

**THEMBISILE HANI LOCAL MUNICIPALITY**  
**INTEGRATED DEVELOPMENT PLAN**  
**2008/09**

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**1. INTRODUCTION**

**1.1 THE INTEGRATED DEVELOPMENT PLANNING**

This document presents a second review of the 2006/07 – 2010/11 draft Integrated Development Plan (IDP) of the Thembisile Hani Local Municipality for the 2008/09 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 the period 2008/2009

## **1.2 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**.

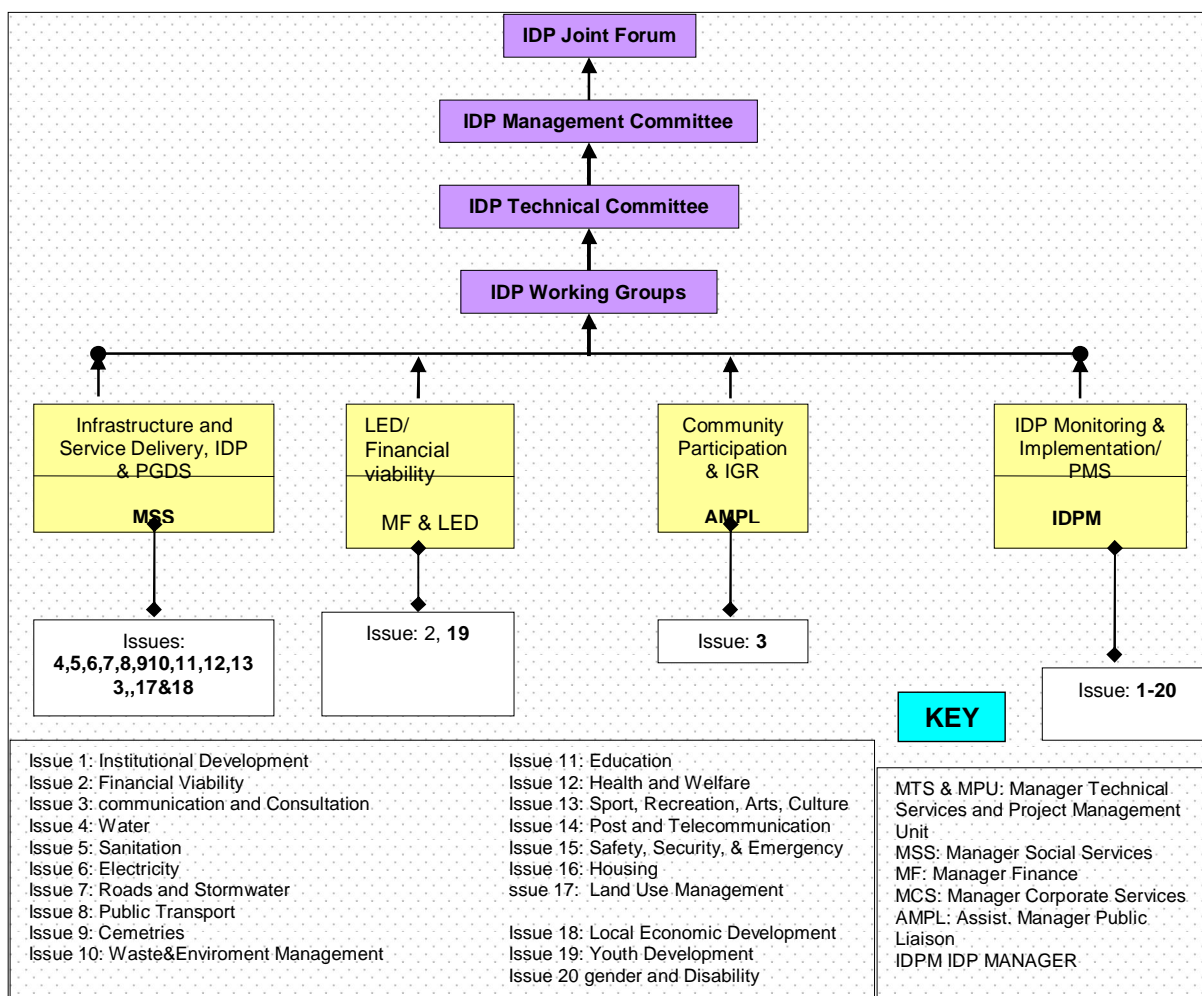
Emanating from the resolution taken by council on **TH-ND C 07/07/2007**, four working groups were established.

These are:

- Ø Infrastructure and Services delivery, IDP and PGDS;
- Ø Local Economic Development, Financial Viability,
- Ø Community Participation and IGR, and
- Ø 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, IDP Management 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 Management Committee:** This committee has been established to deal particularly with the IDP issues at Thembisile Hani Local Municipality level. It is constituted by the Executive Mayor, members of the Mayoral Committee, all managers from respective departments in the municipality. However, this committee should not be similar to the Mayoral Committee which is established in terms of the Local Government Municipal

Structures Act 117 of 1998 Its purpose is to facilitate shared understanding of issues among Political leadership and administration enroute to the IDP Joint Forum.

**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 The IDP implementation, monitoring and revision programme (2008/09). 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 Technical Information Database for the Thembisile Hani area is poorly developed, and because of this it is very difficult in some cases to clearly describe the nature and extent of problems, or to quantify these. It is thus essential that detailed sectoral plans be compiled for specific development disciplines in order to assess the current situation, collect the relevant status quo information, and to formulate strategies and projects. It is virtually impossible (and also inappropriate) to do this type of detailed work during the IDP process itself. These specialist reports should then inform the IDP process instead of the IDP process trying to deal with such detailed specialist investigations during the limited time available.

Through such a process of continuous planning the quality of information contained in the IDP will improve incrementally over a period of time which will enhance the IDP process as a whole.

Closely associated with the above is the issue of inter-governmental co-operation and alignment. Thembisile Hani Local Municipality had a good response in this regard during the two-day workshop held in October, but there is still room for improvement. It is also

important that communication and liaison with external service providers take place on a more frequent basis during the course of the year and not only during the IDP planning process.

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.

This leads to the next Key Learning Point: 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 (2008/09)

	August	September	October	November	December	January	February	March
<b>Phase I: Implementation Monitoring</b>								
§ Assess 2008/09 IDP Process/Content								
§ List Projects/Actions Emanating								
§ Compile Agenda for Implementation								
§ Implementation/Operational								
<b>Phase II: Amend/Confirm Issues</b>								
<b>Phase III: Amend/Confirm Strategies</b>								
<b>Phase IV: Amend/Confirm Projects</b>								
<b>Phase V: Amend/Confirm Integration</b>								
<b>Phase VI: Compile Draft Reviewed IDPs</b>								
- Local Municipality								
- District Municipality								
<b>Phase VII: Approve Final Reviewed IDP</b>								
- Local Municipality								
- District Municipality								
<b>Public Participation</b>								
<b>Budgeting Process</b>								

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

### 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. Print media, Thembisile Hani Local Municipality Newsletter and electronic media are used to inform the community of the processes and Progress of the IDP Review.

## KEY SECTOR PLANS

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

### **The following are the plans our municipality have.**

- Ø Local Economic Development (to be reviewed)
- Ø Water Service Development Plan (wait council approval)
- Ø Five year Financial Plan( to be reviewed)
- Ø Disaster Management Plan (to be reviewed)
- Ø Youth Development Strategy (awaits council approval)
- Ø Spatial Development Framework (awaits council approval)

### **These plans are not there and we need assistance to develop them**

- Ø Human Resource Development Strategy
- Ø Performance Management System
- Ø Pavement Management Strategy
- Ø Environmental Management Strategy
- Ø HIV/Aids Strategy and Planning
- Ø Integrated Sport Plan
- Ø Housing and Land Administration
- Ø Wetlands Plan
- Ø Integrated Human Settlement Plan
- Ø Rural Development Strategy
- Ø Integrated Transport Plan
- Ø Waste Management Plan
- Ø Water service Blue Print and
- Ø Gender Mainstreaming Plan
- Ø Communication and participation Strategy

### 1.3 Municipal Vision, Mission and Key Focus Areas

The following represents the Vision, Mission and Key Focus Areas of the Thembisile Hani Local Municipality.

#### 1.3.1 Vision Statement

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

#### 1.3.2 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**

#### 1.3.3 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**



### 1.3.4 Priority Development Issues

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

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

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

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

**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 defining and recording Mpumalanga's heritage, enhancing biodiversity conservation, sustainable development and effective environmental management practices to create a green Province. The focus on biodiversity conservation and sustainable use will enable the Province to conserve sensitive ecosystems, including sites of heritage significance. It starts with simple things combating wrong attitudes, poor but clean environments, 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.

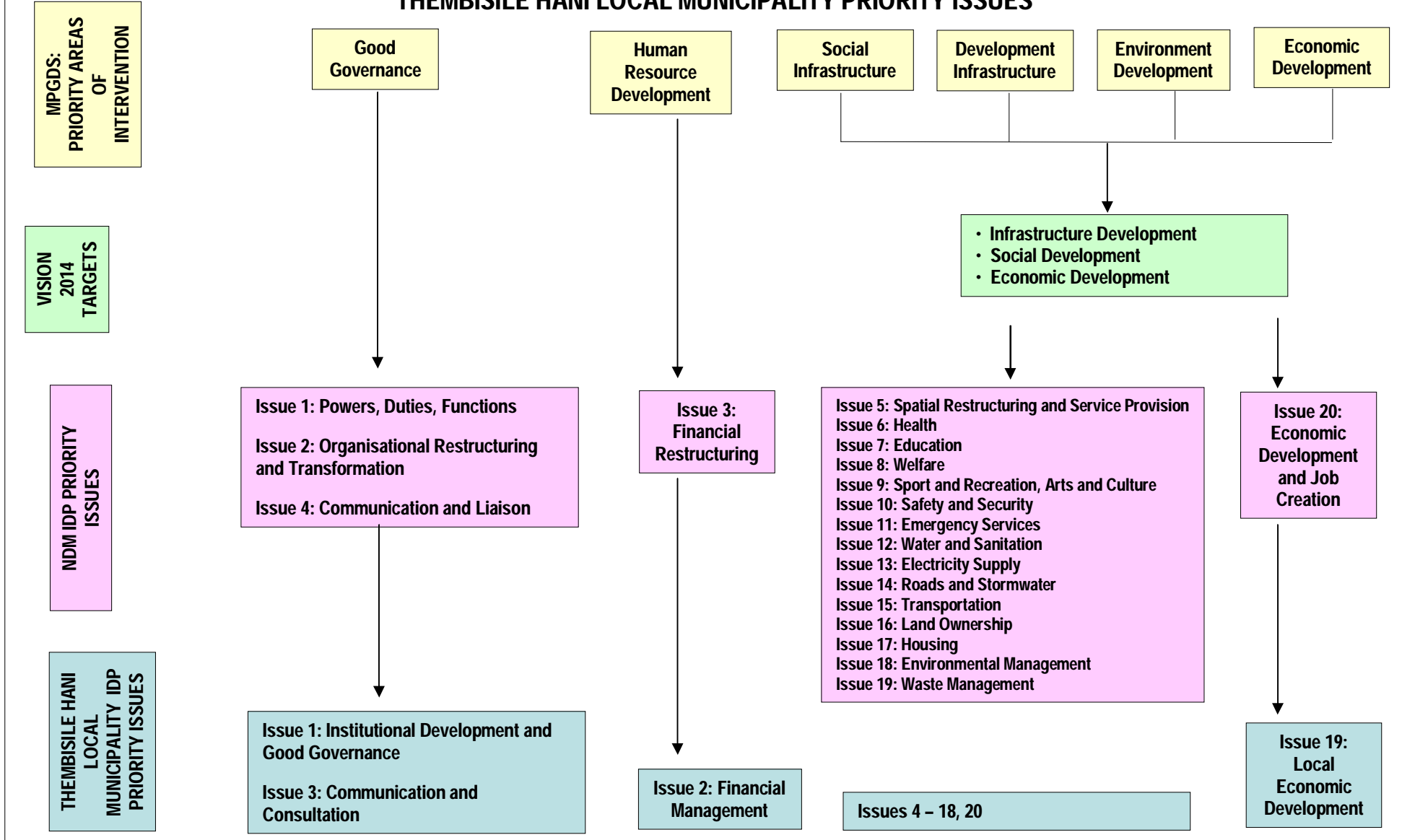
Most of these targets relate to engineering services, social and economic development.

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 the realignment

**FIGURE 1: FUNCTIONAL RELATIONSHIP BETWEEN MPUMALANGA PGDS, VUNA CRITERIA, NDM PRIORITY ISSUES AND THEMBISILE 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.

## **1.5 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.

### **1.5.1 Organisational Structure**

The organisational structure of the Thembisile Hani Local Municipality I 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 organograms 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 Assitant Manager Integrated Development Planning, Local Economic Development, Youth Development, Public Liasson, 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.

### 1.5.2 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:

<b>TABLE 1: DIVISION OF FUNCTIONS AND POWERS BETWEEN DISTRICT AND LOCAL MUNICIPALITIES</b>		
<b>Powers and Functions</b>		<b>Thembisile Hani Local Municipality Hani Local Municipality</b>
(a)	Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.	<b>Nkangala</b>
(b)	Potable water supply systems.	Thembisile Hani Local Municipality Hani
(c)	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and where applicable, the generation of electricity.	Status quo
(d)	Domestic waste-water and sewage disposal systems.	Thembisile Hani Local Municipality Hani
(e)	Solid waste disposal sites.	Thembisile Hani Local Municipality Hani
(f)	Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.	Nkangala
(g)	Regulation of passenger transport services	Nkangala
(h)	Municipal airports serving the area of the district municipality as a whole.	Nkangala
(i)	Municipal environmental health services.	Nkangala
(j)	Fire-fighting services.	Nkangala
(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.	Nkangala
(l)	The establishment conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.	Nkangala
(m)	Promotion of local tourism for the area of the district municipality.	Nkangala
(n)	Municipal public works relating to any of the above functions or any other functions assigned to this district municipality.	Thembisile Hani Local Municipality Hani
(o)	The receipt, allocation and if applicable, the distribution of grants made to the district municipality.	<b>Nkangala</b>
(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the municipality in terms of national legislation.	<b>Nkangala</b>

- Potable water supply systems
- Public lighting which includes high-mast lighting and street lighting. (This function is not included in the table).
- Domestic waste water and sewage disposal systems
- Solid waste disposal sites
- Municipal public works

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.

### 1.5.3 Spatial Analysis

#### a) Regional Land Use Context

Thembisile Hani Local Municipality is one of six local municipality's established in the Nkangala District Municipality (**Figure 3**). It is situated about 80 kilometres to the northeast of the Tshwane Metropolitan Area and about 80 kilometres to the north of Emalahleni town in the Emalahleni Local Municipality. The local municipality has a total population of about 258 875 people (about 25, 2% of the total population in Nkangala District Municipality) living in about 57 different towns and villages throughout the 30 wards in the municipality (**Figure 4**). The towns and villages are grouped according to the following zones:

Zones	Villages
1.	Moloto South and North Zakheni Mandela KwaMhlanga Phola Park Sun City Luthuli Engwenyameni Mountainview All farm settlements
2.	Vezubuhle Thembaletu Belfast Zenzele Buhlebuzile Thokoza Sakhile Chris Hani Tweefontein (Somarobogo) E, F, G, H, J & N
3.	Tweefontein(Phumula) A, B, C, D, K & RDP Vlaklaagte 1 Buhlebesizwe

	Mzimuhle
4.	Kwaggafontein A-E Mathys Zijn Loop (Entokozweni) Zithabiseni(Zithabiseni) Bundu Machipe
5.	Langkloof Verena A-D Wolvenkop Bly 'n Bietjie All farm settlements

The Thembisile Hani Local Municipality settlement pattern is mainly the result of past legacy legislation which forced communities 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.

#### **b) Settlement Pattern**

**Figure 5** illustrates the land use composition and general spatial distribution of settlements throughout the Thembisile Hani Local Municipality area. It comprises a linear pattern of settlement all along the Moloto/Marble Hall road (Road R573) which runs from southwest to northeast through the northern part of the municipal area.

The first settlement along the Moloto road as you enter Thembisile Hani Local Municipality from the east is Moloto, followed by KwaMhlanga to the north is Engwenyameni (Engwenyameni), Enkeldoornoog and Phola Park further to the east, then the Phumulaomplex to the north and south of route R573, followed by Vlaklaagte 1 and 2 around it. It is then followed by the Kwaggafontein settlement further towards the northeast and then the Zithabiseni, Machipe, Goederede and Bundu settlements further towards the east.

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

#### **c) Transportation Network**

The Thembisile Hani Local Municipality is linked to the surrounding regions via seven major road links. To the north is route R568 which links KwaMhlanga to Dr J S Moroka Local Municipality and specifically to Siyabuswa town and Marble Hall; route R573 which runs from Tshwane through Thembisile Hani Local Municipality towards Siyabuswa (the Moloto road); and route P95/1 (R25) which runs from Bronkhorstspruit past Verena northwards towards Groblersdal. To the south there are two main linkages to areas adjacent: Route R544 which

links Thembisile Hani Local Municipality southwards past Verena towards Emalahleni Local Municipality; and route R568 which links KwaMhlanga southwards towards Ekangala and Bronkhorstspuit.

The most prominent linkage between Thembisile Hani Local Municipality and the surrounding environment is along route R573 (the Moloto Road) in a south-westerly direction towards Tshwane. It is estimated that an excess of 25 000 people commute along this road to Tshwane and back on a daily basis. The main modes of transport are buses. This route also carries the highest number of vehicles in the municipality, resulting in an “activity spine” where most of the residential, industrial and business developments of the municipality have established during the past few years.

#### **d) Industrial Areas (IA)**

There are four industrial areas in the Thembisile Hani Local Municipality are found at KwaMhlanga “IA”, Enkeldoornoog ‘IA’ and the industrial in the vicinity of Kwaggafontein B” IA’ an at Tweefontein ‘IA’. All the industrial areas currently hold a few small and medium sized enterprises.

None of these industrial areas can be classified as a major source of job opportunities and income in the region.

#### **e) Business Activity Areas**

The economic activity around the R568 and R573 intersection in the vicinity of KwaMhlanga represents the highest order activity node in the Thembisile Hani Local Municipality area. This is probably the most strategic intersection in the entire municipal area, and it is surrounded by extensive residential development. The result is a fairly high concentration of economic activity with a variety of shopping facilities (formal and informal) and community facilities.

The second most significant activity node in the Thembisile Hani Local Municipality area is found at Kwaggafontein B at the intersection between R573 and the link road between Kwaggafontein and Mzimuhle where a shopping centre (Kwagga Centre) exists.

There are about five other emerging or developing activity nodes in the Thembisile Hani Local Municipality area: the first in the vicinity of Moloto, the second at Enkeldoornoog B, the third one at Somarobogo, the fourth one at Entokozweni to the north, and the fifth at Verena around the intersection between R25 and R544. These are all smaller nodes (second order) that are still in the process of development.

## **f) Employment**

The Thembisile Hani Local Municipality community comprises mostly of pensioners, a sizeable number of child headed families, and 51% of residents are unemployed. Most of the unemployed are unskilled youth. The few who happen to be employed are migrant labourers in Tshwane, Emalahleni and Johannesburg. Due to transport costs there are low income levels. Although social and government services employ a large number of people there are also migrants from other areas.

## **g) Mining**

There is mining at Bronx, Ndebele, and Refractory mineral mines. There is however a minute and illegal sand mining taking place in Zithabiseni and Kwaggafontein contributing to illegal mining thus not accounted for. The municipality does not control these activities and as such no environmental impact study is undertaken at these mining sites. However, there are minerals that are not exploited to the fullest potential viz:-TIN, Copper; Lead, Silver, Zinc, Thorium, Rare Earths, Fluorspar and Refractory Clay (flint)

## **h) Agriculture**

The bulk of the state land in our municipality remains unused. Occupants of this land are some commercial farmers who lease the land with intention to purchase.

The municipality trained 39 people for goat farming and they have graduated. Thembisile Hani Local Municipality with the assistance of Nkangala District trained 12 youth crop farmers. The construction of the central breeding farm for goats project at Hartebeespruit 235 JR is about to be started and awaiting tender proceedings by Nkangala District Municipality.

- There is a training centre for farming which is dormant (Funda Mulimi) next to Mzimuhle. (This belongs to the Department of Agriculture).
- There is a redundant co-operate at Letolo.
- There is a redundant poultry farm at Letolo.
- Agro processing
- Goat farming
- Up-grading of abattoir
- Commercial farming
- Emerging farming support

### **i) Rural-Urban Development**

Thembisile Hani Local Municipality has rural and semi urban areas. Some of the rural areas have challenges except a few where the Municipality has installed some boreholes and dry sanitation facilities. (This farm does not have challenges with regard to sanitation and water Taaifontein, Bly Bietjie) and those with challenges Gatroonie

### **j) Tourism**

Thembisile Hani Local Municipality has a potential of eco-tourism, but most of the tourism facilities are dilapidated. These include the following:

- Zithabiseni resort and game reserve. (partial dilapidated)
- S S Skhosana resort.
- Ben Marie is non-functional.(dilapidated)
- Bundu Inn is privately owned.
- Verena Spa is non-functional.(dilapidated)
- Thembisile Hani Local Municipality is functionally linked to Dinokeng Blue IQ and the Loskop Dam.
- There is an unused guest house in Loopspruit.

The community has an abundant knowledge of bead work, knitting and weaving, and painting which could be utilised towards promoting tourism development. Roads that interlink the tourism belt require constant attention.

### **k) Big Business**

ASGISA identified major projects in Thembisile Hani Local Municipality like the Moloto Rail Development Corridor. The spinoffs that may be realized are;

- Construction
- Infrastructure development and
- Stimulation of current business
- Tourism development
- Transport

The Thembisile Hani Local Municipality LED Strategy also identified the following projects:

- Recycling
- Waste removal
- Agricultural Fresh Produces
- Art work Station
- Building of Shelter for Hawkers
- Information Kiosk

- Economic Development Hub

#### 1.5.4 Community Facilities

Table 2 reflects the number and spatial distribution of community facilities in the Thembisile Hani Local Municipality Area. It can be briefly summarised as follows:

- There is one hospital in the area and it is supplemented by 19 clinics and one veterinary clinic situated throughout the area (see **Figure 6**). There are no obvious spatial gaps in the distribution of these facilities.
- The area currently has 73 primary schools, 17 combined schools and 40 secondary schools. **Figure 7** reflects the spatial distribution of these facilities and from this it is evident that all towns and villages are well-served.
- There are 4 police stations in the area with a large area not being served e.g. Entokozweni/Bundu/Goederede area.
- The 2 post offices – one in the west at Kameelpoortnek and the other at Kwaggafontein seem to be insufficient for such a large community. Verena cluster, Phumul and Moloto Post Offices are currently being established.
- The area furthermore holds 3 small libraries (insufficient), 6 community halls, 5 sports and recreational facilities and 6 Traditional Authorities.
- There are about 28 cemeteries in the area that function informally. There is a regional cemetery already established at Buhlebesizwe.
- There is extensive government infrastructure in the area with 24 government buildings, 12 municipal offices and 6 municipal centres.
- There is a redundant skills centre at Moloto

#### 1.5.5 Entities

There are currently no entities in the municipality. This is a huge challenge as entities play a significant role in the socio-economic environment. With the public sector being dominant in the area, there is potential for public private partnerships. The partnerships with the private sector should be enhanced.

#### Conclusion

From the information reflected above it can be deduced that the Thembisile Hani Local Municipality has a fair number of community facilities. The problem or the challenge is to make sure that these facilities are of good standard and are distributed fairly and equally. A further challenge is to ensure that they are fully functional to add the intended value. It is clear from the information given above that the majority of the facilities are concentrated around R573. In order to address this challenge, the Council adopted the principle of Multi Purpose Community Centres and identified 10 priority locations in the municipal area to provide community facilities and services (see **Figure 8**). The statistical information for

Thembisile Hani Local Municipality as reflected in Section 3 of this report was also compiled in line with these Multi Purpose Community Centre areas.

In view of the economic profile which has significant impact on the social environment, more efforts should be made to encourage partnerships with the private sector



**TABLE 2: NUMBER AND SPATIAL DISTRIBUTION OF COMMUNITY FACILITIES IN THE THEMBISILE HANI LOCAL MUNICIPALITY AREA**

TLM COMMUNITY FACILITIES OVERVIEW																								
No	Town/ Village	Hospital	Clinic	Pre-school	Primary	Combined	Secondary	Tertiary	Police	Post Office	Library	Emergency Services	Community Hall	Welfare Centres	Sports & Recreational Facilities	Art and Culture	Government Buildings	Municipal Offices	Municipal Buildings	Cemeteries	Dumping Sites	Taxi Ranks	Tribal Authority Centres	Agricultural Facilities
1	Moloto 1,2,3,4		1		1	2	2	2													1			
2	Enkeldoorn				4		2	1					1								2			
3	Enkeldoornoog A, B, C		1	2	7	1	4						1		1						1		1	
4	Kameelpoortnek A, B, C, Wes, S2		1		7		3			1			1				8				3	1		
5	Engwenyameni/ Engwenyameni			1	1		1										1						1	
6	KwaMhlanga A,B,BA,C,D,E,IA,MA	1	1	1	3		1	1	1		2		1		2	1	5	1	1	1	1			
7	Somarobogo,F,G,H,J		1	4	8	3	5		1					1							3			
8	Vlaklaagte 1		1		1	4	3												1		1			
9	Buhlebesizwe/ Mzimuhle		2	3	8	1	4							1					2		2			
10	Kwaggafontein A,B,C,D,E		3	3	14	4	8	1	1	1	1		1	1	1		5	5		5	1	2	1	
11	Entokozweni/ Zithabiseni/ Goederede		3	4	9	1	3							3			3	2	1	4		1		3
12	Verena A,B,C,D/ Wolvenkop/ Mkobola NU		1		6	1	3		1				1	1	1		2	1		3		1		
13	Landkloof/ Farm Waterval/ Rietfontein			1	2		1														1			
14	Ekangala F/ KwaMhlanga NU				2																1			
<b>TOTAL</b>		<b>1</b>	<b>15</b>	<b>21</b>	<b>73</b>	<b>17</b>	<b>40</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>5</b>	<b>1</b>	<b>24</b>	<b>12</b>	<b>2</b>	<b>28</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>3</b>

### 1.5.6 Demographic Analysis

The results of the 2001 population census were used to compile the socio-economic profile of the population. The results are discussed in terms of the population number and distribution, socio-economic characteristics and level of service trends.

#### a) Population size and households

During the time when the census was conducted in 2001, there were 258 875 people and 58 204 households in the Thembisile Hani Local Municipality. The average household size in Thembisile Hani Local Municipality is 4, 4 persons per household which is slightly higher than that of the Mpumalanga Province, which is 4, 3 persons per household.

According to the census information the population grew by 16 333 persons from 1996 to 2001 (1, 3% per annum). The largest concentration of people (about 60%) is found in KwaMhlanga/Enkeldoornoog/Phumulaomplex (147 500), followed by Kwaggafontein, Zithabiseni and Goederede (64 200).

#### b) Population structure

- **Population group**

Approximately 99, 8% of people residing in Thembisile Hani Local Municipality are Africans or blacks, whilst 0, 1% is Coloured 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 partners. The percentage of married couples compares well with that of Mpumalanga Province, which is 20, 7%.

- **Age**

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

pensioners in Thembisile Hani Local Municipality is 4, 8% as compared to 4, 4% of Mpumalanga Province and 4% in Gauteng Province.

- **Religion**

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

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

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 are 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 Province.
- 1, 0% (1196 persons) attended college, technikon and university, compared to 1, 3% in Mpumalanga Province.
- 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 Hani Local Municipality 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 then 2, 4% use minibuses or taxis. The taxi and bus services seem to be poor in Verena C (9).

- **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 (2) recorded the highest influx of people in the period 1996 to 2001 (9 250).

- **Labour force or economic active population**

27, 0% of the population in Thembisile Hani Local Municipality is economically active, 48, 8% of those people are employed. This implies that 51, 2% of the people are unemployed which is very high.

The majority of employed people (29 019) are paid employees (85, 1%). The percentage of self-employed people is 11, 1%. The percentage of employed people is low which means that there is a high percentage of dependency.

- **Employment by industry**

22, 6% of the employed people in Thembisile Hani Local Municipality work in private households (domestic workers). This is followed by 17, 6% of people working in community; social and personal services; 14, 6% working in the construction sector; and 14, 1% working in wholesale and retail trade. People working in the 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 Province. 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 (2) 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 Province. 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 (1) and KwaMhlanga (2) (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 Province (24, 1%). The average household income of Mpumalanga Province 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 Somarobogo, F, G, H, J (3 254) and Phumula, 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 Province.

- **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 was 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 (within a reasonable distance) seems to be a problem in Verena C.
- **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 did not improve because 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 did not improve between 1996 and 2001. According to the 1996 Census, nearly 35 000 households (74%) used own refuse dumps when discarding refuse. According to 2001 Census, 44 000 households used own refuse dump (75, 7%). About 10 118 households reported no rubbish disposal (17, 4%). The areas which were receiving services in terms of refuse removal from local authority are KwaMhlanga (14,6% of households) and Phumula, C, D, F (6,1% households).
- **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.

### 1.5.7 Conclusive Summary

- The Thembisile Hani Local Municipality area is characterised by about 58 different towns and settlements of which the majority are scattered around the Moloto road which serves as an activity spine to the community. This is a very costly urban structure for the following reasons:
  - Community services and facilities have to be duplicated at great cost.
  - Engineering services are expensive to implement.
  - The community has to make use of public transport to move between areas.

This urban structure has to be consolidated in future by promoting strategies of infill development and densification on the vacant portions of land between the settlements. The emerging future urban core of Thembisile Hani Local Municipality is around KwaMhlanga where the greatest influx of new people is reported. The area holds vast potential in terms of agriculture to the south and eco-tourism towards the northeast.

- Most of the land is under State ownership.
- The people of Thembisile Hani Local Municipality can be classified as the poorest of the poor, with an average household income of only R1 608, 83 per month. This situation is worsened by the fact that these people stay far away from areas of economic opportunities. The nearest concentration of employment opportunities is Gauteng Province (Pretoria and Johannesburg). The majority of employed people in

Thembisile Hani Local Municipality work in either Pretoria or Johannesburg and they totally rely on public transport (taxis and buses).

- The employment of the labour force depends on its level of education. In the case of Thembisile Hani Local Municipality, only 16% of the entire population managed to pass standard 10 or grade 12. This means the majority of people did not pass matric and this creates a stumbling block for them to get better paying jobs.
- The unemployment rate in terms of people who are economically active is high (about 51%). To exacerbate the situation, most of the employed persons are employed in elementary occupations with low wages.
- A comparison between the types of jobs or employment opportunities available in Pretoria and Johannesburg, and the education level of the people in Thembisile Hani Local Municipality indicates a clear mismatch. Employment opportunities available in Gauteng Province are mainly in the formal retail, office and industrial sector, requiring a certain minimum level of education and training. With the low education levels in the Thembisile Hani Local Municipality, it could be difficult for members of the communities to find jobs in these metropolitan areas. This implies that opportunities should be created locally through the informal and business sectors, which do not require high education and training level. This will also help the majority of people to work near their residential areas instead of travelling long distances everyday to Gauteng Province.
- Less than 1% of the population attended some form of adult education; this means that special programmes are required to introduce Basic Adult Education and skills training to adults so as to improve their chances of finding employment.
- The gender profile has indicated that there are more females residing in Thembisile Hani Local Municipality than males and that very few people are married. The low percentage of males residing in Thembisile Hani Local Municipality could be due to the fact that the men are mostly working as migrant labourers in other areas and they only come home after some months.

### **1.5.8 SWOT Analysis**

The table below summarises the most salient Strengths, Weaknesses, Opportunities and Threats prevalent in the Thembisile Hani Local Municipality.

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Refurbished municipal offices and should be accessible to person with disability</li> </ul>	<ul style="list-style-type: none"> <li>• Limited institutional capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Moloto Rail Development Corridor</li> </ul>	<ul style="list-style-type: none"> <li>• Low levels of payment for services</li> </ul>
<ul style="list-style-type: none"> <li>• District and Provincial service providers network</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial capacity</li> </ul>	<ul style="list-style-type: none"> <li>• High Tourism and Agricultural Potential</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty among the community is high</li> </ul>
<ul style="list-style-type: none"> <li>• Substantial external funding available (subsidies, grants etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of local economic activity and job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Large areas of State Owned Land</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment(increasing)</li> </ul>
<ul style="list-style-type: none"> <li>• Moloto Road upgraded</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal area is isolated in regional context</li> </ul>	<ul style="list-style-type: none"> <li>• Large potential labour force</li> </ul>	<ul style="list-style-type: none"> <li>• Poor levels of services</li> </ul>
<ul style="list-style-type: none"> <li>• Extensive range of community facilities available</li> </ul>	<ul style="list-style-type: none"> <li>• Huge backlogs in infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive government office infrastructure available</li> </ul>	<ul style="list-style-type: none"> <li>• HIV/Aids impact on population</li> </ul>
<ul style="list-style-type: none"> <li>• Good communication and consultation structures are in place</li> </ul>	<ul style="list-style-type: none"> <li>• Dispersed and fragmented urban structure</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for infill development to consolidate urban structure and support Moloto rail stations</li> </ul>	<ul style="list-style-type: none"> <li>• Long travelling distances to potential employment hubs</li> </ul>
Tourism attraction centres	<ul style="list-style-type: none"> <li>• Lack of infrastructure maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• People have indigenous skills which could support tourism development</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing crime levels</li> <li>• Shortage of raw water</li> </ul>
Developed office space and assets	§ Lack or shortage of by- Laws	§ Climate suitable for solar energy generation	<ul style="list-style-type: none"> <li>• High levels of unemployment</li> <li>• Lack of investors</li> </ul>
Human Resources			<ul style="list-style-type: none"> <li>• Land invasions</li> </ul>
Municipal Accessibility to clients	Establishment of PPP ? Failure to establish P.P.P.	§ Transfer of traffic Test centre	<ul style="list-style-type: none"> <li>• Lack of proper Housing</li> </ul>



	§ Lack of sector plans	§ Availability of external funding	• Limited infrastructure
	§ Lack of ability to collect revenue and unreliable billing system	§ Nodal developments § Mining § Environment Management § Develop Fan PARKS	• Poor workmanship of service providers

### 3. PRIORITY ISSUES, OBJECTIVES, STRATEGIES AND PROJECTS

#### A. INSTITUTIONAL PRIORITY ISSUES AND NEEDS

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

##### 3.1.1 Background and Problem Statement

##### a) Organisational Structure

At present the municipality employs a total of 326 employees which comprises 213 Thembisile municipality staff, currently there are 131 numbers of employees who are women and 82 who are represent males, and the number of people with disability is equal to 2.

Currently there is some of the Assistant Managers and Coordinators that need additional staffing. The municipality need to put recruitment strategy that needs to address the issues of employment equity. Currently there is a challenge in the appointment of senior official in terms of employment equity policy of council, in that the senior Managers are males

The lines of command/ reporting are clear but are not adhered to, and currently all managers appointed in terms of section 56 as well as some of the Assistant Managers are directly reporting to the Municipal Manager.

The organisational structure of the Thembisile Hani Local Council comprises of a political component, and administrative component. The political component is made up of 60 members of council and the members of Mayoral Committee (10) with the speaker(1) and Executive Mayor(1).

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 organograms of Thembisile Hani Local Municipality 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 Assitatnt Manager Integrated Development Planning, Local Economic Development, Youth Development, Public Liasson, 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.

**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, environmental management, public safety and emergency services, building inspection, traffic services, fire brigade services and library services.

The project management units will be responsible for the implementation and management of capital projects in the municipality.

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

Some of the units are not reflected in our organogram, to mention a few the Assets units, PMS units. Internal units currently there is not internal committee in our municipality except to say that Thembisile Hani Local Municipality is utilising the internal committee at the District Municipality.

There is a challenge in terms of our Fleet Management, as a result thereof most of our vehicles are involved in accidents, and there is no mechanism in place to deal with the matter.

#### **b) Personnel Capacity**

Apart from the fact that the skills level has improved due to the appointment of key personnel, there is still a gap in some areas of specialisation eg Town Planners, Building Inspector, Technicians, Engineers etc.

Continuous capacitating of existing personnel is required in addition to the filling of existing vacancies with relevant expertise. The personnel capacitation is not done in terms of the priority issues as reflected in the IDP and the skills gaps as indicated in the Workplace Skills Plan. We can't do work because employees do not have relevant capacitation according to the skills analysis.

#### **c) Councillor Capacity**

Councillors also require continuous capacity building programmes as they need to have a certain level of technical knowledge in order to be able to take informed decisions.

The first theme to be addressed as far as this initiative is concerned is to capacitate Councillors on the legislations that are relevant to local government; starting at the level of the 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.

However lack of funding from both SALGA and the Department of Local and housing remains challenges in terms of fully engaging councillors capacity programmes.

**d) DWAF Personnel**

The DWAF personnel started working for Thembisile Hani Local Municipality on 1 December 2006 and secondment of DWAF personnel was finalised on the 18 February 2008. The transfer of DWAF personnel to the Thembisile Hani Local municipality is earmarked to be finalised at the end of March 2009.

Thembisile is now a Water Service Authority and as such it has to carry the function of water provision which was previously with the Department of Water Affairs and Forestry.

**e) Office Accommodation( head office)**

Despite mobile offices being used, most of employees are still sharing offices. The offices are currently being extended and the contractual completion date is the end of 24<sup>th</sup> of March 2008.

**f) Information Management**

The Management Information System could also be designed in such a way that it links into the National Traffic Information System and it could be used by the Project Management Unit (PMU) to conduct the function of Project Management and Implementation Monitoring.

The implementation of such a system would obviously also require extensive computer literacy training of Thembisile Hani Local Municipality personnel and the expansion of hard- and software in the municipality.

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

**g) 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, Vlaaklaagte 1, Buhlebesizwe, Mandela, Tweefontein K, Kwamhlanga, Verena, Entokozweni and Kwaggafontein C, but many of these facilities are not maintained or manned. Whereas most of these facilities currently only function as pay points, some of these should be extended to become fully fledged service points in future.

The Municipality is in a process of refurbishing these offices. These municipal offices need to be refurbished, maintained and construct new offices in other wards.

**h) Tribal Council**

The Tribal Council will be represented by 12 members, and they will participate just as ordinary council, they will render services as politician in the municipality. Currently they are election of these councillors in our municipal areas unfolding, and the council need to re-institute them accordingly.

**Tribal Areas and Authorities**

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

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

OBJECTIVES	STRATEGY	PROJECT ACTION	INDICATOR	TIME FRAME	COST R000	SOURCE OF FUNDING	RESPONSIBILITY
To capacitate our employees and councillors for better services delivery	<ul style="list-style-type: none"> <li>§ Centralisation of the training to Corporate Services.</li> <li>§ Induction and capacity innovation in respect of IDP</li> </ul>	<ul style="list-style-type: none"> <li>§ Appointment of SDF at the senior level.</li> <li>§ Development of Workplace Skill Plan</li> <li>§ To implement skills plan of Thembisile</li> <li>§ To submit skills plan to LGWSETA</li> </ul>	<ul style="list-style-type: none"> <li>§ Training needs analysis document Developed</li> <li>§ Workplace skills plan developed &amp; adopted by council</li> <li>§ .Number of skill programmes and number of courses attended</li> <li>§ Grants received from LGSETA</li> </ul>	June 2008	R430	Own funding LGSETA	Corporate Services
To ensure equal representation of gender and disability	<ul style="list-style-type: none"> <li>§ Hand –pick through disabled centres</li> <li>§ Encouraged women And Disabled people in all our adverts</li> </ul>	<ul style="list-style-type: none"> <li>§ Development of Employment Equity Plan</li> <li>§ Submission of employment equity report</li> <li>§ Appointment of 3 senior women in top management positions</li> <li>§ Appointment of 2 disabled employees in per department</li> </ul>	<ul style="list-style-type: none"> <li>§ Departmental appointment done according to quotas of the equity plan</li> </ul>	June 2008	R100	Own funding	Corporate Services
To develop new council policies and reviewal of current council policies and developed of by-law to run concurrently	<ul style="list-style-type: none"> <li>§ Involvement of the Management in the process of policy development</li> </ul>	<ul style="list-style-type: none"> <li>§ Appointment of Service Providers in the development of new and reviewal of current policies</li> </ul>	<ul style="list-style-type: none"> <li>§ Report submitted to Council on reviewed Council Policies and by-laws</li> </ul>	june 2008	R500	Own funding	Corporate Services
To recruit, select and appointment employees	<ul style="list-style-type: none"> <li>§ To attract qualified candidates to filled strategic positions</li> <li>§ To recruit skill candidates both Internally and external.</li> </ul>	<ul style="list-style-type: none"> <li>§ Placement of adverts in the print media</li> <li>§ Shortlisting of applicants</li> <li>§ Conducting interviews</li> <li>§ Appointments and Induction</li> </ul>	<ul style="list-style-type: none"> <li>§ Budgeted position filled</li> <li>§ Vacant position reduced</li> <li>§ Effective and efficiency administration</li> </ul>	Dec 2008	R750	Own funding	Corporate Services

To ensure proper management of Council Vehicles	§ Development/reviewal of transport of policies	§ Appointment of Senior Officer : fleet Management § Training of transport Officers and drivers Fleet Management Maintanace	§ well maintained and serviced fleet	Dec 2008	R2.7 m	Own funding	Corporate Services
To ensure that Council, Mayoral & Section 79 Committees sit as scheduled	§ development of programme of council meetings	§ Obtaining of items from various. § Consolidating and Issuing of agendas Distribution of agendas	§ number of meetings held § attendance registers	June 2009 Continuous	R150	Own funding	Corporate Services
To measure and monitor Performance of the Municipality	§ to develop Performance Management System	§ appointment of Services § involvement of Management in the process of PM	§ Refine PMS in place	Dec 2008	R250	Own funding	Municipal Manager's Office
To build Customer care and Batho Pele Principles among our staff members	§ place suggestion boxes at the strategic points for the community members to comment	§ develop a policy on Batho Pele § Awareness campaign § Training of officials and councillors on Batho Pele and Customer care	§ Community satisfaction our in regards to municipal services	Dec 2008	R100	Own funding	Corporate Services
To render occupational Health and Safety for all employees	§ Information sharing on Health and safety Precaution	§ Appointment of safety officer § Training of employees on OHS in the workplace § Functional committee on heath and safety	§ Well displayed fire extinguishers and emergency signs § Well equip municipal building	Dec 2008	R100	Own funding	Corporate Services
To ensure evaluation of jobs and grading	§ Involvement of the Top Management in the Process Job evaluation and grading	§ Establishment of the job description committees § Training of the Job description committees § Development of job descriptions for employees § Submission of job description to the Principal Job Evaluations Committees	§ Well coordinated and defined job description for officials .	Dec 2008	R50	Own funding	Corporate Services



To enhance the payment of services and other related matter	§ § §	§ §	§ §	Dec 2008		Own Funding	Corporate services
To ensure people living with disability access the offices easily	§ §	§	§ §	As soon as possible			

To promote Access information required by members of the Public	§ Involvement of stakeholder in the	§ Development of the Access to information manual § Application process	§ Access to information Manual § Well defined application process	Dec 2008	R100	Own funding	Corporate Services
To enforce discipline in the workplace	§ To oriented newly appoint employees on disciplinary procedure	§ Appointment of the Labour Relations officer § distribution of relevant Legislation pertaining to disciplinary procedure	§ well behaved and ethical workforce	Continuous	R250	Own funding	Corporate Services
To capacitate employees and councillors on HIV/AIDS epidemic in the workplace	§ placement of pamphalet on HIV/AIDS § distribution of condomns at the strategic place	§ development of Policy on HIV/AIDS in the workplace § conducting HIV/AIDS awereness campaigns	§ improved HIV/AIDSs awereness and maximised voluntary testing	Continuous	R350	Own funding	Corporate Services
To ensure well being of employees in the workplace	§ employee orientation on employees assistant programme	§ developed of assistant programme § assisting employees with psychological problems in the workplace	§ morale boost and strenghthern the bonds between management employees and the organisation	Continous	R500	Own funding	Corporate service
To ensure internal & external distribution of electronic and other form of communication system	§ involvement of service providers for the development of reliable information and communication system	§ developed information communication system § development of ICT charter § development of website § development of email address to all staff § management of telecommunication in the work place	§ well manged information and communication network § regulate the internet	Continous	R1.5	Own funding	Corporate service
To manage municipal records	§ linkages of all system to intranet and internet	§ installation of electronic records system(collaboration)	§ progress report submitted to council on records management sytem	Dec 2008	R1.5	Own fundind	Corporate service

## 3.2 Issue 2: Financial Viability

### 3.2.1 Background and Problem Statement

#### 3.2.1.1 Status

In terms of the Municipal Finance Management Act of 2003, (Act 56 of 2003). Thembisile Hani Local Municipality is categorised as a low capacity Municipality. The outstanding issues of compliance is in respect of (1) the implementation of the property rating act and (2) the implementation of GRAP/GAMAP standards.

There is a need of having an internal audit unit in the office of the Municipal Manager to establish, test and monitor the controls and performance in the municipality.

The municipality has a limited financial capacity with a current actual income levels standing at R36 million. The income sources of the municipality are:

- Ø Land/ Stands
- Ø Water consumption
- Ø Rates and taxes
- Ø Refuse removal charges
- Ø Sanitation charges
- Ø Other income groups
- Ø The income is expected to improve tremendously with the commencement Municipality Property Rates Act in July 2009.

The rest of the income (budget) is derived from the following sources:

Grants (1) Nkangala District Municipality (NDM), (2) Municipal Infrastructure Grant (MIG) allocation, (3) Municipal System Improvement Grant (MSIG), (4) Budget Reform Grant, (5) equitable share, (6) Department of Water Affairs and Forestry subsidy (water).

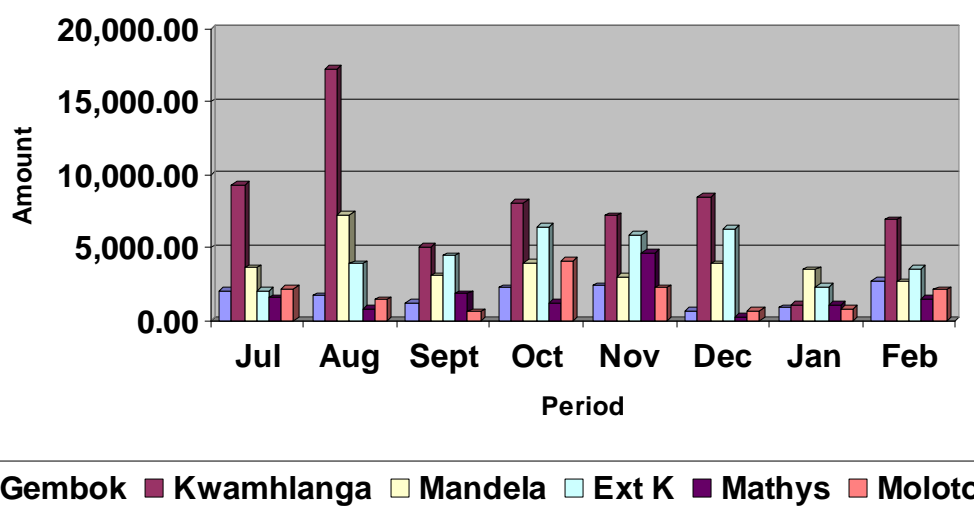
It is evident from the above that the municipality is heavily reliant on grants. The municipality will thus not be able to sustain itself in the medium and long term when grants are decreased or not allocated.

The number of households billed monthly has increased by 1500, from 19 500 to 21 000. The level of payment is also increasing at a slow pace and higher customer turnout is expected as a result of appointed debt collectors (see diagram below). At certain paypoints cashiers are deployed but payments are not forthcoming, reasons like shortage of water are cited for this resistance of payments. Other parts of Thembisile Hani Local Municipality have

no paypoints.the cost versus benefits to have paypoints mend is currently happening at a loss. The following remains targets with regards to the municipality's financial matters:

1. Enhancement of consumer account paypoints  
Post Offices can now be used as paypoints for account payments  
Outline receipting of payments from offices out side the headquartes  
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.
2. Implementation of Indigent Policy and establishment of Indigent register
3. Enhancements of billing data, and data cleansing additional to the cureent debt collectors contract
4. restructure the request s for proof of residence activity to enhance data of billing
5. alternatively implementation of FBE as Eskom is not ready to provide free basic electricity
6. negotiate revival of debt collectors( Mosiamise) contract with regards to restructuring areas or service
7. payment of creditors and suppliers within 30 days
8. electronic payment of creditors and suppliers to be implemented as matter of priority
9. movement to consumption billing must be a priority
10. implementation of the process and procedures to administewr the MPRA
11. Peruse the process and procedures to implement GRP/GAMAP standards
12. the securing of municipal finance data to ensure administrative continuation in the event of loss to headquarters (e.g. fire/theft of equipment)

### PAYPOINTS MONTHLY REPORT



#### 3.2.1.2 Potential

The municipality is presently sending out about 21 000 of the potential 68 000 service bills to consumers per month. Even though the municipality is not in a healthy financial income

state, the institution has a huge potential. If all capable consumers can pay, the municipality can copare more favourable to less rural municipalities in the province. A way has to be found to account even for the 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 Revenue. One of the draw backs is that most consumers are not on the municipality's data. This makes planning very difficult and erratic. Recently council took a resolution to appoint debt collectors. This will alleviate the problem by correcting and updating consumer profile. Ward councillors, ward committees and community development workers (CDW's) should also be corner stones of data collection and indigent identification.

The appointment of a service provider to ensure mainly consumer data cleansing and update and debt collection was done during December 2006 and is expected to give a positive turnaround of the situation. The mandate includes the establishment of a customer call centre. The Municipality should consider taking over the centre after the contract of the service provider has expired to be managed by trained personnel from the project.

### **3.2.1.3 Improvement on staff**

The Department was able to fill almost all positions, including the Chief Finance Officer (CFO) and the assistant chief finance officer. This will help alleviate the problems experienced by the Department and it is hoped that most revenue related difficulties will be resolved.

The revised envisaged organogram has the aim of giving effect to the implementation of :

1. Indigency
2. Debtors Matters
3. consumption billing

OBJECTIVES	STRATEGY	PROJECT/ACTION	INDICATOR	TIME FRAME	COST R000	SOURCE OF FUDING	RESPONSIBILITY
Enhancement of income for the municipality	Update and expand existing data base	Appoint temporary data collectors/ use debt collector	An updated data base	30/09/2008	R 2000	Equitable share(operational)	Finance
	Conduct payments awareness campaigns and promote newly . Established new pay points	Interacting with communities through meetings. Bringing pay points nearer to the people resuscitating dysfunctional pay points & establishing new ones.	Improving payments by at least 30%.functional pay points § Programmes of community meeting. § Conducting of community meetings § Completing by laws and gazetting them.	31/10/2008	R 100	Own funds	Finance
	Passing of By- laws	Developing laws	Existence of By-	31/10/2008	R200	Own funds	Finance

	that enhances the municipality's income	supporting income	laws aimed at revenue collection, targeting interalia , billboards, water usage, etc				
	Implementation of NRPA processes	Facilitating the adoption of MPRA and establishment of general valuation roll	implementation of rates taxes as per MPRA	June 2009	R 5000	Own funds	Finance +MMC
	Targeting formal and informal business to be regular payers	Reaching an agreement with formal and informal business owners to pay for services	Payment of services by formal and informal business owners	30/06/08	R 10	Own funds	Finance/ Executive Mayor
	Negotiate all civil servants to pay for services	Signing of MOU with departments for employee service payments	Payment of services by civil servants through stop order	01/07/2008	R10	-	Finance/Executive e mayor
	Determination of ways through the DME to have sand mining charged	Agreement with the DME to levy a surcharge on sand mining activities	Payment of sand mining surcharge	01/07/2008	R10	-	Finance
	Issuing of proof of residence in line with the payment history	Payment of account to be linked to proof of residence activity	Electronic payment system	01/09/2008	R2	-	Finance

		including charging of R300 refundable deposit					
Employment of staff	Employment and training of staff to implement finance strategies	Filling of vacant posts on envisaged organogram. Training of staff to implement finance activities	Traininf of staff to deal with GRAP/GAMAP and MPRA implementation plus other finance functions	01/09/2008	R80	-	Finance
Implementation of electronic payment system	To ensure online receipting of payments from the community at remote officess	<i>Installation of online consumer payment system</i>	Implementation of the electronic payments system	01/09/2008	R500	-	Finance
	Ensuring payment by electronic systems	To pay creditors, suppliers, salaries and other electronically	Payments by the municipality done electronically reduction of cheques usage	31/10/2008	R12	Bad debt	Finance
To reward and incenterivise service payments	To encourage defaulters to pay and reward regular payersw	Rewarding regular payers and encouraging non-payers	Number of rewards given and number of defaulters paying	31/10/2008	R500	Own funds	Finance Executive Mayor's office
Data protection	Effective data protection and recovery	Installation and implementation of backup service and	Minimal to no data losses	30/11/2008	R500		



		remote data storage					
Alternative to free basic energy	Implementation of an alternate approach to FBEbenefit	Apply the value of FBE benefits to consumer accounts	Percentage of accounts receiving FBE value benefit as a credit	30/07/2009	R10	Own fund equitable share	Finace

### 3.3 Issue 3: Communication and Consultation

#### 3.3.1 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) Community Outreach Meeting**

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

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

### **b) Ward Committees**

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

Thembisile Hani Local Municipality has established 30 ward committees and ensured that each ward has a CDW deployed as ward committee secretaries. PR councillors are deployed in wards to strengthen participation and communication. Managers have adopted in wards. Few villages have been grouped to form a zone of which a member of mayoral committee has been deployed to a zone.

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

### **c) IDP Forum**

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.

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.

The majority of young people in the municipality are not interested in issues such as IDP reviewal; Municipal Imbizo's and other workshop that will be their assistant in future.

#### **d) Disaster/ Crisis communication Strategy**

On this councils must developed a strategy of activating SMS and Share Call to all community members in order to easily discriminate or communicate information. This could be an easy effort to take because it will encourage residents to attend meeting. And also close gap of communication between the councillors, CDWs and Ward committee members. The branding of Thembisile Hani Local Municipality is taken very serious.

#### **e) 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 in the affairs of government hence the establishment of **Junior Council Project**, this is the continouse projects sa it is supported by **SALGA**.

Objectives	Strategy	Projects/Action	Indicators	Timeframe	Amount R000	Source	Responsibility
Conduct a Community satisfaction survey	Appointment of service provider	Advertisement for prospective service provider	Submission of survey outcome to council	Nov. 2008	R300	Own funding	Municipal Manager
Strategy on communicating in the simplest way and easily to get involved with other stakeholder	Appointment of service provider	Advertisement for prospective service provider	Submission of language policy to council	Sept. 2008	R100	Own funding	Municipal Manager
Improve communication, participation between Council and its communities	Continuation of Municipal Izimbizo, Executive Mayoral Outreach, Community Meetings,	Implementation of Outreach and Izimbizo programme	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	Distribution of newsletter to all strategic points	Sept. 2008	R500	Own funding	Municipal Manager

Marketing the Council local and international	Appointment of Marketing Officer	Advertisement of post	Appointment of Marketing Officer	July 2008	R150	Own funding	Municipal Manager
Marketing the Council local and international for investment	Populating Council information	Website update	Website updated	July 2008	R50	Own funding	Municipal Manager
Effective and efficient communication	Utilization of various mechanism to communicate	Advertisement for prospective service provider	Delivery of Compact sound system Truck	Oct 2008	R1 million	Own funding	Municipal Manager
Strengthening participation and communication	Capacity building	Roll-out Ward Committee Programme i.e Re-launching Induction workshop Training	Submission of report to Council	July 2008	R1.2 million	Own funding	Municipal Manager
Effective and efficient communication	Utilization of various mechanism to communicate	Advertisement for prospective service provider	Installation of Share Call and SMS	Sept 2008	R500	Own funding	Municipal Manager
Effective and efficient communication	Assess the effectiveness of the	Up-date the strategy	Strategy updated and report	July 2008	R50	Own funding	Municipal Manager

	communication strategy		submitted to Council				
To activate interest and participation of youth in matters of governance	Increase participation of young people in democratic activities	Junior council establishment	Implementation of the project and report to council	March 2008	R300	Own funding	Municipal Manager
Organising Municipal event	Event Coordination	Appointment of event coordinator	Appointment of event coordinator	July 2008	R150	Own funding	Municipal Manager

## **B. INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY PRIORITY ISSUES AND NEEDS**

### **3.4 Issue 4: Water**

#### **3.4.1 Background and Problem Statement**

##### **a) Bulk Supply**

According to the Department of Water Affairs and Forestry there are currently 31 631 people in Thembisile Hani municipality thou this number on the ground is not real and this has got an impact on our allocation from the national department, the number of households receiving water at RDP level is 92% Of major concern in the Thembisile Hani Local Municipality is that we don't have the raw water source, the consumption of water is 58 mega l per day, 25 mgl supplied by Kungwini Municipality and 32mgl by Rand Water how ever the supply is not constant, according to the above mentioned bulk supply statistics we should be having enough water how ever the element of water conservation and water demand management is a challenge. There is a high water loss due to poor construction of the projects and old infrastructure.

##### **b) Institutional Capacity**

There is one contracted municipal engineer, we have further appointed the PMU manager, assistant manager, technicians and supervisors to beefup our institutional capacity, general workers have been appointed to strengthen our maintenance team. As mentioned previously in this document the Thembisile Hani Local Municipality is now a Water Services Authority and as such it has to take over the function of water provision. The recent Section 78 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 service delivery.

The water supply scheme is inter-connected. It is also poorly operated due to Ikangala Water Board's lack of capacity and ineffectiveness. There is also a lack of water services capacity within the LMs. There is also a need to address institutional reform for receiving and operating the DWAF scheme.

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

The buy-in to the process by politicians, and officials at all levels (all LMs) is required if a regional approach to service provision is to be successful. The 78(3) assessment will be critical to the LMs, and should be done in a coordinated and cooperative manner with other WSAs and WSPs in the area. Many interests would be at stake and this requires a high level of stakeholder involvement from the inception, as possibilities of partnering will require consideration".it should be further noted that the council has already opted for a multijurisdictional entity as a suitable option.

### c) Local Supply

The following zones represent water and sanitation service delivery areas:

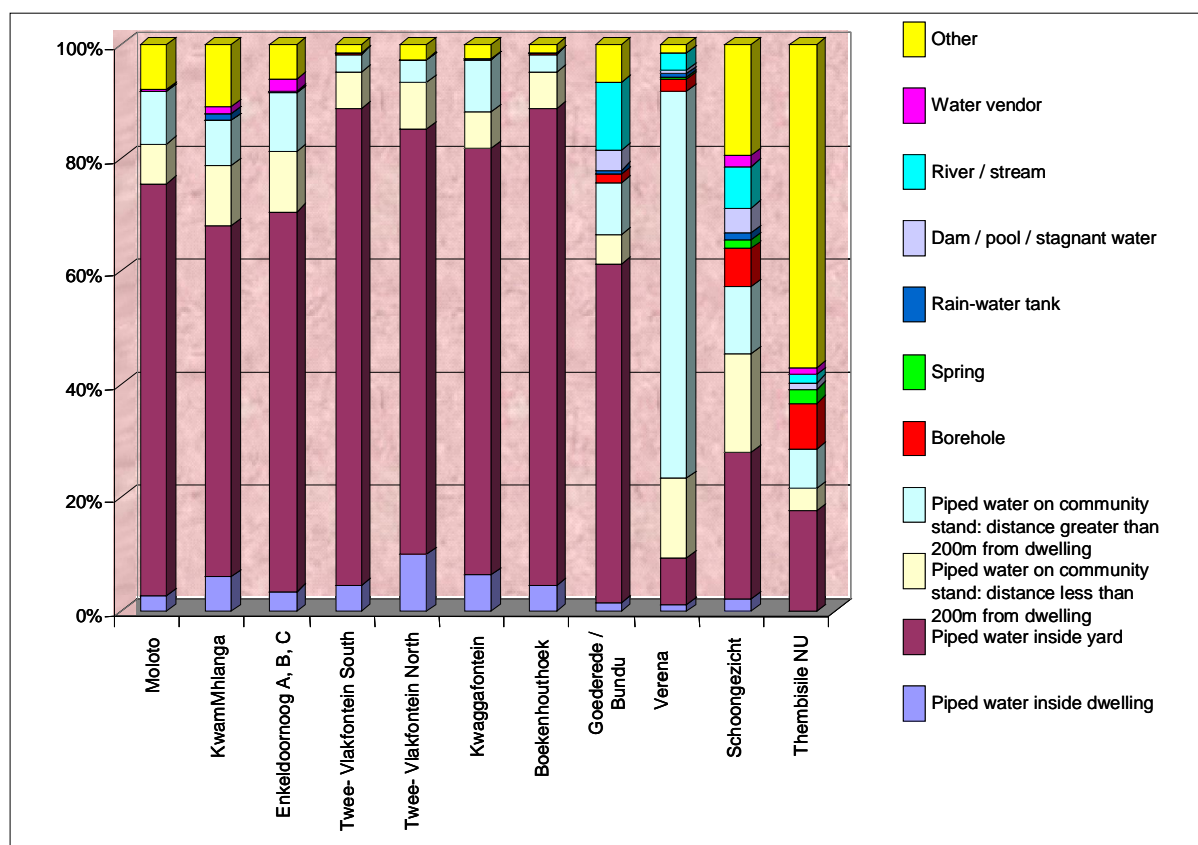
Municipal Zoning	
Zone	Area
1.1	Moloto North
	Moloto South
1.2	Engwenyameni
	Jordan
	Mandela
	KwaMhlanga
	Luthuli
	Phola Park
	Phola Park Extension
	Mountain View
	Sun City
	Zakheni

	Zakehni Extension
2	Buhlebuzile
	Sakhile
	Themba lethu
	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 Zijn 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 with the exception of Langkloof which is solely supplied from groundwater source.

Figure 11: Percentage of households by water supply



The table below reflects the status quo of water supply in Thembisile Hani Local Municipality as determined during an audit conducted in 2006.

No	Area	Total Number of Households	Household Supplied at RDP Standard	Households with Reticulation but Supplied at RDP Standard	Households with Meter Installation and Erf Connection	Backlog
1	Zithabiseni	2 890	130	2 760		0
2	Zenzele	1 220	320	900		0
3	Buhlebuzile	1 558	1 448	120		-10
4	Buhlebesizwe	3 124			3 124	0
5	Bundu	1 589	1 289	300		0
6	Chris Hani	1 200			1 200	0
7	Engwenyameni	970			970	0
8	Kwaggafontein A	5 038	2 038	3 000		0
9	Kwaggafontein B	1 230			1 230	0
10	Kwaggafontein C	2 873		2 440	433	0
11	SoMphalali	2 201			2 201	0
12	Kwaggafontein E	879			879	0
13	KwaMhlanga A, B, BA & MA	2 003			1 972	31
14	Langkloof	800		800		0
15	Luthuli	600		600		0
16	Machipe	621		621		0

17	Mandela	3 306			3 300	6
18	Entokozweni	1 414	84		1 330	0
19	Moloto South	5 340	1 220	2 780		1 340
20	Moloto North	2 780	1 400	1 380		0
21	Mountainview	2 100	1 730	370		0
22	Mzimuhle	3 370			3 370	0
23	Phola Park	2 273	2 130		143	0
24	Sun City A	1 580			1 580	0
25	Sun City AA	1 100		700		400
26	Sun City B	976	753		223	0
27	Thembaletu	1 600	447	1 153		0
28	Thokoza	1 299	447	848		4
29	Phumula A	1 180				1 180
30	Phumula B	1 820	648	1 172		0
31	Phumula C	1 820	1 120		700	0
32	Phumula D	693			693	0
33	Somarobogo E	1 837			1 670	167
34	Somarobogo F	1 297		1 297		0
35	Somarobogo G	1 078		1 078		0
36	Somarobogo H	1 588	300		1 258	30
37	Somarobogo J	1 200	1 200			0
38	Twefontein K	1 900			600	1 300
39	Twefontein N	450	150		110	190
40	Verena A & B	2 500	1 298	1 202		0
41	Verena C	2 000	1 400	600		0
42	Verena D	2 686	928	1 758		0
43	Vezubuhle	2 366	666		1 700	0
44	Wolvenkop	1 089		1 089		0
45	Vlaklaagte 1	3 700			3 700	0
46	Zakheni & Ext	1 256	368	888		0
<b>Totals</b>		<b>86 394</b>	<b>21 514</b>	<b>27 866</b>	<b>32 386</b>	<b>4 638</b>

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

<b>No</b>	<b>Description</b>	<b>Amount</b>
1	Replacement of level control valves	R150 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 reservoir	R25 000 000
6	Boreholes on farms	R3 000 000
7	Bulk water and sanitation new settlements	R6 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
<b>Totals Thembisile Hani Local Municipality</b>		<b>R193 425 000</b>

- 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.

PROJECTS Name	Description of the projects	Responsible Person	Key Perf. Indicator	\$location/ Ward	Budget / Responsible	Start date	End Date
Water Service Development PLAN	Development and completion of Water Service Plan	Manager Technical Service	Finalisation of the Water Development Service Plan	Thembisile Hani Local Municipality	R 800 000	JAN 2008	MARCH 2008
MIG Project	Registration of MIG Projects	Manager Technical Service	Finalising the registration of MIG Projects and report to council for approval	Thembisile Hani Local Municipality	R 6 million	Jan 2008	March 2008
Water service Authorities	Finalisation of institutional matters pertaining to Water Service Authorities	Manager Technical service	Finalisation of institutional matter pertaining to Water Service Authorities	Thembisile Hani Local Municipality		Jan 2008	March 2008

In order to address the backlog for Water and Sanitation Services, National Government through their MIG allocations have given priority to basic water and sanitation services in order to meet the millennium goals. Therefore Council, in line with this policy, registered the following project with MIG namely:

### The eradication of water supply backlogs

Backlog Description		Funding arrangements				
		Financial Year				
Type	Funding	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Households with no water	Backlog Value	R 14,521,500				
	MIG Allocation	R 14,521,500	R 0	R 0	R 0	R 0
Households at RDP level with street standpipes	Backlog Value	R 26,301,950				
	MIG Allocation	R 0	R7,000,000	R 7,000,000	R 7,000,000	R5,301,950
Households at RDP level with yard standpipes	Backlog Value	R 21,721,500				
	MIG Allocation	R 0	R6,000,000	R 6,000,000	R 6,000,000	R3,721,500
Total Values	Backlog	R 62,544,950				
	MIG Allocation	R 14,521,500	R13,000,000	R 13,000,000	R 13,000,000	R9,023,450

Objective	Strategy	Projects	Key Perf. Indicator	Budget / .R000	Start/End Date	Source
Provision of water for whole household at RDP level	To facilitate bulk water supply from all water sources	Replacement of asbestos pipes	Submission of business for funding	R 10 000	March 2008	DWAF
		Complete water reticulation in all the wards	Successful completion of all water project	R 18 000	August 2008	MIG
		Installation of zonal reservoirs	Feasibility study to be conducted	R 400	June 2008 Dec 2008	OWN
	Water conservation and water demand management	Formation of Multi jurisdictional Entity	Speeding up the conduction of section 78(3)	R 500	Dec 2008	NDM
		Formation of water Forum				
		Rehabilitation of wetlands	Identification of wetlands	R 100	Dec 2008	NDM
		Water restriction	Having informed community on water restriction	R 100	Dec 2008	OWN
		Water services Policy	Submission of water services policy to council for adoption	R 500	Dec 2008	NDM
		Water service by-law	Submission of by-law to	R 500	Dec 2008	NDM



		Customer care  Optimisation of maintenance and repairs to all systems	council for adoption  Having established customer care centre Maintenance and repairs of all pipes, valves, pumps and reseviors	R 500 000  R 4 000 000		OWN  OWN
	Sourcing of ground water for farm supply	Drilling and rehabilitation of boreholes	Having provided water to all farm areas	R 2 000 000	Dec 2008	NDM
Awareness campaigns on water usage	Community awareness campaigns Recycling and purification of waste water	To conduct community awarenss campaigns on usage of water  Feasibility study be conducted on the recycling and purification of waste water Installation of isolating valve in the reticulation system	Awareness campaigns conducted  Feasibility study report compile	R100  R50	June 2009  June 2009  June 2009	TSD  TSD
To ensure effective fleet management	Investigate the establishment of municipal vehicle motor scheme	To investigate possibilities on the establishment of municipal vehicle motor scheme	Motor vehicle sheme developed		June 2009	TSD , Corporat e

## Issue 5: Sanitation

### 1. Background and Problem Statement

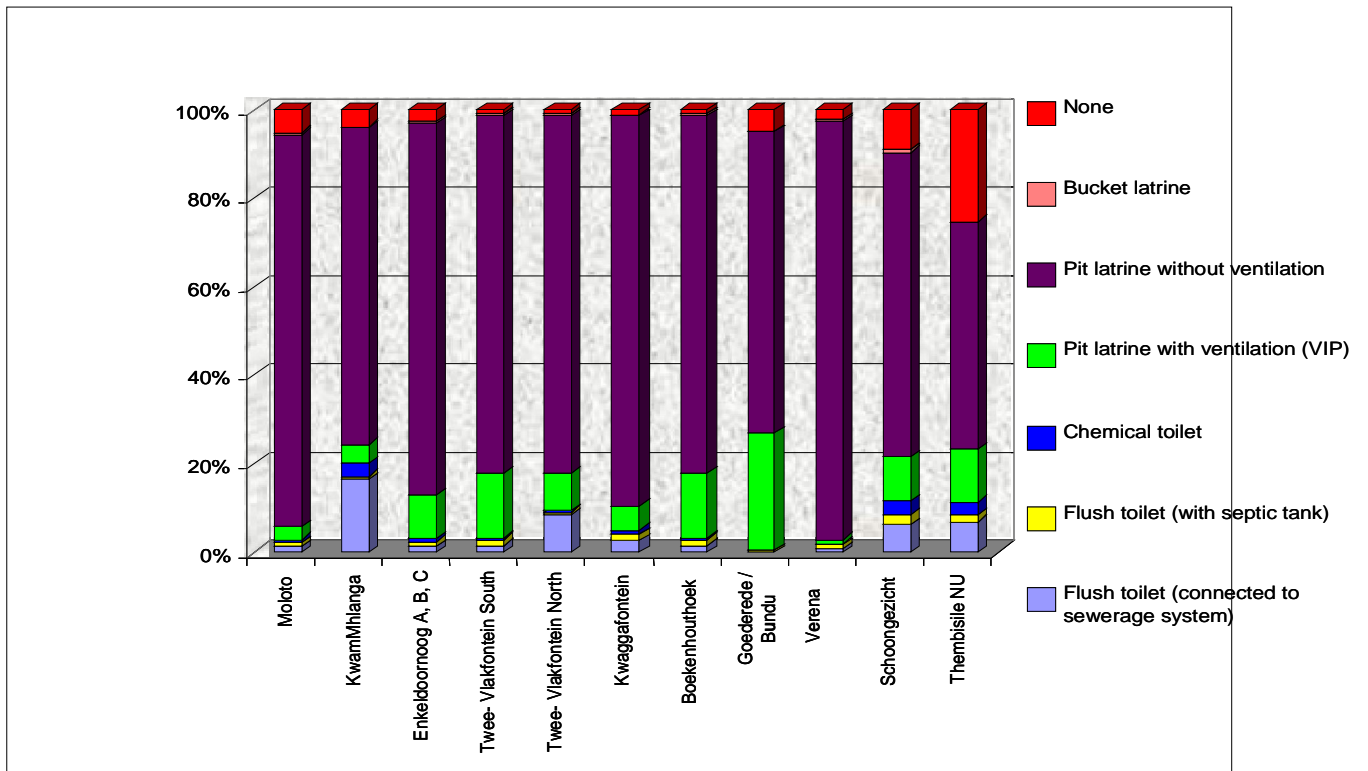
According to the latest information regarding sanitation backlogs in the Thembisile Hani Local Municipality about, 70 000 households are without proper sanitation served on sanitation below RDP standard. At an average cost of R4 000 per household the existing backlog in the area thus amounts to about 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 area, the cost average might increase up to R6 000 per VIP toilet

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 (see **Figure 12** Also indicated on figure 12 are the areas where planning has been done in the past to provide flush toilets (see the star symbols). 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 raised amongst others, security of the facilities, daily maintenance of the ponds, technical conditions of the ponds and capacity thereof. Based on the report and the findings, the municipality will engage DWAF and other potential funders towards provision of budget to address the situation as raised in the report.

Sanitation also remains a challenge in the communities in farm areas. The challenges range from lack of the services, non-access to the farms due to the refusal by farmers, detailed study on the requirements not yet conducted etc

**Figure 13** reflects the census information with regard to sanitation services in Thembisile Hani Local Municipality which clearly illustrates the majority of residents have sanitation service



The current status as far as sanitation is concerned is reflected in the table below:

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	2,003	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	600		1,300	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
<b>TOTALS</b>		<b>86,394</b>	<b>12,904</b>	<b>1,970</b>	<b>73,490</b>	<b>84,424</b>

Objective	Strategy	Projects	Key Perf. indicator	Timeframe	Budget	Source	Responsibility
Provision of decent sanitation to all household	Building of suitable toilets structure depending on under ground water table	Building of 4270 VIP toilets (Low-High)	4270 VIP toilets build	Mar-09	R20 500 000	MIG	
		Conduct underground water protocol	Water protocol approved	09-Mar	R2 000 000	MIG	
	Develop sanitation master plan	Formulation of sanitation master plan	Sanitation Master Plan approved	08-Dec	R200 000	Own	TDS
To regulate the sanitation activities	Develop sanitation management by-law	Formulation of sanitation management by-law	By-law developed	Dec-08	R 300 000	Own	TDS
To keep sewerage Treatment works functional	Regular maintainance of the Sewerage Works	Skills development for the existing staff	Skilled officials	Jul-09	R 200 000	DWAF	TDS
		Employ staff in the sewerage works plant	Additional staff employed	08-Oct	R 800 000	DWAF	TDS
		Enrol the project in the National Youth Services	Additional staff employed	08-Aug		NYS	TDS
		Maintain all sewerage works plant	Well maintained ponds	09-Feb	R3m	DWAF	TDS
		Upgrade kwaMhlanga Sewer plant	Extended capacity of the KwaMhlanga sewer plant	09-Mar	R3m	DWAF	TDS
		Projects contained in the DWAF investigation report on sanitation status - 2007	Recommendations implemented in phases	09-Jun	R2 000 000	Own/ DWAF/NDM	TDS

		Stakeholder regular participation in the development plans of the municipality in the farm areas	Access to farm areas for development	continous		Own	TDS
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### 3.5 Issue 6: Electricity

#### Background and Problem Statement

The Thembisile Hani Local Municipality area is mostly well-served with electricity with more than 90% of the community having access to electricity (see **Figure 14**). Eskom is the service provider (license holder) for house connections while the Thembisile Hani Local Municipality is responsible for street lighting and public lighting. As at September 2007, a total number of 2511 are without electricity. However it should be noted that this responsibility of electricity distribution will be taken over by REDS.

Land invasion is strongly discouraged because it causes legal connection of electricity. Community education awareness campaigns are therefore essential.

Figure 14 indicates the areas with significant backlogs in electricity supply. The top priority should be the areas where there are no house connections at present which are indicated in red on the figure 14

Apart from the above there are also large areas where there is public lighting but it is generally in need of upgrading (see light blue areas on Figure 14).

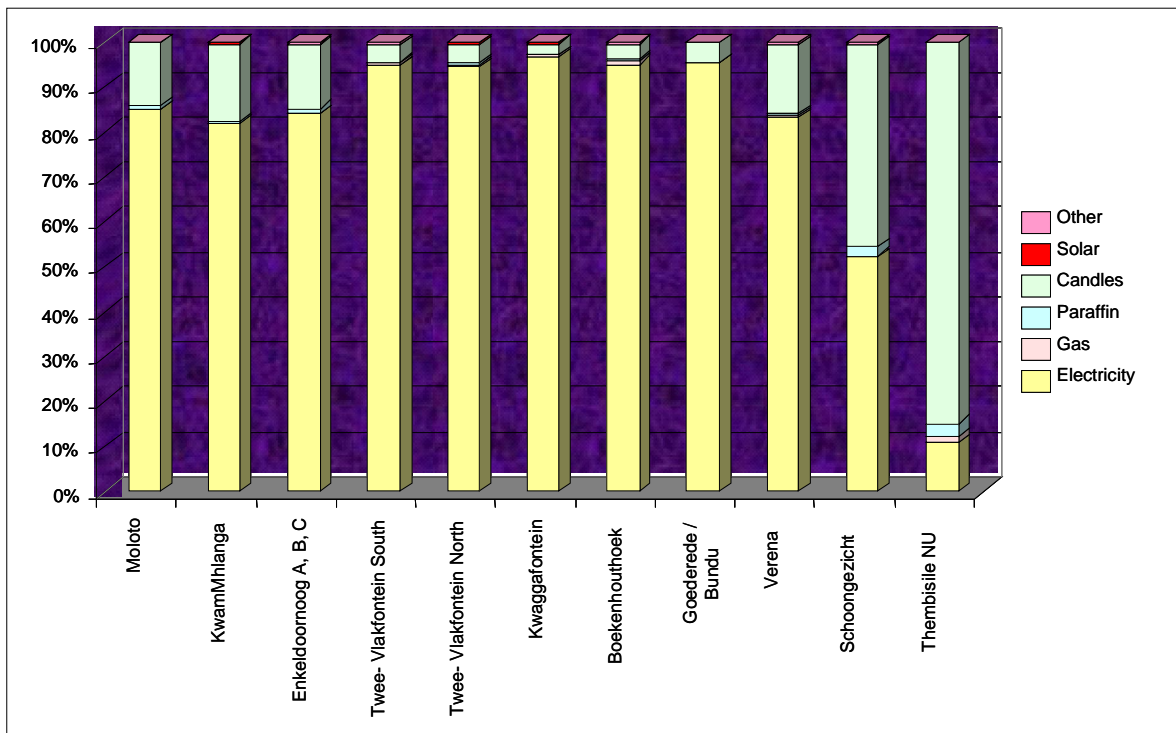
At regional level one of the top priorities is to have the entire urban area around the Moloto road served with high mast lighting in order to improve safety conditions at night for pedestrians, public transport passengers and motorists along the road and the areas adjacent due to load shading problem it will make the above difficult to achieve, the gas pricing is a challenge 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 crossings 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 o



Figure 14b below shows that more than 80% of the community has access to electricity.



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	Distribution of electricity	Completion of electricity	March 2009	R 18000	DME
	Provision of an alternative source	Investigation usage of solar system	Practical usage of solar systems	June 2009	R 25	OWN
	Distribution of free basic electricity	Establishment indigent evaluation committee	Existence of the committee Identified number of indigent	Dec 2008 March 2009	R 100	OWN
		Data establishment and capturing	Half number of household being captured correctly on our system	June 2009	R 200	OWN
Provision of electricity on the existing settlements	To engaged Eskom for the electrification for the existing settlements, areas identified for human settlement	Priority areas for electricity provision are as follows: - Tweefontein "K" - Tweefontein M Extension - Sakhile - Moloto Extension 11	Number of areas electrified	continous		TSD, Eskom

	and farm areas	-Electrification areas identified for human settlement -Electrification of farm areas				
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**Eskom Funded Projects Strengthening Plans**

<b>Municipal</b>	<b>Project Name</b>	<b>Sum of YTD Actual Conn</b>	<b>Sum of Total</b>	<b>Sum of CRA (F1/F10) No of conn</b>	<b>Sum of CRA (F1/F10) Capital appr (Rand)</b>	<b>Sum of DRA (F15) No of conn</b>	<b>Sum of DRA (F15) Capital appr (Rand)</b>
MP315 Thembisile Hani Local Municipality	Zithabiseni	0	R0	30	R162 037		
MP315 Thembisile Hani Local Municipality	Mzimuhle Ext	0	R0	50	R257 024		
MP315 Thembisile Hani Local Municipality	Mountainview	0	R0	300	R1 926 554		
<b>Total</b>		<b>0</b>	<b>0</b>	<b>380</b>	<b>R2 345 615</b>	<b>0</b>	<b>0</b>

**Extended projects 2006/07**

<b>Municipality</b>	<b>Village Name</b>	<b>No of Conns</b>	<b>Pole Number</b>	<b>Nearest Line</b>	<b>Substation</b>
Thembisile Hani Local Municipality	Goederede B Ext	40	AZZ79/35/10	Amandla/Dennilton 22kV	Amandla
Thembisile Hani Local Municipality	Vlaklaagte Ext	13	03P22	Vlaklaagte 33kV Rural	Kwamhlanga
Thembisile Hani Local Municipality	Somarobogo	40	KTE14/53A/3	Somarobogo 22kV Rural	Kwamhlanga
	Kwaggafontein E Ext	0	No houses to be electrifies	N/A	N/A
	SoMphalali Ext	100	KWG40/36	Verena 22kV Rural	Kwamhlanga
	Mandela – Kameelpoortnek Exts	150	KWKP45/61	Verena 22kV Rural	Kwamhlanga
Thembisile Hani Local Municipality		1 000	MMM5/19/7	Molot 22Kv	Moloto Substation
		<b>1 343</b>			

## Issue 7: Roads and Stormwater

### 3.6.1 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 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.

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 needs 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 extents.
- Overgrowth 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 re-gravelling projects in table AA below were completed in the 2007/08 financial year but due to the continuous natural causes and quality issue and the type of the project, the situation was reversible and therefore a need for tarring and paving remains. The situation is also found to be further caused 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 stand that any project to be implemented in future should be completed prior commencement with a new project. All streets within the municipality needs attention in terms of surfacing and storm water drainage although this will be through a phase-in programme based on availability of financial resources. The matter of the provincial roads in terms of the status of the R573 road the pedestrian, stray animals and vehicle accidents and illegal access roads remains a challenge within the municipality and need attention.

Accessibility and mobility of the streets, bridges are also requires 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 this project.

Table AA

Bus route Zakheni Ext	R200 000
• Bus route Verena A & B	R200 000
• Phumula	R200 000
• Somarobogo	R200 000

The following are priority needs with regard to:

## **2. Upgrading of provincial roads:**

- Jabulani to Somarobogo
- Thokoza to Phumula
- Bundu to Moteti
- Langkloof to Kwarrielaagte
- Verena to Kwarrielaagte

Objective	Strategy	projects	indicator	time frame	budget	source	Responsibility
Provision of sustainable and safe road infrastructure	Development of roads and storm water Master Plan	Formulation of the roads and storm water master plan	Master plan approved	Sep-08	R100 000	Own	TDS
	Development of municipal bus roads and storm water	Completion of incomplete municipal roads and storm water (short - long)	No. of kilometres completed of municipal bus roads and storm water channels	09-Jun	R 8m	Own	TDS
	Surfacing of internal roads and development of storm water channels	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-09	R 4m	Own	TDS
	Putting up signage to all roads	Install roads and name signs to all roads	50% of road signage installed	Jun-09	R 2m	Own	TDS
	Development of roads maintenance plan	Maintenance of all existing roads	30% maintenance of roads	Mar-09	R 200 000	Own	TDS
	Development of accessibility and mobility within the communities	Implementation of IRMA projects (bridges,access routes, pedestrian paths)	Accessible paths, bridges	ongoing		MPG	TDS
	Accessible municipal roads	Re-gravelling and construction of storm water channels	Accessible municipal roads	09-Dec	R2m	Own	TDS
Development and upgrading of the road R573		Construct pedestrians overhead bridges	Overhead pedestrian bridges constructed	Ongoing		MPG/NG	TDS
		Installation of traffic lights along all intersections	Traffic lights installed	ongoing		MPG / NG	TDS
		Codoning of the R573 road	Access to the R573 regulated	ongoing		MPG / NG	TDS

### 3.7 Issue 8: Public Transport

#### 3.7.1 Background and Problem Statement

A lot of people staying in the area, who are working, are traveling 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.

The upgrade has been completed, the road is wider now. The volume of cars travelling on the road has also increased tremendously and accidents occur sporadically.

The taxi industry is concentrated around six taxi ranks being at KwaMhlanga (Phola Park), Tweefontein, Enkeldoornoog B, Kwaggafontein, Mathysen 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.

There are some initiatives to investigate the possibility of replacing the bus service with a more permanent, stable and cheaper rail service.

The Mpumalanga Provincial Government and the Nkangala District Municipality have carried out the possibility of introducing the rail service. The feasibility study has been conducted at the tune of R10 million. The study showed that the present system is financially and technically not viable and will not be sustainable in the long term.

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 purpose of this meeting was to explore the technical aspects of the proposed project including the feasibility and to check how the R3 billion National Budget earmarked for rail projects in 2005/2006 financial year can be accessed for this rail initiative.

The National Department of Transport indicated that as officials they endorse the project 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 (R3 billion) 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 budget requirements for the basic design, detailed feasibility, EIA and Employment impact which are all components of the detailed study totals about R11,270 million. The Moloto rail corridor is a massive project and forms an anchor project of Mpumalanga Province moving to 2010.

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To determine the need for the Thembisile Municipality to compile a local Integrated Transport Plan (ITP).	facilitate the development of local intergrated transport plan	Compiling an Intergrated Transport Plan. Facilitate	Developed the ITP of the municipality	Jun-09	50	Own	SDS
	Facilitate the establishment of a single taxi association	Facilitate the process of consolidation of the two existing taxi association	Single taxi association in operation	May 09	20	Own	SDS
To further pursue the possibility of implementing a rail system along the Moloto corridor to serve the current 40 000 bus passengers along this corridor by way of the completion of the detailed 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	completed Moloto Development Corridor feasibility report and action plan	Dec-08		NDM/MPG	Technical
To gear the rail corridor into the municipality's anchor project.	Consult communities continuously on project progress regarding the Moloto Development corridorl	POA and Convene public Consultation meeting regarding the Moloto Development Corridor	Public Consultation meetings regarding the Moloto Development Corridor held	continous	50		Technical / SDS
To facilitate consultation with the Taxi Associations, Putco, and the Department of Transport.	Continuously meet transport stakeholders and commuters to smooth the relationship.	Develop stakeholder's consultation POA and detailed plan on the public transport operators within the area through the transport forum.	intergrated public transport operations within the municipality	continous	10	THLM/NDM/MPG	SDS

To deal with all issues raised by the communities including complaints about treatment by taxi operators.	Consultation meetings with taxi operators and public and 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	20	THLM/N DM/MPG	SDS
	Commuter complaints/enquiries service	establish commuter call centre	commuter call centre business plan developed and submitted to council	Jun-09		THLM/N DM/MPG	SDS
To regulate the utilisation of taxi ranks	regulate the utilisation taxi rank facilities	Develop by-law on utilisation of taxi ranks and taxi operations	By-law developed and promulgated on utilisation o taxi ranks within the municipality	Jun-09	50	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 public transport services on Vlak II/Witbank road (bus and/or rail service)	Jun-09	100	THLM	SDS
	Feasibility study on alternative transport service in the municipal area	Feasibility study on available alternative transport	Feasibility study report compiled and presented to Council regarding the alternative transport	Jun-09	100	THLM	SDS

### 3.8 Issue 9: Cemeteries

#### 3.8.1 Background and Problem Statement

Thembisile Hani Municipality has 30 different small cemeteries located throughout the municipal area in or around virtually each and every town and village (see table 1 below). 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 30 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.

The following is a list of existing cemeteries within the municipality and are prioritised as follows:

Table .1

Location	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	Total
Provision of fencing, lights, water, ablution facilities and managerial service at the cemeteries (estimates only)						
Bundu				376 800		376 800
Engwenyameni				376 800		376 800
Machipe				376 800		376 800
Langkloof				376 800		376 800
Entokozweni				376 800		376 800
Kwaggafontein A-East				376 800		376 800
Kwaggafontein A-West				376 800		376 800
Kwaggafontein IA				376 800		376 800
SoMphalali				376 800		376 800
Vrishgewaagt				376 800		376 800
Vlaklaagte 1				376 800		376 800
Tweefontein K				376 800		376 800
Somarobogo-North				376 800		376 800
Somarobogo-South				376 800		376 800
Mzimuhle					376 800	376 800
Phumula2					376 800	376 800
Phumula1					376 800	376 800

Location	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	Total
Tweefontein N					376 800	376 800
Somarobogo					376 800	376 800
Sakhile					376 800	376 800
Vezubuhle					376 800	376 800
Sun City AA					376 800	376 800
Sun City B					376 800	376 800
Luthuli					376 800	376 800
Zakheni					376 800	376 800
Mountain View					376 800	376 800
Moloto South					376 800	376 800
Wolvenkop					376 800	376 800
Verena C					376 800	376 800
<b>TOTAL</b>				<b>5 275 200</b>	<b>5 652 000</b>	<b>10 927 200</b>

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

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

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

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

<b>3.6.1 OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To provide a well-managed regional cemetery service to the community and to have a full range of services/amenities available at each of sub-regional regional cemeteries	Establish cemeteries in the Thembisile Hani Local Municipality area and to provide proper ablution, lighting, fencing, water and maintenance services at each of these facilities	Investigate possibility of establishing five sub-regional zonal cemeteries. Identify suitable land. Determine the optimum capacity, preliminary layout design plan.	Investigation report, management plan and implementation plan finalised and presented to Council	June 09	R200 000	Own	SDS
To formalise and upgrade the 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	*Audit report presented to Council	June 09	R200 000	Own	SDS
		*Consult community for closing down of the existing cemeteries	* relocation to the new developed cemeteries	continuous	R10 000	Own	SDS
To keep records and proper accountability on burials within the municipal area	Regulate the burial process and recording installing and electronic system of burial registrar.	To assist with the development of by-law to regulate cemeteries	*by-law developed and promulgated *burial registers developed	June 09	R300 000	Own	SDS/ Cooperate Services

### 3.9 Issue 10: Waste and Environmental Management

#### 3.9.1 Background and Problem Statement

##### b) 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 takes 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 means? 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.

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 5000 households	* purchase new additional waste removal equipments – as per Table 1 below * purchase refuse bins for households as per Table 2 below	*5000 new households registered in the municipal database for refuse collection * 5000 refuse bins distributed to households	June 2009	3.5 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 2008	250	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	400	NDM/Own	TSD
To establish a regional long term land fill site		Construction of the Landfill site	Construction of a Landfill site	June 2010	5 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	200	DRT/Own	TDS

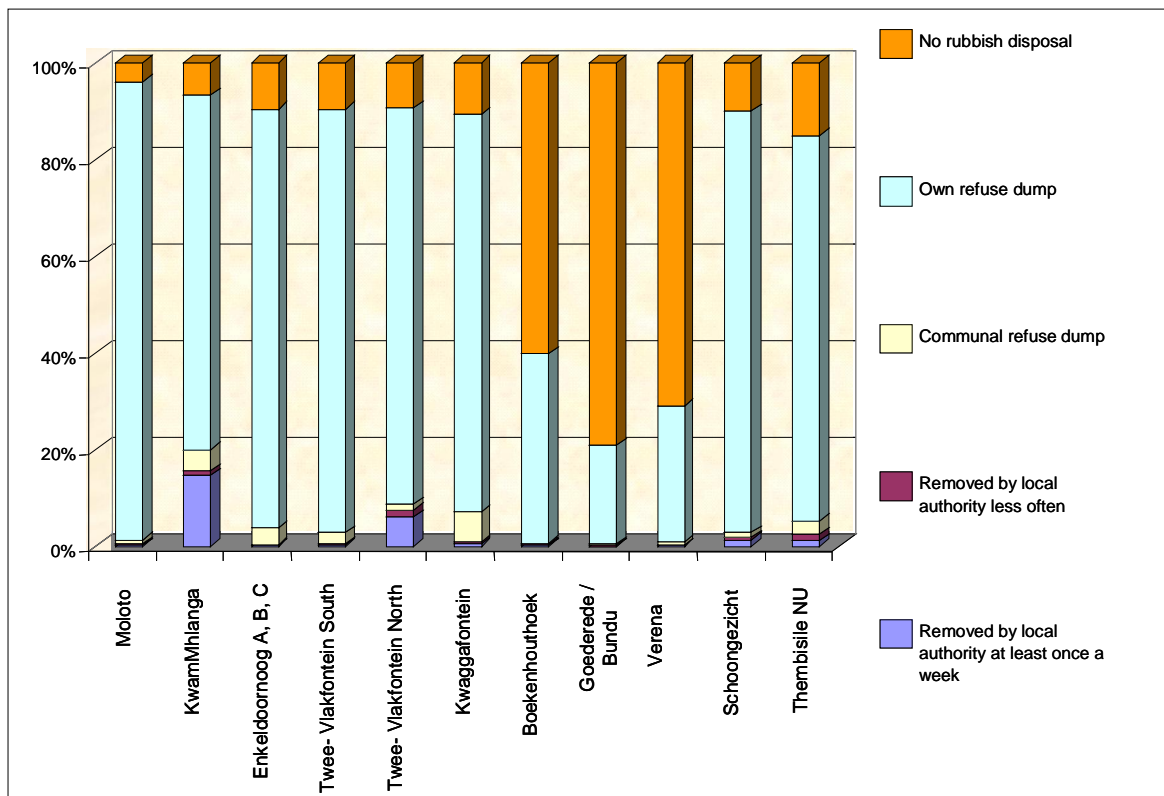
The Thembisile Hani Local Municipality is responsible for household refuse removal and local disposal sites while the NDM is responsible for regional sites and a Regional Waste Disposal Strategy. At present widespread littering occurs in Thembisile Hani Local Municipality – a situation which is not satisfactory 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

**Figure 16: Percentage of households by refuse removal**



### 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 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.*

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-weigh-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
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/DA LA	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

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	compilation of the integrated waste management plan	submission to council for adoption	Dec 2008	R 5 00 000	NDM
	Development of waste management policy	Compilation of waste management policy	Submission to council for adoption	Dec 2008	R 3 00 000	NDM
I	Establishment of new regional land fill site	conduction of feasibility study	completion of the study	Dec 2008	R 500 000	NDM
	Strengthening of waste removal teams	Establishment of additional waste removal teams	Availability of the teams	Dec 2008	R 3000 000	OWN
	Engagement of communities on	Community consultation	meeting conducted in all villages	Dec 2008	R 100 000	OWN

	waste removal programme					
	Mobilisation of waste removal resources	Purchase of the waste removal trucks	Availability of the truck	July 2008	R 600 000	
		Purchase waste removal bins	2500 waste removals bins distribution	August 2008	R 3000 000	Own

**Table 1. Projects to enable improve and expand waste removal 2008/09-**

<b>Project</b>	<b>Funding</b>	<b>Funding Source</b>
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



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
Somaroboge F	1299				192 000		192 000
Somarobogo E	1800				192 000		192 000
Phumula/Tweefo n-tein A	1180				264 000		264 000
<i>Phumula/Tweefo n-tein B1</i>					<i>156 000</i>		<i>156 000</i>
<i>Phumula/Tweefo n-tein B2</i>					<i>192 000</i>		<i>192 000</i>
<i>Phumula/Tweefo n-tein C</i>					<i>204 000</i>		<i>204 000</i>
Phumula/Tweefo n-tein D	693				120 000		120 000
Mountain View	2007				180 000		180 000
Zakheni	765				132 000		132 000

<b>Location</b>	<b>No. House</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>Total</b>
Zakheni Ext	500				96 000		96 000
Phola Park	2130				180 000		180 000
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
<b>TOTAL</b>							<b>8 567 000</b>

### 3.10 Issue 11: Education

#### 3.10.1 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 matriculation.

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.

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT	SOURCE	RESPONSIBILITY
To establish the schools database within the municipality.	To ensure a living schools database.	Verify the information contained in the schools database.	Consolidated school's data submitted to the department of education	Jan 09	0.5 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. Establish Social Development Structure	Completed school's capital projects within the financial year	continuous	2	Own	SDS
To enhance inter-governmental relations within schools and the Department of Education.	Interact with schools, community and department of education	Regular meetings and workshops through a consultative programme of action, and educational awareness on educational awareness	Inter-governmental forum established	Dec 08	2	Own	SDS
	Participate in crime prevention plans	Facilitate participation of learners and educators in MAM /CSF structures, symposium programmes	Reduced crime rate in schools and community	continuous	10	Own	SDS
To encourage participation in Adult Basic Education and Training (ABET) programme in the municipal area.	Maximising participation of community in adult education.	Support the launching of the extensive ABET programme	Percentage of enrolment into adult basic education improved	continuous	8	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	2 580	DOE	SDS
					8	Own	
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 education for learners with special needs	Schools providing education for learners with special needs	January 2009	5	DOE	SDS
To enable access to tertiary education	To investigate the establishment of a tertiary institution	Conduct feasibility study on the development of tertiary institution/s	Feasibility study report compiled and presented to Council and the DOE	Jan 2010	250	DOE	SDS

	Funding for skills development	Create Thembisile Municipality Bursary Scheme focusing on specialized needs/scarce sills (science and technology)	Bursary scheme and policy developed and adopted by Council	June 2009	100 000	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	Improvement in the learning and teaching programmes	Continuous	50 000	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	Audit report on skills shortage and need adopted by Council	continuous	200 000	Own	SDS
		Create and update database on skills shortage and need	Software programme on skills shortage and need	March 09	100 000	Own	SDS
To create an enable environment for debates and reading	Encourage reading and debates in schools and within communities	Establish community reading programmes To encourage debate at schools and symposiums programmes	Reading habits developed	continuous	1 000	Own	SDS
		Convene Debate sessions	Improved public participation in community development programmes	Continuous	5 000	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	Continuous  Continuous		Educatio n  education	SDS
Maintanace of schools	Develop a database	To developed a database for all schools that need maintainance	Database report compile	Feb 2009		Educatio n	SDS

Table 2 . MPUMALANGA DEPARTMENT OF EDUCATION PROJECTS – 2008 / 2009 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	Kwaggafontein 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	Hlalisani 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
80000171	Buhlebesizwe	Buhlebesiz	398	Construct	Adequate	12	3635	PIG	DPW

9	Secondary	we / Thembisile	learners	admin, lab, 12t, rr, 3sg, p and renovation of 8cr.	and safe infrastructur e provided to enhance quality education.	months			
80001614 7	Mzimhlophe Secondary	Somarobog o / Thembisile	447 learners	Construct 18cr, admin, lab, lib, cc, 16t, f, 3sg, p and renovation of 16cr, 10t.	Adequate and safe infrastructur e provided to enhance quality education.	24 months	13556	PIG	DPW
80000691 6	Jabulani Primary	Phumula / Thembisile	1232 learners	Construct Gr R 3cr, 5t, f, 5cr, 3sg, p and renovation of 19cr, admin.	Adequate and safe infrastructur e provided to enhance quality education.	14 months	9565	PIG	DPW
80002488 5	Vukuzame Secondary	Phumula / Thembisile	783 learners	Construct 18t, f, w, kit, rr, 3sg, p and renovate 16cr.	Adequate and safe infrastructur e 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*



### 3.11 Issue 12: Health and Welfare

#### 3.11.1 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
- Themba lethu CHC

There are 15 Clinics, namely:

- Zithabiseni Clinic
- Goederede 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 Philadelphia 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:

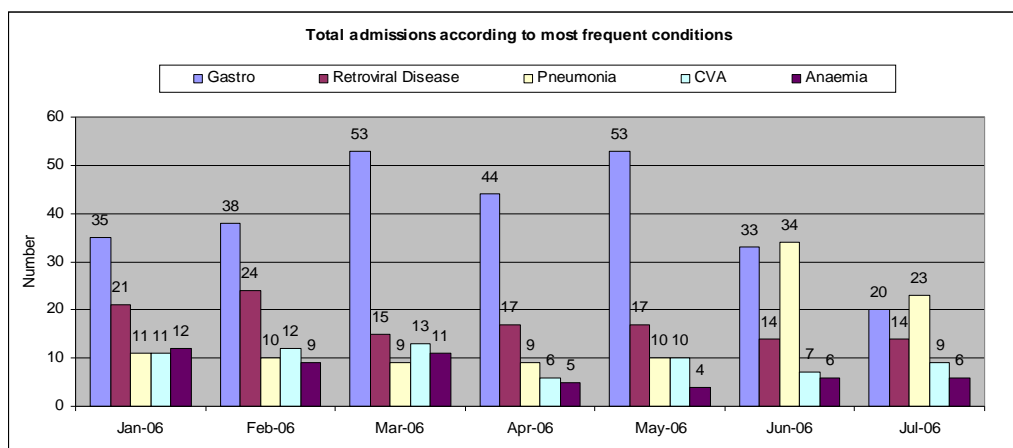
- Casualty/OPD
- Dental
- X-ray

- 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 2<sup>nd</sup> in the District after Emakhazeni, while our Province is also second after Kwazulu Natal. This situation has left a number of Aids orphans hence an increase in the child headed families, our health facilities have sections where they administer ARV's including Kwamhlanga hospital. Home Base Care activity has a number of volunteers whose service is supported by the local clinics.

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

### Frequent Conditions



**Table 1 below are projects and maintenance plan by the Department of Health and Social Services for the 2008/09 Financial Year within Thembisile 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 and irrigation system	New installation	2 Months	30 000
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
				<b>7.780.000</b>

**HEALTH**

<b>3.6.1 OBJECTIVES</b>	<b>STRATEGY</b>	<b>PROJECTS/ACTION</b>	<b>INDICATORS</b>	<b>TIMEFRAME</b>	<b>AMOUNT</b>	<b>SOURCE</b>	<b>RESPONSIBILITY</b>
To co-monitor health and welfare trends in the municipal area	Ensure that health and welfare related issues and needs of the Thembisile community are reported to the Department, and to see to it that these is addressed	Facilitate the establishment of Clinic Committees and a Hospital Board.	Clinic committees established and Hospital Board appointed	December '08	5 000	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	00		SDS
	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	00		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	August 08	50 000	Own	SDS
		HIV/AIDS summit	Reviewed strategy and plan adopted by Council	January 09	80 000	Own	SDS
		World AIDS Day and its buildup events	Massive attendance by public members	Ongoing	5 000 000	Own + private public funders	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	30 000	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		10 000	Own	SDS
		Participate and assent to District/ Provincial /national HIV/AIDS prevention programmes	Infections reduced to 60% within the municipal area	Ongoing	10 000	Own	SDS
	Avoid new infection 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	Promote food security projects /programmes/ job opportunities and enhance public education on this diseases	Reduced unemployment and increase in number of households with basic income	Ongoing	Capital projects	MIG	SDS

	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	Develop a workplace policy on HIV/AIDS	Increased human resource performance	August 08	10 000	Own	SDS
		Trainings and workshops on HIV/AIDS	Increased human resource performance	Ongoing	20 000	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	Conducive health facilities	April 09		DOHSS	SDS
		Relocation and Construction of KwaMhlanga clinic	Accessible clinic service	April 09		DOHSS	SDS
		Provision of mobile clinic services at Vezubuhle, Tweefontein N &E , Phola Park, Langkloof and farm areas	Accessible health service.	Ongoing		DOHSS	SDS

### Social Services

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT	SOURCE	RESPONSIBILITY
To enhance an accessible social services facilities and programmes	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 08	000	Own	SDS



### 3.12 Issue 13: Municipal Facilities, Sports, Recreation, Arts, Culture

#### 3.12.1 Background and Problem Statement

- Here are currently only two soccer stadiums in Thembisile, one 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.
- There is also a need to establish community sports grounds per zone 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.
- Historic sites and tourist attractions 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.
- There are no sports committees at wards level.
- There is no access of local teams to utilise stadiums.
- Grading of sports field by the Municipality is lacking/ lax even if it was budgeted for.
- 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
Creche	Zithabiseni
King Makhosonke Cluster building	Klipfontien 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	Mathysensloop
Poultry and market stalls	Mathysensloop
Community gardens	Zithabeseni
Poultry	Zithabesini
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)	Mathysenloop
House and food garden	Sun City (Kameelpoortnek)
Farm	Hartebeespruit 235 JR Farm
Farm	Portions 8,12,13 and 17 of farm Engwenyameni 256 JS

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To ensure the proper usage and management of municipal facilities (halls/stadiums/offices/clusters)	Regulate accessibility of municipal facilities by communities	Formulate policy and by-law on utilization of municipal facilities (halls/stadiums/recreational parks)	Accessible municipal facilities and well managed centres	December 08	10	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 09		DLGH	SDS
		Upgrading of Solomon Mahlangu Stadium	Completed and used during 2010 World Cup	June 2009	7m	DCSR	SDS
		Grade community sports grounds per ward	30 x community sports ground graded and maintained	August 09	40	Own	SDS
		Upgrading of community hall at Langkloof Building of community halls at zone 2 & 3	User-friendly public facility	December 08	300	Own	SDS
		Completion of the Verena Cluster indoor sports hall	Indoor games infrastructure provided	August 08		DCSR	SDS
		Maintenance of all municipal facilities (halls/stadiums/offices/clusters)	90 % maintenance of all facilities	December 08	500	Own	SDS
		Form maintenance teams for offices and facilities ( EPWP)	90% maintenance of all facilities	December 08	500	Own	Technical
		Provision of community halls furnisher	Well furnished centres	May 09	300	Own	SDS
		PPP agreement and establishment of fan parks at Verena, Zithabiseni and Sun City	3 x fan parks (2010 concept) established	February 09	1,5m	Own	SDS
		Identification and development of recreational parks within municipal area	2 x recreational parks developed	June 2009	500	Own	SDS

		Identification and development of recreational parks within municipal area	2 x recreational parks developed	June 2009	500	Own	SDS
		Identification and development of leisure parks	5 leisure parks developed (1x per zone)	January 09	500	Own	SDS
		Construction of new library : Tweefontein (miliva crossing)	1 x library constructed	January 2010	2.5m	DCSR	SDS
		Allocate mobile book boxes : Tweefontein "E" Community centre, Mandela, Verena, Rotation of mobile book boxes between Somarobogo E and Phumula	Mobile book boxes available	July 08	000	Own	SDS

To promote sports, arts, culture within the municipality	Effective and enhance participation of communities in sports, arts, culture programmes	Convene Sports Council re-launch summit	New sports council leadership	January 09	20	Own
		Sports council programmes and activities	POA implemented	June 09	50	Own
		Review local sports council projects/ programme	Updated programmes and projects adopted by Council	July 08	500	Own
		SALGA games	Municipal team established	July 08	40	Own
		Mayor's Cup	Mayor's cup team participating	August 08	50	Own
		Mayor's cup festival	All sporting codes participate	April 09	50	Own
		Sports against crime, HIV/Aids / drugs	Reduced crime, reduced HIV/Aids spread and reduced drug abuse	November 08	30	Own
		Youth Day celebration	Massive Youth participation	June 09	50	Own
		Women's day celebration	Massive women participation	August 09	50	Own
		Sports Indaba	Municipal sports Strategy and plan adopted by Council	August 08	200	Own
		Moral regeneration celebration and Indaba, hosting moral regeneration festival(end of the year)	Municipal strategy and plan on moral regeneration	January 09	100	Own
		Launching of street football	1 x street football team established per ward	September 08	30	Own
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 plan adopted by council	April 09	30	Own

		Arts and Culture Forum	POA implemented		50	Own	SDS
		Arts and Culture festival	Massive participation by community members	May 09	20	Own	SDS
		Cultural events : Erholweni Traditional Event	Donation to the event	December 08	50	Own	SDS
		Komjekejeke cultural festival,	Donation to the event	March 09	50	Own	SDS
		Indeginous games, dance and music competitions	POA developed and promoted	Ongoing	5	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	Gazetted new names	June 2009	200	Own	SDS
		Provide signage for the gazetted names	Name Signs	February 09	1m	Own	SDS

### 3.6 Issue 14: Post and Telecommunication

#### 3.6.1 Background and Problem Statement

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

There are only four post offices within Thembisile 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 are 24 mobile 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 fasttrck as soon as possible, and ward Councillors are advice to go and encourage community to rectify stand numbers, street numbers and buying post boxes fro their house hold, though they are not equally distributed. 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:

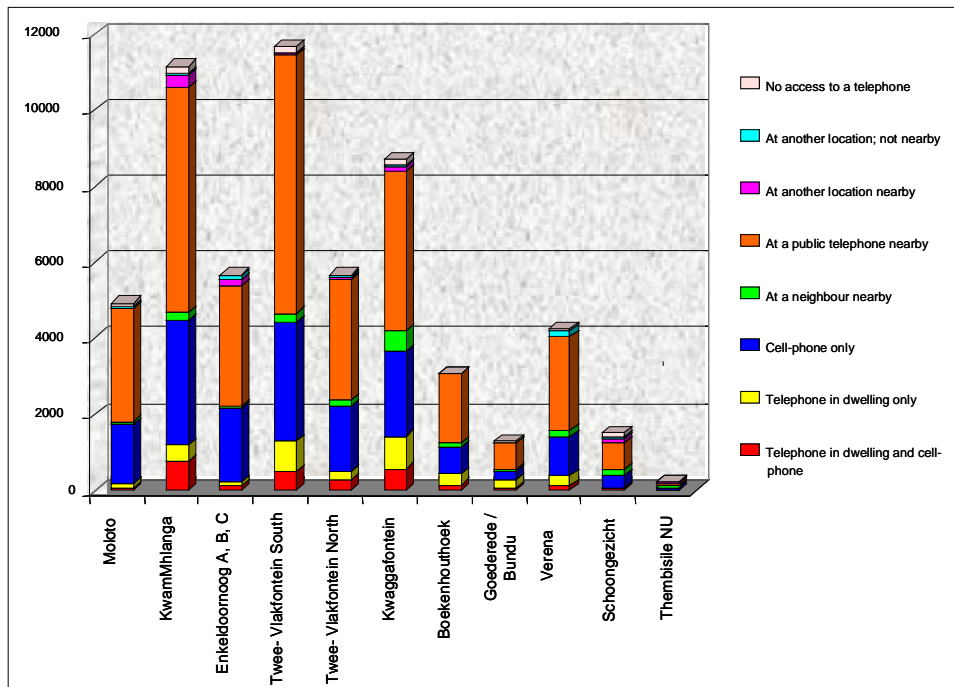
- Delivery of letters is delayed due to non-visibility and contradiction of stand numbers.
- Post Office street delivery is not effective.
- Lack of Post Office personnel and vehicles.
- Post Office lack strategy on how to recruit people to pay for the post boxes.

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.

##### a) Telephone Servercises

**Figure 17** reflects the census information pertaining to access to telephone services in Thembisile Hani Local Municipality.

**Figure 17: Number of households by telephone facilities**



From this it is evident that very few residents have access to telephones in their houses. The largest numbers are in KwamMhlanga, Kwaggafontein and Tweefontein.

It also indicates that the majority of residents at least have access to a public telephone nearby or at another location nearby. Only a very small number of residents indicated no access at all to a telephone.



3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To expand postal services throughout the municipal area.	Improve mail deliveries to all stands within the municipality	Facilitate and engage the South African Post Services	Mail delivered at each stand	June 2010		SA Post Services	SDS
		-Provision of postal services in farm areas -And Telecentres in Thembisile Hani Local Municipality	Farm areas acceding postal services	June 2010		SA Post office	SDS
		Develop postal services at Zithabiseni/ Tweefontein "K" and Vezubuhle / Thembaletu Crossing	Community easy access to postal services	December 2009		SA post office	SDS
To expand telephone services throughout the municipal area.	Improve telephone services to all households within the municipality	Facilitate and engage telkom on expansion plan	Telephones installed in each house hold	December 2011		Telkom	SDS
To ensure additional method of easy access to information by the community that	Provide additional method of easy access to information	Internet café in each MPCC	Internet café operating in each MPCC	December 2010		Telkom,	SDS
To contribute to revenue collection	Establish additional methods of municipal paypoints	Investigate the possibility of using post office as municipal paypoints	Established municipal services pay point at Post offices	December 2008		Own	Finance

### 3.7 Issue 15: Safety, Security and Emergency Services

#### 3.7.1 Background and Problem Statement

##### **SOUTH AFRICAN POLICE SERVICES**

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.

## **DISASTER MANAGEMENT**

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

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

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

It is acknowledged that the Fire and Disaster Management centre has been completed as funded by the NDM and will be operational in the current year – 2008. 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 /traveling 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/ammunation.

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.

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT	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 2009	800 000	Own	SDS
	Promote inter-governmental relations	Participate in the safety and security plans and programmes	Reduced crime	Ongoing	10 000	Own	SDS
		Establish and participate in the Multi-Agency Mechanism forum	MAM meetings POA	Ongoing	10 000	Own	SDS
		Launch and participate in the Community Safety Forum	CSF meetings and POA	Ongoing	10 000	Own	SDS
		Participate in the Africa Concept implementation	Programme of action and reports to council	Ongoing	10 000	Own	SDS
		Appoint additional traffic officers in the law enforcement section	18 x traffic officers appointed	August 2008	1m	Own	SDS
		Fill vacancies in the Drivers license and vehicle testing centre	Key staff vacancies filled	July 2008	1m	Own	SDS
		Develop a municipal crime prevention strategy	Strategy adopted by Council	December 08	10 000	Own	SDS
To ensure efficient emergency services in the area		Develop an intergrated emergency response plan	Response plan adopted	January 09	10 000	Own	SDS
		Intergrate and locate the emergency services agencies in the new fire & disaster management centre	Integrated emergency services agencies	December 08		NDM/DO HSS/THL M/SAPS	SDS
		Intergrate two-way communication system of all safety and emergency service agencies	Integration plan adopted and implemented	August 08	100 000	Own	SDS

		Review the disaster management plan	Reviewed plan adopted by Council	February 09	40 000	Own	SDS
		Procure disaster relief material	Disaster relief material procured and in municipal stores	October 08	2m	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 2009	100 000	Own	SDS
		Installation of CCTV cameras, alarm, self-lock door facilities, metal detector system in the municipal head office	Systems installed and operational	August 2008	1500 000	Own	SDS
To fight against corruption	Introduce anti-corruption systems	Develop anti-corruption strategy	Strategy adopted	August 2008	10 000	Own	SDS

## Issue 16: Housing

### 3.16.1 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

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT R000	SOURCE	RESPONSIBILITY
To create enabling environment for community to benefit in all housing programmes	Provision of land for housing programmes	Identify suitable land for housing development	Well planned land for housing development	June 2010			
To provide safe and quality houses.	Professional service for approval of building plans	Appoint a professional building inspector	Building inspectors appointed	August 08	Salary	Own	SDS
		Establish housing committees in all housing projects	Allocated houses properly built	Ongoing		DLGH	SDS
To keep accurate information on housing needs.	Beneficiary waiting list records	Develop and update housing transversal waiting list	Housing transversal waiting list adopted by council	November 08		Own	SDS
Provide land for future housing development in existing settlements	Provision of land for development	Identify and reserve land for future housing development	Land available for development	December 09		DALA/N DLA	SDS
		Align future developments as per the Intergrated Human Settlement policy of government	Human settlement inclusive of low, medium and high income groups	Ongoing		Own	SDS
		Feasibility study on development of rental housing stock within the municipal area	Feasibility study report adopted	June 2010		Own	SDS
o 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 2008	50	Own	SDS
	Economic opportunities on housing development Investigate possibility to provide orphan housing programmes	Maintain and manage the data of women and youth contractors.  To assist to conduct feasibility study on the establishment of orphan housing programme	Database created  Report on the establishment of orphan programme compiled	December 08  June 2009		Own  DLOH	SDS

To provide housing for disaster through the emergency housing programme	Urgent assessment of the affected households	Building houses for the affected households	Houses built	Ongoing		DLGH	SDS
		Build emergency houses for the households affected since 2003	Houses built	June 2008		DLGH	SDS

**THE FOLLOWING ARE THE EXPRESSED HOUSING PRIORITIES OF COUNCIL: 2008 -2010**

<b>Emergency/Disaster Housing Affected By Heavy Rain Around Thembisile Hani Area Of Jurisdiction</b>	<b>Provision of government project linked subsidy housing units:</b>	<b>Contractor based individual subsidy:</b>	<b>Priority areas for CBIS/CBRS Projects:</b>	<b>Linked Housing Subsidy Scheme</b>
Phumula "C" and "D" Kwaggafontein "A" Langkloof Phumula "B" "B1" & "B2" Somphalali "D" Tweefontein "N" Sun city "A" Buhlebesizwe Phumula 'A' Verena "A" and "B" Phola park Zenzele Vlakraagte 01 Tweefontein "E" Kwaggafontein "B" Kwaggafontein "C" Entokozweni Vreisgewagt Tweefontein "H" Tweefontein "G" Mzimuhle Buhlebuzile Luthuli Village	Moloto North : to provide infrastructure development in the area  Buhlebesizwe : to provide 500 sites for both residential/business purpose	Mandela Phumula D Somarobogo G Bundu Thokoza Somarobogo J Kwaggafontein C Kwaggafontein A Vlakraagte 01 MathysZyn Loop Machipe Zithabiseni Vezubuhle Buhlebuzile/Belfast/Zenzele	Phumula D SoMphalali D Mandela Village Mzimuhle Somarobogo F Sun City A Moloto North Zakheni 01 Zakheni 02 Engwenyameni Verena A Phola Park	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

<b>Completion of housing programmes committed under PHP programme – 2003 project</b>	<b>Completion of housing programmes committed under PHP programme:</b>	<b>People's Housing Process (PHP):</b>	<b>Greenfield (Project Link Subsidy) Priority Areas:</b>	<b>Intergrated Human Settlement</b>
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Kwaggafontein "A" Mzimuhle Vreisgewacht Tweefontein "A" Thembaletu	Belfast/Buhlebuzile/Ze nzele Somarobogo H Somarobogo E Phumula A Langkloof Phumula B Buhlebisizwe Mountain View Sun City AA	Moloto South Phumula2 Tweefontein N Sun City B Zithabiseni Lethuli Village Phumula Phumula2 Chris Hani/Kwa fene Mountain View Kwagga A, B, C	Moloto Extension 7 647 sites approved Infrastructure development in the land is funded and the project is running.	The provision of housing in the nominated land portions should be incompliance 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
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### Houses currently under construction 2007/08

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
<b>TOTAL</b>	<b>80</b>	<b>R2 837 280,00</b>

Development of 500 Housing Units at Moloto Ext 7	R4 367 471.88	DLGH
Service Level Agreement – Inspectorate Activities for Housing Projects in Municipal Jurisdiction	R400 000	DLGH
Removal of Informal Settlements Plan and Budget Allocation 2007/2008	R7 305 600	DLGH

### 3.17 Issue 17: Land Use Management

#### 3.17.1 Background and Problem Statement

##### 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.

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

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	Hartebeestfontein 441JR	1	0	X	-	-	-	-	-
	5546	Hartebeestfontein 441JR	1	0	X	-	-	-	-	-
	906*	Hartebeestfontein 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	-	-	-	-	-

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	Hartebeestspuit 434JR	1	0	X	-	-	-	-	-
28	206	Klipfontein 205JR	1	0	X	-	-	-	-	-
29	219	Enkeldoornog 219JR	1	19	X	X	31/08/06	15/08/06	30/11/06	-
29		<b>KWAMHLANGA</b>	<b>82</b>							
<b>B</b>		<b>MKOBOLA</b>								
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	Vrischgewaagd 226JR	1	11	X	30/09/06	31/08/06	31/10/06	30/11/06	-
	710	Vrischgewaagd 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	Wolvgaten 255JR	1	0	X	-	-	-	-	-
	2276	Wolvgaten 255JR	1	0	X	-	-	-	-	-
35	1002	Hartebeestfontein 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		Maloeck 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		<b>MKOBOLA</b>	<b>24</b>							
<b>C</b>		<b>WITBANK</b>								
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	Doornfontein 98JS	1	0	X	-	-	-	-	-
10		<b>WITBANK</b>	<b>18</b>							

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 D	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	Enkeldoomoog A	Layout	Surveyed	Yes	
32	Enkeldoomoog B	Layout	Surveyed	Yes	
33	Enkeldoomoog C	Layout	Surveyed	Yes	
34	Kameelpoortnek A	Layout	Surveyed	Yes	
35	Kameelpoortnek B	Layout	Surveyed	Yes	
36	Kameelpoortnek C	Layout	Surveyed	Yes	
37	KwaMhlanga C	Layout	Surveyed	Yes	
38	Moloto 2	Layout	Surveyed	Yes	
39	Moloto 3	Layout	Surveyed	Yes	
40	Moloto North	Layout	Surveyed	Yes	
41	Somarobogo	Layout	Surveyed	Yes	
42	Vlakfontein A	Layout	Surveyed	Yes	
43	Moloto 1	Layout	Surveyed		
44	Moloto 4	Layout	Surveyed		
45	Phumula A	Layout	Surveyed		
46	Phumula B	Layout	Surveyed		
47	Phumula C	Layout	Surveyed		

48	Phumula D	Layout	Surveyed		
49	Somarobogo E	Layout	Surveyed		
50	Somarobogo F	Layout	Surveyed		
51	Somarobogo H	Layout	Surveyed		
52	Tweefontein IA	Layout	Surveyed		
53	Somarobogo	Layout	Surveyed		
54	Tweefontein M	Layout	Surveyed		
55	Tweefontein N	Layout	Surveyed		
56	Vlakfontein B	Layout	Surveyed		
57	KwaMhlanga D	Layout	Surveyed		
58	KwaMhlanga E	Layout	Surveyed		
59	Kameelpoortnek S1	Layout	Surveyed		
60	Kameelpoortnek S2	Layout	Surveyed		
61	Kameelpoortnek S3	Layout			
62	Enkeldoormoog 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

**Informal Settlements in Thembisile Municipality**

1	Buhlebesizwe (Buhlebesizwe)	100
2	Vlaklaagte 1	200
3	Kwaggafontein C	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 (Enkeldoornog B)	150
11	Chris Hani	1 000
12	Sakhile	600
13	Somarobogo E	100
14	Thokoza Extension	200
15	Phumula A	200
<b>TOTAL</b>		<b>7 150</b>

3.6.1 OBJECTIVES	STRATEGY	PROJECTS/ACTION	INDICATORS	TIMEFRAME	AMOUNT	SOURCE	RESPONSIBILITY
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/DLGH	SDS
		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 2008	200 000	Own	
To develop integrated human settlement areas	Provision of houses and facilities to the community	Release land through PPP	PPP signed and development commenced	July 2008	PPP	Own	SDS
		Identify land for Rental Stock housing development	Land identified and released	December 08		Own	SDS
		Develop a rural development strategy	Strategy developed and adopted by Council	Feb 2010	100 000	Own	SDS
To ensure proper allocation and utilisation of land	Regulate land-use	Develop by-law on land use	By-law gazetted	July 2009	100 000	Own	SDS
		Develop by-law on sand mining/borrow-pits	By-law gazetted	July 2009	100 000	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	500 000	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
To enhance economic development through agriculture	Productive utilization of procured farms	Develop business plan on utilization of procured farms	Business plan approved	August 2008	200 000	Own	SDS
		Feasibility study and identification of land for agricultural development	Feasibility study report approved	Nov 2008	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 08	100 000	Own	SDS
Management of wetlands	To conduct audit on wetlands	Database be compiled on wetlands	Database compiled	June 2009		DALA	SDS

OBJECTIVE	STRATEGY	PROJECTS	PERF. INDICATOR	TIME FRAME	AMOUNT	SOURCE	RESPONSIBILITY
Tuport land reform programmes	Monitot and participate on land reformproject	Implementation of land claims projects		Continous		DOLA	DOLA/SDS
	To facilitate the implementation of lan d care projects		Land care projects completed	Continous		DALA	DALA/SDS
To encourage and participate in farm projects on portion 8, 12, 13, and 17 of the farm Engwenyameni 256JS		To developed a business plan to implement the projects on farm Engwenyameni 256JS		2008/2009	R 9.7m	DOLA	SDS

## Issue 18: Local Economic Development

### 3.19.1 Background and Problem Statement

**Thembisile Hani Local Municipality s LED recognises 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 characterised by limited job opportunities and high levels of unemployment and illiteracy. As the result of this there is very limited industrial activities and high level of indecency and poverty. Dependency on neighbouring towns and city on job opportunities has created a culture of migratory labour where more than 563 fairing more than ¼ of the population to Tshwane Metro, Ekurhuleni, Johannesburg Metro and Emalahleni. 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 supporte 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.

Farms have been secured **for the goat's farmers and starter animals** will be procured soon. Crops and fruit farming attained by the Department of Agriculture and Land Affairs (DALA) for the municipality. Lack of the municipality to run this piece of land has led to the municipality thinking of the **formation of an entity for both agriculture and tourism**. Small scale farming around the area is used as a social relief and food security for households.

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

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

### **CASP Initiative**

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

production. For the CASP term of 2007/8 the province intends to allocate funding to anchor, mega and food security projects, to cover all nine pillars of the CASP/Masibuyel' Emasimini model in order to improve production and enhance capacity so that the economic viability of the identified projects is advanced and enhanced.

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

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

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

<b>Action</b>	<b>Timeframe</b>	<b>Responsibility</b>	<b>Budget</b>
• Monitoring of provincial projects listed above	Continuous	LED	DPLG
• Establishment of a fresh produce market in the municipal area	Sept 2008	LED	R200 000
• Implementation of first projects from Thembisile LED Strategy	Oct 2008	LED	R500.000
• Hosting of Growth and Development Summit	August 2008	LED	R250.000
• Hosting of Cultural and Business Show (Business Expo)	Dec 2008	LED	R300.000
• Tourism indaba	Sept 2008	LED	R350.000
• Skills development programme for women and youth	Dec 2009	LED	R100.000
• Skills audit	July 2008	LED	R100.000
• Establishment of Fan parks	June 2009	LED	R5m



Development of Tourism strategy	Oct 2008	LED	R150 00
Reviewal of LED strategy	Dec 2008	LED	R200 000

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

<b>Objective</b>	<b>Strategy</b>	<b>Projects Name</b>	<b>Person Responsible</b>	<b>Key Performance Indicator</b>	<b>Time Frames</b>	<b>Budget R000</b>	<b>Sources</b>
To facilitate the development of a fresh produce market	Visit the Bronx mine to determine the availability of the 15million .Establish a cooperative based on agriculture	Bronx Mine	Municipal Manager	To check with the Bronx Mine with the R 10 million donated to Thembisile Hani Local Municipality for the establishment of the fresh produce markets	March 2009	R10	Own
To bring together the stakeholders in LED and to identify the possible economic opportunities	Identify economic agencies,government departments,business and social partners to participate in economic development	Growth and development Strategy	Municipal Manager	Finalisation of hosting the growth and development stratgy	October 2008	R 200	Own
Facilitate the development of agricultural support centre	Lobby the agricultural agencies to assist farmers at all levels	Farming Support		Finalisation of the transforming the Subsistence Farming	March 2009	R100	own
Enterpreneurial	To assist subsistence	Enterpreneurial	Municipal	Complete the	march 2009	R100	Own

farming stimulation	farmers to braek into local and regional makerts for job creation	Farming support	Manager	assistance			
Facilitate the development of the data base for subsistence farmers	Identification of local beneficition opportunities	Identification of local beneficition opportunities	Municipal Manager	Complete developing the beneficition inventory for local beneficition	March 2009		
To develop the data base for the viable business opportunities	Appoint the se4vice provider to develop the businesses plans for the municipality	Prioritisation of projects and formulation of business plans to attract investors	Municipal Manager	Complete business plans of anchor projects	Devenber 2008		
SMME support services	Register all the SMME and determine the legaity of the business	Linking with the SMME to development Strategy	Municipal Manager	Finalisation of the strategy	March 2009		
Formalising the hawkers and the SMME in the municipality	Building of shelters for the hawkers at the main business centers	Provision of formalised trading areas	Municipal Manager	Finalised with SMME on provision of formal business site	December 09	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	Finalised 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	March 2009		DOL
Development and the revamping of mines	Develop a strategy to attract investors to exploit the mining opportunities	Mineral resources	Municipal Manager	<b>utilisation of this opportunities by encouraging the facilitation and usage of the mineral resources</b>	December 2009		Invastors
Policy formulation	Develop the LED policy and the LED strategy	Policy formulation	Municipal Manager	<b>Finalised the remaining policies</b>	March 2008	R500	
Development of by-laws	Revive the existing	Regulatory framework	Municipal Manager	Finalised the regulatory framework	March 2008		
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	Finalised the LED Plan	March 2008	R350	
Identification of the niche products	Expand the selling and the exporting capacity for the niche products	Cultural and Business Show( Business Expo)	Municipal Manager	preparation of Business Expo	March 2009		
		Renovate Kwamhlanga EC				R200	

Grazing and camping fence		Thembisile Breeding	DALA	Goats infrastruacter development	2008/09	R462	Condition Grant
Sewerage water and electrical distribution		Zivuseni	DALA	Effectively operating business	2008/09	R35	Conditiona l Grant
Day-old chicks, sewerage feed, medication layer cage		Khulanolwazi	DALA	6-weeks broilers produced	2008/09	R130	Condntional Grant
2001 18 weeks layer pullets, feed, medication layer cage		Bhorholo	DALA	Egg produced	2008/09	R420	Conditiona l
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)	Budget		Funding
													2006/07	2007/08	
1	Biodiesel (soya-beans)	Taaifontein farms	Thembisile	Sybrandskraal farms	Stateland	Stateland	Stateland	Fencing, conservation structures, boreholes dev.	Soyabeans for bio-fuel	04/07	04/08	7,250.0000	0	1,310,000	CASP
		Sybrandskraal farms						Electricity installations and connections							
		Blesbokfontein farms						Capacity building and mentoring							
		Bradenbacht farms						Environmental resources maintenance and sustainance							
								Soils rehabilitation and maintenance							
2	Livestock (goat projects)	KwaMhlanga Young Farmers Co-op	Thembisile	Hartebeesfontein portion 344	Stateland	Stateland	Stateland	Borehole dev., training, livestock handling facilities	Goats meat produced	05/07	04/08	150.0000	1,300,000	0	CASP
		Impumelelo Co-operative		Vandykspruit	Stateland	Stateland	Stateland	Training/ mentoring, handling facilities, water supply	Goats meat produced	05/07	04/08	100.0000	0	120,000	
		Abelusi Co-operative		Hartebeespruit portion 345	Stateland	Stateland	Stateland	Training/ mentoring, handling facilities, water supply	Goats meat produced	05/07	04/08	50.0000	0	0	
														1,430,000	

## Dept of Agriculture Projects

2007/8 FINANCIAL YEAR: NKANGALA DISTRICT											
No	Name of Anchor	Specific Project Name	Municipality	Locality	Allocation	Project Activities	Expected outcome	Start	Finish	Land(Ha)	BUDGET
1	Masibuyel'emasimini.	Machipe combine f. co-op	Thembisile	Machipe	Communal	Mechanization, prod inputs, irrigation & stock/storage f	Crops & other commodities	Apr-07	Mar-08		2007/08
		Sozama Agric. youth project	Thembisile	Bundu inn	Communal	Mechanization, prod inputs, irrigation & stock/storage f	Crops & other commodities	Apr-07	Mar-08		
		Khayalethu Co-OP	Thembisile	Gemsbokspruit	Communal	Mechanization, prod inputs, irrigation & stock/storage f	Crops & other commodities	Apr-07	Mar-08		
		Luthuli veg. Project	Thembisile	Luthuli	Communal	Mechanization, prod inputs, irrigation system & stock/s	Vegetables & other commodities	Apr-07	Mar-08		
		Thembaletu veg. Project	Thembisile	Thembaletu	Stateland	Mechanization, prod inputs, irrigation & stock/storage f	Vegetables & other commodities	Apr-07	Mar-08		
		Tshwaranang veg. Projct	Thembisile	Kameelpoortnek)	Communal	Mechanization, prod inputs, irrigation & stock/storage f	Vegetables & other commodities	Apr-07	Mar-08		
		Vukuzame mix project	Thembisile	Vriesgewacht	Communal	Mechanization, prod inputs, irrigation & stock/storage f	Vegetables & other commodities	Apr-07	Mar-08		
		Swarkopje Co-op	Thembisile	Swarkopies	Stateland	Mechanization, prod inputs, irrigation & stock/storage f	Crops & other commodities	Apr-07	Mar-08		
		Swarkopje family project	Thembisile	Swarkopies	Stateland	Mechanization, prod inputs, irrigation systems & stock/	Crops & other commodities	Apr-07	Mar-08		
		Thembisile m.e. co-op	Thembisile			Mechanization,electricity & stock/storage facilities	Well structured co-op with all facilities	Apr-07	Mar-08		
		Luthando Agric Dev. Project	Thembisile	Roodepoort farm	Stateland	Mechanization, prod inputs, irrigation & stock/storage f	Vegetables & other commodities	Apr-07	Mar-08		
								TOTAL	KM	1,029.00	R 6,000,000

### VETERINARY SECTION PROJECTS 2007/8 FINANCIAL YEAR: NKANGALA DISTRICT- THEMBISILE MUNICIPALITY

NO	Name of Anchor	Specific Project Name	Municipality	Locality	Allocation	Project Activities	Expected outcome	Start	Finish	Land(Ha)	BUDGET
1	Clinic services	Tweefontein vet. Clinic	Thembisile	Tweefontein	Communal	Building of the clinic with all the facilities	Accessible and functional animal clinic	Apr-07	Mar-08		R 500,000.00

### ENVIRINMENTAL EDUCATION PROJECTS 2007/8 FINANCIAL YEAR : NKANGALA DISTRICT- THEMBISILE MUNICIPALITY

NO	NAME OF ANCHOR	SPECIFIC PROJECT NAME	MUNICIPALITY	LOCALITY	ALLOCATION	PROJECT ACTIVITIES	EXPECTED OUTCOME	START	FINISH		BUDGET
1	Environmental services	K/hlanga buyback centre	Thembisile	Kwamhlanga	Communal	Recycling of products	Reduced littering	Apr-07	Mar-08		R 700,000.00
		Kwagga buyback centre	Thembisile	Kwaggafontein	Communal	Recycling of products	Reduced littering	Apr-07	Mar-08		R 700,000.00
											Not confirmed
											Not confirmed

### 3.20 Issue19: Youth Development

#### 3.20.1 Background and Problem Statement

The following are the most pressing issues and needs around youth development in the Thembisile Hani Local Municipality.

- Lack of participation of young people in IDP, LED and other municipal programmes
- Lack of skills and gender inclusive programmes
- High rate of dropouts at schools
- High rate of teenage pregnancy
- Lack of dedication and commitment to some educator and also learners
- Learners travelling long distances in farm school
- High rate of HIV and AIDS
- High level of literacy
- lack of role models to learners
- Lack of recreation facilities and access to the existing ones
- High level of unemployment and business opportunities for young people
- Shortage of business opportunities for young people

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.	March 2009	200	Own	Municipal Manager
To disseminate information to young people	To mobilise all youth formations/structures  Implementation of youth summit resolutions	Conduct annual Local Youth Indaba and 10 Zonal imbizo  Youth summit resolutions implementation	Compile report on Local Youth Indaba and number of Imbizo conducted  Resolutions implemented	April 2009 June 2009  June 2009	400	Own	Municipal
		To facilitate the establishment	Youth advisory	July 08	1000	Umsobomvu	Municipal



		of a youth advisory centre	centre established			Youth Fund	Manager
To eliminate skills shortage.	To engage other stakeholders in the development of the Skills audit.	Development of Youth Skills Audit.	Youth Skills audit Developed.	Jan 09	100	Own	Municipal Manager/ Youth/SDS/CSD
To localise the National Youth Services (NYS).	Engagement of stakeholders in realising the culture of voluntarism.	Intensification of the culture of voluntarism	Youth voluntarism realised.	Ongoing	10	Own	Municipal Manager

### 3.21 Issue 20 :, Gender and Disability

#### Background/ Problem statement

Within the multitude of government Policy Frameworks, Legislation, guidelines and regulations that seek to plot for women. 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).

While 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 women, hence as municipality we are challenged by this fact to say we must deliver the services to the target group.

Thembisile Hani Local Municipality is one of the municipality which is poverty stricken. Out of the people who are challenged are women as they are dependent on their husbands for the living in their respective families, hence the issue of shortage of skills remain the huge challenge for the municipality.

Reduction of preventable diseases becomes a challenge due to partners working in unsafe working environments.

Crime in Thembisile Hani Local Municipality is a challenge as this causes women to be vulnerable due to fact that their husbands are working far from home, therefore they may become victims of rape and abuse.

Other challenges affecting women includes among others:

- High level illiteracy
- Exclusion from economic activities
- Single mothers
- Shortage of skills to people with disability

OBJECTIVE	STRATEGY	PROJECTS	INDICATOR	DATE	BUDGET R000	SOURCE
To address Gender issues in the working environment.	Establishment of Gender Policies.	Development of Gender Policy	Gender Policy Developed	August 2008	R 50	OWN
	Facilitation of capacity building programmes to women	Researching the employment equity target within the working environment	Research conducted	May 2009	R 10	Own
Better health and reduction of preventable disease and close monitor HIV/Aids	Establishment of the HIV/Aids Policies	Assist in developing HIV/ Aids Policy	HIV/ Aids Policy developed	September 2008	R 50	Own
Poverty alleviation on targeted group	Establishment of the economic activities for targeted group.	Establishment of Kiosk/stalls for bead work and craft market	Kiosks/Stalls established	March 2009	500	Own
Increase the participation of women in projects implementation.	Encouraging women to participate in projects	Promotion of Women of the year awards.	Ceremony conducted.	Jun 09	300	Own Big Business
To enhance communication channels for targeted groups.	To open channels of communication with stakeholders.	Investigate the possible communication channel ways to the target group. Data collection on the target group.	Investigation Conducted  Data Collected	December 2008	50	Own

	Awareness campaigns for Gender, Disability and Children	To conduct seminars and Celebration of Gender and Disability days	Seminars and celebration held	Dec 2008	100	Own
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Promotion of gender and disability issues.	Developing of Gender and Disability forum	Gender and Disability Summit	Summit held	Aug 2008	300	Own
Human resources recruitment	Beefing up of gender unit	To investigate the possibilities to create a position of an Assistant Manager	Position created	Oct 2008		Own

## 1.5.9 INTEGRATED OPERATIONAL / IMPLEMENTATION STRATEGIES

### 4.1 Thembisile Hani Local Municipality Operational and Financial Plan (2006-2008)

Section 3 indicated the priority development needs in the Thembisile Hani Local Municipality area as well as the strategies and projects intended to address these. Apart from the funding that would be required to implement these projects/programmes the municipality would also require the necessary Human Resources to manage the implementation of these projects and to conduct the physical work. The first priority is thus for Council to ensure that its organisational structure is in place, suitably qualified personnel fill the positions, proper project management and Information Management Systems are put in place in the municipality, and then to unlock the internal and external funding to implement the projects. The following represents the Financial Plan of the Thembisile Hani Local Municipality for the period 2006 to 2008.

The multi-year budget for the 2005/06 – 2007/08 financial years has been compiled in terms of the guidelines received from National Treasury.

#### Operational Budget

#### Executive and Council

This function entails the votes of Council General and Municipal Manager.

#### *Council General (Vote 100)*

The budgeted expenditure under this vote for the 2005 to 2008 period can be summarised as follows:

<b>Description</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
Salaries and Wages	56 200	59 010	61 961
Councillor Allowances	6 075 900	6 379 695	6 698 680
General Expenses	3 595 000	3 774 750	3 963 487
Repairs and Maintenance	130 000	136 500	143 325
Provision and Reserves	21 000 000	22 050 000	23 152 500
Contribution to Capital Outlay	2 310 000	2 425 500	2 546 775
<b>Total Expenditure</b>	<b>33 317 100</b>	<b>34 982 955</b>	<b>36 732 103</b>

*Municipal Manager (Vote 102)*

<b>Description</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
Salaries and Wages	1 334 150	1 400 000	1 470 900
General Expenses	84 500	88 725	93 161
Repairs and Maintenance	2 000	2 100	2 205
Contribution to Capital Outlay	35 000	36 750	38 588
<b>Total Expenditure</b>	<b>1 455 650</b>	<b>1 528 433</b>	<b>1 604 854</b>

The total expenditure under this function amounts to R34 772 750 for the 2005/2006 financial year. The main contributing factor is that provision for bad debts amounting to R21 000 000 has been made. Provision has further been made for the fencing of the Municipal Offices at Kwaggafontein and the fall.

**Finance and Administration**

This function entails the votes of Corporate Services and Finance. These votes are briefly discussed below:

*Corporate Services (Vote 106)*

The budgeted expenditure under this vote for the 2005 to 2008 period can be summarised as follows:

<b>Description</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
Salaries and Wages	1 684 900	1 769 145	1 857 602
General Expenses	105 000	110 250	115 763
Repairs and Maintenance	5 000	5 250	5 513
Contribution to Capital Outlay	85 000	89 250	93 713
<b>Total Expenditure</b>	<b>1 879 900</b>	<b>1 972 895</b>	<b>2 072 590</b>

The total expenditure under this vote amounts to R1 879 900. A need has been identified for the creation of two positions of Chief Administration Officers on post level 4/3. The costs for the positions have been included in the above figures.

*Finance (Vote 104)*

<b>Description</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
Salaries and Wages	2 881 450	3 025 523	3 176 799
General Expenses	331 000	347 550	364 928
Repairs and Maintenance	3 000	3 150	3 308
Contribution to Capital Outlay	170 000	178 500	187 425
<b>Total Expenditure</b>	<b>3 385 450</b>	<b>3 554 723</b>	<b>3 732 459</b>

The total expenditure under this vote amounts to R3 385 450. A need has been identified for the appointment of seven cashiers at post level 10/3 and a senior cashier on post level 9/3. This will ensure that people are able to pay at the various paypoints.

## Community and Social Services

### Social Services (Vote 107)

Description	2005/06	2006/07	2007/08
Salaries and Wages	2 113 270	2 218 934	2 329 880
General Expenses	2 868 000	3 011 400	3 161 970
Repairs and Maintenance	0	0	0
Contribution to Capital Outlay	45 000	47 250	49 613
<b>Total Expenditure</b>	<b>5 026 270</b>	<b>5 277 584</b>	<b>5 541 463</b>

### Halls and Stadiums (Vote 300)

Description	2005/06	2006/07	2007/08
Salaries and Wages	0	0	0
General Expenses	230 000	241 500	253 575
Repairs and Maintenance	15 000	15 750	16 538
Contribution to Capital Outlay	130 000	136 500	143 325
<b>Total Expenditure</b>	<b>375 000</b>	<b>393 750</b>	<b>413 438</b>

The total expenditure under this function amounts to R5 371 270.

## Planning and Development

### IDP/LED (Vote 103)

The budgeted expenditure under this vote can be summarised as follows:

Description	2005/06	2006/07	2007/08
Salaries and Wages	322 530	338 662	355 595
General Expenses	777 000	815 850	856 643
Repairs and Maintenance	3 500	3 675	3 859
Contribution to Capital Outlay	50 000	52 500	55 125
<b>Total Expenditure</b>	<b>1 153 030</b>	<b>1 210 687</b>	<b>1 271 221</b>

*Technical Services (Vote 105)*

<b>Description</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
Salaries and Wages	6 366 400	6 684 720	7 018 956
General Expenses	669 500	702 975	738 124
Repairs and Maintenance	455 000	477 750	501 638
Contribution to Capital Outlay	300 000	315 000	330 750
<b>Total Expenditure</b>	<b>7 790 900</b>	<b>8 180 445</b>	<b>8 589 467</b>

The total expenditure under this function amounts to R8 944 000.

**Waste Management***Refuse Removal (Vote 520)*

The budgeted expenditure under this vote can be summarised as follows:

<b>Description</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
<b>Expenditure</b>			
Salaries and Wages	0	0	0
General Expenses	1 680 000	1 921 500	2 017 575
Repairs and Maintenance	250 000	472 500	496 125
Contribution to Capital Outlay	2 320 000	1 226 000	1 337 300
<b>Total Expenditure</b>	<b>4 250 000</b>	<b>3 620 000</b>	<b>3 851 000</b>
<b>Income</b>			
MSIG Grant	1 000 000	0	0
Consumer Charges	3 140 000	4 297 000	4 461 850
<b>Total Income</b>	<b>4 140 000</b>	<b>4 297 000</b>	<b>4 461 850</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(110 000)</b>	<b>677 000</b>	<b>610 850</b>

Refuse removal is an economic service which means that costs of rendering the service should be recovered in full. In order for the Council to render a good service provision has been made for the Council to purchase one refuse removal truck at an estimated cost of R2 000 000. The Council will have to appoint at least one truck driver and six general workers grade III at post level 15 to undertake refuse removal. This will amount to a total cost of R294 000. Should Council approve such the surplus of R350 000 under this service will be utilised for this expenditure. It is anticipated that the service will be extended to a further 3 800 households giving a total of 7 000 households receiving the service.



## Water

### *Water Services (Vote 540)*

This is a trading service which means that it should be rendered in such a manner that the service yields a surplus.

The budgeted expenditure under this vote can be summarised as follows:

<b>Description</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
<b>Expenditure</b>			
Salaries and Wages	0	0	0
General Expenses	49 705 000	52 190 250	54 799 763
Repairs and Maintenance	450 000	472 500	496 125
Contribution to Capital Outlay	350 000	367 500	385 875
<b>Total Expenditure</b>	<b>50 505 000</b>	<b>54 030 250</b>	<b>55 681 763</b>
<b>Income</b>			
MSIG Grant	18 851 000	19 793 550	20 783 228
Consumer Charges	33 185 000	34 844 250	35 586 162
<b>Total Income</b>	<b>52 036 000</b>	<b>54 637 800</b>	<b>57 369 690</b>
<b>SURPLUS/(DEFICIT)</b>	<b>1 531 000</b>	<b>1 607 550</b>	<b>1 687 928</b>

It is estimated that the service will yield a surplus of R1 531 000 for the 2005/06 financial year. The municipality is a water service authority which means that the municipality is expected to render this service. The service is however currently rendered by DWAF/Ikangala Water hence no provision for staff costs has been made in the budget.

During the 2005/06 financial year processes will be put in place to implement the free basic water and ensure that every resident received an account for the payment of water services.

## Summary

Council's budget can be summarised as follows:

<b>Description</b>	<b>Amount</b>
<b>EXPENDITURE</b>	
<b>Operating Budget</b>	
Salaries and Wages	14 758 900
Councillor Allowances	6 075 900
General Expenses	60 045 000
Repairs and Maintenance	1 313 500
Contribution to Capital Outlay	5 795 000

Provision and Reserves	21 000 000
<b>Total</b>	<b>108 988 300</b>
<b>Capital Budget</b>	
Projects funded from own income	9 370 000
Projects funded by Nkangala District Municipality	18 620 000
Projects funded from MIG Grant	29 000 000
<b>Total</b>	<b>56 990 000</b>
<b>TOTAL EXPENDITURE</b>	<b>165 978 300</b>
<b>INCOME</b>	
Nkangala District Municipality Allocation	18 620 000
MIG Allocation	29 000 000
Interest	540 000
Income from water	52 036 000
Income from refuse removal	5 140 000
Equitable Share	51 536 000
Other Income/Surplus carried forward	9 392 300
<b>TOTAL INCOME</b>	<b>165 692 300</b>
<b>Surplus / (Deficit)</b>	<b>286 000</b>

### Consumer Accounts

A monthly consumer account will be approximately as follows:

Water charge – household	- R47, 25
<u>Less:</u> Free basic water	- (18, 90)
Net amount payable	- R28, 35
Refuse Removal (Basic charge)	- R25, 35
Services Charge	- R10, 00
<b>Total amount payable (excl VAT)</b>	<b>R63, 70</b>

## 4.2 Summary of Integrated Spatial Development Framework

### 4.2.1 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 in order to provide engineering services.
- 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.

### 4.2.2 Spatial Development Framework

**Figure 21** reflects the proposed Spatial Development Framework for the Thembisile Hani Local Municipality

#### **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 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.

### **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 Mkombo Nature Reserve and Madala 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 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.

#### **4.2.3 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 serve 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 provider's e.g. provincial departments. All in all it will enhance the quality and detail of the IDP process significantly.

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

### **4.3 Performance Management and Monitoring and Evaluation System**

During 2004 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:

### **4.3.1 Establishing the link of the IDP planning system to the processes, system for individual performance management and development**

It will firstly be necessary to finalise the performance agreements of the municipal manager and managers directly reporting to him, as well as the appointment of permanent staff. This will help in cascading down the strategic key performance indicators as detailed in the IDP document to the lowest levels of the municipality.

The placement of existing staff and appointment of staff require change management. If the process is not handled properly with the sensitivity that it deserves, it could create tension and potential conflict.

### **4.3.2 Establishing a framework for monitoring performance**

As soon as performance agreements have been concluded, the executive management needs to discuss how performance will be monitored with all staff. This needs to be agreed upon, as it could cause conflict. It will have to be pointed out that the purpose of performance monitoring is not to punish employees, but rather to measure performance against targets, and effect changes as required.

### **4.3.3 Developing an integrated framework for performance planning, monitoring, review, evaluation and reporting**

On the basis of the existing information contained in the IDP, the following issues need to be addressed:

- The HR planning and skills development – this could be aided by the results of the skills audit that has been undertaken, and should cover issues such as employment equity, skills transfer, mentoring, succession planning, multi-skilling, etc.
- The budget forms the basis for operationalising the IDP, hence it is important to finalise the costing of all projects identified in the draft IDP, and seek funding where required.
- The training of all personnel and stakeholders on various processes and requirements of PMS cannot be overemphasised. The PMS Manager needs intensive and advanced training on PMS related activities, which will include monitoring and performance reporting.
- The PMS process needs to involve as many stakeholders as possible. Refer to stakeholder roles and responsibilities in the more detailed PMS Framework report. This could take many forms, and the municipal officials are in the best position to choose the route that will be best suited for their situation.
- As soon as the IDP review is finalised and KPI's for the relevant financial year completed, the managers need to cascade their departmental roles and responsibilities

throughout the line function. This should be done in such a way that all grey areas are eliminated, i.e. there should be no KPI reflected on the IDP that is not allocated to any department, function or person. After this is done, performance agreements could be signed between all stakeholders and the PMS Manager needs to set out agreeable performance reporting and review schedules in line with the executive committee meeting diaries.”

#### **4.3.4 Performance Management Guidelines**

In order to further guide the implementation of a Performance Management System in the Thembisile Hani Local Municipality area the following extract from the NDM IDP dealing with Performance Management is included here.

##### **4.3.4.1 Introduction**

Performance Management is aimed at ensuring that municipalities monitor their Integrated Development Plans and in doing so continuously improve their operations performance and accountability.

The Minister for Provincial and Local Government promulgated and prescribed General Key Performance Indicators under Government Notice R.796 dated 24 August 2001. These Performance Indicators are as follows:

- the percentage of households with access to basic level of water sanitation electricity and solid waste removal;
- the percentage of households earning less than R1100 per month with access to free basic services;
- the percentage of a the Council’s capital budget actually spent on capital projects identified for a particular financial year in terms of Council’s Integrated Development Plan;
- the number of jobs created through Council’s local economic development initiatives including capital projects;
- the number of people from employment equity target groups employed in the three highest levels of management in compliance with Council’s approved employment equity plan;
- the percentage of Council’s budget actually spent on implementing its workplace skills plan; and
- financial viability:

It should be noted that some of the indicators prescribed by the Minister can not be included in the Performance Management System of Council as they represent functions or areas not under the control of Council. They have, however, been included in the schedule of key

performance indicators with an indication that they are not applicable at present. Once the powers and functions of Council have been finalised they will be included and reported on as prescribed.

The Municipal Systems Act also requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their 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

#### **4.3.4.2 Objectives of the performance management system**

- i) To facilitate increased accountability
- ii) To facilitate learning and improvement
- iii) To provide early warning signals
- iv) To facilitate decision-making

#### **4.3.4.3 Principles Governing Performance Management**

The following principles should inform and guide the development and implementation of the Thembisile Hani Local Municipality Performance Management System:

- i) Simplicity
- ii) Politically driven
- iii) Incremental implementation
- iv) Transparency and accountability
- v) Integration

- vi) Objectivity
- vii) Clear and acceptable

#### **4.3.4.4 Performance Monitoring and Review**

With recent developments in performance measurement literature in both the public and private sectors, 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.

To ensure a balanced multi-perspective examination of the Thembisile Hani Local Municipality performance, a Municipal balanced Scorecard model should be adopted for the measuring of performance in the municipality.

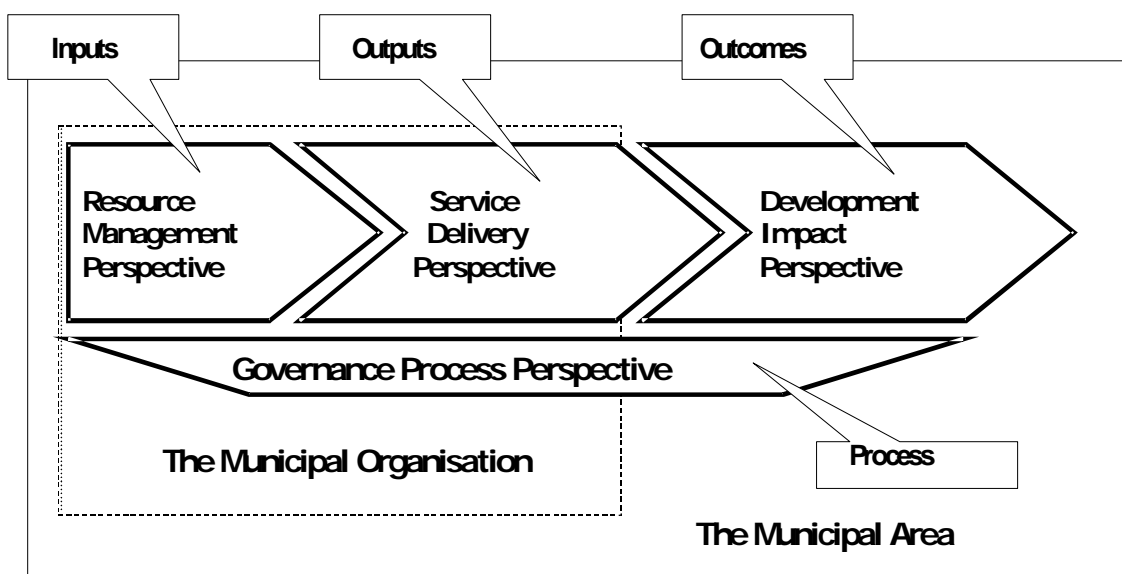
##### **a) The Municipal Scorecard**

The Municipal Scorecard should be based on the following four key perspectives:

##### **i) The Development Impact Perspective**

In this perspective the Thembisile Hani Local Municipality needs to assess whether the desired development impact in the municipal area is being achieved. This perspective constitutes the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It is, however, difficult to isolate development outcomes for which the municipality is solely accountable. The development priorities and indicators often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurements of developmental outcomes in the municipal area are useful in showing whether the policies and strategies are having the desired development impact.

### Structure of the Municipal Scorecard



Source : Palmer Development Group (2001)

#### ii) The Service Delivery Perspective

This perspective indicates how the municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

#### iii) The Resource Management Perspective

This perspective indicates how the municipality is performing with respect to the management of its resources:

- Financial Resources
- Human Resources
- Information
- Organisational Infrastructure

#### iv) Governance Process Perspective:

This perspective indicates how the municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective includes, amongst others:

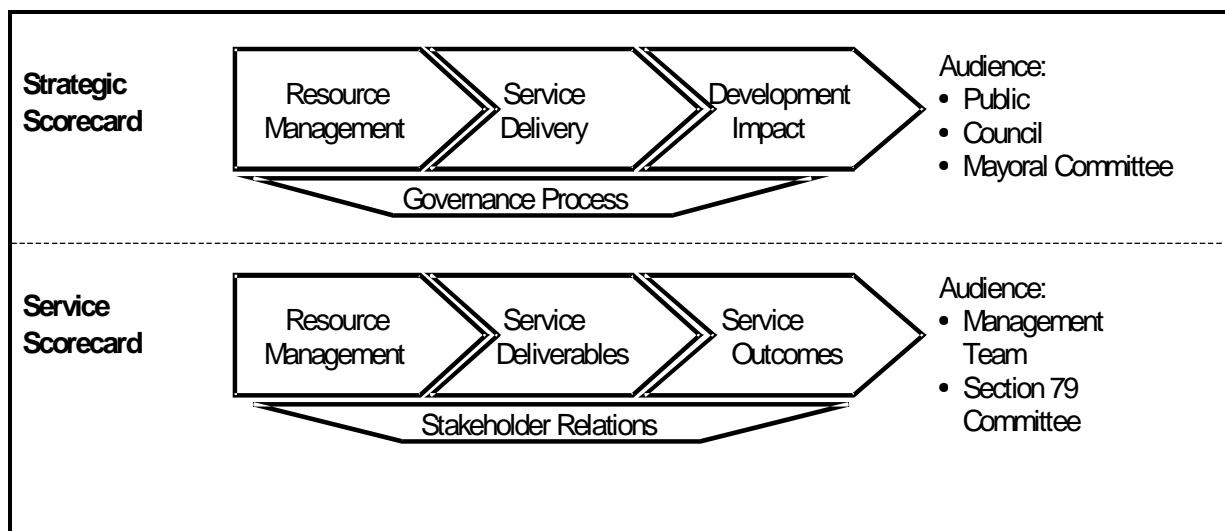
- Public participation

- Citizen satisfaction
- Access to Information

## b) Scorecards at different levels

There are two levels of scorecards for a municipality as depicted in the figure below.

**Two levels of scorecards**



### i) The Strategic Scorecard

The strategic scorecard provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. The Municipal Manager and Managers of Departments use it after review as a basis for reporting to the Executive/Mayoral Committee, Council and the public.

### ii) Service Scorecards

The service scorecards capture the performance of each defined service. Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a service scorecard provides a comprehensive picture of the performance of that service. It consists of objectives, indicators and targets derived from the service plan and service strategies. It is crucial that service scorecards are integrated into as a core component and simplify all regular reporting from departments to the Municipal Manager and Section 79 Committees.

Performance in the form of a service scorecard is reported to the Municipal Manager and relevant Section 79 Committee for review on a quarterly basis.



### c) Scorecard concepts

- **Objectives:** are statements about what a service wants to achieve.
- **Indicators:** are measures that indicate whether progress is made towards achieving 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 needs to be achieved by a specified time.
- **The measurement source and frequency:** indicate where the data emanates from and how frequently it can be measured and reported. This information assists the auditing process.

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

### d) Criteria for Good Indicators:

- Focused and Specific
- Measurable
- Valid and Relevant
- Reliable
- Simple
- Minimise perverse consequences
- Data Availability

#### 4.3.4.5 The process of Managing Performance

The annual process of managing the performance of the Thembisile Hani Local Municipality should involve the following components:

- Co-ordination
- Performance Planning
- Measurement, Analysis and Reporting
- Performance Reviews
- Performance Auditing

### **a) Co-ordination**

Co-ordination of the implementation of the planning, measurement, reporting and review process requires a multi-disciplinary team, representative of the organisation and its key processes. A performance management team should be established including the

- Municipal Manager and the Executive Mayor
- Managers
- Councillors

The combined responsibility for performance management and the Integrated Development Plan, indicated below, are maintained, as they are inseparable.

### **b) Performance Planning**

Because performance is managed in terms of the Integrated Development Plan, the IDP process constitutes the process of planning for performance. It is ensured that for all the priorities in the Integrated Development Plan, objectives, indicators and targets are developed.

### **c) Measurement and Analysis**

For each indicator the scorecard requires a responsible official, usually the respective line manager, to be designated. While this official is not necessarily accountable for performance on this indicator, he/she is responsible for conducting measurements of that indicator, analysing and reporting these 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 also analyse the reasons for performance levels and suggest corrective action where necessary.

It is anticipated that annual surveys will be undertaken in the near future to provide data for indicators organisationally and for the different service scorecards. These may include:

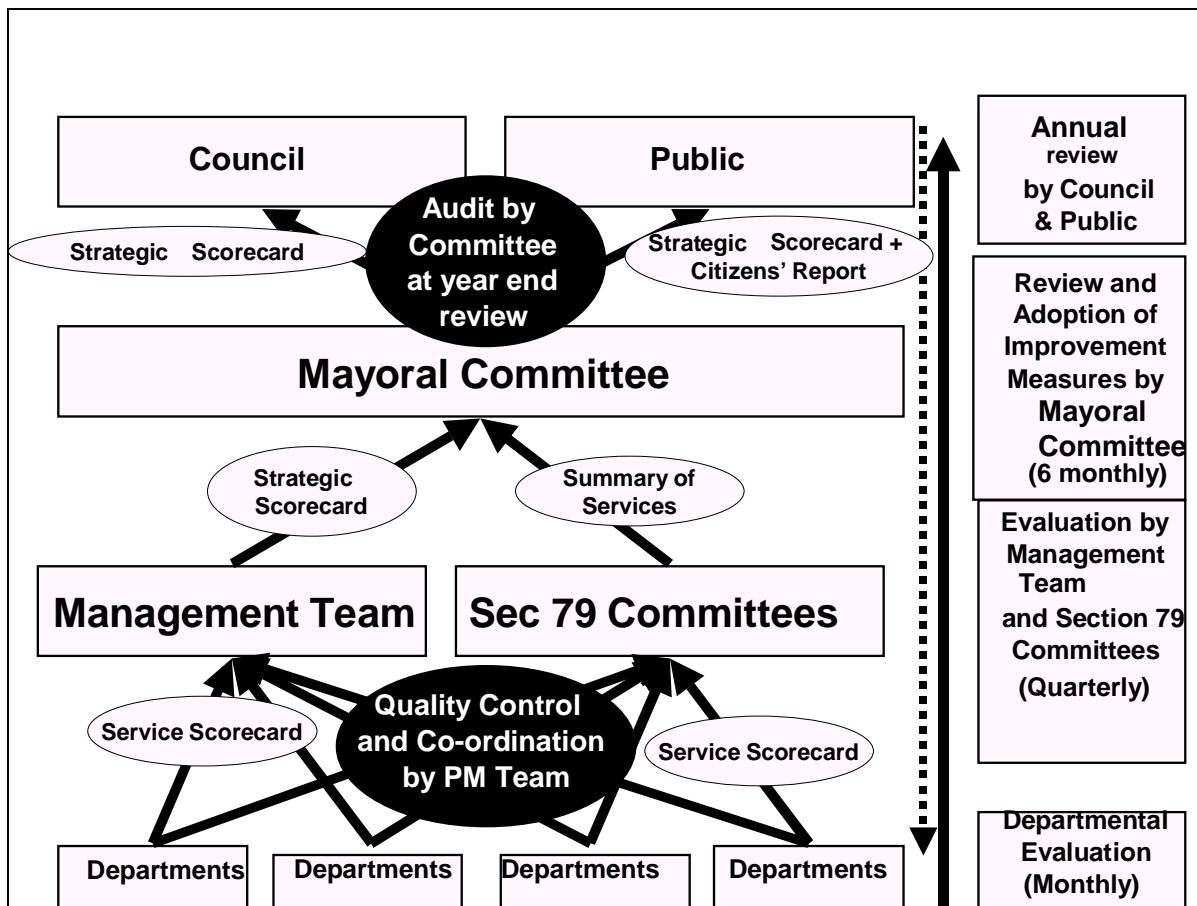
- An annual citizen satisfaction survey conducted for households and business in the Thembisile Hani Local Municipality area
- An employee satisfaction survey that could be conducted internally

An overall analysis of the municipal performance with respect to the strategic scorecards and service scorecards will be made during annual reviews. Such an analysis will pick up trends in performance over time and over all departments.

**d) Performance Reporting and Reviews**

The figure below provides a picture of the annual process of reporting and reviews.

**The annual process of reporting and review**



**i) Departmental Reviews**

Departments review their performance at least monthly, using their service scorecards to determine any emerging failures to service delivery and to intervene if necessary. Departments use these reviews as a platform to reflect on their goals and programmes and whether these are being achieved.

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## **ii) Management Team Reviews**

Departments report on their performance in the service scorecard format to the Municipal Manager. Additional indicators that occur in the strategic scorecard are also being reviewed. The formulation of the strategic scorecard and the process of review are co-ordinated by the Management Team.

The Management Team also reflects on whether targets are being achieved, what the reasons are for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the Management Team endorses these for approval by the Section 79 Committee. The Management Team can delegate tasks in developing an analysis of performance prior to Management Team reviews.

## **iii) Section 79 Committee Reviews**

Each Section 79 Committee is required to review the performance of their respective services against their service scorecard. The Section 79 Committee appraises the performance of the service against committed targets. Where targets are not being met, the Section 79 Committee ensures 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 that do not appear in the strategic scorecard may be proposed to and can only be approved by the relevant Section 79 Committee. Changes in indicators and targets that fall within the strategic scorecard are approved by the Council.

## **iv) Mayoral Committee Reviews**

On a quarterly basis, the Mayoral Committee engages in an intensive review of municipal performance against both the service scorecards and the strategic scorecard, as reported by the Municipal Manager.

The review reflects on the performance of services and the strategic scorecard. The Executive Committee ensures that targets committed to in the strategic scorecard are being met. If they are not met the Executive Committee ensures that satisfactory and sufficient reasons are provided and that the corrective action proposed is sufficient to address the reasons for poor performance.

The review also focuses on reviewing the systematic compliance to the performance management system, by Departments, Section 79 Committees and the Municipal Manager.

## **v) Incentives for Excellent Performance**

The Executive Committee not only pays attention to poor performance but also to good performance. The Executive Committee could acknowledge good performance by way of an Annual Mayoral Award for Excellent Performance.

**vi) Council Reviews**

The Executive Committee reports to Council on performance on an annual basis. This reporting takes place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

**vii) Public Reviews**

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

**e) Quality Control and Co-ordination**

The performance management team is required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It is their role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

**f) Performance Investigations**

The Executive Committee or Audit Committee are able to 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.

**g) Internal Audit**

The Thembisile Hani Local Municipality internal audit function should be continuously involved in auditing the performance reports of services and the strategic scorecard. As required by the regulations, it is required to produce an audit report on a quarterly basis, which report is to be submitted to the Municipal Manager and Audit Committee. The capacity of the internal audit unit still needs to be improved beyond the auditing of financial information.

**h) Audit Committee**

An Audit Committee is appointed in terms of Section 14 of the Municipal Planning and Performance Management Regulations of 2001. These regulations require the Council to establish an audit committee, where the majority of members are not councillors or

employees of the municipality. The Council also appoints a chairperson who is neither a councillor nor employee.

The operation of this audit committee is governed by sections 14(2) and (3) of the regulations which provide that the performance audit committee must

- review the quarterly reports submitted to it by the internal audit unit;
- review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- assess whether the performance indicators are sufficient; and
- at least twice during a financial year submit an audit report to the Council.

#### **4.3.4.6 Evaluation and Improvement of the Performance Management System**

The Municipal Systems Act requires the Thembisile Hani Local Municipality to annually evaluate its performance management system. After the full cycle of the annual review is complete the performance management team will initiate an evaluation report annually, taking into account the inputs provided by departments. This report will then be discussed by the Management Team and finally submitted to the Executive Committee for discussion and approval.