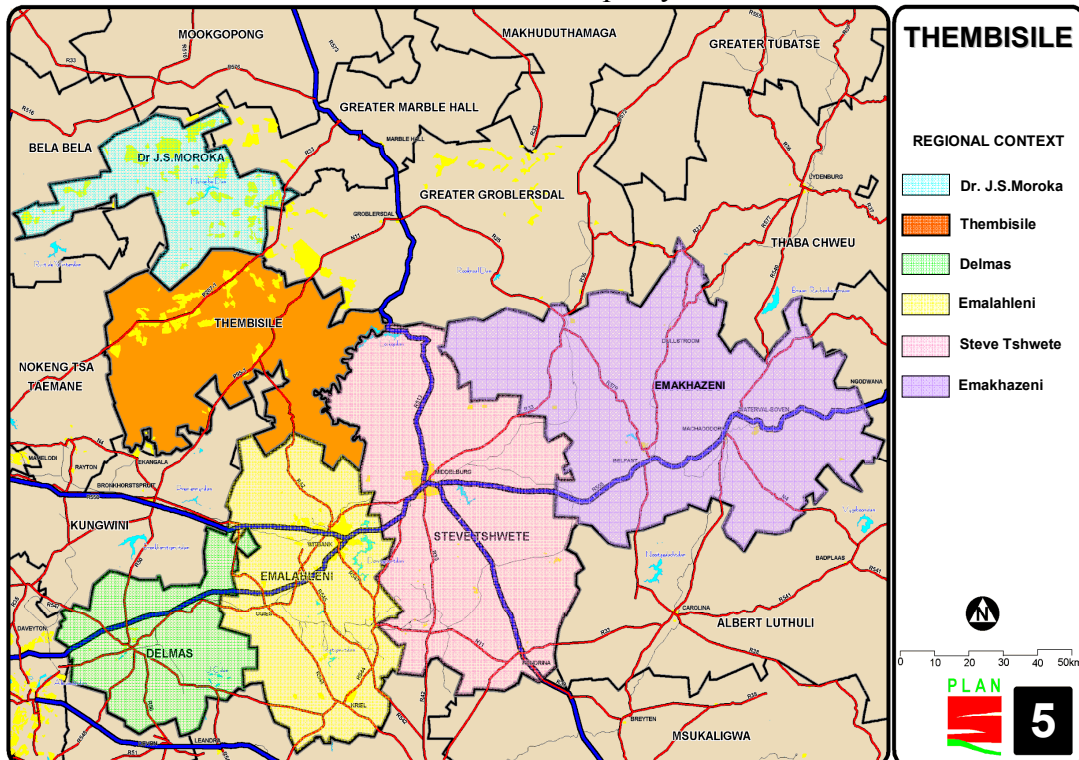


THEMBISILE HANI LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2009/10

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

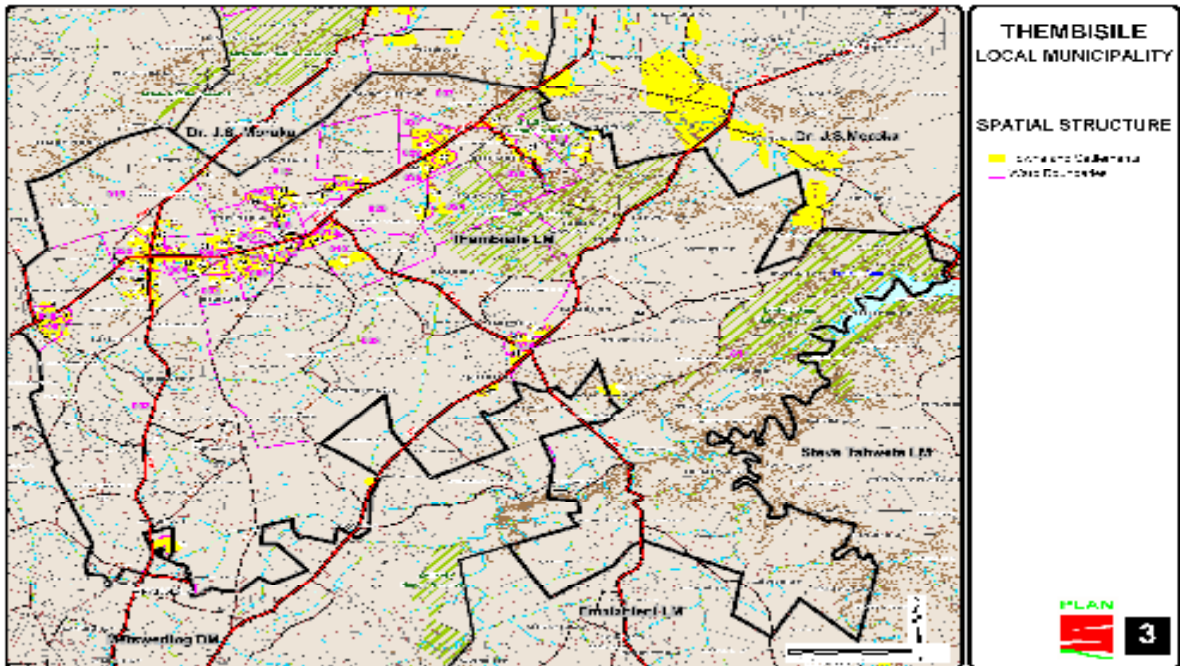
Thembisile Hani Municipality is one of six local municipalities found in the Nkangala District Municipality (**Figure 5**). It is situated about 80 kilometres to the northeast of the Tshwane Metropolitan Area and about 80 kilometres to the north of Witbank town in the Emalahleni Local Municipality.



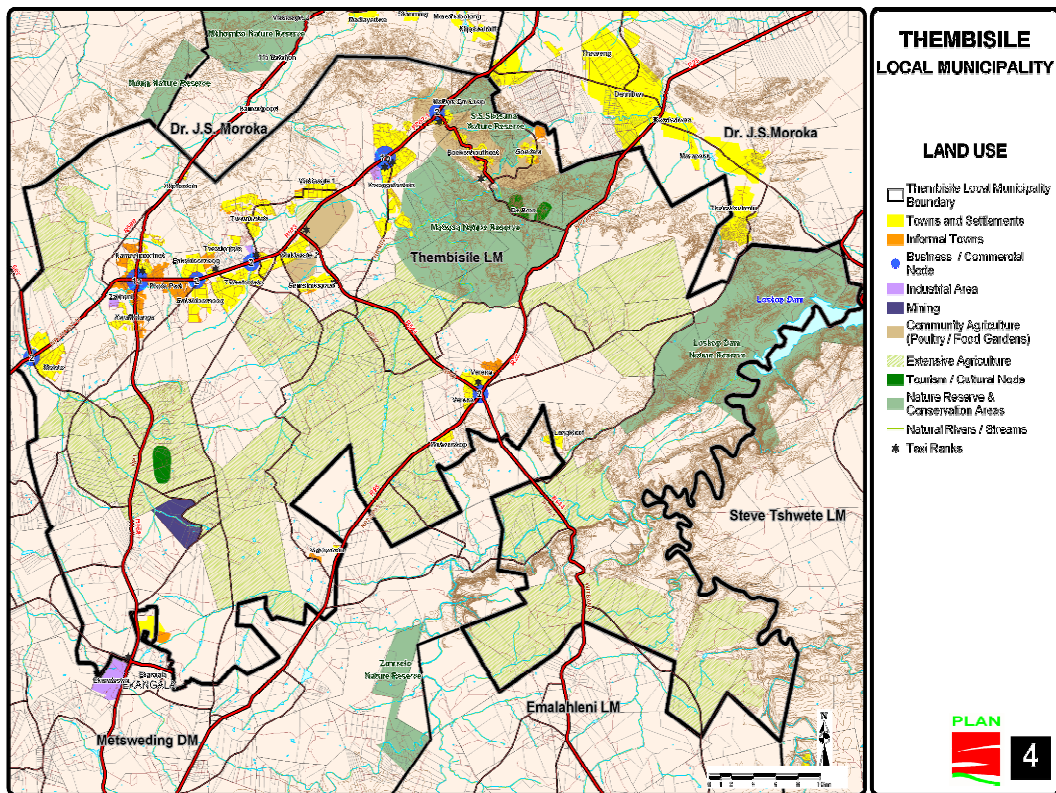
The local municipality has a total population of about 278 517 people (about 25, 2% of the total population in Nkangala District) living in about 57 different towns and villages throughout the municipality. The Thembisile Hani Municipality settlement pattern is mainly attributable to apartheid legislation, which forced people to settle in dispersed small rural settlements and villages in the former KwaNdebele homeland area. Most of the land in the municipality belongs to the State.

Figure 3 depicts the spatial structure of the Thembisile Hani Municipality and **Figure 4** indicates the broad land uses. **Figure 6** illustrates the spatial distribution of settlements throughout the Thembisile Hani Municipality area. It comprises a linear pattern of settlement all along the Moloto/Groblersdal road (Road R573) which runs from southwest to northeast through the northern part of the municipal area. These settlements comprise Moloto which is the first settlement along the Moloto Road as you enter Thembisile Hani Municipality from the east, followed by KwaMhlanga, Enkeldoornoog and Phola Park further to the east, then the Tweefontein complex to the north and south of route R573, followed by Vlaklaagte

1 and Buhlebesizwe around it. It is then followed by the Kwaggafontein settlement further towards the northeast and then the Zithabiseni, Goederede and Bundu settlements further towards the east.



Apart from this conglomerate of settlements towards the northern part of the municipal area there is also a smaller concentration of settlement in the vicinity of Verena to the southeast, Vlakfontein to the south, and in the vicinity of Ekangala/Ekandustria further to the south.



1.1 Summary of Integrated Spatial Development Framework

1.1.1 Spatial Development Objectives

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

- To consolidate the urban structure in the form of an activity spine around the Moloto Road through infill development and densification.
- To promote the utilisation of public transport along the Moloto Road and within the residential areas.
- To consolidate economic activities at some strategic locations in the municipal area.
- To promote the provision of community facilities and services as well as the development of economic activity by way of the concept of Multi Purpose Service Delivery Centres.
- To formalise all informal towns and settlements in the Thembisile Hani Local Municipality area.
- To continuously implement a program of Tenure Upgrading in the formalised towns.
- To utilise the nature reserves in the municipal area to promote eco-tourism.
- To promote extensive, small scale and community farming in the southern portions of the municipal area.

1.1.2 Areas of Consolidation and Infill Development

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

Figure 21 illustrates the extent of the existing towns and settlements in yellow, of which the majority is situated along the Moloto Road. It is proposed that the majority of future residential and economic development in the region be promoted along the Moloto route. The intention is that the Moloto route should serve as a local activity spine to Thembisile Hani Local Municipality.

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

The second conglomerate of settlements which include Kwaggafontein, Entokozweni, Zithabiseni and Goederede should also be promoted but it is believed

that this area will never grow as rapidly and extensively as the western half which functionally interacts much stronger with Gauteng Province.

Figure 20 also indicates the priority expansion areas of the urban complexes of Thembisile Hani Local Municipality (in orange colour). These expansion areas include the following:

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

Formalisation of Towns

As a priority the informal towns as illustrated on Figure 20 should be formalised and incorporated into the formal urban areas in order to ensure that these areas are properly planned and that services (water, sanitation, electricity etc.) can be provided to these areas.

Industrial Activity

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

Multi Purpose Service Delivery Centres

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

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

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

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

The development of these Multi Purpose Service Delivery Centres can furthermore act as economic injection, by means of initiating investment into previously marginalized areas, and lowering the perceived risk to private sector development. It will allow for a hierarchy in the provision of services, to ensure that existing cores are strengthened and services become more accessible to remote sections of the population. The appropriate design of these Centres can also achieve the realisation of the principle of stimulating diverse and complex urban areas, as opposed to dormant townships and rural villages. In the long run this can enhance the sustainability of these settlements. The 10 proposed MPCC in Thembisile Hani Local Municipality at the ratio of 1:279, and in terms of NDM has identified four (4) MPCC viz: - Tweefontein, Goederede, Bundu, Verena.

Community Facilities (Specific)

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

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

Conservation, Tourism and Culture

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

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

This tourism belt could also serve as an area from which to promote the culture and traditions of the Ndebele residents in the surrounding areas. There is certainly huge potential in this kind of development and this should really be promoted as far as possible. Figure 20 also illustrates the proposed tourism or cultural nodes to be promoted throughout the Thembisile Hani Local Municipality Hani Municipality area. To the south between KwaMhlanga and Ekangala the Kgodwana Village and Loopspruit winery are situated along the KwaMhlanga-Ekangala road (P255-1) and form the main cultural/tourism node (figure 20).

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

Agriculture

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

In this regard it is also important to look at the water management systems in and around the area. As indicated on Figure 20 there is an extensive drainage system in the Thembisile Hani Local Municipality area. The first prominent system serves the western part of the area in a north-westerly direction and links to the Pienaars River system. To the south of Enkeldoornoog and Buhlebesizwe and Muzimuhle there is a system draining in a north-easterly direction through the mountainous area in the Mabusa Nature Reserve past Goederede and Zithabiseni from where it links to the Olifants River system further to the north of Loskop Dam.

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

Figure 21 also illustrates the proposed extensive agricultural areas for the Thembisile Hani Local Municipality which are predominantly located to the south of the municipal area.

Transportation

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

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

Figure 21 also illustrates schematically the proposed rail network for the Thembisile Hani Local Municipality emanating from the pre-feasibility phase of planning for such facility. The philosophy of this proposed rail network is to promote corridor development along the Moloto corridor with more permanent and cost efficient infrastructure and which is also much safer and could be more time efficient in future. The status of the rail proposals is uncertain at this stage.

1.1.3 Development Strategy

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

On the other hand the municipality need to focus on the more disadvantaged areas which include Zithabiseni, Goederede and Verena area where from the census

information, it was determined that there are fairly large backlogs in service provision.

Council should focus their efforts on both these two streams: on the one hand to deal with the existing backlog in the poorly developed areas, and on the other to keep pace with the new developments in the faster growing western portions of the municipal area.

The first step in the process is the compilation of the Local Municipality Spatial Development Framework which has been completed. In order to precede to the next level of planning and the compilation of a Land Use Management System it is however necessary to obtain more detailed base maps for each and every town/village in the area in accordance with the records of the office of the Surveyor General. These maps should indicate all the farms, portions of farms as well as properties (erven) in established towns in the municipal area. In addition to this, aerial photographs indicating all the towns and settlements should be obtained in order to identify the latest development trends and to crosscheck the completeness of the cadastral base maps.

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

Proposed Thembisile Hani Local Municipality Database Structure

Formal Towns								
Township: Kwaggafontein A (Example)								
Erf No	Size	Ownership	Current Land Use	Zoning	Level of Service			Valuation
					Water	Sanitation	Electricity	
1								
2								
3								
⋮ ▼								
2567								
Township: Kwaggafontein A								
Continue								

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

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

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

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

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

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

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

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

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

With proper base maps and erf descriptions in place Council will also be in a position to give more exact details pertaining to schools, clinics and other facilities to be upgraded or renovated by external service providers e.g. Provincial departments. All in all it will enhance the quality and detail of the IDP process significantly.

Eventually it will also be possible to compile a Valuation Roll from the database and to link these records to Council's Revenue Collection System. This could assist a great deal in increasing the Thembisile Hani Local Municipality revenue which is very low at present.

However it should be noted that Themnbisile Hani Local municipality has an SDF, which was adopted on October 2008 and the council resolution number is **TH-NDC 269 /07/2008**. The SDF is truly aligned with PGDS and NSDP.

1.1.4 The Moloto Rail Development Corridor

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 were previously considered as no go areas during the apartheid regime, but now need to be integrated into the physical structure and regional economy. 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 areas, thereby generating economic activities and stimulating a viable local economy. Functionally, this corridor would also link communities in Greater Sikhukhune and the Platinum activities in Burgersfort to Tshwane. The upgrading and maintenance of Moloto Road and/ or the construction of the railway line and 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 20 are within NDM. The Moloto Corridor Development study furthermore suggested that future urban development be consolidated around these railway stations by way of Transit Oriented Development, in order to create a critical mass in terms of population numbers and densities to stimulate economic development.

1.1.5 Rust de Winter Development

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

The development will mainly centre on Tourism attraction based on the Game reserves, the dams listed, hotel accommodation, condominiums and corporate lodges, Sangoma Village with "Muti Nursery" (traditional medicinal plants), Bird Park, Equestrian Centres and Polo clubs. The development projects is 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 area.

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

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

2.1 The Components of the Scheme

The Scheme comprises of three main components:

- 2.1.1 The Scheme Clauses, containing the regulations,
- 2.1.2 The Register of Land Use Rights, containing the existing rights on land and,
- 2.1.3 A Scheme Map, depicting zonings.

2.2 Transitional arrangements

2.2.1 Town-Planning Schemes in operation

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

2.2.2 Existing Land Use Rights

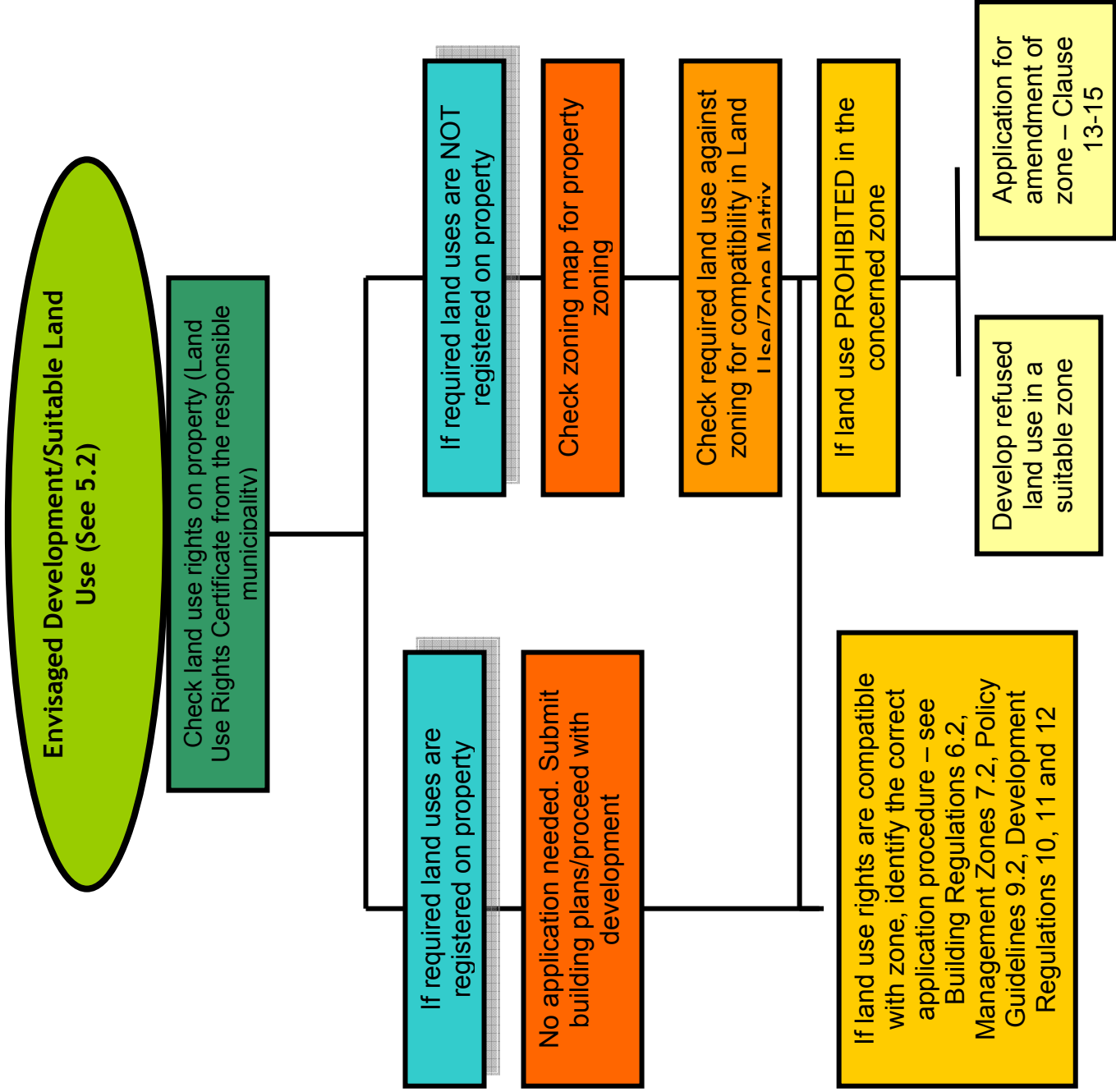
- All existing legal land use rights that were in effect on properties prior to the effective date are deemed to continue in full force and effect and are hereby incorporated into the Scheme.
- Should a mistake or oversight be made in the recording of an existing land use right, such mistake or oversight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

2.2.3 Current applications

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

2.3 “Road map”

ROAD MAP



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

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

NB! The Area Base Planning is been developed by the DLA for the entire NDM. Thembisile Hani Local Municipality is seeking the assistance from our sister departments to assist in developing other sector plan that are Enviroment in nature

3. CHAPTER 3: DEMOGRAPHICS

The results of the 2007 population census were used to compile the socio-economic profile of the population. The results are discussed in terms of the population size and households, population structure, and access to services. The detailed statistics and graphics are included in **Annexure A** of this document.

3.1 Population Size and Households

During the time when the census was conducted in 2007, there were 278 517 people and 65 394 households in the Thembisile Local Municipal area. The average household size in Thembisile is 4, 4 persons per household which is slightly higher than that of the Mpumalanga Province, which is 4, 3 persons per household (Table 1A).

The 2007 census results show that there were about 278 517 people residing in the Thembisile Hani Local Municipality. This means that the population grew by 16 333 persons from 2001 to 2007 (1,3% per annum). The largest concentration of people (about 60%) is found in KwaMhlanga /Enkeldoornoog /Tweefontein complex (172 606), followed by Kwaggafontein, Zithabiseni and Goederede (115071) (Table 1B).

3.2 Population Structure

- **Population Group**
About 99, 8% of people residing in Thembisile Hani Local Municipality are Africans or blacks, whilst 0, 1% is coloureds and another 0,1% is white .
- **Language**
The most dominant language is IsiNdebele, which is spoken by 57, 3% of the population, followed by IsiZulu (14, 3%) and Sepedi (12, 5%). The largest variety of languages occurs in the Moloto area.
- **Gender**
The census results have shown that the number of females is greater than the number of males in Thembisile Hani Local Municipality. In terms of percentage, females comprise 53, 7% and males 46, 3%. The total number of people who are married is 52 823 (20, 4%), whilst 1, 5% of the males and females live like married couples. The percentage of married couples compares well with that of Mpumalanga Province, which is 20, 7%.
- **Age**
The majority of people in Thembisile are still very young. According to the population data, the majority of people residing in Thembisile Hani Local Municipality are of age between 0 and 24 years (63%). This is high compared to 58, 9% in Mpumalanga Province and 43% in Gauteng Province. The percentage of pensioners in Thembisile Hani Local Municipality is 4, 8% as compared to 4, 4% of Mpumalanga Province and 4% in Gauteng Province.
- **Religion**
22, 3% of the population attended other apostolic churches. 16, 2% of the population attended the Zion Christian Church. 9, 5% attended other Christian churches whereas 9, 3% attended Pentecostal/Charismatic churches. This implies that Christianity is the most dominant religion in the area.
- **Level of Education: (age 20+ by highest education level reached)**
Education is very important in one's life. It creates a range of options which a person can choose from and it also opens doors to better opportunities and great achievements. The level of education of a society influences its welfare through its indirect effects on health,

fertility and life expectancy. Compared to Mpumalanga Province the level of education in Thembisile Hani Local Municipality is low.

- 33, 9% of people reported no schooling, compared to 27, 5% of Mpumalanga Province.
- 16, 2% passed matric compared to 18, 2% in Mpumalanga Province.
- 3, 4% (4432 people) possessed some higher qualification than matric, compared to 5, 9% in Mpumalanga Province.
- 25, 9% did not pass matric but have some secondary education. This is lower than that of Mpumalanga Province (26, 6%).
- **Attendance at an Educational Institution (age 5-24 years)**
 - 23, 6% of people did not attend an educational institution or do not possess any formal education, compared to 27% in Mpumalanga Province. This implies that there is a relatively large proportion of young people who will be illiterate in future.
 - 75, 3% of the children attend pre-school and school as compared to 71, 6% of Mpumalanga.
 - 1, 0% (1196 persons) attended college, technikon and university, compared to 1, 3% in Mpumalanga.
 - Only 0, 1% (83 people) attended some form of adult education.
- **Disability**

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

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

The majority of people staying in Thembisile Hani Local Municipality walk or travel on foot (37, 7%); 7, 7% of the population travel by bus; and 2, 4% use minibuses or taxis. The taxi and bus services seem to be poor in Verena C.
- **Year Moved to Suburb (1996-2001)**

Only 9, 3% of the population moved to the area since 1996. The highest influx took place in 1998. KwaMhlanga recorded the highest influx of people in the period 1996 to 2001 (9 250).
- **Labour Force or Economic Active Population**

27, 0% of the population in Thembisile Hani Local Municipality is economically active, 48, 8% of those people are employed. This implies that 51, 2% of the people are unemployed which is very high. The majority of employed people (29 019) are paid employees (85, 1%). The percentage of self-employed people is 11, 1%. The percentage of employed people is low which means that there is a high percentage of dependency (Table 17).
- **Employment by Industry**

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

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

Relatively large percentage of managers, professionals, technicians and clerks are found in KwaMhlanga as compared to the rest of the area.

- **Households by Dwelling Type**
75, 7% of the households residing in Thembisile Hani Local Municipality stay in a house or brick structure on a separate stand or yard. This is high when compared to 64, 6% in Mpumalanga. 14, 5% of the households stay in informal dwellings. This is followed by 6, 3% of households staying in traditional dwelling/hut/structure made of traditional materials. The highest number of informal dwellings is found in Moloto and KwaMhlanga (with approximately 2 700 dwelling units each).
- **Household Income**
29, 6% (17 258) of the households reported no income. The average income per household is R1 351 per month. The census figure shows that the percentage or number of households with no income in Thembisile Hani Local Municipality is higher than that of Mpumalanga (24, 1%). The average household income of Mpumalanga is R2 286, 61. Although a large proportion of households reported no income, 77,5% of the households in Thembisile Hani Local Municipality possessed a radio, 59,6% a refrigerator, 58,7% a television and 32,3% a cell phone.
- **Tenure Status**
The majority of people in Thembisile Hani Local Municipality occupy owned and fully paid off houses/homes (65, 7%); 27, 3% occupy rent free homes, and 4, 85% own houses which are not yet paid off. The highest number of rent-free houses was registered in KwaMhlanga (4 080), followed by Tweefontein E, F, G, H, J (3 254) and Tweefontein B, C, D, K (2 385).
- **Number of Rooms**
The average number of rooms in Thembisile Hani Local Municipality is 4, 5 rooms per house compared to 4, 0 in Mpumalanga.

3.2.1 Access to Services

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

- **Energy**
According to the 2001 Census, the most frequently used source of energy for cooking were electricity (38, 9%), coal (32, 2%) and paraffin (21, 2%). The figures for fuel used for heating were coal (46, 8%) and electricity (36, 1%). The figures for lighting were 88, 4% electricity and 10, 3% candles. The provision of electricity for lighting purposes increased with 12 300 units between 1996 and 2001.
- **Water**
According to the 2001 Census, 71, 7% of the households had access to piped water inside dwellings or own yards. 11,9% had access to piped water at a distance greater than 200m from their houses, and 8,6% had piped water at a distance less than 200m from their houses. In the period 1996 to 2001 there was an improvement in terms of the number of houses with piped water inside dwellings or own yard. This improved by 10 100 units or households. Water provision in Verena C has been attended to as previously there were areas that did not conform to RDP Standard

Toilet facilities:

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

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

Refuse removal:

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

Telephone facilities:

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

4. CHAPTER 4: LOCAL ECONOMIC DEVELOPMENT IN THEMBISILE HANI LOCAL MUNICIPALITY

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

4.1 Current Situation

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

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

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

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

4.2 Project Identification

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

- Agriculture / Agro-processing;
- Manufacturing;
- Trade and finance;
- Community services; and
- Tourism.

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

- SMME Training and Management Development Centre;
- Cut flower growth and export venture;
- Refurbishment and expansion of existing activities (e.g. Zithabiseni);
- Fresh produce market;
- Protective clothes manufacturing;

- Small engineering workshops;
- Small-scale art paper manufacturing;
- Agriculture and agri-processing: Cassava, safflower and caraway.

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

4.2.1.1 LED Development Framework

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

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

The development framework represents the building blocks on which the economic development activities will be based. The development framework is grouped into specific sectoral and cross-cutting categories. Table 7 indicates the programmes, focus areas and projects that were identified.

Table 7: Development Framework: Programmes and Projects

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

5. CHAPTER 5: THE INTEGRATED DEVELOPMENT PLANNING

5.1 THE PROCESS OVERVIEW PLANNING

This document presents a third review of the 2006/07 – 2010/11 draft Integrated Development Plan (IDP) of the Thembisile Hani Local Municipality for the 2009/10 financial year, and highlights developmental issues in the municipal area which should be addressed. The IDP was compiled in terms of the requirements of chapter 5 Section 25 of the Municipal Systems Act (Act 32 of 2000) which reads thus:

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

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

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

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

Section 36 stipulates that-

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

This plan will thus guide and inform the decisions and actions of the Thembisile Hani Local Municipality during the period 2009/2010

5.2 DEVELOPMENTAL LOCAL GOVERNMENT

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

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

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

In terms of Section 35 (1) (a) of the Systems Act, "an integrated development plan adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality". Section 35 of the Systems Act further states that "an integrated development plan adopted by the council of a municipality binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law". Section 36 furthermore stipulates that "a municipality must give effect to its integrated development plan and conduct its affairs in a manner, which is consistent with its integrated development plan.

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

5.3 LEGISLATIVE CONTEXT FOR IDP REVIEW

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

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

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

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

5.4 KEY ISSUE TO BE CONSIDERED

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

- promote the integration of the social, economic, institutional and physical aspects of land development;
- promote integrated land development in rural and urban areas in support of each other;
- promote the availability of residential and employment opportunities in close proximity to or integrated with each other;

- optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
- discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;
- contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
- Encourage environmentally sustainable land development practices and processes.

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

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

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

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

- **Comments emanating from IDP engagement sessions**

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

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

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

- **Amendments due to changing circumstances**

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

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

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

Resource re-allocation and prioritization

Resources should be channel to IDP process, this would allow opportunities for people who are not aware of IDP process should atleast know the impotency of playing a role in process. According to Municipal System Act 32 of 2000, it stipulates that resources

should be allocated according to the first priority of the villages and we should complete all the uncompleted projects as stipulated in our IDP.

▪ **Organizational development and its intricacies**

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

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

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

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

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

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

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

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

- By 2008 no village household should not have access to clean potable water;
- By 2010 there must be decent sanitation for all, and Mpumalanga Province was the first Province to eradicate bucket system by the end of 2005;
- By 2012 there must be electricity in all households;
- By 2014 poverty, unemployment and skills shortages should be reduced by 50% respectively; and

- By 2014 improved services to achieve a better National Health Profile and a reduction of preventable causes of death including violent crimes and road accidents, should be achieved.

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

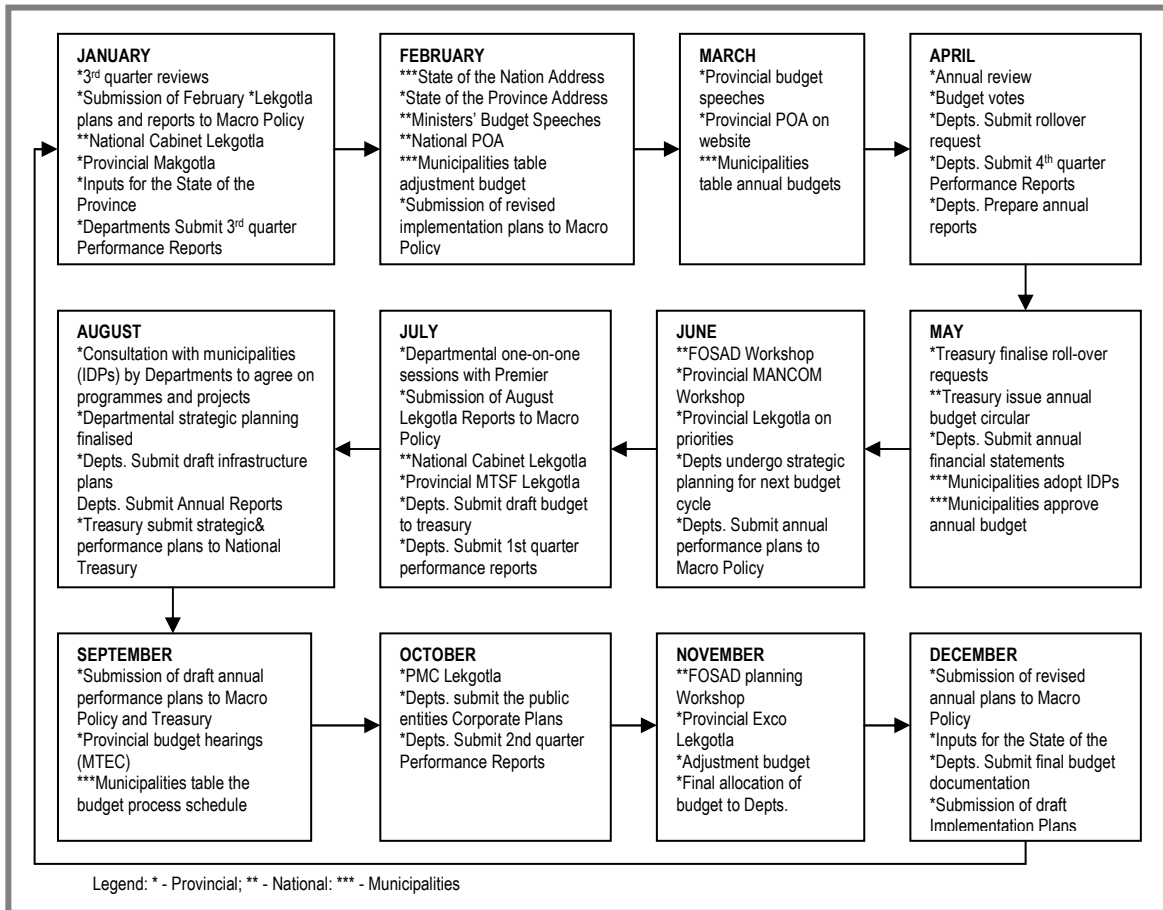
The functional relationship between the Priority Areas of Intervention as contained in the Provincial Growth and Development Strategy, the Nkangala District IDP Priority Issues, the Vision 2014 Targets and the Thembisile Hani Local Municipality IDP Priority Issues

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

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

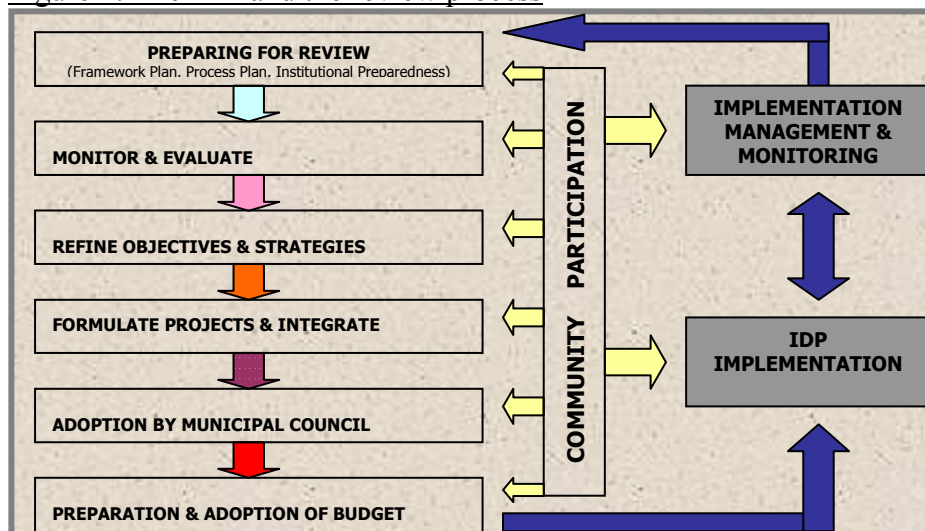
5.5 IDP DEVELOPMENT APPROACH

The development of the IDP comprises of various processes and mechanisms. Key among these is the need to entrench the developmental local government principles as informed by the Constitution. On the objectives of local government, Sections 152 and 153 of the Constitution, issues of accountability for local communities, provision of services to the community in a sustainable manner, promotion of socio-economic development, and the encouragement of community involvement in matters of local government are pivotal. The IDP development process, as envisaged in Chapters 4, 5 and 6 of the Municipal Systems Act, must ensure wide representation of stakeholders, effective participation of local community; reflect key components of the IDP, intergovernmental alignment, as well as monitoring and evaluation of performance on an ongoing basis. Provisions of the Municipal Finance Management Act must also be considered where necessary. Municipalities must ensure the system and mechanisms necessary are in place to ensure the realization of these objectives. Within the context of integrated municipal planning, the role of Sector Departments has become much more important in effort to realize such objectives as integrated planning, shared understanding of priority issues, alignment, coordination and implementation monitoring. An understanding of the planning processes and timeframes for the Provincial as well as National Government will smoothen the processes referred hereto. The province has published a Provincial Planning and Budgeting Process Cycle as reflected in figure 1. This should enhance strategic engagement and interaction between municipalities and the National and Provincial spheres of government at this level of planning.



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

Figure 1: The IDP and the review process



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

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

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

Priority issues highlighted in the 2008/09 IDP will also be revised and confirmed during this phase. Based on the activities undertaken during the first quarter of the financial year, ending in September 2008 and the findings/outcomes of other actions, the IDP review structures, community meetings, etc will facilitate the revision, elaboration and confirmation of the issues from the previous IDPs. The process requires extensive community participation and needs to be completed by the end of September 2008

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

Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. Development strategies must then be developed focusing on finding the best way for the municipality to meet a development objective. Once the municipality has identified the best methods (strategies) to achieving its development objectives it leads to the identification of specific projects. This phase will commence in October 2008 and will comprise the revision/confirmation of strategies associated with each of the priority issues as identified in the prior phase. As previously, stakeholders such as National, Provincial sector departments and parastatals will be involved in the strategies phase of the IDP. It is anticipated that this phase should be completed by the end of November 2008.

Projects Phase: During this phase the municipality works on the design and content of projects identified during the prior phases. Clear details for each project have to be worked out. Clear targets must be set and indicators worked out to measure performance as well as the impact of individual programmes and projects. This phase will commence in December 2008, and the projects emanating from the Municipalities and Sector Departments as informed by priority issues and the strategies contained in the Draft IDP for 2008/09 financial year will be revised/ confirmed with the necessary additional project information emanating from variety of sources considered. During this period, as per figure 2, Provincial Sector Departments will have their draft strategic plans.

Integration Phase: Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in preceding phases. These projects will provide an overall picture of the development plans. All the development plans must now be integrated. The municipality should also have overall strategies for issues like dealing with AIDS, poverty alleviation and disaster management, etc and other IDP components. This process should be finalised by December 2007.

Approval Phase: The IDP is presented to the council for consideration and adoption. The Council may adopt a draft for public comment before approving a finalised IDP. During this process municipalities should focus on the finalisation of Municipal draft IDP documents for 2008/09 financial year. This will be followed by the 21 day period of advertisement of the IDPs for Public Comments as required by the MSA. The finalisation of the Draft IDPs should be completed by the end of February 2009. The IDP for 2008/09 financial year will then be adopted on the 07th of March 2009 in terms of Section 32 of the Systems Act.

5.6 PROCESS OVERVIEW

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

Emanating from the resolution taken by council on this council resolution number **TH-ND C 07/07/2007**, four working groups were established.

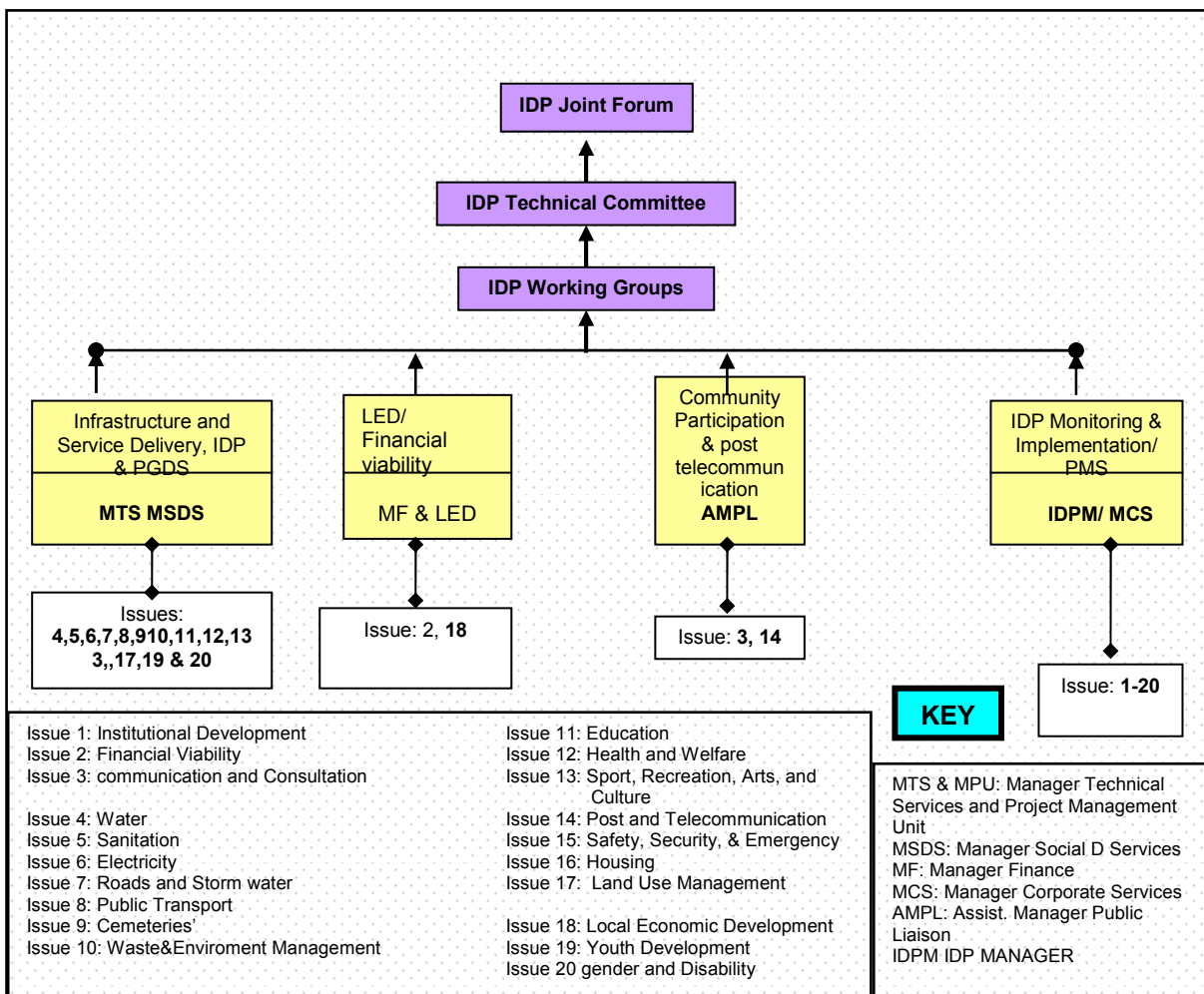
These are:

- Infrastructure and Services delivery, IDP and PGDS;
- Local Economic Development, Financial Viability,
- Community Participation and Telecommunication
- IDP Monitoring and Implementation. Performance Management Systems

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

FIGURE 1: The Integrated Development planning organisational structure

The issues emanating from the IDP Working Groups are then deliberated upon in the IDP



Technical Committee and IDP Joint Forum respectively, as detailed below:

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

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

The Technical IDP Working Groups were established to deal with the IDP priority issues. Each WG deals **with specific** issues within the twenty IDP issues. Each WG is chaired by the relevant internal Department Head. Following is the IDP implementation, monitoring and revision programme (2009/10). This is an illustration of the scheduled activities and tasks which the above committee should follow. The dates of the meeting schedules of the IDP Working Groups, IDP Joint Forum, IDP Management Committee and all other IDP related structures are contained in the Process Plan, which is obtainable from the office of the IDP Coordinator on request. The IDP Working Groups will meet on the first week of each second month, meaning there will be six meetings for each Working Group in a financial year. **Self Assessment and Key Learning Points of the Planning Process**

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

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

Figure 2: The IDP implementation, monitoring and revision programme (2009/10)

	Aug ust	Septem ber	Octo ber	Novem ber	Decem ber	Janu ary	Febru ary	Marc h
Phase I: Implementation Monitoring								
▪ Assess 2009/10 IDP Process/ Content								
▪ List Projects/Actions Emanating								
▪ Compile Agenda for Implementation								
▪ Implementation/Operational								
Phase II: Amend/Confirm Issues								
Phase III: Amend/Confirm Strategies								
Phase IV: Amend/Confirm Projects								
Phase V: Amend/Confirm Integration								
Phase VI: Compile Draft Reviewed IDPs								
- Local Municipality								
- District Municipality								
Phase VII: Approve Final Reviewed IDP								
- Local Municipality								
- District Municipality								
Public Participation								
Budgeting Process								

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

5.7 STAKEHOLDER AND COMMUNITY PARTICIPATION

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

5.8 KEY SECTOR PLANS

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

THE SECTOR PLANNING FOR THEMBISILE HANI LOCAL MUNICIPALITY

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

5.9 Vision Statement

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

5.10 Mission Statement

We will achieve this by:

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

5.10.1 Key Focus Areas

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

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

5.10.2 Priority Development Issues

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

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

These Priority Issues form the basis of the Integrated Development Plan, and for each of these a Problem Statement, Objectives, Strategy, Projects/Actions, and Performance Indicators have been formulated in Section 3 of this document.

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

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

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

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

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

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

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

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

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

Maputo Development Corridor: well Thembisile Hani Local Municipality will indirectly benefit to this project as most of the commuter who normally drive on Moloto road to Gauteng will shift hence this projects seek to enhance economic development. Hence as Thembisile Hani Local Municipality will be at fore front veto encourages the private sector to participate to enhance these economical activities within the development

Moloto Rail Development Corridor: this is an anchor projects which we are directly involved as Thembisile Hani Local Municipality, were lot of opportunities of economic development are in place. We must be seen leading in developing the skill of our people within Thembisile Hani Local Municipality so as to fiddle with those challenges ahead of us, we must seek to improve on how we partner with the private sector, PPP must be fully encouraged by all stakeholder within Thembisile Hani Local Municipality and we must not forget the opportunities of Moloto road, because in our spatial frame work we have listed the nodes that we need to developed viz:- Moloto Node, Kwamhlanga Node, Tweefontein (Miliva) Node Kwaggafontein Node and Verena Nodes.

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

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

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

Heritage, Greening and Tourism: key components of this flagship include promotion and preservation of heritage resources, tourism and greening. It is a programme that integrates the elements of defines and recording Mpumalanga’s heritage, enhancing biodiversity conservation, sustainable development and effective environmental management practices to create a green Province. The focus on biodiversity conservation and sustainable use will enable the Province to conserve sensitive ecosystems, including sites of heritage significance.

It starts with simple things combating wrong attitudes, poor but clean environs, promoting the right community and public manners.

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

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

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

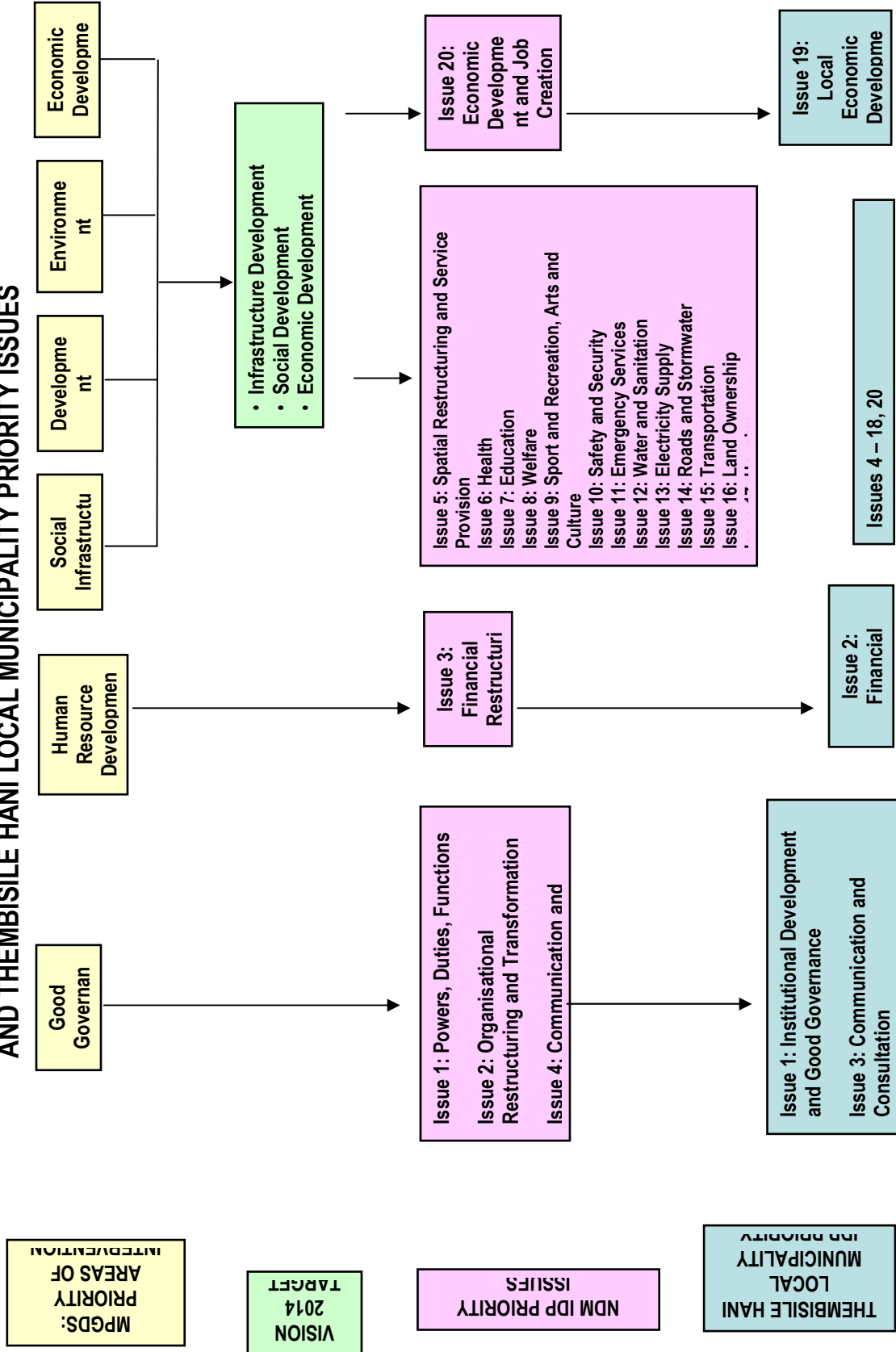
Most of these targets relate to engineering services, social and economic development.

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

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

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

FIGURE 1: FUNCTIONAL RELATIONSHIP BETWEEN MPUMALANGA PGDS, VUNA CRITERIA, NDM PRIORITY ISSUES AND THEMBSILE HANI LOCAL MUNICIPALITY PRIORITY ISSUES



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

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

5.12 Current Reality: Basic Figures and Facts

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

5.13 Organisational Structure

The organisational structure of the Thembisile Hani Local Municipality 1 Council comprises of a political component, and administrative component (see **Figure 2**). The political component is made up of Council and the Mayoral Committee with the Speaker and Executive Mayor. Five Section 79 Committees are in place with the respective portfolios allocated. For the purpose of accountability the arrangement in Thembisile Hani Local Municipality is that only a Councillor from the Mayoral Committee should chair a Section 79 Committee. The Section 79 Committees are arranged according to the following broad clusters:

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

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

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

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

The detailed organogram of Thembisile Hani Local Municipality is reflected in **Figures 2(b)**. Detailed explanation of each department is been given below:

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

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

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

The Technical Services Department is responsible for water and sanitation, waste removal, technical services, roads and storm water drainage, electricity, Expanded Public Works Programme (EPWP) Municipal Infrastructure Grant (MIG), repairs and maintenance. The Project Management Unit will be responsible for the implementation and management of capital projects in the municipality environmental management.

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

The appointment of all managers directly accountable to the Municipal Manager has been completed.

5.14 POWERS AND FUNCTIONS

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

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

Table 1 below reflect the current situation (2005). It is evident from this that Thembisile Hani Local Municipality currently perform the following functions:

Table 2: Division of functions and powers between the NDM and local municipalities

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

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

6. CHAPTER 6: PRIORITY ISSUES, OBJECTIVES, STRATEGIES AND PROJECTS

A. INSTITUTIONAL PRIORITY ISSUES AND NEEDS

6.1 Issue 1: Institutional Development and Good Governance

6.1.1 Background and Problem Statement

a) Organisational Structure

There are 326 individuals employed by the municipality 131 are women and 2 with disability. There are 5 interns enrolled in the financial department resignation at the municipality has collapse the Project Management Unit (PMU). Some units operate by a coordinator only i.e. The IDP Units, the LED unit and The transversal issues unit. Only the youth unit operates by both the assistant managers and co-coordinator, some operates through assistant managers only i.e. the housing unit, sport unit, health unit. Some unit do not exist at all. e.g. the internal audit unit and the performance management unit. Council has advertised positions for both assistant managers and co-coordinator to beef units up respectively.

The administrative top structure shows non-compliance to the employment equity act as all senior managers are male. This could be as a result of lack of recruitment strategy.

The institution comprises of (8) eight full time councillors and the administration. Full time councillors and the administration. Full time councilors consist of the executive mayor, 5 members of mayoral committee, the speaker and the whip. The political components is responsible for policy making while the administration component accounts for policy implementation and provision of technical advise to the politicians.

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

79 Committee/Department	Political Head	Admin Head
1. Administration & Governance	Clr Mboweni	Mr Mahlangu MA
2. Finance	Clr Msiza W S	Mr JED Lynch
3. Planning & Infrastructure	Clr B.N Mahlangu	Mr R Ranko
4. Social Development	Clr B.N Sibanyoni	Mr MW Mawela
5. LED	Clr N Mhlangu	Vacant

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

1. Public liaison	T J Mtsweni
2. Gender and the disabled	Beauty Masuku
3. Youth development	Bongi Ntuli
4. PMS	Vacant

Otherwise the Accounting Office accounts for all the departments.

With the present arrangement the municipality uses the Nkangala District Audit Committee which is difficult to feed as there is no internal audit unit.

NB! P52 Finance Department

Income and expenditure which is the budget management of the municipality. It is also responsible for the asset management and resource management. It has the audit committee as her subcommittee. The procurement and payment for goods and services is done in this department. Departments run their budgets and report to this department.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Supportive political head 2. The level of literacy has risen among councillors 3. Capacitation programmes for all councillors and officials 	<ol style="list-style-type: none"> 1. Necessary Units not in Place 2. Crucial positions not filled 3. Male dominated senior positions 4. Lack of recruitment strategy 5. Demotivated staff 6. Not all human resources matter are centrally Handled – each department handles her own human resources 7. Lack of sufficient resources 8. Lack of regular assessment among performance contract employment 9. lack of team work
OPPORTUNITIES	TREATS
	<ol style="list-style-type: none"> 1. Failure to comply with EEA 2. Lack of capacity among other officials 3. Lack of reciprocal relations between councilor and administration

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

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

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

The detailed organogram of Thembisile Hani Local Municipality Hani Local Municipality is reflected in **Figures 2(b)**.

Detailed functions of each department are given here- below:

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

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

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

The Technical Services Department is responsible for water and sanitation, waste removal, technical services, roads and storm water drainage, electricity, Infrastructure development as well as repairs and maintenance. The Project Management Unit is responsible for the implementation and management of capital projects in the municipality.

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

b) Personnel Capacity

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

Constant vacancies require filling of positions with relevant expertise. The personnel capacitation must be done in terms of the priority issues as reflected in the IDP and the skills gaps as indicated in the Workplace Skills Plan.

c) Councillor Capacity

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

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

d) Office Accommodation(Head Office)

The municipality continues to experience the shortage of office accommodation as offices are shared among employees. mobile office seem not to solve the problem. office building is designed and built to alleviate this challenge.

e) Information Management

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

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

f) Satellite Municipal Offices

Currently there are 12 Municipal buildings in various towns of Thembisile Hani Local Municipality viz: - Bundu inn, Kwaggafontein A, Kwaggafontein B, Somphalali D, Vlaklaagte 1, Buhlebesizwe, Mandela, Tweefontein K, Kwamhlanga, Verena, Entokozweni and Kwaggafontein C. Some of these facilities can serve as fully fledged service points in future. These municipal offices need to be refurbished, maintained and construct new offices in other wards.

h) Tribal Council

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

Tribal Areas and Authorities

The six main Tribal authorities who are active in Thembisile Hani Local Municipality are as follows:

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

I) The Ward Committees

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

J) South African Youth Council

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

K) Sport Council

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

L) Religious Forum

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

M) LED Forum

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

N) Aids Council

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

O) Transport Forum

- It was launched and never functional

OBJECTIVE	STRATEGY	ACTION	KEY PERFORMANCE INDICATOR	TIME FRAME	FUNDING R000	SOURCE OF FUNDING	PERSON RESPONSIBLE
To capacitate our employees, councillors and members of community service delivery	<ul style="list-style-type: none"> Each department to submit skills need to corporate services Introduction of bursary schemes for scarce skills Develop a bursary Policy Develop youth/women skill audit Pay our dues to LGSETA 	<ul style="list-style-type: none"> Appointment of SDF Officer Development of Workplace Skill Plan Induction of Ward Committee To implement skills plan of THLM To submit skills plan to LGSETA and claim To award bursaries to top achievers annually to study towards scarce skills qualification 	<ul style="list-style-type: none"> Training needs analysis document developed Workplace skills plan developed and adopted by council Number of skill programme and number of course attended Grants received from LGSETA Bursary Policy developed and adopted by council Monitoring bursary beneficiaries progress 	June 2009 Ongoing June 2009 Ongoing July 2009 Ongoing	R400	Own funding LGSETA Own funding	corporate

To ensure the achievement of employment equity target.	<ul style="list-style-type: none"> Issue adverts in favour of women ,youth, disable and local residents 	<ul style="list-style-type: none"> Development of Employment Equity Plan Submission of employment equity report Equitable appointment of women in managerial positions Equitable appointment of people with disability employees in managerial and non-managerial positions 	<ul style="list-style-type: none"> Draft a quarterly report to council 	May 2009 June 2009 Ongoing Ongoing			Corporate services
To develop new council policies and reviewal of current council policies and development of by-law to run concurrently	<ul style="list-style-type: none"> To equip counillors with relevant skills to developed the policies and research in policies making 	<ul style="list-style-type: none"> Inhouse development of Policies 	<ul style="list-style-type: none"> Improved practice on researched and policies making 	July 2009	R200	Own funding	Corporate services
To ensure that	<ul style="list-style-type: none"> Development of 	<ul style="list-style-type: none"> Consolidating 	<ul style="list-style-type: none"> Number of 	Countinous	R150	Own	Corporate

council, Mayoral and section 79 and other subsidiary committees sit as scheduled	programme of council for a Council and committee meetings	and issuing of agendas timeously	meeting held	May 2009	R250	funding	services
To assist with measuring and monitoring of Performance of Municipality	<ul style="list-style-type: none"> To develop Performance Management System 	<ul style="list-style-type: none"> Service Provider to finalised PMS Implementation of PMS 	<ul style="list-style-type: none"> PMS implemented as required by the legislation 	May 2009	R250	Own funding	Corporate services
To render occupational Health and Safety for all employees	<ul style="list-style-type: none"> Reinforcement of information sharing on health and safety precautions 	<ul style="list-style-type: none"> Appointment of Safety Officer Training of employees on OHS in the workplace Functional committee on health and safety Workshop and seminars 	<ul style="list-style-type: none"> Well displayed fire extinguishers and emergency signs 	June 2010	R100	Own funding	Corporate services
To establish the internal audits units	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Appoint internal auditors 	<ul style="list-style-type: none"> Monitoring day to day municipal finance 	July 2009		Own funding	Corporate services
To enforce discipline in the work place	<ul style="list-style-type: none"> To orientate newly appointed employees on disciplinary procedures 	<ul style="list-style-type: none"> To distribution of Legislation pertaining to 	<ul style="list-style-type: none"> Reduction of disciplinary 	Countinous			Corporate services

and motivation of employees	<ul style="list-style-type: none"> • Provide mentors and coaches • Strengthen Local Labour Forum • Do counselling when necessary • Award excellent performers • Award community members 	<ul style="list-style-type: none"> • disciplinary procedures • Conducting inductions for newly appointed staff • Make code of conduct available to all employees 	hearings		R100 R100	Own funding	Corporate services
To capacitate employees and councillors on HIV Aids epidemic in the workplace	<ul style="list-style-type: none"> • Placement of pamphlet on HIV/Aids • Distribution of condoms at the strategic place 	<ul style="list-style-type: none"> • Development of Policy on HIV/Aids in the working environment • Conducting HIV/Aids awareness campaigns 	<ul style="list-style-type: none"> • Improved HIV/Aids awareness and voluntary testing 	Continous	R50	Own funding	Corporate services
To ensure well being of employees in the workplace	<ul style="list-style-type: none"> • Comprehensive participation in an employee assistant programme 	<ul style="list-style-type: none"> • Development of policy on employee assistant programme 	<ul style="list-style-type: none"> • Effective participation through the reduction of absenteeism and late coming • Strengthen monitoring • Electronic monitoring 	Countinous	R200	Own funding	Corporate services

<p>To manage municipal records</p>	<ul style="list-style-type: none"> • To ensure development of proper filing and archiving system 	<ul style="list-style-type: none"> • To ensure provision of adequate space for existing files and records materials • Installation of electronic record system 	<ul style="list-style-type: none"> • Archiving space allocated • Records management system installed • Electronic document management system 	<p>July 2009</p>	<p>R1.5</p>	<p>Own funding</p>	<p>Corporate services</p>
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6.2 Issue 2: Financial Viability

6.2 Background and Problem Statement

6.2.1 Status

In terms of the Municipal Finance Management Act of 2003, (Act 56 of 2003). The areas of implementation that still need to unfold are in respect of (1) the implementation of the property rates and (2) the implementation of GRAP standards.

The need to establish an internal audit unit in the municipality remains a matter of concern. We are content with the use of the district audit committee. The importance of an internal audit unit ca not be over emphasised as the municipality develops further. The internal audit unit is expected to take charge of matters regarding performance measures and internal controls testing.

The municipality has a limited financial capacity.

OWN INCOMINGSOURCES	OTHER INCOME SOURCES
<ul style="list-style-type: none"> ➤ Land/ Stands ➤ Water consumption ➤ Rates and taxes ➤ Refuse removal charges ➤ Sanitation charges ➤ Municipal Property Rates 	<ul style="list-style-type: none"> ➤ NDM ➤ MIG ➤ MSIG ➤ BRG ➤ DWAF

It is evident from the above that the municipality is heavily dependent on grants. The municipality will thus not be able to sustain itself in the medium and long term when grants are decreased or not allocated. Unless the municipality takes an effort to improve on own revenue collection.

The following are policies existant and finance based:-

1. Preferetial Procurement policy
2. Indigent Policy
3. Donation Policy
4. Tariff policy reviewed very year
5. Debt Collection Policy
6. Asset Management Policy

7. Supply Chain Management Policy
8. Cash and Investment Policy
9. Credit Control Policy
10. Property Rates (Draft)

The number of households billed monthly has increased from 21000 to 23000. The level of payment is also increasing at a slow pace. The increase is however not due existing customer base being more responsible but more due to the increase in numbers of the customer base.

The municipality did appoint debt collectors and the expectation was that their appointment will yield an increase in the collection of arrear amounts owed by customers. The effectiveness of the introduction of the debt collectors is questionable. The collector's contract is expected to be reviewed and an in-house collection unit should be an option that the municipality must consider. The current contract with the debt collectors ends in December 2009. Council will also consider an option of multiple debt collectors for a shorter period of time. Multiple debt collectors will be confined to certain zones (which is five specific areas in the municipality) and certain categories of debtors like government, business and others. This strategy going forward must be implemented parallel to the in-house debt collection unit being established and capacitated.

Municipal pay points are still grossly under achieving in terms of collections versus the cost of the facility as serviced pay point. This statement is truer for the pay points outside of the municipal headquarters. Service delivery complaints are the main reason sited for non payment of municipal accounts. Periodic shortage of water supply in particular is source of this dissatisfaction and resistance.

The municipality does not do well in revenue collection due to lack of proper billing system, bills not reaching their destination, lack of courage/motivation by our employees, proper plans are not in place, distorted database, access to paypoints by communities and the mobilisation of communities to fulfil this obligation. Nevertheless council has made means to improve the situation by the appointment of dept collector who is less effective and the introduction of electronic pay system and use other institution like the post office, banks and supply chain stores.

Failure to collect from formal institutions like government buildings, business and billboards is shortfall on our side. Lack of database for these institutions many account for this failure. Failure to complete the indigent list from the indigent policy. This proves uncertainty in the consumer base. The debt book is growing bigger and there are no plans to reduce it. Although we budget for provision for bad debt there is lack of implementation except individuals who apply. Use of this vote for mobilisation and motivation council should use

this reserve to incentivise rate payers in an effort to encourage them. The transfer of traffic centre to the municipality poses better opportunity for revenue collection.

Various parts of Thembezi Local Municipality have no pay points. The cost versus benefits to have pay points is currently happening at a loss. The following remains targets with regards to the municipality's financial matters:

1. Enhancement of consumer account pay points
Post Offices can now be used as pay points for account payments, online receipting of payments from offices outside the headquarters. Direct deposit to municipal bank account with the account number as the reference. The usage of payments at retail outlets like Shoprite should be implemented as well. A contract to this effect is already signed and implementation should unfold shortly. Eight new pay points in the municipal area will become available for residents to pay for municipal services.
2. Implementation of Indigent Policy and establishment of Indigent register
3. Enhancements of billing data, and data cleansing additional to the current debt collectors contract
4. Proof of residence need has undergone some changes and further fine tuning of this activity must be considered.
5. Support and fast track the FBE Eskom configuration process.
6. Review of debt collector's contract with regards to confinement to certain areas and refining other matter of the contract.
7. Payment of creditors and suppliers within 30 days.
8. Electronic payment of creditors and suppliers to be implemented as matter of priority
9. Consumption billing to certain areas that has where water meters are installed will be a specific target area for financial viability.
10. Continued implementation of the process and procedures to administer the MPRA and the institutional readiness must be addressed.
11. Peruse the process and procedures to implement GRAP standards and implement
12. Activation of two servers to secure municipal finance data to ensure administrative continuation in the event of damage or loss to headquarters (e.g. fire/theft of equipment) Total overhaul of ITC system

6.2.2 SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1. Large revenue base.	1. Poor revenue collection	1.Implementation of MPRA by 01/07/09	1. Land invasion.
2. Traffic centre inheritance	2. Lack of proper Data.	2.Moloto Development Corridor	2. Lack of skills/capacity
3.Solomon mahlangu stadium completion	3. Poor billing system failure to collect revenue	3. Completion of Solomon Mahlangu Stadium.	3.HIV/AIDS
4.Kwagga and kwamhlanga plazas	4. Lack of indigent register.	4.Tourism belt	
5. Large office space.	5.Lack of commitment by staff to collect revenue	5. Sand mining.	5.Power revenue collection
6. Large farm areas.	6. Lack of skills.	6. Availability of large arable land.	6. Poverty & Joblessness
7. Tourism.	7.High unemployment rate	7. Available acres of state land	
8. Full complement of staff		8.Tourism opportunity available	
10. Clean audit report repeatedly			

6.2.3 Potential

The municipality is presently sending out about 23 000 of the potential 68 000 service bills to consumers per month. We usually find that the bills are duplicated as sent to two or more family members. Amounts in these bills sometimes differ. Little effort if any is put in encouraging these consumers to pay. If efforts can be made to collect from capable consumers, business, government and billboards there is a potential for Thembisile hani to tremendously increase her tax base. Mobile office to collect from villages can also improve the situation. Provision for bad debts to be used to incentivise the payment. Collection from our employees should be made a priority Even though the municipality is not in a healthy financial income state; the institution has some revenue potential. If all capable consumers can pay, the municipality can operate more favourable compared other rural municipalities in the province.

A specific target to categories of customers must be considered to bring on board informal business, farms, civil servant and a host of bill boards in the jurisdiction of the municipality. Every single person employed by the institution and service providers have to pay for services whether or not they are breadwinners.

However the shortage of cashiers and lack of pay points are hampering the municipality's collection of revenue. One of the draw backs is that most consumers are not forming part of the municipality's data base. This makes planning very difficult and erratic. The updating of consumers profiles should address the challenge. Ward committees and community development workers (CDW's) should also be corner stones of data collection and indigent identification.

The traffic centre under the function of the municipality should boost the income levels of the municipality. The consideration of a short message service must be done as this will assist with the municipality on the customers' awareness of their responsibility.

6.2.4 Improvement on staff

The department of finance must fill vacant post as fast as it arises The staff turnaround is very high as staff gets capacitated but leave as soon as better pay scales opportunities arise from larger municipalities whilst the same functions are performed.

The training of staff per task basis forms part of a transformation service under the financial reform program and approved by treasury. This will stimulate the importance of every position in the finance section of the municipality and is geared to lift the moral of employees. Treasury did a skills audit and their finding paves the way for targeted personnel development. The departments still need to develop in the following area's.

1. In house debt collection
2. Valuation Roll institutionalisation.
3. Billing and more specific consumption billing
4. Indigent administration
5. Financial year end matters (timely submission of AFS)

OBJECTIVES	STRATEGY	PROJECT/ACTION	INDICATOR	TIME FRAME	COST R000	SOURCE OF FUDING	RESPONSIBILITY
Enhancement of revenue collection.	Update and expand existing data base	Appoint temporary data collectors/ use debt collector	An updated data base	30/09/09	R 200	Equitable share(operation al)	CFO
	Conduct payments awareness campaigns and promote newly, established pay points	Interacting with communities through meetings. Bringing pay points nearer to the people resuscitating dysfunctional pay points & establishing new ones.	<p>Improving payments by increasing pay points</p> <ul style="list-style-type: none"> ▪ SMS service to consumers. ▪ Conducting of community meetings ▪ Completing by laws and gazetting them. 	31/10/09	R 100	Own funds	CFO
	Passing of By- laws that enhance the income.	Developing laws supporting income	Existence of By- laws aimed at revenue collection, targeting interalia , billboards, water usage, etc	31/12/09	R200	Own funds	CFO
	Improve access to paypoints for	Purchase of a mobile paypoint	Delivery of mobile programme for	July 2009		Own funds	CFO

	customers		collection of revenue at different villages						
	Implementation of MRPA processes	Facilitating the adoption of MPRA and establishment of general valuation roll	implementation of rates taxes as per MPRA	July 2009	R 5000	Own funds	CFO		
	Targeting formal and informal business to be regular payers, government employees and billarboards	Reaching an agreement with formal and informal business owners to pay for services	Payment of services by formal and informal business owners	31/03/09	R 10	Own funds	CFO		
	Traffic centre revenue collection	Account and administer traffic centre as per contractual agreement	Oversee proper management of traffic centre revenue	On going	R50		CFO		
	Improving billing system in line with the payment history	Payment of account to be linked to proof of residence activity including charging of R300 refundable deposit	Electronic payment system	01/09/09	R2	-	CFO		
Employment of staff	Employment and training of staff to implement finance strategies	Filling of vacant posts on envisaged organogram. Training of staff to task specific finance activities	Training of staff to deal with GRAP and MPRA implementation plus daily tasks on finance functions	30 /06/09	R650	-	CFO		
Implementation	To ensure online	<i>Installation of online</i>	Implementation of	01/09/09	R500	-	CFO		

of electronic payment system	receipting of payments from the community at remote offices	<i>consumer payment system</i>	the electronic payments system					
	Ensuring payment by electronic systems	To pay creditors, suppliers, salaries and other electronically	Payments by the municipality done electronically reduction of cheques usage	31/10/09	R12	Operational	CFO	
To reward and incentivise service payments	To encourage defaulters to pay and reward regular payers	Rewarding regular payers and encouraging non-payers	Number of rewards given and number of defaulters paying	31/10/09	R500	Own funds	CFO	
Data protection	Effective data protection and recovery	Installation and implementation of backup service and remote data storage	Minimal to no data losses	30/08/09	R500	Operational	CFO	
Free basic electricity	Implementation of FBE	Support and finance FBE roll out to consumers	FBE roll out to consumers are paid for and maintained.	30/09/09	R10	Own fund equitable share	CFO	
Identification of Indigent s	Compilation of the indigent register	Appointment temporary/data collector	Indigent register	30/09/09	R 300	Equitable	CFO	
Make the department effective and efficient	Establishment of budget steering committee, internal committee	Launching of the structure, programme and regular report to council	Operational structure	31/05/09			CFO	

6.3 Issue 3: Communication and Consultation

6.3.1 Background and Problem Statement

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

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

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

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

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

Aspects of the above are briefly discussed below.

a) Inter-governmental relations

In 2005, the Inter-governmental Relations framework Act was passed to ensure that the principles in Chapter 3 of the Constitution on co-operative government are implemented. Thembisile Hani Municipality adheres to all the principles of the Inter-governmental

Relations Framework Act in coordinating all inter-governmental service delivery programmes that seeks to provide services, alleviate poverty and promote development

b) Community Outreach Meeting

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

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

c) Ward Committees

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

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

d) Forums(fora)

LED Forum

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

Religious forum & other

Council has initiated the formation of a number of forums that register for recognition from council. Other forums, and councils remain a responsibility of council i.e. sport council, aids council, SAYCO 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 are both the technical and joined IDP forums paragraph the IDP activities terminate in a IDP indaba.

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

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

e) Disaster, Urgent & Crisis Communication Strategy

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

6.3.2 SWOT ANALYSIS

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

Objectives	Strategy	Projects/Action	Indicators	Timeframe	Amount R000	Source	Responsibility
To monitor community satisfaction on service delivery	Implement a community survey to monitor community satisfaction on service delivery	Conduct a Community satisfaction survey by service provider	Submission of survey outcome to council	July 2009	R300	Own funding	Municipal Manager
Development of easy instrument on Language usage	Establishment of internal policy development committee	Development of language policy	Submission of language policy to council for approval	Sept. 2009	R20	Own	Manager Corporate & Public Liaison
Improve communication, participation between Council and its communities	Continuation of Municipal Izimbizo, Executive Mayoral Outreach, Community & ward committee Meetings,	Implementation of Outreach and Izimbizo programme as directed by council resolution and communication strategy (C/S)	Submission of report to Council	On – going	R1.5 million	Own funding	Municipal Manager
Improve communication, participation between Council and its communities	Dissemination of information	Production of Newsletter, suggestion boxes & notice boards	Distribution of newsletter to all strategic points in THLM	Quarterly	R500	Own funding	Municipal Manager
Effective Coordination of all Council events	Appointment of Event coordinator	Advertisement of post	Finalization of appointment of event coordinator	July 2009	R110	Own funding	Municipal Manager
Marketing the Council local and international for investment	Populating Council information	Website up-date	Website updated	Quarterly	R50	Own funding	Municipal Manager
Effective and efficient	Utilization of various mechanisms to	Advertisement for prospective service	Delivery of Compact sound system Truck	Oct 2009	R1 million	Own funding	Municipal Manager

communication	communicate	provider	Installation of Share Call and SMS	Sept 2009	R500	Own funding	Municipal Manager
	Utilization of various mechanism to communicate	Advertisement for prospective service provider as directed by C/S	Installation of Share Call and SMS	Sept 2009	R500	Own funding	Municipal Manager
	Assess the effectiveness of the communication strategy	Up-date the strategy and putting the implementation plan	Strategy up-dated and report submitted to Council	July 2009	R10,00		<i>Manager Corporate & Public Liaison</i>
Strengthening participation and communication	Capacity building and involvement of ward committees on the matters of service delivery, monitoring tool & reporting systems	Roll-out Ward Committee Programme i.e. Re-launching Induction workshop Training, develop a clear monitoring tool & reporting systems	Submission of report to Council	July 2009	R1.2 million	Own funding	Municipal Manager
Utilization of own resources to all municipal events.	Accommodating councillors and public in general in one marquee	Calling for quotation from prospective service provider	Delivery of 20m width x 50m length clear span aluminium marquee	Oct 2009	R500	Own funding	Municipal Manager
Utilization of own resources to all municipal events.	Ensuring that where ever the municipal event is there is electricity available	Issuing of advert for prospective service provider	Delivery of electric standby generator	Oct 2009	R650	Own funding	Municipal Manager
Popularize the fallen hero	To market our municipality through the erection of statue and brief history about Thembisile Hani's life	Advert for prospective sculptor	Appointment of sculptor and erection of Thembisile Hani Sculpture	Dec 2009	R 3 million	Own plus donors	Municipal Manager
To clearly indicate where the boundary	Erection of public signage with	Issuing public notice calling for prospective	Appointment of prospective service	Sept 2009	R300	Own funding	Municipal Manager

of our municipality starts and end	welcoming and farewell message to all people entering and leaving municipal area	service provider	provider and erection of public signage				
Popularize municipal Coat of Arms, vision & mission, services charter and displaying all municipal events	Erect the art works of municipal Coat of Arms with stainless steel and lockable displaying units for archiving purposes	Issuing public notice calling for prospective service provider	Appointment of prospective service provider and erection of art works and displaying units	October 2009	R400	Own funding	Municipal Manager
Understanding sign language	Installation of control system Train official on sign language	Identification of possibility Get service provider	System installed The official be trained	Sept 2010 April 2010	2m	Own	Manager
Improve access to council info	Distribute notice board to all villages	Notice board to more villages					

6.4 Issue 4: Water

6.4.1 Background and Problem Statement

b) Bulk Supply

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

c) Institutional Capacity

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

“The department option is regarded as more appropriate to the circumstances of Thembisile Hani Local Municipality. The mechanism would, however, require many things: separating water and sanitation services out of the 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 with in 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.

3. *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. *Reficulation has taken palce in more than 60% of the villages with the installation of stand pipes yard connections and meters.*

6.4.2 Swot analysis

STRENGTH	WEAKNESSES
<ol style="list-style-type: none"> 1. 96% of our communities receive water in an RDP standard 2. WSDP in place 3. Funding by other spheres of government 4. Quality water test done twice a month 	<ol style="list-style-type: none"> 1. No strategy in place on water conservation and water demand management 2. No water by-law in place 3. no meter reading even on areas where we have metered 4. no proper data
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. experienced and reliable service provider- Rand Water Board 	<ol style="list-style-type: none"> 1. Poor revenue collection 2. Old infrastructure 3. No raw water source 4. Majority of households are indigent 5. Resignation of skilled officials 6. Illegal invasion of land

e)Local Supply

The following zones represent water and sanitation service delivery areas:

Municipal Zoning	
Zone	Area
1.1	Moloto North
	Moloto South
1.2	Engwenyameni
	Jordan
	Mandela
	KwaMhlanga
	Luthuli
	Phola Park

	Phola Park Extension
	Mountain View
	Sun City
	Zakheni
	Zakehni Extension
2	Buhlebuzile
	Sakhile
	Thembaletu
	Thokoza
	Somarobogo, F, G, H, J, N
	Belfast
	Vezebuhle
	Zenzele
3.1	Phumula, B, C, D, K
	Vlaklaagte 1
3.2	Buhlebesizwe
	Mzimuhle
4.1	Buhlebesizwe
	Kwaggafontein A, B, C, D, E (Vrisgewaagd)
4.2	Zithabiseni
	Bundu
	Mohlamunyane
	Machipe
	Mathys Zijl Loop
5.1	Langkloof
	Verena A, B, C, D
	Wolvenkop
5.2	Bronx Mine

Figure 10 graphically illustrates the current situation with regard to water supply in Thembisile Hani Local Municipality. The most important feature in this regard is the areas indicated in red where there is no water supply. Areas where there is a supply network, but it needs to be expanded by way of additional connections are indicated in dark blue. Water metres (light blue) are required in all the areas of the municipality the remainder of the area is fairly well-served as far as water reticulation is concerned (green). It should, however, be noted that this is not to say that there are no problems in these areas, but the general condition of water supply is good.

Also indicated on figure 10 is the bulk water network for Thembisile Hani Local Municipality. From this it is evident that the 2 main supply lines come from Kungwini Municipality and Rand Water in the south. From here it links into a system comprising 16 reservoirs which serves the entire Thembisile Hani Local Municipality.

The table below reflects the status quo of service backlogs per households and required budget to meet MDGs

Sakhile has been reticulated and partially erf connected

The following table lists the prioritised projects for water and sanitation in the Thembisile Hani Local Municipality.

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

Below table represent the status quo of FBW provision

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

Thembisile Hani Local Municipality:- to developed the following Policies

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

No	Description	Amount
1	Replacement of level control valves	R300 000
2	Installation of bulk water meters	R2 000 000
3	Cathodic protection on main bulk water line	R2 000 000
4	Verena bulk water supply rehabilitation	R15 000 000
5	25MI reservoirs	R25 000 000
6	Boreholes on farms	R3 000 000
7	Bulk water and sanitation new settlements	R10 000 000
8	Repair air valves and valve chambers on bulk water lines	R2 000 000
9	Vlaklaagte 1 reservoir bypass modification	R2 000 000
10	Main sewer outfall lines	R20 000 000
11	Upgrading KwaMhlanga oxidation pond	R3 000 000

12	Upgrading Tweefontein oxidation pond	R15 000 000
13	Establishment of an eastern regional sewage works	R10 000 000
14	Establishment of southern regional sewage works	R10 000 000
15	Zoned 1.1 – Extend water distribution, reticulation, install erf connections and water meters	R1 550 000
16	Zones 1.2 – Extend water distribution, reticulation, install erf connections and water meters	R8 500 000
17	Zoned 2 – Extnd water distribution, reticulation, install erf connections and water meters	R6 550 000
18	Zoned 3.1 – Extend water distribution, reticulation, install erf connections and water meters	R2 500 000
19	Zoned 3.2 – Extend water distribution, reticulation, install erf connections and water meters	R250 000
20	Zoned 4.1 – Extend water distribution, reticulation, install erf connections and water meters	R3 050 000
21	Zoned 4.2 – Extend water distribution, reticulation, install erf connections and water meters	R3 300 000
22	Zoned 5.1 – Extend water distribution, reticulation, install erf connections and water meters	R3 500 000
23	Zoned 5.1 – Renovation of water pump machines and/or boreholes	R650 000
24	Zoned 5.2 – Extend water reticulation, install erf connections and water meters	R650 000
25	Zone 1.1 – Provision of VIP toilets	R1 700 000
26	Zone 1.2 Provision of VIP toilets	R7 300 000
27	Zone 1.2 – Extension of sewer reticulation and connection to sewer mains	R5 525 000
28	Zone 1.2 – Upgrading the capacity of oxidation ponds	R1 450 000
29	Zone 2 – Provision of VIP toilets	R11 900 000
30	Zone 3.1 – Provision of VIP toilets	R3 400 000
31	Zone 3.1 – Upgrading the capacity of oxidation ponds	R500 000
32	Zone 3.1 – Extension of sewer reticulation and connection to sewer mains	R450 000
33	Zone 3.2 – Extension of sewer reticulation and connection to sewer mains – conversion of VIP toilets	R950 000
34	Zone 3.2 – Provision of VIP toilets	R850 000
35	Zone 4.1 – Provision of VIP toilets	R3 950 000
36	Zone 4.2 – Provision of VIP toilets	R3 400 000
37	Zone 5.1 – Provision of VIP toilets	R4 700 000
38	Zone 5.2 – Provision of VIP toilets	R1 700 000
Totals Thembisile Hani Local Municipality		R193 425 000

- To complete the 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.

- To improve the technical level of expertise in the municipal area (STRIP)
- To design and launch Water Education Programmes in the municipal area (STRIP)
- To incrementally implement upgrading and expansion related capital projects intended to improve the water supply to residents of Thembisile Hani Local Municipality.
- To implement proposals regarding the institutional arrangements required to perform the Water Services Authority function assigned to Thembisile Hani Local Municipality.
- To ensure that bulk water and electricity is available for development of industrial areas.

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

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

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

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

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

Objectives	Strategy	Projects/Action	Indicators	Timeframe	Amount R000	Source	Responsibility
Water Service Development Plan	To developed and completion of Water Service Plan	Finalisation of Water Service Plan developed	Water Serviced Plan developed	Jan 2010	R 800	Own fund	Technical services
Water Service Master Plan	Development of Water Service Master Plan	Finalisation of Water Service Master Plan	Water Master Plan developed	Dec 2009	R1.5	Own fund	Technical services
MIG Projects	Registration of MIG projects	Finalisation of registration of MIG projects	MIG project registered	Mar 2009	R60 million	Own fund	Technical services
Water services Authorities	Institutionalising the water provision	Finalisation of institutionalising the water service authority	Water service authority finalised	Jun 2009		Own fund	Technical services
Provision of water to all the households at RDP level (200m), walking distance, places of worship and business	To facilitate bulk water supply form all water sources	<ul style="list-style-type: none"> Complete water reticulation in all wards Installation of zonal reservoirs 	<ul style="list-style-type: none"> Successful completion of all water projects Feasibility study conducted 	Mar 2010 July 2009	R18 R400	MIG Own fund	Technical services
	Water conservation and water demand management	<ul style="list-style-type: none"> Formation of multijurisdiction entity water forum Rehabilitation of wetlands Water restriction by-law 	<ul style="list-style-type: none"> Speeding up the conduction of section 78(3) Identification of wetlands Having inform community on water restriction 	R200 R200 R50 R500	Sep 2009 Dec 2009 Dec 2009 Dec	NDM Own Own Own	Technical services

	Registration of projects on time	<ul style="list-style-type: none"> Water service policy Water service by laws Registration of projects Optimisation of maintenance and repairs to all systems 	<ul style="list-style-type: none"> Submission of water service policy to council for adoption Registration of projects Maintenance and repairs of all pipes, valves, pumps and reservoir 	R4000	2009 Cont.	NDM Own/DWA F	Technical services
	Sourcing of ground water for farm supply	<ul style="list-style-type: none"> Drilling, siting, equipping and rehabilitation of boreholes 	<ul style="list-style-type: none"> Having provided water to all farm areas 	R3000	Jun 2009	NDM	Technical services
Awareness campaign on water usage	Community awareness campaigns recycling and purification of waste water and rain water rehabilitated	<ul style="list-style-type: none"> Awareness campaigns on usage of water Feasibility study be conducted on the recycling and purification of waste water Installation of isolating valves in the reticulation system implementing a phase in approach Identification of stakeholders and launching of forum 	<ul style="list-style-type: none"> Campaigns conducted Feasibility study report compile Installation of isolating valves at zone 1 starting with the most problematic villages Having launched the forum 	R50 R3000	Mar 2010 Jun 2010	Own	Technical services
To ensure effective	Investigate the establishment	<ul style="list-style-type: none"> To investigate 	<ul style="list-style-type: none"> Motor vehicle 	R5000	April 2009 June	Own	Technical

fleet management	of municipal vehicle motor scheme	possibilities on the establishment of municipal vehicle motor scheme	scheme		2009		service and corporate services
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6.5 Issue 5: Sanitation

6.5.1 Background and Problem Statement

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

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

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

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

6.5.2 SWOT ANALYSIS

STRENGTH	WEAKNESSES
1. Funding by other spheres of government	1. little allocation for this purpose 2. improper monitoring of projects 3. No sanitation management by-law 4. no sanitation master plan
OPPORTUNITIES	THREATS
1. Oxidation pond at tweefontein K has the capacity to accommodate two other villages. 2. Support from DWAF	1.unplanned settlements due to illegal occupation 2. water shortage 3. lack of capacity among other service provider 4. Under ground water protocol is a challenge 5. No strategy to empty full toilets 6. water protocol is a challenge 7. lack of skill and commitment by employees

The plan that indicate how many household been provided and how is the backlog, but if you look at the strategy we are currenty employngdo address sanitation and the are water ponds in KwaMhlanga and Tweefontein K which address the water waste treatmentin Thembisile Hani Local Municipality:

(The status quo to be updated)

NO	AREA	TOTAL NUMBER OF HOUSEHOLDS	HOUSEHOLDS SUPPLIED WITH VIP TOILETS	HOUSEHOLDS WITH WATERBORNE SEWAGE	BACKLOG	
					VIPs	WATER BORNE
1	BOEKENHOUTHOEK	2,890	270		2,620	2,890
2	ZENZELE	1,220	447		773	1,220
3	BUHLEBUZILE	1,558	177		1,381	1,558
4	BUHLEBESIZWE	3,124	750		2,374	3,124
5	BUNDU	1,589	560		1,029	1,589
6	CHRIS HANI	1,200	100		1,100	1,200
7	KLIPFONTEIN	970	****		970	970
8	KWAGGAFONTEIN "A"	5,038	400		4,638	5,038
9	KWAGGAFONTEIN "B"	1,230	115		1,115	1,230
10	KWAGGAFONTEIN "C"	2,873	115		2,758	2,873
11	KWAGGAFONTEIN "D"	2,201	249		1,952	2,201
12	KWAGGAFONTEIN "E"	879	****		879	879
13	KWAMHLANGA "A",B,BA & MA"	2,003		1,970	Not needed	33
14	LANGKLOOF	800	360		440	800
15	LUTHULI	600			600	600
16	MACHIPE	621			621	621
17	MANDELA	3,306			3,306	3,306
18	MATHYSENZLOOP	1,414	166		1,248	1,414
19	MOLOTO SOUTH	5,340	1,500		3,840	5,340
20	MOLOTO NORTH	2,780	1,090		1,690	2,780

21	MOUNTAINVIEW	2,100			2,100	2,100
22	MZIMUHLE	3,370	220		3,150	3,370
23	PHOLA PARK	2,273	180		2,093	2,273
24	SUN CITY "A"	1,580	630		950	1,580
25	SUN CITY "AA"	1,100	883		217	1,100
26	SUN CITY "B"	976			976	976
27	THEMBALETHU	1,600	177		1,423	1,600
28	THOKOZA	1,299	110		1,189	1,299
29	TWEEFONTEIN"A"	1,180	500		680	1,180
30	TWEEFONTEIN"B"	1,820	400		1,420	1,820
31	TWEEFONTEIN"C"	1,820	490		1,330	1,820
32	TWEEFONTEIN "D"	693	210		483	693
33	TWEEFONTEIN"E"	1,837	49		1,788	1,837
34	TWEEFONTEIN"F"	1,297			1,297	1,297
35	TWEEFONTEIN"G"	1,078			1,078	1,078
36	TWEEFONTEIN"H"	1,588			1,588	1,588
37	TWEEFONTEIN"J"	1,200	****		1,200	1,200
38	TWEEFONTEIN"K"	1,900			Not needed	1,900
39	TWEEFONTEIN"N"	450			450	450
40	VERENA "A &B "	2,500			2,500	2,500
41	VERENA "C"	2,000			2,000	2,000
42	VERENA"D"	2,686	500		2,186	2,686
43	VEZUBUHLE	2,366	380		1,986	2,366
44	WOLVENKOP	1,089	326		763	1,089
45	VLAKLAAGTE 1	3,700	950		2,750	3,700
46	ZAKHENI & Extention	1,256			1,256	1,256
TOTALS		86,394	12,904	1,970	73,490	84,424

Objective	Strategy	Projects	Key Perf. indicator	Timeframe	Budget R000	Source	Responsibility
Provision of decent sanitation to all household,places of worship & businesses sites	Building of suitable toilets structures depending on under ground water table	Building of 5000 VIP toilets (Low-High)	5000 VIP toilets build	March 2010	R27 500	MIG	TDS
	Develop Sanitation Master Plan	Formulation of sanitation master plan	Sanitation Master Plan approved	March 2010	R300	Own	TDS
To regulate the sanitation activities	Develop sanitation management by-law	Formulation of sanitation management by-law	By-law developed	Dec 2010	R 300	Own	TDS
To keep sewerage Treatment works functional	Regular maintenance of the Sewerage Works	Skills development for the existing staff	Skilled officials	Jul-09	R 200	DWAF	TDS
		Replace and Employ staff in the sewerage works plant	Additional staff employed	Oct - 09	R 500	DWAF	TDS
		Maintain Tweefontein K sewerage treatment works plant Complete the pipeline to ext.K from Muzimuhle and Buhlebesizwe	Well maintained ponds	Dec - 09	R5000	DWAF	TDS

		Upgrade kwaMhlanga sewer plant	Extend capacity of the kwaMhlanga sewer plant	Mar-10	R3000	DWAF	TDS
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6.6 Issue 6: Electricity

6.6.1 Background and Problem Statement

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

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

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

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

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

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

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

Public lighting is one of the ways that reduce crime and is a responsibility of the municipality. The municipality has high mast lights, midblock lights and street lights at different villages. These have proven not to be sufficient. Contact crimes still take place. Operations and maintenance remain crucial for the existing ones and addition of new ones.

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

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

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

The following inputs were provided by the community:

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

According to Eskom the Funding Allocation Process works as follows:

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

Objectives	Strategy	Projects	Indicator	Start/end date	Budget R000	Source
Provision of electricity to all households	To engaged both DME and ESKOM on the funding and planning towards electricity distribution Launching of the electricity forum	Distribution of electricity	Completion of reticulation	March 2010	R 18000	DME
		Launching of the forum	Existence of the forum	April 2009	R4000	OWN
	Provision of an alternative source	Investigation usage of solar system	Practical usage of solar systems	June 2010	R 25	OWN
Provision of electricity on the existing settlements, places of worship & businesses sites	To engaged Eskom for the electrification for the existing settlements, areas identified for human settlement and farm areas		Number of areas electrified	continous		TSD, Eskom
		Installation of the back-up system in the Municipal offices	Installation of the back-up system	June 2009	R400	OWN

<p>Provision of electricity on the existing settlements, places of worship & businesses sites</p>	<p>To engaged Eskom for the electrification for the existing settlements, areas identified for human settlement and farm areas</p>	<p>Priority areas for electricity provision are as follows: - Tweefontein “K” - Tweefontein M Extension - Sakhile/extention Thokoza -Sun City AA Phase 2 - Moloto Extension 11 -Electrification areas identified for human settlement -Electrification of farm areas Businesses & church sites</p>	<p>Number of areas electrified</p>	<p>continous</p>		<p>TSD, Eskom</p>
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Eskom Funded Projects

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

Own funded projects

Twefontein K

6.6.2 SWOT ANALYSIS

STRENGTH	WEAKNESSES
<ol style="list-style-type: none"> 1. 99% of our communities are electrified 2. Equitable share for FBE 3. Funding from other spheres of government 	<p>Land invasion</p>
OPPORTUNITIES	THREAT
<ol style="list-style-type: none"> 1. Usage of other sources of energy 2. Business opportunity 	<ol style="list-style-type: none"> 1. The municipality is not a license holder 3. Unnecessary cutoffs 4. Vending stations not accessible 5. Low capacity of the bulk 6. Illegal connections

6.7 Issue 7: Roads and Stormwater

6.7.1 Background and Problem Statement

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

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

Apart from the Thembisile Hani Local Municipality, the Nkangala District Municipality and the Provincial Department of Roads and Transport also have responsibilities regarding the provision and maintenance of road infrastructure in the municipal area.

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

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

- The stormwater masterplan has not taken effect.
- Stormwater 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 stormwater provision in the re-gravelled and tarred streets. It is therefore essential to ensure that all incomplete streets and storm water projects must be completed prior commencement of any new projects. **The principle stands that any project to be implemented in future should be completed prior commencement with a new project.** All streets within the municipality needs attention in terms of surfacing and storm water drainage although this will be through a phase-in programme be 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 Intergrated 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:

1. Upgrading of provincial roads:

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

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.

6.7.2 SWOT ANALYSIS

STRENGTH	WEAKNESS
Availability of the plant	No drivers for the plant
Completion of Bermuda roads	
OPPORTUNITIES	THREATS
Easy access of bus roads by the road users	Internal roads are seriously damaged
	Pot holes on our tarr roads
	Not quality roads delivered by contractors
	Most of the land is water lock

Objective	Strategy	Projects	Key Perf. indicator	Time frame	Budget R000	Source	Responsibility
Provision of sustainable safe road & frastructure	Development of roads and storm water Master Plan	Formulation of roads and storm water master plan	Master plan approved	Sep 2009	R2000	Own funds	TDS
	Development of municipal bus roads and storm water	Completion of incomplete municipal roads and storm water (short - long) in phases	No. of kilometres completed of municipal bus roads and storm water channels	Jun 2010	R10m	Own fund	
	Surfacing of internal roads and development of storm water channels (Phase in Approach)	Pavement of internal streets and storm water channels through labour intensive programme (waterlogged : High - Low)	No. of kilometres of streets paved and storm water channels created	Jun 2010	R5m	Own fund	
	Putting up signage to all roads	Install roads and name signs to all roads through a programme	Number of labourers employed in the project	Jun 2010	R2m	Own fund	
	Development of roads maintenance plan	Maintenance of all existing roads	75% of road signage installed per phase	Jun 2010	R 200	Own fund MPG/NG	
	Development	Implementation of	40% maintenance of roads, access	Ongoing	R5m	Own fund	

	of accessibility and mobility within the communities	IRMA projects (bridges, access routes, pedestrian paths)	to public places				
	Accessible municipal roads	Re-gravelling and construction of storm water channels	Accessible paths, bridge Accessible municipal roads	Jun 2010	MPG/NG		
	Development and upgrading of the road R573	Construct pedestrians overhead bridges	Overhead pedestrian bridges constructed	Jun 2010	MPG/NG		
	Clear pavements and organise space for hawkers	Installation of traffic lights along all intersections	Traffic lights installed	Ongoing	MPG/NG		
		Codoning of the R573 road	Access to the R573 regulated	Ongoing			
		Building of stalls at Kwagga & KwaMhlanga plaza	Organised road sites	Ongoing			
		Completion of the bus route in Tweefontein G	Completion of the bus route in Tweefontein G	Ongoing	R1.6m	NDM	TDS

		Completion of bus route in Muzimuhle	Completion of the bus route in Muzimuhle		R3.2m	NDM	TDS
		Completion of bus route in Thokoza	Completion of bus route in Thokoza		R3.2m	NDM	TDS
		Completion of bus route in Verena A-B	Completion of bus route in Verena A-B		R3.2m	NDM	TDS
		Completion of bus route in Tweefontein C&D	Completion of bus route in Tweefontein C&D		R4m	NDM	TDS
		Completion of bus route in Mandela-Luthuli	Completion of bus route in Mandela- Luthuli		R4.8m	NDM	TDS
		Completion of bus route in Phola Park	Completion of bus route in Phola Park		R4.8m	NDM	TDS
		Completion of bus route in Thembalethu-Zenzele	Completion of bus route in Thembalethu- Zenzele		R4.8m	NDM	TDS
		Completion of bus route in Vezubuhle	Completion of bus route in Vezubuhle		R4.8m	NDM	TDS
		Completion of bus route in Vezubuhle	Completion of bus route in Vezubuhle		R6.4m	NDM	TDS
		Completion of entrance road industrial area	Completion of entrance road industrial area(Tweefontein)		Own Funding	THLM	TDS

“PRIORITY BE GIVEN TO THE SHORTEST ROUTE AND TO THE LONGEST”

PRIORITY PROJECTS

Areas	Km
Twefontein “G”	
Mzimuhle	
Thokoza	
Verena A-B	
Twefontein C and D	
Mandela Luthuli	
Phola Park	
Thembaletu	
Zenzele	
Thembaletu	
Vezubuhle	
Vezubuhle	
Kwaggafontein E	
Somphalali	
Suncity C	
Twefontein N	
Twefontein J	
Kwamhlanga	
Thembaletu-twefontein G	
Suncity A	
Thembaletu zenzele	

6.8 Issue 8: Public Transport

6.8.1 Background and Problem Statement

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

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

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

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

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 government institutions.

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

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

- That an agreement is reached between the NDOT, Mpumalanga Province, following Consultation between the Provincial Government and NDM, about the funding requirements for the preparatory tasks;

- That a recommendation be submitted to the Minister of Transport for an official reply;
- The reply from the Minister will be an in-principle approval upon which the exact capital cost and feasibility must be calculated to be submitted for the consideration to access the available budget and/or the other avenues of funding.

Following from the above the Minister of Transport recently announced in a letter to the Nkangala District Municipality his endorsement for the project, as quoted:

“That the project be treated as part of the priority corridor strategy of the National Passenger Rail Plan” and “That a detailed feasibility study be conducted on the proposed Moloto rail line corridor”.

The detailed study referred to in the letter is currently in process and succeeds previous pre-feasibility studies. The detailed study incorporates the rail routing process, capital and operating cost determination, community consultation, land reservation, final feasibility, EIA, employment assessments, amongst other items.

To date only the rail routes within Thembisile and Dr JS Moroka received attention and now the sections to link with Tshwane (Gauteng) and Sekhukhune (Limpopo) will also be attended to.

The Moloto rail corridor is a massive project and forms an anchor project of Mpumalanga Province moving to 2010. The consortium has already been allocated an office space at our KwaMhlanga offices. The municipality has mobilised all transport stakeholders and established a Transport Forum. The forum is dysfunctional and council wishes to revive it. The Integrated Transport Plan needs to be finalised. This plan needs to accommodate the 2010 FIFA World Cup and be used to create more job opportunities and alleviate poverty. The municipality needs to take charge of all the taxi ranks,

6.8.2 SWOT Analysis

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

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

	smooth the relationship	operators within the area through the transport	within the municipality				
To deal with all issues raised by the communities including complaints about treatment by taxi operators.	Consultation with taxi operators and public, do skills development on public handling	Develop a consultative programme and training of taxi operators on public transport relations and enhance Local Trans. Forum role in the taxi industry.	Training workshops and public education on relations conducted	Continuous	R20	THLM/NDM/MPG	SDS
	Commuter complaints/enquiries service	establish commuter call centre	commuter call centre business plan developed and submitted to council	Jun-09		THLM/NDM/MPG	SDS
To regulate the utilisation of taxi ranks	regulate the taxi rank facilities	Develop by-law on utilisation of taxi ranks and taxi operations	By-law developed and promulgated on utilisation of taxi ranks within the municipality	Jun-09	R50	THLM	SDS
To better the transport systems in the municipality area.	Establishment of public transport service on the Vlaklaagte II /Witbank road (bus and/or rail service)	Feasibility study of establishment of public transport service on the Vlaklaagte II /Witbank road (bus and/or rail service)	Feasibility study report compiled and presented to Council regarding the provision	Jun-09	R100	THLM	SDS

6.9 Issue 9: Cemeteries

6.9.1 Background and Problem Statement

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

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

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

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

Recommended areas for establishment of sub-regional cemeteries

Kwamhlanga / Moloto -	Zone 1
Twefontein "E" (next to mahomed shop)	Zone 2
Buhlebesizwe -	Zone 3
Zithabiseni /Bundu	Zone 4a
Kwaggafontein	Zone 4b
Verena "C"	Zone 5

6.9.2 SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • We have a dedicated department for cemeteries • There is enough space • Other municipal department cooperates 	<ul style="list-style-type: none"> • No burial Policy or by law • Lack of management • No pauper burial by-law
OPPORTUNITIES	THREATH
<ul style="list-style-type: none"> • People are willing to work with the municipality • Undertakers are also willing to work with us • Municipal services are affordable 	<ul style="list-style-type: none"> • No site plan • Unknow corpse burried at our cemeteries • Lack of working relationship

OJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R 000	SOURCE	RESPONSIBILITY
To provide a well-managed regional cemetery service to the community and to have a full range of services/amenities available at each of sub-regional regional cemeteries	Establish cemeteries in the Thembisile Hani Local Municipality area and to provide proper ablution, lighting, fencing, water and maintenance services at each of these facilities	Commission a study on the establishment of zonal cemetery and implementation.	Feasibility study report	April 2009	R200	Own	SDS
Closing of existing cemeteries in the area and to update the relevant burial registers.	Determine physical conditions of the existing cemeteries	*conduct audit on physical conditions of the existing cemeteries *Consult community for closing down of the existing cemeteries	*Audit report presented to Council * relocation to the new developed cemeteries	June 2009 continuous	R200 R10	Own Own	SDS SDS
To keep records and proper	Regulate the burial	To assist with the development of by-law	*by-law developed and	Sep 2009	R300	Own	SDS/ Cooperate Services

accountability on burials within the municipal area	process and recording installing and electronic system of burial registrar.	to regulate cemeteries	promulgated *burial registers developed				
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6.10 Issue 10: Waste and Environmental Management

6.10.1 Background and Problem Statement

a) Waste Management

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

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

The detailed information of each component is as follows:

- i. Solid Waste Management and Recycling

The component is two fold namely:

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

a) Solid Waste Management

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

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

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

(ii) Geotechnical Engineering/Geology

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

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

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

(iii) Environment Impact Assessment

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

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

(iv) Education Awareness Programmes

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

arm in case there are technical orientated awareness aspects and questions that should be dealt with.

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

(v) Water Related Matters

This includes the following:

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

This includes the following:

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

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

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

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

b) Environment Management

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

- The northern part of the Thembisile Hani Local Municipality which is characterised by mountainous areas which include the SS Skosana Nature Reserve between Goederede and Entokozweni, the Mabusa Nature Reserve which covers the central northern part of the municipal area, as well as the Loskop Dam Nature Reserve which covers the eastern part of the study area. At regional level there is potential to link all these nature reserves to one another and to the 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. *Performing of the function within the municipality*

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

Table 1: Projects to enable improve and expand waste removal 2009/10

Project	Funding	Funding Source
1) Procurement of weighing	150 000	Existing funds
2) Disposal site		
2.1 1 x Trash Compactor	735 000	Own funds
2.2 1 x Tipper truck	500 000	Own funds
3) Refuse removal equipment	1 000 000	Own funds
3.1 2 x (13x3) Refuse removal trucks	1000 000	Own funds
3.2 1 x Truck with a power X system of (6m3)	900 000	Own funds

OJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R 000	SOURCE	RESPONSIBILITY
To improve and expand the existing Waste Removal Service in the Thembisile	Improve and Expand the existing waste removal service to an additional 5000 households	* purchase new additional waste removal equipments – as per Table 1 below * purchase refuse bins for households as per Table 2 below * Facilitate the composition of the Cooperatives to assist in expanding the service by signing the SLAs	*5000 new households registered in the municipal database for refuse collection * 5000 refuse bins distributed to households	June 2010	R3.5 m	Own	TSD
To regulate waste Management in the municipality	* formulate waste management by-law, strategy ,programmes and plan within the municipality	Develop waste management by-law, strategy ,programmes and plan	waste management by-law promulgated and , strategy ,programmes and plan adopted by Council	December 2009	R250	Own	TSD
To establish a regional, long term landfill site	Waste and environmental management programmes in the municipality	Feasibility study on the development of regional long term land fill site	Feasibility study report presented and adopted by Council	February 2009	R400	NDM/Own	TSD

	To establish a regional long term land fill site	Construction of the Landfill site	Construction of a Landfill site	June 2010	R5 m	NDM/OWN	TSD
To regulate establishment of the borrow pits and rehabilitation thereof	Development environmental management strategy and plan on the establishments of the borrow pits	Development environmental management strategy and plan on the establishments of the borrow pits	Environmental management strategy and plan on the establishments of the borrow pits	June 2009	R200	DRT/Own	TSD

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

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

Figure 16 reflects the statistics pertaining to refuse removal services in Thembisile Hani Local Municipality. From this it is evident that, with the exception of KwaMhlanga, Tweefontein K, Buhlebesizwe RDP, Kwaggafontein A, B, C, D and E, there is no refuse removal service rendered in other areas, in order to address the above challenge, engagement of communities in rendering of this service should be looked into,\

It should be noted that the present waste disposal site is not a permanent

c) **Environment Management**

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

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

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

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

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To improve and expand the existing Waste Removal Service in the Thembisile	Improve and Expand the existing waste removal service to an additional 3 800 households	* purchase new additional waste removal equipments – as per Table 1 below * purchase refuse bins for households as per Table 2 below	*3800 new households registered in the municipal database for refuse collection * 3800 refuse bins distributed to households	June 2009	2.5 m	Own	SDS
To regulate waste Management in the municipality	* formulate waste management by-law, strategy ,programmes and plan within the municipality	Develop waste management by-law, strategy ,programmes and plan	waste management by-law promulgated and , strategy ,programmes and plan adopted by Council	June 2009	200	Own	SDS

To provide economic opportunities to communities through waste management	Formulate a socio-economic plan for community involvement in waste management	*refuse collection by community members (pay-weight-waste project) * waste recycling * land-fill site operation (co-operatives)	*community collecting waste and sell to the municipality *recycling project sustainable *PPP agreement on land-fill site operation	December 2009	4.5m	Own	SDS
To establish a regional, long term landfill site	Waste and environmental management programmes in the municipality	Feasibility study on the development of regional long term land fill site	Feasibility study report presented and adopted by Council	February 2009	200	NDM	SDS
		Implementation of the Waste Recycling Projects phase 2	Functional waste recycling project	Sept 2009	1700	NDM	SDS
		Development of Provincial Hazardous Waste Management Plan	Mpumalanga Hazardous Waste Management Plan Developed	Dec 2009		NDM	SDS
To regulated mining and agricultural and agricultural activities.	Development of a local environmental management strategy and plan on mining and agricultural activities	Develop a local environmental management strategy and plan on mining and agricultural activities	Local environmental management strategy and plan on mining and agricultural activities adopted	June 2011	100	DME/DALA	SDS

To preserve nature reserves within Thembisile Hani Municipality and neighbouring municipalities in order to create a continuous open space system in the northern part of the municipality	Link the nature reserves within Thembisile Municipality and neighbouring municipalities	Feasibility study on linkage of nature reserves and action plan	Nature reserves preservation plan and linkage adopted	June 2010	250	DALA /DE& T	SDS
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Objective	Strategy	Projects	Indicator	Time Frame	Budget	Source
provision of sustainable waste removal services to the entire Thembisile Hani Local Municipality	development of integrated waste management plan Development of waste management policy	compilation of the integrated waste management plan Compilation of waste management policy	submission to council for adoption Submission to council for adoption	Dec 2009 Dec 2009	R 5 00 000 R 3 00 000	NDM NDM
I	Establishment of new regional land	conduction of feasibility study	completion of the study	Dec 2009	R 500 000	NDM

	fill site	Establishment of additional waste removal teams	Availability of the teams	Dec 2009	R 3000 000	OWN
	Strengthening of waste removal teams	Engagement of communities on waste removal programme	meeting conducted in all villages	Dec 2009	R 100 000	OWN
	Mobilisation of waste removal resources	Purchase of the waste removal trucks Purchase waste removal bins	Availability of the truck 2500 waste removals bins distribution	July 2009 August 2009	R 600 000 R 3000 000	Own

Table 2: Settlements and total number of Households to be provided with rubbish bins and be prioritized as follows:

Location	No. House	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	Total
Provision of rubbish bins and effective service rendering (Source: TLM Technical Services Department)							
Moloto North	2780			192 000			192 000
Moloto South	5340			384 000			384 000
Mandela	2157			228 000			228 000
Mandela Extension	1149			108 000			108 000
Luthuli	452			96 000			96 000
Engwenyameni	240			21 600			21 600
Vezubuhle	2366			276 000			276 000
Chris Hani	739			108 000			108 000
Mzimuhle	1383			216 000			216 000
Jordan	500			84 000			84 000
<i>Sun City C</i>				<i>96 000</i>			<i>96 000</i>
Sun City B	1600			84 000			84 000
Sun City A	600			108 000			108 000
Sun City AA	1427			144 000			144 000
Vlaklaagte 1	2439			336 000			336 000
Kwaggafontein A	5038			612 000			612 000
Kwaggafontein B	1210			216 000			216 000
Kwaggafontein C	2719			288 000			288 000
SoMphalali D	1341			264 000			264 000
Somarobogo G	1078			228 000			228 000
Somarobogo H	1558				204 000		204 000
Somarobogo J	1304				108 000		108 000
Somarobogo F	1299				192 000		192 000
Somarobogo E	1800				192 000		192 000
Phumula/Tweef on-tein A	1180				264 000		264 000
<i>Phumula/Tweef on-tein B1</i>					<i>156 000</i>		<i>156 000</i>
<i>Phumula/Tweef on-tein B2</i>					<i>192 000</i>		<i>192 000</i>
<i>Phumula/Tweef on-tein C</i>					<i>204 000</i>		<i>204 000</i>
Phumula/Tweef on-tein D	693				120 000		120 000
Mountain View	2007				180 000		180 000
Zakheni	765				132 000		132 000
Zakheni Ext	500				96 000		96 000
Phola Park	2130				180 000		180 000

Location	No. House	2006/200 7	2007/200 8	2008/200 9	2009/201 0	2010/2011	Total
Phola Park Ext					72 000		72 000
Entokozweni	1378				180 000		180 000
Zithabiseni	2890				288 000		288 000
Bundu	1589				324 000		324 000
Machipe	800				108 000		108 000
Langkloof	1222				96 000		96 000
Belfast/Buhlebu -zile/Zenzele	2788				216 000		216 000
Sakhile	234						48 000
Thokoza	1299						144 000
Thokoza Ext	200						72 000
Tweefontein N	782						144 000
Verena A	880						168 000
Verena B	793						144 000
Verena C	1015						168 000
Verena D	443						156 000
Wolvenkop	1089						108 000
TOTAL							8 567 000

6.11 Issue 11: Education

6.11.1 Background and Problem Statement

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

The provincial department of Education also compiled an extensive database on each of the schools in the municipal area, highlighting the priority needs per school. .

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

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

The Department also has a programme for upgrading construction of schools up to 2010 as contained in Table 1 below of this document. Furthermore, contained is a list of projects to be implemented by the Department of Education in the year 2008/2009 – Table 2 below.

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

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

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

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

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

- inadequate support for ABET

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

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

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

OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To establish the schools database within the municipality.	To ensure a living schools database.	Retrieve Thembisile Hani Local Municipality schools database from the department list.	Consolidated school's data submitted to the department of education	August 09	R0.5 00	Own	SDS
To monitor capital projects of the department of education within the municipality.	Ensure the implementation of the committed projects	Establish project steering committees within the benefiting communities. Progress report on implementation and educational awareness campaign.	Completed school's capital projects within the financial year	continuous	R2	Own	SDS
To enhance inter-governmental relations within schools and the Department of Education.	Interact with schools, community and department of education	Participate in activities to support the department	Inter-governmental forum established	November 09	R2	Own	SDS
Enhance safety at schools	Participate in crime prevention plans	Facilitate participation of learners and educators in MAM structure symposium programme	Reduced crime rate in schools	Continuous	R8	DOE	SDS

To encourage participation in Adult Basic Education and Training (ABET) programme in the municipal area.	Encourage participation of community in adult education.	Support the participation of the extensive ABET programme	Percentage of enrolment into adult basic education improved	continuous	R8	DOE	SDS
Facilitate the access to learning by communities in farm areas	Facilitating the provision of transport for learners in farm areas.	Engage department of education to avail transport for learners in farm areas. Monitoring of provision of transport in farm areas.	All learners in farm areas provided transport to schools	continuous	R8	DOE	SDS
To encourage access to learning by people with special needs	Facilitate provision of schools for learners with special needs. Monitor the utilisation of the schools with special needs.	Engage department of education to provide inclusive education for learners with special needs	Schools providing education for learners with special needs	continuous	R5	DOE Own	SDS
To enable access to tertiary education	To investigate the establishment of a FET institution	Encourage the department to do feasibility study		Dec 2009		DOE	SDS

To address the scarce skills in the municipality	Funding for skills development	Create Thembisile Municipality Bursary Scheme focusing on specialized needs/scarse sills (science and technology)	Bursary scheme and policy developed and adopted by Council	September 09	Own	SDS
To motivate and support learning programmes by communities.	Enhance performance of schools, learners and educators	Recognize best performing school, student and educator in a year Organised motivational talks for both teachers and learners	Improvement in the learning and teaching programmes	Continous	Own	SDS
To have accurate data of skills shortage and need	Compile data of skills shortage and need in the municipal area	Audit the skills shortage and need Create and update database on skills shortage and need	Audit report on skills shortage and need adopted by Council Software programme on skills shortage and need	Continous March 09	Own Own	SDS SDS

To create an enable environment for debates and reading and writing	Encourage reading and writing debates in schools and within communities	Establish community reading and writing programmes To encourage debate at schools and symposiums and programmes	Reading habits developed	continuous	R50	Own	SDS
		Convene Debate in the municipal sessions	Improved public participation in community development programmes	Continous		Own	SDS
Skill development	Development of scarce skill for Thembisile Hani Local Municipality Capacity programmes for SGBs	Scarce skill audit Conduct workshop/training	Scarce skill programme Number of workshop/training conducted	Continous Continous		Education education	SDS
Encourage existence of private school	Avail land and mobilised for possible investors	Advertised requirement for proposals	Report on published advert to council	July 2009	R30	Own	SDS
Encourage debates on school safety with relevant department	Establishment of school safety forums	Launching of the forums	Programme of the meetings	June 2009	R10	Own	SDS

Table 2. MPUMALANGA DEPARTMENT OF EDUCATION PROJECTS – 2009 / 2010 FINANCIAL YEAR.

Programme: 2 Nkangala Region - Department of Education										
Project ID	Project Name	Project Location/ Local Municipality	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency	
800025439	Vamuhle Primary	Boekenhout / Thembisile	487 learners	Construct Gr R 2cr, 4t, f, admin, kit, 3sg, p and renovation of 8cr.	Adequate and safe infrastructure provided to enhance quality education.	12 months	6698	PIG	DPW	
800022095	Somtshongweni Primary	Kwaggafonte in B / Thembisile	779 learners	Construct Gr R 2cr, 4t, f, admin, 16t, f, 3sg, p and renovation of 16cr.	Adequate and safe infrastructure provided to enhance quality education.	14 months	8578	PIG	DPW	
800005264	Hlailisani Primary	Somarobogo / Thembisile	943 learners	Construct Gr R 2cr, 4t, f, 18cr, admin, lib, cc, 16t, f, kit, rr, 3sg, p and renovation of 12cr, 10t.	Adequate and safe infrastructure provided to enhance quality education.	24 months	14404	PIG	DPW	
800001719	Buhlebesizwe Secondary	Buhlebesizwe / Thembisile	398 learners	Construct admin, lab, 12t, rr, 3sg, p and renovation	Adequate and safe infrastructure provided to	12 months	3635	PIG	DPW	

800016147	Mzimhlophe Secondary	Somarobogo / Thembisile	447 learners	of 8cr. Construct 18cr, admin, lab, lib, cc, 16t, f, 3sg, p and renovation of 16cr, 10t.	enhance quality education. Adequate and safe infrastructure provided to enhance quality education.	24 months	13556	PIG	DPW
800006916	Jabulani Primary	Phumula / Thembisile	1232 learners	Construct Gr R 3cr, 5t, f, 5cr, 3sg, p and renovation of 19cr, admin.	Adequate and safe infrastructure provided to enhance quality education.	14 months	9565	PIG	DPW
800024885	Vukuzame Secondary	Phumula / Thembisile	783 learners	Construct 18t, f, w, kit, rr, 3sg, p and renovate 16cr.	Adequate and safe infrastructure provided to enhance quality education.	14 months	8334	PIG	DPW

The Department of Education also allocated R2.58 million for transport for 698 learners in Thembisile.

Abbreviations : Gr – grade / cr – Classrooms / ad- admin block / lab- laboratory / lib – library / f-fence / w-water/ kit-kitchen / sg-sports ground/p-parking/ cc- computer centre / t – toilets / rr-ramp and rail

6.12 Issue 12: Health and Welfare

6.12.1 Background and Problem Statement

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

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

There are 15 Clinics, namely:

- Zithabiseni Clinic
- Goedereede Clinic
- Mzimuhle Clinic
- Mathyszensloop Clinic
- Kwaggafontein 'A' Clinic
- Tweefonten 'A' Clinic
- Tweefontein 'C' Clinic
- Tweefontein 'D' Clinic
- Tweefontein 'H' Clinic
- Veterian Clinics KwaFene
- Tweefontein 'M' Clinic
- Empilweni Clinic
- Kammelpoortnek Clinic
- Kwamhlanga Clinic
- Vriesgewagt Clinic
- Vlaklaagte no 1 Clinic

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

Community Health Centres provide the following services:

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

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

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

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

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

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

Services which are rendered in Kwamhlanga Hospital:

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

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

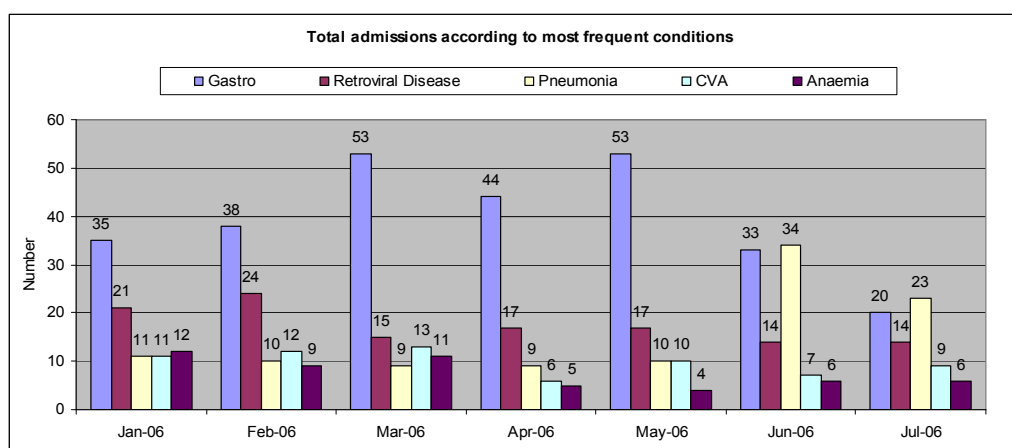
Two of our health centres have been accredited to administer ARV's i.e. Verena and Moloto. There is also improvement of the wellness clinic at KwaMhlanga. The dysfunctionality of the AIDS council remains a thorn in the flesh of the municipality.

We also have a broad social net to satisfy as caused by the high unemployment, lack of skills and poverty. Beneficiaries for grants do benefit but there those who are deprived by lack of documentation and inefficiency of the departmental officials. The paypoint where these beneficiaries receive grants are not conducive for the purpose. Medical recommendations are difficult to access as there are not doctors at the clinics. We appreciate that the department has employed five (5) community service doctors who will pay regular visits at the clinics. The increase of 24hrs CHC's is also an added advantage. Logistical arrangements at these CHC's need to be finalised as it hinders patients from receiving health attention for 24hrs.

The use of ambulance has not yet become popular with our communities this needs to be taught to the community. Animal health is taken care of by the veterinary clinic at Thembaletu and dipping done at other areas.

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

Frequent Conditions



6.12.2 SWOT Analysis

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

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

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

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

HEALTH

OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIME FRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To co-monitor health and welfare trends in the municipal area	Ensure that health and welfare related issues and needs of the Thembisile community are reported to the Department, and to see to it that these are addressed	Facilitate the establishment of Clinic Committees and a Hospital Board.	Clinic committees established and Hospital Board appointed	June 2009	R5	Own	SDS
To enhance inter-governmental relations and co-operative governance	Facilitate and assist in the implementation of provincial projects	Establish Project steering committees	Project steering committee in health projects	Ongoing		Own	SDS
	Enhance communication channels between Provincial Government and the municipality Monitor the welfare & social development programmes	Participate in the welfare and social development programmes of the department	Regular reports on progress on projects submitted to Council	Ongoing			SDS
		Capacity building on public service for officials in public health centres	Reduced public complaints	Ongoing		DOHSS	SDS
To minimise the spread of HIV/AIDS and any other transmissible diseases	Effective Local Aids Council	Develop local HIV/Aids and any other transmissible disease strategy and implementation plan	Strategy and implementation plan on HIV/AIDS adopted by Council	December 2009	R50	Own	SDS

			HIV/AIDS summit	Reviewed strategy and plan adopted by Council	January 2010	R80	Own	SDS
			World AIDS Day and its buildup events	Massive attendance by public members	Ongoing	R5 000	Own + private public funders	SDS
			Establish ward based task teams on HIV/AIDS	Reduced spread of HIV/AIDS	Dec 2009	R10	Own	SDS
	Participation mechanisms are sufficiently accessible and sufficiently proactive to enable marginalised and vulnerable people to participate in municipal affairs.		Local Hiv/Aids council programmes on public education and awareness	Reduced spread of new infections	Ongoing	R30	Own	SDS
			Co-ordinate community level processes in respect of HIV and AIDS matters, including facilitating the local voice of HIV and AIDS in local governance and service delivery	Infections reduced to 60% within the municipal area	Ongoing	R10	Own	SDS
			Participate and assent to District/ Provincial /national HIV/AIDS prevention programmes	Infections reduced to 60% within the municipal area	Ongoing	R10	Own	SDS
	Avoid new infection		Promote food security	Reduced	Ongoing	Capital	MIG	SDS

	through effective prevention efforts by challenging the underlying conditions which render specific socio-economic groups particularly susceptible to HIV infection and vulnerable to the impacts of AIDS	projects /programmes/ job opportunities and enhance public education on this diseases	unemployment and increase in number of households with basic income	projects		
	To identify the likelihood of HIV/AIDS and other transmissible disease prevalence in the municipal workplace and what implications this will have for service delivery and governance capacity	Encouragement of develop a workplace policy on HIV/AIDS in all work stations under Thembisile Hani LM	Workplace policies on HIV/AIDS developed.	R10	Own	SDS
		Trainings and workshops on HIV/AIDS	Increased human resource performance	R20	Own	SDS
To improve accessibility primary health care facilities	Infrastructure development on primary health facilities	Upgrade existing PHC facilities at Vlak laagte No 1, Vreisgewacht, Zithabiseni Commission a study to upgrade them to 24hrs CHC's	Conducive health facilities	April 2010	DOHSS	SDS
	Build nurses home at local clinics, hospital and hire the out	Accommodation for professionals	Have accommodation completed	R2m	DOHSS	SDS

		Relocation and Construction of KwaMhlanga clinic	Accessible clinic service	September 2009	DOHSS	SDS		
		Provision of mobile clinic services at Vezubuhle, Tweefontein N &E, Phola Park, Langkloof and farm areas	Accessible health service.	Ongoing	DOHSS	SDS		

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

OBJECTIVES	STRATEGY	PROJECTS/ACT ION	INDICATORS	TIME FRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To enhance an accessible social services facilities and programmes	Liase with DHSS provision of social services paypoints	Development and upgrading of paypoints. Build shelters and ablution facilities	Conducive paypoint centres	December 09		DOHSS	SDS
	Ensure participation of community in social development	Create municipal database of NGOs/CBOs/NPOs	Database compiled	August 09	R10	Own	Own
To provide social assistance to needy families	Ensure support regarding burial of people within families who cannot afford/provide	Pauper burials/ assistance to needy families	Number paupers buried and families assisted.	continuous	R50	Own	SDS
		Develop by-law for families assistance	By-law developed	June 2010	R10	Own	SDS
To support early childhood development	Ensure well established and regulated early childhood centres	- database of early childhood centres within the municipal area	Database developed	June 2010	R30	Own	SDS
		Regulate early childhood development centres	By-law developed	June 2010	R10	Own	SDS
	Establishment of orphanage and oldage home as priority	Development of orphanage	Home developed	Aug 2014	R3m	DOHSS	

6.13 Issue 13: Municipal Facilities, Sports, Recreation, Arts, Culture

6.13.1 Background and Problem Statement

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

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

Facility	Location
Abattoir	Kwamhlanga
Multi-purpose Cluster	Verena
Solomon Mahlangu Stadium	KwaMhlanga
Kwaggafontein Stadium	Kwaggafontein
Community Hall	KwaMhlanga
Community Hall	Phola Park
Community Hall	Mandela
Community Hall	Vezubuhle

Community Hall	Langkloof
Community hall	Engwenyameni
Crèche	Zithabiseni
King Makhosonke Cluster building	Klipfontein village
Taxi rank and ablution facilities	KwaMhlanga
Taxi rank and ablution facilities	Verena
Taxi rank and ablution facilities	Phumula
Taxi rank and ablution facilities	Kwaggafontein
Taxi rank and ablution facilities	Mathyszensloop
Poultry and market stalls	Mathyszensloop
Community gardens	Zithabiseni
Poultry	Zithabiseni
Offices (head office) building	Kwaggafontein
Main Public library	Kwaggafontein
Satellite public library	Rietfontein
Offices (satellite office)	KwaMhlanga
Tennis court/swimming pool	KwaMhlanga
Offices (satellite office)	Kwaggafontein A, B,C and D
Offices (satellite office)	Tweefontein K
Offices (satellite office)	Mathyszensloop
House and food garden	Sun City (Kameelpoortnek)
Farm	Hartebeespruit 235 JR Farm
Farm	Portions 8,12,13 and 17 of farm Engwenyameni 256 JS
Farm	Klipfontein 256 JS

6.13.2 SWOT ANALYSIS FOR SPORT

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

SWOT ANALYSIS FOR RECREATION

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

SWOT ANALYSIS FOR HERITAGE

STRENGTH	WEAKNESS	OPPORTUNITIES	THREAT
<p>Three heritage site in our municipality e.g Kgodwana, Hertzog and Mirimishi</p>	<p>Lack of programme to teach young people about their heritage. Lack of programme to market these facilities No personnel responsible for heritage issues No heritage site database</p>	<p>Development of the policy for heritage of personnel specifically for heritage Development of the programme</p>	<p>Lost of culture and heritage background Loss of Africanism morality</p>

SWOT ANALYSIS FOR ARTS

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

Focus areas

- Development of sport programme and centers
- Employment of a senior sports officer and sports coordinator

- Development of sport fields programme
- Employment of performing art personnel
- Development of performing art development policy and performing programme
- Development of crafters and bead work market research personnel
- Development of community parks and plan
- Development of fan parks for FIFA confederation and world cup
- Development of the programme to market heritage sites
- Employment of staff to deal with heritage matters

OBJECTIVES	STRATEGY	PROJECTS/ACT ION	INDICATORS	TIMEFR AME	AMOUN T R000	SOUR CE	RESPONSIBI LITY
To ensure the proper usage and management of municipal facilities (halls/stadiums/offices/clusters)	Regulate accessibility of municipal facilities by communities	Formulate policy and by-law on utilization of municipal facilities (halls/stadiums/recreational parks)	Accessible municipal facilities and well managed centres	December 2009	R10	Own	SDS
To enhance access to municipal public facilities	Ensure infrastructure development : facilities	Develop Multi-Purpose Community Centre within the municipal area : Tweefontein / Zithabiseni	2 x MPCC developed within the municipality	June 2010			SDS
		Adjustment for accessibility of municipal buildings/facilities	Municipal buildings accessible	June 2010	R100	Own	SDS
		Upgrading of Solomon Mahlangu Stadium	Completed and used during 2010 World Cup	August 2009	R7m	DCSR	SDS
		Grade community sports grounds per village	30 x community sports ground graded and maintained	August 2009	R40	Own	SDS
		Upgrading of community hall at	User-friendly public facility	December 2009	R300	Own	SDS

		area	Identification and development of recreational parks within municipal area	2 x recreational parks developed	June 2010	R500	Own	Own	SDS
		Identification and development of leisure parks	5 leisure parks developed (1x per zone)	1 x library constructed	January 2010	R500	Own	Own	SDS
		Construction of new library : Tweefontein RDP	Allocate container library at the following areas in order of priority – Verena Cluster - Relocate Somphalali container to Boekenhouthoek)	Container libraries available	July 2009	R50	SDS	DCSR	SDS
		Allocate mobile book boxes : Tweefontein “E” Community centre, Mandela, Verena, Rotation of mobile book	Allocate mobile book boxes : Tweefontein “E” Community centre, Mandela, Verena, Rotation of mobile book	Mobile book boxes available	July 2009		Own	Own	SDS

		boxes between Somarobogo E and Phumula										
	To promote sports, arts, culture within the municipality	Effective and enhanced participation of communities in sports, arts, culture programmes	Sports council programmes and activities	On-going	R50	Own			Own	Own	Own	Own
		Review local sports council projects/ programme		June 2010	R5	Own			Own	Own	Own	Own
		SALGA games	Municipal team established	July 2009	R40	Own			Own	Own	Own	Own
		Mayor's cup festival	All sporting codes participate	November 2009	R120	Own			Own	Own	Own	Own
		Sports against crime, HIV/Aids / drugs	Reduced crime, reduced HIV/Aids spread and reduced drug abuse	December 2009	R150	Own			Own	Own	Own	Own
		Youth Day celebration	Mass Youth participation	June 2009	R50	Own			Own	Own	Own	Own
		Women's day celebration	Mass women participation	August 2009	R50	Own			Own	Own	Own	Own
		Sports Indaba	Municipal sports Strategy and plan adopted by	August 2009	R200	Own			Own	Own	Own	Own

					Council							
					Moral regeneration and celebration and Indaba, hosting moral regeneration festival(end of the year)	Municipal strategy and plan on moral regeneration	Dec 2009	R100	Own	Own	SDS	
					Launching of street football	1 x street football team established per ward	September 2009	R30	Own	Own	SDS	
To promote art and culture initiatives	Community awareness and participation in art and culture as a service delivery activity	Formalization of cultural and historic sites and tourist attraction zones	Formalization of cultural and historic sites and tourist attraction zones		Formalization plan adopted by council	April 2010	R30	Own	Own	Own	SDS	
		Arts and Culture Forum	Arts and Culture Forum		POA implemented		R50	Own	Own	Own	SDS	
		Arts and Culture festival	Arts and Culture festival		Massive participation by community members	May 2010	R20	Own	Own	Own	SDS	
		Cultural events :	Cultural events :									
		Erholweni Traditional Event	Erholweni Traditional Event		Donation to the event	December 2009	50	Own	Own	Own	SDS	

			Komjejejeke cultural festival,	Donation to the event	March 2010	50	Own	Own	SDS
			Indigenous games, dance and music competitions	POA developed and promoted	Ongoing	5	Own	Own	SDS
To redress the imbalances of the past on naming of geographical features, settlements, streets, etc	Naming and renaming of geographical features.	Facilitate public participation and consultation to name and renaming of features, streets, settlements	Provide signage for the gazetted names	Gazetted new names	On going	200	Own	Own	SDS
			Renovation of Kwaggafontei Community Hall	Name Signs	February 10	1m	Own	Own	SDS
			Renovation of existing sport centers KwaMhalanga and SunCity	Request fro quotations and proper acquisition processes	June 2009	150	Own	Own	SDS
			Finalisation and take over of the	Request for proposals and processing	May 2009		Out sources	Out sources	MM
				Progress report submitted to	April 2009	50	Outsource	Outsource	MM

		skill centers at Moloto	council utilisation of the skills centers					
		Application for the transfere of the showground for exhibition and fleetmarket purposes	Progress report submitted to council	April 2009			Outsource	MM

6.14 Issue 14: Post and Telecommunication

6.14.1 Background and Problem Statement

a) Mobile post boxes and Post Offices

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

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

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

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

b) Telephone Services

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

OBJECTIVES	STRATEGY	PROJECTS/ACT ION	INDICATORS	TIMEFR AME	AMOUN T R000	SOUR CE	RESPONSIBI LITY
Improve mail deliveries to all stands within the municipality	To expand postal services throughout the municipal area.	Facilitate and engage the South African Post Services	Mail delivered at each stand	June 2009		SA Post Services	MM / SDS / FS
		-Provision of postal services in farm areas -And Telecentres in Thembisile Hani Local Municipality	Farm areas accessing postal services	June 2009		SA Post office	MM / SDS
		Develop postal services at Zithabiseni/ Tweefontein "K" and Vezubuhle / Thembalethu Crossing	Community easy access to postal services	December 2009		SA post office	MM / SDS
Improve telephone services to all households within the municipality	To expand telephone services throughout the municipal area.	Facilitate and engage Telkom on expansion plan and house connection	Telephones installed in each house hold	December 2011		Telkom, Eskom	MM / SDS

Provide additional method of easy access to information	To ensure additional method of easy access to information by the community.	Internet café in each MPCC	Internet café operating in each MPCC	December 2010		Telkom, Private entities	MM / SDS
To enhance access to postal services per household	Create enabling environment for postal services	Naming of street and numbering of households stands	Street named and stands numbered and post delivered to each stand	December 2009	10 per ward	Own	MM / SDS

6.15 Issue 15: Safety, Security and Emergency Services

6.15.1 Background and Problem Statement

SOUTH AFRICAN POLICE SERVICES

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

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

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

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

EMERGENCY MEDICAL SERVICES

This section constitutes the Emergency Medical Services (EMS): the Fire Department, Traffic Department and the Police Services. All these sectors operate independently which cause their service to be less effective. This manifest itself in

extended response time, arriving at one service to wait for the other before starting to work.

FIRE FIGHTING

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

DISASTER MANAGEMENT

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

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

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

It is acknowledged that the Fire and Disaster Management centre has been completed as funded by the NDM and will be operational in the current year – 2009. The centre is located at Phumula Industrial Area which at that stage it was viewed as central area within the municipal area. It is essential to project satellite response stations in the near future which should be located in the other remote areas like BOMANDU – Verena, Mandela.

MUNICIPAL FACILITIES/BUILDINGS SECURITY

All our offices are supplied with guards from a procured private security services provider. All municipal vehicles are fitted with a tracking device and additional tracking /travelling system should be considered for installation in those vehicles.

There is minimal improvement on the information management within the municipality created by officials leaving sensitive information lying around their tables and offices. Sometimes the office doors are left open whilst they are out for one reason or the other and this should be resolved by introducing a self-lock system, alarm, cameras and metal detectors within the municipal head office building. Staff entrance is accessible to ordinary members of the community and is concealed. Deliberate leaking of information by other workers proves to be dangerous. Security of officials and politicians leaves much to be desired. All officials have not undergone

vetting or security check. Some computers are not mounted on the stand or tables. There is no security plan for the municipality.

MUNICIPAL TRAFFIC SECTION

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

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

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

SWOT ANALYSIS

Safety & security and emergency services

Strength	Weaknes	Opportunities	Threats
Availability of four fully fledged police stations	Shortage of transport. Inadequate police stations. Poor environmental design of townships. Lack of commitment of sister departments in the public safety issues. Lack of tavens regulating by-laws	MAM structure in place. CPF's are available. Sector policing and CSF's are in place.	Expansion of population v/s number of available police stations. Land invasion. Continious issuing of liquor licenses. Lack of township maps.
Availability of EMS component & staff	Shortage of EMS vehicles& staff. Lack of joint operation centre. Lack of proper environmental design.	EMS centre within our municipality.	Unreacheable townships. Centralisation of EMS call centre lead to late arrivals.
Disaster management plan	No proper land use management.	EMS centre within our	Tavens along R573 road.

in place. Fire and disaster management centre available.	Lack of community awareness disaster programme. Lack of overhead bridges.	municipality. Critical facilities are available	Unsafe crossing of roads. People living along the flood areas. Some areas without alternative access roads. Settlements on top of old mines.
Municipal offices are secure.	Lack of information management policy. Lack of risk management and security plan.	Security officers in place. Offices are opposite to the police station. Wall fenced and budgler proofs. All ddors are lockable.	Dishonest personell. Negligency.

Focus area.

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

OBJECTIVES	STRATEGY	PROJECTS/ACTIVITY	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To effective policing and access to emergency services.	Accessibility of the areas and identification of areas, facilities, streets	update area maps and street names in order for emergency services to be able to respond timeously	Name boards installed	May 2010	R800	Own	SDS
	Promote inter-governmental relations	Participate in the safety and security plans and programmes	Reduced crime	Ongoing	R10	Own	SDS
		Establish and participate in the Multi-Agency Mechanism forum	MAM meetings POA	Ongoing	R10	Own	SDS
		Social crime prevention programme	Imbizo conducted	June 2010	R250	DSS	SDS
		Participate in the Africa Concept implementation	Programme of action and reports to council	Ongoing	R10	Own	SDS
		Appoint additional traffic officers in the law enforcement section	18 x traffic officers appointed	August 2009	R1m	Own	SDS
		Fill vacancies in the Drivers license and vehicle testing centre	Key staff vacancies filled	July 2009	R1m	Own	SDS

			Develop a municipal crime prevention strategy	Strategy adopted by Council	December 2009	R10	Own	SDS
To ensure efficient emergency services in the area			Develop an integrated emergency response plan	Response plan adopted	January 2009	R10	Own	SDS
			Integrate and locate the emergency services agencies in the new fire & disaster management centre	Integrated emergency services agencies	December 2009		NDM/DOHSS/THLM/SAPS	SDS
			Day to day function of the fire fighting services	Annual report on activities undertaken	Ongoing	RI500	NDM	SDS
			Building of phase 2 & 3 of the fire fighting station	Complete fire station built	Dec 2009	R 6500	NDM	SDS
			Upgrade fire fighting services by acquisition of emergency vehicle and equipment	Fully equipped Hazmat Vehicle and one response vehicle purchased and some loose equipment	June 2009	R 1200	NDM	SDS
			Integrate two-way communication	Integration plan adopted and implemented	August 2009	R100	Own	SDS

			system of all safety and emergency service agencies						
			Review the disaster management plan		Reviewed plan adopted by Council	February 2010	R40	Own	SDS
			Procure disaster relief material		Disaster relief material procured and in municipal stores	October 2009	R2m	Own NDM	SDS
To safeguard municipal facilities		Provide adequate security services to municipal property	Feasibility study to be conducted on establishment of municipal police and security services		Feasibility study report submitted to Council	June 2010	R100	Own	SDS
			Installation of CCTV cameras, alarm, self-lock door facilities, metal detector system in the municipal head office		Systems installed and operational	August 2010	R1.5m	Own	SDS
To fight against corruption		Introduce anti-corruption systems	Develop anti-corruption strategy		Strategy adopted	October 2009	R10	Own	SDS
			Gender base /domestic violence campaigns		Awareness campaign on drugs and illegal substances	June 2010	R15	DSS	SDS

			conducted						
	Moral regeneration campaigns		Moral regeneration conducted	June 2010	R40	DSS			SDS
	Social prevention of crime, 4 police station		Priority station identified and be greening	June 2010	R18	DSS			SDS
	Conducted tourism awareness safety campaigns		Tourism safety campaigns conducted	June 2010	R10	DSS			SDS
	To coordinates the function of community policing forums		Established the CPF in all 4 atation and the cluster CPF	June 2010	R137	DSS			SDS

6.16 Issue 16: Housing

6.16.1 Background and Problem Statement

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

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

The workmanship and authenticity of the contractors and or developers leaves many units unfinished and some with trenches dug. This has led to a delay by a year in addressing the backlog and completing the incomplete units. Our incapacity has robbed us of the opportunity of oversight responsibility. Lack of Building Inspectors and town planner's account mostly for this failure.

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

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

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

There will be funding for top structures. Extension K remains with a number of residential sites, some not yet developed but planned. There are also sites purchased by communities but face challenges in electrification. Eskom has been engaged. Thembisile Municipality currently has 647 RDP units that were allocated by the Department of Local Government and Housing to Moloto. The project has commenced and beneficiaries identified.

Infrastructure development is one means to promote Local Economic Development. Addressing housing issues should be linked to LED more, especially the brick yard.

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

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

Lack of housing has been highlighted in many outreach meetings by different communities as being a key challenge in these communities in Thembisile. A housing survey conducted in 2004 indicated a housing need of 13 000 units.

Thembisile Municipality currently has 647 RDP units that were allocated by the Department of Local Government and Housing to Moloto. The project has commenced and beneficiaries identified.

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

The municipality also has the problem of houses that were allocated by the Department but are yet to be completed (construction) due to various reasons. The following are the types and number of houses that are incomplete:

- PHP houses
- CBRS houses
- CBIS houses

Other concerns raised by the community relate to the slow construction of houses by contractors and the reduction of the quota of housing units for Thembisile by the Department of Local Government and Housing.

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

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

6.16.2 SWOT ANALYSIS

Strength	Weakness	Opportunity	Threat
Availability of needy people.	Lack of beneficiaries database.	Availability of individual sites and state land.	Land invasion
Provision of houses in the existing settlement.	Lack of housing inspectors. Lack of land distribution managemet.	Most of open fields are state land that can easily be transferred to the municipality to build houses.	Problem of land ownership between municipality and the Traditional councils.
	Farm dwellers are not considered in housing delivery.	Most of the farms are state lands.	Untraceable of lease owners.

Focus area.

- The land invasion causes stress to infrastructural development of the municipality
- Making land available for intergrated human settlement
- Monitoring of housing development
- Speeding up of applications for business and church sites
- Investigation of land for human settlement
- Land invasion policy and by-laws
- Provision of RDP, PHP, CBRS, CBIS, SUBSIDY houses to the needy people. (including farm dwellers)
- Fast track building of emergency and disaster houses

OBJECTIVES	STRATEGY	PROJECTS/ACT ION	INDICATORS	TIMEFR AME	AMOUN T R000	SOUR CE	RESPONSIBI LITY
To create enabling environment for the community to benefit in all housing programmes including farm dwellers	Provision of land for the housing programmes	Identify suitable land for housing development	Well planned land for housing development	June 2010			Sds
	Provision of housing in farm areas	Delivery of farm housing	Ongoing	June 2009		DLGH	SDS
To provide safe and quality houses.	Professional service for approval of building plans	Appoint a professional building inspector	Building inspectors appointed	August 2009	Salary	Salary	SDS
		Establish housing committee in all housing projects	Allocated houses property built	Ongoing		DLGH	SDS
To keep accurate information on housing needs	Beneficiary waiting list records	Developed and update housing transversal waiting list	Housing transversal waiting list adopted by council	Nov 2009		Own	SDS
Provide land for future housing development in existing settlements	Provision of land for development	Identify and reserve the land for future housing development	Land available for development	Dec 2009			SDS
		Align future developments as per the Integrated Human settlement policy of government	Human settlement inclusive of low, medium	Ongoing		DALA /NDL A	SDS

		Feasibility study on development of rental housing stock within the municipal area	Feasibility study report adopted	June 2010		Own	SDS
To provide housing to the needy community	Outstanding housing units to be built	Completion of housing units at committed	Housing units completed reas	July 09		DLGH MHFCO	SDS MHFCO
To ensure municipal participation in housing programmes	Effective housing provision to the community	Application for accreditation of the municipal as a housing developer	Application submitted	August 2009	R50 Own		SDS
	Economic opportunities on housing development	Maintain and manage the data of women and youth contractors.	Database created	December 09		Own	SDS
	Investigate possibility to provide orphan housing programmes	To assist to conduct feasibility study on the establishment of orphan housing programme	Report on the establishment of orphan programme compiled	June 2009		DLOH	
	Encourage	Conducting	Number of	Ongoing		Own/DLGH	SDS

	participation in housing processes & program	housing consumer education program	awereness workshops conducted			
To provide housing for the disaster through emergency housing programme	Urgent assessment of the affected households	Building houses for the affected households	Houses built	June 2009	DLGH	SDS
		Build emergency houses for the house holds affected since 2003	Houses built	June 2009	DLGH	SDS

THE FOLLOWING ARE THE EXPRESSED HOUSING PRIORITIES OF COUNCIL: 2009 -2010

Provision of government project linked subsidy housing units:	Contractor based individual subsidy:	Priority areas for CBIS/CBRS Projects:	Linked Housing Subsidy Scheme
<p>Moloto North : to provide infrastructure development in the area</p> <p>Buhlebizwe : to provide 500 sites for both residential/business purpose</p>	<p>Mandela Phumula D Somarobogo G Bundu Thokoza Somarobogo J Kwaggafontein C Kwaggafontein A Vlaklaagte 01 MathysZyn Loop Machiye Zithabiseni Vezubuhle Buhlebizwe/Belfast/Zenzele</p>	<p>Phumula D SoMphalali D Mandela Village Mzimuhle Somarobogo F Sun City A Moloto North Zakheni 01 Zakheni 02 Engwenyameni Verena A Phola Park Phumula B2</p>	<p>The additional 147 planned sites at the Moloto Extension II is allocated for development of linked housing subsidy scheme in the 2009/10 financial year</p>

Completion of housing programmes committed under PHP programme – 2003 project	Completion of housing programmes committed under PHP programme:	People's Housing Process (PHP):	Greenfield Link (Project Subsidy) Priority Areas:	Intergrated Settlement Human
<p>Kwaggafontein "A" Mzimuhle Vreisgewacht Tweefontein "A" Thembaletu</p>	<p>Belfast/Buhlebuzile/Zenzele Somarobogo H Somarobogo E Phumula A Langkloof Phumula B2 Buhlebisizwe Mountain View Sun City AA</p>	<p>Moloto South Phumula2 Tweefontein N Sun City B Zithabiseni Lethuli Village Phumula Phumula B2 Chris Hani/Kwafene Mountain View Kwagga A, B, C</p>	<p>Moloto Extension 7 647 sites approved Infrastructure development in the land is funded and the project is running.</p>	<p>The provision of housing in the nominated portions should be in compliance to the policy on intergrated human settlement of government : Tweefontein opposite RDP Moloto Ext 7 Buhlebesizwe Ext Kameelpoortnek 218 JR Sybrandskraal 244 JR (Moloto South) KwaMhlanga C Tweefontein K (Ext 3) – 1072 already planned</p>

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

	AREAS	PROGRAMME	AFFECTED HOUSEHOLDS	FUNDED UNITS IN 2008/2009	UNIT NOT YET FUNDED
1	Kwaggafontein C	Disaster/Emergency	100	81	19
2	Mandela Village	Disaster/Emergency	25	None	25
3	Chris Hani	Disaster/Emergency	01	None	01
4	Kwaggafontein A	Disaster/Emergency	116	60	56
5	Moloto South	Disaster/Emergency	10	None	10
6	Boekenhouthoek	Disaster/Emergency	01	01	None
7	Tweefontein D	Disaster/Emergency	46	44	2
8	Langkloof	Disaster/Emergency	32	16	16
9	Tweefontein C	Disaster/Emergency	49	47	2
10	Kwaggafontein D	Disaster/Emergency	34	02	32
11	Kwaggafontein B	Disaster/Emergency	35	01	34
12	Verena A& B	Disaster/Emergency	02	02	None
13	Tweefontein E	Disaster/Emergency	13	01	12
14	Tweefontein N	Disaster/Emergency	10	03	07
15	Mathyzensloop	Disaster/Emergency	06	02	04
16	Gembokspruit	Disaster/Emergency	03	02	01
17	Sun City A,B & Luthuli	Disaster/Emergency	13	03	10
18	Tweefontein H	Disaster/Emergency	04	01	03
19	Zenzele	Disaster/Emergency	02	01	01
20	Phola Park	Disaster/Emergency	12	02	10
21	Buhlebesizwe	Disaster/Emergency	46	03	43
22	Tweefontein G	Disaster/Emergency	03	03	None
23	Vlaaklaagte	Disaster/Emergency	05	None	05
24	Vriesgewagt	Disaster/Emergency	01	01	None
25	Tweefontein A	Disaster/Emergency	13	02	11
26	Tweefontein J	Disaster/Emergency	22	None	22

27	Tweefontein B1 & B2	Disaster/Emergency	44	03	41
28	Buhlebuzile	Disaster/Emergency	01	01	None
29	Goederede	Disaster/Emergency	14	None	14
30	Thokoza	Disaster/Emergency	09	None	09
TOTAL			691	282	409
PERCENTAGE			100%	41%	59%

Houses currently under construction 2009/10

The following projects are included in the Implementation Plan of the Mpumalanga Department of Local Government and Housing:

Program	Units	Budget
CBIS (new) to be used as CBRS	34	R1 390 974,00
CBRS (new)	57	R2 331 927,00
CBRS (old business)	148	R3 851 562,72
Rectification of RDPs	30	R 687 750,00
Infrastructure Installation	647 units at Moloto (Paparich & Motheo J/V)	R5 749 889,00
Area	Units to be Activated	Budget
Kwaggafontein	12	R 425 592,00
Thokoza	05	R 177 330,00
Sun City (Mandela)	08	R 283 728,00
Goederede	07	R 248 262,00
Somarobogo	32	R1 134 912,00
Machipe	16	R 567 456,00
TOTAL	80	R2 837 280,00

6.17 Issue 17: Land Use Management

6.17.1 Background and Problem Statement

Legal Status of Towns

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

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

Legal Status of Towns

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

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

In some villages the land tenure upgrading was not completed and our villages are still recorded as farms with the Department of Land Administration. They need to be converted to settlements. In the Thembisile Hani Local Municipal area, the entire municipal areas is subject to land claims as illustrated in **Table 3**

Most of this land is currently state land, ownership of all farm portions are registered to the department of Land Affairs.

The total number of claims is about 133 located on 60 individual properties. In the Kwamhlanga area which has a total of 82 claimants on 29 properties and 24 claims on 14 properties in Mkobola area.

6.17.2 SWOT ANALYSIS.

Strength	Weakness	Opportunity	Threats
Plenty of land in our disposal	Lack of land use management	Government owned land	Ambiguity in land ownership
	Lack of proper town planning	Transfer of land to the municipality.	Illegal occupation of land

Focus area.

- Speeding up of land tenure upgrading and completion of incomplete townships, and issuing of title deeds
- Speeding up of formalisation of informal settlement

- Putting in place proper land use management (development of land use by-laws)
- Identification of land that will be developed for proper human settlement
- Transferring of state land to Thembisile Hani Local Municipality
- Reservation of land for landfill site
- Reservation of land for Moloto Rail Development corridor
- Rehabilitation of wetlands

Table 3: Land and Restitution Progress Report 06/2006: Thembisile Hani Local

No	KRP	Project Name	No of claims	Project Officer	P1: Lodgement & Registration	P2: Screening & Categorisation	P3: Determination of Qualification	P4: Negotiations	P5: Settlement	P6: Implementation
14	12340	Taaifontein 461JR	1	9	X	14/07/06	X	0	31/12/06	-
	5600	Taaifontein 461JR	1	9	X	14/07/06	X	0	31/12/06	-
	2286	Taaifontein 461JR	1	9	X	14/07/06	X	0	31/12/06	-
15	11308	Zusterhoek 246JR	1	0	X	-	-	-	-	-
	995	Zusterhoek 246JR	1	0	X	-	-	-	-	-
	936	Zusterhoek 246JR	1	0	X	-	-	-	-	-
16	1568	Hartebeesfontein 441JR	1	0	X	-	-	-	-	-
	5546	Hartebeesfontein 441JR	1	0	X	-	-	-	-	-
	906*	Hartebeesfontein 441JR	1	0	X	-	-	-	-	-
17	5554	Lanseria 233JR	1	0	X	-	-	-	-	-
18	5005	Vlakfontein 453JR	1	0	X	-	-	-	-	-
	2728	Vlakfontein 453JR	1	0	X	-	-	-	-	-
	2735	Vlakfontein 453JR	1	0	X	-	-	-	-	-
	2456	Vlakfontein 453JR	1	0	X	-	-	-	-	-
19	2726	Hartebeestspruit 235JR	1	0	X	-	-	-	-	-
20	999	Klipspruit 245JR	1	0	X	-	-	-	-	-
21	993	Roodepoort 439JR	1	9	X	29/07/06	24/10/06	0	31/12/06	-
	737	Roodepoort 439JR	1	9	X	29/07/06	24/10/06	0	31/12/06	-
	2458	Roodepoort 439JR	1	9	X	29/07/06	24/10/06	0	31/12/06	-
	1377	Roodepoort 439JR	1	9	X	29/07/06	24/10/06	0	31/12/06	-
22	736	Kameelpoortnek 218JR	1	0	X	-	-	-	-	-
	1111	Kameelpoortnek 218JR	1	0	X	-	-	-	-	-
	735	Kameelpoortnek 218JR	1	0	X	-	-	-	-	-
23	730	Leeuwfontein 214JR	1	0	X	-	-	-	-	-
	1079	Leeuwfontein 214JR	1	0	X	-	-	-	-	-

Municipality Hani Local Municipality

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

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

24	1426	Rietfontein 466JR	1	0	X	-	-	-	-	-
25	6576	Tweefontein 220JR	1	4	X	31/07/06	30/09/06	0	09/08/06	-
	5463	Tweefontein 220JR	1	4	X	31/07/06	30/09/06	0	09/08/06	-
26	1109	Prins Anna 234JR	1	0	X	-	-	-	-	-
27	1161	Hartebeestspruit 434JR	1	0	X	-	-	-	-	-
28	206	Klipfontein 205JR	1	0	X	-	-	-	-	-
29	219	Enkeldoorn 219JR	1	19	X	X	31/08/06	15/08/06	30/11/06	-
29		KWAMHLANGA	82							
B		MKOBOLA								
30	11324	Rietfontein 90JS	1	1	X	X	X	X	X	-
	728	Rietfontein 90JS	1	1	X	X	X	X	X	-
	11324	Rietfontein 90JS	1	1	X	X	X	X	X	-
	6472	Rietfontein 90JS	1	1	X	X	X	X	X	-
31	11891	Klipdrift 252JR	1	3	X	05/08/06	12/08/06	X	06/09/06	-
	6406	Klipdrift 252JR	1	3	X	05/08/06	12/08/06	X	06/09/06	-
	208	Klipdrift 252JR	1	3	X	05/08/06	12/08/06	X	06/09/06	-
	1030	Klipdrift 252JR	1	3	X	05/08/06	12/08/06	X	06/09/06	-
	905	Klipdrift 252JR	1	3	X	05/08/06	12/08/06	X	06/09/06	-
	6427	Klipdrift 252JR	1	3	X	05/08/06	12/08/06	X	06/09/06	-
32	731	Vriscgewaagd 226JR	1	11	X	30/09/06	31/08/06	31/10/06	30/11/06	-
	710	Vriscgewaagd 226JR#	1	11	X	30/09/06	31/08/06	31/10/06	30/11/06	-
33	1175	Bultfontein 94JS	1	3	X	X	X	26/07/06	30/07/06	-
34	1369	Wolvengaten 255JR	1	0	X	-	-	-	-	-
	2276	Wolvengaten 255JR	1	0	X	-	-	-	-	-
35	1002	Hartebeesfontein 93JS	1	10	X	31/07/06	30/08/06	10/09/06	20/11/06	-
36	344	Buffelshoek 91JS	1	0	X	-	-	-	-	-
37	723	Zwartfontein 89JS	1	0	X	-	-	-	-	-
38	1020	Klipdrift 62JS	1	1	X	X	X	X	31/07/06	-
39		Gemboksfontein 199JR	1	1	X	X	X	X	31/07/06	-
40		Kwaggafontein 196JR	1	1	X	X	X	X	31/07/06	-
41		Maliek Zyn Kop 58JS	1	1	X	X	X	X	31/07/06	-
42		Rhenosterfontein 227JR	1	19	X	X	31/08/06	15/08/06	30/11/06	-
43		Vreemdeling 65JS	1	3	X	26/09/06	29/08/06	10/10/06	10/12/06	-
14		MKOBOLA	24							
C		WITBANK								
44	348	Aasvolgelkrans 275JS	1	0	X	-	-	-	-	-
45	1340	Zaaihoek 260JS	1	0	X	-	-	-	-	-
	922	Zaaihoek 260JS	1	0	X	-	-	-	-	-
	1596	Zaaihoek 260JS	1	0	X	-	-	-	-	-
	2299	Zaaihoek 260JS	1	0	X	-	-	-	-	-
46	5587	Waterval 230JS	1	0	X	-	-	-	-	-
47	1159	Parys 84JS	1	0	X	-	-	-	-	-
48	680	Blaaupoort 257JS	1	0	X	-	-	-	-	-
49	919	Stroomwater 96JS	1	11	X	10/11/06	31/10/06	31/10/06	30/11/06	-
	1544	Stroomwater 96JS	1	11	X	10/11/06	31/10/06	31/10/06	30/11/06	-
	5172	Stroomwater 96JS	1	11	X	10/11/06	31/10/06	31/10/06	30/11/06	-
50	1357	Doornek 88JS	1	0	X	-	-	-	-	-
	943	Doornek 88JS	1	0	X	-	-	-	-	-
	1112	Doornek 88JS	1	0	X	-	-	-	-	-
51	5896	Langkloof 229JS	1	0	X	29/09/06	30/09/06	30/09/06	31/10/06	-
	9624	Langkloof 229JS	1							
52	668	Hondekraal 234JS	1	0	X	-	-	-	-	-
53	1154	Doomfontein 98JS	1	0	X	-	-	-	-	-
10		WITBANK	18							

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

TABLE: LEGAL STATUS OF TOWNSHIPS

No	Township	SG-Plan		Approved General Plan	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	Goederede B (Bundu)	A11537/1993		Yes	No
5	Goederede C (Bundu)	N0		Yes	No
6	Kwaggafontein A	10787/1995		Yes	No
7	Kwaggafontein A Ext 1	A10707/1993		Yes	No
8	Kwaggafontein A Ext2	A2688/1994		Yes	No
9	Kwaggafontein B	11456/1995		Yes	No
10	Kwaggafontein C	5246/1995		Yes	No
11	SoMphalali	10373/1995		Yes	No
12	SoMphalali	10376/1995		Yes	No
13	Kwaggafontein E	7897/19997		Yes	No
14	Kwaggafontein IA	7302/1995		Yes	Yes
15	Entokozweni A	8715/1997		Yes	No
16	Tweefontein K	A9487/19994		Yes	No
17	Verena A	A3321/19993		Yes	No
18	Verena B	A3318/1993		Yes	No
19	Verena C	A7495/1993		Yes	No
20	Verena D	N0		No	No
21	Vlaklaagte "AA" (2)	11578/1997 & 11563/1997		Yes	No
22	Vlaklaagte "BB" (1)	A8287/1994		Yes	No
23	Vlaklaagte "CC" (2)	1365/1998		Yes	No
24	Wolwenkop A	A3254/1993		Yes	No
25	KwaMhlanga A	Layout	Surveyed	Yes	Yes
26	KwaMhlanga B	Layout	Surveyed	Yes	Yes
27	KwaMhlanga BA	Layout	Surveyed	Yes	Yes
28	KwaMhlanga IA	Layout	Surveyed	Yes	Yes
29	KwaMhlanga MA	Layout	Surveyed	Yes	Yes
31	Enkeldoornoog A	Layout	Surveyed	Yes	
32	Enkeldoornoog B	Layout	Surveyed	Yes	
33	Enkeldoornoog C	Layout	Surveyed	Yes	
34	Kameelpoortnek A	Layout	Surveyed	Yes	
35	Kameelpoortnek B	Layout	Surveyed	Yes	
36	Kameelpoortnek C	Layout	Surveyed	Yes	
37	KwaMhlanga C	Layout	Surveyed	Yes	
38	Moloto 2	Layout	Surveyed	Yes	
39	Moloto 3	Layout	Surveyed	Yes	
40	Moloto North	Layout	Surveyed	Yes	
41	Somarobogo	Layout	Surveyed	Yes	
42	Vlakfontein A	Layout	Surveyed	Yes	
43	Moloto 1	Layout	Surveyed		
44	Moloto 4	Layout	Surveyed		
45	Phumula A	Layout	Surveyed		
46	Phumula B	Layout	Surveyed		

47	Phumula C	Layout	Surveyed		
48	Phumula D	Layout	Surveyed		
49	Somarobogo E	Layout	Surveyed		169
50	Somarobogo F	Layout	Surveyed		
51	Somarobogo H	Layout	Surveyed		
52	Tweefontein IA	Layout	Surveyed		
53	Somarobogo	Layout	Surveyed		
54	Tweefontein M	Layout	Surveyed		
55	Tweefontein N	Layout	Surveyed		
56	Vlakfontein B	Layout	Surveyed		
57	KwaMhlanga D	Layout	Surveyed		
58	KwaMhlanga E	Layout	Surveyed		
59	Kameelpoortnek S1	Layout	Surveyed		
60	Kameelpoortnek S2	Layout	Surveyed		
61	Kameelpoortnek S3	Layout			
62	Enkeldoornoog S1	Layout			
63	Tweefontein S1	Layout			
64	Tweefontein S2	Layout			
65	Tweefontein S3	Layout			
66	Moloto S1	Layout			
67	Zakheni	Layout			
68	Pholapark	Layout			
69	Mountain View	Layout			

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

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

Figure 18 illustrates the areas for which layout plans could be found as well as areas with no layout plans at all. From this it is clear which areas still have to be planned and formalised (see the orange areas on Figure 18).

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

Areas with Preliminary Town-Plans within the Municipality

1	Buhlebesizwe (Buhlebesizwe)	100
2	Vlaklaagte 1	200
3	Kwaggafontein "C" Extension	70
4	Matshipe	800
5	Wellas (Verena D) *	1 000
6	Zakheni Extension 1 & 2	500
7	Mandela Extension	1 500
8	Sun City AA	380
9	Jordan (Phola Park)	500
10	Fene (Enkeldoornoog B)	150

11	Chris Hani	1 000
12	Sakhile	600
13	Somarobogo E	100
14	Thokoza Extension	200
15	Phumula "A" Extension	200
TOTAL		7 100

PRIORITY AREAS FOR TOWN PLANNING AND SURVEYING NEEDS FOR THE MUNICIPALITY

Project Name/Area	Existing General plan? Yes or No	Estimated amount of erven	Format of land ownership
Chris Hani	Preliminary plan only	100	State Land
Sakhile	Preliminary plan only	600	State Land
Mandela extension	Preliminary plan only	1 500	State Land
Zakheni 1 & 2	Preliminary plan only	500	State Land
Sun City AA	Preliminary plan only	380	State Land
Phumula A extension	Preliminary plan only	200	State Land
Kwaggafontein C (Dobhaphasi)	Preliminary plan only	70	State Land
Vlaklaagte 01 extension	Preliminary plan only	200	State Land
Buhlebesizwe extension	Preliminary plan only	100	State Land
Machipe	Preliminary plan only	800	State Land
Jordan	Preliminary plan only	500	State Land

OBJECTIVES	STRATEGY	PROJECTS/ACT ION	INDICATORS	TIMEFR AME	AMOUN T R000	SOUR CE	RESPONSIBI LITY
To ensure all settlement have formal town plans	formal layout plans compiled for all the informal towns and settlements	Identify informal settlements to be formalized	Formal town plans for each settlement	June 2010		DALA /DLG H	SDS
To develop integrated human settlement areas	Provision of houses and facilities to the community	Town planning of portion 4 Buhlebesizwe21 JR and FARM Sybrandskraal 244JR remainder portion of portion 17 to relocate land invaders	Preliminary town plans developed	June 2010	R200	Own	SDS
To develop integrated human settlement areas	Provision of houses and facilities to the community	Release land through PPP	PPP signed and development commenced	July 2009		Own	SDS
		Identify land for Rental Stock housing development	Land identified and released	December 09		Own	SDS
		Develop a rural development strategy	Strategy developed and adopted by Council	Feb 2010	R100	Own	SDS
To ensure proper allocation and utilisation of land	Regulate land-use	Develop by-law on land use	By-law gazetted	July 2009	R100	Own	SDS

		Develop by-law on sand mining/borrow-pits	By-law gazetted	July 2009	R100	Own	SDS
		Relocation of all land invaders to portion 4 Buhlebesizwe21 JR and FARM Sybrandskraal 244JR remainder portion of portion 17	Land invaders relocated	July 2009	R500	Own	SDS
		Developed the grazing land/camp for stock farmers catt	Grazing land/camp developed for stock farmers	July 2009	R200	Own	SDS

							000	Own	SDS
To upgrade the developmental status of the municipality in order to redress the situation	Development of the municipality focusing on urbanization	Develop a single land-use management scheme	Land Use Management Scheme adopted	July 2009	200 000	Own	SDS		
Economic opportunities on housing development Investigate possibility to provide orphan housing programmes	Productive utilization of procured farms	Develop business plan on utilization of procured farms	Business plan approved	August 2009	200 000	Own	SDS		
		Feasibility study and identification of land for agricultural development	Feasibility study report approved	Nov 2009	100 000	Own	SDS		
		Feasibility study and business plan on establishment of a municipal entity on agricultural development	Feasibility study report and Business plan approved	Sep 09	100 000	Own	SDS		
Management of wetlands	To conduct audit on wetlands	Database be compiled on wetlands	Database compiled	June 2010		DALA	SDS		

Support land reform programmes	Monitor and participate on land reform project	Implementation of land claims projects	Land care projects completed	Continous		DOLA	DOLA/SDS
To encourage and participate in farm projects on portion 8, 12, 13, and 17 of the farm Engwenyameni 256JS	To facilitate the implementation of land care projects	To developed a business plan to implement the projects on farm Engwenyameni 256JS		2008/2009	R 9.7m	DOLA	SDS
			Land care projects completed	Continous		DOLA	DOLA/SDS

Informal Settlements within the municipality (Land Invasions)

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

Table Below: Proposed Tenure Upgrading Projects in order of priority within the municipality

Project Name/Area	Existing General plan? Yes or No	Estimated amount of erven	Format of land Ownership?
Kwaggafontein "C"	yes	2719 erven	State land
Kwaggafontein "D"	yes	1341 erven	State land
Mathyzensloop	yes	1378 erven	State land
Vriesgewagt	yes	779 erven	State land
Gemsbokspruit/Mzimuhle	yes	1383 erven	State land
Vlaklaagte "01"	yes	2439 erven	State land
Vlaklaagte "02"	yes	2486 erven	State land
Verena "B"	yes	793 erven	State land
Verana "C"	yes	1015 erven	State land
Moloto South	yes	5340 erven	State land
Moloto North	yes	2780 erven	State land
Klipfontein	yes	240 erven	State land
Tweefontein "D"	yes	693 erven	State land
Tweefontein "F"	yes	1299 erven	State land
Tweefontein "M"	yes	1299 erven	State land
Tweefontein "N"	yes	782 erven	State land
Vezubuhle	yes	2366 erven	State land
Phola park	No	2130 erven	State land
Suncity "AA"	No	1427 erven	State land
Zakheni "01" & "02"	No	765 erven	State land

Table Below: Areas for further planning and surveying in order of priority

Project Name/Area	Existing General plan? Yes or No	Estimated amount of erven	Format of land Ownership?
KwaMhlanga IA	Church Sites	9 sites	State Land
KwaMhlanga B	Erf 1003	1 Church site	
Chris Hani	Preliminary plan only	100	State land
Sakhile	Preliminary plan only	600	State land
Mandela extension	Preliminary plan only	1500	State land
Zakheni 1&2	Preliminary plan only	500	State land
Suncity "AA"	Preliminary plan only	380	State land
Phumula "A" extension	Preliminary plan only	200	State land
Kwaggafontein "C" (Dobhaphasi)	Preliminary plan only	70	State land
Vlakraagte "01" extension	Preliminary plan only	200	State land
Buhlebesizwe extension	Preliminary plan only	100	State land
Machiye	Preliminary plan only	800	State land
Jordan	Preliminary plan only	500	State land

PRIORITISED SETTLEMENTS FOR TENURE UPGRADING PROJECTS

NO	AREA	LAND OWNERSHIP	ESTIMATED NUMBER OF ERVEN	COST ESTIMATED	FUNDING SOURCES
01	Kwaggafontein C	State Land	2 719		
02	Kwaggafontein D	State Land	1 341		
03	Mathyzensloop	State Land	1 378		
04	Vriesgewagt	State Land	779		
05	Gemsbokspruit/Mzimhlophe	State Land	1 383		
06	Vlaklaaget 01	State Land	2 439		
07	Vlaklaagte 02	State Land	2 486		
08	Verena B	State Land	793		
09	Verena C	State Land	1 015		
10	Moloto South	State Land	5 340		
11	Moloto North	State Land	2 780		
12	Klipfontein	State Land	240		
13	Tweefontein D	State Land	693		
14	Tweefontein F	State Land	1 299		
15	Tweefontein M	State land	1 299		
16	Tweefontein N	State Land	782		
17	Vezubuhle	State Land	2 366		
18	Phola Park	State Land	2 130		
19	Sun City AA	State Land	1 427		
20	Zakheni 01 and 02	State Land	765		
TOTAL					

6.18 Issue 18: Local Economic Development

6.18.1 Background and Problem Statement

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

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

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

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

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

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

to be rehabilitated. Declaration and the revival of the heritage sites at our municipal jurisdiction have impact on promoting tourism.

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

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

It should be appreciated that the government has allocated one ASGISA project to our area i.e. Moloto Rail Development corridor .This development brings with a demand of skills and a possibility of jobs in both the construction and the operations phase. It therefore demands from us to have the needed skills audit and to start developing the necessary skills. JIPSA and skills development process should be explored to the fullest. The Department of Labour should be engaged in this event.

The 2010 FIFA world cup brings as much opportunities and need equal effort of readying ourselves, Thanks to the deceleration of Solomon Mahlangu Stadium as a practice field. Establishment of Fan Parks will also contribute to the poverty alleviation.

All these need well oiled human resource machinery which need beefing up with an Assistant Manager, Tourism Officer and an Agricultural Officer.

6.18.2 CASP Initiative

The Province has, since the inception of CASP (2004/05) concentrated on- and off-farm infrastructure development and improvement of the farmer settlement, food security, and farmer support programs, in an effort to reform specific areas towards sustainable production

Funding will be allocated to projects according to food security needs analyses, economic growth, potential to trigger additional job opportunities and availability of markets. Representation of geographical areas of the Province according to municipalities has been included to ensure fair distribution of resources.

Specific infrastructure improvements of existing projects has been proposed and budgeted according to their capital requirements. These improvements form part of the fundamental needs of agricultural resource utilization and are therefore structured within the aims and objectives of the program.

The program will assist to facilitate the rehabilitation and development on- and off-farm infrastructure (boreholes, dams, farm access roads, irrigation systems, livestock handling facilities, fencing, farm buildings), provide support to subsistence and emerging farmers with production inputs, promote and support broad based Agri-BEE, create job opportunities and alleviate poverty, as well as improve farming practices to promote natural resource management

6.18.3 Aims and objectives

- To facilitate the establishment of small to medium business enterprises
- Economic empowerment of entrepreneurs through mentorship
- To create sustainable employment opportunities for the members of the local community
- To enable people from all corners of the country to reach to it and to maintain a positive interest in the Ndebele cultural heritage, including language, customs and practices, rituals, dance, music, arts and crafts, as well as showing their cultural achievements to other people.
- Develop skills through technical and soft training
 - Establish linkages between formal and informal sectors
 - To provide technical training and support infrastructure to enable the economic development of the municipality
- Economic empowerment of members of the local community by means of the establishment of formal economic activities which are managed and operated by themselves.
- Employment creation among the local community
- Improvement in households income
- Capacity building through training skills transfer to the local community.

6.18.4 SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1.Good climatic conditions	Poor raods conditions	Bead work and cultural painting	High level of poverty
2. Tourism belt	Poor L E D strategy	Availability of haartebeespoort farm	Lack of air port
3.The two plazas	Inadequate skills in tourism	Rust de winter project	Weak electricity
4.goat farming	Dysfunctionality of working groups.	Kusile project	Inadequate water supply
5. Solomon Mahlangu s. stadium	Shortage of staff	Moloto rail corridor	High rate of illiteracy
6. agricultural economic base	Lack of a fully fledge LED unit.	FIFA 2010 world cup	Lack of institutions of higher learning
7. Pisturisque landscape		Availabilty of funds from sector	Weak communication network

		Departments to sponsor projects	
8. Existence of L E D Forum and working groups		Establishment of Fan parks.	Weak public transport system
9. Existence of cooperatives		Proximity to Gauteng.	
10. A community that is willing to work.		Interest of big business	
		Availability of state land.	
		Government's JIPSA and ASGISA Programmes.	
		Reviewal LED strategy.	

FOCUS AREAS

- Reviewal of LED strategy.
- Capacity building
- Operationalization of internal unit
- Creation of SMMEs and cooperatives
- Exploration of opportunities

MINERAL DEPOSITS WITHIN THE JURISDICTION OF THEMBISILE LOCAL MUNICIPALITY

Extracted from the SAMINDABA map obtained at the Council for Geosciences

MINERAL	STATUS	SIZE	FARM NAME
COAL	SMALL	ABANDONED	LOOPSRIUT 435 JR
COAL	SMAAL	ABANDONED	LOOPSRIUT 435 JR
COAL	SMALL	ABANDONED	GROOTVLEI 258JS
REACTORY CLAY	LARGE		LOOPSRIUT 435 JR
TIN/COPPER/ZINC	SMALL	ABANDONED	ENKELDOORN217 JR
TIN	SMALL	ABONDENED	ENKELDOORN217 JR
TIN/COPPER/LEAD	SMALL	ABANDONED	ZUSTERHOEK 246 JR
CLAY/REFACTORY SEMI FLINT	MEDIUM	PRODUCING	LEEUFONTEIN 466JR
REACTORY CLAY FLINT	LARGE		RODEPORT 439 JR
REACTORY CLAY FLINT	LARGE	ABANDONED	RODEPORT 349 JR
REACTORY CLAY	LARGE	PRODUCING	NOOITGEDACHT 436 JR
REACTORY CLAY	LARGE	ABANDONED	NOOITGEDACHT 436 JR
REACTORY CLAY	LARGE	PRODUCING	BLESBOKFONTEIN 459JR

COPPER	SMALL	ABANDONED	ONGEZIEN 365
ZINC/LEAD	MEDIUM	NEVER EXPLOITED	ENGELSCHEDOORNBOM 95 JS
REFRACTORY CLAY	LARGE	ABANDONED	TAAIFONTEIN 461JR
REFRACTORY CLAY	LARGE	NEVER EXPLOITED	LOOPSPRUIT 435JR
COPPER/SILVER/LEAD	MEDIUM	ABANDONED	ROODEPORTJIE 250 JR
REFRACTORY CLAY	MEDIUM	ABANDONED	TWEEEFONTEIN 220 JR
SEMI FLINT/ PLASTIC	SMALL	ABANDONED	GEMBOKFONTEIN231 JR
TIN /COPPER/ MOLYBODENUIM	SMALL	ABANDONED	VLAKLAGTE 221JR
MOLYBODENIUM /IRON/ZINC	SMALL	ABANDONED	HOUTBEK 194 JR
GRANITE	MEDIUM	PRODUCING	WOLWENLOP

Action	Timeframe	Responsibility	Budget
• Re launching of LED forum	Dec 2009	MM Office	250 000
• Establishment of a fresh produce market in the municipal area	Sept 2009	LED	R200 000
• Implementation of projects from Thembisile LED Strategy	Oct 2010	LED	R500.000
• Hosting of Cultural and Business Show (Business Expo)	Dec 2009	LED	R300.000
• Skills development programme for women and youth	Dec 2009	LED	R250 000
• Skills audit	July 2010	LED	R100.000
• Launching of the Economic Development Hub	Non 2009	LED	R120 000
Reviewal of LED strategy	Dec 2009	LED	R300 000
Economic opportunities aware			

Revival of industrial areas, municipality to engaged MEGA regarding functionalities of the small industrial areas, and further recognizing the Department of Labour for the skill program and further acknowledges the clay and brick making operation in Verena and Muzimuhle.

Objective	Strategy	Projects Name	Person Responsible	Key Performance Indicator	Time Frames	Budget R000	Sources
To revive and operationalize the Local Economic Development	<ul style="list-style-type: none"> Recollect stakeholders to participate in the forum and working committees. Establish a fully fledged internal unit. 	<ul style="list-style-type: none"> Restructure the LED forum & working committees. Employ a manager for the LED. 	Municipal Manager	<p>Invitation for LED & working committee meetings.</p> <p>Annual programme for the forum and committees</p> <p>Inclusion of LED manager in the organogram</p> <p>Advert for the post of an LED manager.</p>	<p>April 2009</p> <p>April 2009</p> <p>April 2009</p> <p>April 2009</p>	500	own
To upgrade and speed up the formation of cooperatives	Mobilise like minded or complementary individuals to form cooperatives.	Launch cooperatives at a faster pace.	Municipal Manager	Meetings organised for the establishment and launch of cooperatives. Avail	May 2009	n/a	

					programme for the launch to council				
To disseminate information about economic opportunities available	Organise exhibition expo's	Invite exhibitors and beneficiaries & sector departments	Municipal Manager	Issue date for annual shows	ANNUALLY	R 280 000	Own		
To enhance the Local Economic Development	Review the present LED strategy	Produce the draft review of the LED strategy	Municipal manager.	Submission of the draft to council	June 2009	R250	Own		
To update skills audit	Draw a database of available skills at ward level	Deploy foot soldiers to collect the information	Municipal manager	Compilation of the cleansed database to council	quarterly	R50	Own		
To collect skills needs in projects like Moloto rail development, world cup	Analyse necessary skills per prospective project	Request consortia to produce skill need audit.	Municipal manager	Submission of skills need to council.	ongoing	R200	Own		
To identify and develop the necessary skills	Identify individuals and strategy to capacitate for the identified projects.	Consult institutions to train the	Municipal manager	Submission to council of the progress report.	ongoing	R100	Own		

SMME support services	Register all the SMME and determine the legality of the business	beneficiaries	Municipal Manager	Finalization of the strategy	March 2010	R50	own
Formalizing the hawkers and the SMME in the municipality	Building of shelters for the hawkers at the main business centers	Provision of formalized trading areas	Municipal Manager	Finals with SMME on provision of formal business site	December 2010	R 1.200	Own
Facilitate the development of the Economic Development Hub	Facilitate the partnership formation with the private company to establish business support centre	Small business support unit	Municipal Manager	Finalized with SMMEs to developed the support unit	August 2009	R1.500	Donors
Business skills training	Facilitate the incubator system for small businesses	Business management skills	Municipal Manager	Provide Business Management Skill in consultation with the SMMEs	November2009		DOL
Development and the revamping of mines	Develop a strategy to attract investors to exploit the mining opportunities	Data base of Mineral resources within the municipality	Municipal Manager	utilization of this opportunities by encouraging the facilitation and usage of the mi mineral resources	December 2009	150 000	Investors
Policy	Develop the LED policy	Policy	Municipal	Finalized the	june 2009	R250 000	Own

formulation		formulation	Manager	remaining policies		
Development of the LED strategy and LED plan	Appointment of the service provider to develop the plans and the strategy for the municipality	LED Plan	Municipal Manager	Finalized the LED Plan	May 2009	R350 000 Own
Identification of the niche products	Expand the selling and the exporting capacity for the niche products	Cultural and Business Show(Business Expo)	Municipal Manager	Hosting of Cultural and Business Expo	October 2009	350 000 own
Stake holders participation	Visiting the wards on consultation of LED opportunities	Mass economic opportunities campaigns	Municipal Manager	Number of economic campaigns held	Continuous	150 000
Grazing and camping fence		Thembisile Breeding	DALA	Goats infrastructure development	2008/09	R462 000 Conditional Grant
Sewerage water and electrical distribution		Zivuseni	DALA	Effectively operating business	2008/09	R350 000 Conditional Grant
Day-old chicks, sewerage feed, medication layer cage		Khulanolwazi	DALA	6-weeks broilers produced	2008/09	R130 000 Conditional Grant
2001 18 weeks layer pullets, feed, medication		Bhortholo	DALA	Egg produced	2008/09	R420 Conditional Grant

layer cage															
To enhance access to postal services per household	Create enabling environment for postal services	Naming of street and numbering of households stands	Post Office	Street named and stands numbered and post delivered to each stand	May 2009	R100									Post Office

CASP Projects 2006/2010 Financial Year: Nkangala District

O	Name of Anchor	Specific Project Name	Municipality	Locality	Type of Tenure	Ownership	Allocation	Project Activities	Expected outcome	Start	Finish	Land (ha)	Funding
1	Biodiesel (soya-beans)	Taaifontein farms	Thembisile	Sybrandskraal farms	Stateland	Stateland	Stateland	Fencing, conservation structures, boreholes dev.	Soybeans for bio-fuel	04/07		7,250.0000	CASP
		Sybrandskraal farms						Electricity installations and connections					
		Blesbokfontein farms						Capacity building and mentoring					
		Bradenbacht farms						Environmental resources					

6.19 Issue19: Youth Development

6.19.1 Background and Problem statement

Thembisile Hani Local Municipality is committed to meet the needs of young people that have diverse approaches to the challenges of youth development. They play a number of roles and find different solutions to the problems of young people. The municipal has various programs aimed at transferring skills and job creation that will motivate young people to improve the quality of their own lives and contribute to a better society for all.

- There are learners who cannot afford to pay for their tertiary education, especially on registration (fees).
- Many of the bursaries offered by different institutions are too biased to scarce skills.
- High rate of teenage pregnancy and school drop outs remains a challenge.
- Lack of school facilities/resources i.e. textbooks and recreational facilities.
- The prevalence of weapons and safety in schools is also experienced in the municipality.
- Youth development information is not adequately disseminated to the community.
- Limited exposure to 2010 Soccer world cup programs is experienced by the young people of the municipality
- A new HIV/AIDS infection among the youth is rising between the ages of 16-25.
- Expectations around the moloto rail corridor as a job creation opportunity is not yet met by the youth of the municipality.

6.19.2 Junior Council

Thembisile Hani Local Municipality has established a project that will encourage young people to participate in the affairs of government, more especially on Local government, as we have realised that not all young people are participating in the affairs of government, this was seen as the tool to be used in order for the young people to fully participate in the affairs of government hence the establishment of **Junior Council Project**, this is the continuous projects as it is supported by **SALGA**

6.19.3 SWOT ANALYSIS

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Tangible and sustainable policies • Sustainable structures (SAYC) • Establishment of Intergraded Youth Development Framework 	<p style="text-align: center;">WEAKNESS</p> <ul style="list-style-type: none"> • Capacitating of Youth unit personnel • Lack of Support by Seniors & Participation in management • Facilitation of policies (Youth Bursary Fund) • Support of local Youth Development initiatives • Research, Monitoring & evaluation
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Partnership and funding with Private Sectors • Skills development & trainings of Youth organizations through SAYC • Mainstreaming of IYDS 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • High unemployment rate • Participation by Youth in Local Government matter and policy formulation • Availability of office space for SAYC

Objectives	Strategies	Project/action	Indicators	Date	Budget R000	Source	Responsible person
To intensify the implementation of Integrated Youth development strategy	Implementing IYDS within the department where applicable	The rollout of IYDS	Number of IYDS programs implemented.	On – Going	200	Own	Municipal Manager
To keep the youth informed about youth dev programs	To mobilise all youth formations/structures	Conduct annual Local Youth Indaba /summit	Youth indaba/Summit conducted	April 2010	300	Own	Municipal
To identify available skills.	To conduct skills audit with stakeholders within the municipality	Development of Youth Skills Audit.	Youth Skills audit conducted.	Sept 2009	10	Own	Municipal Manager/ Youth/SDS/D OL
To localise the National Youth Services programs.	To engaging young people of in realising the culture of voluntarism.	Implementation of NYS programs	Youth voluntarism realised and programs implemented.	Ongoing	100	Own	Municipal Manager
To activate interest and participation of youth in matters of governance	Increase participation of young people in democratic activities	Relaunch of junior council	Junior council launched	July 2009		Own	Municipal Manager

6.20 Issue 20 : Gender and Disability

6.20.1 Background/ Problem statement

Within the multitude of government Policy Frameworks, Legislation, guidelines and regulations that seek to plot for women and persons with disability. Looking at the vision 2014, seek to address Medium Terms Strategic Framework (MTSF), Accelerated and Shared Growth Initiative for South Africa (ASGISA), the National Spatial Development Strategy (NSDP), as well as the Provincial Growth Development Strategy (PGDS).

Whilst we understand the challenges facing women and persons with disabilities (target group) in Thembisile Hani Local Municipality with regard to service delivery, this issue directly affects the target group, for example if water is not available the first people to be negatively affected are the target group.

The Integrated Development Plan must present opportunities for the target group to participate and contribute to local development initiatives that stimulate economic growth and contributes to the improvement of quality of life. Limited exposure to political processes, lack of education and awareness on democracy, governance and lack of skills development continues hinder the target group effective participation.

Local government is a sphere of government for effective co-ordination and facilitation of National and Provincial Programmes related to target group, as it has the potential to transform the lives of the targeted group through service delivery, such as the provision of water, sanitation, primary health care, child care facilities, roads and transport. It is through the IDP framework that the municipality must plan its functions and activities in a manner that will assist the socio-economic development of the community. The IDP requires effective partnership with other stakeholders and thus, a unique opportunity to mainstream gender and disability into the planning processes of local government.

As per the National crime trends, Thembisile Hani Local Municipality also reflect a challenge on women, persons with disability and children to be vulnerable to rape and abuse. Again limited participation in other structures such as Community Safety Forums and Multi Agency Mechanisms compounds the challenge.

Other challenges affecting women includes among others:

- High level illiteracy
- Exclusion from economic activities
- Single parenthood
- Shortage of skills
- No assistant manager
- No person with sign language knowledge
- Implimentation plan

6.20.2 SWOT Analysis

Strength	Weakness	Opportunity	Treat
-co-ordinator -political support -policy -committed women on matters of gender -	-No assistant manager -no interpreter for sign language -recruitment strategy on gender -implimentation plan and monitoring tool	-co-ordinator -committed women -resources -coroprative establishment	-lack of women in senior position -recruitment strategy

OBJECTIVE	STRATEGY	PROJECTS	INDICATOR	DATE	Budget R000	SOURCE	Persons responsible
To address Gender issues in the working environment.	Establishment of Gender Policies.	Development of Gender Policy	Gender Policy Developed	August 2010	Inhouse	Own	Municipal Manager
To mainstream gender, children and disability issues	Alignment of Council's policies	Review of Council policies.	Reviewed Council policies	December 2009	Inhouse	Own	
	Facilitation of capacity building programmes to women	Researching the employment equity target within the working environment	Research conducted	May 2010	R 100	Own	
To enhance communication channels for targeted groups.	To open channels of communication with target groups.	Investigate the possible communication channel ways to the target group. Data collection on the target group.	Investigation conducted. Collection of data on target group	December 2010	100	Own	
Fight against child abuse	Child awareness campaigns	To conduct a seminar	Seminars held	30 March 2010	150	Own	

Raise awareness	Debate	To create a platform for debate within Thembisile Hani centers of persons with disability.	Number of debate conducted	30 May 2010	200	Own	Municipal Manager
	To educate community on gender violence.	Dialogue on gender issues	Two dialogues conducted	30 June 2010	25	own	
Guideline for the implementation of the national disability policy framework.	To developed a gender and disability strategy	Gender and disability summit	Strategy developed	30 July 2010	300	Own	Municipal Manager
Increase the participation of women, children and persons with disability in projects implementation	Encouraging women, children and person with disabilities to participate in LED projects implementation	Educational awareness programmes	Number of awareness programmes conducted	Ongoing	50	Own	Municipal Manager
Promotion of gender and disability issues	Developing of gender and disability forum	Gender and Disability summit	Summit held	August 2010	300	Own	Municipal Manager
Human resources recruitment	Beefing up of gender unit	To appoint gender and disability Assistant Manager	Gender and disability assistant Manager appointed	Oct 2009			Municipal Manager

Promote self esteem supporting centers and encourage persons with disability	To encourage persons with disability to participate within the community	Music competition	Number of music competition	30 September 2010	200	Own	Municipal Manager
Launching of 16 days of activism against abuse of women and children	Awareness campaigns Debate on stop child abuse	To conduct seminars and blitz Create a platform of debate within Thembisile Hani day care centers	Number of seminars and blitz conducted Number of debate conducted	December 2009 December 2009	300 200	Own Own	Municipal Manager Municipal Manager

CHAPTER 7: Performance Management and Monitoring and Evaluation System

During 2008 a Performance Management Framework was compiled for the Thembisile Hani Local Municipality. This Framework stated clearly that the Performance Management System should be based on the IDP of the Thembisile Hani Local Municipality. It also defined three steps to be followed to develop the PMS once the IDP is completed and adopted and is quoted as follows:

7.1 INTRODUCTION

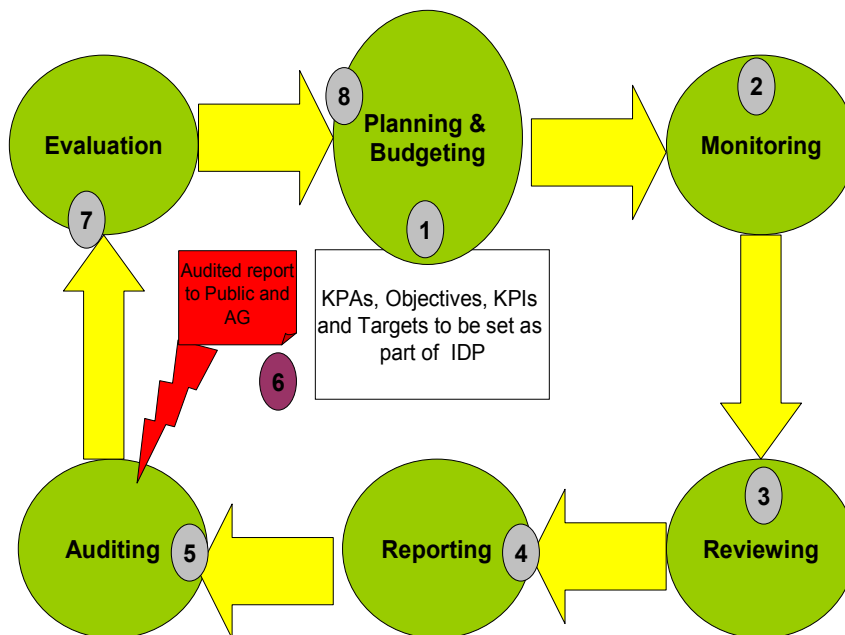
This document represents a DRAFT framework for guiding the implementation of performance management in our municipality. It provides a decision making reference for agreed processes, mechanisms and procedures that must be followed when implementing performance management in the municipality. It ensures a system that complies fully with the requirements of local government legislation relating to performance management (see section 4 below).

The document is aimed at facilitating a discussion and agreement on the final framework for performance planning, monitoring, measurement, review, reporting, auditing and evaluation. Further, this document introduces the MUNICIPAL SCORECARD as a model to be followed in implementing our performance management.

WHAT IS PERFORMANCE MANAGEMENT?

There is no universal definition of Performance Management. For, our purposes a working definition is suggested in which the term PM is used to refer to “a continuous and cyclic process of evaluating our actions and operations to determine whether we are delivering the desired level of development committed in our IDP”. This process is envisaged to roll-out incrementally following the steps illustrated in the figure below:

Figure 2: PMS cyclic process



Our performance management process will involve among other things:

- ◇ developing performance scorecards (two levels - Strategic and Departmental)
- ◇ setting of clear objectives, indicators and targets for performance (Based on IDP)
- ◇ determining baseline levels for indicators before finalizing targets
- ◇ gathering of measurement information to determine progress against set indicators and targets
- ◇ regular reviewing of performance (monthly, quarterly & annually)
- ◇ periodic reporting on performance (monthly, quarterly & annually)
- ◇ regular auditing of performance reports
- ◇ periodic assessing, evaluating and reviewing of the effectiveness of PMS itself

7.2 WHAT IS THE POLICY CONTEXT FOR MUNICIPAL PMS?

In 1997 the white paper on local government introduced the concept of performance management systems as a mechanism to improve accountability and enhance public trust on local government. The white paper further suggests that by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system is also enhanced.

In 1998, the White Paper on Transforming Public Service Delivery (Batho Pele) was adopted as a policy to enhance and enforce quality service among civil servants. All employees of public entities (government institutions including local government municipalities) are obliged to adhere to the provisions of the Batho Pele policy. These provisions are captured in the form of the following eight key principles:

- a) **Consultation**: - Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.
- b) **Service standards**: - Citizens should know what standard of service to expect and should be consulted if promised service standards are to change including development targets set in terms of the IDP.
- c) **Access**: - All citizens should have equal access to the services to which they are entitled. State of exposure to income or poverty should not be reason enough to lack access to a basic level of service.
- d) **Courtesy**: - Citizens should be treated with courtesy and consideration.
- e) **Information**: - Citizens should be given full and accurate information regarding public services they are entitled to receive.
- f) **Openness and transparency**: - Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- g) **Redress**: - If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.
- h) **Value-for-money**: - Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

The two policies mentioned above provide the framework for implementing performance management system in a municipality.

In order to ensure compliance with the objects of the constitution and national policy, Thembisile Hani municipality accepted the local government and Batho Pele white papers as its policy framework for performance management system and for advancing the cause of local government transformation

7.3 WHAT LEGAL CONTEXT INFORMS OUR PMS?

The Municipal Systems Act 32 of 2000 calls for all municipalities to establish and implement performance management systems. In its chapter six, the act prescribes for all municipalities to:

- develop a performance management system
- set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- publish an annual report on performance for the councillors, staff, the public and other spheres of government
- incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- have their annual performance report audited by the Auditor-General
- involve the community in setting indicators and targets and reviewing municipal performance

In August 2001 regulations on municipal planning and performance management were published by Department of Provincial and Local Government (**dplg**) to further explain the requirements of the act.

The regulations provide minimum requirements for a municipal performance management system and prescribe a set of seven national key performance indicators that must be measured and reported to national government by all municipalities annually. According to the regulations a municipal PMS must ensure that it:

- complies with all the requirements set out in the Municipal Systems Act;
- demonstrates how it is to operate and be managed from the planning stage up to the stages of performance and reporting;
- clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- clarifies the processes of implementing the system within the framework of the integrated development planning process;
- determines the frequency of reporting and the lines of accountability for performance;
- relates to the municipality's employee performance management processes;
- provides for the procedure by which the system is linked to the municipality's integrated development planning processes;

The regulations also prescribe that municipalities must monitor their performance and report on these national indicators (in addition to their local level indicators):

- a) the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b) the percentage of households earning less than R1100 per month with access to free basic services;

- c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- d) the number of jobs created through municipality's local economic development initiatives including capital projects
- e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- f) the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- g) financial viability as expressed by the following ratios:

$$(i) \quad A = \frac{B - C}{D}$$

Where - "A" represents debt coverage
 "B" represents total operating revenue received
 "C" represents operating grants
 "D" represents debt service payments (i.e. interest plus redemption) due within the financial year;

$$(ii) \quad A = \frac{B}{C}$$

Where - "A" represents outstanding service debtors to revenue
 "B" represents total outstanding service debtors
 "C" represents annual revenue actually received for services;

$$(iii) \quad A = \frac{B + C}{D}$$

Where - "A" represents cost coverage
 "B" represents all available cash at a particular time
 "C" represents investments
 "D" represents monthly fixed operating expenditure.

In terms of section 53 of the Municipal Finance Management Act (MFMA) 2003, the mayor of a municipality must take reasonable steps to ensure that the annual performance agreements of the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and are concluded in accordance with section 57(2j) of the Municipal Systems Act.

Coupled with the MSA: 2000, the MFMA: 2003 provide for the development of a mid-term budget and performance assessment of the municipality. The development of the mid-year budget and performance assessment report should give an indication on the progress made by the municipality for the past six months. The MFMA requires that the accounting officer of the municipality takes into account the performance of the municipality against the performance expectations set by senior managers and their departments.

The legislative framework referred to above provides a solid case for the implementation of Thembisile Hani performance management systems in local municipalities.

7.4 HOW WILL ESTABLISHING PMS BENEFIT OUR MUNICIPALITY?

For Thembisile Hani LM, the rationale for establishing PMS goes much deeper than the mere partial fulfilment of the legislative requirements. The following are other benefits for implementing a PMS.

Increased accountability

The performance management system should aim to provide a mechanism for ensuring increased accountability between:

- The residents of the Thembisile Hani and the municipal council,
- The political and administrative components of the municipality,
- Each department and the executive office.

Learning and improvement

While ensuring that accountability is maximised, the performance management system must also provide a mechanism for learning and improvement. It should allow for the municipality to know which approaches are having the desired impact, and enable the municipality to improve delivery. It should form the basis for monitoring, evaluating and improving the Integrated Development Plan.

Early warning signals

The performance management system should provide Managers, the Municipal Manager, Standing Committees and the Executive Committee with early warning of non-performance of the full implementation of the Integrated Development Plan. It is important that the system ensures decision-makers are timeously informed of possible non-performance, so that they can facilitate pro-active intervention, if necessary.

Effective decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources. The functions listed above are not exhaustive, but summarise the intended benefits of the performance management system to be developed and implemented. These intended functions should be used to evaluate the performance management system periodically.

7.5 WHAT PRINCIPLES SHOULD BE ADOPTED TO GUIDE OUR PMS IMPLEMENTATION?

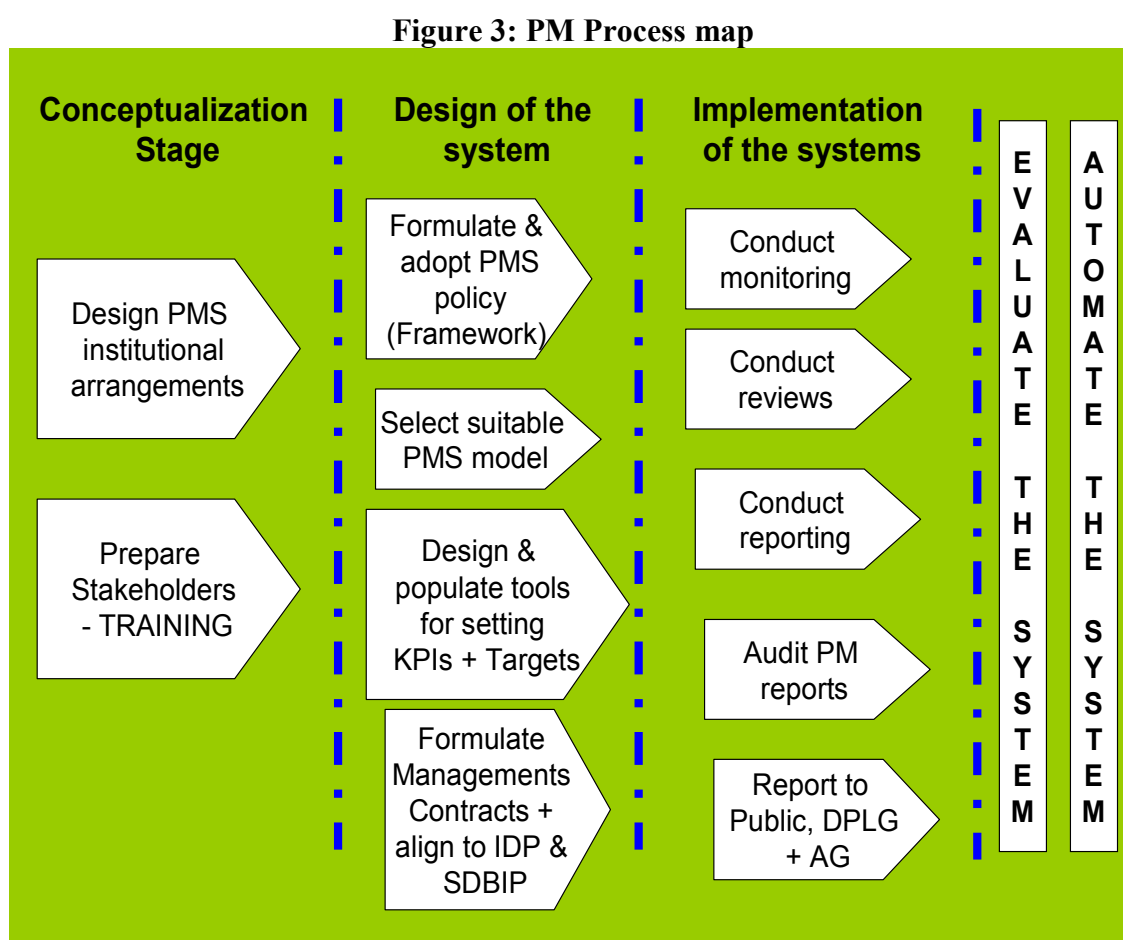
This policy provides for implementation of a comprehensive Thembisile Hani PMS based on the following set of guiding principles:

- ◇ UNIFORMITY - System must apply uniformly to all affected
- ◇ DEVELOPMENTAL - Must be developmental in nature, not punitive. Therefore, must focus on outcomes or development impact achievements rather than short term individual benefits like earning bonuses
- ◇ EQUITY OF RIGHT -Must balance organisational needs and employee rights
- ◇ PERFORMANCE CONTRACTS -Must provide for signing of performance contracts by section 57 managers
- ◇ PMS MODEL -Must identify suitable model commensurate with existing organisational capacity, constraints & LG legal context.
- ◇ EARLY WARNING -Must promote use as an early warning system

- ◇ **TRANSPARENCY** – Must provide for effective participation of affected parties in arriving at final targeted performance commitments (setting of targets to be discussed and agreed with those people / units whose performance will be managed)
- ◇ **DEMOCRATIC** - Must provide for involvement of key stakeholders in the processes of PM planning, monitoring, review, reporting and auditing

7.6 HOW WILL PMS BE DEVELOPED?

The figure below gives an illustration of the process designed to develop our PMS and reflects on the steps to be followed in its implementation.



7.7 INSTITUTIONAL ARRANGEMENTS

PMS Co-ordination

For purposes of coordinating PMS activities inside the municipality the framework provides for the delegation of authority to the Corporate Services Manager to be the PMS coordinator. In terms of the envisaged role, the PMS coordinator shall:

- ◇ Facilitate PMS communication
- ◇ Coordinate daily liaison
- ◇ Issue memos inviting inputs and reports from managers

- ◇ Facilitate implementation (monitoring & measurements of KPIs, reviews, report consolidation & submission, liaison with PMS audit committee etc)

PMS Audit function

For purposes of ensuring a mechanism for the auditing of our performance management reports, the framework provides for:

- ◇ Maintaining current status quo whereby the District PM Audit Committee also audits reports of the local municipality via an agreement with the District
- ◇ Creation of internal audit function to look at municipal PM reports prior to them being forwarded to the Audit Committee
- ◇ The extension of the terms of reference of the current audit structure which currently audits financial statements only to also incorporate the task of auditing performance reports of the municipality
- ◇ Preparation and submission of PM reports to be audited at least twice a year. This will happen during the months of January and June of each year. In this instance the policy suggests that the second report be an annual report to prevent duplication.

Public participation

For purposes of ensuring effective participation by all relevant stakeholders in the PM processes, the policy provides for the recognition and use of the same structures set for the IDP. In terms of this policy, public participation for the planning of PMS takes place during IDP formulation which must cater for the formulation of:

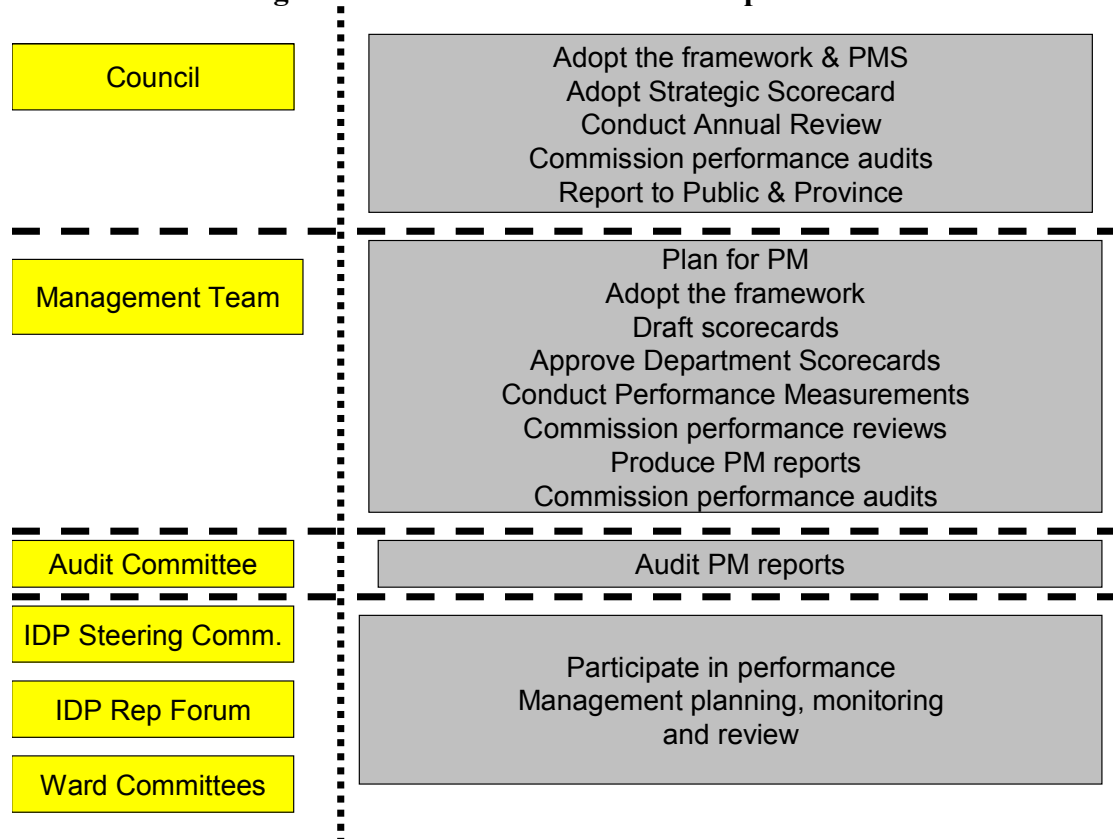
- ◇ Key development priorities agreed for each year
- ◇ Development objectives
- ◇ Key development targets agreed

Therefore, IDP steering committee and Representative forums will serve as main key platforms for public and broader stakeholder participation.

Stakeholder Roles and Responsibilities

The following figure outlines the key roles and responsibilities to be discharged by the various role players in the process

Figure 4: Stakeholder Roles and Responsibilities



Responsibilities for implementing the system

Section 55 of Municipal Systems Act, stipulates that the Municipal Manager as head of the administration or as accounting officer' is responsible and accountable for the formation and development of an accountable administration operating in accordance with the municipality's performance management system.

She or he is responsible for the management of the administration in accordance with the legislation. The final responsibility for ensuring that employment contracts for all staff are in place rests with the Municipal Manager. The final responsibility for ensuring that performance agreements of the relevant managers including his or her own are in place rests with the Municipal Manager

7.8 PMS MODEL FOR THEMBISILE HANI LM

What is a model?

A model for performance management provides simplified mechanisms for understanding how better to organise and roll-out the various aspects of performance that should be measured, reported

on and managed. It also provides a useful tool to predict and project future scenarios so that current decision-making could influence the desired future.

Why is a model important for PM?

Models have proved useful in performance management for the following reasons. They provide:

Balance: A good model will ensure balance in how the organisation measures and manages its performance. It should not bias performance measurement by relying on one facet of performance, but represent a multi-perspective holistic assessment of municipal performance.

Simplicity: A good model should organise simply, what would otherwise be a long list of indicators attempting to comprehensively cover performance, into a set of categories sufficiently covering all key areas of performance. Models differ most significantly in what they assert are the key aspects of performance.

Mapping of Inter-relationships: A good model will map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in one category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the planning stage and the review stage, particularly in the diagnosis of causes of poor performance.

Alignment of resources to strategy: A good model will align the processes of performance management to the Integrated Development Plan & budgeting processes of the organisation. It will ensure that the Integrated Development Plan is translated into performance plans that will be monitored and reviewed. The categories of key performance areas provided by a model should relate directly to the identified priority areas of the Integrated Development Plan.

International experience in both the private and public sectors has shown that traditional approaches to measuring performance that tend to be heavily reliant on financial measures are severely lacking. These approaches tended to over-emphasise financial efficiency over other equally important variables of performance measurement and thereby providing a skewed perspective of the organisation's performance, particularly for a municipal organisation.

However, with recent developments in performance measurement literature in both the public and private sector, it has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders.

7.9 The Municipal Scorecard model

In terms of this policy the municipal scorecard model is to be used as a preferred model for the municipality. This model provides a modified version of the Balanced Scorecard model which has been adapted to SA local government legislation environment. It is also based on four key perspectives outlined later in this section.

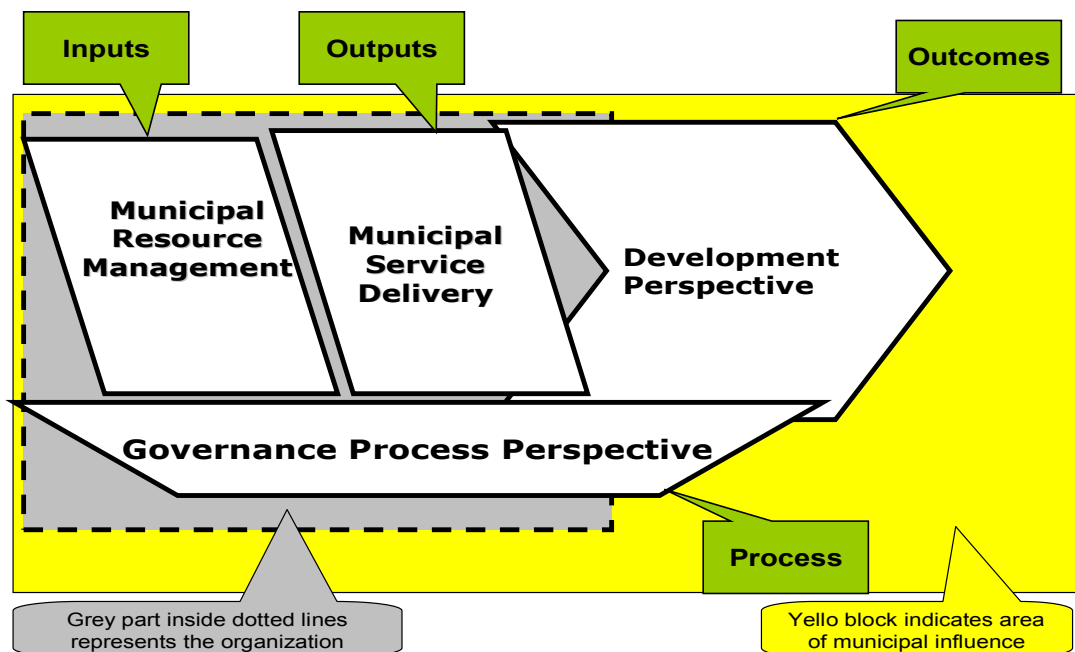
The choice of this model is based on the strengths that it is:

- Tightly aligned to the strategic planning (IDP) and Budget processes
- Directly relevant to the notions of developmental local government and co-operative governance
- Fits neatly with the envisaged legal process of managing performance in a municipal organisation in SA
- A balanced view of performance based on inputs, outputs, outcomes and processes
- A simple portrayal of municipal performance, where inter-relationships can be mapped

- Has been adopted as the recommended model for municipalities by the South African Local Government Association (SALGA) because of its simplicity and relevance to local government environment.

The Municipal Scorecard is based on four key perspectives, outlined in the figure below.

Figure 5: Municipal Scorecard Model



The Development Impact Perspective: In this perspective the municipality will need to assess whether the desired development impact in the municipal area is being achieved. This perspective will constitute the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It will be difficult to isolate development outcomes for which the municipality is solely accountable. It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in telling us whether our policies and strategies are having the desired development impact.

The Service Delivery Perspective: This perspective should tell us how a municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

The Resource Management Perspective: This perspective should tell us how a municipality is performing with respect to the management of its resources:

- Budget & other financial Resources
- Human Resources
- Systems & Information
- Organizational Infrastructure (enabling equipment)

This relates to the inputs of the municipality as a whole.

Governance Process Perspective: This perspective should tell us how a municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective should include, amongst others:

- Public participation
- Intergovernmental relations
- Customer care relations
- Citizen satisfaction
- Access to Information
- Communication strategies

This relates to the governance processes of the municipality as a whole.

DEFINITION OF CONCEPTS USED IN THE SCORECARDS

Objectives: are statements about what a service wants to achieve.

Indicators: are measures that tell us whether we are making progress towards achieving our objectives.

A baseline measure: is the value of the indicator before the start of the programme or prior to the period over which performance is to be reviewed.

A target: is the value of the indicator that we want to achieve by a specified time.

The measurement source and frequency: should indicate where the data emanates from, and how frequently it can be measured and reported. This information will assist the auditing process.

These have been used as the basis of the plans for the strategic and service scorecards.

CRITERIA ADOPTED TO GUIDE SELECTION OF SUITABLE INDICATORS

Focused and Specific: Is the indicator selected clear, focused and not stated in an ambiguous way?

Measurable: Does the indicator have a defined unit of measurement? Note that this unit must also be used in determining the target.

Valid and Relevant: Validity is the degree to which an indicator measures what is intended to be measured. Is the indicator relevant to the objective of the performance being measured?

Reliable: Reliability is the degree to which repeated measures, under exactly the same conditions will produce the same result. How reliable is your indicator?

Simple: Good indicators will be simple and easy to communicate. A composite indicator would try to measure a series of performance dimensions at the same time, this may confuse. Where possible avoid using complex or composite indicators.

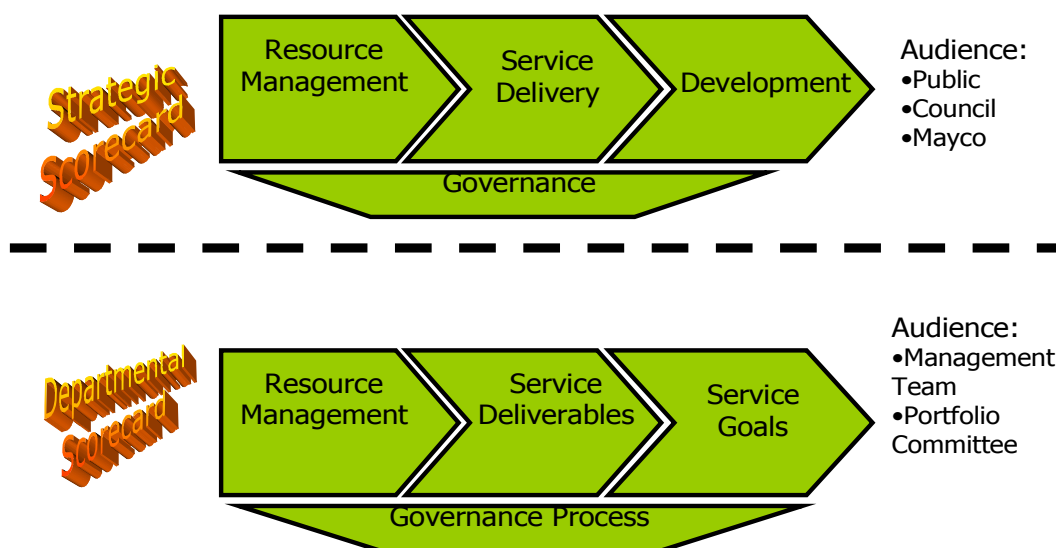
Minimise perverse consequences: Poorly chosen indicators, while they may have noble intentions, can have perverse consequences in the behaviours it incentivise. Choose indicators that will incentivise behaviour that is desired and not unintended results.

Data Availability: Good indicators will also rely on data that is, or intended to be, available on a regular basis. Be careful of choosing indicators that will not have data to be measured against.

Levels of scorecards in a municipal scorecard model

There are two levels of scorecards recommended in the municipal scorecard model. These include the strategic and the services outcome scorecards as depicted in the figure below.

Figure 6: Levels of scorecard example



The Strategic Scorecard: The strategic scorecard will provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. The Municipal Manager and Managers of Departments will use it after review as a basis for reporting to the Mayoral Committee, Council and the public. In terms of this policy this scorecard is to be reported to Mayoral Committee quarterly, to Council six-monthly and the public annually for review.

Service Scorecards: The service scorecards will capture the performance of each defined service (can be a directorate or department line-function). Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a service scorecard will provide a comprehensive picture of the performance of that service. It will consist of objectives, indicators and targets derived from the service plan and service strategies. It will be crucial that service scorecards should not duplicate current reporting, but be integrated to form a core component and simplify all regular reporting from departments to the Municipal Manager and Standing Committees.

Service Scorecards will be comprised of the following components:

- Service Outcomes, which set out the developmental outcomes that the service is to impact on,
- Service Deliverables, which set out the products and services that the service will deliver,
- Resource Management, which sets out how the service will manage its Human and Financial resources, Information and Organisational Infrastructure
- Stakeholder Relations, which sets out how the service will improve its relationship with its key stakeholders

Performance in the form of a service scorecard will be reported to the Municipal Manager and relevant Standing Committee for review. The policy provides for the reporting in terms of this level of scorecard to be undertaken at least monthly. The policy assumes that the reporting on this level scorecard will be preceded by internal departmental reporting (reports from unit managers and supervisors to be consolidated by the head of departments) which is expected to happen more regularly than monthly intervals and would ideally inform the monthly management reports.

The policy suggests that municipal scorecard formats be designed to reinforce aggregation of information and alignment with service delivery budget and implementation plans (SDBIPs).

7.10 MONITORING AND MEASUREMENT OF INDICATORS

For each indicator the scorecard require a responsible official, usually the respective line manager, to be designated by name. While this official is not necessarily fully accountable for performance on this indicator, he/she has the responsibility for conducting measurements of that indicator, analysing information and reporting results for reviews.

Analysis requires that line managers compare current performance with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. They should also analyse the reasons for performance levels and suggest corrective action where necessary.

Municipal-wide outcome indicators and satisfaction surveys may need to be co-ordinated centrally. It is recommendable that the PMS coordinator be tasked with this responsibility. An effort should also be made to undertake regular (annually) surveys in order to provide data for indicators organisationally and for the different service scorecards:

7.11 PERFORMANCE REVIEWS

Performance reviews must be conducted at various intervals and levels of authority in order to determine as to the progress made against committed performance targets. Every review session must be documented and evidence material filed in case it is called for by senior level reviews or the Audit Committee. Prior to reviews taking place by the Management Team, Executive Committee and Council, performance reporting will need to be tracked and co-ordinated. The Performance Management coordinator is responsible for this process.

It will also be useful to provide an overall analysis of municipal performance with respect to the strategic scorecards and department scorecards, at least for quarterly and annual reviews. Such an analysis could pick up trends in performance over time and over all departments. It is proposed that the Performance Management Coordinator be responsible for this.

Table 1: Levels of reviews and intended structures

REPORTING STRUCTURE	REVIEWING STRUCTURE	TYPE OF REPORT	FREQUENCY
Departments	Management Team	SDBIP Scorecard	Monthly

REPORTING STRUCTURE	REVIEWING STRUCTURE	TYPE OF REPORT	FREQUENCY
Departments	Standing Committee	SDBIP Scorecard	Quarterly
Standing Committee	Council	High Level Summary	Quarterly
Management Team	Council	Strategic Scorecard	Quarterly
Council	Public (IDP Forum)	Citizen's Report	Annually
Council	Province	Annual Report	Bi-annually

7.12 Departmental Reviews

It is intended that departmental review their performance at least monthly using their SDBIP Scorecards. Decision makers should be immediately warned of any emerging failures to service delivery such that they may intervene if necessary.

Departments should use these reviews as an opportunity to reflection on their goals and programmes and whether these are being achieved. Minutes of these reviews should be forwarded to the office of the Municipal Manager. Changes in indicators and targets may be proposed at this meeting but can only be approved by the relevant Standing Committee, in consultation with the Municipal Manager. On a quarterly basis, the Head of the Department (HOD) will submit a report on the department's performance in the SDBIP Scorecard format to the management team. On a monthly basis he/she will submit a report on the department's performance in the SDBIP Scorecard to the Council Head who will table the report to the Standing Committee.

HODs will formulate their SDBIP Scorecard reports by taking into account the performance of the various sections within each department. The SDBIP Scorecard requires inputs from each section such that a comprehensive report is collated on the performance of each department. The Head of each section is responsible for the provision of sectional reports to the HOD.

Management Team Reviews

On a quarterly basis the management team will review the overall performance of municipality's departments using the SDBIP reports of departments. It will submit reports from this review to the Standing Committee.

The management team will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the management team can endorse these, for approval by the Council.

In preparation for and prior these reviews, the office of the Municipal Manager must develop an analysis of performance.

Standing Committee Reviews

Each Standing committee will be required to review the performance of their respective departments against their SDBIP Scorecards, on a monthly basis. The Standing Committee should review and appraise the performance of the service against committed targets and draw out key issues to

communicate to the Council. Where targets are not being met, Standing Committee should ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets can only be approved by the relevant Standing Committee, on the recommendation of the Municipal Manager.

Mayoral Committee/ Executive Committee Reviews

On a quarterly basis, the Mayoral Committee should review the municipal performance against both the performance report produced by the Management team and key issues raised by the Portfolio Committees/ Clusters

The quarterly reviews should culminate in a comprehensive annual review of performance in terms of both the SDBIP Scorecards and the Strategic Scorecard.

The review should reflect on the performance of service and the Strategic Scorecard. The Mayoral Committee will need to ensure that targets committed to are being met; where they are not, satisfactory and sufficient reasons should be provided with corrective action proposed that is appropriate and adequate to address the reasons for poor performance.

The review should also focus on reviewing the systematic compliance to the performance management system by departments, Portfolio Committees/ Clusters and the Municipal Manager.

Council Reviews

At least twice annually, the council will be required to review municipal performance based on the performance report submitted by the Standing Committee. The Municipal System Act requires that the annual report should at least constitute a performance report (the Strategic Scorecard), financial statements and an audit report.

Public Reviews

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance.

In addition to the local government performance and development annual report mentioned above, a user-friendly citizen's report will be produced for public consumption. This report should be a simple, easily readable and attractive document that summarizes the performance of the municipalities in the district municipal area for the public consumption.

It is also proposed that a public campaign be annually embarked on to involve communities in the review of municipal performance. Such a campaign could involve the following methodologies:

Various forms of media including radio, newspapers and billboards can be used to convey the communities report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.

The public reviews should be concluded by a review by the IDP Representative Forum

7.13 EMPLOYEE PERFORMANCE

While the legislation provides for managing performance of senior managers and section 57s, it is the intention of the municipality to roll-out the system incrementally for all the employees and that

the legislation governing the roll-out be adopted to apply to all the employees except in cases where the nature of the employment contract places limitations on its applicability.

Employment Contract

Section 57 of Municipal Systems Act, stipulates that there must be a written employment contract between the municipality, the Municipal Manager and managers directly accountable to Municipal Managers. There are other managers contracted who directly report to section 57 heads.

This framework, in line with sub-regulation 4(1) (a), further provides that employment in terms of an employment contract must be subject to signing of a separate performance agreement within 90 calendar days after assumption of duty and annually after the commencement of the financial year.

A performance agreement represents a basis for monitoring and managing the performance of a manager and provides a legal mechanism for responding directly to a managers' level of performance whether excellent or poor.

The performance agreement must be entered into for each financial year (concluded within 30 days of the beginning of the financial year or 90 days from date of employment) .Not concluding a performance agreement within the stipulated time frames will amount to breach of employment contract. The party responsible for the breach must be given an opportunity to remedy the breach. If the breach is not remedied within the agreed timeframes then there will be a basis for initiating procedures towards terminating the contract.

Performance agreement must be signed within 90 calendar days after assumption of duty (refer to MSA section 57(2)). The Municipal Council does not have the authority to change the prescripts. The absence of a performance agreement at the end of the financial year will fatally affect the ability of the municipality to pay performance bonus to the affected employee.

The Municipality and the employee will still be able to enter into a valid performance agreement after 90 day period, provided that there is a consensus between parties that the employment contract is still in force (refer to sub-regulation 4(4)(a) and sub-regulation 24(1))

Performance Plan

A performance plan establishes a detailed set of objectives and targets to be met by the Section 57 employee as well as the time frames within which these should be met.

The specifics of the performance plan will be determined by the Executive Mayor, in consultation with the employee, and will be based on IDP, SDBIP, and the budget. It shall include the following elements:

- Key Result Area / Key Focus Area
- Key objectives;
- Key performance Indicators;
- Baseline measure
- Targets; and
- Weightings

7.14 MEASURING PERFORMANCE

Using agreed structures & mechanisms for performance ASSESSMENT and REVIEW, the municipality must on agreed regular intervals set processes for measurement of its performance.

Performance measurement must ensure direct linkages between the organizations advancement and achievements attributed to contracted individuals in the organizations. That way will mean GOOD performance outcome from management assessments directly influences OUTCOMES in terms of implementation of IDP goals and objectives.

There are two key components provided for in the weighting of performance priorities in terms of this framework. These include:

1. Key Performance Areas (KPA): - these relate to functional competencies i.e. day to day operations of each line department or directorate. These KPAs will be given an 80% weighting in the scorecards and will carry the same significance in the final assessment.
2. Core Competency Requirements (CCRs): - these relate to managerial and professional competencies needed for a management role in the organisation. A detailed table of these CCRs is given here below. The CCRs will carry a weighting of 20% in the overall scorecard and final assessment. Weightings per KPA MUST be agreed upon between employee and employer at the beginning of the performance period concerned. They MUST also be recorded as such in the signed performance scorecards and SDBIP.

Table 2: Core Competency Requirements from Regulations (2006)

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	Choice	Weight
<i>Core Managerial Competencies</i>		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empower		
Client Orientation and Customer Focus		

Communication		
Honesty and Integrity		
<i>Core Occupational Competencies</i>		
Competence in Self Management		
Interpretation of and implementation within the legislative and policy frameworks		
Knowledge of developmental local government		
Knowledge of Performance Management		
Knowledge of global and South African specific political, social and economic Contexts		
Competencies in policy conceptualization, analysis and implementation		
Knowledge of more than one functional municipal field discipline		
Skills in Mediation		
Skills in Governance		
Competencies as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL PERCENTAGE	-	100%

7.15 Personal Development Plan

As part of a performance agreement the employee must be encouraged to state activities including training that he/she wishes to undertake for self improvement or required to advance the objectives of the organisation.

Review Process & Scoring

Organizational Performance will be reviewed on a quarterly basis within two weeks after completion of the evaluation unit to which the employee belongs or is responsible for managing. The individual performance will be reviewed monthly.

The review process may among other important issues include these items in the discussion agenda:

- Key Performance Area – discuss achievements against set targets
- Discuss reasons for performance

- Discuss mechanisms for interventions to correct less than acceptable performance achievements
- Discuss performance on CCRs (in the case of individual assessments)
- Discuss Performance Objectives;
- Discuss Key Performance Indicators;
- Discuss Employees Action Plan;
- Discuss Employee Development Plan;
- Acknowledge the plan (signing)

Table 3: The 5-point rating scale

LEVEL	TERMINOLOGY	DESCRIPTION IN REGULATION	PROPOSED REVISED DEFINITIONS OR PERFORMANCE AGAINST INDICATORS
5	Outstanding Performance (80% and above)	Performance far exceeds the standard expected of an employee at this level.	Individual has performed exceptionally well on these indicators and has very significantly surpassed expectations.
4	Performance significantly above expectations (60% - 79%)	Performance is significantly higher than the standard expected in the job.	Individual has performed well and has gone slightly above expectations.
3	Average (50% - 60%)	Performance meets the standards expected in all areas of the job.	Individual has met the expectations associated with these indicators
2	Performance not fully effective (40% - 50%)	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	Performance is below the standard required for the job in key areas
1	Unacceptable performance (Below 40%)	Performance does not meet the standard expected for the job.	Individual has poorly performed on these indicators significantly below the standard required

7.16 Dispute Resolution

Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by:

In the case of the Municipal Manger, the MEC for local Government in the province within thirty (30) days of receipt of formal dispute from the employee, or any other person designated by the MEC; and

In the case of managers directly reporting to the Municipal Manager, the Executive Mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

Staff reviews - reportees to contracted managers

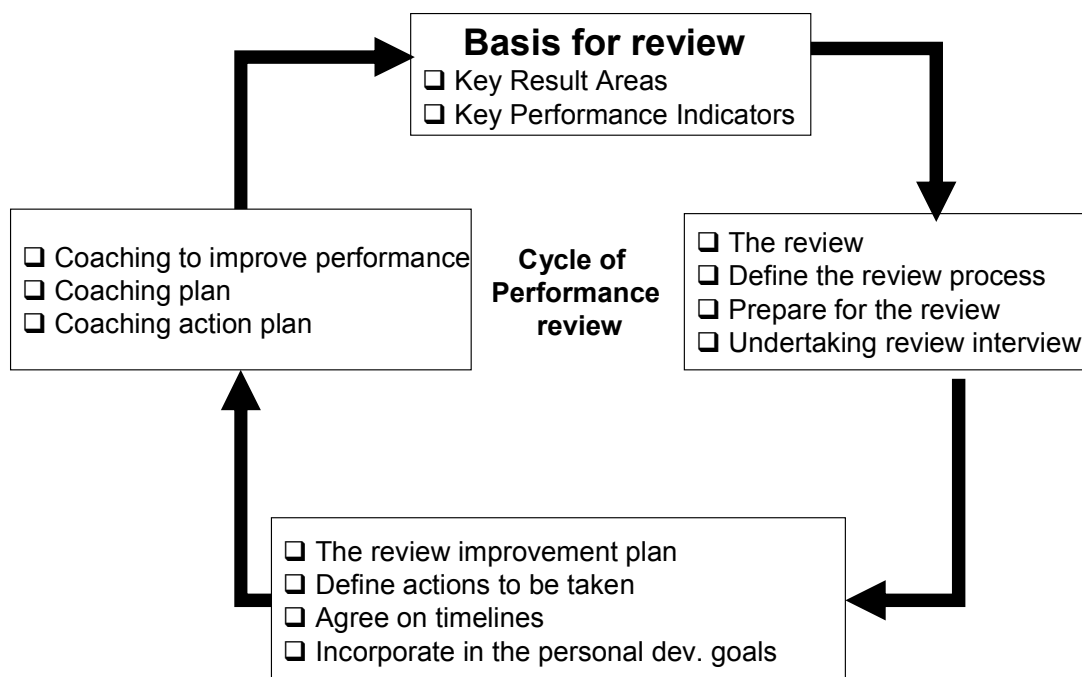
Contracted managers will be expected to enter into memorandums of understanding with staff to facilitate management of their performance based on their job competencies and defined responsibilities. A template similar to the manager's scorecard with the agreed KRAs between the manager and the staff will be developed and applied.

Unions will have to be contacted before concluding or finalizing the appraisal template to enable their participation and contribution to the design of the performance appraisal tool.

The following figure provides a guideline for setting-up an appraisal process to facilitate staff level performance management process.

Figure 7: the review process guideline

PROPOSED REVIEW PROCESS



The review process should involve the following guideline steps:

1. Prepare for the review
 - Set appointments and schedule interview sessions
 - Produce and circulate scorecard templates (FORMS)
 - Commission self appraisals
2. Conduct review interviews
3. Discuss and agree on improvement plan
4. Feedback review outcomes to those concerned

During the review, the reviewing person / committee or structure must ensure the following things happen:

- ◇ Confirm what is expected of employee / department being reviewed
- ◇ Encourage those reviewed to feel comfortable and create conducive atmosphere for discussing issues frankly and fairly
- ◇ Fairly and equitably measure performance of individual / department.
- ◇ Agree on the final determination of performance achieved
- ◇ Identify strengths and areas of improvement
- ◇ Give feedback in terms of the reward/ recognition of good performance / excellence or the steps to be taken to address poor performance
- ◇ Align individual performance behaviour with organizational performance goals (IDP vision)
- ◇ Incorporate lessons of the previous year's performance into the following year's performance (Learning curve) by jointly developing a Performance Improvement Plan with the manager concerned
- ◇ Agree on a performance improvement plan

If the review session is to lead to the determination of salary progressions and individual rewards as may be determined by council and affordable to the municipality.

7.17 RESPONDING TO PERFORMANCE REVIEW

This section outlines how the municipality may reward good organisational performance and address poor organisational performance.

Good or Exceptional Performance

The Municipality should use its discretionary mechanisms to respond to good or exceptional performance.

Poor Performance

Poorly performing departments should provide analysis and reasons for poor performance. An investigation should be conducted in an event of not providing sufficient reasons to deepen the understanding of the underlying problems, whether they are policy related; systemic, structural or attributed to the poor performance of individuals.

Responding to Employee Performance

Good Performance by Employees on fixed term performance related contracts

Payment of bonuses

Performance bonus, based on affordability may be paid to the employees, after:

- The annual report for the financial year and after the review has been tabled and adopted by the Council;
- An evaluation of performance in accordance with the provisions of the Regulation

- Approval of such evaluation by the municipal council as a reward for a level of performance deserving of performance bonus in terms of bonus criteria.

Performance Bonus Criteria

The regulations provide that between 5% and 14% of the inclusive annual remuneration package may be paid to the employee after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the Municipal Council, as a reward for a level of performance deserving of a bonus in terms of the bonus criteria.

Salary Adjustment

Based on ruling internal council policies, the respective employee's salary can be adjusted if it is understood that the high levels of performance can be sustained and are not once off. (This salary adjustment is over and above any inflationary adjustment)

7.18 Good performance by Employees NOT on fixed term performance related contracts

Contracted employees who are NOT on fixed term but have signed performance agreements, will be remunerated in the same manner as those employees on fixed term contracts where an employee has performed and deserving of reward.

Poor Performance by Employees on fixed term performance related contracts

The municipality will base its actions against poor performing s57 managers on the midyear and annual performance review processes.

Having set performance targets in the form of a performance agreement at the beginning of the year and reviewed progress in September as per Regulations during the midyear review if a manager achieves a score of less than 60%. An appropriately designated person within the municipality will, together the manager concerned, develop a remedial and developmental support plan within 30 days of the midyear performance review to assist the employee to improve his/her performance.

The design of the plan will be such that there should be performance improvement within six (6) months of its implementation.

The plan will clearly specify the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation.

If after six (6) months, during the end year performance review, the manager concerned still achieves a score less than 60% and the municipality has evidence or proof that it met its responsibilities in terms of implementing the remedial and developmental support plan, the municipality will consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity

Poor performance by Employees NOT on fixed term performance related contracts

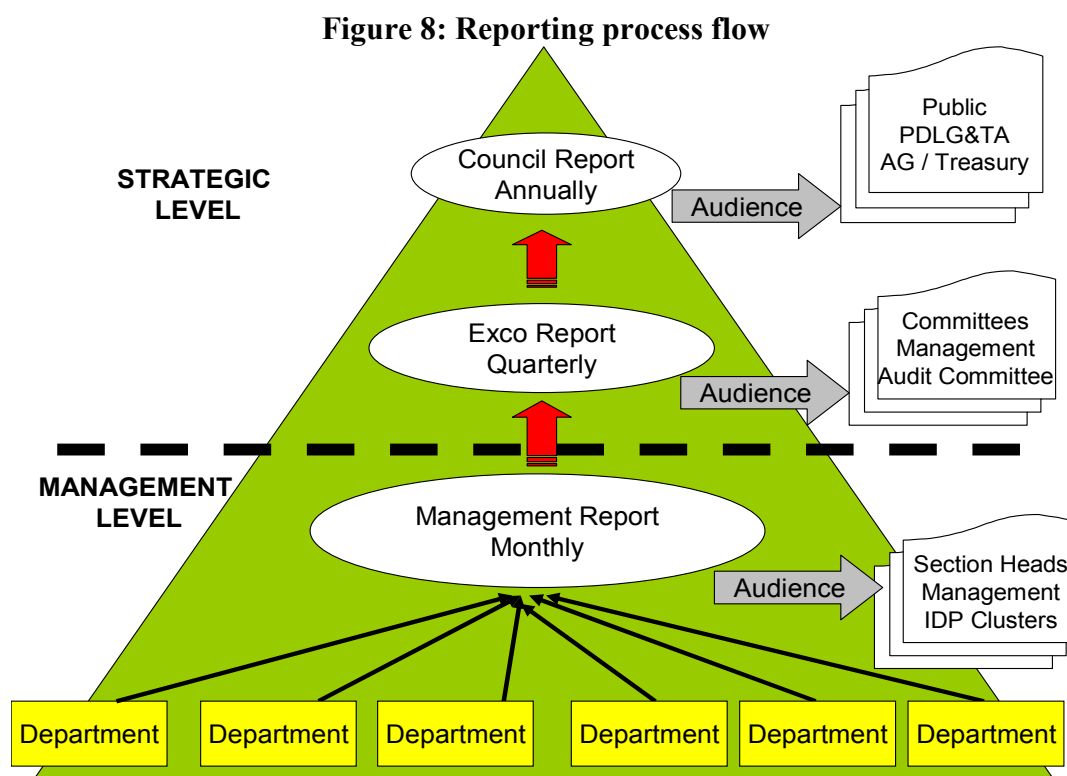
In the case of unacceptable performance by an employee who is not on fixed term performance contract, the municipality shall together with the employee concerned, develop a **remedial and developmental support plan** within 30 days of a review in which the employee achieves a score of less than 60%.

The plan will clearly specify the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation. The timeframes of the plan shall be determined by the support and remedial needs identified in the plan.

After the timeframe determined in the plan has lapsed and based on the targets set in the plan, the performance of the employee will be assessed. If the employee concerned still achieves a score of less than 60% and the municipality has evidence or proof that it met its responsibilities in terms of implementing the **remedial** and **developmental support plan**, the municipality will consider steps to terminate employment of the employee on the grounds of poor performance or operational incapacity.

7.19 PERFORMANCE REPORTING AND AUDITING

The following figure outlines the envisaged PM reporting processes and lines of authority.



Performance reporting: As indicated in the above diagram reporting will commence from the internal department (weekly and chaired by HoD) then cascade to management (receive monthly management reports and chaired by municipal manager), thereafter, a bi-monthly report will be tabled to Exco by management. This report will be consolidated with comments of Exco into a quarterly report to be tabled to council. At least two six-monthly reports will be forwarded for auditing by the audit committee during January and June of each year. At the end of the year, an annual performance report will be produced and summarized for public reporting by the mayor via Imbizos and by the manager to the Auditor General and PDLGH&TA.

Quality Control: All auditing should comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001). Managers responsible for line functions should undertake quality control of the information gathered and presented in the scorecard.

Co-ordination: The performance management coordinator is required by the framework to co-ordinate and ensures good quality of reporting and reviews. It is his or her role to ensure conformity to reporting formats and check the reliability of reported information, where possible or when asked to do so by Mayco / council.

Performance Investigations: This policy provides for the Executive Committee or Audit Committee when deemed necessary to can commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations could cover assessment of:

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies
- Validity of evidence material submitted in support of claims

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, preferably academic institutions/practitioners, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Executive Committee, should such a need for investigation arise.

Audit Committee: As indicated earlier the municipality will make use of the District committee via a service level agreement. This facility will be complemented by the internal audit function which shall have been made by extending the current terms of reference for the existing Audit Committee currently responsible for financial statements to also cater for auditing of PM reports at least twice per annum.

7.20 EVALUATION AND IMPROVEMENT OF THE MUNICIPAL PMS

The Municipal Systems Act requires the Thembisile Hani Local Municipality to annually evaluate its performance management system. At the end of the planning year cycle as part of the annual review of the municipality's IDP, the council must always evaluate:

- The adherence of the performance management system to the Municipal Systems Act.
- The fulfilment of the objectives for a performance management system captured earlier in this document.
- The adherence of the performance management system to the principles captured earlier in this and those subscribed to in terms of the Batho Pele White Paper discussed under section 3 of this document.
- Opportunities for improvement and a proposed action plan for areas to be revised.

The process of implementing a performance management system in Thembisile Hani LM is viewed as a learning process, where we are continuously improving the way the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.