Government
Others

Expenditure

Budget summary	2010/2011	2011/2012
Operational	88 138 000	101 324 118
Capital	22 163 000	29 258 655
Grants revenue	83 647 000	92 302 000
Own revenue	28 370 000	32 226 383
Surplus	1 716 000	6 054 390

Reasons for under collection

- Non issuing of bills to consumers
- Consumers being billed on flat rates
- Indigent management policy
- Non implementation of credit control policies by the municipality
- Tariffs reduced in the 2011/2012 Financial year
- Failure for the municipality to review policies and tariffs annually
- No officials appointed for meter reading

4.2 .2 Revenue enhancement strategy

- Meter reading in progress in Tweefontein K
- This will also assist in the cleansing of data on the system and upgrading consumers information
- Supplementary valuation rolls being drafted for objection periods in April and May. This will affect areas where billing was not done, especially and business and government categories and mining
- Tariffs of property rates will be reviewed to align to NT guidelines, 1:1 for Residential; 1:2 for government and business. Farming areas will also be billed
- Reviewal of internal policies for council approval and implementations
- Development of procedure manuals
- Staff increment in the revenue department, especially Assistant Manager, Meter Readers and Debtors clerks

4.2.3 Managing Operating Costs

The municipality intends to manage operating costs carefully to manage the unintended consequences of growth and to ensure medium term financial viability. This includes prioritizing the filling of critical posts, re-skilling and training of existing staff, as well as the management of the municipal fleet and plant.

4.2.4 Assets management

Municipality maintains an asset register which contains assets that are conditionally not satisfactory. This has emanated from the past as the financial statements were prepared using GAMAP / IMFO standards, as it was not considering the details of the assets, eg, date of acquisition, description of the assets, cost price. The municipality is going full time GRAP in 2011/2012. Service providers were appointed by NDM and internally to assist with the exercise and the result are now satisfactory to date.

The initiatives of operational clean audit for local government cannot be fully achieved without processes that address assets management effectively. To develop effective internal controls for assets management the Municipality has embarked on a process to fully update the assets register of the Municipality as follows:

- All additions from the financial year 2008/9 are included in the assets register;
- All disposals and decommissions of assets are recorded in the assets register;
- All fleet is installed with tracking devices to monitor movement of vehicles;
- Infrastructure assets are unbundled to comply with the provisions of GRAP 17; and
- Upload the above registers in the Financial System (MUNSOFT).

The processes above will ensure that there are systems in place to manage Municipal assets comprehensively.

4.2.5 Implementation of the Municipal Property Rates Act

The implementation of the MPRA will assist the municipality towards the achievement of its revenue-collection objectives. As per the Regulations, the implementation of the Act will include the following steps:

- Determination of a date of valuation
- Appointment of a valuer of a municipality where none exists
- Development of a draft rates policy and its approval by Council
- Commencement of a general valuation
- Submission of certified valuation roll to the municipal manager
- Public notice for inspection of a valuation roll
- Tabling of draft budget before Council
- Approval by Council of by-laws (after advertising for comments and taking into account public comments received) to give effect to rates policy
- Implementation of a valuation roll and rates policy together with the budget of the municipality

4.2.6 Formalisation of Towns

The municipality has assistance from DARDLA to formalize villages as formal towns. This is envisaged to boost the local economy through the creation of economic opportunities within the towns' business district and also to attract external investment into the area. The existence of businesses and other land users within the area will improve the municipality's tax base and thereby impact on the ability to raise revenue locally and improve the quality of the services provided.

4.2.7 LEGISLATIVE CONTEXT

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 implementation of sound financial management. The

department manages revenue collection, investments, cash flow and expenditure payments to providers of goods, services and infrastructure projects.

Finance department is working on becoming more accountable, and compliant with the stringent reporting requirements of the MFMA. The major challenge facing the Municipality is the low revenue base; hence the municipality is fully reliant on conditional grants to fund operational and capital expenditure. The municipality faces a high risk of not being financially viable if grant funding is either decreased or unplanned expenditure is incurred.

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.

The following financial related issues will remain priority in 2012/13

The maintenance of fully functional general ledger and accurate financial information to enable generation of financial reports on time. Outcomes of the 2011/12 Audit issues were used to develop and implement an audit recovery plan. The primary objective of the plan is to return the Municipality to a favourable audit opinion, this will be realised by obtaining an audit opinion other than a disclaimer for the financial year ending 30 June 2011.

- Reviewing of all financial management related policies
- Enhancement of Revenue collection
- Pursuance of supply chain management methodologies which conform to the requirements of MFMA
- Align the finance organogram to the needs of the IDP and SDBIP
- Ensure that the Municipality implements an integrated financial management system
- Introducing and maintaining appropriate document management system
- Continue to implement effective creditors and debtors management policies
- Focus on sustainable financial management initiatives
- See to it that accounting records are GRAP Compliant

Review skills available in Finance to identify gaps to ensure that officials who require training are provided the necessary training and the skills gap will assist the Municipality to fill all critically funded positions.

Thembisile Hani Local Municipality is completely dependent on grants and is primarily funded by the National Government's Equitable Share Allocation and conditional grants funded by the Provincial Government. According to the Division of Revenue Act 2008, the equitable share allocation for Thembisile Hani Local Municipality over the Medium Term Expenditure (MTEF) period is for 2010/11. Income obtained from other sources such as rent is very minimal and needs to be sufficiently supplemented to ensure financial viability of the Municipality.

4.2.9 Audit Opinion of Auditor General

Qualified Audit Opinion – Bases for Qualification

- Accumulated surplus
- Trade and other receivables
- Property, plant and equipment
- Revenue: licenses and permits, service charges, rates
- Irregular expenditure
- Leases

An action plan was developed in accordance with National Treasury guidelines in conjunction with COGTA's operational clean audit for the financial year ending 2014.

4.2.10 Indigent Support

An Indigent Policy is currently being finalised which will form part of the Debt Collection and Credit Control Policy, and the municipality is in the process of registering indigent households. Once the process has been completed the municipality will then be in a position to compile an indigent register. Lessons already learnt with indigent registration point out to the fact that the municipality has to set its policy framework and communicate it to residents to enable them to play their role in the process, which is to come to the fore and register on the indigent register. The municipality has devised innovative means of identifying indigent households using ward committee structures, although it has proven difficult to reach each household. A challenge also remains in terms of balancing the budget that national government provides to the municipality to cater for the poor sections of the society as part of the equitable share and the number of the people that are defined as indigent locally as there is no universal threshold for the indigent.

The following financial characteristics, issues and challenges impact on the future development of the municipality and still require attention:

- A need to develop a financial strategy that will assist in enhancing a revenue base and to ensure financial viability of the Council.
- Expediting the formalization of the Thembisile Hani Town create a rates base for the municipality and attract investment to stimulate economic growth and development.
- The municipality has to comply with the legislation and regulations requiring budget reform, the implementation of GAMAP, sound financial management and financial reporting.

4.2.11 Key Result Areas:

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

Cash flow Management

The department is determined to implement and maintain effective cash flow management systems to ensure liquidity of the Municipality. 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.

Integrated Financial Management System

Currently, three different systems are used to store financial information at Thembisile Hani Local Municipality:

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

All these systems operate individually and the interface is either not there nor functioning properly. This has led to the non availability of complete financial information. The process of upgrading the ICT infrastructure was prioritised, this will ensure that the Municipality achieves the following:

- The network will assist all users to access the financial system from their workstation.
- It will eliminate the process of using a different system for assets management by implementing the assets management module in MUNSOFT.
- The procurement, creditors and payments module are implemented in the financial system to eliminate the manual processes of purchase orders and cheques.
- Allow all satellite offices to access the financial system at all satellite offices, including obtaining proof of residence at all satellite offices.

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 have 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.

4.2.12 Annual Financial Statements

The 2011/2012 Annual Financial Statements were submitted to the Auditor General within the legislated date of 31 August 2010 and was thereafter subject to the normal annual audit. The audited Statement of Financial Performance and Statement of Financial Position at 30 June 2010 are noted hereunder for information.

Table 13: Statement of Financial Performance for the Year ended 30 June 2011

Thembisile Hani Local Municipality			
Statement Of Financial Performance			
for the year ending 30 June 2010			
		2010	2011
Revenue			
Property rates		3 752 162	3 960 809
Service charges		20 959 348	23 675 781
Rental of facilities and equipment		250 124	123 363
Interest earned - external investments		4 082 696	7 859 690
Interest earned - outstanding debtors		5 548 176	-
Fines		42 308	50 679
Licences and permits		7 709 174	244 865
Government grants and subsidies		199 102 103	107 776 084
Other income		5 322 424	847 393
Total revenue		246 768 514	144 538 664
		2009/10	2008/9
Employee costs		38 305 875	33 100 833
Councillors		12 433 727	10 639 085
Repairs and maintenance		4 130 094	8 142 554
Bulk purchases		51 781 440	40 570 077
Grants and subsidies		4 169 881	2 871 946
General expenses		40 763 657	57 933 096

Total expenses		151 584 674	153 257 591
Surplus / (deficit) for the period		95 183 840	(8 718 927)

Table 14 : STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2011

THEMBISILE HANI LOCAL MUNICIPALITY			
STATEMENT OF FINANCIAL POSITION			
as at 30 June 2010			
		2010	2011
		R	R
NET ASSETS AND LIABILITIES			
Net Assets		339 345 283	13 107 851
Housing Development Fund		4 671 486	4 671 486
Accumulated Reserves		-	6 652 890
Accumulated surplus / (deficit)		334 673 797	1 783 475
Current liabilities			
Consumer deposits		6 550 547	6 550 810
Creditors		21 278 132	19 957 667
Sundry Debtors in credit		-	9 947 547
Unspent conditional grants and receipts		30 940 843	12 519 626
Provisions		-	1 971 706
Total Net Assets and Liabilities		398 114 804	64 055 207
ASSETS			
Non-current assets			
Property, plant and equipment		258 147 454	-
Current assets			
Consumer debtors		139 967 351	64 055 207
Other debtors		30 079 330	6 897 229
Value Added Taxation - Claimable		948 503	-
Call investment deposits		26 724 865	23 729 165
Bank balances and cash		2 211 211	14 204 072
Total liabilities		398 114 804	64 055 207

4.2.13 Final Budget – 2011/2012

The budget process plan for the current year was approved by Council during August 2010. As the approved Operational Budget is to be based on a realistic income level, the financial viability of the Municipality is debated at length when obtaining Council's approval of the annual budget guidelines. The Draft Budget document is attached as an Annexure to the IDP.

4.2 14 Financial Strategies

The municipality is aware of the need to finalize strategies to improve, or at least maintain, the financial performance of the municipality.

The strategies to be considered include:

- Revenue Generating Strategies
- Asset Management
- Capital and Operational Financial Policies
- Cost effectiveness strategies
- Anti-corruption Strategies

Potential Risks

Table 15: The key factors which constitute risks to the financial position of the Municipality are:

Potential risks	Mitigating controls
Restructuring – with specific reference to Institutional arrangements and the finalisation of the Macro and Micro structures. The service delivery is being compromised.	<ul style="list-style-type: none"> • The Municipal organogram will be developed in a manner that seeks to effectively address the mandate of the Municipality.
The costs of implementing indigent support programmes.	<ul style="list-style-type: none"> • The new census planned for later in 2011 will provide the latest statistical information that can be used to request an increase on the equitable share from National Treasury to support the indigent programmes.
The current low payment rates for services rendered and limited means of credit control throughout the municipality.	<ul style="list-style-type: none"> • The Municipality has developed the following systems to address the challenges emanating from the low payment ratio: <ul style="list-style-type: none"> • Data cleansing, and • Development of by-laws.
The loss of revenue with regard to the non-installation of the water restrictors for the indigent where the indigent household is to be limited to 6kl of water a month.	<ul style="list-style-type: none"> • The Municipality will after ensuring that an accurate customer data exists and there are by-laws to enforce collection, a team of unemployed young people will be assembled for the meter reading exercise.
The loss of revenue with regard to the non-installation of the water restrictors for purposes of debt collection and credit control.	<ul style="list-style-type: none"> • The Municipality will after ensuring that an accurate customer data exists and there are by-laws to enforce collection, a team of unemployed young people will be assembled for the meter reading exercise.
Lack of internal control of water provided by Rand water to municipality	The Technical department has embarked on a project to repair and rehabilitate valves and meters for the lines receiving water from Rand Water.
Decline in cash and investments and possible cash flow problems due to the non-conversion of debtor's arrears into cash.	<ul style="list-style-type: none"> • The Municipality has developed the following systems to address the challenges emanating from the low payment ratio: <ul style="list-style-type: none"> • Data cleansing, and • Development of by-laws.

4.2.14 Supply chain management

To ensure equitable, transparent and effective procurement, the Municipality will review the supply chain management processes as follows:

- An Assistant Manager for the supply chain management section should be budgeted for in the proposed organogram, this will assist the CFO with implementation and review of the supply chain management policy;
- The Municipal suppliers database has been reviewed to verify all suppliers for validity and tax compliance;
- The supply chain management policy will be reviewed every three months to ensure that it continues to address the risks identified for the supply chain management process;
- The supply chain management committees will be reviewed every three months for effectiveness and transparency;
- Segregation of duties will be maintained for the demand and acquisition management sections; and
- Quarterly reports will be submitted to section 79 committee and Municipal council on the effectiveness of the above processes by the CFO with the approval of the Municipal Manager

4.2.15 Establishment of an audit committee

“An independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of **risk management, control and governance** processes.”

4.2.16 Governance

Assist management in achieving its goals by evaluating the process through which:

- Goals and values of the municipality are established and communicated,
- The accomplishment of goals is monitored and
- Accountability is ensured and corporate values are preserved.

4.2.17 Strategy

- Internal Audit is conducting assurance and consulting services as part of their normal or routine activities as well as responding to requests by management. Moreover, the unit is aiming at conducting other Internal Audit disciplines (Incl. performance auditing, IT Audit, forensic auditing) as well as formal consulting engagements such as participation on standing committees, ad-hoc meetings, and routine information exchange.
- Internal Audit is mandated in terms of legislative prescripts to deliver consulting, assurance, and facilitation services through the following corporate values:
- Clarity, Courtesy, Credibility, Consistency, Competency, Comprehension, Communication, Professionalism.
- As part of the consulting services, the unit will continue to give an advice on communications strategy and marketing of the municipality through establishment of a community radio station and newspaper.
- The municipality should have a Community Radio Station that is aiming at empowering local people and enhance their participation in the socio economic activities of the country; Moreover, during the address made by the Minister of Communications to the portfolio committee on **Tue, March 13, 2012**; the following deliberations were made:
- All municipalities should have a community radio stations and community newspapers by 2014.
- Over 133 Community Radio stations have been licensed since 1994.

- Over 100 of these are operating, between 90 and 110 municipalities are without a community radio stations.
- Establish effective reporting mechanism on municipal programmes such as the introduction of radio live broadcast interactive programmes, municipal news letter, and quarterly to monthly progress report, The Communications department (**DOC**) will provide support to the community radio stations by providing infrastructure to new radio stations.
- The municipality will make concerted effort to improve Revenue Collection in municipal areas
- Conduct payment awareness campaigns, as well as resuscitate old, and establish new pay points,
- De3velop a practical Audit Recovery Plan and ensure implementation , together with the implementation of the Risks Management Plan

4.2.18 Objectives

- The Internal Audit function will assist the **THLM** Management in achieving its goals by evaluating adequacy and the effectiveness of internal Control system, risk management.
- Goals and values are established and communicated,
- The accomplishment of goals is monitored, and
- Accountability is ensured and corporate values are preserved.
- Develop a practical Audit Recovery Plan and ensure implementation of the Risk Management Plan

What was planned for 2011/2012

1	Performance Information Audit/ Audit of the predetermined objectives
2	Fraud Risk and Legislative Compliance Audit
3	Supply Chain Management Audit
4	Asset and Facilities Management Audit
5	ICT General Control, Business Continuity and Disaster Management Audit
6	Human Resources Audit (Employees screening, background checking, Employees Performance, Over-time, Leave Monitoring)
7	Follow –Up Audits: Issues raised by the Auditor General in the financial 2010/2011 Audit. Fleet Management Audit. Telephone Accounts and Communication systems.
8	Marketing and Communication Audit (Incl. profiling of achieved milestones, information update on the website).
9	Ad-Hoc/ Management Request.
10	Human Resources Audit (Employees screening, background checking, Employees Performance, Over-time, Leave Monitoring)
11	Follow –Up Audits: Issues raised by the Auditor General in the financial 2010/2011 Audit. Fleet Management Audit. Telephone Accounts and Communication systems.
12	Marketing and Communication Audit (Incl. profiling of achieved milestones, information update on the website).
13	Ad-Hoc/ Management Request.

What was achieved i.e. Progress to date including the expenditure to date

1	Establishment of the Audit Committee in terms of section 166 (6) (b) of the MFMA, No 56 of 2003 with effect from 01 September 2011. Audit Committee members: Mr MA Mashego (Chairperson), Mr JA Motha and Mr SAB Ngobeni. First meeting held on 14 October 2011.
2	Providing complete, Practical and Workable recommendations to the Accounting Officer in the establishment of the Risk Management unit, which are in line with the public sector Risk management framework (endorsed by national treasury), King 3 report on corporate governance.
3	Internal audit and Audit committee Charter, Internal Audit policy
4	Anti-corruption strategy, Internal Audit Methodology (Review).
5	Budget: R75 000,00 Expenditures incurred: R12 000, 00 (Incl. membership fees of the Institute of the Internal Auditors, CIA program as part of enhancing the individual proficiency).

Not Achieved

1	Non-implementation of controls by management, errors or irregular transactions redress.
2	Management/ staff override of controls, policies, procedures and systems in place.
3	Audit of the performance information.
4	Audit management software (Teammate/ Barn owl software)
5	Lack of effective Risk Management processes within the organization which result in ineffective Risk based Internal Audit plan (Strategic and operational).
6	No follow up on issues raised by the Auditor General.

What will be done to address what was not done i.e. Proposed solution

1	Internal Audit should be capacitated (Human, Skills) to a level which will be able to perform its duties optimally.
2	Implementation of Internal Audit recommendations and corrective actions by management to enhance municipal performance and Internal Controls systems.
3	Program of action for AG issues was developed and disseminated to all managers.
4	For effective follow up, AG issues should be a standing item of management meetings.
5	Work done by Internal Audit as part of the operational plan should form part of management meetings, relevant portfolio committees.
6	Solicit external capacity to address audit of the performance information, Supply Chain Management Audit, Internal Audit Quality Assurance program, Asset Management.

What is your action plan for 2012/2013 and beyond.

1	As part of continuous value adding services of the Activity, the municipality should establish the following Internal Audit disciplines: Information Technology audit IT audit includes the evaluation of internal controls within the IT environment to ensure the validity, reliability and security of information.
2	Forensic audit Forensic investigations include investigations on irregularities reported through Tip-off and management requests, including conducting of preventative and detective review on maladministration, fraud and corruption related risks.
3	Performance audits The objective of performance / value-for-money reviews is to evaluate the adequacy of Key Performance Indicators (KPI's) within a particular process in respect of economy, efficiency and effectiveness with the aim of achieving Key Performance Objectives (KPO's).

- **Billing and collection**

As indicated in the paragraphs above the Municipality does not achieve efficient billing and collection due primarily to the following:

Inaccurate data that results in accurate bills; and
No by-laws to enforce collection of outstanding amounts.

The revenue enhancement strategy developed focused at the first phase to address the areas above, this summarised implying the Municipality intends to have achieved the following by commencement of the 2012/13 financial year:

A cleansed customer data that will ensure that bills are not undeliverable; and
Developed by laws to enforce collection.

To support the system the Municipality will develop a customer call centre in consultation with public liaison for all community members to query bills that are incorrect. **conduct payment awareness campaigns, as well as resuscitate old , and establish new pay ponit**

- **Budget and its processes**

Pursuant to the requirements of the MFMA, the Municipality developed a process plan to conduct community participation on the IDP and budget for a five year period commencing 2011/12, the process plan is summarised below:

- **Service Delivery and Budget Implementation Plan**

In line with the MFMA, 2003 (Circular 13), and on the basis of the 2012/13 Operational Plan attached to this document (IDP), the municipality is currently preparing an SDBIP which serves as the management and implementation tool for the budget and therefore the IDP. The SDBIP will set in-year information, such as quarterly service delivery and monthly budget targets, and link each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. It will also indicate the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output.

A detailed SDBIP will be submitted to the Department of Cooperative Governance and Traditional Affairs and Provincial Treasury upon approval.

One of the biggest challenges of this Financial Plan is matching increased service demands with a relatively stagnant revenue basis. This is further aggravated by the challenges of joblessness and HIV-ravaged households where the latter, more than often, are child-headed households. The restructuring of electricity supply also had a severely negative impact on Municipal revenue generation. This process resulted in the loss of revenue and fiscal surpluses that the Municipality was relying on.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the Thembisile Hani Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and “pie in the sky”. The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

Thembisile Hani Municipality is faced with the task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

4.2.17 The Municipality needs to address its financial challenges on the following basis:

- Further improving the Municipality’s image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality’s cash flow position.
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers in line with developed ‘golden rules’.
- Further enhancing public participation in the next budget cycle.
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen’s expectations.
- Adjusting the organisation in line with information produced from the performance management

Project ID	Project Name	Project Location/ ward	Project Objective	Key Performance Indicator	2012/13	2013/14	2014/15	Responsible Department
	Revenue raising mechanism (overlapping projects from 2010/11 financial year)			<ul style="list-style-type: none"> Credible Customer data and indigent register Valuation roll By-laws 	1 500 000 3 000 000 150 000	0	0	THLM
	Integrated financial management system (overlapping projects from 2010/11 financial year)			Comprehensive electronic environment for all modules of finance, including cessation of cheque payments	500 000	0	0	THLM
	Land audit			Complete records of all land ownership details with title deeds	0	1 500 000	0	THLM
	Audit of installed meters			Meters at identified areas (Tweefontein K and KwaMhlanga) reconciling to customer data	0	1 000 000	0	THLM
	Operation Clean Audit			Clean audit implementation	300 000	300 000	300 000	THLM

	Revenue raising mechanism								500 000	50 000	50 000	50 000	NDM
	Shared Services Investigation								500 000	0	0	0	NDM
	Roll-out of free basic services Study								500 000	0	0	0	NDM

of the Internal audit unit

Research documentation on revenue raising mechanisms for low and medium capacity LMs compiled and presented to Council by December 2010

Shared Services assessment study conducted and presented to Council by March 2011

Comprehensive study on roll-out of free basic services within local municipalities completed and presented to Council by April 2011

4.3 ISSUE 3: PUBLIC PARTICIPATION

4.3.1 Background and Problem Statement

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

Challenges/ problems

1	Municipal document (handout during consultation process) always written in English i.e. Integrated Development Plan (IDP), Budget
2	No Provision for Deaf and Blind people during consultation process
3	Limited Budget
4	Combination of Public Participation Budget and Publicity Budget
5	Utilisation of other unit Budget without the concerned of that unit

4.3.2 Legislative context of participation

Chapter 7 Section 152 of the Constitution of the Republic of South Africa state the following as two of the objects of local government:

- To provide democratic and accountable government for local communities
- To encourage the involvement of communities and community organisations in the matters of local government Municipal System Act
- Section 16(1) of the Local Government Municipal Systems Act 32, of 2000 clearly outlines the expectation that Local government will develop a culture of community participation within Municipalities. In particular it refers to the need to:
 - Encourage and create conditions for the local community to participate in the affairs of the municipality
 - Contribute to build the capacity of the local community, councillors and staff to foster community participation
- The Act further states that the Municipality must take into account the special needs of:
 - People who cannot read or write
 - People with disabilities
 - Women and
 - Other disadvantaged groups

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.

4.3.3 Strategy

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 Programmes, 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, billing 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.
- Regular conduct of audit of ward committees and ensuring full functionality.
- The municipality shall convene no less than two municipal izimbizo per annum to report on progress and interact with communities

Aspects of the above are briefly discussed below.

a) Community Outreach Meetings

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.

Ensure more effective, accountable and clean local government that works together with national and provincial government, Councillors shall ensure that the communities are consulted on regular basis and as frequent as possible

Accountability and transparency are the key principles of governance. Thembisile Hani Local Municipality, in the spirit of cooperative governance, has initiated the Municipal Izimbizo (2), Executive Mayoral Outreach Programmes(4) and mandatory ward mass meetings (6) that aim at improving communication between council and community at large and strengthening council's accountability. 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

Promote more active community participation in local government,

Thembisile Hani Local Municipality commits that Ward Committees shall be formed to serve as interactive and development forums between the elected municipal representatives and stakeholders at the community level on a continuous basis,

- To ensure that each Ward Committee in the municipal areas holds the mandatory 6 meetings per annum
- To host 6 municipal izimbizo meetings per annum;
- Conduct regular audits of ward committees,
- Ensure ward councillor convene six(6) meetings per ward per annum in order to provide communities with feedback about developments in their municipality

The Minister of Cooperative Governance and Traditional Affairs 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.

Thembeisile Hani Local Municipality has to establish 32 Ward Committees in line with the new ward delimitation. Further more , the municipality ensures that each ward has a Community Development Worker and a Proportional Representative deployed in all 32 wards to strengthen public participation and communication. Managers, Assistant Managers and Coordinators should adopt wards for administrative advice and assistance. Few villages have been grouped to form 5 zones of which a member of mayoral committee will be responsible for each.

The Municipality has developed a draft out of pocket expense reimbursement policy for Ward Committee members that aim at clarifying the way in which to reimburse members.

Community participation is the life blood of Thembeisile 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) Community Development Workers

Community Development Workers (CDW) also play a critical role in community development, CDW's are an integral part of the ward committee system in the endeavour to fast-track service delivery and poverty eradication. The Province has deployed 32 CDW's for the Municipality. The idea is to have at least one CDW's in each ward.

d) IDP/LED Joint Forum

Thembeisile Hani Local Municipality has established a two-pronged IDP/LED Joint Forums (one political and administrative) that compose of Executive mayor, business community, private sector, traditional leaders, parastatals, government departments and civic society and other stakeholders.

During the political Forum meetings, administration gives a report to the stakeholders and clarifies matters of uncertainty. This process ensures that everybody understands 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.

Thembeisile Hani Local Municipality Communication Strategy should be operationalised and popularized, especially to young people.

The majority of young people in the Municipality are not interested in issues such as IDP review; Municipal Izimbizo's and other workshops that are of their assistant in future. Mechanism should be developed to inject the enthusiasm of young people to be active on the affair of the Municipality.

e) Project Steering Committees

The Local Government Systems Act, Act 32 of 2000, section 17 compels the Municipality to establish mechanisms, processes and procedures for community participation in the affairs of the Municipality.

In compliance with the provision of the above-mentioned Act, has become important that an overseeing structure is set up for all projects that are to be implemented in the jurisdictional areas of the Municipality so that the implementing agencies would report to.

This is a structure that will submit report to Ward Committee subsequently to Council about the progress and challenges of the project from the initial stage to the final stage.

The Project Steering Committee (PSC) should comprise of the following Stakeholders: Ward Councillor, PR Councillor, and Representative from local Authority; Recognized NGO's, NPO's and all legitimate structures. An official from the municipality should preside over the launch of the structure after the ward councillor and

committee have identified and invited role-players. Key will be the appointment of the Community Liaison Officer to maintain contact with the community and project.

The purpose of this structure is to steer and monitor the project implementation process through holding regular meetings. The meetings will be used to discuss progress and to propose remedial methods in regard to challenges arising during the implementation process. This is one of the monitoring organs of the project and it also exists to show and ensure that the project is known by its beneficiaries and relevant local authorities every step of the way.

f) Gay and Lesbian Association

Municipality should now start to look at Gay and Lesbian community, because we have learn that the most ignore sector in Thembisile Hani Local Municipality hence their needs as well play an important roles in the development of the municipality hence we should consider them as crucial stakeholder

g) Disaster/ Crisis Communication Strategy

Council should strengthen its interaction with communities by exploring various mechanisms such as SMS and Share Call to all community members in order to disseminate or communicate information. This could be an easy effort to take because it will encourage residents to attend. And also close gap of communication between the councillors, CDWs and Ward Committee Members.

h) Internal Audit Function:

Thembisile Hani local Municipality established an Internal Audit Unit (IAU) in terms of section 165(1) of the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA). An Audit Committee should be established to guide the internal audit function with a primary objective of enhancing governance matters within the municipality. The role of the Audit Committee is to assist the Council in discharging its duties relating to the safeguarding of Council assets, functionality of internal controls and processes, risk management, financial reporting and compliance corporate accounting standards. The internal audit function operates in terms of Internal Audit Plan prepared based on the risk assessment.

In order to develop effective audit plan, as per legislation, the risk assessment was conducted and should be taken to council for adoption. In conjunction with senior management and the Audit Committee areas where internal audit activities should be directed were identified as enhancement of internal controls, record keeping, integrity of financial and operational information, performance management policies and systems, policies and procedures, human resource development programmes and asset management.

Project ID	Project Name	Project Location/ ward	Project Objective	Key Performance Indicator	2012/13	2013/14	2014/15	Responsible Department
1	Conduct a community satisfaction survey	Entire Thembisile Hani LM	To know how the Community view the Municipality	Survey Conducted	R200 000	0	0	MM
2	Development of Public Participation Policy		To Ensure Compliance		R0.000	0		MM
3	Reviewal of Consultation and Communication Strategy		to improve information dissemination to the community	Consultation and Communication Strategy reviewed	R0.000	0	0	MM
4	Ward Committee Summit		Consolidate Ward Committee Issues for uniform approach	Ward Committee Summit Held	R100 000	0	0	MM
5	Ward Committee Capacity Building		To Empower Ward Committee Members	Training/Workshop Conducted	R400 000	0	0	MM
6	2x Municipal Imbizo or Executive Ward Base Meetings		effective and efficient communication	2x Municipal Imbizo or 32 Executive Ward Base Meetings Held	R500 000	0	0	MM
7	Executive Mayoral Outreach Zonal Meetings		effective and efficient communication	Executive Mayoral Outreach Zonal Meetings Held	R250 000	0	0	MM
8	Rolling Out of pocket expenses programme		To Encourage the full participation of Ward Committee Members	Out of pocket expenses paid to Ward Committee Members	R2.25 M	0	0	MM

9	Administration Support	To make Ward Committees functioning effective and efficient	Provision of Administration Support made to all Ward Committees	R100 000	1	0	MM
10	Purchasing of Ward Committee Name Tags	Easily Identification of Ward Committee Members	Ward Committee Name Tags Purchased	R15 000	0	0	MM
11	Development of language policy	To Ensure Compliance	Language policy developed	R0.000	0	0	MM
12	Train official on sign language	To ensure that officials are able to communicate with deaf people	Officials trained on sign language	R50 000	0	0	MM
13	Installation of shared calls and SMS	To ensure smooth way of communication between the municipality and community	Provision of shared calls and SMS installed	R0.00	0	0	MM
14	Production of Newsletter	To deliver information to the community on time	News letter produced and delivered to all community of TLHM	R400 000	0	0	MM
15	Braille IDP and Budget Documents	Effective and Efficient communication with blind	Braille Document Produced	R0.00	0	0	MM

4.4 ISSUE 4: WATER

4.4.1 Background and Problem Statement

4.4.1.1 Bulk Supply

The Municipality mainly depends on other Water Service Authorities on bulk water supply, since we do not have our own source of water. Approximately 65 MI/day is supplied from various sources: 25 MI/day by Kungwini Local Municipality, 10 MI/day by Dr J S Moroka Local Municipality and 30 MI/day by Rand Water. Not at all times we are supplied with the 65 MI/day due to inconsistency of supply, operation failure on pumps, vandalism especially from both Kungwini and Dr J S Moroka Local Municipalities. In cases of shortage of water supply from Kungwini Local Municipality most of the areas always get affected as most of the bulk supply depend on it i.e. areas as KwaMhlanga, Moloto, Sun City as a whole and in case of Dr J S Moroka areas as i.e. Kwaggafontein, Bundu, Mathyznsloop and Boekenhouthoek. Mostly during summer shortage or higher usage is experienced compared to winter time whereby most reservoirs are full. Majority of the bulk pipelines are asbestos and have reached their lifespan as is evident on pipeline supplying KwaMhlanga which have to supply various communities i.e. Phola Park, Zakheni and Mountain View. Vandalism is abundant on all our bulk pipelines air valves leaking, manhole chambers cover missing and which contribute to 60% overall leakages we have and lack of awareness on water usage/conservation. Finalisation of the Service Level Agreement between Thembisile Hani and Kungwini Municipality in progress.

The Municipality received a transfer of an asset namely, Zoementfontein water pump station from Department of Water Affairs.

4.4.1.2 Institutional Capacity

The Municipality have appointed the Manager Technical Services, Project Management Unit (PMU) Manager and Assistant Manager: Water and Sanitation. Currently there is 70% vacancy within the Municipality of which 40% is within Technical Services. Most of these vacancies, we are in a processing of filling them which include, Technicians, Artisans, Supervisors, General Assistants and Drivers. Thembisile Hani Local Municipality is a Water Services Authority and as such it is providing water services. The past Section 78(2) Assessment that was conducted for Thembisile Hani Local Municipality concluded as follows: the Department of Water Affairs has appointed services providers to craft and review the WSDP. Summary on the information and statistics of water users with their spatial positioning, existing status and their needs in terms of Domestic- basic and growth and development

“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 Town 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 LMs, (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 serve delivery. There is also a lack of water services capacity within the LMs. 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.

The buy-in to the process by politicians, and officials at all levels (all LMs) is required if a regional approach to service provision is to be successful. The 78(3) assessment will be critical to the LMs, 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.

4.4.1.3 Objectives

- To formulate a comprehensive Water Services Development Plan for the municipal area 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.
 - Contribution of other stakeholders to sustainable water supply
- To improve the technical level of expertise in the municipal area by employing a Municipal Engineer.
- To design and launch Water Education Programmes in the municipal area.
- To incrementally implement upgrading and expansion related capital projects intended to improve the water supply to residents of Thembisile Hani.
- To implement proposals regarding the institutional arrangements required to perform the Water Services Authority function assigned to Thembisile Hani.
- To provide communities of Thembisile Hani with sustainable and uninterrupted water supply.
- Create a toll free number for reporting of water leakages, fraudulent behaviour on municipal network or resources
- The municipality endeavours to optimise water supply to communities from external sources,
- Provide water networks where none exist, improve the standard of maintenance of water networks, expand rain harvest systems in areas where the majority of interruption occurs

4.4.1.4 Strategy

Thembisile Hani will commission the compilation of a comprehensive Water Services Development Plan for the entire Thembisile Hani municipal area in order to consolidate all information on the existing situation, and to formulate a development plan and implementation strategy regarding water provision in the municipal area. The Nkangala District Municipality should be approached in this regard to assist with funding.

This development plan and implementation strategy will then inform capital expenditure on water in years to come. As a general approach/strategy regarding water related capital projects the following is suggested:

- The top priority should be to ensure that all the areas with no water network (the rural areas and the urban areas are served – at least to RDP standard.
- The second priority should be network expansion and individual house connections (where required) in areas already served with water.
- The third priority should be to provide water metres in the areas with water networks.
- A fourth priority should be to address rural water needs as reported in Skoongezicht, Loopspruit, Taaifontein (1) and (4), Vaalspruit, Strauss and Nooitgedacht/Leuufontein/Blesbokfontein.

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

- Bulk water supply to the Nkangala region.
- The investigation of establishing a water source within the municipal jurisdiction in order to reduce the cost of purchasing water from rand Water, Kungwini Municipality and Dr JS Moroka Municipality.
- Bulk water meters must be operationalised by periodic maintenance.
- Leak management must be improved by attending to leakages within six (6) hours.
- New sites must receive reticulation and house connections.

- Sites with water reticulation must receive water meters to enhance revenue management.
- The replacement of aging infrastructure such as asbestos pipes.
- To improve on maintenance of all water infrastructure.

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 completed.

4.4.1.5 Status Quo per settlement or area

- ❖ The information was taken from the old WSDP dated 2006 and it was updated as and when projects were implemented.. There is a need to update the WSDP (Water services Development plan)
- ❖ Most of the meters are not functional

TABLE 16: Water Backlogs (As in March 2007, Study conducted by Bigen Africa)

AREA	TOTAL NUMBER OF HOUSEHOLDS	HOUSEHOLDS WITH RETICULATION BUT SUPPLIED AT RDP STANDARD	HOUSEHOLDS ERF CONNECTION	HOUSEHOLDS WITH METER INSTALLATION	BACKLOG to achieve full level of service
MOLOTO SOUTH	5 340	2 780	0	0	5 340
MOLOTO NORTH	2 780	2 070	0	0	2 780
KWAMHLANGA "A",B,BA & MA"	2 003	0	2 003	1 972	31
ZAKHENI & Extension	1 256	888	0	0	1 256
MOUNTAINVIEW	2 100	370	0	0	2 100
PHOLA PARK	2 273	1143	0	443	1 830
KLIPFONTEIN	970	0	970	970	0
LUTHULI	1 600	600	0	0	1 600
MANDELA	3 306	700	600	0	3 306
SUN CITY "A"	1 580	0	1 580	632	948
SUN CITY "B"	1976	0	965	223	1 753
SUN CITY "AA"	1 100	700	0	0	1 100
BUHLEBUZILE	1 558	0	1 448	1 448	110
ZENZELE	1 220	0	900	900	320
THEMBALETHU	1 600	1 550	0	550	1 050
TWEEFONTEIN"G"	1 078	1 078	0	0	1 078

AREA	TOTAL NUMBER OF HOUSEHOLDS	HOUSEHOLDS WITH RETICULATION BUT SUPPLIED AT RDP STANDARD	HOUSEHOLDS ERF CONNECTION	HOUSEHOLDS WITH METER INSTALLATION	BACKLOG to achieve full level of service
TWEEFFONTEIN"H"	1 588	0	0	1 258	330
TWEEFFONTEIN"J"	1 200	0	1 200	0	1 200
TWEEFFONTEIN"E"	1 837	0	1 670	1 670	167
TWEEFFONTEIN"F"	1 297	1 297	1 297	0	1 297
TWEEFFONTEIN"N"	450	0	340	110	340
CHRIS HANI	1 200	0	1 200	1 200	0
THOKOZA	1 299	848	0	0	287
VEZUBUHLE	2 366	666	1 700	1 700	666
TWEEFFONTEIN"B"	1 820	1 172	1 362	458	1 362
TWEEFFONTEIN"K"	1 900	0	600	600	1 300
TWEEFFONTEIN "D"	693	0	693	693	0
TWEEFFONTEIN"A"	1 180	0	700	0	482
TWEEFFONTEIN"C"	1 820	0	1 820	700	1 120
BUHLEBESIZWE	3 124	0	3 124	3 124	0
MZIMUHLE	3 370	0	3 370	3 370	0
VLAKLAAGTE 1	3 700	0	3 700	3 700	0
KWAGGAFONTEIN "D"	2 201	0	2 201	2 201	0
KWAGGAFONTEIN "E"	879	0	879	879	0
KWAGGAFONTEIN "B"	1 230	0	1 230	1 230	0
KWAGGAFONTEIN "C"	2 873	2 873	2 873	2 873	0
KWAGGAFONTEIN "A"	5 038	0	3 589	3 000	2 038
BOEKEN-HOUTHOEK	2 890	2 760	0	0	2 890
BUNDU	1 589	300	1 289	1 289	300
MACHIPE	621	621	0	0	621
MATHYSENZLOOP	1 414	0	1 330	1 330	84

AREA	TOTAL NUMBER OF HOUSEHOLDS	HOUSEHOLDS WITH RETICULATION BUT SUPPLIED AT RDP STANDARD	HOUSEHOLDS ERF CONNECTION	HOUSEHOLDS WITH METER INSTALLATION	BACKLOG to achieve full level of service
VERENA "C"	2 000	600	0	0	1 400
VERENA "D"	2 686	1 758	0	0	2 686
WOLVENKOP	1 089	1 089	0	0	1 089
LANGKLOOF	800	800	0	0	800
VERENA "A & B "	2 500	1 202	998	998	1 502

4.4.1.7 Performance Indicators

- Updating Water Services Development Plan: Last updated December 2006
- Securing funding to achieve full level of service for all areas or settlements.
- Successful completion of projects listed above based on priorities determined by Council.
- Finalisation of institutional matters pertaining to Water Services Authority.
- Implementing the revenue management system.

4.4.1.8 Funding arrangements

Backlog Description		Funding arrangements				
		Financial Year				
Type	Funding	2008/2009	2009/2010	2010/2011	2011/2012	2012/13
Households with no water	Backlog Value	R 15 000 000				
	MIG Allocation	R 26 315 303	R16 256 000	R11 288 227	R15 641 160	R17 500 000
Households at RDP level with street standpipes	Backlog Value	R 26 301 950				
	MIG Allocation	R 0	R 0	R 0	R 0	R 0
Households at RDP level with yard standpipes	Backlog Value	R 21 721 500				
	MIG Allocation	R 0	R 0	R 0	R 0	R 0
Total Values	Backlog	R 63 023 450				

Associated Services

Public amenities consumer types	No. of consumer units	No. of consumer units with access to:				
Police Stations	7	0	0	0	0	7
Government offices	25	0	0	0	0	25
Businesses	28	0	0	0	0	28
Schools	138	0	0	0	0	138
Clinics	17	0	0	0	0	17
Hospitals	1	0	0	0	0	1

Water Projects 2013-14

Water Projects 2013-14

MIG FUNDED PROJECTS

PROJECT DESCRIPTION	VOTE NUMBER	2011-12 FY	2012-13 FY	2013/14 FY	2015-16 FY
WATER RETIC SUN CITY AA	600048	2 347 472	1 500 000	1 500 000	1 500 000
WATER RETIC MANDELA EXT	600049	2 620 484	-	1 500 000	1 500 000
WATER RETIC MOLOTO NORTH	600050	1 400 513	-	-	-
WATER RETIC MOUNTAIN VIEW	600051	2 122 368	-	1 500 000	1 500 000
WATER RETIC LUTHULI	600052	1 333 272	-	1 500 000	1 500 000
WATER RETICULATION MATHYSLOOP	600053	600 000	500 000	-	-
WATER RETIC KWAGGA A (KHALANYONI)	600088	1 230 000	-	-	-
WATER RETIC MOLOTO INFORMAL	600089	820 000	-	1 000 000	-
STORAGE RESERVOIR THLM	600090	5 381 160	-	8 000 000	-
WATER RETIC BOEKENHOUTHOEK		-	1 000 000	1 000 000	-
BOREHOLES RIETFONTEIN		-	500 000	500 000	-
BOREHOLES DOORNEK		-	500 000	500 000	-
BOREHOLES FARMS WARD 11		-	1 000 000	1 500 000	-
WATER RETIC THOKOZA EXT		-	500 000	2 000 000	-
WATER RETIC TWEEFONTEIN B1		-	1 500 000	2 000 000	-
WATER RETIC MACHIPE		-	421 000	1 500 000	-
WATER RETIC KWAGGAFONTEIN MA10		-	2 750 000	1 500 000	-
WATER RETIC KWAGGAFONTEIN WARD28		-	3 500 000	-	-
BOREHOLES FARMS WARD 32		-	500 000	2 000 000	-
UPGRADING TWEEFONTEIN K WWWTW		-	5 000 000	20 000 000	15 000 000

UNFUNDED PROJECTS

Project No ID	Project Name	Project Location	2012-13	2013-14	2014-2015
	Water reticulation	Sun City AA	-	1 500 000.00	1 500 000.00
	Water reticulation	Mandela Ext	1 640 000.00	1 500 000.00	1 500 000.00
	Water reticulation	Moloto North	980 000.00	-	-
	Water reticulation	Mountain View	1 640 000.00	1 500 000.00	1 500 000.00
	Water reticulation	Luthuli	900 000.00	1 500 000.00	1 500 000.00
	Water reticulation	Mathyzensloop		2 000 000.00	
	Water reticulation	Kwaggafontein (Khalanyoni)	1 230 000.00	1 000 000.00	-
	Water reticulation	Moloto informal	820 000.00	0.00	1 000 000.00
	Storage reservoir	THLM	4 431 160.00	1 500 000.00	8 000 000.00
	Boreholes upgrading	Farms Blynbietjie			
	Water reticulation	Kwaggafontein (Khalanyoni)	2 000 000.00		
	Water reticulation	Moloto informal	1 000 000.00		
	Storage reservoir	THLM			
	Replacement of asbestos pipes (32km)		R 20 000 000.00		
	Replacement of asbestos pipes (48km)		R 30 000 000.00		
	Establishment of own water source		R 1 000 000.00		
	Upgrading of 355 mm diameter pipeline from Gembokspruit to		R 40 653 090.00		

Project No ID	Project Name	Project Location	2012-13	2013-14	2014-2015
	Verena and Wolvenkop				
	Construction of 4.5 ML storage reservoir at Verena D and Up-grading of Booster Pumps		R 8 427 540.00		
	Upgrading of 355 mm diameter pipeline to Enkeldoornog C and Moloto		R 8 667 640.30		
	Construction of 17.5 ML storage reservoir at Enkeldoornog C		R 21 107 100.00		
	Construction of 10.5 ML storage reservoir at Moloto		R 12 664 260.00		
	Construction of 1.5 ML storage reservoir at Vriesgewagde		R 1 809 180.00		
	Upgrading of 200 mm diameter pipeline to Mathysznsloop		R 12 378 113.00		
	Construction of 6 ML storage reservoir at Boekenhouthoek		R 7 236 720.00		
	Construction of 1.5 ML storage reservoir at Bundu		R 1 809 180.00		
	Upgrading of 300 mm diameter pipeline to KwaMhlanga		R 26 666 169.00		
	Construction of 18 ML storage reservoir at Thembaletu		R 21 710 160.00		
	Construction of 6.5 ML storage reservoir at Tweefontein K		R 7 839 780.00		
	Upgrading of 400 mm diameter pipeline from Tweefontein D to Tweefontein K/Viaklaagte 1		R 20 317 511.00		
	Construction of 2 ML storage reservoir at Tweefontein A		R 2 412 240.00		
	Big Tree Moloto		R 52 539 863.00		

Project No ID	Project Name	Project Location	2012-13	2013-14	2014-2015
	Upgrading of 600 mm diameter pipeline from Thembalethu to Tweefontein D		R 30 222 561.00		
	Rain Harvesting mostly on 20 farms around Thembisile.		R 4 000 000.00		
	Eradication of water backlogs		R 56 000 000.00		
	Replacement of 50000 yard meters: five years older		R 12 500 000.00		
	Water Demand Management and Conservation		R 20 000 000.00		
	Rehabilitation of boreholes on Rural Thembisile (Farms)		R 12 000 000.00		

SOCIO-ECONOMIC IMPACT

The projects to be implemented through Vukuphile Programme. The Municipality will appoint 10 learner contractors and 10 learner supervisors. The Department of Public and CETA will assist in the implementation of the programme in order to promote and upgrade the local contractors. The employment of local labourers will be maximised through the EPWP initiatives.

4.5 ISSUE 5: SANITATION

4.5.1 Background and Problem Statement

Majority of communities within the Municipality use pit toilets, 20% have septic tanks and only 4% have water borne system. Areas making 4% are: KwaMhlanga serviced by 2 x 0.5 ML/day Oxidation Ponds and Tweefontein K by 0.75 ML/day Waste Water Treatment Works. The Tweefontein K WWTW was designed to purify domestic effluent but industrial effluent is received from businesses i.e. Kwaggafontein Complex and Bakery. The effluent leaving the KwaMhlanga Oxidation Pond is not purified as the Ponds need refurbishment and may cause health hazards to the surrounding areas if is not urgently attended. The remaining 20% of septic tanks are offloaded in both the Oxidation Ponds and Tweefontein K WWTW.

The majority of these pit toilets are not yet formalised or converted to VIP, only 40% of the community have VIP (Ventilated Improved Pit) toilets. Through the MIG we are currently addressing the remaining 60% in phases. Most of the VIP toilets are getting full and the municipality is in the process of addressing them and COGTA intervention has been requested. Awareness is required in educating our communities on pit toilets impact on contaminating boreholes that are nearby the toilets.

There are various existing bulk sewer lines from Tweefontein RDP connecting to Tweefontein K WWTW pump station; outfall line from Mzimuhle until pump house of which the line still needs to be completed to up to Tweefontein K WWTW and outfall line from Traffic in Sun City through Mandela and other one through Luthuli. From this existing lines development will be linked on them and construction of a Waste Water Treatment Works especially to accommodate the lines through Mandela and Luthuli. The water borne will be the best option if there will be enough water for storage and knowing that 70% of the water we drink end up as waste water.

4.5.1.1 Objectives

To formulate a Water Services Development Plan for the Thembisile municipal area which will include an Implementation Strategy for the upgrading of sanitation services to at least RDP level in the entire municipal area, and a long term strategy towards waterborne sanitation for the entire municipal area.

4.5.1.2 Strategy

The WSDP should highlight the most pressing problem areas in the municipality and devise a programme for the upgrading and expansion of sanitation services with a view to alleviating the current backlogs in the area. Possible sources of funding should also be alluded to.

It is important to note from Figure 12 that there are about six individual drainage systems in Thembisile which are of strategic significance when planning for future waterborne sanitation systems. Moloto and Verena each fall within a unique drainage basin which would require its own oxidation pond and main sewer line.

The Kameelpoortnek, KwaMhlanga, Phola Park and Enkeldooroog complex forms a third unique drainage system – part of which could be served by the existing and proposed oxidation dams in this catchment area.

The fourth system evolves around the existing Tweefontein oxidation pond and includes areas like Vlaklaagte 1 and 2, Muzimuhle, enkeldooroog, Kamelpoortnek and Tweefontein.

The Kwaggafontein complex lies in a unique drainage basin running from north to south, and the Mathys Zyn Loop, Boekenhouthoek, Bundu complex forms a sixth drainage area.

Future sanitation planning should thus be done in accordance with these six catchment areas. The top priority would be to eradicate all pit latrines and to upgrade services to RDP level, and then the long term objective should be fully waterborne sanitation.

4.5.1.3 Current Projects/Actions

Project description	2012/2013	REVENUE SOURCE	2013/2014
Investigate connecting areas with outfall sewer lines to Tweefontein K WWTW	1 100 000	NDM	25 000 000
Investigate and Upgrading the Kwamhlanga oxidation ponds to accommodate or connect other areas	2 000 000	MIG	
Designs for the upgrading of Tweefontein K WWTW	5 000 000	MIG	25 000 000

4.5.1.4 Status Quo per settlement or area

- The information was taken from the old WSDP dated 2006 and it was updated as and when projects were implemented.. There is a need to update the WSDP (Water services Development plan)
- The community of Thembisile Hani is not in favour of the ventilation improved pit toilets

AREA	TOTAL NUMBER OF HOUSEHOLDS	HOUSEHOLDS WITH WATER-BORNE SEWAGE	BACKLOG	
			VIPs	WATER BORNE
MOLOTO SOUTH	5 340		4 320	
MOLOTO NORTH	2 780		2 780	
KWAMHLANGA "A",B,BA & MA"	2 003	1 970		33
ZAKHENI & Extention	1 256		1 256	
MOUNTAINVIEW	2 100		2 100	2 100
PHOLA PARK	2 273		2 093	2 273
KLIPFONTEIN	970		970	970
LUTHULI	600		600	600
MANDELA	3 306		3 306	3 306
SUN CITY "A"	1 580		1 580	1 580
SUN CITY "B"	976		976	976
SUN CITY "AA"	1 100		944	1 100
BUHLEBUZILE	1 558		1 558	1 558
ZENZELE	1 220		1 220	1 220
THEMBALETHU	1 600		1 600	1 600

AREA	TOTAL NUMBER OF HOUSEHOLDS	HOUSEHOLDS WITH WATER-BORNE SEWAGE	BACKLOG	
			VIPs	WATER BORNE
TWEEFONTEIN"G"	1 078		1 078	1 078
TWEEFONTEIN"H"	1 588		1 588	1 588
TWEEFONTEIN"J"	1 200		1 200	1 200
TWEEFONTEIN"E"	1 837		1 837	1 837
TWEEFONTEIN"F"	1 297		1 297	1 297
TWEEFONTEIN"N"	450		450	450
CHRIS HANI	1 200		1 100	1 200
THOKOZA	1 299		1 189	1 299
VEZUBUHLE	2 366		2 366	2 366
TWEEFONTEIN"B"	1 820		1 820	1 820
TWEEFONTEIN"K"	1 900		1 300	1 900
TWEEFONTEIN "D"	693		693	693
TWEEFONTEIN"A"	1 180		680	1 180
TWEEFONTEIN"C"	1 820		1 820	1 820
BUHLEBESIZWE	3 124		2 624	3 124
MZIMUHLE	3 370		3 225	3 370
VLAKLAAGTE 1	3 700		3 700	3 700
KWAGGAFONTEIN "D"	2 201		2 021	2 201
KWAGGAFONTEIN "E"	879		879	879
KWAGGAFONTEIN "B"	1 230		1 230	1 230
KWAGGAFONTEIN "C"	2 873		2 873	2 873
KWAGGAFONTEIN "A"	5 038		5 038	5 038
BOEKENHOUTHOEK	2 890		2 890	2 890
BUNDU	1 589		1 589	1 589
MACHIPE	621		621	621
MATHYSENZLOOP	1 414		1 414	1 414
VERENA "C"	2 000		2 000	2 000

AREA	TOTAL NUMBER OF HOUSEHOLDS	HOUSEHOLDS WITH WATER-BORNE SEWAGE	BACKLOG	
			VIPs	WATER BORNE
VERENA "D"	2 686		2 686	2 686
WOLVENKOP	1 089		1 089	1 089
LANGKLOOF	800		800	800
VERENA "A & B "	2 500		2 500	2 500
TOTALS	86 394	1 970	80 900	75 48

4.5.1.4 Performance Indicators

- Updating Water Services Development Plan: Last updated December 2006
- Securing funding to convert or construct water borne sanitation in all areas or settlements.
- Implementing the revenue management system.
- Investigate waste water recycling.
- Investigate more areas to construct waste water treatment works around Thembisile Hani

4.5.1.4 Funding arrangements

Backlog Description		Funding arrangements				
		Financial Year				
Type	Funding	2008/2009	2009/2010	2010/2011	2011/2012	2012/13
Waterborne sewage Areas	Backlog Value	R 970 800 000				
	MIG Allocation	R 0	R 0	R 0	R 0	R 5 000 000
Households Needing VIPs	Backlog Value	R0.00				
	MIG Allocation	R20 720 681	R28 600 000	R7 700 000	R7 790 000	R 0
Total Values	Backlog	R 970 800 000				

TABLE 17: Sanitation Projects 2012-13 (UNFUNDED)

Project ID	Project Name	Project Location	Project Objectives	Key Performance Indicator	2012/2013	2013/2014	2014/2015	Responsible Department	De-
	Establishment of a catchment source and recycling of waste water	Vlakklaagte 1 & 2, Kwaggafontein, Bundu, Mathysznsloop, Boekenhouthoek							
	Upgrading of Tweefontein K waste water treatment works	Tweefontein K							
	Upgrading of Kwamhlanga sewer ponds	Kwamhlanga							
	Sewer outfall lines	Muzibuhle, Tweefontein RDP, Sun City Area							
	Establishment of an eastern regional sewerage works	All areas without water borne system							
	Establishment of southern regional sewerage works	All areas without water borne system							
	Moloto sanitation	Moloto RDP							
	Ventilation improved toilets	All areas without VIP toilets							
	Extension of	All areas with water							

	sewer reticulation and connection to sewer mains	borne system											
	Extension of sewer reticulation and connection to sewer mains -- conversion of VIP toilets	All areas without water borne system											
	Maintenance of VIP toilets	All areas with VIP that are full											
	Water-borne sanitation	All areas without water borne system											
	Moloto sanitation	Moloto RDP											

: Sanitation Projects 2012-13

Project ID	Project Name	Project Location	Source of funding	2012/2013	2013/2014	2014/2015	Responsible Department	De-
	Establishment of a catchment source and recycling of waste water	Vlakklaagte 1 & 2, Kwaggafontein, Bundu, Mathyznsloop, Boekenhouthoek	Unfunded	R 1 000 000.00				
	Upgrading of Tweefontein K waste water treatment works	Tweefontein K	MIG	R 5000 000.00				
	Upgrading of Kwamhlanga	Kwamhlanga	Unfunded	R 10 000 000.00				

sewer ponds									
Sewer outfall lines	Muzibuhle, Tweefontein RDP, Sun City Area	Unfunded	R 70 000 000.00						
Establishment of an eastern regional sewerage works	All areas without water borne system	Unfunded	R 45 000 000.00						
Establishment of southern regional sewerage works	All areas without water borne system	Unfunded	R 45 000 000.00						
Moloto sanitation	Moloto RDP	Unfunded	R 10 000 000.00						
Ventilation improved toilets	All areas without VIP toilets	Unfunded	R 316 000 000.00						
Extension of sewer reticulation and connection to sewer mains	All areas with water borne system	Unfunded	R 15 000 000.00						
Extension of sewer reticulation and connection to sewer mains – conversion of VIP toilets	All areas without water borne system	Unfunded	R 30 000 000.00						
Maintenance of VIP toilets	All areas with VIP that are full	Unfunded	R 4 000 000.00						
Water-borne sanitation	All areas without water borne system	Unfunded	R 25 000 000.00						
Moloto sanitation	Moloto RDP	Unfunded	R 5 000 000.00						

4.6 ISSUE 6: ELECTRICITY

4.6.1 Background and Problem Statement

Thembelesile 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 Thembelesile Hani Local Municipality is responsible for street lighting and public lighting.

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 as there is still a huge backlog in different villages. Operations and maintenance remain a huge challenge as the Municipality does not have a qualified dedicated team to do the work. There is a huge backlog for the repair and maintenance of existing high mast lights and street lights.

The ESKOM requirements do not provide electricity to informal areas. The invasion of land leads to informal settlements that increase the electrification backlog of the Municipality. The following informal areas must be formalised before an electrification programme can start:

- Mountain View
- Mahlabathini
- Msholzi

The department of energy has commissioned a pilot project to supply the 10 000 households of the Tweefontein areas with Liquid Petroleum Gas. There was a supply of gas stoves and gas heaters. A plant was established in the Phumula area. Its functionality has proven not to cope with the demand but it continues to operate. Government has brought to the attention of the municipality her attention to provide to the low income households the solar geysers panels.

Household Electrification Backlog

The municipality has ordered that all her residents receive Free Basic Electricity which could not take up due to the delayed configuration of ESKOM customers. Later we decided that only indigent members of the community should receive FBE some did receive and others did not for the same configuration reason. Some of the older consumers are supplied by 60AMPs while only those supplied by 20Amps receive. This is given through a voucher supplied to a consumer once a month. More than 11 000 consumers receive the FBE and the rest awaits configuration. ESKOM supplies and bills the municipality. We food this bill by the Equitable share which was increased with the electricity price hike. We intend to continue supplying our indigents with FBE after a policy has been developed.

4.6.1 .1 Objectives

- To ensure that the Eskom, NDM and Thembelesile funded projects are aligned with the priority needs as registered by the community.
- To provide house connections to all areas in Thembelesile and have a sustained supply to all households.
- To expand the public lighting network with specific focus on the areas around the Moloto Road and the Public Transport Network.
- To provide households in need with Free Basic Electricity.
- Serve the entire urban area around the Moloto road with high mast lighting and install solar geysers in low cost houses
- Ensure that all resident eligible for free basic services programmes are registered to have access to this programme and that free basic services be extended to refuse removal,
- Extend street lights along R573 into the main routes within 6 villages. Inter-sections

4.6.1.2 Strategy

Eskom is the license holder and Thembisile Hani to apply for electrification license.

The Thembisile municipality should hold two strategic meetings per annum with Eskom and the NDM to discuss projects and programmes related to electricity needs in the municipality in order to continuously ensure that priority needs receive attention.

As far as implementation is concerned the top priority should be to serve the areas with no house connections.

The second priority should be to provide public lighting to areas with no public lighting, and the third priority should be to expand/upgrade public lighting in areas where the service already exists, but it is limited.

Parallel to the above reticulation processes attention should also be given to the upgrading of bulk supply and increasing the number of vending machines.

TABLE18: RETICULATION BACKLOGS

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

1. In Fills

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

2. Reticulation Of Farm Areas

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

Almost all the areas in Thembezi Hani LM have electricity except those areas where invasion was effected by the Tribal Authority representatives. Those areas are: Moloto block 20 , Mabhoko Village, Tweefontein RDP, Buhlebesizwe RDP etc

TABLE 19: Proposed Public Lighting Projects funded by NKANGALA DISTRICT MUNICIPALITY

CATEGORY	DESCRIPTION	LOCATION	BUDGET
ELECTRICITY	Highmast lights	Buhlebuzile	1,000,000
		Tweefontein C	500,000
		Luthuli	1,500,000
		Buhlebuzile	1,000,000
		Sun City AA	500,000
		Kwaggafontein A	500,000

Provision for Electricity Project 2012/13

Provision for Electricity Project 2012/13

MIG FUNDED0

PROJECT DESCRIPTION	VOTE NUM-BER	2011-12 FY	2012-13 FY	2013/14 FY	2015-16 FY
HIGHMAST LIGHTS MATHYSLOOP	600079	230 484	-	-	-
HIGHMAST LIGHTS KWAGGAFONTEIN	600080	480 269	-	-	-
HIGHMAST LIGHTS BUHLEBESIZWE	600081	483 970	-	-	-
HIGHMAST LIGHTS TWEEFONTEIN RDP	600082	483 118	-	-	-
HIGHMAST LIGHTS VEZUBUHLE	630083	481 077	-	-	-
HIGHMAST LIGHTS KWAMHLANGA	600084	471 092	-	-	-
HIGHMAST LIGHTS MOLOTO CROSS ROAD	600085	1 476 701	-	-	-
HIGHMAST LIGHTS MOLOTO SOUTH		-	670 000	-	-
HIGHMAST LIGHTS MOLOTO NORTH		-	670 000	1 500 000	-
HIGHMAST LIGHTS ZAKHENI EXT		-	500 000	1 500 000	-
HIGHMAST LIGHTS THEMBALETHU		-	1 500 000	1 500 000	-
HIGHMAST LIGHTS ZENZELE		-	2 000 000	1 500 000	-
HIGHMAST LIGHTS MZIMUHLE		-	750 000	1 500 000	-
HIGHMAST LIGHTS PHOLA PARK		-	500 000	-	-
HIGHMAST LIGHTS MILIVA RDP		-	500 000	-	-
HIGHMAST LIGHTS CHRIS HANI		-	500 000	-	-
HIGHMAST LIGHTS SAKHILE		-	500 000	-	-
HIGHMAST LIGHTS ENGWENYAMENI		-	500 000	-	-
HIGHMAST LIGHTS VEZUBUHLE		-	1 000 000	-	-
HIGHMAST LIGHTS VLAGLAAGTE NO 1		-	1 000 000	-	-
HIGHMAST LIGHTS PHUMULA		-	750 000	-	-
HIGHMAST LIGHTS KWAGGAFONTEIN B		-	500 000	-	-
HIGHMAST LIGHTS KWAGGAFONTEIN A		-	750 000	-	-
HIGHMAST LIGHTS KWAGGAFONTEIN D		-	1 500 000	-	-

HIGHMAST LIGHTS KWAGGAFONTEIN E	-	1 000 000	-	-	-
HIGHMAST LIGHTS SUN CITY C	-	750 000	-	-	-
HIGHMAST LIGHTS DOBHA	-	500 000	-	-	-
HIGHMAST LIGHTS LUTHULI		1 000 000			
STREET LIGHTS KWAGGAFONTEIN INTER-SECTION		300 000			
STREET LIGHTS BUHLEBESIZWE INTER-SECTION		300 000			
STREET LIGHTS VEZUBUHLE INTER-SECTION		300 000			
STREET LIGHTS KWAMHLANGA INTER-SECTION		300 000			
STREET LIGHTS MOLOTO CLINIC INTER-SECTION		300 000			
STREET LIGHTS MATHYZENSLOOP INTER-SECTION		300 000			
STREET LIGHTS CRDP WARDS MAIN ROAD		1 450 000			
STREET LIGHTS					

4.7 ISSUE 7: ROADS AND STORM WATER

4.7.1 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 Storm water Management is a key cause of the bad state of the Municipal Roads and street. This therefore implies that the storm water 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 Storm water need and associated projects identified to date.

Thembisile Hani Local Municipality will upgrade and maintain roads and storm water management in their area of jurisdiction, to improve accessibility and roads safety, including routine maintenance of internal street and intensify the shoma sonke programme in road construction and the following is a brief summary of main issues raised by the community:

- The storm water master plan has not taken effect.
- Storm water drainage systems are blocked.
- Road surfaces have deteriorated to extreme extend.
- High grown 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 storm water 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 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.

The following are priority needs with regard to:

Upgrading of provincial roads:

• Jabulani to Somarobogo
• Thokoza to Tweefontein "N"
• Bundu to Moteti
• Langkloof to Kwarrielaagte

- | |
|---|
| <ul style="list-style-type: none"> • Verena to Kwarrielaagte |
|---|

- | |
|--|
| <ul style="list-style-type: none"> • Entrance road to the Tweefontein industrial area |
|--|

NB! 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.

4.7.1.1 Objectives

- To ensure that provincial, district and local road upgrading and maintenance programmes are properly coordinated and aligned in one.
- Formulation of an Upgrading and Maintenance Implementation Strategy/ Programme based on the Pavement Management System for the Thembisile area.

4.7.1.2 Strategy

The basic principle regarding roads and stormwater upgrading will be to prioritise all bus routes in the municipal area for upgrading and maintenance as these routes generally serve the highest volumes of traffic and people. These routes should also be the priority routes when compiling the Upgrading and Maintenance Implementation Programme/Strategy for Thembisile. The municipality should, in the meantime, investigate the possibility of purchasing equipment like graders, tipper trucks and stormwater high pressure equipment. Staff also need to be employed and trained to execute the work.

The Thembisile municipality will hold two coordination meetings per annum with the provincial Department of Roads and Transport and the District Municipality in order to coordinate and align the Road and Upgrading and Maintenance Programmes between the different spheres of government. Special attention should be paid to the gravelling of roads and road edges on District and Provincial roads.

4.7.1.3 Transport Plan

Thembisile Hani Local Municipality has a shared service with the NDM as we are unable to craft our own Transport Plan due to financial capacity of the municipality.

Condition of roads in Thembisile Hani Local Municipality

The internal roads are in a bad situation as they require an emergency attention because some of the roads leading to special places like clinics, offices, police station and school are bad and need serious attention from our site.

Backlogs

The backlog per village is not available; however the total backlog is as follows:

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

- Development of roads and storm water Master Plan
- Development of municipal bus roads and storm water
- Surfacing of internal roads and development of storm water channels (Phase in Approach)
- Putting up signage to all roads

- Development of roads maintenance plan
- Development of accessibility and mobility within the communities
- Accessible municipal roads
- Development and upgrading of the road R573
- Clear pavements and organise space for hawkers

Project ID	Projects	Project Location	Project Objective	Key Performance Indicator	2012-13	2013-14	2014-2015	Responsibility
	Formulation of roads and storm water master plan		Provision of sustainable and safe road & infrastructure	Master plan approved			R2000 000	TS
	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			R5m	
	Install roads and name signs to all roads through a programme						R2m	
	Maintenance of all existing roads			Number of labourers employed in the project		R 16 m	R 20 000 000	
	Implementation of IRMA projects						R5m	
	(bridges, access routes, pedestrian paths)			75% of road signage installed per phase				

Project ID	Projects	Project Location	Project Objective	Key Performance Indicator	2012-13	2013-14	2014-2015	Responsibility
	Re-gravelling and construction of storm water channels			40% maintenance of roads, access to public places				
	Construct pedestrians overhead bridges			Accessible paths, bridge Accessible municipal roads				
	Installation of traffic lights along all inter-sections Cordonning of the R573 road			Overhead pedestrian bridges constructed				

TABLE 20: Projects to be funded by MIG

PROJECT DESCRIPTION	VOTE NUMBER	2011-12 FY	2012-13 FY	2013/14 FY	2015-16 FY
BUS ROUTE SUN CITY B	600061	4 689 654	3 375 000	-	-
BUS ROUTE THOKOZA	600062	4 750 826	1 000 000	-	-
BUS ROUTE PHOLA PARK	600063	7 435 919	3 750 000	4 000 000	-
BUS ROUTE TWEEFONTEIN J	600064	3 519 578	-	4 500 000	-
BUS ROUTE MANDELA	600065	2 570 684	2 500 000	4 000 000	-
BUS ROUTE LANGKLOOF	600066	3 032 054	1 200 000	-	-
LINK ROUTES TWEEFONTEIN N	600067	7 491 119	2 300 000	-	-
LINK ROUTES BUHLEBESIZWE	600068	3 227 637	2 920 000	-	-
LINK ROUTES TWEEFONTEIN F	600069	2 454 057	2 150 000	-	-
LINK ROUTES KWAMHLANGA BA	600070	-	-	-	-
BUS ROUTE KWAMHLANGA B	600071	2 061 321	1 500 000	-	-
BUS ROUTE KWAGGAFONTEIN B	600072	3 894 100	-	-	-
BUS ROUTE KWAGGAFONTEIN C	600073	3 394 201	3 500 000	-	-
BUS ROUTE ZAKHENI	600074	3 161 675	3 250 000	-	-
BUS ROUTE MOUNTAIN VIEW	600075	4 561 160	8 000 000	5 000 000	-
BUS ROUTE BUHLEBESIZWE	600076	2 962 936	3 500 000	-	-
BUS ROUTE TWEEFONTEIN A	600077	2 989 313	3 000 000	-	-
BUS ROUTE TWEEFONTEIN B2		-	3 000 000	3 000 000	-
BUS ROUTE BELFAST		-	4 500 000	-	-
ACCESS ROUTE SKHAHLALA		-	1 500 000	-	-
BUS ROUTE BOEKENHOUTHOEK		-	1 500 000	-	-
BUS ROUTE VEZUBUHLE		-	2 000 000	3 500 000	-
STORM WATER VARIOUS VILLAGES	600078	1 891 800	-	3 000 000	3 000 000

TABLE 21: PROJECTS TO BE FUNDED BY NKANGALA DISTRICT MUNICIPALITY

CATEGORY	DESCRIPTION	LOCATION	BUDGET
ROADS	Bus Routes	Kwaggafontein E	3,000,000
		Sun City C	3,000,000
	Access Roads	Bundu	3,000,000
	Pedestrian bridge	Rietfontein-Bly n bietjie	2,000,000

TABLE 22: ROADS AND STORM WATER MAINTENANCE BY NKANGALA DISTRICT MUNICIPALITY 2012-13

NO	LOCATION
1	KWAGGAFONTEIN A
2	KWAGGAFONTEIN A EXT.10
3	KWAGGAFONTEIN B
4	KWAGGAFONTEIN C
5	KWAGGAFONTEIN D
6	TWEEFOTEIN E
7	TWEEFOTEIN F
8	TWEEFOTEIN G
9	TWEEFOTEIN H
10	TWEEFOTEIN J
11	VERENA A
12	VERENA C
13	VERENA B
14	VERENA D
15	LANKLOOF
16	BUHLEBESIZWE
17	KWAMHLANGA A,B,C
18	PHOLAR PARK

19	THEMBALETHU
20	VESIBUHLE
21	TWEEFFONTEIN B1
22	TWEEFFONTEIN B2
23	TWEEFFONTEIN C
24	TWEEFFONTEIN D
25	TWEEFFONTEIN N
26	TWEEFFONTEIN A1
27	TWEEFFONTEIN A2
28	TWEEFFONTEIN K
29	VLAKLAAGTE NO.1
30	MOLOTO SOUTH
31	MOLOTO NORTH

TABLE 23: ROADS AND STORM WATER MAINTENANCE BY THEM BISELEM HANI LOCAL MUNICIPALITY 2012-13

NO	Villages -THLM
1	TOPABANTU
2	WOLVENKOP
3	ZENZELE
4	BELFAST
5	KLIPFONTEIN
6	MZIMUHLE
7	PHOMULA RDP (MILIVA RDP)
8	MOLOTO RDP
9	MACHIPE
10	BUNDU
11	BOKENHOUTHOEK
12	MATHYZENLOOP
13	KWAGGAFONTEIN E (VRIES)
14	THOKOZA

TABLE 24: ROADS AND STORM WATER MAINTENANCE BY DEPARTMENT OF PUBLIC WORKS 2012-13

NO	Village - Public works Roads and Transport
1	ZAKHENI
2	ZAKHENI EXT.
3	MOUNTAIN VIEW
4	MANDELA
5	LITHULI
6	CHRIS HANI
7	SUN CITY AA
8	SUN CITY A
9	SUN CITY B
10	SUN CITY C

4.8 ISSUE 8: PUBLIC TRANSPORT

4.8. 1 Background and Problem Statement

The only mode of transport in Thembisile Hani Local Municipality is a motorized automobile. Busses and taxis are the primary transport to convey public from our area to Gauteng, as most of our residents work there. The busses and taxis are followed by private vehicles. The volume of public transport put considerable strain on the public road. Community issues regarding current public transport services in Thembisile Hani Local Municipality include, amongst others, the following:

- Putco is not providing efficient, effective and economical services.
- 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 strengthened
- Formation of one taxi association in Thembisile Hani Local Municipality
- Establishment of transport forum per ward is a need and to have a clear monitoring tool

The Moloto Rail Corridor Development Initiative aims to link Gauteng and the communities of the Western Highveld in Thembisile Hani Local Municipality and Dr.JS Moroka Local Municipality, with an intention to improve passenger mobility. The primary objectives of the project are to reduce travel time, road accidents on the corridor and providing affordable and safe travel options for commuters. Upon its implementations 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 prioritized it as part of ASGISA.

It was therefore proposed that phase of 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 Share 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 Local Municipality of the Nkangala District. Moreover, the MRCDI is a flagship project of significant importance to the on-going development of the province.

The Moloto road (573) also serves as an important transport route which connects Tshwane employment destination for the people of Thembisile Hani Local Municipality and Dr. JS Moroka local municipalities. Following a series of meeting held amongst representatives from National Department of Transport (NDoT), Mpumalanga Department of Roads and Transport, Limpopo, Passenger Rail Agency of South Africa (PRASA), Gauteng Province, and Nkangala District Municipality (NDM) over the issues of concern by the National Treasury, the Moloto Corridor Consortium(MCC) has been able to formulate and consolidate the 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 known 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 the National Treasury as part of expediting and securing funding to the project through the Medium Term Funding (MTF0. The NDoT and PRASA are able to secure funding under funding under the auspices of MTF for their capital projects within the Moloto Rail Corridor Development Initiative are 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 in ,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:

Option Analysis & revised Feasibility Indication, 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 commuter's 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

The impact of increases in capital costs on projects feasibility.

- A stress analysis is conducted, using arbitrary % increase in capital cost 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.

Local economic development is a solution to the low income rural communities and to create long term local employment opportunities and to strengthen long term economic base of rural areas along the corridors.

Interoperability impacts of the proposed new technology, linking with the traditional Technologist. The response report exposes the project risk associated with the delays in the EIA process, which could affect the project feasibility:

- The immediate impact of delays 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 risk associated with delays in EIA process, the following action monitoring and continuously management is required:

Identify preliminary EIA risks at an early stage and plan future capital programs accordingly;

The EIA process must be initiated as matter of urgency:

A process must allow for review of preliminary risks and establish a risks management programs for each individual risks item identified;

Facilitate accordingly additional risks surfacing;

Determine in time risks associated with 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 relieve 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 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 founding Requirements for the preparatory task ;
- 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 post 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 mobilized all transport stake holders and established a transport forum. The forum is dysfunctional and council wishes to revive it. The intergraded transport plan needs to be finalized. 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,

- To facilitate the launching of the transport forum.
- To ensure that the municipal transport forum is effective through the involvement of all stakeholders.
- The Municipality to participate in the proposed rail Moloto corridor development initiatives.
- Consult communities continuously regarding Moloto development corridor.
- Integration of taxi associations within the municipal area.
- To establish an administrative unit to process all the public transport Operating Licences (O.L.) applications in Municipal area in compliance with the new national land transport act 5 of 2009.

4.8.1.1 Objectives

- To ensure that provincial, district and local road upgrading and maintenance programmes are properly coordinated and aligned in one.
- Formulation of an Upgrading and Maintenance Implementation Strategy/ Programme based on the Pavement Management System for the Thembisile area.
- The council will see that the municipal integrated transport plan is finalised
- Consolidate the taxi industry into a single taxi association

4.8.1.2 Strategy

The basic principle regarding roads and storm water upgrading will be to prioritise all bus routes in the municipal area for upgrading and maintenance as these routes generally serve the highest volumes of traffic and people. These routes should also be the priority routes when compiling the Upgrading and Maintenance Implementation Programme/Strategy for Thembisile. The municipality should, in the meantime, investigate the possibility of purchasing equipment like graders, tipper trucks and storm water high pressure equipment. Staffs also need to be employed and trained to execute the work.

Thembisile Hani Local Municipality will hold two coordination meetings per annum with the provincial Department of Roads and Transport and the District Municipality in order to coordinate and align the Road and

Upgrading and Maintenance Programmes between the different spheres of government. Special attention should be paid to the gravelling of roads and road edges on District and Provincial roads.

Projects for Transport

Project ID	Project Name	Project Location/ward	Project Objective	Key Performance Indicator	2012-13	2013-14	2014-2015	Responsible Department
	Re-launching and running of transport forum	THLM	Ensure the smooth running of the transport system for the benefit of the community	Stable transport environment	R 20 000	R 0.00	Own	THLM
	Research of the establishment of administrative unit	THLM	Processing of all the public transport Operating Licences	Effective Processing of Operating Licences	0	R 0.00	own	THLM

4.9. ISSUE 9: CEMETERIES

4.9.1. Background and Problem Statement

Thembisile Hani Local Municipality has informal small cemeteries in and around villages and towns. It is very difficult and expensive to manage and maintain such a large number of cemeteries, as a result no proper burial register is being kept. In addition to the above each cemetery also needs ablution, lighting, fencing, water and maintenance which is almost impossible to duplicate for each of the cemeteries. A kind of consolidation strategy is thus required regarding the provision of cemeteries.

Bylaws and policies are not in place to regulate the utilization of cemeteries, tariffs charges and burial register. At present the Council have established one regional cemetery at Buhlebesizwe. The existing regional cemetery needs further development that includes ablution facilities, lighting, pegging and provision of water. The Council intends to establish six sub –regional cemeteries (6); one in each zone.

The feasibility study to fence all the informal existing cemeteries should be made with the aim of avoiding further expansion and encourage the use of regional and sub- region cemeteries.

Recommended areas for the establishment of sub-regional cemeteries:

- KwaMhlanga/Moloto - zone 1
- Tweefontein “E” next to (Mohammed shop) – zone 2
- Buhlebesizwe - zone 3
- Zithabiseni / Bundu - zone 4a
- Kwaggafontein – zone 4b
- Verena “C” - zone 5

4.9.1.1 Objectives

Ensure properly maintained, numbered and registered cemetery sites for the community.

4.9.1.2 Strategies

To provide full infrastructure for the regional cemetery at Buhlebesizwe no 2

- Conduct a feasibility study on the establishment of the sub-regional cemeteries in all municipal zones
- Fencing of the existing cemeteries with the intention for closure.
- Regulating and encouraging the use of regional and sub regional cemeteries
- Consultation process be conducted with communities for the closing of the existing cemeteries.

Project ID	Project Name	Project Location/ward	Project Objective	Key Performance Indicator	2012-13	2013-14	2014-15	Responsible Department
	Establishment of the burial register	THLM	Numbering and registration of grave	Audit conducted	R250 000			SDS
	Conduct a feasibility study on the establishment of sub-regional cemeteries	THLM	To regulate cemeteries with the municipal area	Feasibility study report compiled	R250 000.00			SDS
	Determine physical condition of the existing cemeteries	THLM	Fencing and development proper of register and numbering	Fencing, proper register and numbering of cemeteries	R8,1000 000			SDS
	Provision of paupers burial services		Conduct paupers burial services to de-servicing incidence		50,000.00			SDS

4.10 ISSUE 10: WASTE AND ENVIRONMENTAL MANAGEMENT

4.10.1 Background and Problem Statement

There is no waste and environmental measurement centre within the municipality. This is manifested in illegal dumping, unmanned dumping site and lack of coordinated strategy to ensure environmental health.

a) Waste Management

The above mentioned issue is cross cutting between two Departments, namely: Technical Services and Social Development 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. Here under are therefore the components that form part of the issue:

- Solid Waste Management and Recycling.
- Geotechnical Engineering.
- Environmental Impact Assessment
- Education awareness programmes
- Water related matters.
- Sanitation related matters.

The detailed information of each component is as follows:

Solid Waste Management and Recycling

The component is twofold namely:

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

b) 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.

Currently the Municipality has a lot of dump heaps in all villages due to lack of proper landfill sites. Illegal dumping of solid waste is a challenge and there is no policy available to address the issue.

(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 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 Land-fill 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 above mentioned projects require a person who has skills in Solid Waste Management, Transportation Engineering, Waste 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:

- Boreholes testing to ensure that the boreholes are environmentally friendly and are having potable drinking water.
- Protection of ecosystem against the boreholes that are contaminated and having chemical agents that are harmful e.g. Nitrates and Phosphorus.
- 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.

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 to allow the service to be extended to all villages, it should be further noted that there is no proper management of dumping site.

a) Environmental 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 Mukhombo 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.
- The land invasion and illegal allocation of stands by the Tribal Authorities leads to stands allocated on the servitudes. We have servitudes dwellers residing below a main power line supplier and their permanent structures of houses are built on top of the main water pipeline at Phola Park. Other residents are residing on top of the storm water pipelines and blocking the culverts at Zakheni, some residents are residing on the flood line and this poses a serious danger and fatal disaster in case of floods. Another main problem is the illegal extension of fences to the servitude.

4.10.1.1 Objectives

- To improve and expand the existing Waste Removal Service in the Thembisile area to an additional 3 800 households to bring the total to 7 000 households being served in the short term, and to eventually serve all households.
- To expand the waste collection to all areas or settlements.
- To formulate a formal Waste Management Strategy for the municipality.
- To establish a regional, long term landfill site.
- To implement a comprehensive Environmental Management Strategy to regulate mining and agricultural activities.
- The attainment of our constitutional mandate of ensuring clean and healthy environment for present and future generation.
- To link the nature reserves in Thembisile in order to create a continuous open space system in the northern part of the municipality.

4.10.1.2 Strategy

First priority should be to focus on the areas around the Moloto road to clear litter dumps as 90% of all visitors to Thembisile drive along this route. Secondary to the above the refuse removal service should then be expanded to the various residential areas.

Council should identify local refuse removal volunteers per village to become effective and efficient refuse removal resources for the municipality through “food for waste programme”. The community must also be educated on keeping their environment tidy.

The number of landfill sites also needs to be increased in future, with specific focus on the development of a Regional Landfill site.

As far as Environmental Management is concerned, the municipality should compile an Environmental Management Strategy for the area to regulate and manage mining and agricultural activities, drain waterlogged areas where urban expansion is required, and also to investigate the possibility of expanding the existing nature reserves to form one, comprehensive Regional Open Space System. (This could be done as a joint venture with the NDM).

TABLE 25: Projects to enable improve and expand waste removal 2012/13

Project	Funding	Funding Source
1) Procurement of weighing equipment		Existing funds
2) Disposal site		
2.1 1 x Trash Compactor		Own funds
2.2 1 x Tipper truck		Own funds
3) Refuse removal equipment		
3.1 2 x (13x3) Refuse removal trucks		Own funds
3.2 1 x Truck with a power X system of (6m3)		Own funds
Rehabilitation of existing borrow pits		Own funds
Construction of animal impounding facilities		Own funds
Registration and licensing of informal mines and borrow pits		Own funds
Construction of landfill site		NDM

Project ID NO	Project Name	Project Location	Project Objective	Key Performance Indicators	2012-13	2013-14	2014-15	Responsible Department
	* purchase new additional waste removal equipment – 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	THLM	To improve and expand the existing Waste Removal Service in the Thembisile	*5 000 new households registered in the municipal database for refuse collection * 5 000 refuse bins distributed to households	R500 000			SDS/NDM
	Develop waste management by-law, strategy ,programmes and plan	THLM	To regulate waste Management in the municipality	waste management by-law promulgated and , strategy ,programmes and plan adopted by Council	R0.00			SDS/NDM
	Feasibility study on the development of regional long term land fill site	THLM	To establish a regional, long term landfill site	Feasibility study report presented and adopted by Council	R0.00			SDS/NDM
	Construction of the Landfill site	THML	Establishment of a new Land Fill site	Construction of a Landfill site				SDS/NDM

4.11 ISSUE 11: EDUCATION

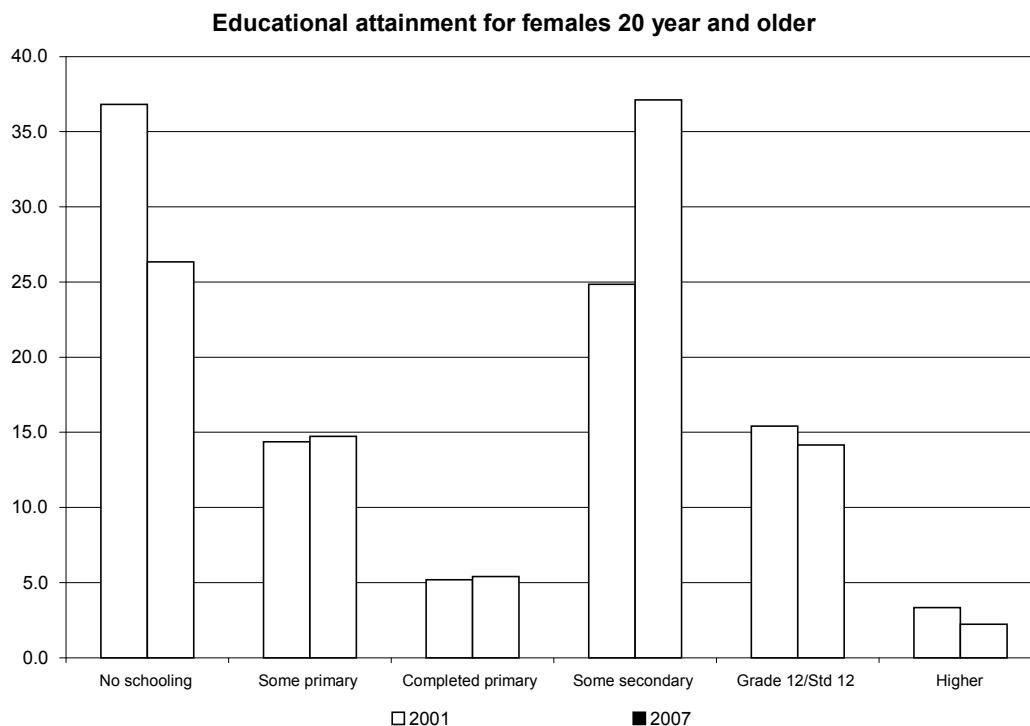
4.11.1. Background and Problem Statement

The spatial analysis on the distribution of Schools in Thembisile Hani Local Municipality 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 to 2011 as contained programme for 2011/12 financial year. Furthermore, contained is a list of projects to be implemented by the Department of Education in the year 2011/2012.

One of the major problems facing the municipality is the high level of illiteracy and lack of skills. Educational attainment is a key indicator of development in a population. There are several ways in which one can evaluate access to educational services in a population. This is evaluated here by observing the level of school attendance of the population within local district council versus attendance outside the local area. The higher the proportion of the population that chooses to move to neighbouring district council or local municipality, the more likely that this is an indication of insufficient educational provision in the local area. To evaluate long term provision of education, it is important to disaggregate educational attainment for persons older than 20 years. This is an ideal group since they would have completed attending educational institutions indicating that the level of education they have is the final one. Statistics South Africa generated a measure of educational attainment for persons over age 20. This group is expected to have completed educational enrolment and therefore giving a good measure for completed level of education.

Based on the figures there were improvement in levels within the municipality between 2001 and 2007. About 30% of males and 37% females over 20 years had no schooling in 2001. This was reduced to 15% for males and 27% for females by 2007, which indicate favourable improvements in educational attainment over a period of 6 years. What is unexpected is the reduction in the percentage with grade 12 between 2001 and 2007, for both males and females. This decline is not offset by more persons attaining qualifications higher than Matric, since the percentage with higher education hardly changed. The major gains in educational attainment between 2001 and 2007 were an increase in the percentage with some secondary education, which is observed for both males and females



In order to understand the economic make-up of the community, the analysis of statistics relating to levels of education, employment/unemployment and income levels re-affirms the need for skills development, Adult Basic Education and Training, as well as Further Education and Training, poverty alleviation programmes and local economic development interventions.

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 Hani 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 Local 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, 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 Hani Local Municipality 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.

4.11.1.1 Objectives

Assist in the universal access to basic education and coordination access to tertiary education including further education training opportunity.

4.11.1.2 Strategies

- ✓ Ensure that every school going child is afforded the opportunity to go to school.
- ✓ Encourage community participation on school matters.
- ✓ Coordinate the registration of all the further education institutions in an area.
- ✓ Coordinate the establishment of further education and training colleges in our area.
- ✓ Maintain existing education infrastructure and develop human resources within the education sector,
- ✓ Thembisile Hani Local Municipality will focus on encouraging adult education in the municipal area and expand Early Childhood Development Centres to other villages.

Project ID	Project Name	Project Location/ward	Project Objective	Key Performance Indicator	2012/2013	2013/2014	2014/2015	Responsible Department
	Upgrading and additions of Grade R Facilities: Construction.	Moloto	156			R0.00		
	Upgrading and additions of Grade R Facilities: Construction.	Boekenhoutshoek				R0.00		
	Upgrading and additions of Grade R Facilities: Construction.	Verena A				R0.00		
	Construction of 5 classrooms, 2 storerooms, school hall, 5 toilets, 3 workshops, staffroom and sick-room.					R0.00		
	Substitution of unsafe structures.					R0.00		
	Substitution of unsafe structures.					R0.00		
	Renovations of 15 classrooms and administration block					R0.00		
	4 classrooms and electricity.		157			R0.00		

4.12. ISSUE 12: HEALTH AND WELFARE

4.12.1 Background and Problem Statement

There is only one community hospital in the sub-region, KwaMhlanga hospital. There are Six Community Health Centres (CHC) namely

- Kwaggafontein CHC
- Buhlebesizwe CHC
- Verena CHC
- Moloto CHC
- Thembalethu CHC
- KwaMhlanga CHC

There are fifteen clinics: namely

- Zithabiseni Clinic
- Goederede Clinic
- Mzimuhle Clinic
- Mathyszensloop Clinic
- Kwaggafontein "A" Clinic
- Tweefontein "A" Clinic
- Tweefontein 'C' Clinic
- Tweefontein 'D' Clinic
- Tweefontein 'H' Clinic
- Veterinary Clinic Kwafene
- Tweefontein 'M' Clinic
- Empilweni Clinic
- Kameelpoortnek Clinic
- Kwamhlanga Clinic
- Vriesgewacht Clinic
- Vlaklaagte No.1 Clinic

These facilities serve as the first point of contact and they provide preemptive, preventative, curative and rehabilitative health services. They all refer patients to KwaMhlanga Community Hospital. KwaMhlanga Community hospital ultimately refers them to Steve Biko Academy and Witbank Hospital.

The increasing population creates a need for a development of additional community health centres in areas that need to be prioritised by Council. A private facility can also bring relief to these overstretched public facilities.

The municipality need to strengthen the HIV/AIDS awareness campaign in its area of jurisdiction to minimise the infection rate.

The high unemployment rate and the lack of skill create poverty and increase on the demands for social grants provision by government.

4.12.1.1 Objectives:-

To coordinate the provision effective primary, reproductive and tertiary health. Prevention curing and mitigation of all diseases including HIV, TB and other transmittable diseases, coordinate the social security for those who cannot take care of themselves.

4.12.1.2 Strategies

- To facilitate the establishment of clinic committees and a hospital board.
- To participate in a welfare and social development programmes of the Departments.
- To develop local HIV/AIDS and any other communicable disease strategy and implementation plan.
- To participate and prioritise in the development of health facilities in the municipal areas.

- The municipality will address the high HIV/AIDS rates in the municipal area by focusing on health care but also on awareness, education, training and support programmes,
- Provide mobile clinic services at Vezubuhle, Tweefontein N & E, Phola Park, Langkloof, Machipe, and farms areas e.g. Kameelpoortnek

Project ID	Project Name	Project Location/ ward	Project Objective	Key Performance Indicator	2012/2013	2013/2014	2014/2015	Responsible Department
	HIV/AIDS, Sexual transmitted diseases/ sports against crime prevention	THLM(Joint project SDS-Sports, health and SAPS)	Reduce the spread of diseases, coordinating and supporting for people living with HIV/AIDS and crime awareness	Awareness campaign, door to door and sport event conducted	R0.00			SDS
	To conduct HIV/AIDS and other related diseases for internal prevention programmes	THLM	Conduct HIV/AIDS awareness programmes within the municipality and to the community to some extent	Awareness campaign conducted	65,000.00			SDS
			Environmental health awareness programmes, prevention of abusive environment, poverty alleviation programmes		200,000.00			SDS
	Re-launching of Local AIDS Council	THLM	To develop strategies and policies	Strategies and policies developed	R40 000.00			SDS
	Training and support people living with HIV/AIDS	THLM	To support and counselling	Training and support conducted	R0.00			SDS
	Construction 24 h clinic Tweefontein G		Provide health service	Health care clinic constructed				SDS Provincial

4.12. ISSUE 13: MUNICIPAL AMENITIES, SPORT, ART AND CULTURE

4.13.1 Background and Problem Statement

Thembisile Hani Local Municipality has two stadiums 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. The Solomon Mahlangu Stadium presents a hub through which other sporting codes can be developed including Netball, Tennis, Basketball, Boxing and so forth.

The completion of the two libraries in Thembisile Hani Local Municipal area, need to be maintained and books be purchased for improvement of reading among the community members. Reading and writing competitions will be encouraged. Youngsters should be taught to research and pencil oral history. The other challenge is the lack of functionality of the two container libraries at Verena and Boekenhouthoek due to lack of personnel.

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 hub.

The grading of the identified community sports ground is posing a challenge because the programme is moving at a low pace and lack of resources specifically allocated for grading.

No provision has been made with regard to funding of the programme of naming and renaming and signage of geographical features, streets, heritage sites and settlements.

Heritage sites and tourism attraction sites in the municipality are also not formalised or promoted at all.

- There is no access of local teams to utilize stadiums. There are sports committees at wards level but they need to be revived.
- There is a need for community gymnasium to encourage the wellness of community; there is no clear promotion of Heritage sites or Celebration monuments.
- There is also need to promote the other sporting codes within the municipal areas. \

4.13.1.1 Objectives

Municipal facilities, sports, recreation and culture

Promotion at sports, Arts and Culture and properly maintained Municipal facilities to community development and health society.

The municipality will undertake continuous maintenance and upgrading of community Facilities, including : the Solomon Mahlangu Stadium, the Verena Cluster indoor sports hall, the community hall at Langkloof, and the community Hall and stadiums at Kwaggafontein, extend the provision of libraries in various areas

4.13.1.2 Strategies

- Regulate accessibility of municipal facilities by communities.(develop a policy)
- Development and maintenance of municipal facilities.
- To promote sports, arts and culture within the municipality.
- Promote community awareness to participate on arts and culture.
- Development of sports facilities within the municipal area.
- Promotion of different sporting codes in all wards.
- Promote inter governmental relations on sports, arts and culture.
- To ensure the funding of sports programmes.
- To market libraries within the municipal area.
- Staffing of libraries.

Project ID	Project Name	Project Location/ward	Project Objective	Key Performance Indicator	2012/2013	2013/2014	2014/2015	Responsible Department
	Grading of community sports grounds	THLM	To provide user friendly sports grounds	Community Sports grounds graded	R55 000.00			SDS
	Mayor's cup	THLM	Reducing crime, develop youth	Mayor's cup hosted	R120 000.00			SDS
	SALGA community games	THLM	Develop youth	SALGA community games hosted	R300 000.00			SDS
	Youth day celebration in sports	THLM	Conduct awareness on 16 days of activism	Youth day celebration event hosted	R50 000.00			SDS
	Launching of street football	THLM	To develop a healthy society	Street football launched	R50 000.00			SDS
	Arts and Culture indigenous games festival	THLM	Nurturing and development of arts and culture talent	Arts and Culture festival hosted	R 100 000.00			SDS
	Purchasing of library books	THLM	Promotion of literacy	Library books purchased				SDS
	SALGA municipal games	THLM	Team building and wellness of employees	Participated in SALGA municipal games	R350 000.00			SDS
	Construction of gymnasium facility	THLM	To promote health and wellness	Gymnasium facility constructed	R0.00			SDS
	Celebrating OF Library Week: Campaign promoting literacy	THLM	To promote the use of libraries	Campaign on promoting literacy conducted	R5 000			SDS
	Maintenance of municipal facilities				1,200,000.00			SDS
	Research and design for the upgrading and				100,000.00			

	construction of municipal building at the head-quarters – Kwaggafontein									
	Municipal buildings					Research and design for the upgrading and construction of the licensing and testing centre – Kwamhlanga		100,000.00		SDS
	Geographical naming					Numbering of all houses and naming of all streets		100,000.00		SDS

4.14 ISSUE 14: POST AND TELECOMMUNICATIONS

4.14.1 Background and Problem Statement

4.14.1.1 Post Offices and mobile post boxes

There are only four post offices within the jurisdiction areas of the Municipality which are located at Kwaggafontein, Verena , KwaMhlanga and Somarobogo respectively., The other one is at Moloto Big Tree Mall (located at Tshwane Metro – Gauteng Province) which mostly serves the Moloto community.

There were 24 lobby post boxes serving the community, two (02) were removed from Verena and one (01) from Somarobogo by the South African Post Office. The reason for the removal was the ineffectiveness of this service and it was replaced by street delivery service.

The street delivery seems to be effective but might be hindered by the lack of street names and proper house numbering. The Municipality and Post Office must develop the mechanism of ensuring that farm communities have access to this service.

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 lacks strategy on how to recruit people to pay for the post boxes
- Installations of pre-paid and card public telephones without properly educating community on proper usage as most are not working now.

Project ID	Project Name	Project Location	Project Objectives	Key Performance Indicator	2012/2013	2013/2014	2014/2015	Responsibility
	Proper numbering of all houses and naming of all street	Improve mail deliveries to all stands within the municipality	To expand postal services throughout the municipal areas	Mail delivered at each stand	100 000	120 000	150 000	Post Office/ StatsSA/SDS
	Facilitate and engage Telkom on expansion plan	Improve telephone services to all household within the municipality	To expand telephone services throughout municipal area	Telephones installed in each household	X	X	X	Post Office/ StatsSA/SDS
	Internet cafe at Verena Thusong Centre	Provide additional method of easy access to information	To ensure additional method of easy access to information by community	Internet cafe operational at Verena Thusong Centre	X	X	X	Post Office/ StatsSA/SDS

4.15 ISSUE 15: PUBLIC SAFETY, SECURITY AND EMERGENCY SERVICE

4.15.1 Background and Problem Statement

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 policeable. 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 of KwaMhlanga, Tweefontein, Verena and Kwaggafontein. Each is with demarcated area to serve. Some areas in the Thembisile Hani Local Municipality are allocated to police stations outside the boundaries of Thembisile Hani Local Municipality, for example the farm areas that are serviced by Nkangala. These institutions are finding it difficult to reach some villages due to distance differences. Machipe and Moloto residents find it difficult to reach both Kwaggafontein 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 the following focus areas:

- Integrated approach towards services delivery intervention.
- Developing and implementing a people/community-centre's policing approach.
- Optimizing systems utilization.
- Optimizing the performance management system of the police.
- Developing and implementing a marketing strategy.
- Introducing basic policing principles.
- Establishment of Municipal pounds.
- Employment of part time Traffic Wardens for point duties and enforcement of by-laws.

Among other things innovating to promote multi-sectoral respond this includes ensuring effective running of security cluster forum, joint cluster security meetings, 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 MPL between the server and the serviced. In the intergraded 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 Hani Municipality. Promote the reduction of drug abuse, fight against corruption, reduce crime, encourage communities to enter into community policing forum (CPFs), and enforce by laws that restrict the sale of alcohol adjacent to school and other facilities accessible to children.

4.15.1.1 Emergency Medical Service

This section constitutes the Emergency Medical Services run by the Province (EMS) and Fire Department. All these sectors operate independently which cause their service to be less effective. The inaccessibility of this service by the community makes their response time at times unsatisfactory. Consolidate the Emergency Service Agencies in the new Fire and Disaster Management Centre, address staff shortages and review the Disaster Management Plan

4.15.1.2 Fire Fighting

Nkangala District Municipality has constructed a new station in Thembisile Hani Local Municipality, which is now operational. This fire station is used for prevention, respond and rehabilitation of disaster. The NDM will seek further support in improving the fire fighting services by increasing its involvement with other role players and partners in order to compliment and harness its capacity. One of the ways in which this can be achieved is through establishment and becoming a member of the Fire Protection Association (FPA).

4.15.1.3 Disaster Management

In terms of the powers and functions, the services rendered by Nkangala District Municipality and through co-operative governance, the Municipality has a disaster management plan and plays a role in mobilizing a multi-sectoral presentation respond to fire and other disaster are in the municipality. there are frequent disasters and rain causes damage to various house holds and infrastructure within the municipality in terms of disaster management act section 79 and 57of 2002

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

Our Municipality consists of 58 villages within which there are residential roads and four provincial roads, that is R573, R25, R544 and R568 which need to be policed.R573 is more notorious of high accidents rates.

The traffic policing consists of the Provincial Traffic focusing on the provincial road and controlling overloading. The municipal traffic personnel is less than ten traffic officers which are under resourced and operate for only eight ours nine days and twice a month over weekend. The Municipality is committed to drastically increase the number of traffic officers, to improve their resources and improve, to ensure their effectiveness.

Thembisile Hani Local Municipality took over the licensing function from the provincial department of public works, roads and transport in February 2009. The municipality is dependant upon the Provincial examiners of Drivers license for vehicle testing station (VTS) which is not working and needs calibration and repairs. The municipality is committed to improve the effective Management of that centre, to employ examiners of drivers' license and to make the VTS Machine functional for testing of Vehicles.

4.15.1.4 Objectives

Ensure the safety of the community through protection of community lives and properties to coordinate prompt and reliable emergency response.

4.15.1.5 Strategies

- To ensure effective policing and access to emergency services.
- To promote inter-governmental relations.
- To develop disaster management plan.
- Development of risk management plan.
- Development of information management plan.
- Development of trading by-laws and regulation of taverns/shebeens.

Project ID	Project Name	Project Location/ward	Project Objective	Key Performance Indicator	2012/2013	2013/2014	2014/2015	Responsible Department
	Purchase of traffic law enforcement equipments		Procurement of roadblock equipments, speed camera and breathalyzers		150,000.00			THLM
			Procurement of a computer system to commence with the execution of AARTO		200,000.00			THLM
			Procurement of 10 vehicles		3,000,000.00			THLM
	Traffic equipments and clothing		Purchase of traffic uniform		200,000.00			THLM
			Purchase of fire-arms		80,000.00			THLM
	Repairs and maintenance of equipments		Repairs and calibration of the VTS machine for testing of vehicles		200,000.00			THLM
	Purchase of a pool car for licensing		Procurement of a Van		200,000.00			THLM
	Traffic law enforcement		Cash-flow management		50,000.00			THLM
	Traffic control		Installation of traffic lights in major cross road along the road R573		9,000,000.00			CSSL MIG PWRT
			Erection of rubles at pedestrian crossing along the road R573					PDRT
			Establishment of vehicle pound		1,000,000.00			THLM
	Capacity building		Road Safety education/ campaigns		70,000.00			THLM
	Transportation matters		Re-launching of a transport forum		20,000.00			THLM

4.16 ISSUE 16: HOUSING (INTEGRATED HUMAN SETTLEMENTS)

4.16.1 Background and Problem Statement

The Constitution of the Republic of South Africa, 1996 Section 26 (1) everyone has the right to have access to adequate housing, it is read with

Sub-section (2) that the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right. The housing Act 107 of 1997 section 9 provides roles and responsibilities of different spheres of Government on housing development. The objectives of housing Act; Act No 107 of 1997 is to provide sustainable housing development process, and to lay down general principles applicable to housing development in all spheres of government.

Lack of housing delivery has been highlighted in many outreach meetings in different municipal wards by communities as being a key challenge in this Municipality. A housing survey conducted in 2009 indicated a huge backlog on housing delivery, as many households within municipal wards live in mud-houses which are very old and easily destroyed by heavy storm/rain during summer time, and some stay in shacks. The housing survey reveals the housing need of 9764 units.

The municipality will identify and reserve land for housing and complete unfinished housing projects and formalise human settlements areas located on suitable soil conditions, Inadequate availability of plan and developed land for human settlement, resulted in eruption of informal settlements in almost all the municipal areas, some of tribal authorities in the municipal areas are also promoting squatting through the allocation of the unplanned land.

The Municipality since the new dispensation have participated in the housing developments in its area of jurisdiction together with National and Provincial Department of Human Settlements using different national housing programme.

The programmes that were used and funded for housing development in the municipal areas are as follows:-

- Project link programme (Greenfield programme)
- People Housing Process
- Community Based Rural Subsidy Programme
- Disaster/Emergency Programme
- Community Based Individual Subsidy

Non-funding of the reported emergency units by the Provincial Department of Human Settlements poses a serious challenge to the Municipality.

The policy framework and implementation guidelines, the enhanced discount benefit scheme as promulgated by National Department of Human Settlements was never implemented at Tweefontein "K" and KwaMhlanga Township, inter alia this programme includes the transfer of other government houses to the municipality and also the effecting of a discount to the affected parties.

At Tweefontein "K" there are one thousand and seventy two plans for residential purpose (1072), KwaMhlanga "C" there are one thousand two hundred sites(1200) in both areas those sites are already plan for residential purpose but without infrastructure. If those sites can be serviced and be sold to the interested people, the Municipality can generate income for its own sustainability.

The non-completion of housing projects funded by government created a serious challenge to the municipality. The project which was left incomplete housing units at Verena "A" – 19 units , Kwaggafontein "A"- 12 units and Vlaklaagte 01 -07 units left some of the community members with foundations only.

4.16.1.1 Objectives

To provide planned settlement to the community through township establishment, formalization and proper land use management scheme for the municipality.

4.16. 1.2 Strategies

- The Municipality to provide housing through its involvement in National housing programmes such as People Housing Process, Community Based Rural Subsidy, Community Based Individual Subsidy, Emergency/Disaster Housing programme and Project link subsidy in order to eradicate housing backlog and participate in housing development.
- Identify land for Integrated Human Settlements.
- Initiate, plan, co-ordinate, facilitate, promote and enable appropriate housing development within the municipal areas.
- Compilation of housing list for the needy people in all wards within the municipal area
- Monitor housing development taking place within the municipal areas.
- Assisting the housing beneficiaries to fill application forms for housing grant and submit forms to the Provincial Human Settlements Department for capturing and approval.
- Participate in flagship project such as Comprehensive Rural Development Programme to improve service delivery to the communities.
- Interact with the Provincial Department of Human Settlement for the completion of incomplete housing project within the municipal areas.
- Implementation of the Discount Benefit Scheme at KwaMhlanga and Tweefontein “K”.
- Facilitate the annual review of housing chapters.
- Staffing of the section.

Project ID	Project Name	Project Location/ward	Project Objective	Key Performance Indicator	2012/2013	2013/2014	2014/2015	Responsible Department
	Provision of social and economic facilities		Construction of a community hall and a child care facility in Tweefontein C		7,000,000.			SDS
	Town planning		Rendering of town planning services and capacity building, as well as management of applications sites		3,000,000			SDS
			Feasibility study, EIA (Buhlebesizwe Extension)		50,000			SDS
			Feasibility study, EIA (Kameelpoortnek 218JR)		50,000			SDS
			In situ upgrading, conduct a feasibility study, land release in Sybrandskraal farm 244JR		50,000			SDS
			Feasibility study, EIA & geotechnical investigation, land release of 1,000 in Tweefontein Extension next to Vlakaagte 221JR farm portion 7		50,000			SDS
			Feasibility study be conducted on the development of housing rental stock of 500 units in Verena, Kwamhlanga, Kwaggafontein		50,000			SDS
	Curbing of land invasion		Transfer of state land and formalization of unplanned areas		1,000,000			THLM/NDM
	Peoples housing process		Construction of 960 housing units in various villages: Wolvenkop (120), Tweefontein G (120), Tweefontein (120), Tweefontein J (120), Verena A (120), Verena B (120), Verena C (120), Verena D (120)		57,600,000			HS
	Provision of integrated residential development programme (Phase 1)		Planning of 500 sites for the provision of housing development activity in Moloto Provision of 1,000 rural subsidy units for areas not included in the CRDP programme	1,500,000.				HS

Project ID	Project Name	Project Location/ ward	Project Objective	Key Performance Indicator	2012/2013	2013/2014	2014/12 015	Responsible Department
	Provision of internal services(servicing of 1072 sites)	Tweefontein "K" extension	Provision of residential sites for housing development	Sites serviced				DHS/THLM/NDM
	Provision of internal services(servicing of 1200 sites)	KwaMhlanga "C"	Provision of residential sites for housing development	Sites serviced				DHS/THLM/NDM
	Conduct a feasibility study, EIA, planning of the Township (500).	Buhlebesizwe extension	Development of integrated human settlement	Feasibility study report compiled	R50 000.00			DHS/THLM/NDM
	Conduct feasibility study ,EIA & geotechnical investigation, land release (2000)	Kameelpoortnek 218 JR farm	Development of integrated human settlement	Feasibility study report compiled	R50 000.00			DHS/THLM
	In situ upgrading, conduct a feasibility study, land release (2000).	Sybrandskraal 244 JR Farm	Development of integrated human settlement	Feasibility study report compiled	R50 000.00			DHS/THLM/NDM
	Conduct feasibility study ,EIA & geotechnical investigation, land release(1000)	Tweefontein extension next to (Vlaklaagte 221 JR farm portion 7)	Development of integrated human settlement	Feasibility study report compiled	R50 000.00			DHS/THLM/NDM
	Feasibility study be conducted on the development of housing rental stock 500)	Verena/KwaMhlanga/Kwaggafontein.	Development of integrated human settlement	Feasibility study report compiled	R50 000.00			DHS/THLM/NDM

4.17 ISSUE 17: LAND USE MANAGEMENT (COMPLETION OF INCOMPLETE LAND TENURE UPGRADING PROJECTS)

4.17.1 Background and Problem Statement

4.17.1.1 Legal Status of Townships and Villages

The Municipality consists of eight (8) proclaimed Township which has full ownership such as full Title Deeds /Deed of Grant registered with property owners. Those villages are having lay-out plans and general plans; there is no full ownership of those properties by households as some of them they use Permission To Occupy certificate which was issued in terms of the past laws of the former homeland Government.

The farms within the municipal boundaries are registered as state farms, all villages were developed in a state land. The land has not yet been transferred to the Provincial Department of Rural Development and Land Administration and ultimately to the Municipality by the National Department of Rural and Land Administration.

4.17.1.2 Rural Development and Land Reforms

There are some villages with preliminary plans.

The total number of land claims within the municipal areas is about 133 located at different farms within the Municipality. KwaMhlanga District has a total of 82 claimants on 29 properties and 24 claims on 14 properties in Mkobola district.

All Traditional Authorities which are operating within this village in the Municipality in accordance with the Constitution of the Republic of South Africa, 1996 and other related legislations as promulgated in the Provincial Gazette by the Province of Mpumalanga, which give determinations of farms and areas under each Tribal Authorities.

The allocation of land for development and residential purpose is not regulated correctly, as some of the Tribal Authorities participate in allocating land which is not yet planned for settlement, and that causes mushrooming of informal settlements which makes it difficult for the municipality to plan properly. Other Tribal Authorities sometimes allocate land for residential purpose in wetlands.

The Municipality is having a serious challenge with informal settlements as they are growing continuously. Along the R 573 on road reserve from Moloto up until Kwaggafontein areas people invade land and build structures for business without even acquiring a business license from the Municipality.

Informal Settlements within the municipality are as follows:-

- Sun-city "AA" - (Industrial Area) number of estimated households – 1234.
- Luthuli extension - (Mahlabathini at Kameelpoortnek 218 JR farm) number of estimated households – 3045.
- Moloto North - (Mafushane on Hartebeestspruit 235 JR farm) number of estimated households – 400.
- Moloto South - (part of Sybranskraal 244 JR farm) number of estimated households -
- Mountain View extension - number of estimated households -3200.
- Mandela extension (Msholoji on Enkeldoorn 217 JR farm) number of estimated households – 2000.
- Vlaklaagte no 1 extension (Vlaklaagte 221 JR farm) – number of estimated households – 53.
- Buhlebesizwe number of the estimated household 250
- Tweefontein RDP (Milliva) Number of estimated household 500

The non-compliance with municipal Spatial Development Framework by Tribal Authorities and community members create a serious challenge for the Municipality, other challenges is that community members apply for raw land for development and that makes it difficult for the Municipality to process and finalise those applications as investigations should be conducted first.

Planning is still a function of Nkangala District Municipality and the municipality have not created a planning unit, as such land planning and funding of town planning projects and land tenure upgrading projects take place in a very slow pace.

TABLE 26: Legal status of Villages

N0	Villages	SG-plans	Approved General Plans	Proclaimed
1.	Zithabiseni A	201/1998 and 202/1998	Yes	No
2.	Zithabiseni B	8920/1997	Yes	No
3.	Mzimuhle A	11289/1995	Yes	No
4.	Kwaggafontein A	10787/1995	Yes	No
5.	Kwaggafontein A Ext 1	A10707/1993	Yes	No
6	Kwaggafontein A Ext 2	A2688/1994	Yes	No
7	Kwaggafontein B	11456/1995	Yes	No
8	Kwaggafontein C	5246/1995	Yes	No
9	Somphalali	10373/1993-10376/1995	Yes	No
10.	Kwaggafontein E	7897/1997	Yes	No
11.	Kwaggafontein AI	7302/1995	Yes	No
12.	Entokozweni A	8715/1997	Yes	No
13.	Verena A	A3321/1993	Yes	No
14.	Verena B	A3318/1993	Yes	No
15.	Verena C	A7495/1993	Yes	No
16.	Verena D	No	Yes	No
17.	Vlaklaagte AA (2)	11578/1997 & 11563/1997	Yes	No
18.	Vlaklaagte BB (1)	A8287/1994	Yes	No
19.	Vlaklaagte CC(2)	1365/1998	Yes	No
20	Wolvenkop A	A3254/1993	Yes	No
21.	Enkeldoornoog A	Layout	Yes	No
22.	Enkeldoornoog B	Layout	Yes	No
23	Enkeldoornoog C	Layout	Yes	No
24	Kameelpoortnek A.	Layout	Yes	No
25	Kameelpoortnek B	Layout	Yes	No
26	Kameelpoortnek C	Layout	Yes	No
27	Phumula A	Layout	Yes	No
28	Phumula B	Layout	Yes	No
29	Phumula C	Layout	Yes	No
30	Phumula D	Layout	Yes	No
31	Somarobogo E	Layout	Yes	No
32	Somarobogo F	Layout	Yes	No
33	Somarobogo H	Layout	Yes	No
34	Twefontein M	Layout	Yes	No
35	Twefontein N	Layout	Yes	No
36	Moloto South	Layout	Yes	No
37	Moloto North	Layout	Yes	No
38	Kameelpoortnek S1	Layout	Yes	No
39	Kameelpoortnek S2	Layout	Yes	No
40	Kameelpoortnek S3	Layout	Yes	No
41	Enkeldoornoog S1	Layout	Yes	No
42	Zakheni	Layout	Yes	No
43	Phola Park	Layout	Yes	No
44	Mountain View	Layout	Yes	No

TABLE 27: Proclaimed Townships (some proclaimed in terms of regulation 4 (1) (a) of chapter 1 of proclamation R 293 of 1962)

No	Townships
1.	KwaMhlanga "A", "B," "BA" & "MA"
2.	Twefontein K
3.	Moloto extension 11 Township
4.	Twefontein Township
5.	Vlaklaagte Ridge (Buhlebesizwe (RDP)
6.	Langkloof
7.	Boekenhouthoek
8.	Goedereede

TABLE 28: Areas with preliminary town plans within the Municipality

No	Area	Number of sites
1.	Buhlebesizwe extension	100
2.	Vlaklaagte 1 extension	200
3.	Kwaggafontein "C" extension	70
4.	Verena "D" Wellas	1000
5.	Zakheni extension 2	500
6.	Mandela extension	1500
7.	Sun city "AA"	380
8.	Jordan (Phola park)	150
9.	Chris Hani	1000
10.	Sakhile	600
11.	Somarobogo "E" extension	200
12.	Phumula "A" extension	200
13.	Machipe	800

TABLE 29: Priority areas for town planning and surveying needs for the Municipality

No	Area	Existing plan	Estimated number of erven	Land ownership
1.	Chris Hani	Preliminary plan only	1000	State land
2.	Sakhile	Preliminary plan only	600	State land
3.	Mandela extension	Preliminary plan only	1500	State land
4.	Zakheni 1& 2	Preliminary plan only	500	State land
5.	Sun-city "AA"	Preliminary plan only	380	State land
6.	Phumula "A" extension	Preliminary plan only	200	State land
7.	Kwaggafontein "C" extension	Preliminary plan only	70	State land
8.	Vlaklaagte no 1 extension	Preliminary plan only	200	State land
9.	Buhlebesizwe extension	Preliminary plan only	100	State land
10.	Machipe	Preliminary plan only	800	State land
11.	Jordan (Phola park)	Preliminary plan only	500	State land
12.	KwaMhlanga "IA"	Church sites	9 sites	Municipal land
13.	KwaMhlanga "B"	1 church site	Erf 1003	Municipal land

TABLE 30: Priority areas for land tenure upgrading projects

No	Areas	Land Ownership	Estimated number of erven
1.	Kwaggafontein "C"	State land	2719
2.	Kwaggafontein "D"	State land	1341
3.	Mathyszensloop	State land	1378
4.	Vriesgewagt	State land	779
5.	Gemsbokspruit(Mzimuhle)	State land	1383
6.	Vlaklaagte no 1	State land	2439
7.	Vlaklaagte 2	State land	2486
8.	Verena "B"	State land	793
9.	Verena "C"	State land	1015
10.	Moloto South	State land	5340
11.	Moloto North	State land	2780
12.	Klipfontein	State land	240
13.	Tweefontein "D"	State land	693
14.	Tweefontein "F"	State land	1299
15.	Tweefontein "M" (Thokoza)	State land	1299
16.	Tweefontein "N"	State land	782
17.	Vezubuhle	State land	2366
18.	Phola park	State land	2130
19.	Sun city "AA"	State land	1427
20.	Zakheni 1&2	State land	765

4.17.1.3 Land Claim Restitution Process

Land claims validated by land claim commission in the following farms:-

- KwaMhlanga 617 JR (consolidation of portion 1,2 and 7 of the farm)
- Sybrandskraal 244 JR farm.
- Prins Anna 234 JR farm.

4.17.1.4 Objectives

Ensure proper land management and proper development and future plan for the land in our municipality. Integrate the nature reserves in Thembisile Hani Local Municipality with regional open space system

4.17.1.5 Strategies

- Promote the resolution of conflicts arising in the land use applications.
- Plan and manage land use and land development.
- Identify and designate land for Integrated Human Settlements.
- Manage the allocation of business and residential sites.
- Regulate the use of land within the municipal areas.
- Investigate possibilities to formalize informal settlements.
- Participate in the Provincial and National land care programme
- To participate in the land claim programme as conducted by Land Claim Commission.
- Development of a by-law on land invasion.
- Planning of areas which are not yet planned.
- Reservation of land for Moloto Rail Development Corridor
- Speeding up land tenure upgrading projects and completion of incomplete projects.

Project ID	Project Name	Project Location/ ward	Project Objective	Key Performance Indicator	2012/2013	2013/2014	2014/15	Responsible Department
	Completion of land tenure upgrading project	Kwamhlanga "A", "B", "BA & MA	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Completion of land tenure upgrading project	Kwaggafontein "A" & "B"	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Completion of land tenure upgrading project	Phumula "A", "B", "C" & "D".	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Completion of land tenure upgrading project	Somarobogo "E" & "H"	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Completion of land tenure upgrading project	Verena "A" & "D"	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Completion of land tenure upgrading project	Mandela Village	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Completion of land tenure upgrading project	Tweefontein "JA"	Promote land ownership	Land Tenure upgrading projects completed				NDM
		Mountain view	Promote land ownership	Land Tenure upgrading projects completed				DALA
	Completion of land tenure upgrading project	Luthuli Village	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Completion of land tenure upgrading project	Tweefontein "K"	Promote land ownership	Land Tenure upgrading projects completed				NDM
	Investigate possibilities	Moloto South	To eradicate	Investigation re-	R0.00			SDS/NDM

4.18 ISSUE 18: Local economic development

Background and Problem Statement

Build local economies to create more employment decent work and sustainable livelihoods, by participating in the Expanded Public Work Programme of the Nkangala District Municipality in order to promote job creation and skills development, intensify support for rural small holder farmers and expand community food gardens and establish markets for the produce , annually target more than two thousand five hundred recruitment of local people through community works programmes, and expanded public works, formalised business in general and the fast developing business in close proximity of shopping complexes programme and the road R573 in particular; the municipality will instigate unlocking and developing dormant economic potentials in the municipal area, particularly in the mining , agriculture and eco tourism sectors, capitalise on LED opportunities that stem from the Moloto Rail Development Corridors, the municipality will form cooperatives to encourage investment in the municipal area, especially supporting SMMEs and the revival of industrial areas, empower communities, especially target groups such as youth, women, and persons with disabilities.

4.18.1.12 OBJECTIVES

The additional objectives are therefore envisaged to be:

- To unlock the economic development potential of the area with the planning of implementable, sustainable economic development programmes and projects;
- To contribute towards unlocking the inherent potential of people or stakeholders within the area;
- To ensure a coordinated approach towards economic development planning;
- To facilitate the creation of conducive environment for economic investments;
- To promote the creation of appropriate supporting infrastructure required for strategic economic and development;
- To promote strong internal partnership within council that will drive economic prosperity of Thembisile Hani Local Municipality
- The municipality endeavours to reduce the un-employment rate by Atleast 5% in 2012/2013 financial year.

Project ID	PROJECT NAME	PROJECT LOCATION	PROJECT OBJECTIVES	KEY PERFORMANCE INDICATORS	2012/2013	2013/2014	2014/2015	RESPONSIBLE DEPARTMENT
	Fresh produce market Feasibility study				R 15m			NDM
	Manufacturing of disposable nappies							DTI/DEDET/MEGA
	Manufacturing of Jam				R10m			DTI/DEDET/MIEGA
	Crafters Centre							NDM/DEDET/MEGA/DCSR
	Broiler making project							DARDLA/PRIVATE INVESTOR
	Recapitalisation of farm Klipfontein							DARDLA/THLM/PRIVATE PARTNER
	Recycling							THLM/DEDET
	Masibuyele Emasimini							THLM/ DADLA
	Formalisation of hawkers							NDM/THLM
	Solar Energy							DMR/THLM/Private partner
	Corporate Developments				50 000			DEDET/THLM
	Mass Economic Opportunities				50 000			THLM/GCIS

	Masibuyele Emasimini												THLM/ DADLA
	Formalisation of hawkers												NDM/THLM
	Solar Energy												DMR/ THLM/Private partner
	Corporate Developments												DEDET/THLM
1	LED Strategy				LED Strategy review	LED Strategy adopted by council	R 120 000	R0.000	R0.000		R80 000		THLM
2	Skills development	5 Zones			capacity building	2 Workshops per zone	0.00	R0.00	R0.00		R0.00		THLM
3	Community Works Program	All 5 zones			Alleviation of poverty	5 projects implemented and 100 temporary jobs created	R300 000	R0.00	R0.00		R300 000		THLM and DPWRT
8	Mathyszensloop Bomandu Trust Green Town	Mathyszensloop			Park developed	9 Million	R0.00	R0.00	R0.00		R0.00		SDS DEA
9	LED SHOW				Revenue enhancement	Improvement of revenue collection	R0.00	R0.00	R0.00		R0.00		THLM and private investor
	SMME SKILLS development				Training of SMME on business management		R 150 000						

4.19 ISSUE 19: YOUTH DEVELOPMENT

4.19.1 Background and Problem Statement

Thembeisile Hani local Municipality is committed to meet the needs of young people that have diverse approaches to the challenges of youth development. Thembeisile Hani Youth development plays a number of roles and finds different solutions to the problems of young people. The municipality has various programs aimed at transforming skills and job creation that will motivate young people to improve the quality of their own lives and contribute to better society for all.

To Advance youth development through guidance and support to initiatives across sectors of society and all spheres of government. To Embark on initiatives that seek to advance the economic development of young people. To Develop and coordinate the implementation of the Integrated Youth Development Plan and Strategy for the country. The two documents serve as guiding instruments in advancing youth development at all levels of government

Young people constitute the majority of the population; they equally constitute the largest number of the most inactive group in society.

Official statistics suggest that of the overall 40% of unemployed South Africans, young people constitutes 73% of that number (between the ages of 18 – 35). Such figures are considerably higher than average, and as such, Unacceptable.

At a conceptual level, the [NYDA](#) was established to take to scale programmes aimed at the holistic development of young people. That vision is still the one that guides us. We have begun our approach to speak of other developmental aspects, apart from entrepreneurship, including

- Education and skills development
- Health and wellness
- Youth Services and Social Cohesion

In order for us to win this battle against unemployment, lack of skills and other Social ills, an integrated approach is required, at the centre of such intervention, is local government. Confident that with government, private sector, civil society and young people working together, the future is brighter than we are made to believe.

The youth today is catered for by the current dispensation in the most programs aimed at not only empowerment but also sustaining the development of young people in our country. The key imperative is to make a determination on whether issues affecting young people are addressed in a long-term horizon.

The contributions and other needs to be enhanced through the initiatives that will bring about personal development for young people and other structures. When government rolled out programmers such as the Expanded public works program, National Youth Services ,National Youth Development agency ,urban renewal program, intergraded sustainable rural Development Programme and Accelerated Shared Growth Initiative for South Africa, the intention was still to address the socio-economic ills that were "Legally" inflicted upon the majority of the people in this country. In view of the above, Thembeisile Hani Local Municipality has engaged in a number of youth development outreaches and summits for the past four years.

National Youth Development Agency, an institution established in terms of the National Youth Development Agency Act 54 of 2008, it is a merger between Umsobomvu youth fund and national youth commission .NYDA planned to extend their information centre In all 283 local municipalities. In addition to this the NYDA is concurrently also establishing provincial office as well as 52 regional offices which will offer the full suite of NYDA products and services. Thembeisile Hani Local Municipality has already started with the internship program that is supported by the NYDA and Open Africa; the program will run for 10 months each year meaning two interns will be placed for ten months each year.

CHALLENGES

- Lack of clarity or shared vision among stakeholders at local level
- Development of localised intervention given the capacity

- Empowerment measures of youth-owned enterprises and companies within a municipality area not documented
- Lack of resources in some municipalities to support establishment of fully fleshed Local Youth offices
- Skills shortages - youth development practitioners
- Lack of clarity or shared vision among stakeholders at local level
- Development of localised intervention given the capacity
- Empowerment measures of youth-owned enterprises and companies within a municipality area not documented
- Lack of resources in some municipalities to support establishment of fully fleshed Local Youth offices
- Skills shortages - youth development practitioners

SUCCESS FACTORS

- **Coordination and creation of conducive environment fertile for partners with adequate resources for youth development – A basic and central role of municipalities**
- **Avail infrastructure and resources to support [Youth Development programmes](#) and host programmes provided by the strategic partners and formalise these with partnership agreements**
- **Ensure that Youth Development interventions and the beneficiaries or targeted youth priority groups are clearly spelt out in the Integrated Development Plans (IDP)**
- **Ensure that the Local Economic Development (LED) strategy clearly highlights Youth Development economic interventions.**
- **Local Youth Offices in all municipalities should be used as focal points and or entry points for youth development initiatives by all stakeholders which have among other things a responsibility to support the Youth development initiatives**
- **Participation by Youth in decision making processes**
- **Optimising opportunities from local infrastructure programmes**

4.19.1.3 NYDA Mandate & Functions

- **Sections 6 & 7 of the NYDA Act gives the agency powers to coordinate and ensure that organs of state take into consideration the national youth development priorities in planning activities of their business and submit in the prescribed manner, annual reports to the agency regarding their implementation of youth development priorities.**
- **The NYDA is confident that only through systematic coordinated efforts towards a common goal by all organs of state, private and non-governmental organisation we will be able to make a significant difference as a country.**
- Advance youth development through guidance and support to initiatives across sectors of society and spheres of government.
- Embark on initiatives that seek to advance the economic development of young people.
- Develop and coordinate the implementation of the Integrated Youth Development Plan and Strategy for the country. The two documents serve as guiding instruments in advancing youth development at all levels of government.

Objectives

- The municipality will focus on empowering youth within Thembisile Hani Local Municipality area by awarding the 40% of procurement projects and awarding two bursaries for tertiary education and expand the Rural Youth Service Corps PROGRAMME
- Establish a Youth Sport Centre and youth MPCC, and teach 5000 youth computer literacy

Project ID	PROJECT NAME	PROJECT LOCATION	PROJECT OBJECTIVES	KEY PERFORMANCE INDICATORS	2012/2013	2013/2014	2014/12015	RESPONSIBLE DEPARTMENT
1	Advocacy & Research	in All 5 Zones	Develop strategic partnership with key role players that advance youth development	stimulate learning and information sharing amongst youth structures		R50 000.00	0	Youth Unit, NYDA/NYS
2	Career Exhibition	all Zone	Focus on the interventions that will ensure young people are directed into the pool of available employment	Ensure Long-Term institutional support for youth development		R0.00	0	Youth Unit, NYDA/NYS
3	Life Orientation skills	all Zone	To equip youth with skills that will enable them to be active & responsible citizens	number of life skills conducted		R0 000	0	Youth unit
6	Youth Mobilization	in All 5 Zones	Encourage youth to participate in the municipal process	number of municipal outreach conducted		R0.00	0	PL

4.20 ISSUE 20: TRANSVERSAL

4.20.1 Background/ Problem statement

Government Policy Frameworks, Legislation, guidelines and regulations that seek to plot women empowerment across the spectrum. Vision 2014; seeks to address Medium Terms Strategic Framework (MTSF) Growth Path, the National Spatial Development Strategy (NSDP), as well as the Provincial Growth Development Strategy (PGDS). The special programmes unit in the office of the Municipal manager, (which comprises three sub-programmes: Office on the status of women, Office on the status of persons with Disability and office on the rights of a child) is amongst others mandated to monitor and evaluate mainstreaming of gender equality and women empowerment, rights of persons with Disability and rights of children into programmes of the Municipality. The core functions of special programmes directorate are: Advocacy, capacity building, policy analysis, research, monitoring and evaluation.

Mainstreaming needs for women, persons with Disability and children start at a planning stage, through all processes of programs and projects, until at evaluation stage. It demands of each program or project manager to set targets and performance measures for each of the three sectors. Mainstreaming emphasizes the promotion and protection of rights of children such as we adopt child friendly approaches in service delivery.

Challenges affecting women and persons with disability includes among others:

- High level illiteracy
- Exclusion from economic activities
- Single parenthood
- Shortage of skills to people with disability
- Sign language personnel
- Personnel shortage

4.20.2 Gender & key focus areas

- Municipal transformation and organizational development.
- Basic service delivery
- Local economic development.
- Municipal financial viability and management.
- Good governance and public participation.
- Two special areas on gender base violence and HIV and Aids has been added (a) HIV and Aids. (b) Safety including gender base violence
- Advocacy, raising awareness and coordination
- Reduction of violence against women and children -16/365 Days of activism on no violence against women and children.
- Crime prevention, support and victim empowerment.
- Poverty alleviation.
- Skills development and capacity building (awareness education).
- Access to quality education.
- Child protection, care, and Social services.
- Health care
- Early childhood development.
- Sports, Leisure, recreation and culture

Project ID	PROJECT NAME	PROJECT LOCATION	PROJECT OBJECTIVES	KEY PERFORMANCE INDICATORS	2012/2013	2013/2014	2014/12015	RESPONSIBLE DEPARTMENT
	Trainings		Training and capacity building programmes dealing with gender related issues on mainstreaming children, women and disability	Training conducted	20,000.00			THLM
			Training of staff and councillors on basic sign language	Training conducted	20,000.00			
			Pre-school competition	Pre-school competition done	1,000.00			
	Poverty alleviation programmes towards women empowerment and capacity building	zonal	To empower persons with disability socially and economically	Number of people with disability empowered	50,000.00			THLM
			Empowerment programmes for people living with disabilities		50,000.00			
	Summit		Mainstreaming of gender, disability and children issues	Number of workshops conducted	R20.000			THLM
	Awareness campaign	Zonal	Fight against child abuse	Number of awareness conducted	R10.000			THLM
	Calendar events such as women, children and disability days	All wards	Celebration of calendar days Encourage the main-	Number of Celebration conducted	100.000			THLM

5 CHAPTER: FIVE

THEMBISILE HANI MUNICIPALITY IMPLEMENTATION PLAN FOR 2010/2011 AUDITOR GENERAL REPORT

AUDITOR GENERAL FINDING AND IMPACT	RESPONSIBLE OFFICIAL	MANAGEMENT COMMENTS	PROGRESS TO DATE	ACTION PLAN	ACTION DATE
No supporting documentation to verify reconciling items adjusted from the previous year. R 12 969 837	CFO	Agree with the finding.	The journals were passed by the consultants and withheld for the municipality pending issues between consultants (RRU) and COGTA. Withheld info was submitted in the last week of May, and consultants will avail themselves in the municipality from the 8 th March to provide clarity on the issues	Journals passed will be signed by the CFO for approval. Copies of supporting docs are attached as motivation, then filed of as audit evidence	Monthly
Trade and other receivables					
No supporting documentation to verify amount included in receivables – prior year adjustments. R 14 228 018	CFO	I agree with the finding	The journals were passed by the consultants and withheld for the municipality pending issues between consultants (RRU) and COGTA. Withheld info was submitted in the last week of May, and consultants will avail themselves in the municipality from the 8 th March to provide clarity on the issues	Journals passed are signed by the CFO for approval. Copies of supporting docs are attached as motivation, then filed of as audit evidence	Monthly
No supporting documentation to verify amounts included in payables – prior	CFO	I agree with the finding	Withheld for the municipality pending issues between consultants (RRU) and COGTA. Withheld	Journals passed are signed by the CFO for approval. Copies of supporting docs	Monthly

year adjustments R 2 171 099				info was submitted in the last week of May, and consultants will avail themselves in the municipality from the 8 th March to provide clarity on the issues	are attached as motivation, then filed of as audit evidence	
Property, plant and equipment						
Physical existence of infrastructure and assets under construction could not be verified R 57 875 766	Technical Services Manager	Agree with the finding.	Technical services department should assist in the verification of infrastructure	Appointed technicians will assist in the verification and identification of projects under construction and also infrastructure assets. The GIS system will be employed to register and identify municipal infrastructure		15 June 2012
Revenue: licences and permits, service charges, rates						
No system of internal control, no procedures could be performed to determine completeness accuracy and occurrence of revenue R 38 267 354	Kabini Inock / Vinette	Licensing revenue reported at 100% of receipts without taking into account agency fees, leading to overstatement of revenue. Revenue billed wrongly disclosed as revenue collected	The suspense account for recording transactions will then be created to make correction of revenue against expenditure made to Dept of Road and Transport, to have realistic agency fees	The suspense account for recording transactions will then be created to make correction of revenue against expenditure made to Dept of Road and Transport, to have realistic agency fees collect as revenue. Collection against billing presently disclosed as own revenue.		Monthly
Cash flow statement						

Unable to determine completeness and accuracy of the cash flow information, due to other bases for the qualification	CFO / Expenditure	Lack of controls over daily and monthly processing and reconciling of transactions.	Bank reconciliation are done on a weekly basis	Creditor's reconciliations performed always when claims are prepared. Bank reconciliation only done weekly and reconciled monthly. Budget monitoring also implemented before orders are approved	
Irregular expenditure Could not determine completeness of irregular expenditure disclosed	Chief Accountant SCM	This as a result of non availability of procurement documents to validate the appointment. Supply chain management document are kept save and confidential. Access to documents is strictly controlled by procurement.	SCM is safekeeping the records on irregular, unforeseeable and unavoidable expenditure. A register is being kept as evidence for the disclosures in the AFS	SCM is safekeeping the records on irregular, unforeseeable and unavoidable expenditure. A register is being kept as evidence for the disclosures in the AFS	On going.
Leases Non-disclosure of future commitment of operation lease payments	Chief Accountant SCM / CFO	Lack of controls over daily and monthly processing and reconciling of transactions.	Appointment on position of Accountant expenditure as well as Assistant Manager: Expenditure	Reconciliation of leases will be performed in accordance to SLA signed on operational leases in terms of GRAP 17	30 June 2012
Technical Services Operating expenditure The municipality did not review and monitor compliance with applicable laws and regulations.	MTS and PMU	None		Developments of invoice register for projects to trace all the movements and to ensure payments within 30 days of receipt.	01 March 2012
Management has not established and communicated policies and procedures to enable and support understanding and execution of internal control objectives,	MTS and PMU	None		Developments of projects cover sheets to monitor the expenditure and to control over-expenditure on projects.	01 March 2012

processes, and responsibilities.								
Provisions								
The municipality did not review and monitor compliance with applicable laws and regulations.	MTS and Ass. MWS	None						01 June 2014
Internal Audit								
Internal audit: non compliance with the Municipal Systems Act, no audit of performance objectives	Head: Internal Audit	Lack of capacity (technical proficiency) of conducting the audit.	Internal Audit unit solicited the co-sourcing of the audit of predetermined objects and other audits on the operational plan to the ESP; however the positions of two internal auditors were advertised as an alternative for additional capacity.	Internal Audit unit with additional capacity/ co-source the services to the External service provider.				30 June 2012
Internal audit: No internal quality reviews performed	Head: Internal Audit	Internal Audits are conducted in line with the standards for the professional practice of Internal Auditing, section 165 of the MFMA, Public Sector Internal Audit framework	Internal quality assurance review will be done at the end of the financial year 2011/12 for the work done during the period under the review (2011/12).	Internal Audit manual is developed informed by the current structure and the capacity at hand.				30 June 2012
Corporate Services								
Management does not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Unauthorized jour-	Manager: Corporate Services	None	Status quo remains	A draft records management Policy which will deal with records management in general and by each department including the filing of documents will be submitted to Council for adoption and implementation.				30 April 2012

nals may be passed without supporting evidence which may lead to misstatement of the cashbook						
The accounting officer did not implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored.	Manager: Corporate Services	None	Short listing and interviews to fill vacancies is underway target date is May 2012	All critical posts will be agreed upon by all departments and filled by 30 June 2012 subject to the municipality not exceeding the 35% salary wage norm.	30 June 2012	
Policies and procedures are not established and communicated to enable and support understanding and execution of internal control objectives, processes, and responsibilities.	Manager: Corporate Services	None	Draft policies are being discussed at the HRD committee of LLF	The following policies, systems, procedures will be developed, approved by the Council and implemented: 1. Information Communications & technology including telephone policy. 2. Staff Placement policy. 3. Staff Promotion Policy 4. Promotional Policy for Traffic Section. 5. Dress Code Policy. 6. Funeral Policy. 7. Transport allowance Policy.	30 June 2012	
There is no capacity planning for the applications and infrastructure. Business operations may be disrupted or constrained due to insufficient capacity or	Manager: Corporate Services	None	Short listing and interviews to fill vacancies is underway target date is May 2012	New network infrastructure has been established, the network response is stable and can meet the users need	31 March 2012	

performance degradation of IT Infrastructure components, e.g. shortage of disk space and poor network response times.							
Policies and procedures are not established and communicated to enable and support understanding and execution of internal control objectives, processes, and responsibilities.	Manager: Corporate Services	None	Training for some HR official on VIP but require more dedicated official to do Payroll.	The Additional capacity will be solicited from Nkangala District Municipality to train two officials in HR on the VIP payroll software system to enable them to perform this function	31 March 2012		
There was no approved and updated operational organizational structure for the year under review was made available.	Manager: Corporate Services	None	Advertisements have been made to recruit suitably qualified personnel	The organogram of the Municipality was approved by the Council on 25 November 2011.	25 November 2011		
There was no formally signed Service Level Agreement between the municipality and Xuma Technologies, responsible for upgrade ICT infrastructure and equipment. <ul style="list-style-type: none"> Procedures for monitoring IT vendor performance to facilitate timely detection and rectification of performance issues are not 	Manager: Corporate Services	None	The Manager ICT has put in place job card to measure the performance of the service provider	There is an existing service level agreement signed with Xuma but which is silent on performance monitoring. Amendments or addendum to the SLA will be discussed in meeting to be held with the Xuma.	30 March 2012		

<p>specified in the SLAs between the municipality and its service providers. In the period under review, no performance reports were provided to management by the vendors.</p>					
<p>The following weaknesses were noted with respect to physical security:</p> <ul style="list-style-type: none"> • There is no physical and environmental security policy which specifies recommended physical access and environmental controls which should be implemented within and around the computer room; • A register of visitors to the server room is not maintained; • There is no hardware maintenance schedule for critical equipment in the server room such as the UPS, servers, and air conditioners; • There was no smoke detector and fire extinguisher in the server room; • There is no camera; • There are no water detectors 	<p>Manager: Corporate Services</p>	<p>None</p>	<p>Action taken by the ICT manager sees under action plan and envisaged plan for the future.</p>	<p>The register for server visitor is already in place. Smoke detector will be budgeted and implemented in the next financial year. On the server maintenance issue, there is a SLA with Xuma Technologies of which ICT must come up with an amendment to have a fixed schedule on maintenance of ICT equipments.</p>	<p>30 March 2012</p>

<p>Computer equipment may be damaged, stolen, or accessed by unauthorized individuals in the absence of appropriate physical and environmental controls thereby compromising the availability and integrity of affected systems. In addition, equipment may not perform at its optimal levels or get damaged if it is not regularly and correctly serviced thus affecting service delivery.</p>	<p>Manager: Corporate Services</p>	<p>None</p>	<p>Actions taken by the ICT manager see under action plan and envisaged plan for the future.</p>	<p>Backups on VIP are done Manually by ICT; On Month, backups are done on tapes at the end of each Month. ICT propose that an integrated backup system be procured that will backup all application systems using Tape Library.</p>	<p>01 June 2012</p>
<p>There were no back up register/logs to verify that backups of the Munsoft and VIP servers were performed In the event of a loss of production data, there is no assurance that complete and accurate data will be available for recovery purposes where management does not adequately exercise its oversight responsibility over the backup process.</p>					

<p>Social Development Services.</p>					
<p>INTERANAL CONTROL OVER LICENSE AND PERMITS REVENUES</p> <p>After some allegation of inappropriateness at the licensing centre, the provincial Department of Safety Security and Liaison took over the Administration of the centre around early February 2012 for better management.</p> <p>The Municipality is building the capacity, as there was insufficient staff for any adequate internal control to take place. The critical posts have been advertised at the licensing centre and are in the process of being filled</p> <p>After the investigation report from the province which is supposed to be ready around May 2012 and the Municipality with full staff by then, will take over the centre with necessary internal control by required staff.</p>					

6. CHAPTER: SIX

6.1 FINANCIAL PLAN

6.1.1 INTRODUCTION

The fact that municipal elections are taking place on the 18 May 2011, it will require council to approve the final revised IDP and Budget for the medium term covering 2011/2012 – 2013/2014 financial years not later than 13 May 2011. Council has at a meeting held on the 2nd of March 2011, under item A(3) RESOLVED TO REVISE THE IDP/Budget Process Plan to be in line with option one as encompassed on MFMA Circular 54. The one option council adopted would result in the current council adopting the Draft IDP and budget by 31 March 2011, conduct public participation and consultative process and then approve the final IDP and Budget before the elections on 18 May 2012.

ii) REDERMACATION OF MUNICIPAL BOUNDRIES

The planning and budgeting process for the medium-term should take into account the new municipal boundaries and wards. There will no longer be any declared district management area (DMA). The DMA which was under Thembisile Hani Local Municipality will form part of the local municipalities within the district.

It is therefore important that municipalities, when budgeting for medium-term take guidance from any section 12 notice affecting them and that they make appropriate plans for taking on board any assets, liabilities and/or staff that will be transferred to the municipalities.

iii) NATIONAL PROPERTIES

The President on his 2011 State of the Nation Address mentioned five national priorities which should be embedded by all spheres of government on the planning and budgeting process for the medium term. The government has introduced the New Growth Plan that will guide the work of all spheres of government in achieving the goals relating to these national priorities within the premise that the creation of decent work is at the centre of our economic policies. The five national priorities are:

- a) Creating decent jobs;
- b) Improving the quality of education;
- c) Enhancing health services;
- d) Enhancing rural development and agrarian; and
- e) Fight against crime and corruption.

The President has further declared 2011 as a year of job creation. The municipalities should align their programmes with the job creation imperative. To achieve this national priority, municipalities are urged to when drafting 2011/2012 budgets to explore opportunities to mainstream labour intensive approaches to delivering services, and more particularly to participate fully in the EPWP. The municipality ought to focus on maximising the contribution to job creation by:

- a) Ensuring that service delivery and capital project use labour intensive methods wherever appropriate.
- b) Ensuring that service providers use labour intensive approaches.
- c) Supporting labour intensive LED projects.
- d) Participating fully in the EPWP/National Youth Service Plan NYDP.
- e) Implementing interns programmes to provide young people with on-the-job training.

iv) NATIONAL OUTCOMES

All municipalities are expected to take the 12 outcomes of government into consideration when reviewing their IDPs and developing their annual budgets for the 2011/2012 MTREF. The 12 outcomes, including the role of local government are as follows:

Outcomes	Role of local government
1. Improve the quality of basic education	<ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> ○ Participating in needs assessments. ○ Identifying appropriate land. ○ Facilitate zoning and planning processes. • Facilitate the eradication of municipal service backlogs in schools and by extending appropriate bulk infrastructure and installing connections.
2. Improve health and life expectancy	<ul style="list-style-type: none"> • Many municipalities perform functions on behalf of provinces. • Strengthen effectiveness of health services by of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments. • Municipalities must continue to improve Infrastructure by providing clean water, sanitation, and waste removal services.
3. All people in South Africa protected and feel safe	<ul style="list-style-type: none"> • Facilitate the development of safer communities through better planning and enforcement of municipal by-laws. • Direct the traffic control function towards policing high risk violations – rather than revenue collection. • Metro police service should contribute by: <ul style="list-style-type: none"> ○ Increasing police personnel. ○ Improving collaboration with SAPS. ○ Ensuring rapid response to reported crimes.
4. Decent employment through inclusive economic growth	<ul style="list-style-type: none"> • Create an enabling environment for investment by stream lining planning and application process. • Ensure proper maintenance and rehabilitation of essential services infrastructure. • Ensure proper implementation of EPWP at municipal level. • Design service delivery process to be labour intensive. • Improve procurement systems to eliminate corruption and ensure value for money. • Utilise community structures to provide services
5. A skilled and capable workforce to support inclusive growth.	<ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities. • Link municipal procurement to skills development initiatives.
6. An efficient, competitive and responsive economic infrastructure inclusive growth	<ul style="list-style-type: none"> • Ring fence water, electricity and sanitation functions so that to facilitate cost-reflecting pricing of these services. • Ensure urban special plans provide for communal rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line growing demand. • Cites to prepare to receive the developed public transport function

	<ul style="list-style-type: none"> • Improve maintenance of municipal networks.
7. Vibrant, equitable and sustainable rural communities and food security	<ul style="list-style-type: none"> • Facilitate the development of local markets for agricultural produce. • Improve transport links with urban centres so as to ensure better economic integration. • Promote home production to enhance food security. • Ensure Capital Budgets are appropriately prioritized to maintain existing services and extend services.
8. Sustainable human settlements and improved quality of household life	<ul style="list-style-type: none"> • Cities must prepare to • Ensure capital budgets are appropriately prioritized
9. A responsive and accountable, effective and efficient local government system	
10. Protection and enhancement of environment assets and natural resources	
11. A better South Africa, a better and safer Africa and world	
12. A development-orientated public services and inclusive citizenship	

v) ECONOMIC OUTLOOK AND FORECASTS

1. HEADLINE INFLATION AND GROSS DOMESTIC PRODUCTS FORECASTS

The headline inflation estimate and forecast or medium-term will as follows:

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	Forecast	Forecast	Forecast	Forecast	Forecast
Headline CPI Inflation	6.3%	4.2%	4.8%	5.3%	5.5%

The Real Gross Domestic Products growth forecast by the Statistician-General is as follows:

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
	Actual	Estimate	Forecast	Forecast	Forecast
Headline CPI Inflation	2.8%	3.4%	4.1%	4.4%	2.8%

The projected total national government expenditure or the medium-term growth of 9.8%.

vi) REVENUE AND CASHFLOW ASSUMPTIONS

The key fundamental for the compilation of the medium-term budget will be ability of the municipality to collect the revenue projected. As a result the medium-term budget will be cash flow driven so that the municipality does not find itself in an unfavourable cash flow position in future.

The National Treasury has commended the municipality's decision of a balanced budget approach and therefore an approach to be implemented going forward is that the budget should reflect a surplus of at least one

(1%) percent of the total revenue budget so that the municipality is in a position to build its cash backed internal reserves to fund future refurbishment and upgrade its existing infrastructure and assets.

1. GRANTS ALLOCATIONS

The 2011 Division of REVENUE Bill has provided guidelines in terms of the conditional (R662 Million), unconditional (R973 Million) and in-kind (R94 Million) grants allocation to the municipalities which in total amounts to R1 729 Billion over medium-term

2. MUNICIPAL BUDGET UNDERLYING ASSUMPTIONS, GUIDELINES AND OBJECTIONS

▪ REVENUE GENERATION AND COLLECTION

The municipality plans to generate revenue from rates, services and sundry charges by adjusting the tariffs and fees by an average of 12% over the medium-term as follows:

Description	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Water	6	8	7	8	6	6
Sewer	6	8	6	6	6	6
Refuse removal	6	8	6	7	6	6
Property rates	6	8	7	5	6	6
Other tariffs	6	8	6	6	6	6

(i) Water

Ensuring that water is correctly priced in the most effective means getting households and business to conserve water.

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants and water networks and the cost of new infrastructure.
- Water tariffs are structured to protect basic levels of service.
- Water tariffs are designed to encourage efficient and sustainable consumption.

In accordance with MFMA Circular 55 the municipality should ensure it implements appropriate structured, cost-reflective water tariff BY 2014. Due to the above the water tariff adjusted will be 3% above the projected headline inflation forecast for 2011/12 and MTREF.

(ii) Refuse Removal (Waste Management)

The municipality would require to put more money on the waste management services to improve the services which include amongst other things:

- The rehabilitation of old and near full capacity landfill sites;
 - The operationalisation of the new Thembisile Hani landfill site;
 - The replacement of the waste management fleet;
 - The filling of critical vacant posts; and
 - The refurbishment of existing and dilapidated assets;
- The achievement of the above would necessitate that the increase on refuse removal tariffs be 5% above the headline inflation for 2011/2012 and MTREF.

(iii) Property Rates

The property rates tariff increase will be equivalent to the headline inflation forecasts of 2011/2012 and MTREF because of the above inflation increase of cost drivers and expenditure pressure on upgrade infrastructure and provision of basic services.

▪ **THE ABILITY OF MUNICIPALITY TO COLLECT REVENUE (PAYMENT LEVEL)**

The payment level trend for the past three years, including current financial year until to date is as follows:

Description	Actual 2007/2008	Actual 2008/2009	Actual 2009/2010	Forecast 2010/2011	Forecast 2011/2012	Forecast 2012/2013	Forecast 2013/2014
Payment Levels							

The Treasury Service Department has developed a revenue enhancement strategy to address some of the challenges leading to the dwindling payment levels. This strategy seeks to ensure that there is improvement in payment levels and recovery of outstanding debt. The collection on outstanding debts has been projected at an average 36% per annum over the medium term.

vii) OPERATING EXPENDITURE: GROWTH FACTORS

Operational Expenditure will increase by an average of 5% over the medium-term; expect the key cost or expenditure driver stated on the table below:

Description	% Increase
Salaries, Wages and Allowances	6.08%, 2.5% for new additional vacant posts and 0.5% for leadership bringing the total increase to 9.08%
Remuneration o Councillors	8% (CPI plus 2%), provision has been made for seven additional due to the redermacation.
General Expenditure: Bulk Purchase	26.71% as per Eskom increase.
General Expenditure	2%
Interest on External Loan	Will depend on the loan amount drawdown from the R200 million DBSA loan taken during September 2010.
Depreciation	Due to update of the asset register during 2009/2010 and 2010/2011 financial year the depreciation expenditure has increased by 578%. The expense will be phased-in to the tariffs over a period of six years.
Special IDP Projects	3%
Provision for doubtful debts	8% of the rates and services charge revenue

The drastic increase on depreciation by 587% due to the update of the asset register will be phased-in over a period of six years on the tariffs and fees for property rates and service charge.

viii) CAPITAL BUDGET FUNDING AND PROJECTS

The capital expenditure of the municipality would decrease by an average of 11% over the medium term due to huge spending on the 2010 World Cup infrastructure which happened during 2009/2010 and part of 2010/2011 financial years.

The funding of the capital expenditure will be sourced from conditional grants allocations external loans (borrowings) and internal reserves. The availability of the internal reserves will largely depend on the collection of outstanding debts which has been projected at 36% on average per annum over the medium term.

ix) PROVISION OF FREE BASIC SERVICES TO THE INDIGENT HOUSEHOLDS

The Indigent Policy of the Thembisile Hani Local Municipality as approved by council in 2003 is in line with the National Policy on provision of Free Basic Services with its objective of providing free access to basic services for the poor and enhancing the fight against poverty. This policy is being reviewed to be in line with the requirements proposed by National Department of Cooperative Governance and Traditional Affairs.

The following assumptions were also taken into consideration towards the provision of basic services:

- Reducing the impact of poverty through free basic service provision.
- Protecting the poor from economic downturn
- Expansion of the current FBS provision by providing Free Alternative Basic Energy

Statistical information on population is:

Description	2008/09	2009/10	2010/11	2011/12
The total number of people in municipal area	287 665	292159	470264	581580.
The total number of poor people	117942	119785	192808	238447.8
The number of households in municipal area	65 000	65 000	65 000	65 000
The total number of poor households in municipal area	6270	6322	6374	6426

The municipality is currently offering the following free basic services:

Free Basic Water	6kl per week
Free Basic Electricity - Eskom	50kW per month
Free Basic Refuse Removal	100% subsidy on tariff
Rebate on property rates	Rebate ranging from 10% to 100% and first R50 000.00 market value being 100% exempted per rates.
Free Basic Sewer	6kl per month

x) FINANCIAL RELATED POLICIES

In order to manage the finances, the municipality has adopted financial policies as per the requirement of the MFMA 2000 (Act 56 of 2003). The following are some of the key policies that the municipality has adopted i.e. budget policy, funding and reserves policy, credit control policy and debt collection policy, investments policy, tariff policy, rate policy, asset management policy, virement policy, budget policy, indigents policy and supply chain management policy, economic management and promotions policy, payroll discrepancy policy, supplier performance monitoring policy, contract management policy and insurance policy.

1. Budget Policy

The municipality has a draft budget policy that will be tabled before council for approval. The objectives of the policy are to set out:

- The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget;

- The responsibilities of the executive mayor; the accounting officer, the chief financial officer and other senior managers in compiling the budget;
- To establish and maintain procedures to ensure adherence to Thembisile Hani Local Municipality IDP review and budget processes

2. Funding and reserves policy

The municipality has also developed a funding and reserves policy that sets out the assumptions and methodology for estimating the following:

- Projected billings, collection and all direct revenues;
- Provision for revenue that will not be collected;
- Funds that the municipality can expect from investments;
- Proceeds the municipality can expect to receive from the transfer or disposal of assets;
- Council's borrowing requirements;
- Funds to be set aside in reserves.

3. Credit control and debt management policy

The municipality has also developed a credit control and debt collection policy that aims to achieve the following objectives:

- Provide a framework within which the municipal council can exercise its executive and legislative authority with regards to credit control and debt collection;
- Ensure that all monies due and payable to the municipality are collected and used to deliver municipal services in the best interests of the community, residents and rate payers and in a financially sustainable manner;
- Outline the procedures that will ensure that the members of the local municipality is afforded the opportunity and that they are well informed of the decision-making processes to the municipality and that they are informed of the decision and affairs of the municipality;
- Set realistic targets for debt collection;
- Outline credit control and debt collection policy procedures and mechanisms;
- Provide a framework to link the municipal budget to indigent support and tariff policies

4. Investment Policy

The municipality has also developed an investment policy that aims to achieve the following objectives:

- To ensure Thembisile Hani local Municipality and its Chief Financial Officer, as trustee of public funds, exercise their obligation to ensure that cash resources are preserved and safeguarded against loss;
- To ensure the investments of the municipality are managed in the most efficient, effective and economical manner possible;
- To ensure that an appropriate level of investment diversification is implemented to achieve the above objectives;
- To ensure the liquidity needs of the municipality are appropriately planned and provided for through the investment process;
- To clearly lay down broad investment parameters to ensure a reasonable return on surplus cash without incurring an unacceptable risk of capital loss;
- To ensure compliance and transparent in all processes;

It is also required in terms of the said Act that municipalities must prepare Medium-term Revenue Expenditure Framework (MTREF) that must be in line with the IDP. This section outlines the municipality's MTREF and the assumption and guidelines that were followed during the compilation thereof.

xi) CONCLUSION

The application of the above assumptions, guidelines and priorities has resulted in the following medium-term budget estimate proposals:

Description	2011/2012 (R'000)	Forecast 2012/2013 (R'000)	Forecast 2013/2014 (R'000)	Forecast 2014/2015 (R'000)
Operating Budget	192 334 392	228 464 076	248 816 304	276 802 504
Capital Budget	269 693 721	357 682 515	382 771 242	
Total Budget	462028113	586146591	631587546	276 802 504

The municipality will strive to ensure it conducts its business in a legally sound and financial sustainable manner. Following the financial constraints experienced during 2009/10 and 2010/11 financial years a municipal financial year turnaround strategy was developed and applied during the 2010/11 adjustment budget process and when the 2011/2012 – 2013/2014 mid-term budget was compiled. The crux of the financial turnaround strategy is the ability of the municipality to generate and collect revenue complemented by the cost curtailment measures that have been put in place.

Furthermore the provincial treasury has assessed the tabling by the Municipal Council of the 2012/2013 – 2014/2015 mid-term budget for the purpose of providing the municipality with an advice on the past, current and next four (4) years' financial performance and position and also to provide the municipality with a future capital funding mix model. The results of the financial assessment would assist the municipality to conduct proper financial planning and budgeting in future.

7. CHAPTER: SEVEN

SPATIAL DEVELOPMENT FRAMEWORK

7.1. Overview

The first democratic national elections that took place in South Africa in 1994, brought an end to more than 40 years of segregationist planning. Since then, government have attempted to mitigate the effects of this historic system. As a result, there are a number of priority interventions for all spheres of government as part of a major ongoing restructuring and transformation process. In the case of local authorities, the priority interventions that need to be addressed during the next few years are the following:

- Organisational restructuring;
- Financial viability improvement;
- Social upgrading and upliftment;
- Spatial restructuring;
- Service and infrastructure upgrading; and
- Economic development and job creation.

The focus of the Spatial Development Framework for the Thembisile Hani Local Municipality is primarily to deal with the **spatial restructuring** component mentioned above. It does, however, also link to most of the other components listed. In terms of Chapter 5 of the Municipal Systems Act which was promulgated in 2000, each local authority in South Africa is required to compile an Integrated Development Plan for its area of jurisdiction. In Section 26 of the Municipal Systems Act it is furthermore stated that the core components of an Integrated Development Plan are, amongst others, the following:

- a **spatial development framework** which must include the provision of basic guidelines for a land use management system for the municipality. In terms of **Government Gazette No. 22605** dated 24 August 2001, a Spatial Development Framework (SDF) of an Integrated Development Plan (IDP) should at least achieve the following objectives:
 - (b) to **give effect to the principles of land development** as contained in chapter 1 of the Development Facilitation Act (Act 67 of 1995);
 - (c) to **set out objectives** that reflect the desired spatial form of the municipality;
 - (d) to **contain strategies and policies** regarding the manner in which to achieve the objectives referred to above, which strategies and policies must:
 - indicate **desired patterns of land use** within the municipality;
 - address the **spatial reconstruction of the municipality**; and
 - **provide strategic guidance** in respect of the location and nature of development within the municipality
 - (e) to set out **basic guidelines for a land use management system** in the municipality;
 - (f) to set out a **capital investment framework** for the municipality's development programmes;
 - (g) to contain a **strategic assessment of the environmental impact** of the spatial development framework;
 - (h) to **identify programmes and projects** for the development of land within the municipality;
 - (i) to be **aligned with the Spatial Development Frameworks reflected** in the Integrated Development Plans of **neighbouring municipalities**; and

- (j) to provide a **visual representation of the desired spatial form** of the municipality, which representation
- will indicate where **public and private land development** and **infrastructure investment** should take place,
 - will indicate **desired or undesired utilisation of space** in a particular area,
 - will **delineate the urban area**,
 - will identify **areas where strategic intervention is required**; and
 - will indicate **areas where priority spending is required**.

Regarding specifically the reason for a **Review** of the Spatial Development Framework (SDF) for the Thembisile Hani Local Municipality, during the period August 2007 to January 2008, Plan Associates amended the Spatial Development Frameworks of the Nkangala District Municipality and that of the six local municipalities located within its area of jurisdiction, including Thembisile Hani Local Municipality.

The primary objective of this exercise was to align these Spatial Development Frameworks with the National Spatial Development Perspective (NSDP), the Mpumalanga Spatial Rationale, and the Mpumalanga Provincial Growth and Development Strategy (MPGDS). As part of this process it was found that there were major discrepancies in the contents and level of detail contained in the various SDFs of the local municipalities. However, due to the time and financial constraints prevalent at the time, it was only possible to initiate some limited remedial actions in order to bring all plans of the municipalities to at least a common minimum level of detail. However, it is now two years later and several important issues warrant the Review and further refinement of these SDFs. These include the following:

- The draft Town Planning Scheme (including land use surveys and cadastral mapping) was completed for Thembisile Hani Municipality and the SDF of the municipality should now be aligned to the Town Planning Scheme.
- Phase 2 of the Moloto Rail Corridor project has commenced and as part of this process high resolution aerial photography and cadastral information have been acquired for these two municipal areas which will significantly enhance the SDFs.
- With the two years lapse period since the previous SDF review it will now be possible to identify and map spatial development trends in each of the municipal areas.

There is a renewed focus on Rural Development in South Africa, and this SDF review process can be used to formulate Rural Development Strategies for each of the municipal areas in the Nkangala District Municipality, and to

- align these to the pilot CRDP initiative spearheaded by the Department of Rural Development and Land Reform.
- Progress (since 2007) regarding the implementation of the Land Reform and Land Restitution Processes can be evaluated.
- Several sectoral studies have been completed in the District since 2007, and the results from these can be incorporated into the SDF Review process.

The reviewed Spatial Development Framework (SDF) will assist the municipality to carry out planning effectively and efficiently. The SDF will eventually form part of the municipal IDP as prescribed in the legislation,

and would serve to guide overall spatial distribution of current and desirable land uses and projects in order to give effect to the vision, goals and objectives of the Nkangala District as a whole.

6.2. Regional Context

Thembisile Hani local municipality is located in the western region of the Nkangala District Municipality, in the area of Siyabuswa, and covers a geographical area of approximately 2,384 square kilometres. Towns and settlements within the municipal boundaries include: Boekenhouthoek, Bundu, Buhlebesizwe, Enkeldoornoog, Goederede, KwaMhlanga, Lankloof, Kwaggafontein, Machipe, Mathyzensloop, Moloto, Muzimuhle, Phola Park, Seringkop, Sybrandskraal, Tweefontein, Vlakfontein, Vlaklaagte 1, Verena, Witnek and Wolvenkop. (see **Figure 1**).

The LM, together with Dr JS Moroka LM, is home to the majority of settlements in former homelands, created by apartheid removals. And of these, most of the urban, peri-urban and agricultural settlements are situated along the R573 Provincial road also known as the Moloto Road. The road serves as a major communication and transportation route for the municipality, linking it with Marble Hall and Groblersdal to the east and Gauteng to the south-west. Many future residential and economic developments in the region are planned along the Moloto Corridor route. Consequently, Thembisile Hani LM and especially along the Moloto Corridor are strategic in terms of servicing the local population.

Importantly, the District SDF places strong emphasis on the above-mentioned Moloto Corridor, especially considering its strategic linkage to Tshwane and Sekhukhune/ Burgersfort. According to the District SDF, the majority of future residential and economic development in the region should be promoted along the Moloto Rail Corridor, seeing as there is already a conglomeration of settlements in the north-western extents of the District. The intention is that the Moloto Road and the proposed future Moloto railway line should serve as a Local Activity Spine promoting development in and around all the major towns and settlements in these areas. As is, the settlements along the Moloto Road are mainly dormitory residential areas and communities in these areas rely on the City of Tshwane for employment opportunities and economic activities.

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

The Moloto Rail Corridor Project identified 24 potential railway stations along this corridor of which several are within the Thembisile Hani area of jurisdiction. The Moloto Corridor Development Study furthermore sug-

gested that future urban development be consolidated around these railway stations by way of Transit Oriented Development.

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

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

The tourism potential in Thembisile Hani LM is underutilised. Tourist attractions include:

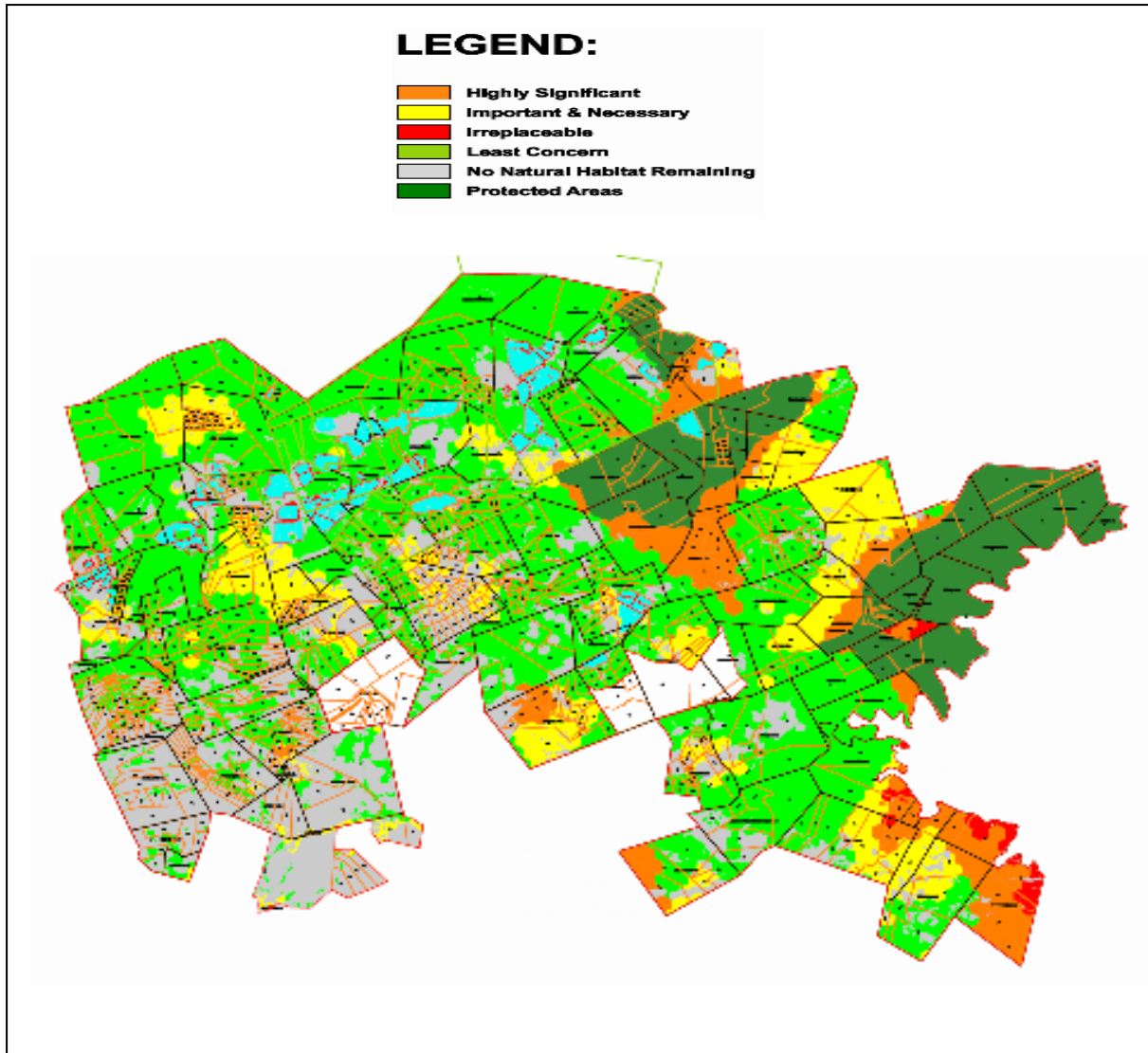
- The Ngodwana Ndebele Village – which is situated along the KwaMhlanga-Ekangala road and consists of a reconstruction of Ndebele dwellings, an exhibition of arts and crafts, demonstrations of beadwork, and weaving.
- Loopspruit winery – the most northern wine estate in South Africa, established in the 1960s.

A short summary of the issues raised by local communities, as represented in IDP processes are as follow:

- Bad conditions of roads, access routes, public transport routes, incomplete roads and lack of stormwater in many areas;
- Putco uses old buses to transport people;
- Incomplete sanitation projects and poor workmanship, lack of toilets, lack of and or shortage of clean water;
- Families in dire need for RDP houses, incomplete RDP houses and asbestos roofing;
- Renovation of schools, completion of outstanding schools, additional classrooms and administration blocks;
- Lack of access to electricity, street lighting and electrification of schools;
- Insufficient health care facilities, inconsistent visits by the mobile clinics, and shortage of doctors and nurses in health care facilities;
- High crime rates in some areas;
- Refuse removal service is a key challenge for some areas; and
- Allocation of sites by some traditional leaders on land without services

7.3. ENVIRONMENTAL REALITIES

FIG 14: Biodiversity Map



Derived from the above Bio-diversity plan it is evident that there are certain areas to the eastern side of the municipal areas that are of high bio-diversity importance. Certain areas are included in established nature reserves but a significant amount of areas are unprotected. There are numerous threatened and red data species that are prevalent in the municipal area and the near threatened Giant Bullfrog.

The most critical areas in respect to bio diversity and environmental sensitivity are the Loskop Dam Nature Reserve and the ecological corridors linking the Loskop Dam Nature Reserve with SS Skosana and Mabusa Nature Reserves. The northern part of the Thembisile Hani Local Municipality is characterized by a mountainous area, which forms part of a number of existing nature reserves. These include the dilapidated Verena Spa, Zithabiseni Resort, SS Skosana Nature Reserve, the Bundu inn and the Mabusa Nature Reserve between the R573 and the R25; and the Loskop Dam Nature Reserve.

At regional level, there is potential to link all these nature reserves to one another as well as to the Mkhombo Nature Reserve in Dr. J.S. Moroka to form a continuous macro nature reserve. Linking this tourist belts to Dinokeng Game reserve project has a high potential.

There is a lack of environmental management policy and practice in Thembisile Hani Local Municipality. This does not contribute to the Global Warming and Climate Change. The miners are responsible and keep to the norms and standards prescribed by the Department of energy (DoE). There is monitoring and evaluation by this department. Mine holes are rehabilitated accordingly. There are no heavy industries in the area. There is a concern about Sand Mining that is not regulated and there is totally no accountability by the sand miners. The non rehabilitating practices create strap dams which kill a number of non-expecting swimmers. The mine holes that are not rehabilitated around the KwaMhlanga- Zakheni- Mountain View areas pose a danger and have already claimed a few victims.

The only land fill site in the municipality is not well managed and is insufficient. The collection of domestic waste intervals is also not compliant with the new regulations and does not cover many residential villages. There is a lot of dumping of solid waste around almost every street corner. There is lack of capacity in as far as environmental management is concerned. There is much that needs to be done to improve this situation.

It is not all doom and gloom as the municipality still manages to supply high quality portable water from the purification plants and reservoirs.

The municipality through the CRDP has a project to educate and implement rain water harvest programme at Verena. The wetlands are not rehabilitate but are over polluted. The domination of unregulated pit latrines can contribute to the pollution of the underground water.

The scourge of illegal occupation of land has forced some of residents to stay in servitude areas (under pylons-heavy current and along river lines, some at both). Geo-technical and Environmental Impact Assessment reports are not considered at these settlements. After such settlements are established there is a quick deforesting which results in the extinction of some tree Species (Boekenhout-UMDWADWA is an example) in search of an energy source. The area also lacks regulation on noise pollution in the residential areas. Graveyards are also established on the basis of available land.

7.6. CONCLUSION

This 2011/12 Thembisile Hani Local Municipality IDP Review builds on the foundation of the 2007 – 2011 principal IDP. It reiterates the development rationale with supporting objectives and strategies to guide the development of Thembisile Hani Local Municipality area. These are ultimately aimed at achieving the development wish for the Thembisile Hani Local Municipality area and all its inhabitants, i.e.:

- Creating economic growth and jobs.

- Eradicating backlogs in service delivery
- Providing for housing and socio-economic development (including the impact of HIV/AIDS).
- Positioning Thembisile Hani Local Municipality areas as a prime tourist destination.
- Making the area of Thembisile Hani Local Municipality a safe and vibrant meeting place of rural, traditional and urban life-styles.
- Integrating the first and second economies to benefit from investment.

Achieving a sustainable settlement pattern where people could meet all their needs to provide for a better quality of life and maintain sustainable livelihoods

CHAPTER: EIGHT

8. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

8.1 PERFORMANCE MANAGEMENT FRAMEWORK

In terms of the Municipal Systems Act (as amended), municipalities are required to prepare an Annual Performance Report that is to form part of the Annual Report to be prepared in terms of the Municipal Finance Management Act.

8.2 LEGISLATIVE REQUIREMENTS

The legislative requirement for the development of PMS includes the Constitution, The Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations, the White Paper on Local Government and the Batho Pele principles. However, the main regulatory mechanism for Performance Management System is Chapter 6 of the Municipal Systems Act, (Act 32 of 2000) and the related Municipal Performance Management Regulations and Municipal Finance Management Act.

8.2.1 A PMS SHOULD FULFIL THE FOLLOWING OBJECTIVES:

Facilitate increased accountability

Facilitate learning and improvement

Provide early warning signs

Facilitate decision making

8.2. 2 THE MSA REQUIRES THAT ALL MUNICIPALITIES:

- Develop a Performance Management System,
- Set target and monitor and review performance based on indicators linked to their IDP;
- Prepare an Annual Performance Report on the performance of a municipality forming part of its Annual Report as required in terms of the MFMA;
- Incorporate and report on a set of general/national indicators prescribed by the Minister responsible for local government
- Conduct on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators, targets and reviewing of municipal performance
- The Municipal Planning and Performance Management Regulations further details the requirements of a PMS

8.3 PERFORMANCE MANAGEMENT PROCESS

At an organisational level, the IDP forms the basis for performance management as it provides the broader perspective of what the municipality aims to achieve, and is linked to organisational targets and indicators which will be monitored, measured and reported on. The annual review of the IDP forms an important part of the performance planning process as it results in new or reviewed set of targets and indicators for the follow-

ing financial year. To ensure that the municipality's IDP programmes and projects are delivered in accordance with the plan, a set of targets, milestones and performance indicators will be developed. These performance measures form the basis for the Service Delivery and Budget Implementation Plan which breaks the annual targets, milestones and indicators into quarterly and annual service delivery targets.

8.4 PERFORMANCE MONITORING

Performance monitoring will be done throughout the year to ensure that the set targets and milestones are achieved and to take remedial steps where these are unlikely to be achieved in accordance with the plans. Respective Managers within the municipality will be responsible for monitoring programmes and projects that fall within their ambit and report on the progress of those programmes and projects. The monitoring process will therefore highlight issues that both Council and the administration need to attend to ensure that programmes and projects remain on course for completion in time and with the desired results. The Accounting Officer of the municipality assumes the overall responsibility for the monitoring of individual performance in line with the set scorecards.

8.5 PERFORMANCE MEASUREMENT

Performance measurement will involve the process of collecting and capturing key performance-related information to create a foundation for reporting to take place. The focus of the measurement process will be on the measures set (milestones, targets, indicators). Managers will collect the information for each of the measures for the period in question on the scorecard to enable their superiors, the Executive Committee and Council to analyse the data collected and assess whether the set measures have been attained. These will then inform the organisational performance measurement process, the results of which will be audited by the Internal Audit and the Audit Committee. Thembisile Hani Local Municipality will undertake the performance measurement process on a quarterly basis to allow for the reporting processes to take place.

8.6 PERFORMANCE REPORTING

The performance reporting process will take place in two ways, the first one being during the course of the year as measurement following measurement and the other one taking place annually at the end of the year. During the year, the analysis of data mentioned in the previous section will be followed by a process of reporting at various levels. Firstly, a report on the overall performance of the municipality as per the scorecard will be submitted to the Executive Committee and Council on a quarterly basis. The Council will then assess the performance of the municipality as part of its oversight role and provide feedback to the Executive Committee and the Municipal Manager. In addition to these reports, other quarterly and mid-year reports will be submitted to Treasury on the SDBIP in accordance with the Municipal Finance Management Act, (MFMA) 2003.

On an annual basis, a comprehensive report on the performance of the municipality will be submitted as provided for by the MFMA, 2003. The report on the performance will then form part of the Municipality's Annual Report. The council will then report twice per annum to the community in line with its Communication and Public Participation Strategy which is, as mentioned earlier, is currently under review. The Council will further report annually to Auditor-General and the MEC for Cooperative Governance and Traditional Affairs. The annual report will be a reflection of the municipality's performance against the key performance areas, key performance indicators as well as annual targets. The table below provides a summary of the reporting requirements and intervals as outlined above.

TABLE 31: Performance Reporting Requirements and Timeframes

Report	Frequency	Recipient
1. SDBIP	Quarterly	Mayoral Committee
2. Organisational Scorecard	Quarterly	Mayoral Committee and to Council
3. Implementation of the budget and financial state of affairs within the municipality	Quarterly	Council
4. SDBIP mid-year budget and performance assessment	Once a year	Mayor (in consultation with EXCO)
5. Performance report	Annually	Council
6. Annual report	Annually	Council
7. Oversight report	Annually	Council

8.7 PERFORMANCE REVIEW AND EVALUATION

A performance review, in which a comprehensive evaluation of the municipal performance will be conducted, will take place at the end of the financial year after all performance information has been audited. The municipality will carefully analyse its performance in order to identify and understand areas wherein it has performed well or badly during the financial year. The analysis is intended to examine trends in performance over time and in all political and administration structures of the municipality. The result of the review process will be used to develop measures to improve performance and inform the planning stage of the following year's balanced scorecards and annual programme.

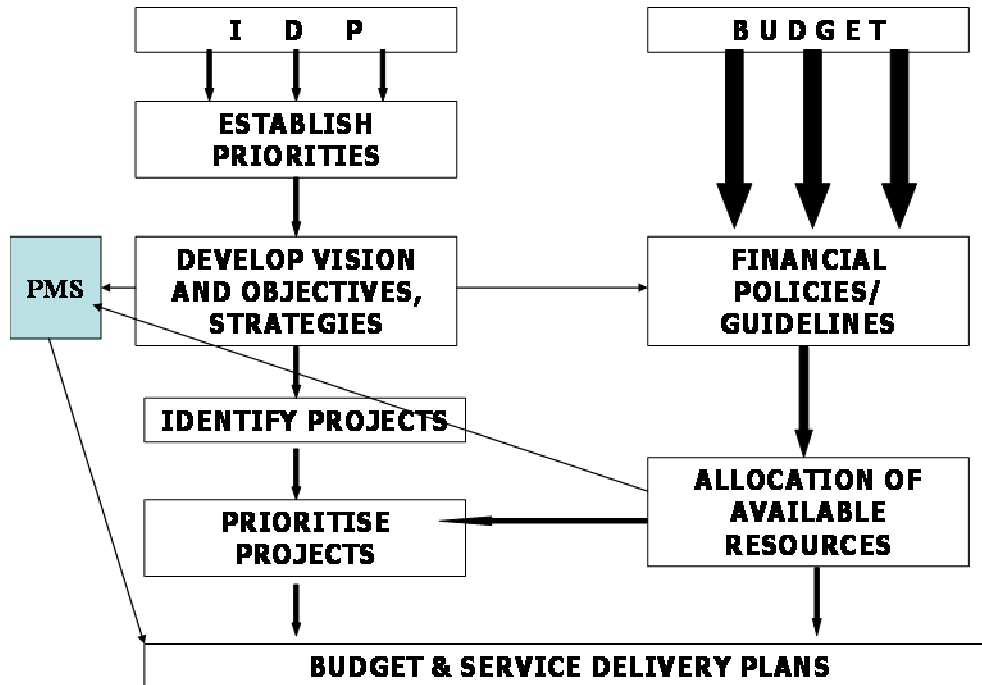
Thembisile Hani Local Municipality was part of the pilot programme of the Department of Cooperative Governance and Traditional Affairs on the implementation of the organisational performance management during the 2011/12 financial year. The 2012/13 IDP review is therefore envisaged to benefit from this pilot as it will be informed by the results of the performance measurement process that would have been undertaken, amongst others, IDP, Budget, PMS Integration through SDBIP'S

At a strategic level, the IDP Priorities are aligned to the National Key Performance Areas. Organisational objectives in terms of the IDP, is incorporated into the Organisational PMS by developing applicable indicators for measuring of performance and then setting of targets(within the available resources as specified in the Budget). All of this is consolidated into an Organisational Score-card in line with the National Key Performance Areas Model selected as specified in the Framework mentioned above to allow for measuring and reporting of performance at an Organisational/Strategic level.

The Organisational Score-card is then unpacked at a departmental/Vote level and informs the development of Service Delivery Budget Implementation Plans (SDBIP's) to allow for performance reporting at an operational level as is required in terms of the MFMA. Ideally, the SDBIP aligns itself with Powers and Functions, Objectives of the Department aligned to IDP and the allocated budget, relevant indicators and targets. The Service Delivery Budget Implementation plan is then cascaded into Section 57 managers Performance Agreements. All of

these performance reports are then consolidated into the Annual Performance Report that forms a component of the Annual Report as prescribed in the MFMA.

FIG 15: IDP/Budget/PMS Link



7.8 MONITORING, EVALUATION AND REVIEW

In terms of the PMS Framework, at the end of every quarter Section 57 Manager are expected to submit to the Office of the IDP Manager/Coordinator their completed Organisational Scorecard and SDBIP’s for further submission to Internal Audit. Internal Audit thereafter submits to the External Audit Committee, which in turn reviews the PMS and submits recommendations thereon to the Executive Mayor. An audit review should be conducted for the Mid-year assessment only. The above process is intended to allow the municipality to monitor, evaluate and review its performance based on the National and its own IDP key performance areas. The following table, derived from both the legislative framework for performance management and PMS framework, summarizes for ease of reference and understanding the various performance reporting deadlines as it applies to the Municipality:

TABLE 32: PMS Reporting requirements

Report	Frequency	Submitted for consideration and/or review to	Remarks
1. SDBIPs	Quarterly	executive Mayor	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayor (in consultation with Exco)	See sections 71 and 54 of the MFMA
3. Organisational Scorecard	Quarterly	Executive Mayor	This PMS framework (see section 7.5.1 above)
4. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with Exco)	See sections 72 and 54 of the MFMA
5. Performance report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report (see 7 below)
6. Annual report	Annually	Council	See chapter 12 of the MFMA

8.9 THE PRESENT PROCESS IS AS FOLLOWS:

A planning template is approved as part of the Budget Process (i.e. Organisational score-card and SDBIP as per the Framework)

A reporting template per departmental SDBIP for each quarter is developed by the IDP/PMS office and forwarded to all departments for completion and submission by the 07th of the month after the end of the quarter

The Actual on the SDBIP is then captured into the Organisational Score-card for reporting, monitoring, evaluation and review purposes

SDBIP meetings are arranged for each department for evaluation by the Municipal Manager within the month after the end of the quarter

The final reviewed score-cards are forwarded to the Audit Committee

At Mid-year assessment and review is carried out on Organisational and departmental performance

The S57 score-cards are accordingly updated and evaluated either by the Municipal Manager or in the case of the Municipal Manager the appointed Evaluation Committee

The Annual Performance Report is prepared based on the evaluated and reviewed 4th quarter score-cards

9. CHAPTER: NINE

9 COMMUNITY RURAL DEVELOPMENT PROGRAMME

9.1 INTRODUCTION

9.1.1 DEFINITION OF RURAL AREAS

The Rural Development Framework, adopted by the Government in 1997, defined rural areas as:

- “Sparsely populated areas in which people farm or depend on natural resources ,including villages and small towns that are dispersed throughout the these areas.

- They include large settlements in the former homelands, created by apartheid removals, which depend on migratory labour and remittances for their survival.”

- “Rurality” refers to a way of life, a state of mind and a culture which revolves around land, livestock, cropping and community

Challenges facing Rural Areas

- Lessons from the ISRDP programme and CRDP sites indicate that the challenges of rural areas include the following:
 - Under utilisation and / or unsustainable use of natural resources
 - poor or lack of access to socio-economic infrastructure and services, public amenities and government services (e.g. industrial parks lying idle especially in the former homeland areas)
 - lack of access to water or lack of water sources for both household and agricultural development
 - low literacy, skills levels and migratory labour practices decay of the social fabric (child headed households, crime, family disputes and lack of Ubuntu)
 - death of cultural progress
 - unresolved restitution and land tenure issues
 - townships not formally established thus hindering service provision and development
 - dependence on social grants and other forms of social security
 - unexploited opportunities in agriculture, tourism, mining and manufacturing

9.2 STRATEGIC PLANNING FRAMEWORK

Vision

Vibrant, Sustainable and Equitable Rural Communities

Strategy

Agrarian transformation, meaning the „rapid and fundamental change in the relations (Systems and patterns of ownership and control) of land, livestock, cropping and community”

Strategic Objective

Social Cohesion and Development

The Department of Rural Development and Land Reform (DRDLR) has developed the Comprehensive Rural Development Programme.

- The CRDP requires active participation by all stakeholders
- Rural people must take the centre stage in the improvement of their own quality of life.
- In the current financial year the DRDLR identified and commenced with planning in 9 pilot sites, spanning 21 wards.
- The pilot sites have been testing grounds for the CRDP models that is constantly being fine tuned and improved on.
- A further 160 CRDP sites will be identified and targeted over the next 5 year period.

9.3 DRDLR ROLE IN RURAL DEVELOPMENT

The Department of Rural Development and Land Reform act as an **initiator, facilitator and coordinator and catalyst** in rural development interventions:

- **Facilitator:** The Department will play an active role in the facilitation of communities and will also facilitate interventions in areas where the Department has no expertise/funding but has identified other sector departments/stakeholders to contribute to the CRDP vision for that area/province.
- **Coordinator:** The department will coordinate strategies, policies and mobilise resources from stakeholders to contribute to the objectives of the rural development programme.
- **Initiator:** The Department will initiate interventions/strategies in rural areas as part of an integrated approach.
- **Catalyst:** The Department will play a change agent role and assist in the complete transformation of the rural space in terms of policies, programmes and projects for the ultimate aim of achieving vibrant and sustainable rural communities.

The CRDP hinges on a three-pronged strategy:

- coordinated and integrated broad-based agrarian transformation.
- an improved land reform programme,
- and through strategic investments in economic and social infrastructure

9.4 CRDP AND POVERTY ALLEVIATION

There are three wards (8, 9 & 24) identified as beneficiaries of the Comprehensive Rural Development Programme (CRDP) through the war on poverty initiative. The programme includes building of houses, construction of roads, clinics, food gardens, agro processing, etc. Sector departments have merged around this programme and a business plan has been developed to take the process forward. This business plan is attached to this IDP.

Output	Jobs		Budget	FUNDER
	Temp	Perm		
Output 1 : Sustainable agrarian reform with small and large scale farming				
Livestock Development Programme (Masibuyele Esibayeni) Fencing Provision programme	42	5	13 359 572	DARDLA
Output 2 : Improved access to affordable and diverse food				
Masibuyele Emasimini (Crop Production) Integrated nutrition programme	384	135	10 404 019	DARDLA
Output 3 : Improved rural services to support livelihoods				
Primary Health and Home Based Care Services Provision of Infrastructure & Services for Early Childhood Development & Quality Education Provision of Community Service Centres for access to basic services Housing Programme Water Supply for both domestic and agricultural services Access roads & drainage facilities	824	34	123 608 396	

Output	Jobs		Budget	
	Temp	Perm	Temp	Perm
Output 4 : Improved employment opportunities (linked to Outcome 4)				
Job creation through EPWP and cooperatives development programmes Agricultural Hubs	145	73	21 783 242	
Output 5: Enabling institutional environment for sustainable and inclusive growth				
Competent Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery Oversight role for Monitoring and Evaluation	-	-	1 478 915	
TOTAL FOR THEMBSILE HANI LOCAL MUNICIPALITY	1 395	246	170 634 144	

Output 1 : Sustainable agrarian reform with small and large scale farming									
Key activity	Activities	Ward/ Villages	Responsible Institution	Jobs		Budget		Temp	Perm
				Temp	Perm	Temp	Available		
Project 1.1: Livestock Development Programme (Masibuyele Esibayeni)									
1.1.1	Animal handling facilities construction		DARDLA	11	5		1 500 000		
1.1.2	Grazing camps infrastructure construction	8, 11, 30	DARDLA	11	-		2 571 429		
1.1.4	Testing Scheme	All	DARDLA	0	0		2 000 000		
1.1.7	Poultry production	10	DARDLA	0	0		5 000 000		
1.3	Project 1.3: Fencing Provision programme								
1.3.1	Fencing for households	8, 11, 30	DARDLA	20	-		2 288 143		
Total Output 1				42	5		13 359 572		

Output 2 : Improved access to affordable and diverse food							
Key activity	Activities	Ward/ Vil- lages	Responsible Institution	Jobs		Budget Available	
				Temp	Perm		
2.1	Project 2.1: Masibuyele Emasimini (Crop Production)						
2.1.1	Plough, planting and harvesting provision	All wards	DARDLA	384	96	6 121 897	
2.2	Project 2.2 : Integrated nutrition programme						
2.2.1	Feeding Scheme1 (schools & hospitals) provision	8, 11, 30	DoE	-	38	4 282 122	
Total Output 2				384	135	10 404 019	
Output 3 : Improved rural services to support livelihoods							
3.1	Project 3.1: Primary Health and Home Based Care Services						
3.1.1	Home Community Based Care (HCBC) established and maintained		DSD	10	-	661 878	
3.1.3	Construction of Hospital	2	DoH	100	30	17 000 000	
3.1.4	NPOs & CBO services provision	8, 11, 30	DoH	132	4	8 832 000	
3.1.5	Township Establishment	8, 11, 30	DARDLA	-	-	12 8 571	

Output 3 : Improved rural services to support livelihoods									
Key activity	Activities	Ward/ Villages	Responsible Institution	Jobs		Budget Available			
				Temp	Perm				
3.2	Project 3.2 : Provision of Infrastructure & Services for Early Childhood Development & Quality Education								
3.7.1	Schools Renovation	Substitution of unsafe structure at Mzimhlophe Secondary School	30	DOE	12	-	8 000 000		
		Substitution of unsafe structure at Buhlemfundo Primary School	8, 11, 30	DOE	8	-	4 800 000		
		Substitution of unsafe structure at Hlalisani Primary School	30	DOE	16	-	11 000 000		
		Upgrading of Special School at Wolvenkop	11	DOE	10	-	6 083 839		
3.7.2	ECD funding	Construction of Grade R facilities at Kwakwari Primary School	8,	DOE	6	-	2 000 000		
		Funding of 10 ECDs	All wards	DSD	15	-	816 285		
3.3	Project 3.3 : Provision of Community Service Centres for access to basic services								
3.3.3	Youth Development programme	Funding of youth development centres	8, 11, 30	DSD	15	-	975 000		
3.4	Project 3.4 : Housing Programme								
3.4.1	PHP construction	Construction of 960 PHP houses	8, 11, 30	DHS	400		56 743 680		
3	Improved rural services to support livelihoods								
Key activity	Activities	Ward/ Villages	Responsible Institution	Jobs		Budget Available			
				Temp	Perm				
3.5	Project 3.5 : Water Supply for both domestic and agricultural services								

3.5.2	Boreholes domestic & gardens provision	Provision of 10 boreholes to Households and reticulation to 100 households for both domestic and food gardens	8, 11, 30	DARDLA	10	-	1 000 000
Project 3.7 : Access roads & drainage facilities							
3.7.1	Road Maintenance	Road maintenance projects through labour intensive methods, (Siyatentela)	ALL	DPWRT	150	-	1 000 000
3.7.2		Routine Maintenance by Departmental Cost Centres and Municipal support	ALL	DPWRT	100		5567143
Total Output 3					824	34	123 608 396
Output 4 : Improved employment opportunities (linked to Outcome 4)							
Project 4.1 : Job creation through EPWP and cooperatives development programmes							
4.1.2	Gardeners Employment	Gardeners employed for food gardens in schools and clinics	8, 11, 30	DoE	-	23	400 308
4.1.4	Cooperative site development	Establishment and development of Agric Cooperatives linking them to Food Nutrition feeding scheme of DoE	8, 11, 30	DARDLA	80	50	571 429
4.1.5	Cooperative training	Training and facilitation of cooperatives	8, 11, 30	DEDET	5	-	1 000 000

Output 4 : Improved employment opportunities (linked to Outcome 4)							
Key activity	Activities	Ward/ Vil- lages	Responsible Institution	Jobs		Budget Available	
				Temp	Perm	Temp	Perm
4.1.6	Land reform training	All	DARDLA			10 000 000	
4.1.8	Construction training	8, 11, 30	MRTT	?	?	3 000 000	
4.1.9	ECD Practitioners Training	8, 11, 30	DOE	30	-	750 000	
4.1.10	Child Minder Training	8, 11, 30	DoE	25	-	475 193	
4.1.11	Equipping of Bakery	8	DEDET	10	-	517 295	
4.1.12	Egg laying Production	10	DEDET	5	-	69 017	
Project 4.2 : Agricultural Hubs							
4.2.1	Agricultural Parks	2	DARDLA	30		5 000 000	
Total Output 4				145	73	21 783 242	
Output 5: Enabling institutional environment for sustainable and inclusive growth							
Project 1 : Competent Human Capital & Effective Institutional Arrangements at Local Level for Service Delivery							
5.1.1	Municipality Integration	All	DARDLA		-	200 000	
Output 5: Enabling institutional environment for sustainable and inclusive growth							
Key activity	Activities	Ward/ Vil- lages	Responsible Institution	Jobs Temp	Jobs Perm	Budget Available	
5.1.2	CoS Representatives	All	All Depts		-	-	
5.1.3	CoS Meetings	ALL	All stakeholders		-	-	

5.1.4	Other	Programme coordination through meetings and workshops	All	All stakeholders			1 278 915
Project 3 : Oversight role for Monitoring and Evaluation							
5.3.1	Cabinet outreach	One Cabinet outreach conducted in Thembisile Hani	ALL	OTP	-	-	-
Total Output 5							
TOTAL FOR THEMBSILE HANI							
					1 395	246	1 478 915
							170 634 144

10. CHAPTER: TEN

LOCAL ECONOMIC DEVELOPMENT AND MANAGEMENT

10.1 Background and Problem Statement

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through the new growth path founded on the restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. This is crucial as Thembisile Hani Local Municipality is characterised 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 indigency and poverty. Dependency on neighbouring towns and city on job opportunities has created a culture of migratory labour where more than 563 fairing more than ¼ of the population to Tshwane Metro, Ekurhuleni Metro, Johannesburg Metro and Emalahleni Local Municipality.

Economic activities at this area are dominated by public service delivery and informal trade at the main inter-sections. 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 by the availability of minerals vast land for farming and eco-tourism and facilities. 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 unutilised 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 Taimane, Verena Spa, Mabusa Nature Reserve, Loskop Dam, Zithabiseni, Ben Marie, SS Skosana Nature Reserve and Mkhombo Dam. Facilities in the above mentioned list that belong to the municipal jurisdiction need 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 Masibuyele Emasimini 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. All these need well oiled human resource machinery which need beefing up with an Assistant Manager LED, Tourism Officer, LED Researcher an Agricultural Officer.

The Province has, since the inception of CASP concentrated on and off-farm infrastructure development and improvement of the farmer settlement, food security, and farmer support programmes, in an effort to reform specific areas towards sustainable production. For the CASP during the 2007/8 financial year, the province was intending to allocate funds to anchor, mega and food security projects, to cover all nine pillars of the CASP/Masibuyele' Emasimini model in order to improve production and enhance capacity so that the economic viability of the identified projects is advanced and enhanced.

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 utilisation and are therefore structured within the aims and objectives of the programme. The Comprehensive Rural Development Program will assist the infrastructure and other community development projects.

The programme 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

Growth Path

The growth path has identified the significant unemployment and imbalances in the economy, especially:

- Dependence on the minerals value chain, including smelting and refining, which used huge amounts of electricity, leading to high emissions intensity.
- Weaknesses in the state's use of commodity-based revenue for economic diversification and skills development.
- A persistent balance-of-trade deficit funded with short-term capital inflows (essentially foreign investment in equities and in 2009/10 increasingly in interest-bearing assets), attracted largely by interest rates that were high by international standards. In effect, the country borrowed abroad to sustain government spending, investment and household consumption which remained heavily biased toward the well off. Both investment and domestic savings remained below the levels required for sustained growth.
- Bottlenecks and backlogs in logistics, energy infrastructure and skills, which raised costs across the economy. A particular concern arose from energy shortages that resulted in part from weak investment in new generation capacity as well as high demand spurred by low prices for much of the '00s.
- Continued economic concentration in key sectors, permitting rent-seeking at the expense of consumers and industrial development.

The jobs drivers we have identified are:

1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.
3. Taking advantage of new opportunities in the knowledge and green economies.
4. Leveraging social capital in the social economy and the public services.
5. Fostering rural development and regional integration.

In each of these areas, we will have to make a special effort to generate opportunities for young people, who face the highest unemployment rate.

The categories of the jobs drivers are not set in concrete – new opportunities may emerge that are not foreseen, assumptions on which existing opportunities are based may change - nor are they fully independent of each other. For instance, the green economy requires profound changes in energy infrastructure, while rural development depends in large part on infrastructure, agriculture and tourism. The aim is not to focus on categorisation, but rather to use the mapping process to think innovatively about new opportunities for employment creation. A critical element of the New Growth Path is to ensure that the drivers leverage and reinforce each other based on their inter-links. As a first step, we will prioritise efforts to support employment creation in the following

Key Economic Drivers:

- infrastructure
- the agricultural value chain
- the mining value chain
- the green economy
- manufacturing sectors, which are included in IPAP2, and
- tourism and certain high-level services.

These opportunities will take advantage of the potential of new approaches in the other jobs drivers, notably regional integration in Africa and the knowledge and social economies.

In many areas of the jobs drivers, departments have already initiated strategies to support employment creation; in others, they are

Our spatial frame work has listed the nodes that need to be developed viz: - Moloto Node, KwaMhlanga Node, Tweefontein (Miliva) Node Kwaggafontein Node and Verena Nodes wherein there is a high potential of Economic Development. The agricultural sites or farms need financial muscle as a start-up capital.

Water for All: the implementation of this Flagship projects will contribute in alleviating the water crisis in our municipality, because these challenges have been 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 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.

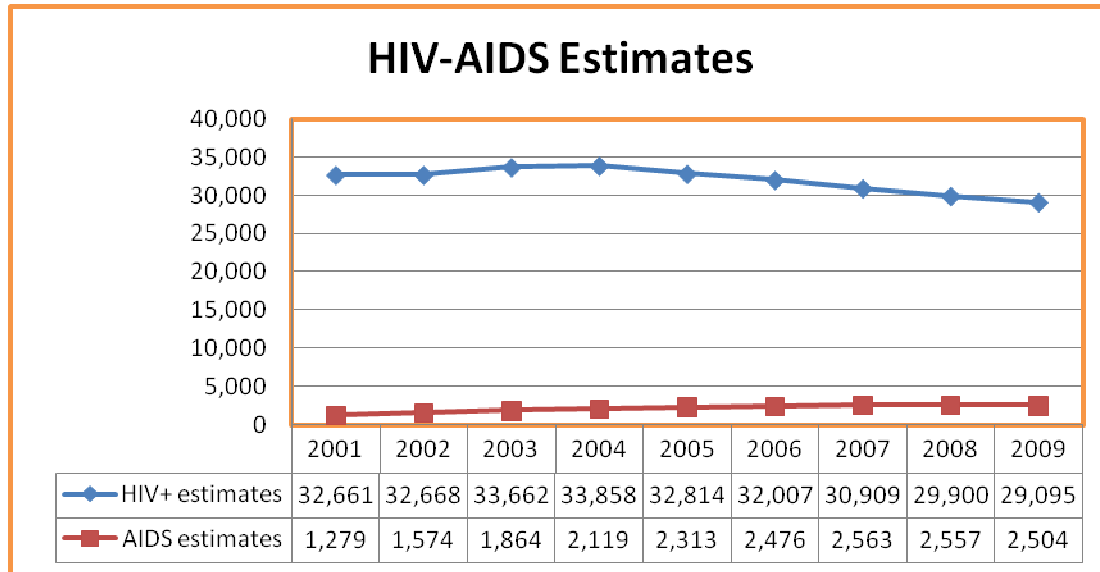
According to HIS global insight, Thembisile Hani Local Municipality has a total population of 269 866 in 2009. Where 48% are males and 52% are females. 33% of the population are between the ages of 0 to 14 years and 39% are between the ages of 15 to 34. The estimates of people living with HIV Aids showed a decrease over the years from 2004 to 2009, as the estimates show that HIV infected people decreased from 33 858 in 2001 to 29 095 in 2009, while AIDS estimated also increased steadily from 1 279 in 2001 to 2 504 in 2009. There was a general decrease in the Human Development Index of Thembisile Hani Local municipality from 0.46 in 2002 to 0.45 in 2009.

Poverty is a major factor in Thembisile Hani Local Municipality; the poverty rate was 58 % in 2002 but decreased to 51% in 2009. The black population's poverty rate was 58% in 2002 but has decreased over the years to 51% in 2009 while 50% of the coloured population live in poverty.

From the population who are aged 15 years and above, 17% have no schooling. Out of those who attended school, at least 20% have been up to matric level but the majority 25% have a grade 10 to 11 certificate. Only 1% of the population have bachelors' degrees, while 3% have Certificates or diplomas.

Total employment showed a decrease when comparing 2008 and 2009 figures from 25 158 to 24 330. The Agriculture, Manufacturing, Electricity, Construction, Trade, transport and household sector showed a decrease in the number of people employed. The Mining, Finance, and Community Services sector showed an increase in the number of people employed. The trade sector contributes 31% to work force on the municipality followed by the Community Services with a 29% contribution and the manufacturing sector with a 15% contribution. The unemployment rate decreased from 37.4% in 2001 to 28.1% in 2009. The coloured population had the highest unemployment rate of 47.1% when compared to the other population groups where the black population had a rate of 28.1% Asians 36% and the white with 1.2%

10.1.2 HIV-AIDS ESTIMATES

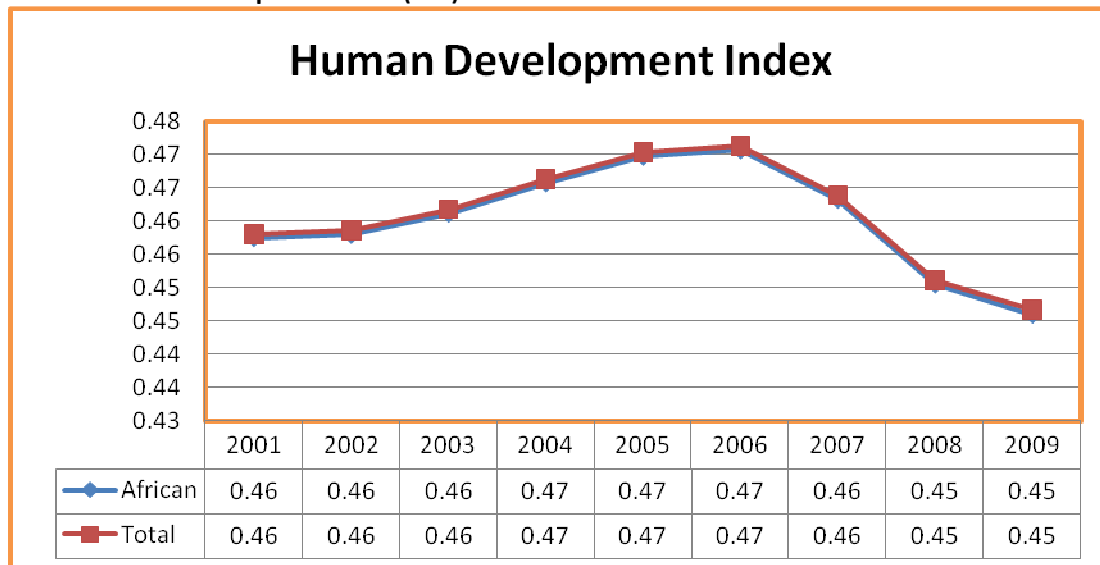


Source: IHS Global Insight ReX July 2009

The estimates of people living with HIV Aids showed a decrease over the years from 2004 to 2009, as the estimates show that HIV infected people decreased from 33 858 in 2004 to 29 095 in 2009, while AIDS estimated also increased steadily from 1 279 in 2001 to 2 504 in 2009.

Development

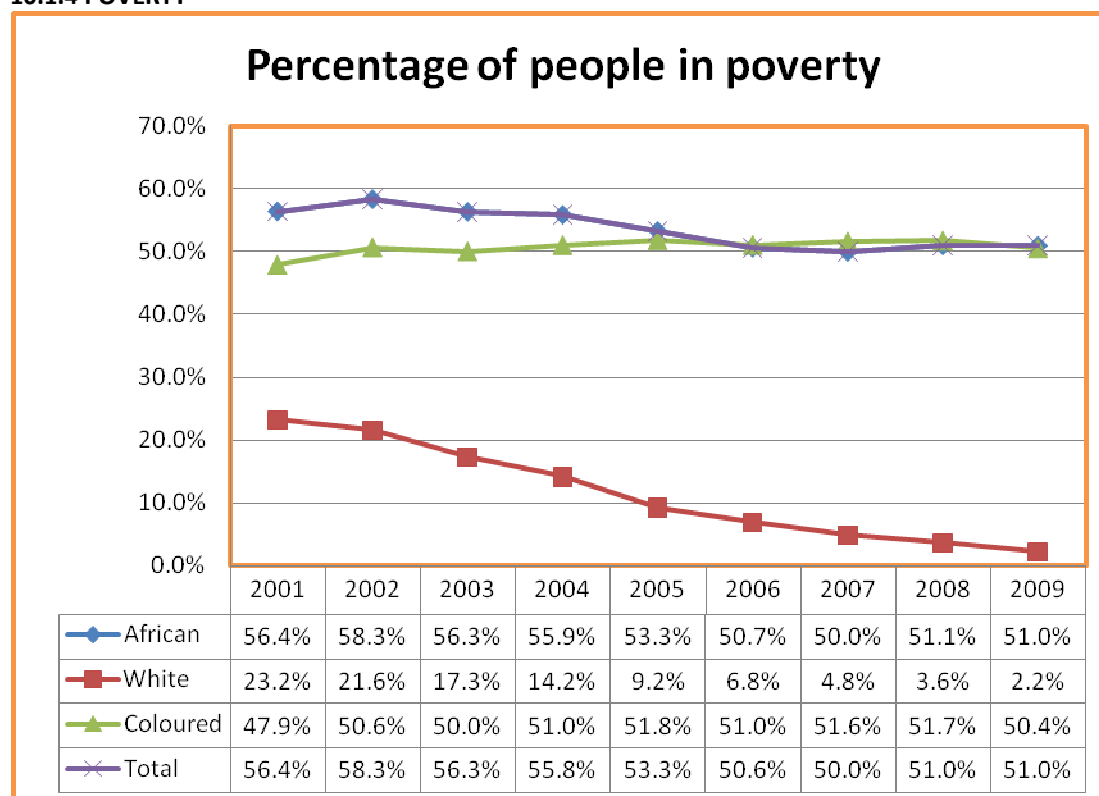
10.1.3 HUMAN Development Index (HDI)



Source: IHS Global Insight ReX July 2009

There was a general decrease in the Human Development Index of Thembisile municipality from 0.46 in 2002 to 0.45 in 2009.

10.1.4 POVERTY



Source: IHS Global Insight ReX July 2009

Poverty is a major factor in Thembeleshe Municipality; the poverty rate was 58 % in 2002 but decreased to 51% in 2009. The black population's poverty rate was 58% in 2002 but has decreased over the years to 51% in 2009, while 50% of the coloured population lives in poverty.

10.1.6 Education

Highest level of education: age 15+	2008	2009	2009(%)
No schooling	31,505	29,490	17%
Grade 0-2	3,387	3,264	2%
Grade 3-6	17,297	16,995	10%
Grade 7-9	39,007	39,016	22%
Grade 10-11	42,978	44,907	25%
Less than matric & certif./dip	1,066	1,088	1%
Matric only	33,899	35,690	20%
Matric & certificate / diploma	5,622	6,044	3%
Matric & Bachelors degree	981	1,031	1%
Matric & Postgrad degree	277	292	0%
	176,020	177,818	100%

Source: IHS Global Insight ReX July 2009

From the population who are aged 15 years and above, 17% have no schooling. Out of those who attended school, at least 20% have been up to matric level but the majorities 25% have a grade 10 to 11 certificate. Only 1% of the populations have bachelors' degrees, while 3% have Certificates or diplomas.

10.1.5 Labour

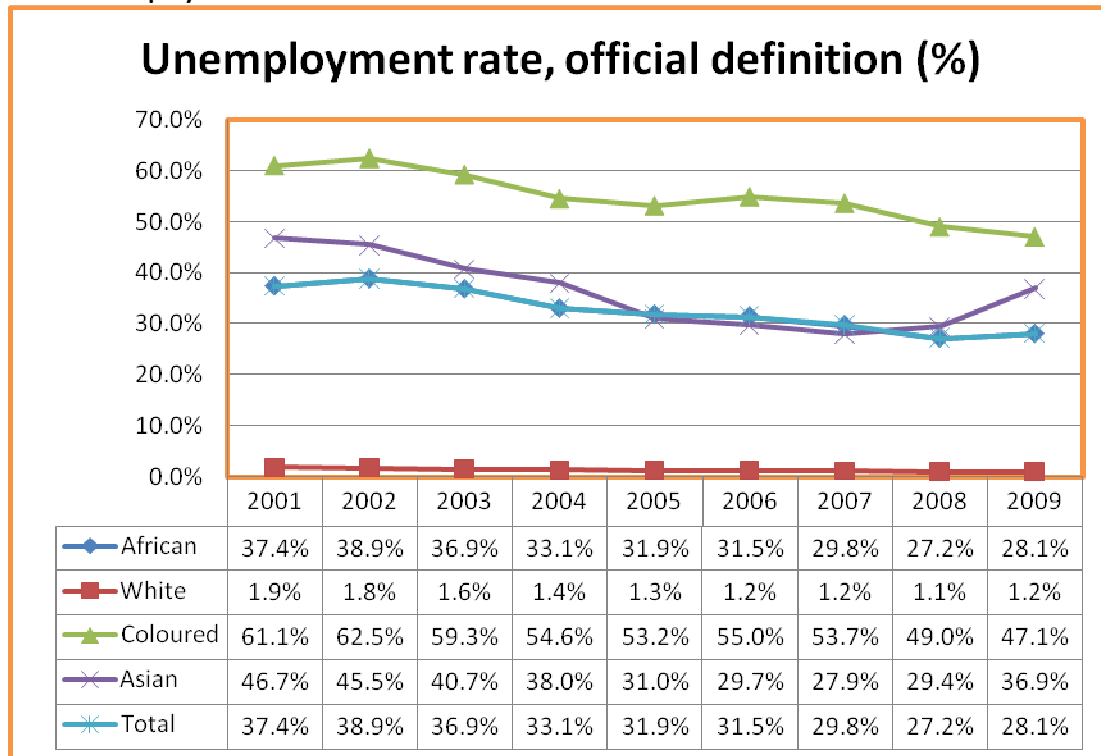
Employment

Total Employment (Formal + Informal)	2007	2008	2009	2009(%)
1 Agriculture	636	640	569	2%
2 Mining	296	331	370	2%
3 Manufacturing	3,952	3,957	3,542	15%
4 Electricity	178	175	170	1%
5 Construction	1,557	1,552	1,423	6%
6 Trade	7,096	7,985	7,521	31%
7 Transport	967	1,198	1,087	4%
8 Finance	1,165	1,318	1,380	6%
9 Community services	6,267	6,803	7,083	29%
Households	1,078	1,199	1,185	5%
Total	23,192	25,158	24,330	100%

Source: IHS Global Insight ReX July 2009

Total employment showed a decrease when comparing 2008 and 2009 figures from 25 158 to 24 330. The Agriculture, Manufacturing, Electricity, Construction, Trade, transport and household sector showed a decrease in the number of people employed. The Mining, Finance, and Community Services sector showed an increase in the number of people employed. The trade sector contributes 31% to work force on the municipality followed by the Community Services with a 29% contribution and the manufacturing sector with a 15% contribution.

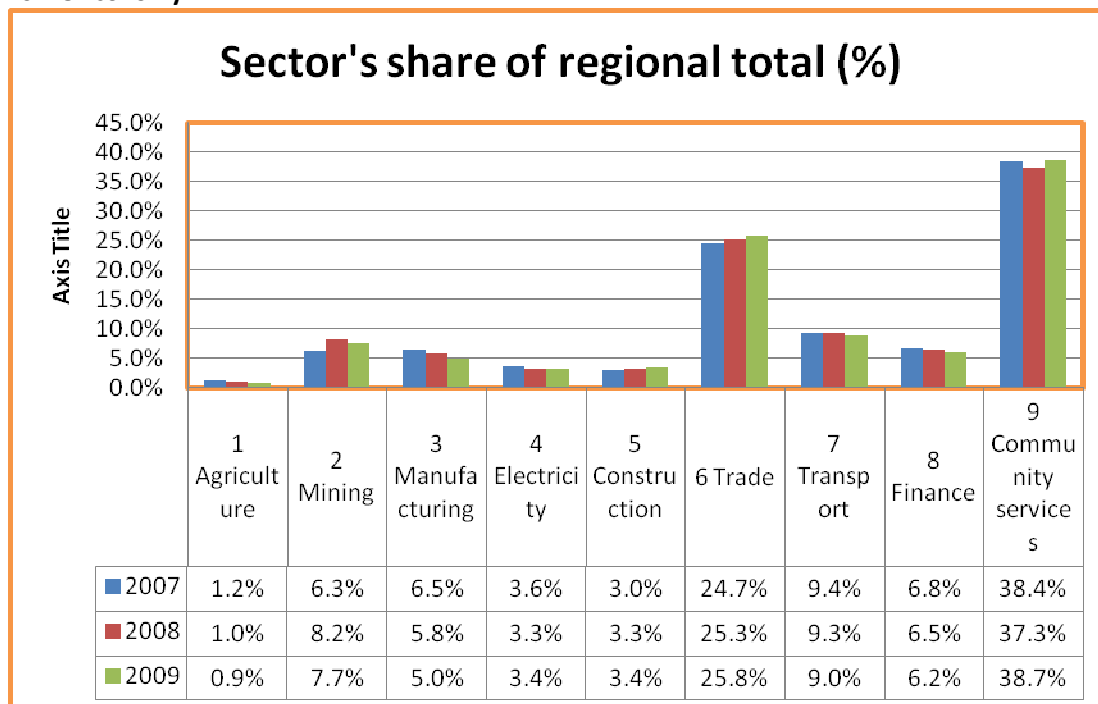
10.1.7 Unemployment



Source: IHS Global Insight ReX July 2009

The unemployment rate decreased from 37.4% in 2001 to 28.1% in 2009. The coloured population had the highest unemployment rate of 47.1% when compared to the other population groups where the black population had a rate of 28.1% Asians 36.9% and the white with 1.2%.

10.1.8 Economy



Source: IHS Global Insight ReX July 2009

10.1.8.1 Pillars One: Economics Development

- ✓ Maximum exploitation of agriculture potential and opportunities
- ✓ Beneficiation within economic sector
- ✓ SMME development
- ✓ Local economic development
- ✓ Urban economic development
- ✓ Urban rural development

10.1.8.2 Pillars Two: Infrastructure Development

- ✓ Facilitation of integrated land reform
- ✓ Coordinated social development

10.1.8.3 Pillars Three: Sustainable Environmental Development

- ✓ Water resources
- ✓ Terrestrial resources
- ✓ Duties of district municipalities
- ✓ Environmental management
- ✓ Environmental rehabilitation programmes
- ✓ Community based natural resources management

10.1.8.4 Implication

The THLM LED Programmes should focus on the following:

- Poverty Reduction
- Agriculture Development
- Appropriate skill development

DISASTER MANAGEMENT

11.1 BACKGROUND

The plan serves to confirm the arrangements within the Thembisile Hani Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided. Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, -mitigation, -preparedness, -response, -recovery and – rehabilitation (Disaster Management Act, 2002). The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in a Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction. The responsibility for the implementation of the plan is that of the Head of the Disaster Management Centre. The Disaster Management Act requires Municipalities to take the following actions:

- Prepare a disaster management plan for its area according to the circumstances prevailing in that area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- Regularly review and update its plan. (Section 48)

In terms of Section 41 (1) (b) of the Constitution of the Republic of South Africa, all spheres of Government, Local Government are required to secure the well being of the people of the Republic. Local government is also empowered to deal with a number of functions, which are closely related to disaster management. In addition Section 152 (1) (d) of the Constitution requires local government to provide a safe and healthy environment. Section 26(g) of the Municipal Systems Act no 32. 2000 states that the integrated development plans of the municipality must reflect applicable disaster plans. The need for the integration of disaster plans into the IDP of the municipality is underscored by the commonality between mitigation issues and new roles for local government which focus on the provision of basic services, the creation of job opportunities, economic and social development, the eradication of poverty and promoting democracy.

The municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the District Disaster Management Centre and the Provincial Disaster Management Centre.

The plan should:

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

- Contain contingency plans and emergency procedures in the event of a disaster, providing for–
 - (a) The allocation of responsibilities to the various role players and coordination in the carrying out of those responsibilities;
 - (b) Prompt disaster response and relief;
 - (c) Disaster recovery and rehabilitation focused on risk elimination or mitigation’
 - (d) The procurement of essential goods and services;
 - (e) The establishment of strategic communication links;
 - (f) The dissemination of information.

11.2 PURPOSE

This plan is designed to establish the framework for implementation of the provisions of the future

Disaster Management Act as well as the related provisions of the Municipal Systems Act, 2000 (Act 32 of 2000). The purpose of this plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of Disaster Management. It is intended to facilitate multi-agency & multi-jurisdictional coordination in both pro-active and reactive programmes.

11.3 APPROACH TO DISASTER MANAGEMENT POLICY FRAMEWORK

The Municipality’s Disaster Management Framework will be developed and it will be consistent with the provisions of the District, Provincial and National Disaster Management Framework and the Disaster Management Act.

The Thembisile Hani Municipality prepared its plan using the District Disaster Management Plan.

The Disaster Management Policy Framework comprises of four key performance areas and three supportive enablers required to achieve the objectives set out in the KPAs.

11.1 (KPA 1) INTEGRATED INSTITUTIONAL CAPACITY

The objective of KPA1 is the establishment of an integrated capacity to enable the effective implementation of disaster risk management policy and legislation. This involves the institutional arrangement to ensure the integrated and coordinated implementation of disaster risk management policies and legislation by applying the principles of cooperative governance, putting appropriate emphasis on arrangement that will ensure the involvement of all the stakeholders in disaster risk management in order to strengthen all organs of state.

This KPA will be achieved by developing the job description and KPI’s of the Head of the Centre, appointing the head of the centre. Development of the organizational structure with all job descriptions and KPI’s of all personnel. Establishment of the centre and ensuring its operating optimally.

Disaster Management Centre

Due to insufficient funds allocated in Municipal Disaster Management Unit, the municipality will not be able to establish the disaster management centre. The function is performed by the Fire Department of Nkangala District Municipal **DISASTER MANAGEMENT STRUCTURES**

Municipal Disaster Management Advisory Forum

The municipality will establish a Disaster Management Advisory Forum by February 2011 which will consist of the following members:

- The head of the municipal disaster management centre in the municipality
- Senior representatives of each department or component within the administration of the municipality designated by the executive mayor.
- Other disaster management role players in the municipality.
- Community representatives.

- ***Roles and Responsibilities***
- To actively promote the comprehensive hazard and risk management programmes throughout all areas under the municipality.
- To strengthen linkages with sustainable development through the Integrated Development Plan (IDP).
- To take operational support decisions during a disaster.
- To assist in the maintenance and future development of the disaster management plan.
- To facilitate cooperation and coordination amongst disaster management key role players.
- To report to disaster stakeholders in the municipality, district, and province on matters pertaining disaster management.

Frequency of Meetings

Meetings will be held at the municipal disaster management centre when there is a need. Administrative requirements for the municipal disaster management advisory forum and meetings will be chaired by the head of the centre.

Municipal Disaster Management Executive Committee

Thembisile Hani Municipality is currently under Administration, once the Municipal Manager and the responsible Departmental Heads have been appointed or re-instated, the committee will be established and will be composed of all senior departmental members within the municipality

Roles and responsibilities

- The primary objective of the above structure is to achieve disaster prevention and risk elimination in the day-to-day activities of the Municipality.
- Its secondary objective is to ensure effective risk reduction through disaster preparedness and risk mitigation.

- The committee will maintain existing services and adapt to deal with the changed circumstances during major incidents or disasters.

11.2 (KPA 2) DISASTER RISK ASSESSMENT

The objective of KPA2 is to establish a uniform approach to assessing and monitoring disaster risk that will inform disaster risk management planning and disaster risk reduction undertaken by organs of state and other role players. This KPA addresses the need for conducting ongoing disaster risk assessments and monitoring to inform disaster risk management planning and priority setting, guide disaster risk reduction efforts and monitor effectiveness of such efforts. It also outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within the all spheres of government.

The municipality will conduct risk assessment to develop risk profiles, which will inform IDP and the development of the disaster management plan. The municipality will ensure that it focuses on risk and vulnerability reduction in communities at risk.

The purpose of disaster risk assessment is to:

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

TABLE 33: The following physical hazards were found to pose the highest risks at Thembisile Hani Municipalities;

Hazard	Element at Risk	Effects	Causes
Floods/Severe storm or rainfall	Communities building houses near river banks	Loss of life, loss of homes, loss of stocks, increase risk of disease	<ul style="list-style-type: none"> • Lack of proper maintenance of storm water drainage where is available. • Lack of storm water drainage systems in most villages. • Lack of proper planning
Fires (Veld/Structural)	Farming areas, Industrial areas.	Loss of life, loss of homes, loss of stocks, loss of grazing land, severe injury	<ul style="list-style-type: none"> • Lack of information about fires by households. • No fire protection association within farming communities.
Severe Storms	Communities Animals	Infrastructure damaged	<ul style="list-style-type: none"> • Lack of proper planning for development. • Poorly maintained storm water drainage system • Poor development of infrastructure
Road Accidents	Pedestrians, animals and houses	Loss of lives	<ul style="list-style-type: none"> • Congested R573 road. • Inadequate patrol by traffic police at night. • Liquor outlets along R573 road.
Drought	Communities living in farming areas,	Loss of life, livestock, increase of diseases	

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

TABLE 34: QUALITATIVE ANALYSIS MATRIX – LEVEL OF RISK

Hazards	Low	Medium	High
Floods			✓
Fires (Veld/Structural)			✓
Severe Storms		✓	
Road Accidents			✓
Drought			
Epidemics			
Major infrastructure failure			

Identification of Critical Facilities

The general goal of disaster management is to promote safety during a disaster. Certain public and private facilities are crucial to this goal, which cannot be achieved if these facilities are destroyed. They include schools, libraries, churches, and public buildings appropriate for supporting disaster affected populations.

Area/Ward	Type of facilities	Contact Person
Ext. 13	Community Hall	Mr. Z Lushaba 082 888 9990 013-754 4719

Growth of informal settlements in the municipality

Substantial growth in the number of informal settlement in the municipality has been observed. The influence of poverty, rapid population growth, unsafe building practices, lack of infrastructure and accessibility places, communities at threat risk of disasters. The following have been identified as critical Disaster Management issues and should receive priority attention in the IDP;

- Integrating risk management programs with the **IDP**;
- To maintain **risk specific safety infrastructure** and **plans** e.g. Aircraft, railway and major road accidents;
- The establishing of a fully functional and equipped **Disaster Management Centre** for the municipality
- To establish **disaster prevention programmes** that focus on the most vulnerable communities and endeavour to support sustainable livelihoods.
- To design a program in **support of fire protection**;
- To establish and maintain **multi-disciplinary co-operation** and **co-operative partnerships**;
- To establish **pro-active media liaison** and rapid response to media inquiries.

- To contribute to preventive and reactive management strategies for the **HIV/AIDS** pandemic.
- Education and awareness programmes

11.3 (KPA 3): DISASTER RISK REDUCTION

The objective of KPA 3 is to ensure all risk management stakeholders develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with approved frameworks.

Hazard	Element at Risk	Effects	Prevention and mitigation strategies
Floods/Severe storm or rainfall	Communities building houses near river banks	Loss of life, loss of homes, loss of stocks, increase risk of disease	<ul style="list-style-type: none"> • Establish proper maintenance programme carrying of feasibility study on mechanisms that can be applied to drain water logged residential areas. • Conduct awareness campaigns • Establish maintenance programme to storm water drainage system
Fires (Veld/Structural)	Farming areas, Industrial areas.	Loss of life, loss of homes, loss of stocks, loss of grazing land, severe injury	<ul style="list-style-type: none"> • Awareness campaigns' • Fire breaks • Establish fire protection association
Road accidents	Pedestrians, animals and houses	Loss of lives	<ul style="list-style-type: none"> • Awareness campaigns • More traffic police to patrol. • Development of By-laws to regulate trading hours.
Drought	Communities living in farming areas, animals	Loss of life, livestock, increase of diseases	Improve farming practices; Storage of potable water source; Irrigation scheme
Epidemics	Communities	Loss of life, loss of employment due to absenteeism	Awareness campaign
Major infrastructure failure	Communities	Loss of electrical power causing lack of heating, refrigeration, loss of communication	Upgrade the power supplies system

N.B.: Different stakeholders to submit their disaster management plans to be incorporated in the disaster management plan.

11.4 (KPA 4) : DISASTER RESPONSE AND RECOVERY

The objective of this KPA is to ensure effective response and appropriate disaster response and recovery.

The Act requires an integrated and coordinated policy that focuses on rapid and effective response to disasters and post-disaster recovery and rehabilitation. When a significant event or disaster occurs or is threatening to occur, it is imperative that there should be no confusion as to roles and responsibilities and the procedures to be followed. This KPA requires municipality.

- to ensure that planning for disaster response and recovery as well as for rehabilitation and reconstruction is consolidated;
- Sections 16 and 25 of the Public Finance Management Act 1999, which provides for the release of funds by way of direct charge against the National and Provincial Revenue Funds in the case of emergencies for which funds were not budgeted;

RESPONSE AND RELIEF

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

The following gives a summary of the most critical response team that needs to attend to a particular disaster.

Hazard	Response Team	Primary responder and contact number	Reliefs	Funding
Veld Fire	Fire and rescue division, Traffic division, FPA's, Social Services, Water and Forestry, Disaster management	Fire Department	Tents, blankets, food parcels	

DECLARATION OF A LOCAL STATE OF DISASTER

The Disaster Management Act 57 of 2002, Section 55 stipulates that the Council of the municipality may, by notice in the provincial gazette declare a local state of disaster, if the municipality cannot deal with the disaster. Furthermore, the municipal Council will authorise the utilisation of the the municipal resources and personel. The main purpose during the disaster is to protect the public and property, provide relief, prevent disruption, and deal with other effects of the disaster.

Responsibilities in the event of the disaster

Regardless of whether a disaster has been declared or not the municipality is responsible for the coordination and management of disasters occurring in the area. Some of the responsibilities include:

- Conducting impact assessment.
- Notification of key role players via different modes: radio, telephone, word of mouth, or e-mails.
- Evacuation of victims to safe temporary shelters.
- Establishment and updating of emergency communication and management system.
- Providing relief to the affected individuals and mobilizing lead agencies to provide essential needs such as: water, food, search and rescue, medical services.
- Maintaining order in and around the disaster stricken area.

N.B.: Role players should add their contingency plans and their SOPs

FUNDING

The Municipality does not have funds set aside for response and rehabilitation, which can be used whenever they are required. However, the municipality has stockpiles of sponges and blankets, which are distributed to disaster victims when there are minor events. When a severe disaster strikes, the municipal Council will assign the responsibility for repairing or replacing of such infrastructure to the affected departments. The finance department will play a huge role in allocating necessary funds for disaster management activities.

The municipality has a responsibility of funding its own disaster management activities in the area. It is only when a municipality cannot cope with the disaster can it request financial assistance from the district. Funding from the province would be provided when the district has exhausted its funds. The national centre will only assist when the province has depleted its funds. External donors will also be approached to assist if there are disasters. These arrangements can be made prior to disasters.

CAPACITY

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

CONCLUSION

There should always be coordination between all disaster management role players in order to achieve disaster management goals effectively and efficiently. The disaster management plan includes all the aspects of the disaster management continuum. It is expected that a plan will improve the proactive and reactive disaster management activities, especially in vulnerable areas. The municipality experiences shortage in funding for conducting disaster management functions. It thus requires financial assistance.

KEY SECTOR PLANS

Beyond the core components of an IDP, as legislated by the Systems Act, the THLM recognised the need to develop further strategies, policies and plans which seek to deal with specific issues that will facilitate a progressive realisation of the desired developmental trajectory of the Municipality. Close examination of all these strategies and plans will show a greater degree of alignment all the guidelines and development directives outlined in the government policy frameworks above. Sustainable development is one of the issues that have received consideration. This is viewed as critical as sustainable development seeks to balance social, economic and ecological requirements in a long-term perspective.

During the past few years Thembisile Hani Local Municipality developed a number of sectoral strategic and operational plans together with policies as joint with the NDM, which are outlined below under the strategic themes linked to the THLM KFAs:

Table 35: INSTITUTIONAL PLANS AND SECTOR STRATEGIES

Sector Plan/Strategy	Recent Update	Scheduled Update/Review	Implementation Status Yes/ No
Spatial Development Framework	Approved 28/03/11	Updated	Yes
Public Participation Strategy			
Local Economic Development Strategy	Previously adopted	Under review	No
Disaster Management Plan		Not yet reviewed	No
Water Services Development Plan		Await the department service provider reviewed	No
Integrated Waste Management Plan		draft	Yes
Integrated Transport Plan		Shared services with NDM still looking for assistance to developed our own	No
Tenure Upgrading	This is NDM functions and we only do referral		No
Performance Management Policy	Only strategy adopted awaits for real PMS	Strategy was adopted by council	No
Workplace HIV/AIDS Strategy	Under review	Should be taken to LLF and subsequently to Council for approval	
Land Development scheme(LUMS)	This is NDM functions and we only do referral	Review	
Municipal Communication strategy	Draft no adopted by council		
Service Standard Charter	Previously adopted	Under Review	Yes
Environmental Management Plan	No Plan		
	No Plan		

TABLE 36: INSTITUTIONAL POLICIES

Policy	Relevant	Review Required	Implementation Status
Workplace skills plan	available	Under Review	
Policy on possession of Fire-Arms	No Policy		
Budget Policy	Approved by council 14/06/10		Still implemented
settlement Policy(Housing Chapter)	Approved by council		
Workplace Smoking Policy		Review	
Bursary Policy		Review	
Petty-Cash Policy	Cash and investment and supply chain are covering Petty cash		
Policy on Cellular phones		Review	
Supply Chain Management Policy	Approved by council 14/06/10		Still implemented
Retirement Policy	No Policy		
Accounting Policy	No Policy		
Recruitment and Selection Policy		Review	
Dress-Code Policy		Review	
Sexual Harassment Policy		Review	
Information Technology Security Policy	No Policy		
Policy on Cash and Investment Management		Review	
Policy on privileges and allowances in respect of Councilors Travelling on Official Business	No Policy		
Risk Management Policy		Review	
Fixed Assets Management Policy	No Policy		
Probation Policy	No Policy		
Induction Policy		Review	
Internet and E-Mail Policy	No Policy		
Long Service Recognition Policy	No Policy		
Cell Phone Allowance Policy		Review	
Participation in the Motor Vehicle Scheme Policy	Cover on supply Chain Management		
Payment Policy	Cover on supply Chain Management		
Approval of Tender Documents Policy	Cover on supply Chain Management		
Appointment of Professional Consultants Policy	Cover on supply Chain Management		
Awarding of Tenders Policy	Cover on supply Chain Management		
Preferential Procurement Policy	Cover on supply Chain Management		
Project Steering Committee Policy		Review	
Property rates policy			
Tariff policy			
Customer care, indigent, credit control, debt collection policies	Adopted 14/06/10		
Service delivery & budget implementation Plan	Review and it will be presented to Council for approval	Handed over to Executive Mayor and Mayoral Committee	Yes

Protest prevention and management strategy	Old version Plan need to be reviewed		
Anti-corruption strategy	No Plan		

12.2 Summary on all the policies

Workplace Skills Plan (WSP)

The WSP 2011/12 was approved on the 28 July 2011 with a Council Resolution No: TH-NDC 66/08/2011

Are well-researched and reasoned plans for developing the skills needed by particular companies They include a survey of the qualifications and roles of the staff and an analysis of the company's expected future trends. The WSP's are required by the NSDS as the basic requirement for a company to start recovering its Skills Development Levy (SDL).

Recruitment and Selection Policy was approved on the 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2001

To provide the right quality of employees to the Thembisile Hani Local Municipality in order for the Municipality to achieve its intended purpose of providing efficient and effective services to the community in terms of its mandate.

Sexual Harassment Policy was approved on the 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2011

Thembisile Hani LM is committed towards creating a working environment where the dignity and respect of employees, non-employees and Municipal Councillors is upheld. The aims of the policy are to prevent this kind of behaviour and disapprove of any form of Sexual Harassment.

Private Work and Declaration of Interest Policy was approved on the 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2011

The purpose of this policy is to manage and regulate the performance of work done by officials in the service of the municipality outside their employment contract.

Internal Bursary Policy was approved on the 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2011.

The Bursary Policy is intended to assist the Municipality in securing adequately qualified personnel for its service by providing financial assistance to employees to enable them to qualify themselves educationally for the Municipality's service and to enhance their level of competence to perform the duties assigned to them.

Smoking Policy was approved on the 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2011

As an employer, the Municipality has a duty under the Tobacco Products Control Amendment Act (Act No. 12 of 1999) to ensure that the rights of employees who do not wish to be exposed to tobacco smoke in the workplace are protected.

Learnership and Internship Policy was approved on the 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2011

The Learnership and Internship Policy was developed to enable Thembisile Hani Local municipality in administration and handling of its social responsibility in dealing with Learnership/Internship learners from time to time yet maintaining the legal framework within which is done.

Volunteer Policy was approved on the 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2011

The volunteer's policy was developed to enable Thembisile Hani Local Municipality in administration and handling of its social responsibility in dealing with volunteer Learners from time to time yet maintaining the legal framework within which such is done.

Overtime Policy was also approved on 05 August 2011 with a Council Resolution No: TH-NDC 65/08/2011

The policy aims to clarify the remuneration of overtime worked by Municipal employees.

Relocation Policy was also approved on the 05 August 2011 with a Council Resolution No; TH-NDC 65/08/2011

The policy is aimed at facilitating the reimbursement of employees being transferred at the request of Thembisile Hani Municipality to another locality, necessitating a residential change.

Dress Code Policy in a draft format and waiting for approval.

The work attire should complement an environment that reflects an efficient, orderly, and professionally operated municipality. This policy intended to define appropriate municipality attire or dress code during normal business operations and casual business attire on Fridays.

Performance Management Policy is still in a framework stage and waiting for approval.

Telephone, Computer, Network & Internet Usage Policy.

- To provide, maintain and assure a computing infrastructure that promotes the Vision and Mission of the Thembisile Hani Local Municipality.
- To regulate the rights and the level of access and usage of the Thembisile Hani Local Municipality's Information and Communication Technology Systems to our officials.

Staff Placement Policy.

- The staff placement policy is intended to provide guidelines. To ensure that the placement of staff is consistent with applicable labour legislation.

Dress Code Policy.

- The work attire should complement an environment that reflects an efficient, orderly, and professionally operated municipality. This policy intended to define appropriate municipality attire or dress code during normal business operations and casual business attire on Fridays.

Transport, Subsistence and Travelling Policy.

- To provide its Office Bearers and Officials with reliable transport for the execution of their official functions. At the same time the object is to provide the correct type of vehicle for the job at hand.

Occupational Health and Safety Policy.

- The Thembisile Hani Local Municipality and its staff believe that the prevention of injuries and exposure to disease of all the employees is of paramount importance to the organization its quest to be a leader in health and safety.

Draft Cell phone & Wireless Devices Policy.

- Thembisile Hani Local Municipality has agreed to provide the following eligible officials with a cellular phone and a wireless connection device to assist the official in carrying out his/her duties.

Internet Usage Policy.

- To protect the Municipality and its staff members from legal difficulties.
- Regulate the use of the internet service so that all users receive an acceptable service.
- Set clear standards for acceptable and considerable use of the internet service.

E-Mail Policy

- The e-mail system is designed to ensure that proper communication in an organization, be it internal or external communication. There is a greater need for this policy so that it can ensure that the municipality e-mail system is used effectively and is not abused.

Records Management Policy.

- Section 13 of the National Archives and Records Service of South Africa Act, 1996 requires Thembisile Hani Local Municipality to manage its records in a well structured record system, and to put the necessary policies and procedures in place to ensure that its record keeping and records management practices comply with the requirements of the Act.

Promotional Policy for Traffic Section.

- To provide an objective and fair process whereby traffic internally are promoted based on their skills, experience, service, educational qualifications, equity and gender.

CHAPTER 12

OVERALL INTERNAL RISK

Strategic Focus Area/ Objective	Risk Identified	Cause Factor	II	IL	IR	Mitigating Controls	RI	RL	RR	Future control/ action plan		Risk Owner	Action Date
										5	4		
Basic service delivery(Eradication of backlog)	Inability to implement infrastructure projects timeously	Lack of appropriate skills	5	5	25	Improvised supervision of projects	4	4	16	Filling of all vacant positions, esp. Technicians(appointment of skilled technicians)	A C C O U N T I N G O F F I C E R	MTS	1st Q
			5	5	25	None	4	4	16	Skills transfer to form part of the Service Level Agreement			
			5	5	25	None	4	4	16	5% motivation on PMU to be submitted to GOGTA			
			5	5	25	None	4	4	16	Appointment of the municipal Engineer.			
			5	5	25	Awarding of one project to one service provider	4	4	16	SCM policy to include a clause on the number of projects to be awarded to one service provider.			
			5	5	25	Reliance on consultants to prepare specifications (Late submissions)	4	4	16	Departments to fast track their processes			
			5	5	25	The budget adjustment has been performed and Consultation on both the budget and the	4	4	16	The IDP and Budget processes to run concurrently and there be alignment			
			5	5	25	Non alignment of the IDP and the Budget	4	4	16				

To ensure the health and safety environment	Lack of Occupational Health and Safety OHS Plan	Lack of awareness	5	5	25	None	4	4	16	Engage DEDET on education	
		Burning of fireblazers (Mbawula)and old tyres	5	5	25	None	4	4	16	Development of By-Laws and recycling of old tyres	
		Lack of control and management	5	5	25	None	4	4	16	Engage business owners on environmental issues	
		Contaminated areas/land/sites	Lack of planning on infrastructure development	5	5	25	None	4	4	16	Ensure that business uses ablation facilities
				5	5	25	None	4	4	16	ensure that septic tanks are no longer in use
				5	5	25		4	4	16	Development of By-law on environment
		Lack of structure (OHS)	Damaged soils due to oil spillage,esp Putco, Spray and pannelbeaters, scrapyards,etc	5	5	25	None	4	4	16	Development of control measures .i.e: survey the land and give approval; issue of operating permits.
				5	5	25	OHS committee has been appointed and trained	4	4	16	Creation and appointment of OHS Officer
				5	5	25					OHS committee to be formalised and become effective
		Inadequate security	Lack of policy on (OHS and security)	5	5	25	Draft OHS policy	4	4	16	Approval by council
5	5			25	None	4	4	16	Development of the BCP		
5	5			25	Security company has been appointed	4	4	16	Security appraisal on all municipal building		

