

1. KEY PERFORMANCE AREAS AND PRIORITY ISSUES

The inputs in the matrix are generally addressed in terms of the municipal priority issues herein grouped under five Key Performance Areas, viz.

<p>A. <u>Good Governance and Public Participation</u></p> <p>1. Good Governance and Communications</p> <p>B. <u>Municipal Transformation and Organisational Development</u></p> <p>2. Human Resource and Performance Management</p> <p>C. <u>Financial Viability</u></p> <p>3. Financial Viability and Sustainability</p> <p>D. <u>Local Economic Development</u></p> <p>4. Local Economic Development and Job Creation</p>	<p>E. <u>Service Delivery and Infrastructure Development and</u></p> <p>5. Spatial Planning and Land Use Management</p> <p>6. Human Settlements</p> <p>7. Community Facilities</p> <p>8. Municipal Infrastructure and Services</p> <p>9. Safety, Security and Fire and Emergency.</p> <p>10. Licensing.</p> <p>11. Education and Libraries</p> <p>12. Municipal and Primary Health Care</p> <p>13. Gender and Social Development</p> <p>14. Youth Development</p> <p>15. Recreation, Moral Regeneration, Arts, Culture and Sports.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

1.1. A: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Priority Issue 1: Good Governance And Communications

The council has 29 established Ward Committees. It is expected of every councillor to convene a ward committee meeting and have a ward community meeting within 14 days after every council meeting.

The Ward Committees act as advisory bodies to the Ward Councillors and are the mouth piece for the local communities. Ward Committees are also seen as mechanisms to strengthen the capacity of communities and thus deepen public participation.

Administration services

For the council to achieve its goal and objectives, it needs effective and efficient support services in relation to committee service & support services. The administration service therefore is committed to render and act as custodian of Council's administration support services to the entire administrative machinery.

The section will therefore continue compiling good quality reports to Council, Executive Mayoral Committee & Council Committees, implement and facilitate the process of ensuring the passing & executive of resolutions and ensure all Council activities are recorded and/or minuted.

A proper register of all council incoming & outgoing mail through the implementation of relevant policies will be maintained and also avail council services at all times.

Legal services

The legal division intends to conduct legal audit on all legislation having an impact on the municipality in the next financial year to be able to strictly monitor compliance each relevant department and to be able to render the professional legal advice.

The municipality has also developed the following registers:

- Contract register – with the intention of properly following up on all the contracts and monitoring compliance thereof.
- Litigations register – with the intention to properly monitor the actions/progress by the municipal lawyers on instructions on civil claims.
- Municipal code & policy register – to keep record of all municipal by – laws & policies.

1.2. B: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Priority Issue 2: Human Resource and Performance Management

The Steve Tshwete Local Municipality recognizes the value of investing in it's workforce through the implementation of a carefully planned training and development initiatives and activities. A skills audit was conducted to determine the kind of skills that employees regard as important for their own skills development needs. A Workplace Skills Plan has been compiled and implemented to provide training on general skills development needs which focus on the organization as a whole.

The other kind of skills development needs focus on specific skills needed in specific departments within the organization. In this instance the Departmental Head identifies the kind of training needs that is important for specific employees in terms of law and informs the Human Resources Department accordingly i.e. refresher training with

regard to technical skills; professional courses etc. Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions.

Skills development is aimed at benefiting all employees but, has to at the same time ensure that significant progress is made in advancing the development interests of designated groups in line with Employment Equity targets.

The interpersonal and people management skills of senior and middle managers will continue to be improved through training.

Table 23: 2013 Skills Development Report as per the approved WSP

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management (0)	1								1
Senior Management (1-3)	5		1	1	4			4	15
Professionally qualified and experienced specialists and mid-management (4-6)	10	1		5	3	1			20
Skilled technical and academically qualified workers, Junior Management, Supervisors, Foreman and Superintendents (7-12)	12	1			17	1	1	4	36
Semi-skilled and discretionary decision making (13-16)	3			1					4
Unskilled and defined decision making (17-20)	40					19			59
TOTAL PERMANENT	71	2	1	6	24	21	1	8	135
Temporary employees									
GRAND TOTAL									

In order to recruit, develop and retain critical and scarce skills, the municipality has developed the following policies: Recruitment Policy, Training and Development Policy, Retention and Succession Planning Policy.

The success of the municipal strategies depends on the effectiveness of governance structure and processes. This is also realized through the existing cordial and productive relationship between the administration, political structures and political office bearers of Council.

Improved communication and increase in the level of inter-departmental and inter-municipal communication and cooperation is a critical success factor.

Planning in STLM is regarded as a vital tool to ensure the integration of municipal activities with other sectors of development planning at different levels by serving as a basis for communication and interaction.

The Municipal Integrated Development Plan and Performance Management System serve as the basis for engagement between the council and the community, various stakeholders and interest groups. Because of the municipal set priority issues, plans and resources, the municipality strives to remain a participatory and accountable government to all by ensuring proper planning and performance management.

Information Communication and Technology

To ensure that the information technology infrastructure resources are available, operational and save at all times to support the Municipality in rendering its mandate which is service delivery.

The ongoing research on the new technology is done align the Municipality with the rest of the industry.

The department strives for the protection of the Municipality's information assets from internal and external information security threats, the security of the networks, data and communications, expansion of the wireless networks in the rest of the Municipality and ensure that reliable fibre channel are installed where necessary.

The remote offices are linked to the upgraded Cisco Internet Protocol Telephony which in turn enables officials to communication via telephone extension without paying any cost to Telkom. The plan is to increase the clear two way radio coverage in the rest of the MP313.

1.3. C: FINANCIAL VIABILITY

Priority Issue 3: Municipal Financial Viability

The municipal financial management is regulated by several pieces of legislation and the Steve Tshwete Local Municipality is fully complying with the aim of ensuring sound financial governance. A full payment rate has been sustained for a number of years which has enabled the municipality to sustain high levels of service delivery and to sufficiently provide for the necessary indigent support. The utilization of the equitable share for the provision of free basic services supports indigents against the impact of the local economy.

All in-year reports have timeously been submitted and the municipality intends to continue with the same practice to inform Council on the state of the municipality's financial affairs.

The municipality will continue to prudently monitor expenditure to guard against fruitless and wasteful, irregular and/or unauthorized expenditure. Through the financial management system the Finance Department is able to ensure that all expenditure and income are continuously monitored.

The municipality ensures the proper and accurate valuation of all properties within its area of jurisdiction as well as to keep track of any changes. Such activities are in accordance with the implementation of the Municipal Property Rates Act. The municipality has compiled the new valuation roll in terms of the Property Rates Act, which is for the period 1 July 2009 – 30 June 2012. Thereafter the supplementary roll is compiled annually in line with the act.

Annual Financial Statements are compiled according to the prescribed accounting practices. Since 2002/2003 the municipality has received unqualified audit reports. Corrective steps for matters raised are dealt with immediately and are contained in the oversight report to Council. For the 2009/2010 financial year the municipality obtained a complete clean audit report and will strive to retain the status.

It is important that the municipality continuously take actions to enhance revenue by expanding the revenue base, maintain the collection levels and to create an environment which enhances growth and development.

There must be a balance in the allocation of funds for the capital budget between new infrastructure and the upgrading or replacement of existing assets. This must be done in an efficient manner that will ensure sustainable and affordable service delivery.

The municipality will continue on its path to sustain financial viability by applying the following core principles:

- Ensure transparency and accountability;
- Manage revenue, expenditure, assets and liabilities in a responsible manner;
- Adhere to all legislative requirements;
- Well thought-out budgetary and financial planning processes;
- Effective supply chain management;
- Applying full credit control measures; and
- Effective cash flow management.

Lastly the municipality will apply the Batho Pele Principles in rendering an efficient, responsible and effective consumer service to the community.

1.4. D: LOCAL ECONOMIC DEVELOPMENT

Priority Issue 4: Local Economic Development and Job Creation

Legislative Requirement

- South African Constitution (1996)
- The White Paper on Local Government (1998)
- The Municipal System Act (2000)
- The National Spatial Development Perspective:
- Municipal Property Rates Act

Steve Tshwete Local Municipality economy is the second dominant economies in the Nkangala region. The municipality is the host to a number of large industries as well as government departments and as a result strives to provide service to the satisfaction of its clients. Some of the most notable industries in this local economy are Columbus Steel and Eskom Power stations.

At present, the municipal unemployment rate is at 19.71% which is below the Nkangala District Municipality which is at 29.99%. The municipality contributes the second largest percentage in to the Nkangala District Municipality economy after eMalahleni Local Municipality.

The outcomes of the study for Local Investment which was conducted in 2007 indicates that one of the contributing factors to unemployment is the shortage of relevant skills (i.e. technical skills) to the local economy. In an attempt to address the challenge of shortage of skills the municipality in partnership with Middelburg Chamber of Commerce, local industries and the Department of Education hold an Annual Career Expo in order to guide learners' choices of careers in line with the demand of the economy.

Agriculture, mining and manufacturing sectors are contributing a large amount to economic the growth and employment creation in the municipality. There is scarcity of land for mining and agricultural activities which limits the performance of both sectors. The scarcity of land for agricultural activities poses a serious threat to the future of emerging farmers and food security. Climate change is also another negative factor that contributes to food security.

The municipality is home to a number of large industries such as Columbus Steel (therefore the strap line "the home of stainless steel"), Eskom (power generation), the Nkangala District Municipality's headquarters and various government departments. The area is sustained by Eskom power stations, local mines, Columbus Steel, Middelburg Ferrochrome strong agricultural areas, a thriving commercial community and tourist attractions.

As a result of that, the industrial area within the municipality is increasing at a high pace which comes with other economic spin-offs that contribute to the local economic development. The recent opened mall and carbonated soft drink factory (Twizza) have contributed to a large number of job opportunities and another upcoming shopping mall in Mhluzi township is envisaged to have the same positive effect.

Strategic Objectives: To ensure a better life for the society by coordinating sustainable social and economic developmental programs.

Objective: *To contribute towards a better life for the community by coordinating sustainable socio- economic development programs.*

To create a conducive environment for business investment and growth for job creation.

1.5. E: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

Priority Issue 5: Spatial Planning and Land Use Management

Legislative Requirement

- National Building Regulations and Building Standards Act 103 of 1977
- Town Planning and Townships Ordinance No 15 of 1986
- Steve Tshwete Town Planning Scheme, 2004
- Spatial Development Framework (SDF)
- National Environmental Management Act No. 107 of 1998
- Construction Industry Development Act

In as far as the integrated and sustainable human settlement planning is concerned the municipality is faced with some challenges due to small settlements that have developed in response to mining and coal power station activities in the area. This has led to the formation of smaller centres with good infrastructure, but spatially segregated from any economic activity. The mushrooming of informal settlements and increase of backyard dwellers are a result of people migrating from rural areas and other parts of the country to Mhluzi and Middelburg area in search of job opportunities and better life. Subsequently, the demand for basic services, business, industrial, residential and institutional stands and land for cemeteries has increased astronomically.

Due to weak enforcement of environmental laws, mining activities have destroyed valuable agricultural land and contaminated streams. On the other hand, power stations and certain industries massively contribute to air pollution.

The municipality has addressed some of the above-mentioned challenges in the following manner:

- The urban edge as defined by the SDF has been extended to include some of the farms in order to increase the land available for the development of integrated and sustainable human settlements. The SDF encourages planning of towns in a coherent and compact manner in order to discourage urban sprawl and underutilization of prime land that has become a scarce resource.

- The municipality has embarked on establishment of Rockdale North, Dennesig North 1 and 2, Newtown townships in order to create 3300 additional residential stands.
- The establishment Middelburg Extension 49 industrial park comprising 154 stands is almost complete. This development gives effect to the National Spatial Development Perspective and will contribute to economic growth.
- The Department of Human Settlement has donated pieces of land lying adjacent to Somaphepha Village to this municipality. A preliminary study for creating additional residential stands for farm workers and dwellers, business stands other social amenities and land for commonage purposes, has been commenced with.
- Additional shopping centre site has been created in order to stimulate local economic development and bring the service to low income earners.
- Terms of reference for compiling a Long Term Strategic Development Framework with the objective of promoting sustainable development were prepared and a funding source is still to be identified.

Strategic Objective: To ensure sustainable rural and urban planning and green development within the MP313 area of jurisdiction in order to meet the needs of the communities.

Objectives: To ensure orderly spatial planning and sustainable development within the municipal area towards the integration of communities.

The municipality intends to co-ordinate development in such a way that there will be promotion of health, safety, order and general welfare as well as meeting the needs of the present and future generations. Furthermore, the municipality has adopted laws and policies in order to control development. These adopted laws and policies are enforced by the Town Planners and Building Inspectors by conducting regular inspections and issuing of notices to transgressors. Failure to comply by the transgressors results in legal actions being taken against them with the help from Legal Department.

To ensure integrated and sustainable human settlements in the municipal area.

The municipality has adopted a Spatial Development Framework that promotes the integration of social, economic and institutional activities within society. It also encourages planning of towns in a coherent and compact manner in order to discourage urban sprawl and underutilization of prime land that has become a scarce resource. This framework identifies strategic development areas where inclusionary housing should take place in order to correct the historically segregated spatial planning of settlements. All land use and green development applications are evaluated within the parameters of the SDF which is a development guiding document.

To make provision for habitable and sustainable human settlements.

Farm workers and dwellers are evicted from farms when they are old and work relationship has turned sour. Security of tenure creates dignity. In strengthening security of tenure, the municipality established Somaphepha, Doornkop and Sikhululiwe rural villages and granted full title ownership of stands to the farm workers and dwellers. Low cost houses have also been built at these villages through the Farm worker housing scheme of the government.

The aim is to create living and working environments that are comfortable and safe without negatively impacting on human health and the environment. Protection of natural resources is of paramount importance. Therefore all development applications are environmental sensitive are subjected to environmental impact assessment process.

To promote efficient usage of energy in buildings.

In terms of the National Building Regulations and Building Standards Act, building orientation, as much as possible, should be facing north in order to keep the house warm during winter.

The municipality also promotes and encourages the use of solar energy through the use of solar heated geysers, energy saving bulbs and installation of heat insulation blankets in ceilings.

Priority Issue 6: Human Settlements

Legislative Requirements

- The Comprehensive Plan for Sustainable Human Settlement, Breaking New Ground Policy (2004)
- The Municipal Systems Act, 2000
- The Inter-Governmental Relations Framework Act 2005, (IGRFA)
- National Housing Act 107 of 1997
- Rental Housing Act, 1999
- Social Housing Act of 2008
- CRU Programme - Policy
- Outcome 8 of Government's National Programme of Action (2010 – 2014)
- Municipal Structure Act 117 of 1997

The Steve Tshwete Local Municipality is one of the fastest growing municipalities in the Mpumalanga Province in terms of economic and infrastructural development. The Municipality has succeeded in creating an enabling environment for rapid economic growth, job creation and broadening opportunities. Consequently, the Municipality has since experienced an alarming growth of population, partly due to the continued influx of people from other areas. This rapid population growth has by far outpaced the rate of housing delivery in the municipal area; hence the Municipality occupies the second position, after Emalahleni Local Municipality, in terms of housing backlog within the Nkangala District Municipality. Although the Mpumalanga Provincial Department of

Housing has been supporting the Municipality in the delivery of houses, the demand for housing and Integrated Human Settlements remain large.

Some of the farm dwellers have been evicted from the farms because they are no longer able to offer their services or the work relationship has gone sour. According to the Rural Study conducted by Urban Dynamics Town & Regional Planners in 2004, the estimated housing backlog on farms was 5000 and security of tenure was a serious problem. Currently, the municipality has about 400 hectares of land available for development which is insufficient to meet the demand for stands.

The demand for housing is mostly on low cost housing and affordable housing categories. This demand can be associated with the growth of households living in informal settlements around urban areas and closer to the mines, e.g. Newtown, Uitkyk, Evergreen, Vaalbank, Doornkop (CPA), Kwazamokuhle ext 4, Emahlathini and Skierlik.

There are 29 864 people in need of housing assistance that are registered on the Municipal Housing Data Base with the majority earning less than R3 500.00 per month. The registration is done bi-annually. A separate list of potential beneficiaries for “gap” market is also maintained which comprises of people who typically earn between R 3 501 and R 15 000 .00 per month, one that is too little to participate in the private property market, yet too much to qualify for state assistance.

The increase of backyard dwellers in areas such as Hlalamnandi, Nasaret, Middelburg Ext 24 and Rockdale is directly linked to the lack of affordable housing rental opportunities. Many of these families are living in appalling conditions and are being exploited by the landlords, some of whom have become dependent on rental income. There is lack of progress in conversion of Reabota and Kwazamokuhle hostel into Community Residential Units partly due to the unavailability of funding. The conversion of these two hostels will create affordable rental housing opportunities for people within the income bracket of R 3 501– 7 500 per month.

Mhluzi extension 4, 5 and 6 are identified for *Insitu* housing programme which caters for people who own sites but built shacks on the stands. There are people who are still having an outstanding amount for the stands to be paid to the Municipality therefore cannot be assisted with top structures.

Strategic Objective: To provide safety and security to human life

Objectives: To ensure effective coordination and implementation of housing provision.

The STLM has employed interventions such as the spatial integration and restructuring in which town and cities are built to ensure effective coordination and implementation of housing provision. The allocation of houses is in line with the allocation policy i.e. first come first service to people on the database.

To prevent illegal occupation of land

Informal settlements present many difficulties relating to formal land use and town planning. These settlements often occur in environmentally high-risk areas, such as on steep slopes or in flood plains, where residents are threatened by mud slides and floods. When land is illegally occupied zoning regulations are ignored and the street layouts become very irregular. Later attempts to provide better access to social and technical infrastructure often involve large-scale relocation which is costly and causes social problems.

The municipality has set up a law enforcement unit to stop people attempting to illegally occupy and which has been identified for housing people on the municipality's waiting list. In fairness to the majority of law abiding people on the waiting, the municipality is adopting zero tolerance approach to the minority trying to invade municipal –owned property.

Priority Issue 7: Community Facilities

CEMETERIES

Legislative Requirements

- National Environmental Management Act
- Biodiversity Act
- National Heritage Resources Act
- Occupational Health & Safety Act

Currently 11 cemeteries are maintained of which 5 cemeteries are in use. During the past 5 years an average of 1651 funerals took place annually. There are no municipal developed cemeteries in the rural areas and in the mining and Eskom towns such as Pullenshope, Rietkuil, Komati/Blinkpan and Doornkop. In some cases families have to travel far to bury their loved ones. No council land is available in or around these towns and suitable land for the development of cemeteries.

To address the increasing demand on cemeteries, land will have to be identified and negotiations to buy suitable property will have to be made. Although cemeteries in the urban areas are provided for, availability of space for burying and related services are fast becoming a problem. Upgrading of the graveyards is done on an ongoing basis. All new township developments should make provision for cemeteries and be included in the EIA process in order to prevent duplication of processes. Old cemeteries do require further upgrades and major maintenance in order to ensure uniformity of standards throughout the MP313 area.

Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure

Objective: To provide new cemeteries while upgrading existing cemeteries

according to the prioritized community needs.

The municipality intends to meet the ever increasing demand for cemetery space by expanding and providing new burial facilities. Furthermore, burial sites will be maintained well after the cemetery has reached its maximum capacity, out of respect for the people buried and for the convenience of loved ones visiting the sites years after.

SPORTS AND RECREATION FACILITIES, PARKS, PLAYING EQUIPMENT AND GREENING

Legislative Requirement

- National Environmental Management Act
- Biodiversity Act
- National Heritage Recourses Act
- Occupational Health & Safety Act

The provision of sports and recreation facilities, parks, playing equipment and green areas are currently managed and provided by the Department of Physical and Environmental Development. Provision for the commonly practiced sporting codes like rugby, soccer, tennis, cricket etc. is at a reasonably acceptable level in the urban areas. In the rural areas only basic sport facilities like graded soccer fields and basic multipurpose facilities are provided. The need for the provision of all these community facilities in both the urban and rural areas is still great, as indicated at most IDP meetings. However, the availability of suitable council land remains a challenge.

The municipality strives to ensure that all new township developments make provision for sport facilities and space for graded soccer fields at least a minimum size of 11 000m². Access to sport for previously disadvantaged communities still remains a challenge as the land around the settlements is not easily convertible to sporting surfaces for various geophysical reasons.

The environmental hazards have cautioned the world to recognise the importance of natural ecosystems which are at the core of human survival. The municipality is no exception in experiencing environmental challenges especially with the rapid urban growth that poses a threat to the environment. As a result the municipality is employing strategies such as the greening of cities by planting trees. 8000 trees are propagated and 5000 planted annually in line with our Green Development Strategy as a contribution towards the mitigation of climate change impacts.

Strategic Objective: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities

Objective: *To provide new sport and recreation facilities while upgrading existing facilities according to the prioritized community needs.*

With the ever demanding lifestyles of modern times, it is necessary to ensure that people have access to facilities for relaxation of choice, whether for hard core sport or for recreation activities. Professional development for the young and amateurs requires facilities of acceptable minimum standards at the beginning of their careers.

Strategic Objective: To ensure development of stable and sustainable communities through the provision and maintenance of accessible and reliable municipal social assets and facilities

Objective: To provide new parks while upgrading existing parks and open areas according to the prioritized community needs.

Our fast developing towns and townships leaves a demand for well developed open green areas to ensure healthy lifestyles are maintained. The municipality intends to contribute towards the community cohesion and social interaction by creating well developed open spaces within the residential areas, Children recreational play areas(play equipment, informal play) and passive recreational zones (benches, lawn areas). Well developed and maintained open spaces ensure that the value of open and green areas is recognized and preserved by the community.

Strategic Objective: To ensure all development and services comply with the evolving “green evolution” in order to reduce the carbon foot print

Objective: To contribute towards the mitigation of climate change impacts.

The earth needs to be looked after and saved for future generations. By planting trees planted developing and maintaining open areas, the municipality ensuring that environment is protected and preserved.

BUILDINGS

Legislative Requirements

- National Building Regulations and Standards Act No. 103 of 1977
- Construction Industry Development Board Act
- Occupational Health and Safety Act
- Architectural Professions Act
- Green Buildings Policy

Municipal Buildings include amongst others, the provision of new municipal buildings and structures and their maintenance, throughout the MP313 area. The municipality's success is dependent on interaction with other internal and external departments to ensure accurate needs assessment and planning for new developments and the necessary maintenance of existing structures.

The challenge faced by the municipality with regards to the Thusong centers is the failure of other governmental sector departments to commit to the usage and occupation of completed buildings.

Other challenges are:

- Maintaining municipal buildings for various departments within the allocated budget while ensuring compliance to green development; as resources are scarce
- Lack of capacity to deliver projects by contractors and suppliers
- Vandalism and theft at the municipal buildings that occur frequently
- Lengthy Supply Chain processes that are legislated

Strategic Objective: To provide municipal building and facilities while upgrading existing ones.

Objectives: To provide easily accessible new facilities that accommodate persons with disabilities whilst adapting, upgrading and maintaining existing ones .

Most of the existing community buildings and facilities were designed and built without taking cognisance of the needs of persons with disabilities. To rectify this, the old buildings will be retro-fitted or upgraded and maintained with the inclusion of such additional disabled-friendly features. New buildings must include the features as part of deliberate design.

To maintain a healthy and safe environment for the local community visitors and employees.

The Health and Safety Act requires that all buildings be annually audited for Health and Safety compliance in order to guarantee the safety of all users including visitors. The municipality shall strive to comply with all aspects of the said piece of legislation within all its buildings and facilities for the benefit of the public and employees as well. Recommendations of the annual audits shall be included in budgets and implemented.

To provide new Thusong facilities whilst upgrading existing ones.

Thusong centres are being built in all areas of high population density throughout the MP313 area. Communities shall benefit from a variety of public and commercial services clustered together thereby ensuring integration and intensification of various land uses. Such centres are being strategically located for easy access to public services while promoting nodal commercial growth. Existing centres shall be upgraded to improve services to the public on a demand-driven basis according to IDP priorities.

To promote the construction of Green buildings that minimise wastage of scarce resources thus ensuring a low carbon foot-print

The Green Development Strategy adopted by Council in response to various national and global imperatives requires that municipal buildings be adapted or retro-fitted in order to minimize energy usage and promote the use of natural resources and local materials where possible. Maintenance or running costs of such buildings are therefore expected to be very low thus minimizing the green-house gas emissions and lowering the carbon foot-print. New buildings shall be designed and built in full compliance with national and local aspirations within the new Green Buildings policies

Priority Issue 8: Municipal Infrastructure and Services

SOLID WASTE MANAGEMENT

Legislative Requirements

- National Environmental Management Act 107 of 1998
- National Environmental Management Waste Act 59 of 2008
- National Waste Management Strategy of 2012
- National Environment Management: Air Quality Act 39 of 2004
- Occupational Health & Safety Act

A growing municipal population is exacerbating the demand on resources and services, and increasing the generation of wastes to meet many of these demands. Overall, policy measures have not been adequate to counteract the pressures imposed by increasing poverty and uncontrolled consumption

The municipality provides waste management services that include waste collection, street cleaning, clearing of illegal dumping, health care risk waste management and waste disposal. Regular solid waste collection service is provided to business, institutions and households within the jurisdiction of the municipality.

Waste collection from residential premises is carried out on a weekly or bi-weekly basis. The total number of households with access to waste removal services is 55 019 of 64 971(census 2011), which brings the total percentage of households with access to waste removal service to 84.68%. The municipal service extends to all the municipal towns but exclude the mining towns which are self served, Kranspoort, Somaphepha, Mafube and rural areas. The service will probably be extended to Somaphepha and Mafube when household numbers justify such action.

The Middelburg area is experiencing spatial growth both residential and business. As a result, the current municipal resources cannot meet the demand for waste collection.

Waste disposal is centralized, and all waste collected in the various centres (excluding garden waste) is transported to the permitted Middelburg landfill site for disposal. The haulage of waste from Hendrina and surrounding areas creates a huge financial burden on the operating budget due to fuel and maintenance costs, and the landfill is

reaching its lifespan earlier than it was expected. A project for the extension of the landfill site is underway at a total cost of R9m.

The municipality has introduced garden waste services to some households in Mhluzi and intends to continue providing collection containers at strategic points for garden refuse and remove all illegal dumping sites.

The Integrated Waste Management Plan and By-laws have been reviewed and adopted by council. The municipal future target is to have a waste information system, environmental awareness programs and eradication of illegal dumping between 2013 and 2016.

In order to meet demand for waste removal, vehicles should be purchased annually and replaced in accordance with council policy, R1.9m required per vehicle. New landfill sites in Hendrina and Middelburg are intended to be established within the next 5 years at a total cost of R60m. Sikhululiwe, Kanonkop and Aerorand within the next 5 years at a total cost of R3.6m.

Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure

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

In order to protect the environment and health of the community, the municipality will continue to render refuse removal services as scheduled. Plans to extend the refuse removal services to rural communities through the acquisition of additional resources, providing refuse removal infrastructure to new developments and procuring of adequate equipment will continuously and consistently be implemented from year to year.

Strategic Objective: To ensure all new development and services comply with the evolving “Green Environmental Strategy” in order to reduce the carbon foot print.

Objectives: To ensure maintenance of the greenest municipality status.

The Greenest Municipality Competition requires municipalities to become actively involved in advancing the objectives of the Green Economy which encompass the need to facilitate the introduction of initiatives such as greening programmes and introduce programmes which reduce greenhouse gas emissions in order to minimise the carbon footprint. It is necessary to ensure that the Municipality remains the Provincial champion and be in the top three for the greenest municipality competition by delivering innovations within the expectations and requirements of the Greenest municipality ethos. The municipality will ensure that it improves on greening programmes and introduce new aspects from year to year.

To contribute towards the mitigation of climate change impacts.

Climate change has observable and non observable effects on the environment. The Department will contribute to combating climate change to protect the environment and human well being through the reduction of carbon emissions by implementation of waste to energy projects, ensuring pro-green capital equipment procurement and specifications and align new designs of infrastructure to such imperatives.

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

The Department plans to extract methane gas at the landfill site and convert it into energy and to obtain carbon credits. The project will promote sustainable development, economic growth, quality of life and protect the environment by reducing the amount of green house gas emissions to the atmosphere.

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

Strategies will be put in place to create public awareness about health impacts of waste through conducting awareness campaigns throughout the MP313 area. Create awareness on waste minimization, reuse, recycling in order to reduce the amount of waste generated and disposed.

To ensure compliance with national legislation/ policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate waste minimization strategies.

The promulgation of the Waste Act (Act No. 59 of 2008), shifts the approach to waste management hence municipalities must embrace the principles of waste minimisation, reuse, recycling and energy recovery as the preferred options to waste management over treatment and disposal to landfill. The municipality will ensure the introduction of waste minimisation projects and encourage separation of waste at source and recycling where possible.

WATER SERVICES

Legislative Requirements

- National Water Act
- Water Services Act
- Regulations for the Blue and Green Drop processes
- Mine Water Regulations (GN 704)

Water services are provided in 99.9% of 64971 households in the urban areas of Middelburg/ Mhluzi, Hendrina/ Kwazamokuhle, Komati/ Blinkpan, Rietkuil and Pullenshope.

In the holiday towns of Kranspoort and Presidentsrus the communities also have a full level of service. Villages and CPA lands are in general served with systems fed from boreholes, using communal taps, with the systems meeting the criteria for a basic level of service in line with RDP standards.

In the rural areas the municipality has initiated a program to provide basic water (25 l per person per day) to households. Supply consists of elevated 10 kl plastic tanks supplied mainly by mobile tankers, and in some instances from existing borehole installations or, in isolated cases by municipal borehole pumps. More than 150 of these tanks have been provided and the project still continues, illustrating the commitment of the municipality to meeting the needs of its community. Supplying water by tanker is quite expensive, and the cost of water supplied is estimated to be in excess of R100 per kl compared to less than R5 per kl in urban areas. As a result of this strategy the municipality has been successful in virtually achieving the goal of eradicating the backlogs in water services in Steve Tshwete municipal area. The sustainability of the method remains questionable though.

Insufficient raw water and aging of equipment in the long term will affect industrial growth. Investigation of possible use of the Mine water and resources to exploit expansion to new areas is at an advanced stage.

Strategic objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.

Objective: *To provide quality and sufficient water supply and an environment not harmful to human health or well being.*

The municipality is responsible to ensure that all infrastructure service are kept in working condition and provide new infrastructure for new services such as new water networks, reservoirs ect. All household should have access to drinking water.

The department of water affairs developed a standard on water quality suitable for drinking. Therefore all water service providers should comply with SANS 241 for drinking. To comply with SANS 241 testing of water is done on regular basis.

SANITATION

Legislative Requirements

- National Environmental Management Act
- Water Services Act
- Regulations for the Blue and Green Drop processes

The provision of sanitation services of the 64971 Household as per census 2011 is a high priority in Steve Tshwete Municipality. The urban areas of Middelburg, Mhluzi,

Hendrina, Kwazamokuhle, Komati/ Blinkpan, Rietkuil and Pullenshope are all served with waterborne sewerage systems. Waterborne sewerage systems linked to septic tanks are used in the holiday towns of Kranspoort and Presidentsrus, and on many farms. The only exception in urban context is Newtown, in Mhluzi. This area serves as temporary accommodation for approximately 2 600 households awaiting allocation of low cost housing and is served with communal dry composting toilets at one toilet per four households, which is inadequate.

The current backlog on sanitation is estimated to be 1381 households according to the Census 2011. To address the backlog the municipality has As a result the municipality has adopted a policy of providing dry composting toilets which is an intermediate service level particularly in the villages and rural areas. The municipality has also embarked on a project to provide dry composting toilet units where concentrations of farm workers live.

Users have complained of the maintenance challenges associated with the technology and a professional independent assessment shall be carried out.

High maintenance cost on the aged equipment as waste water treatment plants reached their design life particularly for Boskrans WWTW has become a major problem. Upgrading works are in progress in order to avoid massive failure.

Strategic Objective: To ensure compliance with Green Water Requirements in a sustainable way by maintaining a High Quality Service throughout the MP313 area.

Objective: To provide a sustainable waste water quality that improves the health, hygiene and environment of the inhabitants.

The Municipality is responsible for maintenance on the waste water treatments and upgrading of waste water treatment plants and sewer networks. Provide new sewer network connection for the new developments. Most of the installed sewer pipes are aged they are blocked, then to allow free flow sewer they need to be unblocked.

The department of water affairs has set up a standard practice to all Municipalities to comply with the discharge of waste water and should comply with SANS 241. The treated waste water has to be tested on regular basis.

ROADS AND STORM WATER

Legislative Requirements

- Occupational Health and Safety Act 1993
- National Road Traffic Act 1996

The municipality is responsible for 100% access to local roads within the 60km zones, which include all streets within urban and rural area. It ensures the maintenance of a

number of minor district roads which serve small communities and are not regularly maintained, with the objective of addressing specific needs. The majority of municipal roads are tarred and paved, with gravel roads comprising 16% of all municipal roads. The condition of roads is mainly fair to good, with a very small proportion of 1% being in very poor condition.

A vigorous process of tarring roads in the past few years has left most of the roads in urban areas tarred. Provision is made in each financial year for the tarring of a certain number of kilometers of roads. New developments have also had their main roads tarred and storm water systems installed. The plan is to continue tarring more roads in the urban areas and to build gravel roads in the rural villages. It is also planned to pave each year as many sidewalks as the budget allows for. The huge increase in the price of bitumen products is however a challenge which means that lesser roads will be tarred with the funds that will be available in future budgets.

The bridges in the Municipal area are assessed every two years to ensure the safe use thereof. Roads in the rural areas are graded and maintained on a regular basis. High cost of bitumen and its unavailability nationally, combined with increasing heavy traffic volumes using municipal roads are a real threat to sustainability of the road network. A roads master plan is being developed to address some of the identified future needs and challenges

Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure

Objective: *To ensure provision of new road and storm water infrastructure while maintaining and upgrading existing infrastructure.*

The municipality is responsible for the repairing of potholes on the existing surfaced road, and unblocking and cleaning of drainage ketch pit to maintain free flow stormwater. Upgrading of gravel roads to surfaced roads and installation of new storm water drainage systems. Rehabilitation of existing roads, and re-gravelling and blading of gravel roads in rural and urban on regular basis.

ELECTRICAL ENGINEERING SERVICES

Legislative requirements

- Electricity Act 41/1987
- NERSA regulations
- Occupational Health and Safety Act

The Millennium Development Goal states that 97% of households must have universal access to electricity by 2025. Access to electricity will alleviate poverty as the use of electricity supports lighting and cooking facilities. The 2011 census figures depicts that

there are 64971 households in the municipal area of which 63, 47% households have access to electricity. This backlog is made up of backyard dwellers, rural and farm dweller homes. Eskom supplies electricity to the rural and farm dweller homes. The municipality supplies, upgrades, and maintains electricity to formal townships in terms of the license agreement from NERSA. Indigents receive 50 kWh free basic electricity at 20 Amp on a self targeting basis. Free basic electricity can only be given to customers who have an individual account with Eskom or the Municipality. Area lightning must be provided by Council to all formal villages and townships within the MP 313 area.

There is a shortage of electrical supply capacity from Eskom to the newly built council substations which is being caused by Eskom's bureaucratic processes. The present tariff increase of Eskom restricts increasing tariffs to cover the costs for new developments. NERSA restricts Municipalities to a certain percentage for tariff which prevents capitalization of the new developments. To reduce the carbon emissions an integrated energy efficiency management system must be developed.

The Infrastructure Services Department has a short to medium term infrastructure plan drafted for new developments. These developments are included in the IDP. The infrastructure plan also indicates this shortage in electrical supply capacity from Eskom and when such applications must be made to increase the supply capacity. Applications must be made timeously to Eskom with the objective to get fixed firm prices for the cost to increase the supply capacity. It is required that the electricity master plan be revised and it must include a financial model that must be submitted to NERSA for approval. Presently discussions are being held with an independent power producer to supply electricity to Council to alleviate the shortage of electricity supply from Eskom. An application has been made for grant funding to improve greening by installing energy efficient equipment to reduce the load from Eskom.

Strategic objective: To ensure provision of affordable and sustainable basic services by upgrading the existing, while providing new infrastructure.

Objectives: *To provide efficient and sustainable electricity supply to the consumers throughout the municipal area*

In order to accommodate new developments a short to medium term infrastructure plan has been developed. The municipality intends to continue maintaining the existing electrical equipment and upgrading on a five (5) year budget. Networks will be monitored by Control Officers to ensure continuity and maintenance of medium and high voltage equipment

The municipality will continue to provide free basic electricity to indigent customers on a self targeting base whereby the indigent applies to be on a 20 Amp circuit breaker and 50 kWh free basic electricity per month

The total energy losses vary between 7 and 10% which is in line with the actual technical losses. The municipality will strengthen the audits of all energy meters every second year to ensure correctness and verify that tempering is not taking place. The aim is to also ensure cost effective tariffs and reduce theft.

To encourage the use of alternative energy to consumers with or without access to the existing electricity grid

Priority Issue 9: Safety, Security, Fire and Emergency

SAFETY AND SECURITY

Legislative Requirements

- National Road Traffic Act 93 Of 1996
- National Land Transport Act 5 Of 2009
- Criminal Procedure Act 51 Of 1977
- Control of access to Public Places and Vehicles Act 53 of 1985
- Private Security Industry Regulation Act 56 Of 2001
- Firearm Control Act 60 of 2000
- Mpumalanga Business Act of 1996
- National Business Act

The core function of the Traffic Services is to make the roads safe for all users within the municipal area whereas Security Services deals with safeguarding of the municipal property, personnel and its residents. This is done through visible law enforcement, road safety campaigns and awareness programmes.

Road traffic injuries remain a major public health problem and leading cause of death around the world, Steve Tshwete Local Municipality is no exception. The United Nations adopted a resolution which is the "Decade of Action for Road Safety" with a goal to reduce the road traffic fatalities around the world by 50% from 2011 to 2020. The objectives of the department are crafted in such a way to address the above mentioned epidemic.

During 2011, 3360 accidents occurred in the Steve Tshwete Local Municipality with 35 fatalities. An increase of 98 accidents was recorded in 2012, with a decrease of 9 fatalities. Subsequent to these accidents, the municipality decided to send four Traffic Officers to the Basic Crash Investigation Course. These Officers will investigate the cause of crashes especially the serious ones. This will assist in putting up corrective law enforcement counter measures which will reduce the accidents in the area.

It can be deduced that speeding and drunken driving are the major causes of accidents. A speeding unit has been established to deal with speeding enforcement and random drunken driving operations are conducted to curb the problem. An unmarked vehicle has been purchased to deal with moving violations.

All of the above operations have reduced the fatality rate however the municipality is still ensuring that traffic law enforcement is conducted continuously. Community road safety awareness campaigns are held especially at schools and companies to inform the community about road safety issues and Road Traffic Act amendments.

The Security Services is responsible for the safeguarding of Council's assets and employees. Cable theft is the main challenge for the municipality. After the appointment of the current Security Company a tremendous decrease in the theft of cables has been noted.

Strategic Objective: To Provide Safety And Security To Human Life

Objectives: *To create an effective and efficient law enforcement within the municipal area.*

Due to the high number of collisions within the Municipal area, the municipality has employed different strategies to reduce collisions. Selective law enforcement will be done at the high accident zones where officers conduct different law enforcement duties e.g. utilization of specialized traffic vehicles to curb illegal moving violations and road blocks with different emergency services will be conducted.

To improve the free flow of traffic

The number of vehicles has drastically increased which causes congestion during peak hours. The municipality is continuously installing traffic signals that relieve the congestion and traffic officers will be deployed to control the flow of traffic in areas where traffic signals cannot be installed.

To improve road safety

Amongst the measures that are implemented by the municipality to improve road safety is the construction of traffic calming measures at different streets to reduce the speed of vehicles. Traffic wardens are deployed to areas that require traffic control particularly for schools.

To enhance safety and security at all municipal buildings and facilities

The municipality intends to implement stringent monitoring of the security company that is employed to provide safety and security services.

FIRE AND EMERGENCY

Legislative Requirement

- The Fire & Disaster Management Services adhere directly to the following legislation:
- Fire Services Act, Act 99 of 1987.
- National Building Regulations and Building Standards Act 103 of 1977.
- Occupational Health and Safety Act 85 of 1993.
- Hazardous Substances Act, Act 15 of 1973 as amended.
- National Road Traffic Act 46 of 1998.
- Disaster management Act 57 of 2002.
- National Veldt and Forest Fire Act 101 of 1998.
- Explosives Act, Act 26 of 1956 as revised.

The Municipality has well established Emergency Services for fire and rescue. The main station is in Middelburg and Hendrina. An additional fire station is envisaged to be established which will serve Mhluzi area. Satellite stations are envisaged in Kranspoort and in the Industrial area in Middelburg to comply with the Regulations of South African National Standards, which require arrival at the scene of an emergency within at most 15 minutes.

Medical Emergency Services which handles ambulances is a function of Province. Ambulances servicing the Municipal area are stationed in Middelburg and Hendrina. The department is also using private ambulance services to serve the community during emergencies.

The Level 1 Disaster Management Plan and the Contingency Plan are active and revised annually including an updated resource list.

Strategic objectives: To provide safety and security for human life.

Objectives: To provide effective and efficient emergency services

Priority Issue 10: Licensing

Legislative Requirement

- National Road Traffic Act
- Mpumalanga Business Act:
- Councils by-laws
- S.A.B.S. (S.A.N.S) Act

The Steve Tshwete Local Municipality is an agent of the province in the administration of driver's and vehicle licences. The municipality is also responsible for the issuing of licences for business premises.

The licensing services have improved since the introduction of e-Natis system. The system has proven to be effective and quick in that the licensing transactions are mainly computerised which minimises the prolonged processes that were susceptible to corruption.

Previously the municipality had a backlog in the booking of drivers and learners classes. An applicant would have to wait up to ±3 months before securing an appointment. People had to queue a night before at the entrance to the licensing offices to secure an appointment. To alleviate this problem an additional testing track to test for drivers' licenses was constructed and additional qualified examiners for learners and drivers licenses were employed. The Municipality has since changed its turn-around time from ± 3 month to 7 days. This means that an applicant can secure a booking for drivers or learners licenses within 7 days.

This has led to applicants from neighbouring municipalities flocking in large numbers to Steve Tshwete Municipality for the improved service. As a result the municipality is again experiencing long queues and applicants have to stand in the open even during adverse weather.

The issuing of licenses for businesses is a responsibility of the municipality. Before the licenses are issued inspections are conducted in line with the municipal fire, health and town planning requirements. Regular physical inspections are done in collaboration with the SAPS to ensure that all businesses comply with the regulations.

Strategic Objectives: To provide responsive, accountable, effective and sustainable public services

Objectives: To provide effective and efficient Licensing Services and to ensure that all drivers using the roads are competent.

Priority Issue 11: Education and Libraries

Legislative requirements

- Mpumalanga Provincial Library and Museum Service Ordinance (Ordinance 20 of 1982)
- Local Government Ordinance, (Ordinance 17 of 1939)
- The Standard Library By- Laws

Library services are provided by the municipality with eleven functional libraries. According to the 2011 census, there were 46798 learners who were attending ordinary formal school, 455 were in special schools and 4318 were undertaking formal education. Only 1753 residents were involved in Adult Basic Education and Training.

As the education curriculum keeps on changing, libraries are becoming a great need and an essential for students hence recently the libraries are faced with over population and limited resources. The municipality strives to continuously upgrade and improve the standard of the libraries so as to match the increasing technological development

that requires and challenges the libraries to be abreast with the latest and updated innovation in ICT (Information Communication Technology). It is envisaged that the municipal libraries will in future have adequate computers to offer effective self help computer services to the community at large.

The municipality has initiated an outreach programme which is intended to render library services to various institutions within the municipal area. Institutions such as old age homes, hospitals are visited to extend the services to people who are unable to reach the library facilities.

There is still a need to intensify the extension of the library services particular to the rural communities that are still experiencing limited access to information. To address this challenge, the municipality has distributed books to the rural schools that were donated by the Middelburg Rotary Club and Xstrata Coal. These companies also assisted in establishing school libraries in some of the rural schools.

A reading club which comprises of reading groups from different institutions was established in April 2012 with the aim to conscientise the residents about the importance of reading.

Strategic Objective: To contribute towards a healthy, well informed and environmentally safe community.

Objectives: *To enhance education through the provision of libraries and educational material.*

Books and related material will be made available to all members of the public. The cultural, educational and intellectual status of the community will be raised when libraries are used by the community members. Libraries will ensure the provision of supplementary information material to those who are taking formal education. Books and other library material will be preserved for future generations and Information will be made electronically available to the community.

To promote the culture of reading and access to information for all

Reading marathons and campaigns will be conducted in all libraries to instil the culture of reading to children in the community. Holiday programs and children's activities will be conducted during school holidays to ensure that libraries are a hub of safety and recreation to the young citizens of the municipality. Reading club sessions will be conducted to enhance the culture of reading and lifelong learning among the adults in the community. Information services will be provided to ensure access of information to the community.

Priority Issue 12: Municipal and Primary Health Care

Legislative requirements

- National Health Act No 61 of 2003

- National Environmental Management Act No 107 of 1998 as amended
- Hazardous substances Act No15 of 1973
- Nursing Act No 33 of 2005
- Medicine and related substances Act 101 of 1965
- Health Professions Act, 56 of 1974 as amended
- SA Medical Research Council Act, 58 f 1991
- Pharmacy Act, 53 of 1974 as amended

The Municipality is running the services on behalf of the Provincial Department of Health and owning 12 clinics, and 10 out of 12 clinics are fully managed by the municipality and sharing 2 clinics with the Department of Health. The rural areas depend on the mobile clinics coming ones and twice a month to access the Primary Health Care service from the Department of Health.

Looking at the figures from the 2011 Census, they show that the Mpumalanga population has increased from approximately 3, 3 million to 4 million over the past ten years, representing at 20% increase - the third largest increase of the nine provinces according to Statistics South Africa. The Mpumalanga province HIV prevalence has declined from 32, 6% in 2009 to 27,2% in 2010, a decrease of 5,4%. Therefore strengthening of Primary Health Care services will assist in the reduction of new infections.

HIV & AIDS has posed a serious challenge around the world in terms of the control of the spread and treatment of the virus and Steve Tshwete Local Municipality is not an exception in this regard. Looking at the figures from the 2011 Census, it shows that the Mpumalanga population has increased from approximately 3, 3 million to 4 million over the past ten years, representing at 20% increase, the third largest increase of the nine provinces according to Statistics South Africa. The Mpumalanga province HIV prevalence has declined from 32,6% in 2009 to 27, 2% in 2010, a decrease of 5,4%. Therefore strengthening of primary health care services will assist in the reduction of new infection.

The MP313 situated along Maputo corridor and surrounded by coal mines imposing the mankind and environment under severe pressure. Currently the health resources available are rather thinly stretched because of the high demand. Moreover, the process of provincialisation of primary health care by the Department of Health is causes destabilization of Primary Health Care services in the municipal clinics.

Although all the most of the clinics provide required services, some clinics are not accessible due to the space limitation within the clinics themselves, e.g. Mobile clinic in Newtown. The rapid population growth in the Newtown and other informal settlements make it difficult and sometimes impossible to attend to all patients.

Strategic Objectives: To contribute towards a healthy, well informed and environmentally safe community.

Objectives: *To provide an effective and efficient personal Primary Health Care and municipal health services.*

The municipality is striving to put resources in place to accommodate the existing workload despite the fact that rendering of health services is the competence of Provincial Department of Health and the municipal health services belongs to the District Municipality.

To contribute towards the minimizing of the spread of HIV, AIDS, STI and TB

HIV and AIDS have played a major role in increasing the mortality rates of mothers and children. A new discourse on HIV and AIDS is being initiated. New policies and strategies will be implemented to combat the scourges of HIV and AIDS and Tuberculosis.

To create safe and healthy environment for the community

The municipality will strive to promote nature conservation and secure ecological sustainable development. There are monitoring measures in place to monitor air, noise, land, food and water pollution so that the community can be safe and healthy.

Priority issue 13: Special Programmes

Legislative Requirements

- Commission on Gender Equality Act 39 of 1996
- Gender Policy Framework for Local Government
- Children's Act 38 of 2005
- National Welfare Act 100 of 1978
- Social Assistance Act 13 of 2004
- Older Person's Act 13 of 2006
- Social Work Act 110 of 1978 as amended
- White Paper for an Integrated Disability Strategy of the Government on National Unity
- HIV and AIDS and STI National Strategic Plan, 2012-2016
- Disability Framework for Local Government 2009-2014

Steve Tshwete Local Municipality recognizes the increasing challenges in service delivery especially for the children, women, person's with disability, older persons, HIV and AIDS issues.

In as far as the special programmes planning is concerned the municipality is faced with various challenges developing as a result of migration for employment opportunities which does not single out social issues HIV and AIDS, disability, vulnerable and orphaned children.

According to Census 2001, the population percentage of children from 0 to 14 was estimated at 29.6%, Community Survey in 2007 estimated population percentage of children from 0 to 14 as 25.1% and Census 2011 the population percentage of children from 0 to 14 is estimated at 25.0%.

The statistics shows a declining number of children from 0 to 14. The decrease or decline might be as a result of health and social challenges as stated in the IDP community inputs.

Schedule 4 Part A of the Constitution of the RSA affirms the commissioning and provisioning of the welfare services to be the responsibility of both National and Provincial spheres of government. However the collective responsibilities of the local municipality, stakeholders and the civil society will focus on providing services for the special groups to meet their expressed and felt needs. This has led to the establishment of Local Aids Council and Stakeholder Forum for Children's Rights chaired by the Executive Mayor or the Member of the Mayoral Committee.

IDP Forum, Mayoral Outreach, Public Participation, indigent policy etc. are other platforms or forms used by the municipality to reposition it self to meet the demands of the Special Groups and to address some of the critical transformation challenges. Provision of facilities like municipal buildings; land etc. for Early Childhood Development Centre's, luncheon club centre's are donated as a means of creating a conducive environment. There are also other committees and forums which focuses on these priority issues like, the stakeholder forum for person's with disability and the institutional committee.

Strategic Objectives: To contribute towards a better life for the communities by coordinating sustainable social and economic developmental programmes.

Objective: To create an environment with clear regulatory framework for implementation of gender and social development.

To ensure quality life through integrated services for the children, women, person's with disability and the elderly person.

Priority Issue14: Youth Development

Legislative Requirement

- National Youth Policy
- National Youth Development Agency ACT 2008

Since the establishment of the Youth Development Unit, a number of young people have been assisted on issues such as educational support, career guidance, job preparation, entrepreneurship development, and life skills and sports development.

The municipality is aiming to capacitate the unit by adding more personnel in order to ensure an effective functioning of the unit.

In terms of educational support, the municipality will inter alia introduce and formalize after school learning programmes in which volunteers will assist learners on challenges experienced specifically on critical subjects.

Objectives

- To create interventions aimed at providing access to quality education and skills development to both out of school and in school young people
- To develop a youth development policy and youth development strategy in line with the NDM,MP and National government
- To initiate programmes directed at combating crimes ,substance abuse and social decay
- To increase youth participation in the socio economic programmes

Priority Issue 15: Recreation, Moral Regeneration, Arts, Culture and Sports.

STLM has introduced the Moral Regeneration Movement (MRM) which is aimed to serve as networking platform mandated to facilitate, coordinate all processes and initiatives aimed at combating moral degeneration. Working with and through local structures in communities, the MRM seeks to promote local action and commitment from within the various communities of the STLM at their levels of existence and operation.

The Moral Regeneration movement gives opportunities to redouble our efforts as a full partnership of the people, also to pay special attention to issues of development, social cohesion, and society building, as well as traditional and cultural programmes.

6. MUNICIPAL STRATEGIES INDICATION

6.1. Strategic Goals

In pursuit of its vision and mission, the Municipality has identified the seven (7) strategic goals.

These goals are envisaged to be met by means of executing set objectives and strategies categorized in terms of respective municipal priority issues. The goals and what they entail are as presented in the following table:

Table 24: Strategic Goals

1. Poverty Alleviation	2. Good Corporate Governance
<ul style="list-style-type: none"> • Implementation & Monitoring of HIV/AIDS Programmes • HIV/AIDS Workplace Policy internally 	<ul style="list-style-type: none"> • Administrative Management • Human Resource Management • Develop HR Reports and Systems

<ul style="list-style-type: none"> • Local HIV/AIDS Council • Implementation & Monitoring of TB Control Programmes • Public Health Services Initiatives • Health Services Maintenance of existing Infrastructure • Upgrading of Clinics • Public Health Services Strategic Initiatives • PHC Key Performance Indicators • PHC Service Delivery • Clinic Services • Mother and Child Health Care • Free Basic Services • Refuse Removal • Sanitation • Electricity • Water 	<ul style="list-style-type: none"> • Efficient Personnel Administration • HR Skills Development • Implement Occupational Health and Safety Risk Management System • Compliance with NOSA Safety System • Manage Loss Control Ratio • Labour Relations • Local Labour Forum • Recruitment, Selection, Retention, Exit Policy & Procedure • Internal Service Delivery • Implement Legal Capacity • Records Section • Switchboard and Reception • Effective IT Services • Effective use of Performance Management System • Political Management
<p>3. Economic growth and Development</p>	<p>4. Good Co-operative Governance</p>
<ul style="list-style-type: none"> • Establishment of an LED Office • LED Strategy • LED and Job Creation • New Businesses attributable to LED • Marketing Strategy 	<ul style="list-style-type: none"> • Effective Public Relations Strategy • Internal liaison and Communication • External Liaison and Communication • Awareness Campaigns • Ward Committees Forums
<p>5. Financial Viability</p>	<p>6. Integrated environmental, social and economic spatial planning</p>
<ul style="list-style-type: none"> • Cash Flow Management • Monthly cash flow • Implement Financial Administrative Functions • Financial Reporting • Improve Controls and Procedures • Improve Financial Performance • Manage Revenue • Payroll Administration • Property Valuation Services 	<ul style="list-style-type: none"> • Integrated Environmental Management System • Environmental enhancement • Spatial Development Framework • Town Planning Services • New Residential sites allocation • Town Planning Initiatives
<p>7. Cost effective and sustainable service (Service Delivery) Municipal Services (Technical & Facilities)</p>	
<ul style="list-style-type: none"> • Electricity Services • Maintenance and upgrading of existing network • Electrification of Houses in Urban areas • Electrification in new developments • Industrial electrical Services 	<ul style="list-style-type: none"> • Air Quality Management • Noise Pollution Control • Sewerage pollution • Water pollution

<ul style="list-style-type: none"> • Building Services • Community Halls • Parks and Recreation • Sports and recreation • Upgrading of cemeteries • Roads and Stormwater • Construction of new roads • Installation of Stormwater System • Maintenance of Roads • Provision of kerbs • Maintenance and upgrading of equipment • Maintenance of Networks : Sanitation • New Infrastructure : Sanitation • Maintenance of Infrastructure : Water • Maintenance & upgrading of equipment : Water • Waste Disposal Services • Waste collection and disposal • Monitoring Landfill Sites management • Refuse Removal Initiatives • Public Services • Effective Environmental Health Services • EHS Strategy • EHS Management • Premise inspections • Child-Care Institutions 	<ul style="list-style-type: none"> • Effective Emergency Service Operations • Fire and rescue services • Effective Operational Law Enforcement • Community Safety Forum • Effective Traffic Services • Traffic Services Strategic Initiatives • Housing Services • Effective Housing Delivery • Housing to residents according to needs • Housing Services Strategic Initiatives • Managing Housing Projects • Management of illegal squatting • Licensing Service Delivery • Drivers Licensing • Motor vehicle Registration and licensing • Provision of Public Information(Libraries) • Maintenance & upgrading of equipment • Provision of additional facilities • Funeral undertaker facilities • Mortuaries • Crematoria facility • Milk farm facilities • Food Premises • Health Care Facilities • Education Facilities
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

6.2. Priority Issues, Objectives and Strategies

The priority issues in the Municipality are formulated in such a manner that they address the 5 Key Performance Areas as illustrated on point 5 above. Under each priority issue there are appropriate objectives and strategies that would lead to the realization of the objectives.

In setting its objectives and strategies, Steve Tshwete Local Municipality used *inter alia* the following as requirements to ensure an informed development planning:

- Millenium Goals;
- Community Inputs 2011 and 2012
- Municipal Spatial Development Framework;
- District Development Strategy;

- Provincial Growth and Development Strategy;
- National Spatial Development Perspective.
- 2010 Municipal Turn Around Strategy
- 2010 Presidential Outcomes
- Vision 2014.

A: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

6.2.1. Priority Issue 1: Good Governance and Communications.

Table 25: Priority Issues, Objectives and Strategies

Public Participation		Strategic Objectives: To ensure effective community participation and interaction.		
Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto: The success of the municipal strategies depends on the effectiveness of governance structures and processes. This will be realized through a cordial and productive relationship between the administration, political structures and political office bearers. -Promote more active community participation in local government -We will ensure that Ward Communities for all wards are established and functional. -It will be ensured that Ward Councillors have report back meetings with their constituencies within 14 days after every ordinary council meeting. -We will provide all the necessary administrative support to Ward Committees. -At least six mayoral outreaches will be undertaken every year. -Interaction forums with recognized stakeholders will be created. In this regard special attention will be given to the youth.</p>	<p>All ward committees have been established. Community participation strategy was approved by Council.</p>	<p>To promote the involvement of Stakeholders in Council's affairs.</p>	<p>Provide feedback to community</p>	<p>Report be submitted to Section 79 on matters raised by ward committees</p>
			<p>Provide effective administrative support.</p>	<p>Provide pro-forma agendas to ward committees. Submit bi-monthly reports on the activities of ward committees.</p>
			<p>Capacitate Ward Committee Members.</p>	<p>Coordinate training programs for ward committee members.</p>
	<p>Mayoral outreach dates approved by the Mayoral Committee for the 2011/2012 and 2012/2013 financial year</p>	<p>To ensure regular consultation between Council and the Community.</p>	<p>Strengthen community participation.</p>	<p>To annually adopt the schedule of mayoral outreach dates.</p>
	<p>IDP Forums in existence, Joint Development Forum (JDF), Pastor's Forum, Local Labour Forum,</p>	<p>To promote the involvement of Stakeholders in Council's affairs.</p>	<p>Strengthen relations with recognized stakeholders.</p>	<p>Co-ordination and facilitation of mayoral outreaches. To develop a stakeholder database.</p>

Communication	Strategic Objectives: To ensure effective community participation and interaction.
---------------	------------------------------------------------------------------------------------

Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto: -Through the Communications Department we will ensure that the citizens are at all times fully informed of municipal activities.</p> <p>-We will improve communication and increase the level of inter-department and inter-municipal communication and cooperation.</p> <p>Institutional: Market the Municipality Management of events.</p>	<p>Local Communicators Forum (LCF) established.</p> <p>Continuous interaction with the media.</p> <p>Print and electronic media were used as marketing tools.</p> <p>Interdepartmental communication is done through memos, email, intranet, public address system, internal newsletter, bulk SMS System and executive management meetings.</p> <p>Currently in partnership with Busmid to market the municipality.</p> <p>Branding was done through display of promotional material at relevant functions.</p> <p>Stakeholder database compiled Existence of the Events Policy.</p>	<p>To strengthen communication with internal and external stakeholders</p>	<p>Review of communication policy.</p> <p>Engaging the media in communicating municipal activities</p>	<p>Submission of the communication policy to Council.</p> <p>Develop and implement a program of interacting with print, electronic and social media on municipal activities.</p>
			<p>Engage government sectors to improve the municipal communication strategy</p>	<p>Identify best practices to be learnt.</p> <p>Develop and implement a program to visit other municipalities.</p>
		<p>To market municipal programs and projects</p>	<p>Develop a marketing policy</p>	<p>Implement activities as captured in the policy</p>
		<p>To ensure proper coordination of all municipal events.</p>	<p>Successfully coordinate events.</p>	<p>Develop annual events calendar.</p>

Legal services	Strategic Objectives: To ensure effective community participation and interaction.
Status quo	Development Strategies

Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto:</p> <p>-Improve local public services and broaden access;</p> <p>-We will approach Optimum Coal Holdings to donate buildings at Koorfontein and Blinkpan to the municipality which will be converted into clinics, paypoints, community halls and libraries.</p> <p>-Middelburg Mine will be approached to donate the remaining unused hostel to the municipality.</p> <p>-Build more united, non-racial, integrated and safer communities</p> <p>-The Council will act as implementing agent for the settlement of restituted communities at Somaphepha and Botshabelo.</p> <p>-Ensure more effective, accountable and clean local government that works together with national and provincial government</p>	<p>Eskom was approached to donate the building for library services.</p>	<p>To improve access to services at the Mines and Eskom villages.</p>	<p>Secure buildings to accelerate service delivery to people residing at the Mines and Eskom villages</p>	<p>Interact with relevant Mines and Eskom</p>
	<p>Koorfontein Mine was approached to donate the building for a workshop for Small Medium Macro Enterprises (SMME's).</p>			
		<p>Acted as implementing agents for Botshabelo and Restitution Funds have been paid over by Land Claims Commission.</p>		

Administration Services		Strategic objective: To provide support for the provision of services of the highest possible standards to the satisfaction of the residents.		
Status Quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities

<p><u>Manifesto:</u></p> <p>-We will ensure that the administration continues compiling good quality reports to Council, the Mayoral Committee and Council Committees, implement and facilitate the process of ensuring the passing and execution of resolutions and ensure all Council activities are recorded and/or minuted.</p> <p>-A proper register of all council incoming and outgoing mail will be maintained.</p> <p>-A legal audit will be conducted on all legislation having an impact on the municipality to ensure full compliance by the municipality.</p> <p>-The recommendation as contained in the king III report will be incorporated into the municipal governance as prescribed.</p> <p>-Ensure more effective, accountable and clean local government that works together with national and provincial government.</p>	<p>Secretariat services provided to council, mayoral committees and its committees.</p>	<p>To render effective secretariat services.</p>	<p>Promoting institutional efficiency.</p>	<p>Submission of annual schedule on dates for Council, Mayoral Committee and Portfolio meetings.</p>	
	<p>Approved file plan and implementation thereof Document Management System in place Updating of incoming and outgoing register on monthly basis.</p>	<p>To maintain proper Records Management Systems</p>	<p>Maintaining the implementation of Records Management Policy.</p>	<p>Provision of secretariat services to Council, Mayoral Committees & Portfolio committees</p> <p>Annual reviewal of the file plan.</p>	
	<p>Continuous training on the Electronic Document Management System</p>	<p>Legal compliance register developed</p>	<p>To improve legal compliance</p>	<p>Monitoring of legal compliance.</p>	<p>Report submitted on monitoring incoming & outgoing correspondence.</p> <p>Continuous update of the legal compliance register.</p>
	<p>King III report implemented.</p>	<p>To promote good co-operate governance</p>	<p>Assessing the compliance of the current systems, controls, processes, structures with King III.</p>	<p>Conduct compliance audit with the King III report.</p>	
	<p>Internal systems, controls, processes, structures in place.</p>	<p>To encourage cordial and productive relationship between administration, political structures and political office bearers.</p>	<p>Promoting institutional efficiency.</p>	<p>Continuously review the Delegations of Authority, Roles and Responsibilities. Submit reports on the implementation of Delegation of Authority, Roles and Responsibilities & adherence to lines of communication.</p>	
	<p>Delegation of Authority and Roles and Responsibilities are in place.</p>				

Legal Services		Strategic objective: To provide support for the provision of services of the highest possible standards to the satisfaction of the residents.		
Status Quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Ensure more effective, accountable and clean local government that works together with national and provincial government.</p> <p>The Council Fraud Prevention Policy will be continuously updated and diligently implemented.</p> <p>Service Standards for all municipal services will be compiled, published and applied as far possible.</p> <p>Institutional</p> <p>Continuously assess the level of community satisfaction on service delivery.</p> <p><u>National Outcomes: 9</u> A response and, accountable effective and efficient local government.</p>	<p>Fraud and corruption policy in place.</p> <p>Awareness campaigns conducted.</p>	To implement fraud prevention plan and policy.	Conscientise staff with the contents of the plan.	Implement activities as captured in the fraud prevention plan and policy.
	<p>Service standards developed and published.</p> <p>Workshop departments on the expected level of service expected from them as per adopted service standards</p>	To improve service delivery levels to the community	<p>Implement the system for monitoring implementation of service standards</p> <p>Improve customer satisfaction.</p>	<p>Workshop departments on the expected level of service expected from them as per adopted service standards</p> <p>Request monthly reports on implementation of service standards</p>
	<p>Annual community satisfaction survey conducted.</p> <p>Availability of suggestion boxes.</p> <p>Batho Pele training conducted.</p>	To promote customer care.	<p>Maintain the hotline number.</p> <p>Strengthen awareness campaign</p>	<p>Conduct community satisfaction survey.</p> <p>Conduct Batho Pele training for Councillors and employees</p>

B: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

6.2.2. Priority Issue 2: Human Resource Management and Performance Management

Human Resource Management		Strategic objective: The provision of effective, efficient and transformed human capital		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto</p> <p>Build more united, non-racial, integrated and safer communities</p> <p>We will continue with the transformation process until our environment and the administration fully reflects our current demography.</p> <p>Ensure more effective, accountable and clean local government that works together with national and provincial government</p> <p>Skills development is aimed at benefiting all employees but has to, at the same time; ensure that the significant progress is made in advancing the development interest of designated groups in line with Employment Equity targets.</p> <p>We will develop the municipal employees with the assistance of the LGSETA and relevant other technical SETA's.</p>	2009/13 employment equity plan has been implemented.	To ensure compliance with the Employment Equity Act.	Ensure transformation through implementation and maintaining of the principle and prescriptions of the Employment Equity Act.	Review the municipal Employment Equity Plan (2013/2018).
	Annual Workplace Skills Plan developed and submitted to Local Government SETA.	To capacitate employees in order to enhance service delivery.	Equip employees with necessary skills.	Develop and submit Workplace Skill Plan to Local Government (SETA)
			Equip employees with the necessities to perform their service delivery function	Indicate the staff equipment needs during the personnel budget.
				Provide staff with the necessary equipment
				Implement the Employment Equity Plan
				Submission of annual report to the department of labour.
				Implementation of WSP

Human Resource Management		Strategic objective: The provision of effective, efficient and transformed human capital and sound labour relations.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
<u>Institutional:</u> Promote the well being of staff.	Holistic employee wellness program developed.	To support and promote the total well being of staff.	Provide, in terms of the wellness program, support to employees to be able to deal with any challenges hindering their effective performance.	Implementation of the wellness program.
Provide staff with all the necessary equipment, tools and other resources.	Insufficient office space Availability of I.T. resources and other necessary tools	To have well equipped personnel.	Provide personnel with the necessary tools.	Annually conduct needs assessment Encourage departments to avail the necessary resources
Align human capital with strategic objectives and legal requirements.	Organogram has been reviewed.	To maintain a personnel structure that will ensure effective & efficient service delivery.	Personnel structure aligned to legal requirements and strategic objectives.	Implement the reviewed organogram Annually conduct organizational personnel needs audit Fill vacant posts within 3 months
We will promote healthy relations with employees.	Functional LLF and subcommittees	To maintain healthy relationship with labour.	Improve work place relations partnership with unions and management in a formal and informal manner	Continuous consultation with labour through Local Labour Forums, sub-committees and departmental meetings.
We will promote a safe & healthy environment.	Departmental OHS committees and OHS committee level 2 operational. Safety talks are conducted	To create safe and healthy working environment.	Review & continuous implementation of the OHS policy	Review & implement the OHS compliance register according to the OHS Act.

Performance Management	Strategic objective: The provision of effective, efficient and transformed human capital and sound labour relations.
Status quo	Development Strategies

Requirements	Baseline	Objectives	Strategies	Possible Projects/Activities
	Section 57 Managers Performance Agreements developed.	To promote performance measurement and reporting.	Comply with the relevant PMS Legislations and the Municipal PMS framework.	Develop a municipal performance plan.
	PMS cascaded to 2 and 3 Management levels.			Develop Managers Performance Agreements and Plans.
	Municipal annual and quarterly reports compiled.			Develop annual and quarterly reports.
				Cascade Performance Management System.

Information and Communication Technology		Strategic objective: The provision of effective, efficient and transformed human capital and sound labour relations.			
Status quo		Development Strategies			
Requirements	Progress to date	Objectives	Strategies	Possible Activities	Projects/
Manifesto:	CISCO backbone installed to almost all offices.	To provide a secure IT infrastructure which delivers appropriate levels of data confidentiality , Integrity and availability	Regular maintenance and upgrading of the ICT network infrastructure and software assets.	Upgrade Local Area Network (LAN) and WAN infrastructure and upgrading of software as required.	
Upgrade telecommunication and IT infrastructure	Normalization of radio/wireless network has been completed				
ICT services will be provided to ensure that the service delivery of the Municipality is met through the optimum use of IT	Upgrade on Microsoft Office 2010 conducted as and when necessary	To ensure effective and efficient Information and Communication Technology resources availability at all times.	To ensure ICT services are provided	To continuously review business continuity plan	
Internet, email facilities will be optimally used to enhance service delivery	Email and Internet Usage Policy in existing and implemented.		Avail necessary communication tools	Maintain regular network data backups and restores	
	Website developed			Update firewall, antivirus and antispymware on emails	
				Secure upgraded server rooms	
				Continuously upgrade Internet & email facilities	

C: FINANCIAL VIABILITY

6.2.3. Priority issue 3: Financial Viability and Sustainability

Finance		Strategic objective: To continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.		
Status quo		Development Strategies		
Requirements	Baseline Information	Sub-Objectives	Strategies	Possible Project/ Activities
<p>Manifesto: We will ensure proper and accurate valuation of the property within the municipal area of jurisdiction.</p> <p>The current financial situation will be maintained and even further improved.</p> <p>To maintain the payment rate.</p> <p>To monitor and prevent unauthorized, irregular, fruitless & wasteful expenditure.</p> <p>To comply with the legislative framework and submission of in-Year reports.</p> <p>To retain the clean audit status.</p> <p>Adherence to service standards.</p> <p>Institutional: To comply to prescribe competency levels. Compliance with accounting standards as prescribed.</p>	<p>2009/2013 Valuation roll completed. Annual supplementary valuation rolls completed.</p> <p>Rates by-laws adopted C29/05/2009. 100% of property valuation roll completed and implemented. Rates payer data 100% scrutinized. Rates tariff structure revised 01/07/2010. Rates Policy revised (CC14/05/2011).</p> <p>Credit control and debt collection policy considered and revised with 2010/2011 annual budget. Debtors payment rate: 2007 - 104%; 2008 – 102%; 2009 – 100,6%. 2010 - 99.80% 2011 – 100,4% Credit control by-laws promulgated. Debtors payment day's: 2007 – 31 days;</p>	<p>To ensure that all the properties within the municipal areas are valued for rating purposes</p>	<p>Compile maintain general valuation roll.</p>	<p>Compile 2013/2017 valuation roll.</p> <p>Compile annual supplementary valuation roll.</p>
			<p>To provide effective service regarding valuations of immovable properties for other</p>	<p>Provide valuations on ad hoc basis.</p>
		<p>Monthly bill and posting of accounts to consumers.</p>		<p>Monthly meter readings and deviation lists.</p>
		<p>Prompt receipting and banking of all rates, fees and charges at accessible facilities.</p>		<p>Balancing of daily receipts and prepares banking.</p>
		<p>Monthly implementation and adherence to credit control policy and procedures to remain efficient and effective.</p>		<p>Disconnection of services. Manage and control outstanding debtor accounts - Organs of state. Institute legal actions and consistently apply strict credit control measures.</p>
		<p>Regular revision of the credit control and debt collection policy. Exercise Control : Debtors to revenue ratio. Debtor's payment rate. Debtor's turnover rate. Outstanding Debtors > 150 days</p>	<p>Annual revision with budget related policies and conduct public information sessions with the tabled budget.</p>	

Finance		Strategic objective: To continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.		
Status quo		Development Strategies		
Requirements	Baseline Information	Sub-Objectives	Strategies	Possible Project/ Activities
<p>Align tender and order conditions with MBD forms and supply chain regulations.</p> <p>The already approved three year capital budget must be recognised in the new Strategic Management Plan.</p>	<p>2008 – 32 days; 2009 – 29 days. 2010 – 27 days; 2011 - 24 days</p> <p>Debtors turnover rate: 2007 – 8,7%; 2008 – 8,8%; 2009 – 8,7%. 2010 – 7.5% 2011 – 6,6%</p> <p>Total outstanding debtors: 2007 – R21,3m; 2008 – R23,8m; 2009 – R25,1m 2010 – R27,4m 2011 – R30,4m</p> <p>Risk workshop held: 20 April 2010, 12 April 2011.</p> <p>Risk register compiled and approved.</p>		Debt & cost Coverage ratio	
		To maintain and upgrade the existing financial operations and procedures to provide an efficient functionality.	Institute controls, procedures, policies and by-laws to regulate fair, just and transparent transactions.	Review policies, by-laws, Internal Controls annually.
		To monitor and prevent unauthorized, irregular, fruitless & wasteful expenditure.	Institute controls and procedures to monitor and prevent unauthorized, irregular, fruitless & wasteful expenditure.	Annual review of budget policy. Investigate and report all irregular, fruitless and wasteful expenditure to MPAC. Adherence to SCM policies.
		To apply a Strategic Risk Management Program for Council.	Arrange annual risk identification and assessment workshop.	Identify and prioritize key strategic risks.
			Prepare a risk register and apply risk control through strategies identified.	Ad-hoc projects as identified with risk assessment. Three year risk based rolling audit plan for 2012/2013 to 2014/2015. Establish Risk Committee and Risk officers.
		To ensure compliance with prescribed accounting standards	All gazetted accounting standards implemented	Implement applicable accounting standards as promulgated by ASB and approved by the Accountant-General.
Finance		Strategic objective: To continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.		
Status quo		Development Strategies		
Requirements	Baseline Information	Sub-Objectives	Strategies	Possible Project/ Activities

Finance		Strategic objective: To continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.		
Status quo		Development Strategies		
Requirements	Baseline Information	Sub-Objectives	Strategies	Possible Project/ Activities
Community Inputs: Ward 4 Paypoint (12/13) Ward 5 Expensive rates (12/13) Ward 6 Paypoint / Vending Machine (12/13) Ward 11 Water bills very high (12/13) Ward 15 Paypoint at Kanonkop (12/13) Ward 19 Vending machine (12/13) Ward 24 Paypoint Inconsistent water billing(12/13)	Three-year risk based audit plan approved: 2010/11 to 2012/2013 (M52/07/2010). Training by service provider on risk identification process. All applicable accounting standards implemented from 01/07/2010. Unqualified audit report: 2006/2007 FY. 2007/2008 FY. 2008/2009 FY 2009/2010 FY. (Clean Audit) 2010/2011FY (Clean Audit) Budget Steering Committee established. Reporting in line with promulgated legislation. Budget and Reporting Regulations.	To maintain the clean audit status.		Implement new National Treasury Chart of accounts. Develop system to prepare interim financial statements.
		To ensure compliance with budget and reporting regulation.	Ensure budget process and format is in compliance with budget & reporting regulation.	Involve and task Budget Steering Committee. Prepare procedures and policy in line with regulation
		To comply with the municipal regulation on minimum competency level.	Ensure level of compliance to municipal regulation on minimum competency level. As promulgated.	Conduct accredited skills training as per municipal minimum competency regulations.
		To fully comply with Supply Chain Regulation and National Treasury Guide on procurement processes.	Align tender and order conditions with MBD forms and supply chain regulations. Dissemination of information on municipal tender proceedings. Provide separately on Suppliers database for SMME suppliers.	Regular updating of tender and order documents in line with treasury and CIBD requirements. Quarterly reporting as prescribed in terms of supply chain regulations. Annual advertisement for enlistment for service providers. Updating of existing Suppliers information on database.

		Strategic objective To render an efficient, effective and responsive consumer service to the community.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
		To alleviate poverty to improve quality of household life.	Investigate and advise on poor households to participate in indigent support program. Utilization of equitable share to support Indigent Households.	Continuous update of indigent register. New innovations to extend indigent support programme funded from equitable share. Annual review of Indigent policy.
	Five new prepaid outlets opened.	To extend service delivery to the community.	Provide accessible pay-point facilities for community.	Implement and maintain pay-point facilities at various convenience places. Establish self help counter and new cashier cubicles.
	New meter system successfully implemented February 2008. Meter reading deviations monthly followed up and faulty meters reported for repairs.	To identify and investigate inaccurate meter readings / consumption.	Identify and attend to water consumption deviation in access of 100%. Inform public on saving of water and electricity.	Conduct test on faulty meters and follow up on reading deviations. Lodge an awareness campaign on water and electricity saving tips.
	Daily and monthly revision of cash position and short term investments done in line with cash requirements.	To ensure efficient, effective cash flow management.	Have sufficient working capital continuously available.	Monthly cash flow monitoring and control.

		Strategic objective To manage and maintain all assets pursuant to complying with GRAP 17.
Status quo		Development Strategies

Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
	Repairs & Maintenance: 2008 – 6,8% 2009 – 5,6% 2010 – 5,9% 2011 – 5,2%	To ensure efficient, effective cash flow management.	Ensure all sources of funding and application of funds are in line with the approved budget.	Assist with funding applications to stakeholders, new DORA grants ect. Establish tariff structure to increase internal reserves for infrastructural demands Obtain borrowings and repayment according to affordability and capital requirements.
	Annual asset verification process and annual stock take completed by 30 June 2011.		Utilize available financial resources towards projects as identified in the IDP.	Ensure that capital projects emanating from IDP's.
	Unbundling of infrastructural assets in line with GRAP 17 completed 30 June 2010.	To manage, control and maintain all assets of the municipality.	Increase budget provision for asset maintenance over their economic lifespan. Implement a proper asset management system with fixed asset register. Program for replacement and renewal of depreciated assets with remaining economical life of less than 5 years. Reduce stock losses	Annually increase provision for repair and maintenance as per asset management guidelines. Implement asset management systems in line with accounting standards. Perform an annual survey of all assets in conjunction with other departments. Compile and regularly review asset management policy as budget related policy. Quarterly and annual stock takes. Review stock procedures and internal controls.

D: LOCAL ECONOMIC DEVELOPMENT

6.2.4. Priority Issue 4: Local Economic Development and Job Creation

LED		Strategic Objective: To ensure a better life for the society by coordinating sustainable social and economic developmental programmes.				
		Development Strategies				
Requirements	Baseline	Objectives	Strategies	Possible Project/ Activities		
<p>Manifesto:</p> <ul style="list-style-type: none"> - Build local economies to create more employment decent work and sustainable livelihoods. - The existing good relationship between the municipality and all sectors within the business community will be maintained. - More industrial stands will be created in order to fully benefit from the advantage provided by the Maputo Corridor. - We will ensure that a vibrant and functioning LED unit is created which will enthusiastically support business development and job creation within the municipality. - We regard skills development as one of the focal areas in order to grow the local economy and combat unemployment and poverty and will continuously strive towards enhancing this. <p>On the other hand we will strive to contribute effectively to the millennium goal i.e. halving poverty and unemployment by 2014. Assistance will be rendered for the completion of a regional shopping complex which will result in the creation of at least 1200 permanent jobs.</p> <ul style="list-style-type: none"> - Facilities for the development of 	<p>In 2006 LED Strategy was developed extracted from NDM LED Strategy to serve as a framework. Developing a new strategy is in progress and activities such as compiling the socio-economic information have been completed. Third annual Career Expos have been conducted and more than twenty schools participated.</p> <p>Community Garden Projects was developed with twenty seven beneficiaries sponsored by Black Wattle Mine.</p> <p>37 industrial sites were sold, site for industrial park has been made available for the investments broad by MEGA As a result of economic situation current growth rate is at 3% BLC was established for the development and support of</p>	<p>To create a conducive environment for business investment and growth for job creation</p>	<p>Develop an LED strategy with specific projects/ programs, resources required, time frames and institutions responsible for implementation.</p>	<p>Appointment of service providers to assist in developing the LED strategy.</p>		
			<p>Capacitating LED Unit to participate in all LED related structures</p>	<p>Compiling of socio-economic information to develop LED strategy.</p> <p>Compiling of socio-economic information to develop LED strategy</p>		
			<p>Establish the economic impact of the mining sector in STLM</p>	<p>Conduct economic study on the mining sector and its economic impact</p>		
				<p>To contribute towards a better life for the community by coordinating sustainable socio-economic development programs.</p>	<p>Encourage and promote information sharing sessions</p>	<p>Identify SMME's and cooperatives that need assistance.</p>
					<p>Engage private and public sectors to present to SMME's and Cooperatives opportunities available within their areas of operation.</p>	<p>Assist in identification of business facilities for SMME's development.</p>

LED		Strategic Objective: To ensure a better life for the society by coordinating sustainable social and economic developmental programmes.		
		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Project/ Activities
<p>emerging entrepreneurs will be created.</p> <ul style="list-style-type: none"> - Youth, disabled and women presentation in the Local Economic Development Forum will be ensured. Capacity building workshops will be arranged for young aspiring entrepreneurs. - The existing conducive climate for economic development will be maintained and improved where possible and we will market the municipality aggressively. - We will support the expanded Public Works Programme in co-operation with the Nkangala District Municipality and the relevant Provincial and National government departments. <p>Inherent within the PGDS are the six priority areas of intervention are identified as:</p> <p>Economic Development (i.e. investment, job creation, business and tourism development and SMME development)</p> <p>Vision 2014 Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self – employment and sustainable community livelihoods. Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets</p>	<p>SMMME's and cooperatives within the municipal area A good working relationship with SEDA, ABSA, Std Bank, Land Bank, MEGA, GTZ, DEDTE and DALA has been established.</p> <p>Partnership with eThekweni Metro Municipality and Leeds City Council in UK was established for the empowerment of SMME's through public and private procurement</p> <p>Twenty Learners are attending a Tourism Ambassador Learnership.</p> <p>Commercial township was established the available land was sold to the potential developer.</p> <p>Craft Forum was established and crafters representative were elected</p>	<p>To contribute towards a better life for the community by coordinating sustainable socio-economic development programs.</p>	<p>Assist in capacitating SMME's and cooperatives to participate in to the mainstream economy of STLM.</p>	<p>Coordinate workshops/ Seminar in collaboration with government departments /agencies and private sector</p>
			<p>Support programmes and projects aimed to develop the community</p>	<p>Identify LED projects/programs that require funding</p>
			<p>Coordinate LED related summits and events.</p>	<p>Coordinate Agricultural, Tourism and LED Summits which aim to attract youth and women into the respective sectors.</p>
			<p>Introduce a community work programme</p>	<p>Participate in the coordination of Career Expo.</p> <p>Establish partnerships through community work programmes.</p>

LED		Strategic Objective: To ensure a better life for the society by coordinating sustainable social and economic developmental programmes.		
		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Project/ Activities
Community Inputs: Ward 1 Job Creation (12/13) Taxi Shelter at Kwazamokuhle taxi rank (12/13) Ward 5+6+7 Job creation (12/13) Ward 9 LED project for women(12/13) Taxi Rank (12/13) Ward 10 Projects for women (12/13) Ward 13 Revamp hawker's stands(12/13) Ward 16 Taxi rank at Dennesig with ablution facilities. (12/13) Employment opportunities for Doornkop residents.(12/13) Ward 19+ Ward 20 Job opportunities(12/13) Ward 21 Stalls at fourway in Nelson Mandela Drive by the Taxi rank Shelter in the taxi rank (12/13) Ward 28 Projects for women(12/13) Food gardens (12/13)				

E: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

6.2.5. Priority Issue 5: Spatial Planning and Land use Management

Town Planning		Strategic Objective: To ensure coordinated rural and urban planning and development within MP313 area of jurisdiction in order to meet the needs of the communities in a sustainable manner.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto: At least 1 additional rural village will be created. With the assistance of National Government, land will be acquired to be used for commonages at towns and villages throughout the municipality.</p> <p>The Council will act as implementing agent for the settlement of restituted communities at Doornkop, Botshabelo and all other CPA areas.</p> <p>Our spatial planning will support the integration of communities and undermine all forms of racial discrimination.</p> <p>More industrial stands will be created in order to fully benefit from the advantage provided by the Maputo Corridor.</p> <p>Community Inputs: 2012-2017 Ward 1 Land for cattle grazing.</p>	<p><u>1. Newtown</u> A layout plan for approximately 500 stands exists and a preliminary plan for additional 1000 stands is in progress including investigations on possible types and levels of other basic services.</p> <p><u>2. Church stands</u> Church stands have been provided over the years and additional ones still needed</p> <p><u>3. Rural villages and land for small scale farming and commonages- Township establishment in progress</u></p> <p>(i) Botshabelo CPA (ii) Doornkop CPA</p> <p><u>4. Creation of additional residential and business stands in progress</u></p> <p>(i) Rockdale North (ii) Middelburg Ext 42 (iii) Dennesig North</p>	<p>To ensure orderly spatial planning and sustainable development within the municipal area towards the integration of communities.</p> <p>To ensure orderly spatial planning and sustainable</p>	<p>Dialogue and consultation with the farm owners on STLM objectives.</p>	<p>Acquisition of farm land adjacent to established townships, where necessary.</p>
			<p>Resource mobilization with National and Provincial Departments.</p>	<p>Township Establishment of Newtown and surrounds.</p>
			<p>Formalization of informal settlements.</p>	<p>Formalization of the existing Kwazamokuhle informal settlement.</p> <p>Relocation of Evergreen, Doornkop, Uitkyk informal settlements to suitable areas.</p>
			<p>Involvement of the public in proposed developments.</p>	<p>Publication in newspapers</p> <p>8 Townships to be established: Rockdale North, Middelburg Ext 42, Dennesig North, Aerorand South- Phase 2&3, Middelburg Extension 23 (Node D), Middelburg Extension 49, Kwaza East, Kanonkop North, East and South.</p>
			<p>Providing institutional efficiency and capacity building.</p>	<p>Training of staff members.</p> <p>Appointment of additional</p>

Town Planning		Strategic Objective: To ensure coordinated rural and urban planning and development within MP313 area of jurisdiction in order to meet the needs of the communities in a sustainable manner.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
Church sites (12/13) Serviced land for housing development (12/13) Ward 2 Land for cattle grazing. (12/13) Church sites (12/13) Serviced land for housing development (12/13) Ward 3 Land for cattle grazing (12/13) Serviced land for housing development (12/13) Ward 5 Provision of church sites (12/13) Ward 7 Stands for church and residential. Crèche site (portion) (12/13) Grazing land (12/13) Ward 8 Relocation from Uitkyk & Evergreen (12/13) Church stands to be provided (12/13) Residential stands for purchase. Crèche site. (12/13) Ward 10 Stands allocation for residential purposes(12/13) Ward 12 Enquiry on piece of land next to dam. (12/13) Ward 17 Speedy response to stands applications. (12/13)	(iv) Aerorand South- Phase 2&3 (v) Kwazamokuhle East (vi) Kanonkop North, East and South <u>5. Creation of Industrial Stands in progress</u> (i) Middelburg Ext 49 (ii) Middelburg Ext 23 (Node D) <u>6. Spatial Development Framework available</u> Terms of reference for traffic impact study have already been prepared. Terms of reference for Planning and Development Committee have been prepared and approved by the Municipal Manager.	development within the municipal area towards the integration of communities.	Enforce the Spatial Development Framework and the Steve Tshwete Town Planning Scheme, 2004 Creation of additional church stands. Provision of residential sites in order to address the demand by the community. Management of spatial development according to provincial and national legislation. Promotion of infill development on suitable and vacant municipal land.	personnel. Compile Steve Tshwete Land Use Management Scheme. Commissioning the drafting of a Municipal open space plan Enforce development and utilisation of church erven. Provide sufficient church erven in new township developments. Identify land parcels that can be converted for church use. Identify and purchase land for residential development. Revise spatial development framework as prescribed. Establishment of an Industrial Park: Middelburg Extension 49, Industrial stands and Node D. Identify suitable land for

Town Planning		Strategic Objective: To ensure coordinated rural and urban planning and development within MP313 area of jurisdiction in order to meet the needs of the communities in a sustainable manner.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Identify stands for civil servants People building as they wish Town Planning Department non functional. Township establishment – proclaim & develop. Ward 19 Rezoning of industrial site where houses allocated Ward 20 Residential stands required. Renaming of streets Ward 21 Residential stands Ward 22 Provision of serviced stands where people can build for themselves. Ward 23 Naming and renaming of streets RDP areas. The open area between Chromeville and Avalon to be made available for stands. Springbok Street must be renamed, Church stands. Need for residential stands Ward 25 There is a need for stands</p>				<p>industrial development in Kwazamokuhle and Hendrina.</p>
		<p>To ensure integrated and sustainable human settlements in the municipal area.</p>	<p>Provision of business sites in order to stimulate Local Economic Development</p>	<p>Regional shopping at Aerorand, shopping centres at Mhluzi Ext 04 and Middelburg Ext 23.</p> <p>Provide sufficient business erven in new township developments.</p>
			<p>Regulation of land use and building activities</p>	<p>Enforcement of law to ensure observance of town planning scheme, National Building Regulations and New ‘Green’ Building Standards and SDF.</p>
			<p>Promoting efficient and optimal use of land.</p>	<p>Delineate areas for densification, encourage mixed land uses on one stand and compaction of the town.</p>
		<p>To make provision for habitable and sustainable human settlements.</p>	<p>Promote security of tenure to farm dwellers by establishing more rural villages.</p>	<p>Review the rural village nodes identified by the rural study. Establish 4th rural village. Providing land for small-scale farming for the farm dwellers and some urban dwellers where possible.</p>

Town Planning		Strategic Objective: To ensure coordinated rural and urban planning and development within MP313 area of jurisdiction in order to meet the needs of the communities in a sustainable manner.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Ward 26 Residential stands</p> <p>Ward 27 Proclamation & establishment of Newtown Request for the development of 527 stands at Avalon. Residential stands Community gardens</p> <p>Ward 28 Stands for low income earners Food gardens. Additional streets and passage at Tokologo.</p> <p><u>Institutional:</u> Traffic Impact Study</p> <p>Technical Excellence and Professional Development</p>			<p>Promoting the correction of historically segregated spatial planning of settlements.</p> <p>Encouraging long term development plans and incorporate them into the Spatial Development Framework</p> <p>Practice green development by promoting efficient use of energy in buildings.</p>	<p>Conversion of Erf 2464 Aerorand into a restructuring zone.</p> <p>Identification of other restructuring zones in the towns of Middelburg, Aerorand and Hendrina. Establishment of Middelburg Ext 42.</p> <p>Identification and demarcation of land for restructuring zones. Identify land for development of inclusionary housing.</p> <p>Development of a 30 year strategic development plan</p> <p>Compilation of a densification policy.</p> <p>Submitted building plans for new structures to be evaluated based on the compliance with the energy saving regulations i.e. buildings and houses to face north.</p>

6.2.6. Priority Issue 6: Human Settlements

Human Settlements		Strategic Objective: To provide safety and security to human life.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
<p>Manifesto: Level 2 accreditation for the improved rendering of services by the Department of Human Settlement.</p> <p>A credible housing Demand Data Base will be created through the introduction of a sound IT system.</p> <p>We will assist with the provision of RDP housing within budget limits in order to address the current backlog of 15 000.</p> <p>The Council will act as implementing agent for the settlement of restituted communities at Somaphepha and Botshabelo</p> <p>National outcomes: Sustainable human settlements and improved quality of household life.</p> <p>Community Inputs: 2012-2017 Ward 1,2 & 3 Defective RDP houses especially in Ext 5 (12/13) RDP houses(12/13) Ward 5</p>	<p>Conditional accreditation obtained.</p> <p>Formal accreditation on level 1 and 2 granted</p> <p>Draft and enter into a MOU and implementation agreement with the province</p> <p>Monitoring of Contractors. Attending final inspection. Ensure that the correct beneficiary is occupying the house.</p> <p>Housing needs are submitted to the Provincial department of Human Settlement</p> <p>Housing Development Plan submitted for approval. Agenda item to be submitted to inform the Council to facilitate the signing of the MOU between the Council and Province where support and capacity building be taking 350 housing allocation was</p>	<p>To ensure effective coordination and implementation of housing provision.</p> <p>To ensure effective coordination and implementation of housing provision.</p>	<p>Acquiring municipal accreditation status level 1&2.</p> <p>Ensure institutional efficiency.</p>	<p>Pursue final accreditation.</p> <p>Implementation Protocol to be signed.</p>
	<p>Engage public and private sector on the construction and provision of houses.</p>		<p>Source out funding for the construction of houses.</p> <p>Ensure availability of serviced stands.</p> <p>Liaise with other municipal departments for the provision of serviced land.</p>	
	<p>Monitor the implementation of housing projects.</p>		<p>Consultation with the province and contractors.</p>	
	<p>Planning for Integrated housing development.</p>		<p>Convene Housing Planning and Delivery Committee meetings.</p>	
	<p>Forging partnerships with relevant stakeholders.</p>		<p>Identify and develop stakeholder database.</p>	
	<p>Enhance the provision of rental housing</p>		<p>Monitor the implementation of the MOU signed with Steve Tshwete Housing Association.</p>	
	<p>Allocating subsidies in line with the housing allocation policy.</p>		<p>Capture and update the Housing Demand Data Base.</p> <p>Capture the subsidy application forms on an electronic system</p>	

Human Settlements		Strategic Objective: To provide safety and security to human life.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
Construction of RDP houses in farm areas SIS & ALZU.(12/13) Ward 6 RDP houses.(12/13) Ward 7 RDP houses.(12/13) Ward 8 RDP houses.(12/13) Ward 10 RDP houses.(12/13) Ward 16 More houses outstanding to be built.(12/13) Ward 21 Maintenance of fractured houses that are built on wet land.(12/13) Ward 25 Allocation of RDP houses is dropping.(12/13) Ward 26 RDP houses.(12/13)	received from Province for 2012/13 financial year. Allocation was made as follows: Middelburg Ext 24 – 39 Ward 8 Rockdale – 24 Ward 8 Mhluzi - Ext 4, 5, 6 – 50 Ward 24, 25 ,26 Mhluzi Ext 4 , 5 ,6- 50 Ward 24 , 25, 26 Somaphepha village – 82 Ward 9 Sikhululiwe village – 100 Ward 7 All to be completed by 31 March 2013	To prevent illegal occupation of land.	Conduct housing consumer education. Monitor areas prone to land invasion and act against illegal activities. Educating communities on illegal occupation of land.	Educate first time housing owners about housing issues. Conduct awareness campaigns. Issuing of notices on illegal occupation of land. Demolishing of illegal structures Patrolling of hot spot areas. Use community meetings to conduct awareness campaigns on illegal occupation of land.

6.2.7. Priority issue 7: Community Facilities

Building Services		Strategic Objective: To provide municipal building and facilities while upgrading existing ones.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
		To provide easily	Implementing programmes	Upgrade of License

Building Services		Strategic Objective: To provide municipal building and facilities while upgrading existing ones.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
<p><u>Manifesto:</u> The second phase of Thusong Centre at Mhluzi Ext 7 is being attended through the Neighbourhood Development Grant.</p> <p>Cosmos Hall in Kwazamokuhle to be built into a fully Fledged Thusong centre.</p> <p>Community Hall and offices to house other governmental departments at Piet Tlou is funded by MIG.</p> <p>Thusong centres to be constructed at Somaphepha, Blinkpan and Sikhululiwe.</p> <p>Multi Purpose Hall to accommodate 1200 persons to be completed.</p> <p><u>Community Inputs: 2012-2017</u></p> <p>Ward 1 Taxi shelter at Kwazamokuhle taxi rank.</p> <p>Ward 4 Community Hall.</p> <p>Ward 6 Community Hall, Clinic, Paypoint and library.</p> <p>Ward 7 MPCC-Community Hall and Clinic</p> <p>Ward 8 Clinic</p>	<p>The designs for the second phase of Thusong Centre at Mhluzi Ext 7 are being developed.</p> <p>Piet Tlou Community Hall and Offices are in progress.</p> <p>Multi Purpose Hall to accommodate 1200 persons is 90% complete.</p>	<p>accessible new facilities that accommodate persons with disabilities whilst adapting, upgrading and maintaining existing ones.</p>	to upgrade existing municipal buildings and facilities.	<p>department Middelburg, Paving of Electrical department workshop at Service Centre and Electrical Department Strong rooms.</p> <p>Upgrade of Kwaza Hall.</p> <p>Construction of Carports at Hendrina Service Centre and Nazareth Taxi Rank.</p> <p>Upgrading of leased facilities (eg. SAPS, Old aged homes, houses), Meyer taxi rank and Kwazamokuhle ablution facilities.</p> <p>Upgrading of: Nazareth clinic, Hendrina Fire station, Komati Water Works, Kruger dam ablutions, Blink pan Sewer works, Hawkers Stalls at Van Calder and Hendrina Municipal offices.</p>
			Constructing new facilities for enhanced service delivery	<p>New public toilets at Hendrina and at Shoprite.</p> <p>New hall at Aerorand south, Ext 18 & Kanonkop / Dennesig</p> <p>Construct Library at Ext 18/ Aerorand.</p>
			Construction of facilities closer to the communities.	<p>Construction of Thusong Centres at Somaphepha, Sikhululiwe, Rockdale, Blinkpan and Cosmos hall.</p>
		To provide new Thusong facilities whilst upgrading existing ones.		

Building Services		Strategic Objective: To provide municipal building and facilities while upgrading existing ones.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
Ward 9 Clinic Ward10 Clinic and Library Ward 11. Community Hall Ward 13 Revamping of Iraq taxi rank in CBD Ward 15 Fencing between Springbok Avenue and Stofberg road. Additional ablution facilities at the Olifants Rivier. Ward 17 Clinic- waiting area needs to be closed to prevent winds and colds Youth facilities (sports, library, educational/ social) to explore youth talent. Ward 18 Upgrading of Eric Jiyane Hall (air-condition, installation of a stove in the kitchen, and replacement of curtains) Ward 21 Shelter in Taxi Rank Institutional: Upgrading of Municipal Buildings Upgrade Public toilets and				Acquiring of Eskom's existing building and converting it into Pullenshope library and community hall.
		To maintain a healthy and safe environment for the local community, visitors and employees.	Installation and Implementation of security measures and minimize vandalism and theft at municipal buildings.	Installation of burglar fencing on all Municipal properties. Fencing at the extension 7 MPCC. Fencing at Boskrans. Fencing at reservoirs and waste water plants Fencing along the Botshabelo road. Fencing between Springbok Avenue and Stofberg road Fencing and Installation of Flood lights at the service centre. Enhance security and awareness campaign.
		To promote the construction of green buildings that minimize wastage of scarce resources thus ensuring a low carbon	Raise awareness of energy saving for users of municipal buildings.	STLM energy saving strategy.
			By ensuring continuous usage of green materials	Use of energy saving globes insulation of geysers.

Building Services		Strategic Objective: To provide municipal building and facilities while upgrading existing ones.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
Install Taxi Shelters Improvement of security		foot-print	for construction of new buildings and existing. Manage products used for new and existing operation and buildings to minimize negative impact on the environment.	Install timers on Air-conditioners. Use environmental friendly cleaning products and building material.

Cemeteries		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto Goals: Build local economies to create more employment decent work and sustainable livelihoods: -We will support the expanded Public Works Programme in co-operation with the Nkangala District Municipality and the relevant Provincial and National government departments.</p> <p>Improve local public services and broaden access: - Where possible cemeteries will be developed in rural areas to cater for Mine and Eskom towns such as Pullenshope, Rietkuil, Komati/ Blinkpan as well as for the rural villages. - In co-operation with the Nkangala District Municipality a new centralized cemetery for the entire municipality will be investigated. - Land will be acquired to address the increasing demand of space for cemeteries. Existing graveyards will continuously be upgraded and maintained.</p>	<p>Nazaret cemetery road upgrade.</p> <p>Geotechnical survey for cemetery at Pullenshope completed (Eskom to handover land for development) EIA process in progress.</p> <p>Fontein street cemetery roads upgraded.</p>	<p>To provide new cemeteries while upgrading existing cemeteries according to the prioritized community needs.</p>	<p>Upgrading existing cemeteries including fencing, roads and ablution facilities.</p>	<p>Upgrading of infrastructure (roads, fences and ablution facilities etc) of all existing cemeteries.</p> <p>Planting of trees at cemeteries.</p>
	<p>Ongoing upgrading and maintenance of all cemeteries under council control.</p> <p>Ongoing maintenance and upgrade of vehicles and equipment.</p>		<p>Ensure appropriate planning and development of cemeteries in line with Service Standards</p>	<p>Develop a cemeteries Master plan</p> <p>Perform Geotechnical surveys on possible suitable land</p>
	<p>Possible suitable land identified for cemetery development at Pullenshope, rietkuil, Hendrina/Kwaza, Koornfontein, Mafube, Somaphepha and Piet Tlou.</p> <p>Six cemeteries fenced</p>		<p>Developing new cemeteries in the rural areas and outlying towns</p>	<p>Development of new cemetery in Hendrina/Kwaza, Rietkuil, Koornfontein, Sikhululiwe, Somaphepha, Mhluzi, Middelburg and Piet Tlou.</p>

Cemeteries		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Project/ Activities
<u>Community Inputs: 2012-2017</u> Ward 4 <i>Cemetery</i> Ward 7 <i>Cemetery</i> Ward 9 <i>Cemetery at Somaphepha</i> Ward 16 <i>Fence the graveyard</i> <u>Institutional:</u> Identification of suitable land for a cemetery to replace full cemeteries. Cemeteries master plan for STLM.				

Parks & Playing Equipment		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure			
Status quo		Development Strategies			
Requirements	Baseline information	Objectives	Strategies	Possible Activities	Projects/
<p>Manifesto Goals: Build local economies to create more employment decent work and sustainable livelihoods: -We will support the expanded Public Works Programme in co-operation with the Nkangala District Municipality and the relevant Provincial and National government departments. Improve local public services and broaden access: - Parks and playing equipment in both urban and rural areas have been identified at most IDP meetings with communities as a serious need. Therefore the development of such facilities will be seriously addressed. - New parks will be developed while existing parks and open areas will be upgraded according to the prioritize community needs.</p> <p>Community Inputs: 2012-2017 Ward 7 Parks</p>	<p>Park 2629 Studies conducted to develop (Mphanama river) and Public Participation process to commence</p> <p>Upgrading of Playing equipment in various parks.</p>	<p>To provide new parks while upgrading existing parks and open areas according to the prioritized community needs.</p>	<p>Upgrading open spaces, parks and playing equipment</p>	<p>Upgrade identified parks to set standards</p> <p>Replace playing equipment in various parks</p> <p>OR Tambo street Landscape & new development</p> <p>Upgrade Klein Olifants Recreation facilities.</p> <p>Planting and replacement of trees on developed sidewalks, new parks and open space</p> <p>Planting of trees on sidewalks</p> <p>Upgrade Van Blerk Plein</p>	
			<p>Improving institutional efficiency and capacity building.</p>	<p>The development of a sustainable Municipal open space plan and the implementation thereof.</p>	

Parks & Playing Equipment	Strategic Objective: To ensure development of stable and sustainable
---------------------------	-----------------------------------------------------------------------------

		communities through the provision and maintenance of accessible and reliable Municipal assets and facilities.			
Status quo		Development Strategies			
Requirements	Baseline information	Objectives	Strategies	Possible Activities	Projects/
Ward 8 Playground & Park Ward 9 Ward 10 Parks Hlalamnandi Parks Nasaret Ward 11 Recreational Facilities. Park to be fully equipped. Ward 12 Park development at Kruger dam (Soutpansberg side). Ward 13 Upgrade Van Blerk plain Park Kids Play ground Ward 19 Fencing at Matlapa Park. Ward 20 Park at 8 th street corner Elusindisweni. Ward 22 Planting of Trees Ward 25 Ext 6 Park must be developed		To provide new parks while upgrading existing parks and open areas according to the prioritized community needs.	Developing new parks and open spaces.	Developing new parks and open spaces. Develop entrances to towns. Develop parks.	
			Provide inputs at township layout design	All new township developments to include facilities for parks of reasonable size (above 5000 m2)	
		Participate in relevant capacity building activities funded by ICLEI programme.	Staff training		
		To contribute towards the mitigation of climate change impacts	Conservation of green areas, wet lands and eco-systems	Upgrading the green lungs in and around Middelburg, Mhluzi and Kwaza Develop a bird watching facility and eco centre at Athlone Dam	

Parks & Playing Equipment	Strategic Objective: To ensure development of stable and sustainable communities through the provision and maintenance of accessible and
--------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------

Status quo		reliable Municipal assets and facilities.			
Requirements		Development Strategies			
Requirements	Baseline information	Objectives	Strategies	Possible Activities	Projects/
<p>Institutional: Outcome 10: Protection and enhancement of environmental assets and natural resources - Ensure proper management of municipal commonage and urban open spaces Millennium Development Goals: Vision 2014 Pillar 1 .6) Ensure Environmental Sustainability</p> <p>Planting of trees Propagation of trees</p> <p>Parks and Cemeteries Master Plans produced and adopted by Council.</p> <p>Participate in Greenest Municipality Competition.</p>			<p>Introducing green areas in strategic places.</p> <p>Support the Greenest municipality competition.</p>	<p>Rehabilitation of Foetup wetland in Hendrina</p> <p>Play a key role in winning the Greenest Municipality Competition.</p>	

Sports & Recreation Facilities		Strategic Objective: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities.		
Status quo		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto Goals: Build local economies to create more employment decent work and sustainable livelihoods: -We will support the expanded Public Works Programme in co-operation with the Nkangala District Municipality and the relevant Provincial and National government departments. Improve local public services and broaden access: - New sport and recreation facilities will be provided while existing facilities will be upgraded according to the prioritized community needs. - Through the Neighbourhood Partnership Grant we will ensure that additional shopping facilities, government services, including police station, sports grounds and parks, are provided to the residents of Mhluzi. Community Inputs: 2012-2017 Ward 1,2,3 Stadium Ward 4 Sports grounds Recreational Facility</p>	<p>Kees Taljaard sport complex fenced. Eastdene sport facilities upgraded. Gravel soccer fields graded and maintained annually. Hendrina / Kwaza sport facilities refurbished. Extension and upgraded caravan park at Middelburg Dam Two tennis courts and two Korfbal courts resurfaced at Kees Taljaard. Continuous maintenance and upgrade of vehicles and equipment</p>	<p>To provide new sport and recreation facilities while upgrading existing facilities according to the prioritized community needs.</p>	<p>Upgrading the existing sport and recreational facilities</p>	<p>Upgrade Themba Senamela Stadium. Upgrade of sports facilities: Nasaret, Eastdene Kees Taljaard and Kwazamokuhle. Liaise with Eskom and mines on acquiring existing sports facilities Upgrading the 23 existing graded Soccer fields Ongoing upgrading of Middelburg Dam recreational facility.</p>
			<p>Providing basic sporting facilities in the rural settlements.</p> <p>Develop new sports and recreation facilities.</p>	<p>Basic multi-purpose sport facilities for low income areas Providing graded Soccer fields Design and construction of a swimming pool in Nasaret.</p>

Sports & Recreation Facilities		Strategic Objective: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities.		
Status quo		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Ward 5 Recreational facilities</p> <p>Ward 7 Sport and Recreation Facilities</p> <p>Ward 8 Playing Ground</p> <p>Ward 10 Sport ground Hlalamnandi Sport ground Nasaret <i>Swimming Pool Nasaret</i> <i>Open field at Kelnering & Philander streets is used as a temporary sports ground- Need to formalize</i> <i>Resuscitate the clubhouse for community use.</i> <i>Need for facility where Volleyball and Badmintons can be played. Eastdene.</i></p> <p>Ward 11 Recreation Facilities.</p> <p>Ward 15 Upgrading of the Cricket clubhouse i.e. provide proper lighting that meet with requirements of Cricket South Africa and proper fencing (concrete fence) Pavilion with roof at swimming pool. Pavilion hockey field</p>				

Sports & Recreation Facilities		Strategic Objective: To promote healthy lifestyles through provision of sport and recreation facilities accessible to all communities.		
Status quo		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
Proper landscaping at the Olifants rivier. Skateboard park/ facility, water facilities and lights at Lions Park. Upgrading of light at the A Rugby field at Kees Taljaard stadium. Ward 17 Sport facilities Kids Play ground Ward 19 Renovation of stadium Football Ground Ward 27 Upgrading of sports facilities (Soccer Field)				

6.2.8. Priority issue 8: Municipal Infrastructure and Services

Solid Waste Management		Strategic Objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto: We intend to continue providing collection containers at strategic points for garden refuse and remove all illegal dumping sites.</p> <p>-Other initiatives will be employed to maximize solid waste recycling.</p> <p>-An Integrated Waste Management Plan was compiled and the Solid Waste Management service adheres to this document as far as possible.</p> <p>-Waste Transfer stations for garden refuse will be established in an area to be identified between Kanonkop and Dennisig to minimize illegal dumping of refuse from private erven.</p> <p>Mini transfer stations to be established in all new developed areas i.e. Extension 24, Tokologo, Nasaret, etc</p> <p>Community Inputs: 2012-2017 Ward 1 Designated areas for garden waste and containers</p>	<p><u>Construction of Transfer stations</u> Four (5) transfer stations exist. i.e Kwaza/ Hendrina, Rietkuil, Komati, Piet Tlou & Somaphepha. The construction of Rockdale transfer station in planned for 2013/14.</p> <p><u>Recycling projects</u> The Mhluzi Buy back centre is operational. Implementation of office recycling project in progress</p> <p><u>IWMP</u> Integrated waste management plan reviewed, in 2011 and adopted by council.</p> <p><u>Solid waste By-laws</u> By-laws reviewed and adopted by council</p>	<p>To ensure a clean and healthy environment through the provision of regular refuse removal services to existing and new developments.</p>	<p>Extending the refuse removal services to rural communities through the acquisition of additional resources.</p> <p>Providing refuse removal services to new developments</p> <p>Procuring of adequate equipment.</p> <p>Introducing municipal garden waste services in previously disadvantaged areas.</p>	<p>Provide waste removal services to rural areas, Somaphepha, and Sikhululiwe.</p> <p>Provide receptacles for household and garden waste and clear illegal dumping as and when required in Piet Tlou, Somaphepha and Sikhululiwe.</p> <p>Providing waste removal service at: Rockdale North, Middelburg Ext 42, Dennesig North, Aerorand South- Phase 2&3, Ext 23 (Node D), Middelburg Ext 49, Kwaza East, Kanonkop North & East, South</p> <p>Purchase refuse containers to be utilized at the transfer stations, mini waste sites, business areas and the streets.</p> <p>Purchase adequate equipment (Year-to-year) for the removal of garden waste from identified residential areas.</p>

Solid Waste Management		Strategic Objectives: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Ward 2 Designated areas for garden waste and containers</p> <p>Ward 3 Designated areas for garden waste and containers</p> <p>Ward 6 Designated areas for garden waste and containers</p> <p>Ward 7 (Sikhululiwe) Designated areas for garden waste and containers</p> <p>Ward 8(Evergreen) Designated areas for garden waste and containers</p> <p>Ward 10 Designated areas for garden waste & containers -<i>Eastdene</i> Waste bins in the park at Blackmore street.</p> <p>Ward 13 Recycling bins required in town</p> <p>Ward 14(Gholfsig) Designated areas for garden waste and containers</p> <p>Ward 15(Kanonkop) Garden waste facility</p> <p>Ward 16 (Doornkop) Recycling facility needed</p> <p>Ward 19 Designated areas for garden waste and containers</p>	<p><u>Resources and level of service</u></p> <p>23 refuse compactors available for waste collection. Collection done as follows; weekly for residential premises, Twice weekly for Mhluzi and daily for businesses and industries.</p>		Constructing waste transfer stations and mini waste sites.	Construction of waste transfer station in Rockdale and Sikhululiwe, Aerorand and Kanonkop/Dennesig.
			Ensuring compliance with landfill site permit requirements	Construction of mini waste sites in Tokologo.
			Developing new landfill sites.	Auditing of the sites and implementation of audit recommendations
			Improving institutional efficiency and capacity building.	Identification and acquisition of land for landfill sites in Middelburg and Hendrina.
			To ensure maintenance of greenest municipality status	Establishment of Waste Information systems for STLM.
		Complying with the requirements of the Greenest municipality competition	Participate in the greenest municipality competition	

Solid Waste Management		To ensure all development and services comply with the evolving “Green evolution” in order to reduce the carbon footprint.			
Status quo		Development Strategies			
Requirements	Progress to date	Objectives	Strategies	Possible Activities	Projects/
<p>Ward 20 Rehabilitation of dumping site to a park</p> <p>Ward 22 Designated areas for garden waste and containers (Mountain view and Rockville)</p> <p>Ward 23 Designated areas for garden waste and containers (Malandule and Zikhuphule Primary School)</p> <p>Ward 25 Designated areas for garden waste and containers.</p> <p>Ward 26 Designated areas for garden waste and containers</p> <p>Ward 28 Designated areas for garden waste and containers.</p> <p>Institutional: Development and management of landfill sites. Full compliance with any permit conditions. Reduce greenhouse gas emission; mitigate climate change impacts. Implementation of National</p>	<p><u>Landfill site</u> One permitted landfill site in Middelburg.</p>	<p>To ensure compliance with national legislation/ policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate waste minimization strategies.</p>	<p>Encouraging separation at source.</p>	<p>Introducing the sorting from the households and other institutions</p>	
	<p>EIA process for extension of the Middelburg landfill site in progress. Geotechnical studies and designs completed.</p>		<p>Documentation and formalisation of all the reclaiming activities</p>	<p>Establishment of reclaimers database</p>	
			<p>Introduction of waste minimisation projects.</p>	<p>Improve waste recovery from the Landfill site through the establishment of Material Reclamation Facility (MRF).</p>	
			<p>To contribute towards the mitigation of climate change impacts.</p>	<p>Reduce carbon emissions by acquiring knowledge and best practice through the ICLEI initiative.</p>	<p>Implementation of waste to energy project.</p> <p>Improve expertise and staff training</p> <p>Green house gases inventory baseline developed</p> <p>Work with communities and private sector</p> <p>Knowledge sharing</p>

Solid Waste Management		To ensure all development and services comply with the evolving “Green evolution” in order to reduce the carbon foot print.		
Status quo		Development Strategies		
Requirements	Progress to date	Objectives	Strategies	Possible Activities Projects/
Waste Management Strategy (NWMS) targets and action plans. Implementation of Integrated waste management plan (IWMP) targets and action plans		To contribute towards the growth of the green economy through implementation of waste projects	Creation of new jobs in waste management. Encouraging the participation of SMEs and cooperatives in waste service delivery and recycling	Provision of refuse bags to Households Extending street cleaning services to unserved areas through the EPWP (Komati, Pullenshope, Hlalamnandi, Rockdale, Nasaret and Extension 24) Implementation of the garden waste project.
		To ensure that people are aware of the impact of waste on their health, well-being and the environment.	Education and awareness programmes in communities and schools	Establish school recycling projects (HDI and informal areas, Uitkyk, Evergreen). Establish environmental clubs Develop a waste management newsletter. Conduct awareness campaigns in conjunction with other departments and Private sector (HDI and informal areas, Uitkyk, Evergreen).

Electricity		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>Presidential goals: Access to electricity by 2012</p> <p>Manifesto: Improve local public services and broaden access:</p> <p>-We are in the process of upgrading the main electrical intake substations to Middelburg, Hendrina and Kwazamokuhle to cater for the growing electricity demand as well as for future developments. Two new intake substations are being erected in Aerorand and Nasaret. Gholfsig main intake substation is also in the process of being upgraded.</p> <p>-This work will continue in order to ensure sufficient electricity is available for expected future growth.</p> <p>-73% of the rural households have to rely on other sources of energy. We will ensure that the needs of these households will be seriously addressed.</p> <p>We deem the maintenance and management of assets as well as the assets registers as a priority to ensure optimal utilization of the assets and thereby providing</p>	<p>New connections were made to 4315 stands. The following areas were electrified: Piet Tlou, Tokologo, Aerorand west 80% complete, Ext 24, Phase 1 Rockdale, Kwaza Ext 7 Somaphepha, Phase 1 Sikhululiwe (Mafube).</p> <p>Upgrade and replacement of redundant cable at: Kanonkop 70% complete, Gholfsig 80% complete, Mineralia 90% complete, Industrial area 20% complete,</p> <p>Control cable 15% complete. Upgrade and replacement of redundant switchgear: Verdoorn, Gholfsig 90% complete, Mhluzi main sub, Police sub, Hospital sub, Hoog sub, Hendrina Sub Belville Sub. New Substations Aerorand 88kV Nazaret 132 kV SAE 11kV Application and part payment for increase of</p>	<p>To provide efficient and sustainable electricity supply to the consumers throughout the municipal area</p>	<p>Installation of bulk infrastructure to cater for services.</p>	<p>Widely publicise and ensure Council's adoption of the draft Short-to-Medium Term Infrastructure Plan.</p>
			<p>Finalising the draft short-to-medium term Infrastructure Plan.</p>	<p>Increase supply capacity to 40MVA at Aerorand.</p>
			<p>Increasing supply capacity of Substations in response to increasing demand.</p>	<p>Eskom supply to be finalized to Nasart new 132 KVA substation.</p> <p>Sipres supply to Dennesig North, Botshabelo and extension 39.</p> <p>Gholfsig supply to extension 23, stands at Mhluzi 7741, 7742, 7744, 7745 and Mhluzi mall.</p> <p>Increase in supply capacity to Hendrina and Kwaza.</p> <p>Medium voltage supply cable for new connections. Mid Water Development 2nd phase</p>
			<p>Installation and upgrade of infrastructure and equipment to render a service</p>	<p>Lang and Sipres 88kV control panels and circuit breakers.</p> <p>Upgrade by replacement of medium voltage switchgear</p>

Electricity		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p>sustainable services to all consumers. Artisans will be developed and trained in order to be authorized to work as Operators in the Electricity Distribution network.</p> <p>-The remaining stands at Rockdale will be fully serviced. Additional stands in Aerorand West and Aerorand South will be serviced for sale to the public.</p> <p><u>Community Inputs: 2012-2017</u></p> <p>Ward 1 Provision of electricity in informal settlement.</p> <p>Ward 2 Provision of electricity in informal settlement.</p> <p>Ward 3 Provision of electricity in informal settlement.</p> <p>Ward 4 Electricity in the farms surrounding Komati.</p> <p>Ward 5 Provision of electricity in farm areas. Negotiations with Eskom to provide electricity at the farms.</p> <p>Ward 6 Electrification of houses at Melrose.</p>	<p>supply capacity made to Eskom for following supply points: Aerorand Nazaret Kwaza Hendrina</p> <p>Area lights installed at: Piet Tlou Tokologo Aerorand west Extension 24 Phase One and Two Rockdale Kwaza Ext 7 Somaphepha Main entrance roads 50% completed Mhluzi 98% complete Assets register complete</p> <p>2011/2012 Police substation Hospital Weg</p> <p>Replace faulty prepayment meters Repalce meter kiosks Network reinforcement HT links Replace control cables Replace MV cables Fencing outdoor equipment (Electrification stand 6590</p>	<p>To provide efficient and sustainable electricity supply to the consumers throughout the municipal area</p> <p>.</p> <p>To provide efficient and</p>	<p>.</p> <p>Providing infrastructure and connections to all new developments when required.</p>	<p>at Verwoerdpark, Japie Greyling, Civic center, Park Dairy, Town Square</p> <p>Upgrade by replacement of low voltage overhead lines at Groenkol, Middelburg CBD, Hendrina.</p> <p>Upgrade by replacement of unsafe meter kiosk throughout MP313</p> <p>Upgrade by replacement of 11kv Ring Main Units at Mhluzi, Kanonkop, Gholfsig, Kwaza, Mineralia, Dennesig and Aerorand The reinforcement of network as and when required throughout MP 313 area.</p> <p>Primary Medium voltage links for as and when required.</p> <p>Upgrade by replacement of Mini Substations as and when required.</p> <p>Upgrade by replacement of control cable: Industrial area, Central</p>

Electricity		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.			
Status quo:		Development Strategies			
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities	
<p>Ward 7 High mast lights Electricity installation for the RDP. Electricity in all the farms</p> <p>Ward 8 Electricity supply at Rockdale</p> <p>Ward 9 Electricity to neighbouring farms</p> <p>Ward 10 Installation of street lights along Koets Street and in front of Eastdene Hall Street lights at Madina Street</p> <p>Ward 12 Traffic lights entrance Mandela road to the mall development. Street light required at entrance to town Vandyksdrift and Walter Sisulu intersection.</p> <p>Ward 13 Improved street lights in the CBD</p> <p>Ward 14 High mast or lights required-open space next to the substation Street lights from c/o Totius and Cowen Ntuli to Tswelopele str, north in Tswelopele str towards Mhluzi. High mast lights-open spaces between Totius & Protea str and Cowen Ntuli & Tswelopele str, Gholfsig. Street lights Totius to be lowered Street lights at Twelopele &</p>	<p>Ext 4 Mhluzi), 200 RDP House connections</p> <p>Banquet hall supply Upgrading existing highmasts</p> <p>Free Basic Electricity implemented for MP 313 area in terms of a Council Resolution</p> <p>Draft Policy document available for alternative energy.</p> <p>Electricity Sustainability Strategy document being compiled. - Energy Efficiency - Demand Management</p>	<p>sustainable electricity supply to the consumers throughout the municipal area</p> <p>.</p>		<p>Business District, Siepres supply area</p> <p>Upgrade by replacement medium voltage cable as and when required. Reabota Hostel, Kanonkop, Dennesig, Clubville, Gholfsig, Industrial area, Komati</p>	
				<p>Provide an effective free basic electricity</p>	<p>Providing area lighting where required.</p>
				<p>Implementing free basic electricity policy.</p> <p>Document and implement free alternative energy policy.</p>	<p>Low income area restricted to 20 Amp.</p> <p>Indigents without grid electricity to be provided with Bio Ethanol gel & equipment.</p>

Electricity		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.			
Status quo:		Development Strategies			
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities	
<p>Cowen Ntuli not working Ward 15 High mast lights at the ext of Meyer strt and Stofberg road. Skateboard park/ facility, water facilities and lights at Lions Park. Ward 17 Streetlights at the flats needed. Streetlights not bright enough Electricity – 1-5 (100 units) Transformer – to be removed from stand 10145 Ward 18 Street lights in Reabota to be replaced. Ward 20 High mast lights- Open space next to the substation. Ward 23 Street light in Chocolate, Zamokuhle & Constituents Strts. Ward 25 Street lights in Ext 8 to be lowered Streetlights – Main road Ward 26 Installation of street lights. Street lights with exposed cable Ward 28 High mast lights Tokologo and Malope(at stand 335 and Malope village)</p>		<p>To provide efficient and sustainable electricity supply to the consumers throughout the municipal area</p>	<p>All new and existing fittings to be aligned to the energy saving fittings.</p>	<p>existing fittings with energy saving fittings Smart Metering pilot projects</p>	
				<p>Community involvement and discouraging tampering, using real time monitoring systems.</p>	<p>Community awareness campaigns. Installation of anti-tamper devices.</p>
			<p>To encourage the use of alternative energy to consumers with or without access to the existing electricity grid.</p>	<p>Developing a policy and encouraging the utilization of alternative energy.</p>	<p>Solar electrification of houses and municipal buildings. Installation of solar geysers, solar panels for swimming pools and houses.</p>
				<p>Contribute towards the mitigation of climate change impacts by reducing carbon emissions</p>	<p>Solar Geysers TOU Tariffs Working with ICLEI Team Specify catalytic converters for all new vehicles</p>

Water	Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.
--------------	------------------------------------------------------------------------------------------------------------------------------------------------------

Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<p><u>President goals:</u></p> <p>Access to potable water for all by 2008.</p> <p><u>Manifesto:</u></p> <ul style="list-style-type: none"> - A sufficient water and electricity supply for future generations will be ensured. - The remaining stands at Rockdale will be fully serviced. Additional stands in Aerorand West and Aerorand South will be serviced for sale to the public. <p><u>Provincial Flagship projects:</u></p> <p>Water for all.</p> <p><u>Community Inputs: 2012:2017</u></p> <p>Ward 1 Communal water taps in informal settlements.</p> <p>Ward 6</p>	<p><u>1. Water Treatment Capacities:</u></p> <p>Treatment Systems Managed by Water Services Authority: Vaalbank = 45 MI/day Krugerdam = 6MI/day Hendrina = 4 MI/day Rudementory Boreholes</p> <p>Water Treatment Works Managed by Water Services Providers: Eskom Hendrina Eskom Arnot Eskom Komati Kranspoort Middelburg Mines Aventura Loskop</p> <p><u>2. Bulk waterlines:</u> Dia 315mm – 900mm =128 115m</p> <p><u>3. Network Lines:</u> 63mm-300mm=719 007m</p> <p><u>4. Current Projects (2011)</u> Servicing of new stands: Rockdale, Aerorand west, Ext 18 industrial, Erf 6590 MHL ext 4.</p> <p>Planning tshe servicing of stands in Aerorand south</p>	<p>To provide quality and sufficient water supply and an environment not harmful to human health or well being.</p>	<p>Investigating all possible alternative sources to augement the current water supply to Middelburg.</p>	<p>Utilisation of reclaimed mine water from the mines.</p>
			<p>Finalise the draft short-to medium term Infrastructure Plan.</p>	<p>Widely publicise and ensure Council's adoption of the Draft Infrastructure Plan</p>
			<p>Improving institutional efficient and capacity building.</p>	<p>Buying of vehicles and equipment for service delivery.</p>
			<p>Upgrading existing water infrastructure.</p>	<p>Upgrade bulk services</p>
			<p>Providing water for new developments.</p> <p>Continue with the eradication of backlogs in water supply in the rural areas by drilling more boreholes, erecting wind pumps and elevanted Jojo tanks.</p>	<p>Upgrade water networks</p> <p>Construct new network infrastructure at all industrial Areas and Rockdale. Constrct new network infrastructure: Rockdale Bulk & network, Industrial stands Ext.18, Aerorand South, Dennesig North, Middelburg Ext 42, Kwaza Ext 1, Kwaza Ext 8. Middelburg Ext 49 (Industrial park) Aerorand South Phase 2</p>
			<p>Managing water infrastructure assets</p>	<p>Implement water Management and asset management program.</p> <p>Construction of 10MI Reservoir at Skietbaan site.</p>

Water		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
Water tanks needed at the farm areas, in particularly during rainy seasons. Ward 7 Water at Emadamini area, Kleinfontein farm and other farms. Water house connection Sikhululiwe Ward 14 Upgrade the water reticulation system for the supply of up to standard quality water. Clubville and Gholfsig – pipes burst regularly and water is dirty. Ward 16 Water- house connections. Ward 20	phase 2. (Residential & Business). Construction of Bulk water supply to and from Rockdale reservoir. Construction of Bulk water supply line from Rockdale Reservoir to the Rondebosch developments. Construction of 10MI Reservoir at Rietfontein Reservoir site. Upgrade Vaalbank WTW			Construction of 5MI Reservoir at Hendrina/Kwaza. Water supply to future Rural villages. Replace existing water supply line from Woestalleen to Hendrina WTW
			Providing water in remote areas.	Drill boreholes and transport water to farm settlements. Commencement of legal actions against farm owners refusing access to their properties for water delivery to farm dwellers. Purchase or replace vehicles in terms of Council policy.
Replacement of water pipes at Sam Fisher Street (Pipes are bursting regularly) Ward 27 Water Water diversion – communal to individual taps Ward 28 Water provision at Malope Village	Turnaround time of 3 hours to repair the burst pipe has been set as a service standard. Obtained Blue Water Status for four Water Systems		Comply with the service standard.	Attend damaged water pipes within the set turnaround time.
			Implementing a water quality monitoring program as per legislation and the requirements of the Blue Drop Accreditation for municipalities.	Analyze drinking water quality on a weekly basis to ensure good quality water for all. Upgrade of water treatment works.
Institutional:	Currently the department is loosing average of 30% of		Introduce programmes that	Replacing old existing pipes

Water		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo:		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Project/ Activities
<ul style="list-style-type: none"> -Apply for water use license. -Upgrade Vaalbank WTW -Consider Pre-feasibility study for alternative water supply. -Operate and maintain water treatment works according to BLUE Water requirements. -Provide for additional water storage capacity. -Replace redundant assets. 	water per annum		assist in managing and monitoring water losses.	<p>and replacing damaged meter to manage the water loss from the reservoirs to networks.</p> <p>Provide information sessions to consumers on the use and conservation of water.</p>

Sanitation		Strategic Objective: To ensure compliance with green water requirements in a sustainable way by maintaining a high quality service throughout the MP313 area.		
Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Presidential goals: Sanitation for all – 2010</p> <p>Manifesto: -Sewer bulk infrastructure is to be constructed and new sanitation networks will be installed for the following townships: Rockdale, Extension 18, Sikhululiwe (Biological Toilets) Somaphepha (Biological Toilets), Kwazamokhule Ext 8, Rondebosh Developments Middelburg Ext 42 -The remaining stands at Rockdale will be fully serviced. Additional stands in Aerorand West and Aerorand South will be serviced for sale to the public.</p> <p>Community Inputs: 2012-2017 Ward 2 Additional toilets- Each stand to be provided with toilets Ward 3 Additional toilets- Each stand to be provided with toilets</p>	<p>1.Waste Water Treatment Capacities: Boskrans = 30 MI/day Kwazamokulhe = 3.8 MI/day Komati = 1.5 MI/day Blinkpan Koornfontein = 0.25 MI/day</p> <p>2.0 Outfall Sewer lines Dia 315mm-900mm=</p> <p>3.0 Network Lines: Dia 100mm-300mm =</p> <p>Servicing of stands in the following areas: -Industrial stands in Ext 18. -Residential stands in Rockdale. -Residential stands in Hendrina Ext 3. -Appoint service provider to apply for water use license for waste treatment. Construct outfall sewer from Nasaret pump station to Eastdene.</p> <p>Upgrade Klein Olifants outfall sewer.</p>	<p>To provide a sustainable waste water quality that improves the health, hygiene and environment of the inhabitants.</p>	<p>Upgrading infrastructure at existing waste treatment works</p>	<p>Upgrade bulk sewer services Upgrade sewer networks. Upgrade Boskrans WWTW Increase treatment capacity Boskrans WWTW Increase treatment capacity Kwaza WWTW. Construct new Sewer bulk infrastructure – Nasaret / Rockdale outfall sewer line</p>
			<p>Improving institutional efficiency and capacity building</p>	<p>Ugrading and Maintaining the vehicle fleet.</p>
			<p>Providing sewer networks to new developments</p>	<p>Construct new Sanitation network infrastructure at Rockdale, Ext. 18, Mafube (Biological Toilets), Kwazamokhule Ext 8, Middelburg Ext 42, Middelburg Ext 49, Aerorand South Phase 2, Rockdale / Nasaret outfall sewer.</p>
			<p>Managing sewer infrastructure assets</p>	<p>Implement a Sewer Management and asset management program.</p>
			<p>Providing sanitation solutions in rural areas and informal settlements</p>	<p>Install biological toilets in the Rural Area</p>

Sanitation		Strategic Objective: To ensure compliance with green water requirements in a sustainable way by maintaining a high quality service throughout the MP313 area.		
Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Ward 7 Waterborne toilets at Sikhululiwe. Toilets needed at Uitkyk.</p> <p>Ward 8 Biological toilets not enclosed. Toilets needed at Uitkyk and Evergreen Drainage system in Rockdale.</p> <p>Ward 16 Waterborne toilets (inside the houses).</p> <p>Ward 17 Proper sewerage as kids are getting sick. Toilets not maintained (stinking) excessive smell from sucking – municipality to use chemicals to kill the smell.</p> <p>Ward 27 Sanitation. Waterborne toilet Toilets.</p> <p>Institutional: -Upgrading of outfall sewer lines. -Upgrading and enlargement of the waste treatment plant. -Asset management and maintenance of existing equipment. -Regular upgrading of outdated mechanical and electrical equipment.</p>		<p>To provide a sustainable waste water quality that improves the health, hygiene and environment of the inhabitants.</p>	<p>Comply with the green drop legal requirements.</p>	<p>Samples analyzed weekly to monitor the quality of the effluent.</p> <p>Implementation of a water quality monitoring programme.</p>
			<p>Obtaining carbon credits.</p>	<p>Extraction of and converting methane gas into energy.</p> <p>Management of energy consumption at all water works</p>
			<p>Reducing carbon emissions.</p>	<p>Specifying catalytic converters for all new vehicles.</p>

Roads and Storm Water		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Manifesto:</p> <p>-The plan is to continue tarring more roads in urban areas and build gravel roads in the rural villages. It is also planned to pave each year as many sidewalks as the budget allows.</p> <p>-Roads in the rural areas are graded and maintained on a regular basis.</p> <p>-Stormwater systems are to be installed according to the master plan.</p> <p>Community Inputs: 2012-2017</p> <p>Ward 1 Tarring of roads next to the cemetery</p> <p>Ward 4 Grading of roads to allow scholar transport to penetrate farm areas.</p> <p>Ward 5 Drainage system not effective.</p> <p>Ward 7 Storm water drainage in all streets Bridge over the freeway (N4) for school kids Bridge over the railway line</p> <p>Ward 9 Grading of farm roads to give access to water trucks Bridge in N4 Freeway</p> <p>Ward 10 Completion of tarred road (at the back of Hlalamnandi) Walkway bridge over the railway line</p>	<p>1.0 Roads MP313: Paved = 593 km Gravel = 109 km</p> <p>2.0 Construction of new roads:</p> <ul style="list-style-type: none"> • Aerorand – 0.65km • Middelburg 24- 0,71km • Mhluzi X2, –0.6km • Mhluzi X4 –0.357km • Mhluzi X6 – 0.12 km • Hendrina – 0.36km • Kwaza X4&5 – 1,031 km <p>3. Rehabilitation of existing roads:</p> <ul style="list-style-type: none"> • Dr Mandela Drive-1.3km <p>4. Construction of Storm water system:</p> <ul style="list-style-type: none"> • Aerorand – 0.45km • Middelburg 24 – 0.391 km • Mhluzi-0,38km • Mhluzi X2, – 0.86km • Mhluzi X4 – 0.4 km • Hendrina – 0,36km • Kwaza X4&5 – 0.255 km 	<p>To ensure provision of new roads and storm water infrastructure while upgrading existing infrastructure.</p>	<p>Regular upgrading of storm water drainage infrastructure.</p> <p>Implement the installation of storm water system according to the master plan.</p> <p>Upgrading of the existing road surfaces.</p> <p>Rehabilitation of roads</p> <p>Upgrading the existing sidewalk surfaces.</p>	<p>Targeted areas include Pullenshope, Middelburg and Mhluzi</p> <p>Targeted areas include Kwazamakuhle, Mhluzi, Tokologo, Middelburg Ext 11, Aerorand, Middelburg, Railway line, Kranspoort, Middelburg X18, Mhluzi Ext 8, Presidentsrus, Dennesig North, Middelburg Ext 34,35,36,42,49, Nasareth Erf 1, Kanonkop East, South, Industrial node.</p> <p>Resealing of roads as per PMS Rehabilitation of roads as PMS Revitalisation of OR Tambo street- CBD</p> <p>Upgrading of sidewalks.</p>

Roads and Storm Water		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>Creation of additional parking bays by lowering the street curbs along Koets Street</p> <p>Paving along Koets Street</p> <p>Construct storm water drainage at Pilodia Strt next to Eastdene School</p> <p>Re-sealing at Medina Street.</p> <p>Construction of storm water drainage pipes along Koets Street</p> <p>Redesign & upgrade the parking area of the top part of Eastdene Complex</p> <p>Ward 11</p> <p>Tarring of roads.</p> <p>Ward 12</p> <p>Tarring of roads at Aerorand West.</p> <p>Storm water drainage to be installed.</p> <p>Pedestrian paving – Oranje street bridge.</p> <p>Reseal Totius street in Aerorand.</p> <p>Cycling path over bridge.</p> <p>Ward 13</p> <p>Revamping of sidewalks in CBD.</p> <p>Upgrade parking area at Pick and Pay, checkers and Sanlam centre.</p> <p>Cycling path over bridge.</p> <p>Totius strt- Aerorand to be resealed.</p> <p>Upgrade of storm water pipes at SADC and West Streets</p> <p>Ward 14</p> <p>Paved walkways in Totius strt from Sangiro up to Bhimmy Damane street and Tswelopele strt from Cowen Ntuli to Bhimmy Damane extension.</p> <p>Devilliers str need paved walkways (Mica and next to Drs Quarters).</p> <p>Maintenance of the van Dyksdrift access road to Middelburg.</p> <p>Re- sealing of road surface at Eeufees</p>	<p><u>5. Paving walkways completed</u></p> <ul style="list-style-type: none"> • Hendrina 350 – m² • Pullenshope- 200 m² <p><u>6. Bridges :</u></p> <ul style="list-style-type: none"> • Maintenance – Mhluzi stadium street bridge • Maintenance – Ikageng street bridge <p><u>7. Maintenance of urban & rural gravel roads</u></p> <ul style="list-style-type: none"> • Rondebosch • Presidentsrus • Vaalbank road • Doornkop • Tokologo • Kwaza mokuhle • Aerorand • Middelburg X18, • Middelburg X11 • Mhluzi x 6,8, • Malope Village • Bankfontein • Rockdale • Mafube • Newtown <p><u>8. Reseal of roads / fixing</u></p>	<p>To ensure provision of new roads and storm water infrastructure while upgrading existing infrastructure.</p>	<p>Constructing new roads where required.</p>	<p>Construct new paved roads</p> <ul style="list-style-type: none"> • Eastern by pass route • Tokologo • Mhluzi Ext 5,6,8 • Middelburg Ext 18 • Aerorand West & South • Middelburg Ext 11 • Hendrina • Kranspoort • Presidentsrus • Rockdale • Kwaza Ext 1,4,5, 7 & 8 • Dennesig North • Middelburg Ext 34, 35, 36, 42, 49. • Nasareth Erf 1 • Kanonkop East,South • Industrial node
			<p>Providing paved-sidewalks where there is a high volume of pedestrians.</p>	<p>Construct new sidewalks where necessary.</p> <ul style="list-style-type: none"> • Mhluzi • Middelburg • Hendina • Kwazamokuhle • Pullenshope • Komati • Rietkuil
				<p>To ensure provision</p>

Roads and Storm Water		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>street. Clean storm water channels in Totius strt. Extend/replace the existing water drainage pipe so that it can handle the flooding. Improved storm water in Totius street especially close to cemetery. Ward 15 Cycling routes to schools and town. Drainage system not effective during rainy season especially at River park. Paving of unpaved carports Ward 16 Grade the roads. Borrow-pit next to tank to be closed. Need to tar/pave roads. Ward 17 Pavement needed between the flats. Stormwater drainage system Parking area. Ward 18 Storm water pipes along Protea Ave. Grading of roads at Reabota Block Ward 19 Paving at 3rd Street. Storm water drainage at Gogonambuyisa. Road repairs incomplete-Mnguni Strt. Ward 20 Extension of storm water drainage pipes from Stand 1090 Ngcobo Strt. Improved storm water drainage Driveway to 3276, 3278,3277 (Ext1) Ward 21 Zwelethu, Mangosutho & other parts of</p>	<p>of potholes</p> <ul style="list-style-type: none"> • Middelburg, • Mhluzi, • Rietkuil, • Hendrina and • Komati 	<p>of new roads and storm water infrastructure while upgrading existing infrastructure.</p>	<p>Construction of bridges</p> <p>Develop the floodline master plan.</p>	<p>requirements of the existing bridges.</p> <p>Use the floodline plan to upgrade or install new drainage systems.</p>

Roads and Storm Water		Strategic Objective: To ensure provision of affordable and sustainable basic services by upgrading existing and providing new infrastructure.		
Status quo		Development Strategies		
Requirements	Baseline Information	Objectives	Strategies	Possible Project/ Activities
<p>the ward storm water problems.</p> <p>Ward 23 Storm water drainage in Jamaica Str.</p> <p>Ward 24 Paving at Makatane street. Walk path from Mandela str to Ext 7 Improved storm water drainage system at Lendeni street</p> <p>Ward 25 Guard rails at Ikageng street bridge. Streets in ext 8 & 6 not tarred (Paving preferred). Ext 6 the gravel road must be tarred / paved to create employment</p> <p>Ward 26 Tarring of 37th Avenue & other strts at Mhluzi Ext 6, 9th & 23rd Crescent,</p> <p>Ward 28 Tarred roads- Tokologo and Malope</p> <p>Ward 29 Storm water channeling. Tarring of roads at Presidentsrus. Access road from Presidentsrus to the township. Paving of roads.</p> <p>Institutional: The continuous evaluation and upgrading of the bridges in the municipality.</p>				

6.2.9. Priority Issues 9: Safety, Security and Fire and Emergency

Fire and Emergency		Strategic Objectives: To provide safety and security to human life.		
Status quo		Development Strategies		
Requirements	Baseline information	Objectives	Strategies	Possible Projects/ Activities
<p>Manifesto: Disaster Management arrangements will be improved.</p> <p>Community Inputs: 2012-2017 Fire Hydrants for protection of properties.</p> <p>Institutional: Additional fire station at Mhluzi and proposed satellite stations at Kransport and Industrial area.</p>	<p>Implementation of the Level 1 of disaster management plan.</p>	<p>To provide effective and efficient emergency services.</p>	<p>Development of Final Disaster Management Plan.</p>	<p>Training of personnel on the Disaster Management Plan.</p>
	<p>Budget spent on Disaster Management Equipment R100 000</p> <p>R150 000 spent on final Disaster Management Plan and training of councilors.</p> <p>All underground hydrants were installed aboveground</p> <p>Await council approval for the construction of the fire station in Mhluzi</p>			<p>Conduct Disaster Management and fire safety awareness campaigns.</p> <p>Enter into Mutual Aid Agreements with private sector.</p> <p>Participate in the ISDR (International Strategies for Disaster Reduction) programme.</p>
	<p>33 signed agreements – Landowners</p> <p>9 signed agreements – Governmental & Non-governmental organisation</p>			<p>Provide additional fire stations at strategic places and industrial areas.</p> <p>Manage and minimize the incidents of veld fires.</p>

Traffic		Strategic Objectives: To provide safety and security to human life.				
Status quo		Development Strategies				
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities		
<p>Manifesto: The traffic flow through Middleburg and Mhluzi will be improved Traffic Wardens will assist with traffic control.</p> <p>Informal traders will be controlled and assisted.</p> <p>The SAPS will be assisted to attempt to completely eradicate crime from our landscape.</p> <p>National outcomes: All people in South Africa will be protected and feel safe.</p> <p>Community Inputs: 2012-2017 Ward 1 Speed humps and repair the old ones Ward 7 Speed humps Traffic boards Ward 10 Speed humps Cradock & Malmesbury/ Fortnapier Street. Speed hump Verdorn towards Cowen Ntuli. Traffic calming Chromeville. Traffic calming and traffic circle at Boncker & Koets, Weeber &</p>	<p>The traffic flow is improving due to the implementation of the following control systems:</p> <ul style="list-style-type: none"> • Traffic Wardens at strategic areas • Installation of traffic signals. <p>Regular law enforcement and monitoring is conducted. Joint operations are held with SAPS.</p> <p>Traffic signal were installed during the financial year 2011/2012 and the areas are as follows:-</p> <ul style="list-style-type: none"> • Kesiskamma & Sondagsrivier • Verdoorn & Zuid • Samora Machel/Toyota • Dr Mandela Road & Sondagsrivier • Hendrina Road/Hlalamnandi & Dr Mandela Road 	<p>To create an effective and efficient law enforcement within the municipal area.</p>	<p>Utilisation of specialized traffic control orientated vehicles.</p>	<p>Purchase or replace vehicles in terms of Council policy.</p>		
			<p>High visibility patrols in all areas.</p>	<p>Conduct road blocks and road traffic campaigns.</p> <p>Participate in national arrive alive campaigns.</p> <p>Joint operations with emergency services.</p>		
					<p>Ensuring institutional efficiency.</p>	<p>Arrange internal and external training for traffic personnel.</p>
				<p>To improve the free flow of traffic.</p>	<p>Installation of new traffic signals.</p>	<p>Construction of traffic signals Correct placing and visibility of road signs.</p>
				<p>To create a conducive environment for business investment and growth for job creation</p>	<p>Law enforcement on hawkers</p> <p>Monitoring of street traders</p>	<p>Enforcement of by-laws.</p> <p>Update hawkers register. Conduct inspection visits. Renewal of permits. Allocation of proper stalls and well demarcated sites. Building proper shelter for Hawkers.</p>
				<p>To improve road safety.</p>	<p>Regulate traffic.</p>	<p>Scholar patrols and Traffic Wardens placed at strategic areas.</p> <p>Construction of traffic</p>

Traffic		Strategic Objectives: To provide safety and security to human life.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
Verdoorn stop. Extension arms for robot from old Belfast, Cnr Cowen Ntuli & Witcht Street Robot at Adelaide Street. Ward 12 Traffic light at entrance Mandela Road to the new Mall Street names at Aerorand West. Speed hump John Magagula/Vos, Midwater centre. Ward 13 Revamp Hawkers stands. Rerouting of trucks in CBD area. CCTV in CBD area. Ward 14 Speed hump or stop sign Cowen Ntuli Ward 15 Speed hump Lillian Ngoyi/Njala; Azalea next to Oliphants River Stop sign around the corner at 2nd speed hump Broodboom & Oribi Street Ward19 Speed hump Church, Malema Street Ward 22 Speed hump Ellen Ntlapho, Moetanalo, Church, Diphalea, Mnguni/Church, Bashele & Motsepe, vicinity of Sozama, Matsimela, Magagula next to				calming measures in order to reduce speed.
		To enhance safety and security at all municipal buildings and facilities.	Improve and maintain access control at Municipal buildings. Development of a contingency plan.	Upgrade of the municipal main building entrance. Deploy security guards for monitoring.
		To promote access to safe & orderly public transport	Construction of Multi Modal Facility	Source out funds for the study of the facility. Source out funds for the establishment of the facility

Traffic		Strategic Objectives: To provide safety and security to human life.			
Status quo		Development Strategies			
Requirements	Baseline	Objectives	Strategies	Possible Activities	Projects/
<p>the shop.</p> <p>Ward 23 Speed hump at Chocolate Street, Ithembe, Phindani, New Sasol</p> <p>Ward 25 Speed hump at Mthunzini Street at the curve and at stand 1530</p> <p>Ward 26 Speed humps Ikageng.</p> <p>Ward 27 Speed hump next to Newton Park.</p> <p>Ward 28 Speed hump between 4&5& Tokologo (9th & 7th Street). Stop sign T junction next to stand 6540.</p> <p>Institutional: Assisting in the construction of Multi Modal Facility. Establishment of Municipal Traffic Court.</p>					

6.2.10. Priority Issue 10: Licensing

Licensing		Strategic Objective: To provide a responsive, accountable, effective and sustainable public services			
Status quo		Development Strategies			
Requirements	Baseline	Objectives	Strategies	Possible Activities	Project/
<p>Manifesto: The License Department is there to deliver a professional and efficient service.</p>	<p>Registering of motor vehicles and conducting tests for Learners and Drivers licenses.</p> <p>Employees are trained in house.</p> <p>Implementation of a seven day trial plan.</p>	<p>To provide effective and efficient licensing services and to ensure that drivers using the roads are competent.</p>	<p>Training of employees on E-NATIS system</p> <p>Building of an additional test track for testing of drivers' license.</p> <p>Updating statistical information.</p> <p>Conscientise the procedures of the Licensing department by having a good channel of communication with the public</p>	<p>Conduct in service training.</p> <p>Appointment of additional examiners.</p> <p>Data capturing on number of vehicles registered and licensed</p> <p>Data capturing on number of drivers license and learners license issued.</p>	
			<p>Process business licenses within the MP313 area</p> <p>Evaluate vehicle and business applications</p>	<p>Receiving of applications, inspection and issuing of business licenses.</p> <p>Team up with the SAPS to inspect and enforce business license regulations.</p> <p>Communicate the applications of business license with relevant departments.</p>	

6.2.11. Priority issue 11: Education and Libraries

		Strategic Objective: To contribute towards a healthy, well informed and environmentally safe community		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/Activities
<p><u>Manifesto:</u> Additional libraries will be provided in the township of Mhluzi and at rural villages.</p> <p>National Outcome 1 Improve the quality of basic education</p> <p><u>Community Inputs: 2012-2017</u></p> <p>Ward 5 Library Ward 6 Library Ward 10 Library</p> <p><u>Institutional:</u> Upgrading of library facilities. Construction of a library at Tokologo</p>	<p>Schools and Old age homes and Middelburg hospital were visited and library services provided.</p> <p>Local radio station used to market library activities and services offered.</p> <p>Annual Library week celebrated</p> <p>Eleven libraries were established at Mhluzi and one at Doornkop.</p> <p>Upgraded internet system and study areas.</p> <p>All libraries are linked to the main server.</p> <p>Staff trained on Customer Care</p>	<p>To enhance education through the provision of libraries and educational materials.</p>	<p>Market library services to the community of MP313.</p> <p>Strengthen all relevant community structures within the library services.</p>	<p>Visit schools, old age homes, and hospitals.</p> <p>Use of local radio station.</p> <p>Celebration of the annual library week.</p> <p>Establishment of the "friends of the library"</p>
		<p>To promote the culture of reading and access to information for all.</p>	<p>Enhance the use of library services.</p> <p>Develop skills in library information services</p>	<p>Walk-walk to your library campaign.</p> <p>Fundza for fun campaign.</p> <p>Train staff on marketing skills.</p> <p>Staff training on toy libraries.</p>
			<p>Maintain a responsive and a user friendly information system in all libraries</p>	<p>Offer online circulation of books.</p> <p>Provide an online catalogue for the library users.</p>

6.2.12. Priority Issue 12: Municipal and Primary Health Care

Strategic Objective: To contribute towards a healthy, well informed and environmentally safe community.						
Status quo		Development Strategies				
Requirements	Baseline	Objectives	Strategies	Possible Project/ Activities		
<p><u>Manifesto:</u> Negotiate with the Department of Health for additional clinics at various areas.</p> <p>Fight against HIV/AIDS will receive special and dedicated attention.</p> <p>Working together with the Department of Health will endeavor to extend clinic hours.</p> <p>Air pollution will be seriously addressed</p> <p><u>National outcomes:</u> Improve health and life expectancy.</p> <p><u>Millennium Development Goals:</u> Reduce child mortality Improve maternal health Combat HIV/AIDS, Malaria and other diseases. Ensure Environmental sustainability.</p> <p><u>Community Inputs:</u> Ward 1,2&3</p>	<ul style="list-style-type: none"> -Renovated Ext 8 clinic. -Extended Nasaret clinic -Constructed Ext 6 clinic and Doornkop clinics -Acquired land to build a clinic at Rietkuil -Installed UV lights in the clinics to control TB -The 9 out of 10 Municipal clinics are issuing ARV's. -Conducted HIV, AIDS& TB campaigns. -Staff trained on managing clients on ARV's -The Department of Health provided additional Lay Counsellors on HIV & AIDS in the clinics. -Provided HIV counselling and testing -Provided direct treatment and support to observed participants -Unfrozen and appointed 3 nursing assistants -Appointed 4 additional Community Health Nurses -Promoted 10 Community Health Nurses to Senior Community Health Nurses in all the clinics -Participated in the national sentinel antenatal survey on HIV & AIDS. 	To provide an effective and efficient personal primary health care and municipal health services.	Negotiate with the Department of Health on Primary Health Care Services.	Request Dept. of health to provide additional clinics. Interacting with the dept. of Health at the provincial and district level regarding the concluding the provincialisation of Primary Health Care services and subsidies.		
				Improvement of personnel skills and knowledge.	Requesting of additional staff. In service training short courses and training at professional institutions.	
				To contribute towards the minimizing of the spread of HIV, AIDS, STI and TB.	Implementation of national HIV, AIDS, STI and TB programmes.	Awareness campaigns. Provision of ARVs in the clinics. Provision of HIV counseling and testing. Provision of direct observes treatment support. Participation in antenatal survey on HIV. Tracing of TB defaulters. Provision of condoms inside and outside the clinics. Installation of ultra germicidal lights in the clinics.
				To create safe and healthy environment	Implementation of monitoring strategies on	Regular milk, water and air sampling

Strategic Objective: To contribute towards a healthy, well informed and environmentally safe community.				
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Project/ Activities
24 hour clinic (12/13) Mobile clinic(12/13) Ward 5 24 hour clinic(12/13) Ward 6 Clinic (12/13) Ward 7 Clinic or hospital(12/13) Ward 8 Clinic (12/13) Ward 9 Clinic(12/13) Ward 10 24 hour Clinic(12/13) Ward 11 Mobile clinic(12/13) Ward 17 Waiting area to be closed to prevent winds and colds Ward 18 (12/13) Educational information boards for HIV/AIDS Ward 20 Clinic(12/13) Ward 28 Clinic with standby ambulance for 24hours(12/13)	-Tracing of TB defaulters conducted. -Provided condoms inside and outside the clinics -Air monitoring sampling is conducted. Environmental health awareness campaigns were conducted. Continuous monitoring of air quality conducted Conducted monthly Integrated Environmental Management Meetings Approved Environmental Management Policy and Implementation plan. Continuous inspection of food premises.	for the community.	air, noise, land, food and water pollution. Implementation and enforcement of environmental regulations bylaws and health standards. Reduce the impact of climate change.	Regular inspection of food premises. Implementation of environmental management policy and its implementation plan. Conduct community awareness programmes. Conduct the Integrated Environmental Management Forum meetings.

6.2.13. Priority issue 13: Gender & Social Development

		Strategic Objective: To contribute towards a better life for the communities by coordinating sustainable social and economic developmental programmes.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
<p><u>Manifesto:</u> Transversal issues will receive special and continuous attention.</p> <p>Give special attention to Gender and Disability affairs.</p> <p><u>National Outcomes:</u> Improve the quality of basic education (Outcome 1).</p> <p>Improve health and life expectancy (Outcome 2).</p> <p><u>Millennium Development Goals:</u> Achieve universal primary education. Promote gender equality and empower woman</p> <p>Community Inputs Ward 7 Welfare Services Creche site Ward 8 Welfare Services, HIV and</p>	<p>Successful events held:</p> <p>2 days Women summit on business held annually at Steve Tshwete</p> <p>Elderly month, that is, October celebrated annually at Steve Tshwete</p> <p>Database for orphans and vulnerable children developed at Steve Tshwete Municipality</p> <p>Awareness campaigns on drug and alcohol abuse held annually</p> <p>Awareness campaigns on HIV and AIDS held continuously</p> <p>HIV and AIDS issues are addressed through :</p> <p>- Local Aids Council established and functional</p> <p>- 3 Task team coordinators (HIV & AIDS) capacity by</p>	<p>To create an environment with clear regulatory framework for implementation of gender and social development.</p>	<p>Compliance with relevant legislations on gender and social development.</p>	<p>Coordinating events such as 16 Days of Activism, Person's with Disability Day, National Women's Day, Day of an African Child, Older Person's Day, World AIDS Day.</p>
			<p>Promote sound network within all the stakeholders.</p>	<p>Invite relevant departments to revive the inter-departmental committee.</p> <p>Conduct stakeholder engagements sessions.</p> <p>Give training on mainstreaming transversal issues.</p>
			<p>Conscientise role players on transversal issues.</p>	<p>Conduct information sessions with the Mayor and Mayoral Committee on mainstreaming gender and social development issues.</p> <p>Continue to develop policies or framework and avail the policies on transversal issues</p>
		<p>To ensure quality life through integrated services for the children, women, people with disability and the elderly.</p>	<p>Promote the wellbeing of the elderly, persons with disability and children.</p>	<p>Identify accessible buildings to be used by the elderly and persons with disability for social clubs.</p> <p>Support the existing elderly luncheon clubs.</p> <p>Encourage the use of foster</p>

		Strategic Objective: To contribute towards a better life for the communities by coordinating sustainable social and economic developmental programmes.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
<p>AIDS, Creche site Ward 18 HIV and AIDS Campaigns, Bill Boards on HIV and AIDS, Road unaccessible for wheelchair users. Ward 21 Schools for children with disability Ward 25 Social Services Offices</p>	<p>University of Pretoria, through the municipality - Strategy on HIV and AIDS developed and adopted by Council in 2010 - Grant-In-Aid Policy developed and adopted by Council in 2010 - Child Care Forum established and functional - Terms of reference on HIV and AIDS developed -Disability Forum established and functional - Terms of reference on disability developed -Concept document on Mayoral Awards developed and awards were held in 2011.</p>			<p>care home at the Care Village especially in extreme situations.</p> <p>Educate communities on family's preservation.</p>
			Encourage participation on healthy life style programs.	Secure sports equipment to be utilised by transversal groups.
			Facilitate birth registrations of children and registrations of social grants.	Refer cases to relevant stakeholders.
			Link access to public and private poverty alleviation programmes that are meant to cater for special groups.	<p>Interact with the ECD and CDW to map out a way of effectively assisting the transversal groups.</p> <p>Interact with departments to be in compliance with all legislations regarding special groups.</p> <p>Interact with human Settlement department to ensure proportional placement for special group.</p> <p>Identification of LED related projects to accommodate special groups.</p> <p>Engage stakeholders to participate in skills development for special groups.</p>

		Strategic Objective: To contribute towards a better life for the communities by coordinating sustainable social and economic developmental programmes.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
				<p>Interact with Human Resource Department and other stakeholders on the employment of person's with disability</p> <p>Mainstream children, persons with disability, women's voices into IDP programmes and projects.</p>

6.2.14. Priority issue 14: Youth Development

Youth Development		Strategic Objective: To contribute towards a better life for the communities by coordinating sustainable social and economic developmental programmes.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects
<p><u>National Outcomes:</u> Youth Development matters in relation to Outcome 1, 4 and 12</p> <p><u>Community Inputs: 2012-2017</u> Ward 6 Youth Development Centre Ward 7 Skills development centre Youth LED project Youth facilities Ward 10 Youth Development Centre</p>	<p>In terms of Outcome number 1 (Improve the quality of basic education), the municipality has assisted 17 learners with bursaries with the assistance of public and private business.</p> <p>The municipality has an outreach programme as well as the annual career Expo which are intended to motivate learners to make informed decisions about their career path.</p>	<p>To create interventions aimed at providing access to quality education and skills to both in school and out of school youth.</p>	<p>Establishing channels aimed at capacitating the youth with practical skills.</p> <p>Coordinating bursary funding for well performing students to proceed with higher education.</p>	<p>Identification and formalization of a database for young people who need to be afforded practical training opportunity.</p> <p>Liase with internal and external departments to source learnerships and internships.</p> <p>Interact with the public and private stakeholders to source financial assistance. Identification of learners to be assisted financially.</p>

<p>Ward 17 Youth facilities Youth Centre Ward 19 Skills development centre at Thushanang Ward 28 Skills development programmes.</p>			<p>Introduce programmes that are aimed at improving education and support in schools.</p>	<p>Liaise with Department of Education on the support needed to intensify quality education.</p> <p>Introduce after school learning programs, annual Career expo and guidance.</p>
		<p>To address the needs, challenges and opportunities of young man and women accommodating their specific issues relating to youth development.</p>	<p>Engage relevant stakeholders to assist with financial and technical assistance in developing guiding prescriptions on youth development.</p>	<p>Develop a Youth policy in line with National Provincial and District Policies.</p> <p>Liaise with CGTA, Nkangala District Municipality and</p>
	<p>As per the outcome number 12 (A development orientated public services and inclusive citizenship), the municipality has conducted a youth development indaba, substance abuse campaign and hosted the moral regeneration ubuntu festival.</p>	<p>To initiate programs directed at combating crimes, substance abuse and social decay amongst the youth.</p>	<p>Introduce programs and extramural activities for young people.</p>	<p>Undertake drugs and substance abuse campaigns at schools and within the community.</p> <p>Intensify youth participation on Love Life programs. Undertake crime prevention campaigns at schools and within the community.</p> <p>Liaise with SANCA and other relevant stakeholders in further identifying programmes that are aimed at educating and demonstrating the effects of drugs in a human body.</p>

Youth Development		Strategic Objective: To contribute towards a better life for the communities by coordinating sustainable social and economic developmental programmes.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects
			<p>Strengthen the functioning of a Local Sport Council.</p> <p>Engage young people in HIV/AIDS support groups.</p>	<p>Establish a street football league.</p> <p>Formalize all sporting codes within STLM.</p> <p>Intensify youth participation on LAC activities.</p> <p>Conduct Youth Development's sports day Awareness campaign on HIV/AIDS.</p>
	Outcome 4 state (Decent employment trough inclusive economic growth. The municipality has the youth advisory centre where young people are properly guided on how to apply for employment, how to start a business, how to compile a cv.		Campaigns on moral regeneration involving all youth formations.	Hosting of youth festivals
		To increase Youth participation in socio-economic programs.	Representation of the youth need at the relevant Economic Development Forums.	<p>Establish a youth development forum.</p> <p>Conduct capacity building workshops on young aspiring entrepreneurs, young people who are unemployed.</p>
			Promoting the participation of young people in the public and private procurement system.	Influence the institutions to revise their supply chain management policies in order to accommodate young entrepreneurs.

6.2.15. Priority Issue 15: Recreation, Moral Regeneration, Arts, Culture and Sports

		Strategic Objective: To contribute towards a better life for the communities by coordinating sustainable social and economic developmental programmes.		
Status quo		Development Strategies		
Requirements	Baseline	Objectives	Strategies	Possible Projects/ Activities
Institutional:	Sports council has been established. Arts and crafts database created. Functional arts and culture committee. Moral Regeneration Forum established.	To stimulate the potential of arts and culture in line with the economic growth of the STLM.	Strengthen working relations with the Department of Culture Recreation and Sports and private sectors in identifying programmes aimed at promoting arts and culture within the communities.	Formalise arts and culture groups Interact with private sector to secure funding for viable arts and culture projects.
		To promote sports participation in the community and at schools.	Enhancing sports council to coordinate clear programs of sports within the STLM communities.	Identify and formalise existing sporting codes.

